High Performing
Government

City of Chattanooga
Department Offer Worksheet

<table>
<tr><td colspan="2" align="center">SECTION 1 - OFFER SUMMARY</td></tr>
</table>

Offer Name:	**City Attorney Operations**	
<u>Primary</u> Results Area:	**High Performing Government**	Priority Ranking: <mark>1</mark>
Lead Department:	**Office of the City Attorney**	Collaboration: [ ] YES [x] NO
Administrator:	**Wade A. Hinton**	Date Submitted: **01/15/2015**
Amount Requested from City General Fund:	**$1,547,616**	Total Offer Cost: **$ 1,547,616**

X	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

<table>
<tr><td align="center">SECTION 2 - OFFER DETAILS</td></tr>
</table>

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

  The Office of the City Attorney handles all legal matters for the City of Chattanooga. It provides legal advice regarding civil litigation, contracts, real estate, public information requests, employment matters, claims, compliance, regulations, environmental matters, and the like. This offer will have an impact on the citizen satisfaction with services.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

  It shall be the duty of the City Attorney to give legal advice to the Mayor and City Council, and all other officers and boards of the City in the discharge of their official duties. If required, he shall give his opinions in writing, and they shall be preserved for reference. It shall be his duty to prosecute or defend all suits for or against the City and to attend to such other legal business as may be prescribed by the Mayor and/or City Council. It shall also be his duty, either in person or by an assistant, to appear and prosecute cases in the City Court when called upon by the Mayor or any Council Member or the City Judge. He shall prepare all contracts, bonds and instruments in writing when called upon by the Mayor or any Council Member. He shall give his first time attention to the City's legal business.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

  The mission of the Office of the City Attorney is to deliver high-quality legal services to the City of Chattanooga in a responsive, proactive, creative and timely manner so that the Mayor and City Council can govern lawfully with the highest level of integrity and serve the community effectively.

  This offer will leverage new software purchased in FY2015 to assist with public records response time and document management of case files. The software allows for better tracking of response time to citizens. Additional software purchased during FY2015 will assist code and file search capability. The

applications will allow for better collection of data – including client engagement. The implementation of certain training programs and management systems, should result in more efficient processes for departments and quicker resolution of citizen requests. It should also result in decreased payouts from the general funds, which could allow other City priorities to be addressed.

The office will measure the outcomes by comparing some of the results from the current fiscal year to next year's actuals. The implementation of certain training programs, policies, and systems should result in more efficient processes for departments and quicker resolution of citizen requests. It should also result in decreased payouts from the general funds, which could allow other City priorities to be addressed.

- o **Actions** – How will you achieve the goals, including:
  - ▪ **Clear summary of activities:** (What are you doing?)

  The City Charter requires a City Attorney. In fulfilling these duties, the Office of the City Attorney has the following general areas to fulfill its core functions: (1) Litigation; (2) General Government/Transaction; (3) Claims; (4) Open Records; and (5) Compliance.

  (1) **Litigation Division**: This group represents the City in matters pending in various forums, including matters involving civil-rights and employee claims, contracts and construction disputes, environmental issues, and First-Amendment matters. Additionally, it defends the City in negligence actions and pursues claims where the City is a victim of property damage. *(9 FTE's)*

  (2) General Court and Transactional Division: This group handles all corporate, commercial, tax, and real estate matters involving the City.   It also approves all contracts entered into by the City and provides formal and informal legal opinions of how the law affects various agencies of the City. *(3 FTE's)*

  (3) Claims: The City Investigator is responsible for investigating all pre-litigation claims for damages against the City of Chattanooga and attending to settlement of such claims under the direction of the City Attorney lawsuits. In addition, the office is also responsible for pursuing claims resulting from damage to City-owned property by third parties. *(1 FTE)*

  (4) Open Records: The Open Records / E-Discovery Specialist is responsible for responding, researching, and gathering of all information, data, and documents requested through an open records request. Additionally, this role includes addressing the role of document retention and e-discovery during litigation. *(2 FTE's)*

  (5) Compliance: The Compliance Officer currently works to ensure that the City of Chattanooga remains in compliance with Title VI of the 1964 Civil Rights Act. Over the course of the year, this role will be enhanced to include additional compliance requirements with the goal of having a centralized point to report all compliance matters. *(1 FTE)*

  - ▪ **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
  -The Open Records Specialist with produce a monthly report with an average response time to Open Records requests.

-The Litigation Section shall produce a litigation report on a quarterly basis with the number of open cases and administrative filings.

-Annual Title VI Report that highlights community outreach, employees trained on Title VI, and

- ▪ **Key personnel/project leaders/consultants: (Who is doing what?)**

The Open Records Specialist will track and report on TORA requests and response time.

The Deputy City Attorney will coordinate the quarterly litigation report.

Our

- ▪ **Citizen engagement -** How are you involving citizens?

Citizens will be able to access to the City Charter and Code through a more user friendly platform.

Citizens will be able to make open records requests in a more user friendly platform. This includes payment for requests and checking the status of request.

The Compliance Officer will provide more information about Title VI.

- ▪ **Environmental sustainability:**

The new platforms will reduce the amount of paper printed in the office and allow for electronic delivery of record requests.

The legislation application will allow for access of the code via mobile applications and should reduce the amount of printed copies of the code and charter.

- ▪ **Cite applicable research/best practices used in this offer:**

As a member of various legal trade groups, the department accesses information through a variety of sources that include – the International Municipal Lawyers Association Conference, the Tennessee Municipal Attorney Association training, site visits to other municipal law departments, etc.

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Office of the City Attorney	$ 1,444,687	$ 102,929	$ 1,547,616	100%	16
	$	$	$	0%	
	$	$	$	0%	
Total	$ 1,444,687	$ 102,929	$ 1,547,616	100%	16

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
TORA Revenue	$ 2,500.00
	$
	$
	$
	$

FY16 Offer Form

City of Chattanooga
Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: Reduction of response time for TORA requests and time spent. An assessment is being compiled for baseline numbers.

Description of Output Measured: Time lapse of request to response; general survey to open records liaisons prior to implementing new program.

Measurement Frequency: Daily ____ Weekly____ Monthly__X__ Quarterly____ Annually____

Staff Responsible for Collection & Analyzing data: Open Records Specialist

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 2

Results Area: High Performing Government

Primary Desired Outcome: Reduction in the lifecycle of administrative claims. This will allow more capacity for staff to address other matters faster.

Description of Output Measured: Average number of administrative claims should decrease and stabilize year to year after implementing early case assessment program and quarterly reviews.

Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly__X__ Annually__

Staff Responsible for Collection & Analyzing data: Deputy City Attorney

FY2013 Actual	FY2014 Actual	FY201 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome: Reduce legal spend year to year by re-evaluating engagement agreements with law firms.

Description of Output Measured: Average hourly rate and quarterly spend to outside counsel and compare year to year spend ..

Measurement Frequency: Daily ____ Weekly____ Monthly__ _ Quarterly__X__ Annually____

Staff Responsible for Collection & Analyzing data: City Attorney and Deputy City Attorney

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
	310,000			

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly____ Annually____

FY16 Offer Form

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	**Document Retention Program**

<u>Primary</u> Results Area:	**High Performing Government**	Priority Ranking:	**2**		
Lead Department:	**Office of the City Attorney**	Collaboration:		YES	x	NO

Administrator:	**Wade A. Hinton**
	Date Submitted: **03/02/2015**
Amount Requested from City General Fund:	**$100,000**
	Total Offer Cost: **$ 100,000**

MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

By law, the City of Chattanooga has to retain records for time proscribed by statute and policy as adopted by the Chattanooga City Council. There does not appear an organized method for maintaining or storing these retained documents. Without implementation of a document retention program, the City is subjecting itself to possible to legal and financial exposure. The program would be as follows:

- Adopting and Drafting of Document Retention Program Policy;
- Consulting services on how to best store documents;
- Multi-year plan on how to get City employees to maintain compliance with DRP policies and procedures.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

The document retention program would provide the following:

Adherence to legal requirements;
Advice as how and where to retain documents;
Advice on how to destroy data and documents outside the legal requirements possibly resulting in cost savings of data storage;
Allowance of public input on final policy before adoption

The citizens will benefit knowing its city government's documents are well protected and safe guarded as required by law. Additionally, citizens will have confidence in a government that seeks efficiency in how it organizes its data, information, and resources.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

Last fiscal year, the City of Chattanooga had a judgment of over $75,000 entered against it in an Open Records case. Part of the issue had to do with the City not adhering to its own retention policy. The initiative will ensure that this type of claim does not happen again. Additionally, there are boxes of documents and City data in locations throughout City buildings – its basements, etc. This initiative will help the City rival the best practices of other organizations by having a central storage location.

Actions – How will you achieve the goals, including:
- **Clear summary of activities:** (What are you doing?)

We will work with Iron Mountain and the local records management association to assess the current state of City records. Upon completion of the assessment, the OCA, General Services, and IT will work together to provide a roadmap to implement the retention policy. This will include a range of activities from placing actual deletion scripts on emails to prevent of from storing 10 years of irrelevant emails to removing boxes from the hallways of City buildings to more appropriate locations.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

July 1 - Completion of Assessment

September 1 - Training of employees and launch of retention timelines
           Removal of time lapsed documents

November 1 – Review of retention exceptions policies

January 2016 - Moving of documents to central location

March 2016 - Work with IT to look for Document Management System (RFP)

May 2016 - Assessment of digital storage scripts

- **Key personnel/project leaders/consultants: (Who is doing what?)**

The Open Records Specialist will work with IT and GS to develop project timeline.

GS will help coordinate removal of time lapsed documents.

- **Citizen engagement -** How are you involving citizens?
Citizens will be able to access to have input on those documents they see as relevant prior to any

destruction.

- **Environmental sustainability:**

Adoption of the Document Retention Program will allow for less electronic storage and fewer energy costs. Additionally, many of the time lapsed documents will be able to recycled.

- **Cite applicable research/best practices used in this offer:**

We will work with the local records management association. We have also conducted site visits to Knoxville and Nashville to for best practices..

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Document Management Program	$	100000	100000	100%	0
	$	$	$	0%	
	$	$	$	0%	
Total	0	100000	$ 100000	100%	0

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	χ No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	0
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: Removal of time lapsed document, saving of electronic storage, reduction of risk associated with open records and discovery requests.

Description of Output Measured: Percentage of City documents in compliance with the City's retention policy and state law.

Measurement Frequency: Daily ____   Weekly____   Monthly__X__   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data: Open Records Specialist

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
				25%

Measurement 2

Results Area: High Performing Government

Primary Desired Outcome:

Description of Output

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly_ ___   Annually__

Staff Responsible for Collection & Analyzing data: Deputy City Attorney

FY2013 Actual	FY2014 Actual	FY201 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome:

Measurement Frequency: Daily ____   Weekly____   Monthly__ _   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data: City Attorney and Deputy City Attorney

FY2013 Actual	FY2014 Actual	FY2015 Target	FY015 Projected	FY2016 Target

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly___   Quarterly____   Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly___   Quarterly____   Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **City Council Operations**

Primary Results Area: **High Performing Government**

Priority Ranking: **1**

Lead Department: **General Government - City Council**

Collaboration: | | YES | X | No |

Administrator: **Chip Henderson, Chairman**

Date Submitted: **1/15/14**

Amount Requested from City General Fund: **$ 726,526**

Total Offer Cost: **$ 726,526**

| X | MANDATED | PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS |

SECTION 2 - OFFER DETAILS

Narrative:

o **Summary** – Brief summary narrative describing offered service or initiative.

The City Council is the legislative branch of City government, having both legislative and quasi-judicial authority and responsibilities as established by the City Code. The Council has the responsibility for approval of the annual budget for the City, in collaboration with the Mayor and community.prepared

Needs Addressed – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

- **Provide public forum for transparency and citizen engagement /participation in the legislative and administrative affairs of the City**
- **Allows public citizens to attend and provide comments/input during Council Meeting for pending and/or established Ordinances.**
- **Meet with citizens to identify any issues that impact their districts and/or the city in general.**

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

This offer encompasses the level of funding necessary to provide for the operations of the Council and staff as they continue their efforts related to their Mission Statement: To promote an ethical, inclusive environment which enhances and sustains the well-being of the people. The overall focus for Fiscal Year 2015-2016 consists of:

- **Significantly reduce crime to make Chattanooga a safer community**
- **Repurpose all existing City-owned vacant lots**
- **Promote small businesses throughout the City.**
- **Increase revenue sources**
- **Achieve well maintained roadways**
- **Develop and promote vocational education**

o **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)
  - Establishing laws, policies and oversight of government activities on behalf of citizens
  - Provide incentives /environment that promote economic growth and sustainability
  - Council meetings
- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
  - Ongoing as needed
- **Key personnel/project leaders/consultants: (Who is doing what?)**
  - Nine elected councilmember and four fulltime staff
- **Citizen engagement -** How are you involving citizens?
  - Encourage public participation/engagement through public notice of all meeting
  - Meet with other government officials, public private partnerships, public forums, district meetings, etc.
- **Environmental sustainability:**
  - Establish laws to promote
- **Cite applicable research/best practices used in this offer:**

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
City Council	$ 609,348	$ 117,178	$ 726,526	100%	13
	$	$	$	0%	
	$	$	$	0%	
Total	$ 609,348	$ 117,178	$ 726,526	100%	13

Amounts MUST agree with collaborating Department totals for this offer

Does this have **Capital** Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

City of Chattanooga
Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government
Primary Desired Outcome: Days from Council Meeting to Minutes
Description of Output Measured: Number of Days Minutes available to any concerned party.
Measurement Frequency: Daily ___   Weekly_X__   Monthly___   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data: City Council Staff

FY2013☐Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
2	2	2	2	2

Measurement 2

Results Area: High Performing Government
Primary Desired Outcome: Public Engagement
Description of Output Measured: Public Meetings/Forums
Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually_X__
Staff Responsible for Collection & Analyzing data: Council Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
				48

Measurement 3

Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4

Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	**City Court Judge - Division 1 Operations**				
<u>Primary</u> Results Area:	**High Performing Government**	Priority Ranking:	<mark>1</mark>		
Lead Department:	**City Court Judge - Division 1**	Collaboration:		YES	X No
Administrator:	**Stacie Peardon**	Date Submitted:	**1/15/15**		
Amount Requested from City General Fund:	**$457393**	Total Offer Cost:	**$457393**		

MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

o **Summary** – Brief summary narrative describing offered service or initiative.

o **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*
See attached

o **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)
  Conducting Chattanooga City Court daily to resolve all citations and ordinance violations brought before this Court.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
  N/A

- **Key personnel/project leaders/consultants: (Who is doing what?)**
  Judge Sherry Paty conducts Chattanooga City Court Division I resolving citations and ordinance violations brought before this Court.

- **Citizen engagement -** How are you involving citizens?
  This Court allows students engagement by attending Court and observing court operations.

- **Environmental sustainability:**
  This Court conducts an environmental docket each week and we strive to have compliance on all citations issued.

- **Cite applicable research/best practices used in this offer:**
  N/A

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
City Court Judge - Division 1	$ 430973	$ 26420	$ 457393	100%	4
	$	$	$	0%	
	$	$	$	0%	
Total	$ 430973	$ 26420	$ 457393	100%	4

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	x No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 2
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

City of Chattanooga
Department Offer Worksheet

Measurement 5
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	**City Court Judge - Division 2 Operations**				
<u>Primary</u> Results Area:	**High Performing Government**	Priority Ranking:	**1**		
Lead Department:	**City Court Judge - Division 2**	Collaboration:		YES	X No
Administrator:	**Judge Bean / Debbie Phillips**	Date Submitted:	**1/15/15**		
Amount Requested from City General Fund:	**$434,638**	Total Offer Cost:	**$434,638**		

X	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

o **Summary** – Brief summary narrative describing offered service or initiative.

   See Attached

o **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

   See Attached

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*
   See Attached

o **Actions** – How will you achieve the goals, including:
   ▪ **Clear summary of activities:** (What are you doing?)
      Presiding over Chattanooga City Court in regard to all City citations and Ordinance violations that are brought before the Court.
   ▪ **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
   ▪ **Key personnel/project leaders/consultants: (Who is doing what?)**
      Judge Bean presides over the court and supervises staff; Court Officers are implementing court procedure and maintaining order in the courtroom; Court Administrator works in the Judge's Office and the Courtroom and works with the public to resolve any concerns or issues, etc.
   ▪ **Citizen engagement -** How are you involving citizens?
      We show safety videos to the public to help make them aware of safe driving and how dangerous it can be to drive on the roadways.
   ▪ **Environmental sustainability:**
      See Attached

City of Chattanooga
Department Offer Worksheet

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
City Court Judge - Division 2	$ 424,213	$ 10,425	$ 434,638	100%	4
	$	$	$	0%	
	$	$	$	0%	
Total	$ 424,213	$ 10,425	$ 434,638	100%	4

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 2

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided

Offer Name:	**IT Administration & Divisions Regular Operating**
<u>Primary</u> Results Area:	**High Performing Government**
Lead Department:	**Information Technology**
Administrator:	**Brent Messer**
Amount Requested from City General Fund:	**$6,896,629**

Priority Ranking:	**1**
Collaboration:	YES / **X** NO
Date Submitted:	**27 February 2015**
Total Offer Cost:	**$10,334,329**

X	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

The Department of Information Technology

MISSION:

To serve as the catalyst for technological change and innovation, through shared and integrated information systems.

VISION:

To be known as a value-driven proactive partner and noble steward of information systems and innovation.

Summary

This offer funds the regular operating budget (Cost of doing business) for all of the Department of Information Technology divisions (IT Administration, IT Applications Development, IT Operations & Infrastructure, IT Project Management Office, and IT Security). It also includes a modest increase to cover inflation in operating expenses, and an increase in IT maintenance costs that were not in last year (or previous years) budget to prevent going over in licensing and maintenance costs, and includes required connectivity (telecom / Internet) funds that were previously unallocated.

- IT operating cost increase for all divisions + inflation including:
  - The addition of 1 FTE transferred from Fire (added to IT operating, subtracted from Fire) $92,954
  - An IT maintenance increase of $823,070 that was left out of previous budgets and causing DIT to be over budget every year, plus additional items added in the previous fiscal year.
  - The required addition of "digital connectivity" costs totaling $875,000 that was previously "unallocated" and causing DIT to be over budget every year. This is an increase of $640, 321 over last year and is required.
  - Additional consulting fees to help IT bridge some of the gap with service demand, increased by $20,000 (brings our total consulting fees line to $60k).
  - Misc. cost increases such as training, supplies, uniform costs, etc. $36,557
  - An additional $30,000 in tech fund charges for equipment purchases for the last fiscal year.

- We also reduced the budget in other areas by moving some funds around to cover some of these added expenses bringing the total addition of $1,486,131 to our operating budget.

Each function and service IT provides is directly correlated to citizen (customer) satisfaction of the departments and agencies we support (our partners). While IT has had a very productive year thus far, we still have a very long way to go to achieve total operational excellence.

Needs Addressed

This offer addresses the ongoing need for technology and information services that are critical to the regular operation of the entire organization. The technological needs the IT department addresses, regularly benefits citizens through more efficient and effective means in which to interact with City departments, agencies, and for citizens and businesses in Chattanooga to utilize City services. Many technology services IT provides are mandated through several state and federal laws where specific information services must be provided to citizens, e.g. Tennessee Open Records Act.

The capital dollars associated with this offer are critical to fixing the many issues with outdated network infrastructure / datacenter and lack of resources to fix it. Also, several critical IT Security needs are addressed with the associated capital included in this offer.

Goals and Objectives

All IT Goals and Objectives are part of a three year strategic plan to enhance all four of the IT Pillars of Excellence (Our strategic themes): **Operational Excellence, Technological Maturity, Standardization & Reuse, and Sustainability. Essentially this offer is the required baseline; the option to do nothing more but maintain the status quo and accept only the changes IT can do with our current capacity to only handle 16% of the demand.** While we will always strive to achieve these and our other goals, it may require a change in strategy, may just take a very long time to do so for some, and may make others entirely unrealistic. The second "expansion" offer covers the expanded resources required to meet expectations of IT services and achieve IT strategic goals.

- **Increase Systems Availability to 98.5% or higher by the end of March 2018.**

    - Part of the IT Operational Excellence strategic theme. To increase our systems and network availability, IT must focus on updating the City's network infrastructure and datacenter to meet the current demand and be more scalable as demands change in the future. This will decrease downtime, which in-turn, decreases losses (time, money, productivity). Systems Availability average for calendar year 2014 was a low 87.06**%.** Industry standard is 98.5% or greater.

- **Decrease Total Legacy Systems / Equipment to 5% or less by the end of June 2018.**

    - Part of the IT Technological Maturity strategic theme. It is a lofty goal, but a critical goal for increasing the City's technological maturity (also contributing to operational excellence) to replace or eliminate all of the City's outdated and antiquated legacy equipment and systems by either upgrading to latest hardware / software, or going in a new direction such as the cloud. Currently **51.57%** of the City's systems are outdated legacy equipment that is more expensive to maintain long-term.

- o **Increase Business Partner Total Satisfaction to 85% or higher by the End of March 2018.**
  - Part of the IT Operational Excellence strategic theme. IT uses an annual survey instrument, traditionally called a "customer service survey," as the primary measurement for this annual goal. Given the large amount of change IT has undertaken this year (and will continue over the next three years), there is always some level of apprehension and resistance to change that may result in this measurement to go down before it goes up.

- o IT has other goals and objective that are not published due to the sensitive nature of the information. Usually security and configuration related. E.g. Standards compliance, network vulnerabilities, and so on.

Actions
[SEE ATTACHED GAP ANALYSIS DOCUMENTS FOR DETAILS]

- Continue to advance and build out Technology Replacement Plan / Fund;
- Replace Legacy Systems, Legacy Computers, Legacy Servers, and Legacy Network Equipment.
- Begin complete overhaul of Data Center (footprint Reduction) and Server Virtualization (or Cloud Hosting);
- Migrate Core Systems to Public or Private Cloud Infrastructure and utilize managed services to reduce overhead and increase availability;
- Increase System Redundancy (For high availability) and Technological Status Visibility.
- Increase IT Operations Staff Skillset and setup job sharing, shift rotations, and cross training functions.
- Enhance Help Desk Communications, and Enhance Reporting Visibility;
- Implement Self Service Portals for time-consuming items that users can do themselves (e.g. password resets);
- Increase IT Documentation Practices.
- Increase core system interoperability by creating middleware or system interfaces where needed.

Timeline of activities and/or significant milestones throughout the year:

This offer is the foundation of IT, the status quo of current operations. The projects and actions required for faster performance enhancements are tied in with the second offer to migrate systems into the cloud (in order to free up current personnel) and are spread out over three years. Goals are set for three years as part of three year strategic plan.

Key personnel/project leaders/consultants:

1. Entire Department of Information Technology Current Staff:
   a. Continuing to maintain and support the City's technology with only the 16% current capacity.

Citizen engagement

In most cases citizens are not directly involved in IT functions. Citizens are indirectly involved through the services the Departments and Agencies we support offer. In some cases citizens will be directly involved, such as with survey items, or focus groups when dealing with web-based services and the like.

<div style="text-align: center;">

Environmental sustainability

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Updated equipment (part of the strategy) use less energy. The more up to date the network, the more sustainable long-term.

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Cite applicable research/best practices used in this offer

</div>

Messer Method, PMI PMBOK Standards, COBIT 5 Framework, ISO 27001 & ISO 27002 Standards, NIST Standards, Logic Method (inputs, outputs, outcomes), Lean Management (Kaizen), Balanced Scorecard.

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Information Technology	$ 4,142,986	$ 2,726,643	$ 6,869,629	100%	44
	$	$	$	0%	
	$	$	$	0%	
Total	$	$	$	0%	

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	☐ No	X Yes	If Yes, Amount☐	$3,464,700

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$ ☐
	$ ☐
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Systems Availability (Operational Excellence)
Results Area: High Performing Government
Primary Desired Outcome: Increase Systems availability to 98.5% or higher total availability.
Description of Output Measured: Decreased System Outages (specifically: Network, e-mail, Phone, Wi-Fi, and Applications.); Decrease Mean Time To Recover (MTTR).
Measurement Frequency: Daily ___   Weekly___   Monthly X   Quarterly___   Annually___

Staff Responsible for Collection & Analyzing data: IT Operations Division (Brian Silvenis)

FY2013 ☐Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
83.72%	87.06%	90.75%	91%	94%

Legacy Systems (Technological Maturity)
Results Area: High Performing Government
Primary Desired Outcome: Reduce Total Legacy Systems / Equipment to 5% or less legacy (total).
Description of Output Measured: Replacement of Legacy Equipment / Systems
Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___
Staff Responsible for Collection & Analyzing data: IT Operations Division (Brian Silvenis)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
62.95%	51.57%	38%	39%	25%

Partner (Customer) Satisfaction
Results Area: High Performing Government
Primary Desired Outcome: Increase Business Partner Satisfaction to 85% or higher
Description of Output Measured: Helpdesk Service Performance Increases; Customer Service Surveys;
Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X_
Staff Responsible for Collection & Analyzing data: IT Administration (CIO)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unknown	50.47	55%	45%	65%

Core System Interoperability* (Technological Maturity)
Results Area: High Performing Government
Primary Desired Outcome: Increase Core Systems Interoperability to 12% or greater (if possible) by July 2018. (KPI decreased due to addition of core systems)
Description of Output Measured: Core Systems, hosting, Managed Services, Core System API's
Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___
Staff Responsible for Collection & Analyzing data: IT Applications Division (Ken Kitchen)

* Interoperability is defined as *The capability to communicate, execute programs, or transfer data among various functional units in a manner that requires the user to have little or no knowledge of the unique characteristics of those units.*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unknown	3.06	7%	6%	9%

Systems Availability (Operational Excellence)
Results Area: High Performing Government
Primary Desired Outcome: Increase Systems availability to 98.5% or higher total availability.
Description of Output Measured: Decreased System Outages (specifically: Network, e-mail, Phone, Wi-Fi, and Applications.); Decrease Mean Time To Recover (MTTR).
Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: <u>IT Operations Division (Brian Silvenis)</u>

FY2013 ☐Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
83.72%	87.06%	90.75%	91%	94%

Note: At least 3 measures should be provided

IT Operations Gap Analyses

As part of a three year strategic plan, IT performs a critical Gap analysis on an annual basis. The most significant gaps in performance are identified, measured, correlated with with other gaps or goals (if correlation exists), strategy formulated, then action plans created to fill the performance gaps. Below are the most significant performance gap analyses for IT Operations.

Gap Analysis 1: IT Systems Availability is unacceptably low.

Current State	Performance Gap	Desired State
Calendar year 2014 systems availability is at an abysmal **87.06%**	Constant network, phone, and application outages are preventing the desired availability. The outages are being caused by severely antiquated network hardware, applications, and other technology systems that have been neglected for years.	**98.5%** (or higher) of total systems availability. By end of Q1 2018

Initiatives/Action Steps/Programs to Close the Gap

The most significant challenge with regard to closing all the IT performance gaps is the sheer number of dependencies involved. Too many actions need to happen simultaneously before other actions can proceed, which poses a significant capacity issue since IT does not have adequate resources (staff, and money) to handle the load. Staffing needs to increase as it is, but only to the point where the demand after improvements is sustainable and able to be met, no further. Additional money is requested in lieu of further adding "extra" staff (staff beyond what is being requested in this offer) to hire vendors to help with the capacity. The vendors can help get us to a point where the current (and additionally requested staff) can sustain the demand rather than hiring extra IT staff to move forward only to remove positions in the future once we are stable. We have no illusions that the entirety of the required funding needed to improve performance across all of IT will be available all at once, but IT is making the request anyway in an effort to document the need.

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Maintain the Implemented the technology replacement fund and plan to mitigate future equipment antiquation:

IT Strategic Theme Alignment: Technological Maturity
Strategic Outcome Alignment: High Performing Government
This new plan and fund ensures that technology equipment (especially critical infrastructure equipment) is replaced at the correct time and on a regular schedule. This keeps costs controlled and consistent, as well as keeping the network infrastructure standard and up to date. This was a strategic initiative for the FY 14-15 budget year and was created in August of 2014 with an initial $1.4 million infusion into the fund. The plan calls for annual funding of the tech fund ($1.5 Million) for at least five

years to establish the cycle of replacement for all technology. In a few years the fund will begin to cycle evenly without need for much future funding outside of capital improvements to the fund.

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Replace Legacy Computers, Servers, and Network Equipment

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Continuing in early 2015, legacy computer equipment, servers and network equipment will be replaced with modern and more dependable hardware and software. Dependable technical equipment will allow IT to focus on optimizations and enhancements to the City's infrastructure instead of trying to make equipment run beyond its useful life. Running equipment to the point of failure carries significant risk to business interruption and creates an environment that doesn't scale well for future projects.This initiative is a perpetual project to keep technology current but the City's legacy equipment will be shrunk to 5% by June 2018 by reducing our legacy equipment by 16% each year over the next 3 years.

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Move and potentially Outsource Datacenter

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

One of the most critical functions that an IT group can provide an organization is a redundant, well maintained, and backed up data center. Unfortunately due to a severe lack of trained personnel resources, IT has fallen behind a great deal in maintaining and controlling it's data center. To offset costs and ensure more reliable service and up-to-date hardware, IT is planning to migrate it's data center out of it's current location and move it to a more secure and updated facility. We also believe that there is a huge potential for cost savings for completely outsourcing the maintenance of the physical data center by procuring a new data center as a managed service. Essentially, the managed service provider becomes an extension of IT Operations at a fraction of the cost of hiring new personnel dedicated to maintaining an on-site data center. It is estimated that the cost of hiring three additional engineers for a single (1) year (to update and maintain our current configuration) will pay for five (5) years of a managed service solution off-site. There will be some need for local equipment for back-ups and due to specific system and vendor requirements, but the majority being hosted will save us significantly in the long run.

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Virtualize Servers and Shrink Datacenter Footprint

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Server virtualization can be defined as the conversion of one physical server into several individual and isolated servers eliminating a single point of hardware failure. This growing standard used industry wide for server deployment allows for highly available systems and will reduce IT's server reliability gap. IT will build a virtual environment starting fiscal year 2016 which will have the capacity transition our legacy servers which can be virtualized to a stable and highly available system. Part of the process of virtualization will involve server consolidation and specialization to use server resources more efficiently and effectively. This process will continue as part of the initiative to decrease legacy

equipment with our goal to have 80% of servers virtualized by July 2018. This will be achieved by a 12% virtualization increase per year over the next 3 years.

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Migrate Core Systems to Cloud

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

All core systems that can be hosted in the cloud, will be hosted in the cloud. This plan will start with systems such as the City's email system and enterprise resource planning system. Cloud systems allows IT to mitigate the risk of self hosting and offloads the time and cost of maintaining infrastructure (overhead) for complex systems. Leveraging scaled and enterprise ready environments allows IT personnel to focus on innovative endeavors rather than constant maintenance, which will provide a greater return on investment for citizens. Cloud hosted systems also allows talent reallocation to address technology outages quickly and effectively while decreasing IT's system availability gap.

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Increase Redundancy and Technological Status Visibility

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Beyond increasing redundancy by server virtualization, there are other areas of the City's IT infrastructure that needs to be redundant in order to close our system availability gap and increase our ability to perform routine maintenance. Network firewalls and core switches are among the list of items that need to be redundant.

Gap Analysis 2: IT Business Partner (Customer Service) Satisfaction is Very Low.

Current State	Performance Gap	Desired State
50.47% Service Satisfaction (2013 - as measured at the beginning of 2014 via survey) Mean Time to Repair / Recover (MTTR) is 240 Minutes.	Lack of communication, inefficient incident or request completion, limited skillset, inefficient inventory deployment, severe deficiency of staff to meet the demand	75% or higher Service Satisfaction by January 2018 (2017 survey) MTTR should be at 30 minutes or less for most things.

Initiatives/Action Steps/Programs to Close the Gap

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Increase IT Operations Skillset and Cross training

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Technology is constantly changing and improving. In order to be able to support and maintain such a progressive technical environment, IT personnel must have a formalized training process to promote expansion of capability and ensure cross training among personnel. The best way to do this is through a rotation schedule where front-line IT staff spend a few months supporting a specific area, then rotate to another area. e.g. the group for Police rotate to the library for three months and the group supporting the library could rotate elsewhere, etc. Cross trained personnel will close the limited skill set gap. Enhancing the skills of our team will increase our service satisfaction by decreasing mean time to recovery (MTTR, one of IT's key performance indicators) and increasing request and incident throughput.

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Enhance Incident and Request Communication and Reporting Visibility

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Transparency is important to measure performance against our customer service increase goals and communication is essential to increase that transparency. IT will begin a regular newsletter service for all City employees as one level of transparency. IT will report on our successes as well as our failures. We will provide useful tips, highlight IT staff, provide project status updates, and more in an effort to increase the transparency and communication from IT to our business partners (users).

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Implement User Self Service Portal, Knowledgebase, FAQ, etc.

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

To help lower some of the demand of IT, several of the high demand, high priority, low time requests must be automated. Such as password resets and lock-out resets, user profile information, and more should be able to be completed by the user in real-time. This will allow the help desk personnel to focus on higher priority and longer-duration calls for help, assist in system-wide migrations, etc. Essentially freeing up some of the demand on staff so that we don't have to hire staff beyond that of our "true demand," (true demand is measured as the total demand minus the mitigatable demand, i.e. better documentation and knowledge base, training, and self service portal where savvy users can help themselves faster than IT could, thereby showing us our true demand).

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Increase Documentation

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Technology is constantly changing and improving--in order to be able to support and maintain such a volatile technical environment, IT personnel must have a formalized training process to promote expansion of capability and ensure cross training among personnel. Unfortunately due to the significantly high demand and lack of capacity to handle the high demand, good processes to document well (and provide users with documentation, FAQ, and knowledgebases) falls behind as lower priority. A combination of process improvements and changes combined with a strategic increase in staff will go a long way to achieving this plan and help close this gap.

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Implement a Formal IT training Program

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

One item of significance that comes up a lot in feedback to IT (via annual survey, meetings, etc) is the demand for professional training on the systems that users actually use daily. The better trained staff are, the more proficient and productive they become, this is a scientifically proven fact. Fears of training personnel then the staff leaving for a better job are mitigated through the IT adage: "Train people so they can leave the organization, then create a working environment so wonderful that they won't want to leave." A time proven method of retaining solid high performing staff organization wide. The return on the training investment significantly outweighs any loss. IT plans to hire a full time technology trainer, who can then design and provide multiple technology based training courses to City staff year-round. This will directly meet the high city-wide demand for technology training. Training will range from basic systems (Office Suite: Word, email, etc.) to specialized systems (Oracle EBS, Sysaid, etc.) to being able to train users on new systems before they are implemented to reduce the learning curve of city side roll-outs of large upgrades, enhancements, or replacements.

IT Applications Gap Analyses

As part of a three year strategic plan, IT performs a critical Gap analysis on an annual basis. The most significant gaps in performance are identified, measured, correlated with other gaps or goals (if correlation exists), strategy formulated, then action plans created to fill the performance gaps. Below are the most significant performance gap analyses for the IT Applications Division.

Gap Analysis 1: Interoperability* of Applications

Current State	Performance Gap	Desired State
The City's core application interoperability* is at 3.5%	Core systems throughout the City are more disparate than interoperable. This lack of interoperability leads to waste and inefficiencies in a variety of areas. Applications connections (currently 8 relationships) should include interfaces to ERP as well as to applications containing related information (estimated 28 relationships) to enable more efficient transmission of data	12% Core Application Interoperability by the end of Q1 2018

Initiatives/Action Steps/Programs to Close the Gap

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Upgrade and Host Motorola CSR as Managed Service

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>, <u>Safer Streets</u>
Beginning in early 2015, the 311 core system, "CSR" by Motorola, will be updated and migrated from the City's data center to being a managed and cloud hosted service in the Motorola data centers. This will not only help prevent future antiquation of the system (a state we are currently in), but also provide a more stable platform for the interoperability between two critical core City systems, CSR and City Works. This initiative is scheduled to be complete by June 2015.

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Move City Works to Motorola as Managed Service

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>
By moving City Works, a core City system for Public Works, from the City's data center to Motorola's data center, multiple issues are solved. First, the interoperability between Motorola CSR and City Works is managed and supported 100% by Motorola, which not only moves us closer to closing the interoperability gap, but will also free up IT resources by reducing the systems workload. Second this initiative will allow greater mobile access to both systems. Allowing access to City Works by Public

Works staff in the field via mobile computing devices promotes greater efficiencies and supports a high performing government.

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Implement System Interfaces

IT Strategic Theme Alignment: <u>Standardization and Reuse</u>
Strategic Outcome Alignment:<u>High Performing Government</u>
By utilizing various core systems' Application Programming Interfaces (API)--where available--, the Department of Information Technology's Application Development Division will write interfaces between the various core systems to enable true or perceived interoperability. Essentially "gluing" the various core systems together. This process will enable more standard procedures and reuse of data to avoid duplication of efforts and make City processes more efficient.

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Implement Business Intelligence Architecture

IT Strategic Theme Alignment: <u>Standardization and Reuse</u>
Strategic Outcome Alignment:<u>High Performing Government</u>
Implement a Business Intelligence/Service-Oriented Architecture solution, including the development of a centralized warehouse of pertinent information made available via an end-user reporting solution and graphical dashboards and interactive automated interfaces. This will...

* Interoperability is defined as *The capability to communicate, execute programs, or transfer data among various functional units in a manner that requires the user to have little or no knowledge of the unique characteristics of those units.* The Department of IT measures our system interoperability by including all elements of the City's core systems; software, hardware, people, and processes. IT only focuses on the City's core systems and not ancillary systems. What this means to the City of Chattanooga is that the core systems (e.g. City Works, Accela, CSR, et al.) can either share data and processes or they can't. The goal being that the cores systems can share data and processes readily across the City. To have personnel trained on one core system used daily as part of their regular duties use that system to either access information or perform processes with other functional areas of the City who use a different core system without the need for knowledge in other core systems adds value to the organization. e.g. A public works employee using City Works does not need to go into the 311 CSR system to pull up the data on a citizen who wants brush picked up. They simply use the City Work's interface to access the work order as they normally would. This is true of any system relationship where true interoperability is not native, but there is a value to the organization for having an interoperable exchange of data. The value is usually measured in efficiency (time and money).

Gap Analysis 2: ERP Availability Gap

Current State	Performance Gap	Desired State
93.71% Uptime and staffing costs are expensive. ,	A costly process of managing the Oracle EBS ERP System.Takes nearly 80% of total time for four dedicated personnel to maintain this system and this is even woefully inadequate	99.5% uptime (as stated in Oracle Cloud Enterprise Hosting and Delivery Policies). By hosting the system and utilizing a managed service approach, applications essentially gets much needed time back. Freeing up four FTE to help increase IT capacity (current 16% of demand)

Initiatives/Action Steps/Programs to Close the Gap

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IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>, <u>Innovation Fund</u>
Implement a cloud-hosted environment for Oracle EBusiness Suite, which will increase the City of Chattanooga's overall system security and availability, decrease downtime, decrease time and costs associated with major upgrades, and decrease the workload on the IT support staff thus freeing them for other duties for which they are better prepared.

Cloud Hosting: When a vendor provides hosting services for a software product (Software as a Service, or SaaS), they are able to have a large staff devoted to and experienced in said software product. The vendor's hardware (computer servers) and data center are used, relieving clients of the need to devote finances and personnel to maintaining hardware and facilities. Server and software patches are provided as a part of the service, giving the client the benefit of the added security and functionality of up-to-date software. Because the vendor's staff is highly-specialized, they have the benefits of in-depth knowledge of the products that they support as well as formal and consistent support methodologies. The net result is that they are able to perform the functions more efficiently and at a lower cost than could be done by a small IT department such as ours at the City of Chattanooga.

In a 2009 report, the Forrester research group reported that: "[cloud-hosted software] solutions typically offer seamless, automatic, frequent upgrades as part of the ongoing subscription charge. Because these upgrades happen more frequently and therefore incrementally than on-premises solutions, they typically have significantly reduced testing and end user acceptance and training costs."

It is expected then, that we would receive patches and updates more frequently and would have a more seamless upgrade process with a cloud-hosted solution.

Other benefits to cloud-hosted software include:

Security: Many hosting vendors have redundant software instances in secure data centers in multiple geographical locations. The data is automatically backed up by the vendor, and due to the use of the vendor's data center, clients also have managed disaster recovery options. Service level agreements ensure the reliability of software products, and that the application and its data remains secure.

Availability: With the software accessible over the Internet, users can access it via mobile devices, laptops, or home computers without the need of a VPN connection.

Staff Reallocation: By offloading redundant tasks to a vendor, existing staff can be repurposed to better utilize their skills and talents.

Scalability: With the planned addition of such features as Employee and Manager Self-Service in EBusiness Suite, a more robust server environment will be needed.

Cap Analysis 3: ERP Customer Service Gap

Current State	Performance Gap	Desired State
Survey results indicate that the City's EBusiness Community reports 65.8% overall satisfaction	IT Staff do not have enough resources in-house to meet the user demand with this system.	95% overall satisfaction by Q2 2018, Hosted solution with managed services utalized.

Initiatives/Action Steps/Programs to Close the Gap

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IT Strategic Theme Alignment: Technological Maturity
Strategic Outcome Alignment: High Performing Government
Implement a program of managed services to decrease resolution time of EBusiness Suite support requests, to increase customer satisfaction by providing more well-informed solutions, and to decrease the workload on the IT support staff thus freeing them for other duties for which they are better prepared.

Managed Services: In the time that we have had this multi-million dollar Enterprise Resource Planning (ERP) product, the IT department has endeavored to maintain it with a fraction of the recommended staffing levels and with no training devoted to the IT staff. Likewise, there is been virtually no end-user training since the software's original implementation. Inadequate training for end-users producing inefficiencies in terms of both the amount of time needed to resolve their own issues and also by not making use of unknown features or functionality. Within IT, lack of training means that many tasks are completed without prior knowledge (i.e.

they must be "figured out" as they are being resolved) and without the assurance that the method discovered is a best-practice. Having more issues resolved, more resolved in a timely fashion, less time spent during resolution, and the knowledge that experience Oracle EBusiness Suite professionals are providing the solutions should translate into not only a great savings in time but is also expected to provide the intangible benefit of improved end-user perception of the software product.

A vendor such as the City of Chattanooga's current EBusiness Suite services vendor, AST Corporation, has over one hundred full-time employees with years of training and experience in the support of Oracle EBusiness Suite. The experience that these employees have has been collected from their work with numerous EBusiness Suite clients, most of whom are local, state, and county governments or agencies. It is impossible for a handful of inexperienced, untrained IT staff – regardless of their talent and dedication – to rival the level of support that could be provided by such a vendor.

Gap Analysis 4: Lack of Source Code Versioning and Control

Current State	Performance Gap	Desired State
The bulk of DIT's source code is stored on network shares or in a long-since unsupported version of Microsoft SourceSafe	Hundreds of in-house developed software programs exist without industry-standard controls for tracking and history	All source code stored in GIT + Atlassian Stash in accordance with appropriate workflows and procedures

Initiatives/Action Steps/Programs to Close the Gap

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Implement GIT in conjunction with Atlassian Stash, develop policies and procedures for proper use, and increase the number of software products stored in GIT/Stash to 100%.

IT PMO Gap Analyses

As part of a three year strategic plan, IT performs a critical Gap analysis on an annual basis. The most significant gaps in performance are identified, measured, correlated with other gaps or goals (if correlation exists), strategy formulated, and then action plans created to fill the performance gaps. Below are the most significant performance gap analyses for IT Operations.

IT Project Management Capacity.

Current State	Performance Gap	Desired State
Project capacity is limited by resources. Scope is not clearly defined resulting in projects that are not completed on time or aligned with the City's strategic goals. IT PMO Portfolio: 10 current projects 3 being planned 12 pending	Lack of IT Resources and governance to identify and complete projects that align with the strategic goals. Current IT Resource capacity – 4 projects	Desired State (Goal) Increase IT Resource capacity and Project governance to better manage the Portfolio reducing the number of projects approved and increasing the number successfully completed in a fiscal year.

Initiatives/Action Steps/Programs to Close the Gap↓

Increase Project Governance

IT Strategic Theme Alignment: Operational Excellence / Standardization & Reuse
Strategic Outcome Alignment: High Performing Government
In the past projects have been funded without consideration of alignment, resource capacity or availability. With the inception of the Technology Planning Committee, projects are now submitted as a business case to the TPC for review. Once the business case is approved and funded it is handed over to the PMO for project implementation and resource assignment. This process is dependent upon capacity and availability of IT resources to complete the tasks and assure project success. The current IT staff must be expanded to accommodate the project pipeline so that the IT capacity is sufficient to meet the needs of the strategic goals of the City. Based on the COBIT 5 Framework for Enterprise IT Governance, this process does two things. 1) Helps prioritize the project workload for IT to maximize resources and add maximum value from those resources. 2) Adds a layer of transparency into the technology process where each area of the City can see what requests are being made, which promotes teamwork and reduces duplications of effort across the City. This process is working very well to date.

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Increase IT Capacity to handle more projects

IT Strategic Theme Alignment: Operational Excellence
Strategic Outcome Alignment: High Performing Government

IT projects require management and analysis to ensure that business requirements are identified and met and that projects are completed on time and within budget.

There are two critical roles in a Project Management Office, Business Analyst and Project Manager. As part of the process of accessing the need for a project, business processes need to be reviewed to clearly document the business process flow, identify inefficiencies, eliminate redundancies and bad practices. The Business Analyst makes sure that the business objectives are met. This can be a timely process, taking as much as three to six months to properly perform an in-depth analysis. This is vital to the success of a project in that it ensures that the proper solution provider is selected and that the desired requirements and outcomes are identified and met.

The Project Manager's role is to manage project development and execution from start to finish. The Project Manager creates the project plan by completing work break down structure for the estimation of efforts to complete each task. Part of this planning is to identify and mitigate risks that are associated with or could result from the project. Project managers are responsible for managing the budget as well as the timeline, resources, stakeholders and expectations. One of the most important roles of the project manager is communication of project timelines and status. It is the project manager's job to verify that the project is delivered on time and on budget.

The current IT Project Management Office consists of three (3) IT Business Analyst and one (1) ECM Specialist that throughout the year as an iterative process manage a total of about 10 -15 projects and perform analysis and preliminary discovery for an additional 5-10 possible projects. There are multiple factors to determining the capacity of a project manager. Depending upon the size and length of the project. At the City, based on current requests a Project Manager can manage about three (3) large projects and two – four (2-4) mid to small size projects at one time. Many times a project requires a dedicated team through the length of the project such as the ECM project. Currently we have to delay or deny many projects due to capacity in the PMO as well as IT resources. One way to mitigate this is to utilize professional services through a vendor. These projects will still require PMO oversight and coordination.

Currently the IT PMO does not have a Project Manager position, but Analyst that are in fulfilling this role. Our plan is to add two (2) Business Analyst and one (1) Project Manager. With the addition of these positions it will increase our capacity to manage the current project requests by utilizing IT staff as well as professional services.
Positions to be added:
IT Project Manager (1)
IT Business Analyst (2)

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Increase Project Management skillset
IT Strategic Theme Alignment: <u>Operational Excellence / Standardization & Reuse</u>
Strategic Outcome Alignment: <u>High Performing Government</u>
Establish a consistent training program to train PMO staff on best practices for project management and enterprise business analysis to improve efficiencies in processes resulting in increased staff retention and decreased project run over. Expand Project Management training to all City employees who wish to attend to educate the City on what to expect from project management, why it is important and why it must be standardized across the City.

SECTION 1 - OFFER SUMMARY

Offer Name:	**IT Operations Expansion**			
<u>Primary</u> Results Area:	**High Performing Government**	Priority Ranking:	**2**	
Lead Department:	**Information Technology**	Collaboration:	**X** YES	No
Administrator:	**Brent Messer**	Date Submitted:	**27 February 2015**	
Amount Requested from City General Fund:	**$392,745**	Total Offer Cost:	**$3,500,795**	

	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

The Department of Information Technology

MISSION:

To serve as the catalyst for technological change and innovation, through shared and integrated information systems.

VISION:

To be known as a value-driven proactive partner and noble steward of information systems and innovation.

Summary

This offer funds a critical expansion of the Department of Information Technology's regular operations. While IT overall has had a productive year thus far, we still have a very long way to go to achieve total operational excellence and this expansion offer will get us much closer to reaching many critical goals for success across the City. **Essentially this offer is an expansion of offer 1. Each function and service IT provides is directly correlated to citizen (customer) satisfaction of the departments and agencies we support (our partners).**

The most significant challenge with regard to closing all the IT performance gaps is the sheer number of dependencies involved. Too many actions need to happen simultaneously before other actions can proceed, which poses a significant capacity issue since IT does not have adequate resources (staff, and money) to handle our current work load (demand).

Staffing needs to increase as it is, but only to the point where the demand after improvements is sustainable and able to be met, no further. Additional money is requested in lieu of further adding "extra" staff (staff beyond what is being requested in this offer) to hire vendors to help with the capacity by putting some core systems into the cloud we eliminate the need to hire additional staff in some areas and only create positions that are critical even with the additional hosted solutions.

We have no illusions that the entirety of what we actually need will be funded, but we are including what was originally requested in this BFO to document the need, and request only the bare minimum needed to improve performance across all of IT.

Needs Addressed

This offer addresses a serious need to improve critical infrastructure and processes that seriously affect the operation of the entire organization. Including, but not limited to, physical infrastructure support (Network Infrastructure; Wireless Infrastructure; Data Center), Help Desk Support, Applications Support, and IT Security. This offer addresses the staffing and equipment need for IT operations taking over Police and technology operations, expanding Fire technology operations, and expanding library technology operations. Three (3) additional IT Technicians need to be funded specifically for Police as part of a collaborative effort to enhance PD technology operations, one (1) additional IT Technician for Fire technology operations, and the one (1) remaining requested IT technicians to supplement the current IT Operations Staff for the Library (and other areas of the City).

Goals and Objectives

All IT Goals and Objectives are part of a three year strategic plan to enhance all four of the IT Pillars of Excellence (Our strategic themes): **Operational Excellence, Technological Maturity, Standardization & Reuse, and Sustainability.** This offer is part of the requirements calculated to achieve our strategic goals.

The Primary goal and objectives of this offer for the fiscal year 15/16 are:

- **To enhance the capacity of IT operations**

    To better be able to meet the demand on IT services, meet our strategic goals, and provide overall better service.

- **To free up sworn police officers to do police work rather than support technology.**

    It's wasteful to send an officer through expensive academy training to be a police officer and then use that officer to ONLY support technology (usually for no other reason than because they happen to have a few technical skills). It's also inefficient to keep federated and duplicate systems, systems managers, and technology inventory (one maintained by Police, and another by IT. It's better to centralize under one system and set of procedures across the City. All these wastes will be removed with the addition of less costly unsworn IT resources (the additional technicians requested in this offer).

- **To Increase Systems Availability**

    Part of the IT Operational Excellence strategic theme. To increase our systems and network availability, IT must focus on updating the City's network infrastructure and datacenter to meet the current demand and be more scalable as demands change in the future. This will decrease downtime, which in-turn, decreases losses (time, money, productivity). Systems Availability average for calendar year 2014 was a low 87.06%. Industry standard is 98.5% or greater.

    By expanding the IT operations capacity in the manor requested, IT will have the capacity to more quickly repair network infrastructure issues and more quickly plan for and replace legacy equipment and systems over time, as well as respond to requests in a more timely fasion.

- **To Decrease Total Legacy Systems / Equipment**

    Part of the IT Technological Maturity strategic theme is a critical goal for increasing the City's technological maturity (also contributing to operational excellence) to replace or eliminate all of the City's outdated and antiquated legacy equipment and systems by either upgrading to latest hardware / software, or going in a new direction such as the cloud. Currently **51.57%** of the City's systems are outdated legacy equipment (average age of 15 years across all tech in the City) that is more expensive to maintain long-term than it is to replace it.

FY16 Offer Form

By expanding the IT operations capacity in the manor requested, IT will have more capacity in which to properly plan and deploy new systems as they come up for replacement (one of several large regular operations for IT). This includes added inventory capacity and faster technology processing. A long-term strategy that will need to be maintained to prevent future atrophy.

- **To Increase Business Partner Satisfaction**

  Part of the IT Operational Excellence strategic theme. IT uses an annual survey instrument, traditionally called a "customer service survey," as the primary measurement for this annual goal. Given the large amount of change IT has undertaken this year (and will continue over the next three years), there is always some level of apprehension and resistance to change that may result in this measurement to go down before it goes up.

  By expanding the IT operations capacity in the manor requested, IT will have better capacity to meet the demand of IT services and support. Better capacity is directly correlated to better satisfaction rates of our partners.

- IT has other goals and objective that are not published due to the sensitive nature of the information. Usually security and configuration related. E.g. Standards compliance, network vulnerabilities, and so on.

Actions
[SEE ATTACHED GAP ANALYSIS DOCUMENTS FOR MORE DETAILS]

- **Continue to advance and build out Technology Replacement Plan / Fund**;
- **Expand public safety (Police and Fire) technology operations to better serve the demands of our public safety departments**.
- **Expand library operations to better serve the need of library administration**.
  - A single new FTE is required for this.
- **Provide more of the expertise to replace Legacy Systems, Legacy Computers, Legacy Servers, and Legacy Network Equipment**.
  - By hiring specialized vendors to help with network replacement and replacing legacy systems, we increase our capability and reduce the amount of time needed to replace all the legacy network and systems.
- **Begin complete overhaul of Data Center (footprint Reduction) and Server Virtualization (and Cloud Hosting)**;
  - By funding the capital requests associated with this offer, IT will be able to significantly replace our outdated and aging data center (on average equipment that is 15 years old or older). This strategy and action plan will **save us an estimated $138,000 a MONTH** (approximately **$1.6 Million annually**) or more in personnel and overhead costs by freeing up seven (7) FTE, and reducing workloads for regular maintenance on servers and core datacenter tasks. A significant savings realized within a short period and sustainable long-term.
- **Migrate Core Systems to Public or Private Cloud Infrastructure and utilize managed services to reduce overhead and increase availability**;
  - Specifically included in these cores systems is Oracle e-Business Suite. This action alone will free up the time of four and one half (4.5) current FTE's that we would otherwise have to hire, plus any overhead associated with self-hosting the system (employee space, datacenter space, storage space, servers,

overtime for some afterhours annual maintenance sessions, etc.) Cost of hosting = $323,000 (upfront capital) - Cost of FTE's and related overhead $670,000 = $**347,000 in estimated total annual savings**.

- **Increase System Redundancy (For high availability) and Technological Status Visibility**.

- **Increase IT Operations Staff Skillset and setup job sharing, shift rotations, and cross training functions**.
  - o Our training budget was increased this year and we plan to put it to use. A well-trained and happy workforce is a productive workforce. We have a strategy and action plan that will go in place later this year to rotate certain staff amongst a variety of similar roles in different areas of the City. We are still unfortunately short by a minimum of five FTE (technician level) to have adequate coverage for this rotational shift strategy and meet the demand for service.
- **Enhance Help Desk Communications, and Enhance Reporting Visibility**;
- **Implement Self Service Portals for time-consuming items that users can do themselves (e.g. password resets)**;
  - o This will **save us time and an estimated $100,000 per year** in time and overhead expenses.
- **Implement New (or better) System Interfaces;**
  - o System interfaces, how two or more core systems communicate and share data. The more efficient these interfaces, the better user experiences become. One of our goals is to increase the number of successful interfaces, but to do this we must first free up the time of our development staff to allow them to engineer (program) the interfaces. This strategy ties in with hosting core systems which frees up DIT staff resources to do more significant tasks than maintaining core systems.

Timeline of activities and/or significant milestones throughout the year:

Efforts are spread out over several years since there are not enough resources to do what is needed all at once. Goals are set for three years as part of three year strategic plan for starters. The hiring of additional personnel do not show immediate returns, but rather long-term returns (outcomes) since it takes a good deal of time and effort to go through the process of hiring, training, and acclimating new staff.

Ideally, we would like to hire the positions as soon as possible, say by November 2015 at the latest. We would like to begin the cloud / hosting solutions as soon as possible as well, say by August 2015 and have the migrations completed by Dec 2016; assuming no migration to hosting would need to go beyond that and resources were available to assist.

Key personnel/project leaders/consultants:

A total of 6 additional technician level FTE's are being requested in this offer. This is the BARE MINIMUM required to execute our strategic plan; 5 IT Support Technicians, and 1 IT security Camera Specialist.

Originally, DIT had requested a total of 20 additional FTE, including the 6 previously mentioned there was:
1 Security Analyst, 2 IT Business Analysts, 1 IT Project Manager, 1 Telecommunications Analyst, 1 Network Analyst, 1 DBA, 1 Enterprise Data Manager, 2 Data warehousing Specialists, 1 Software Engineer, 2 ECM Specialists (being dropped because without these personnel, expansion of the ECM project will not be successful), and 1 IT Trainer (which is very unfortunate given the high demand for IT training. Something the HR trainer can't cover). These positions were designed to offset a tremendous load on DIT's workforce and give DIT the ability to meet the demand (strategically planed for a forecasted demand).

Requested FTEs for this Offer:

Help Desk Supplemental Technician (1 additional technician requested)

    Last year the City of Chattanooga implemented the Technology Replacement Fund which centralized the purchasing, configuration, and deployment of technology. The centralization of technology has saved the City of Chattanooga money through standardization of equipment and reduction of waste while investing in a technical infrastructure that will support future technical demands.

    Managing all technology purchases for every department in the city includes performing the following tasks for all departments:

- Defining technology needs
- Documenting specifications of hardware and software to meet requirements
- Ordering hardware and software
- Tracking order status
- Receiving orders
  - Organizing documentation for vendor payment
  - Opening boxes and verifying content
  - Tagging assets
  - Recording orders in inventory software
- Configure equipment and installing software
- Deploying orders to location

    These tasks have increased demand significantly on the helpdesk without increasing the capacity to perform the additional tasks. For this reason a supplemental technician is being requested to assist with demands associated with this new cost saving inventory process.

Public Safety Technical Support (3 additional technicians requested)

    The help desk at police and fire is a 24x7 operation. Originally police provided three sworn officers to assist two IT help desk on site technicians. Since last fall, the number of sworn officers at the police help desk fell to two sworn officers as one was reassigned.

    The police department has communicated the need to have the remaining two sworn officers where they should be, protecting the citizens of Chattanooga. This would mean that to support 670 police personnel and 428 fire personnel there would be three help desk staff (two at police and one at fire, a 366:1 ratio). Considering the mission critical nature of police and fire, three help desk positions are required for police maintain police support levels prior to the sworn police reassignments. A help desk technician is also required at fire to ensure resource availability. With five IT technicians at police and two at fire the support ratio is a more manageable, though still not ideal, 157:1.

    These positions ties directly into the Police offers. Police are funding the equipment and location, IT is funding the personnel required to support Police technology.

Library (1 additional technician requested)

1 Technician/Network Position

    The Library has unique technical challenges that tax the staff in IT. In order to effectively support the Library, an additional analyst is requested to add to the technical staff rotation.

IT Security Camera Specialist (1 additional FTE requested)

    This position ties in with the Police Department, Public Works, and Transportation. There is a huge demand on IT for security camera management that IT cannot support due to lack of in-house expertise. Our current cameras, as well the abundance of camera equipment that Police and other areas of the City are acquiring.

Citizen engagement

In most cases citizens are not directly involved in IT functions. Citizens are indirectly involved through the services the Departments and Agencies we support offer. In this case the entire IT infrastructure is directly correlated to the success of most department program success. For Police and Fire to better serve citizens, IT must better be in a position to adequately support Police and Fire technology. Same for all departments.

Environmental sustainability

Updated equipment (part of the strategy) use less energy. The more up to date the network, the more sustainable long-term. The more centralized and effective IT is, the more sustainable and consistent our services and technology will be for departments and ultimately citizens.
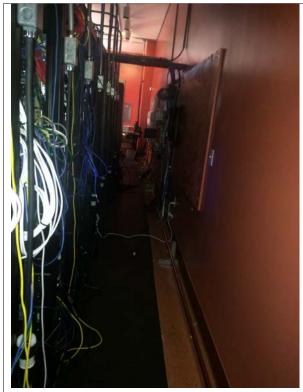
Cite applicable research/best practices used in this offer

Messer Method, PMI PMBOK Standards, COBIT 5 Framework, ISO 27001 & ISO 27002 Standards, NIST Standards, Logic Method (inputs, outputs, outcomes), Lean Management (Kaizen), Balanced Scorecard.

Some of the very antiquated systems that must be updated.

Dangerously inadequate lighting and ventilation in the current data center.

Remaining antiquated tape based backups. Very outdated and unreliable method of backing up our data.

FY16 Offer Form

SECTION 3 — OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Information Technology	$ 392,745		$ 392,745	100%	6
Total	$ 392,745	$	$ 392,745	100%	6

Amounts MUST agree with collaborating Department totals for this offer

Does this have **Capital** Budget Impact?	☐ **No**	X **Yes**	If Yes, Amount	**$ 3,108,050**

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Systems Availability (Operational Excellence)
Results Area: High Performing Government
Primary Desired Outcome: Increase Systems availability to 98.5% or higher total availability.
Description of Output Measured: Decreased System Outages (specifically: Network, e-mail, Phone, Wi-Fi, and Applications.); Decrease Mean Time To Recover (MTTR).
Measurement Frequency: Daily ___ Weekly___ Monthly _X_ Quarterly___ Annually___
Staff Responsible for Collection & Analyzing data: IT Operations Division (Brian Silvenis)

FY2013 ☐Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
83.72%	87.06%	90.75%	91%	94%

Legacy Systems (Technological Maturity)
Results Area: High Performing Government
Primary Desired Outcome: Reduce Total Legacy Systems / Equipment to 5% or less legacy (total).
Description of Output Measured: Replacement of Legacy Equipment / Systems
Measurement Frequency: Daily ___ Weekly___ Monthly _X_ Quarterly___ Annually___
Staff Responsible for Collection & Analyzing data: IT Operations Division (Brian Silvenis)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
62.95%	51.57%	38%	39%	25%

Partner (Customer) Satisfaction
Results Area: <u>High Performing Government</u>
Primary Desired Outcome: <u>Increase Business Partner Satisfaction to 85% or higher</u>
Description of Output Measured: <u>Helpdesk Service Performance Increases; Customer Service Surveys;</u>
Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually_X_
Staff Responsible for Collection & Analyzing data: <u>IT Administration (CIO)</u>

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unknown	50.47	55%	45%	65%

Server Virtualization
Results Area: <u>High Performing Government</u>
Primary Desired Outcome: <u>Increase Server Virtualization to 80% by June 2018</u>
Description of Output Measured: <u>Legacy Equipment, Datacenter Footprint</u>
Measurement Frequency: Daily ___   Weekly___   Monthly_X_   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data: <u>IT Operations Division (Brian Silvenis)</u>

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
20%	45%	55%	55%	65%

Core System Interoperability* (Technological Maturity)
Results Area: <u>High Performing Government</u>
Primary Desired Outcome: Increase Core Systems Interoperability to 12% or greater (if possible) by July 2018.
(KPI decreased due to addition of core systems)
Description of Output Measured: <u>Core Systems, hosting, Managed Services, Core System API's</u>
Measurement Frequency: Daily ___   Weekly___   Monthly_X_   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data: IT Applications Division (Ken Kitchen)
* Interoperability is defined as *The capability to communicate, execute programs, or transfer data among various functional units in a manner that requires the user to have little or no knowledge of the unique characteristics of those units.*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unknown	3.06	7%	6%	9%

Cloud-Based Core Systems (Technological Maturity)
Results Area: <u>High Performing Government</u>
Primary Desired Outcome: <u>Increase Cloud-Based Core Systems to 50% or more by July 2018</u>
Description of Output Measured: <u>Core Systems hosting, Managed Services</u>

Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___
Staff Responsible for Collection & Analyzing data: IT Applications Division (Ken Kitchen)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unknown	16.67%	25%	25%	35%

Systems Availability (Operational Excellence)
Results Area: High Performing Government
Primary Desired Outcome: Increase Systems availability to 98.5% or higher total availability.
Description of Output Measured: Decreased System Outages (specifically: Network, e-mail, Phone, Wi-Fi, and Applications.); Decrease Mean Time To Recover (MTTR).
Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___
Staff Responsible for Collection & Analyzing data: IT Operations Division (Brian Silvenis)

FY2013 ☐Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
83.72%	87.06%	90.75%	91%	94%

Legacy Systems (Technological Maturity)
Results Area: High Performing Government
Primary Desired Outcome: Reduce Total Legacy Systems / Equipment to 5% or less legacy (total).
Description of Output Measured: Replacement of Legacy Equipment / Systems
Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___
Staff Responsible for Collection & Analyzing data: IT Operations Division (Brian Silvenis)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
62.95%	51.57%	38%	39%	25%

Note: At least 3 measures should be provided

IT Operations Gap Analyses

As part of a three year strategic plan, IT performs a critical Gap analysis on an annual basis. The most significant gaps in performance are identified, measured, correlated with with other gaps or goals (if correlation exists), strategy formulated, then action plans created to fill the performance gaps. Below are the most significant performance gap analyses for IT Operations.

Gap Analysis 1: IT Systems Availability is unacceptably low.

Current State	Performance Gap	Desired State
Calendar year 2014 systems availability is at an abysmal **87.06%**	Constant network, phone, and application outages are preventing the desired availability. The outages are being caused by severely antiquated network hardware, applications, and other technology systems that have been neglected for years.	**98.5%** (or higher) of total systems availability. By end of Q1 2018

Initiatives/Action Steps/Programs to Close the Gap

The most significant challenge with regard to closing all the IT performance gaps is the sheer number of dependencies involved. Too many actions need to happen simultaneously before other actions can proceed, which poses a significant capacity issue since IT does not have adequate resources (staff, and money) to handle the load. Staffing needs to increase as it is, but only to the point where the demand after improvements is sustainable and able to be met, no further. Additional money is requested in lieu of further adding "extra" staff (staff beyond what is being requested in this offer) to hire vendors to help with the capacity. The vendors can help get us to a point where the current (and additionally requested staff) can sustain the demand rather than hiring extra IT staff to move forward only to remove positions in the future once we are stable. We have no illusions that the entirety of the required funding needed to improve performance across all of IT will be available all at once, but IT is making the request anyway in an effort to document the need.

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Maintain the Implemented the technology replacement fund and plan to mitigate future equipment antiquation:

IT Strategic Theme Alignment: Technological Maturity
Strategic Outcome Alignment: High Performing Government
This new plan and fund ensures that technology equipment (especially critical infrastructure equipment) is replaced at the correct time and on a regular schedule. This keeps costs controlled and consistent, as well as keeping the network infrastructure standard and up to date. This was a strategic initiative for the FY 14-15 budget year and was created in August of 2014 with an initial $1.4 million infusion into the fund. The plan calls for annual funding of the tech fund ($1.5 Million) for at least five

years to establish the cycle of replacement for all technology. In a few years the fund will begin to cycle evenly without need for much future funding outside of capital improvements to the fund.

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Replace Legacy Computers, Servers, and Network Equipment

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Continuing in early 2015, legacy computer equipment, servers and network equipment will be replaced with modern and more dependable hardware and software. Dependable technical equipment will allow IT to focus on optimizations and enhancements to the City's infrastructure instead of trying to make equipment run beyond its useful life. Running equipment to the point of failure carries significant risk to business interruption and creates an environment that doesn't scale well for future projects.This initiative is a perpetual project to keep technology current but the City's legacy equipment will be shrunk to 5% by June 2018 by reducing our legacy equipment by 16% each year over the next 3 years.

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Move and potentially Outsource Datacenter

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

One of the most critical functions that an IT group can provide an organization is a redundant, well maintained, and backed up data center. Unfortunately due to a severe lack of trained personnel resources, IT has fallen behind a great deal in maintaining and controlling it's data center. To offset costs and ensure more reliable service and up-to-date hardware, IT is planning to migrate it's data center out of it's current location and move it to a more secure and updated facility. We also believe that there is a huge potential for cost savings for completely outsourcing the maintenance of the physical data center by procuring a new data center as a managed service. Essentially, the managed service provider becomes an extension of IT Operations at a fraction of the cost of hiring new personnel dedicated to maintaining an on-site data center. It is estimated that the cost of hiring three additional engineers for a single (1) year (to update and maintain our current configuration) will pay for five (5) years of a managed service solution off-site. There will be some need for local equipment for back-ups and due to specific system and vendor requirements, but the majority being hosted will save us significantly in the long run.

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Virtualize Servers and Shrink Datacenter Footprint

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Server virtualization can be defined as the conversion of one physical server into several individual and isolated servers eliminating a single point of hardware failure. This growing standard used industry wide for server deployment allows for highly available systems and will reduce IT's server reliability gap. IT will build a virtual environment starting fiscal year 2016 which will have the capacity transition our legacy servers which can be virtualized to a stable and highly available system. Part of the process of virtualization will involve server consolidation and specialization to use server resources more efficiently and effectively. This process will continue as part of the initiative to decrease legacy

equipment with our goal to have 80% of servers virtualized by July 2018. This will be achieved by a 12% virtualization increase per year over the next 3 years.

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Migrate Core Systems to Cloud

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

All core systems that can be hosted in the cloud, will be hosted in the cloud. This plan will start with systems such as the City's email system and enterprise resource planning system. Cloud systems allows IT to mitigate the risk of self hosting and offloads the time and cost of maintaining infrastructure (overhead) for complex systems. Leveraging scaled and enterprise ready environments allows IT personnel to focus on innovative endeavors rather than constant maintenance, which will provide a greater return on investment for citizens. Cloud hosted systems also allows talent reallocation to address technology outages quickly and effectively while decreasing IT's system availability gap.

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Increase Redundancy and Technological Status Visibility

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Beyond increasing redundancy by server virtualization, there are other areas of the City's IT infrastructure that needs to be redundant in order to close our system availability gap and increase our ability to perform routine maintenance. Network firewalls and core switches are among the list of items that need to be redundant.

Gap Analysis 2: IT Business Partner (Customer Service) Satisfaction is Very Low.

Current State	Performance Gap	Desired State
50.47% Service Satisfaction (2013 - as measured at the beginning of 2014 via survey) Mean Time to Repair / Recover (MTTR) is 240 Minutes.	Lack of communication, inefficient incident or request completion, limited skillset, inefficient inventory deployment, severe deficiency of staff to meet the demand	75% or higher Service Satisfaction by January 2018 (2017 survey) MTTR should be at 30 minutes or less for most things.

Initiatives/Action Steps/Programs to Close the Gap

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Increase IT Operations Skillset and Cross training

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>
Technology is constantly changing and improving. In order to be able to support and maintain such a progressive technical environment, IT personnel must have a formalized training process to promote expansion of capability and ensure cross training among personnel. The best way to do this is through a rotation schedule where front-line IT staff spend a few months supporting a specific area, then rotate to another area. e.g. the group for Police rotate to the library for three months and the group supporting the library could rotate elsewhere, etc. Cross trained personnel will close the limited skill set gap. Enhancing the skills of our team will increase our service satisfaction by decreasing mean time to recovery (MTTR, one of IT's key performance indicators) and increasing request and incident throughput.

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Enhance Incident and Request Communication and Reporting Visibility

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>
Transparency is important to measure performance against our customer service increase goals and communication is essential to increase that transparency. IT will begin a regular newsletter service for all City employees as one level of transparency. IT will report on our successes as well as our failures. We will provide useful tips, highlight IT staff, provide project status updates, and more in an effort to increase the transparency and communication from IT to our business partners (users).

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Implement User Self Service Portal, Knowledgebase, FAQ, etc.

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>
To help lower some of the demand of IT, several of the high demand, high priority, low time requests must be automated. Such as password resets and lock-out resets, user profile information, and more should be able to be completed by the user in real-time. This will allow the help desk personnel to focus on higher priority and longer-duration calls for help, assist in system-wide migrations, etc. Essentially freeing up some of the demand on staff so that we don't have to hire staff beyond that of our "true demand," (true demand is measured as the total demand minus the mitigatable demand, i.e. better documentation and knowledge base, training, and self service portal where savvy users can help themselves faster than IT could, thereby showing us our true demand).

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Increase Documentation

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

Technology is constantly changing and improving--in order to be able to support and maintain such a volatile technical environment, IT personnel must have a formalized training process to promote expansion of capability and ensure cross training among personnel. Unfortunately due to the significantly high demand and lack of capacity to handle the high demand, good processes to document well (and provide users with documentation, FAQ, and knowledgebases) falls behind as lower priority. A combination of process improvements and changes combined with a strategic increase in staff will go a long way to achieving this plan and help close this gap.

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Implement a Formal IT training Program

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

One item of significance that comes up a lot in feedback to IT (via annual survey, meetings, etc) is the demand for professional training on the systems that users actually use daily. The better trained staff are, the more proficient and productive they become, this is a scientifically proven fact. Fears of training personnel then the staff leaving for a better job are mitigated through the IT adage: "Train people so they can leave the organization, then create a working environment so wonderful that they won't want to leave." A time proven method of retaining solid high performing staff organization wide. The return on the training investment significantly outweighs any loss. IT plans to hire a full time technology trainer, who can then design and provide multiple technology based training courses to City staff year-round. This will directly meet the high city-wide demand for technology training. Training will range from basic systems (Office Suite: Word, email, etc.) to specialized systems (Oracle EBS, Sysaid, etc.) to being able to train users on new systems before they are implemented to reduce the learning curve of city side roll-outs of large upgrades, enhancements, or replacements.

IT Applications Gap Analyses

As part of a three year strategic plan, IT performs a critical Gap analysis on an annual basis. The most significant gaps in performance are identified, measured, correlated with other gaps or goals (if correlation exists), strategy formulated, then action plans created to fill the performance gaps. Below are the most significant performance gap analyses for the IT Applications Division.

Gap Analysis 1: Interoperability* of Applications

Current State	Performance Gap	Desired State
The City's core application interoperability* is at 3.5%	Core systems throughout the City are more disparate than interoperable. This lack of interoperability leads to waste and inefficiencies in a variety of areas. Applications connections (currently 8 relationships) should include interfaces to ERP as well as to applications containing related information (estimated 28 relationships) to enable more efficient transmission of data	12% Core Application Interoperability by the end of Q1 2018

Initiatives/Action Steps/Programs to Close the Gap

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Upgrade and Host Motorola CSR as Managed Service

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>, <u>Safer Streets</u>
Beginning in early 2015, the 311 core system, "CSR" by Motorola, will be updated and migrated from the City's data center to being a managed and cloud hosted service in the Motorola data centers. This will not only help prevent future antiquation of the system (a state we are currently in), but also provide a more stable platform for the interoperability between two critical core City systems, CSR and City Works. This initiative is scheduled to be complete by June 2015.

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Move City Works to Motorola as Managed Service

IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>
By moving City Works, a core City system for Public Works, from the City's data center to Motorola's data center, multiple issues are solved. First, the interoperability between Motorola CSR and City Works is managed and supported 100% by Motorola, which not only moves us closer to closing the interoperability gap, but will also free up IT resources by reducing the systems workload. Second this initiative will allow greater mobile access to both systems. Allowing access to City Works by Public

Works staff in the field via mobile computing devices promotes greater efficiencies and supports a high performing government.

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Implement System Interfaces

IT Strategic Theme Alignment: Standardization and Reuse
Strategic Outcome Alignment:High Performing Government

By utilizing various core systems' Application Programming Interfaces (API)--where available--, the Department of Information Technology's Application Development Division will write interfaces between the various core systems to enable true or perceived interoperability. Essentially "gluing" the various core systems together. This process will enable more standard procedures and reuse of data to avoid duplication of efforts and make City processes more efficient.

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Implement Business Intelligence Architecture

IT Strategic Theme Alignment: Standardization and Reuse
Strategic Outcome Alignment:High Performing Government

Implement a Business Intelligence/Service-Oriented Architecture solution, including the development of a centralized warehouse of pertinent information made available via an end-user reporting solution and graphical dashboards and interactive automated interfaces. This will...

* Interoperability is defined as *The capability to communicate, execute programs, or transfer data among various functional units in a manner that requires the user to have little or no knowledge of the unique characteristics of those units.* The Department of IT measures our system interoperability by including all elements of the City's core systems; software, hardware, people, and processes. IT only focuses on the City's core systems and not ancillary systems. What this means to the City of Chattanooga is that the core systems (e.g. City Works, Accela, CSR, et al.) can either share data and processes or they can't. The goal being that the cores systems can share data and processes readily across the City. To have personnel trained on one core system used daily as part of their regular duties use that system to either access information or perform processes with other functional areas of the City who use a different core system without the need for knowledge in other core systems adds value to the organization. e.g. A public works employee using City Works does not need to go into the 311 CSR system to pull up the data on a citizen who wants brush picked up. They simply use the City Work's interface to access the work order as they normally would. This is true of any system relationship where true interoperability is not native, but there is a value to the organization for having an interoperable exchange of data. The value is usually measured in efficiency (time and money).

Gap Analysis 2: ERP Availability Gap

Current State	Performance Gap	Desired State
93.71% Uptime and staffing costs are expensive. ,	A costly process of managing the Oracle EBS ERP System.Takes nearly 80% of total time for four dedicated personnel to maintain this system and this is even woefully inadequate	99.5% uptime (as stated in Oracle Cloud Enterprise Hosting and Delivery Policies). By hosting the system and utilizing a managed service approach, applications essentially gets much needed time back. Freeing up four FTE to help increase IT capacity (current 16% of demand)

Initiatives/Action Steps/Programs to Close the Gap

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IT Strategic Theme Alignment: <u>Technological Maturity</u>
Strategic Outcome Alignment: <u>High Performing Government</u>, <u>Innovation Fund</u>
Implement a cloud-hosted environment for Oracle EBusiness Suite, which will increase the City of Chattanooga's overall system security and availability, decrease downtime, decrease time and costs associated with major upgrades, and decrease the workload on the IT support staff thus freeing them for other duties for which they are better prepared.

Cloud Hosting: When a vendor provides hosting services for a software product (Software as a Service, or SaaS), they are able to have a large staff devoted to and experienced in said software product. The vendor's hardware (computer servers) and data center are used, relieving clients of the need to devote finances and personnel to maintaining hardware and facilities. Server and software patches are provided as a part of the service, giving the client the benefit of the added security and functionality of up-to-date software. Because the vendor's staff is highly-specialized, they have the benefits of in-depth knowledge of the products that they support as well as formal and consistent support methodologies. The net result is that they are able to perform the functions more efficiently and at a lower cost than could be done by a small IT department such as ours at the City of Chattanooga.

In a 2009 report, the Forrester research group reported that: "[cloud-hosted software] solutions typically offer seamless, automatic, frequent upgrades as part of the ongoing subscription charge. Because these upgrades happen more frequently and therefore incrementally than on-premises solutions, they typically have significantly reduced testing and end user acceptance and training costs."

It is expected then, that we would receive patches and updates more frequently and would have a more seamless upgrade process with a cloud-hosted solution.

Other benefits to cloud-hosted software include:

Security: Many hosting vendors have redundant software instances in secure data centers in multiple geographical locations. The data is automatically backed up by the vendor, and due to the use of the vendor's data center, clients also have managed disaster recovery options. Service level agreements ensure the reliability of software products, and that the application and its data remains secure.

Availability: With the software accessible over the Internet, users can access it via mobile devices, laptops, or home computers without the need of a VPN connection.

Staff Reallocation: By offloading redundant tasks to a vendor, existing staff can be repurposed to better utilize their skills and talents.

Scalability: With the planned addition of such features as Employee and Manager Self-Service in EBusiness Suite, a more robust server environment will be needed.

Cap Analysis 3: ERP Customer Service Gap

Current State	Performance Gap	Desired State
Survey results indicate that the City's EBusiness Community reports 65.8% overall satisfaction	IT Staff do not have enough resources in-house to meet the user demand with this system.	95% overall satisfaction by Q2 2018, Hosted solution with managed services utalized.

Initiatives/Action Steps/Programs to Close the Gap

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IT Strategic Theme Alignment: Technological Maturity
Strategic Outcome Alignment: High Performing Government
Implement a program of managed services to decrease resolution time of EBusiness Suite support requests, to increase customer satisfaction by providing more well-informed solutions, and to decrease the workload on the IT support staff thus freeing them for other duties for which they are better prepared.

Managed Services: In the time that we have had this multi-million dollar Enterprise Resource Planning (ERP) product, the IT department has endeavored to maintain it with a fraction of the recommended staffing levels and with no training devoted to the IT staff. Likewise, there is been virtually no end-user training since the software's original implementation. Inadequate training for end-users producing inefficiencies in terms of both the amount of time needed to resolve their own issues and also by not making use of unknown features or functionality. Within IT, lack of training means that many tasks are completed without prior knowledge (i.e.

they must be "figured out" as they are being resolved) and without the assurance that the method discovered is a best-practice. Having more issues resolved, more resolved in a timely fashion, less time spent during resolution, and the knowledge that experience Oracle EBusiness Suite professionals are providing the solutions should translate into not only a great savings in time but is also expected to provide the intangible benefit of improved end-user perception of the software product.

A vendor such as the City of Chattanooga's current EBusiness Suite services vendor, AST Corporation, has over one hundred full-time employees with years of training and experience in the support of Oracle EBusiness Suite. The experience that these employees have has been collected from their work with numerous EBusiness Suite clients, most of whom are local, state, and county governments or agencies.   It is impossible for a handful of inexperienced, untrained IT staff – regardless of their talent and dedication – to rival the level of support that could be provided by such a vendor.

Gap Analysis 4: Lack of Source Code Versioning and Control

Current State	Performance Gap	Desired State
The bulk of DIT's source code is stored on network shares or in a long-since unsupported version of Microsoft SourceSafe	Hundreds of in-house developed software programs exist without industry-standard controls for tracking and history	All source code stored in GIT + Atlassian Stash in accordance with appropriate workflows and procedures

Initiatives/Action Steps/Programs to Close the Gap

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Implement GIT in conjunction with Atlassian Stash, develop policies and procedures for proper use, and increase the number of software products stored in GIT/Stash to 100%.

IT PMO Gap Analyses

As part of a three year strategic plan, IT performs a critical Gap analysis on an annual basis. The most significant gaps in performance are identified, measured, correlated with other gaps or goals (if correlation exists), strategy formulated, and then action plans created to fill the performance gaps. Below are the most significant performance gap analyses for IT Operations.

IT Project Management Capacity.

Current State	Performance Gap	Desired State
Project capacity is limited by resources. Scope is not clearly defined resulting in projects that are not completed on time or aligned with the City's strategic goals. IT PMO Portfolio: 10 current projects 3 being planned 12 pending	Lack of IT Resources and governance to identify and complete projects that align with the strategic goals. Current IT Resource capacity – 4 projects	Desired State (Goal) Increase IT Resource capacity and Project governance to better manage the Portfolio reducing the number of projects approved and increasing the number successfully completed in a fiscal year.

Initiatives/Action Steps/Programs to Close the Gap↓

Increase Project Governance

IT Strategic Theme Alignment: <u>Operational Excellence / Standardization & Reuse</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

In the past projects have been funded without consideration of alignment, resource capacity or availability. With the inception of the Technology Planning Committee, projects are now submitted as a business case to the TPC for review. Once the business case is approved and funded it is handed over to the PMO for project implementation and resource assignment. This process is dependent upon capacity and availability of IT resources to complete the tasks and assure project success. The current IT staff must be expanded to accommodate the project pipeline so that the IT capacity is sufficient to meet the needs of the strategic goals of the City. Based on the COBIT 5 Framework for Enterprise IT Governance, this process does two things. 1) Helps prioritize the project workload for IT to maximize resources and add maximum value from those resources. 2) Adds a layer of transparency into the technology process where each area of the City can see what requests are being made, which promotes teamwork and reduces duplications of effort across the City. This process is working very well to date.

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Increase IT Capacity to handle more projects

IT Strategic Theme Alignment: <u>Operational Excellence</u>
Strategic Outcome Alignment: <u>High Performing Government</u>

IT projects require management and analysis to ensure that business requirements are identified and met and that projects are completed on time and within budget.

There are two critical roles in a Project Management Office, Business Analyst and Project Manager. As part of the process of accessing the need for a project, business processes need to be reviewed to clearly document the business process flow, identify inefficiencies, eliminate redundancies and bad practices. The Business Analyst makes sure that the business objectives are met. This can be a timely process, taking as much as three to six months to properly perform an in-depth analysis. This is vital to the success of a project in that it ensures that the proper solution provider is selected and that the desired requirements and outcomes are identified and met.

The Project Manager's role is to manage project development and execution from start to finish. The Project Manager creates the project plan by completing work break down structure for the estimation of efforts to complete each task. Part of this planning is to identify and mitigate risks that are associated with or could result from the project.   Project managers are responsible for managing the budget as well as the timeline, resources, stakeholders and expectations. One of the most important roles of the project manager is communication of project timelines and status. It is the project manager's job to verify that the project is delivered on time and on budget.

The current IT Project Management Office consists of three (3) IT Business Analyst and one (1) ECM Specialist that throughout the year as an iterative process manage a total of about 10 -15 projects and perform analysis and preliminary discovery for an additional 5-10 possible projects. There are multiple factors to determining the capacity of a project manager. Depending upon the size and length of the project. At the City, based on current requests a Project Manager can manage about three (3) large projects and two – four (2-4) mid to small size projects at one time. Many times a project requires a dedicated team through the length of the project such as the ECM project. Currently we have to delay or deny many projects due to capacity in the PMO as well as IT resources. One way to mitigate this is to utilize professional services through a vendor. These projects will still require PMO oversight and coordination.

Currently the IT PMO does not have a Project Manager position, but Analyst that are in fulfilling this role. Our plan is to add two (2) Business Analyst and one (1) Project Manager. With the addition of these positions it will increase our capacity to manage the current project requests by utilizing IT staff as well as professional services.
Positions to be added:
IT Project Manager (1)
IT Business Analyst (2)

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Increase Project Management skillset
IT Strategic Theme Alignment: <u>Operational Excellence / Standardization & Reuse</u>
Strategic Outcome Alignment: <u>High Performing Government</u>
Establish a consistent training program to train PMO staff on best practices for project management and enterprise business analysis to improve efficiencies in processes resulting in increased staff retention and decreased project run over. Expand Project Management training to all City employees who wish to attend to educate the City on what to expect from project management, why it is important and why it must be standardized across the City.

City of Chattanooga
Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	**Comprehensive Internal Audit Services**			
Primary Results Area:	**HPG**	Priority Ranking:	**1 of 2**	
Lead Department:	**Office of Internal Audit**	Collaboration:		YES x NO
Administrator:	**Stan Sewell**	Date Submitted:	**January 12, 2015**	
Amount Requested from City General Fund:	**$597,917**	Total Offer Cost:	**$597,917**	

X	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

Summary – This represents a maintain budget for the Office of Internal Audit (OIA) for the continuing provision of services under Article IV of the City's Charter. The internal audit function is itself an internal control that evaluates other internal controls within the City. This budget supports the City's Audit Committee and OIA including audits, special projects, administration of the City's fraud, waste and abuse prevention program, general research and reference services and investigations. The internal audit function promotes transparency, accountability, efficiency and effectiveness within the City. Ultimately, the independent reviews and open access of the City's internal audit function enhances public trust in our government. OIA's annual Community Survey assists with increasing citizen satisfaction with services by providing statistically valid citizen perspectives for city and community leaders.

Needs Addressed – The Office of Internal Audit conducts audits, special projects and investigations (Hotline), as well as provides staffing support for the City's Audit Committee. The Office of Internal Audit also provides technical, reference or research information, as well as digital data recovery services to personnel throughout the city on an informal basis. The presence of an active internal audit function encourages high performance by city managers and staff.

Performance audits promote transparency and accountability by providing an independent and objective evaluation of the performance of various operations in the city. Audits, as well as requested and targeted special projects/reviews, help assure governing bodies (Mayor and Council) and the general public that government operations are managing resources well, complying with laws and regulations, providing services effectively, efficiently, economically, ethically and equitably.

The office complies with Generally Accepted Government Auditing Standards promulgated by the Comptroller General of the United States (GAO). This provides an added level of assurance as to the independence, objectivity and overall quality of work performed. The office has a peer review every three years to demonstrate compliance. To further ensure quality services, all professional staff in the Office of Internal Audit will maintain at least one professional certification (CPA, CIA, CFE, etc.) and will obtain a minimum of 40 hours of relevant continuing education each year.

The Fraud, Waste and Abuse Hotline provides employees and the public with an avenue to report improper or unethical activity anonymously and confidentially through the Internet or by phone 24 hours a day, every day. The Office of Internal Audit investigates actionable reports or refers issues not warranting investigation to management for action. Improper activity or weaknesses identified are reported to the persons with the ability to correct the problem. Fraud or theft is always reported to the State Comptroller's Office and the District Attorney or other appropriate office.

The Audit Committee is responsible for the overall audit services of the City, including monitoring of problem areas, oversight of the Office of Internal Audit and the City's Hotline, as well as the City's annual external audit, including an RFP process every five years. Any human resources or other expenditures required for the Audit Committee to fulfill its responsibilities is provided in the Office of Internal Audit budget, excepting payment for the annual external audit.

One of several standard special projects performed each year is the community survey. The annual community survey provides valuable data to those charged with governance, as well as departments, community organizations, and citizens. We anticipate added value in future years due to collaboration with Civic Engagement and IT. For example, with assistance from Neighborhood Relations and GIS, neighborhood codes can be developed and added to the survey document. Volunteer resources identified by Civic Engagement could produce an interactive survey results tool allowing citizens to apply multiple filters and view heat maps (at the district, zip code or neighborhood level).

Goals and Objectives – To assist those charged with governance in making Data Driven Decisions and promoting Exceptional Resource Management by providing statistically valid Survey Data, Audit Findings and Recommendations, and Special Project memos, as well as promoting Exceptional Resource Management by preventing or limiting Fraud, Waste and Abuse.

- o **Actions** – How will you achieve the goals, including:
    - ▪ **Clear summary of activities:** (What are you doing?)
        Performing Audits, Special Projects and Investigations in compliance with Generally Accepted Government Auditing Standards as issued by the United States Government Accountability Office.
    - ▪ **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
        Multiple projects are in progress at all times. An annual report is issued and posted to the City's website summarizing activity. The Office of Internal Audit will complete a number of projects (excluding informal requests, referrals and advice) including audits, post audit reviews, special projects and investigations exceeding the average annual number identified in the Association of Local Government Auditors biennial survey for Group 2 (3 to 5 professional staff). The national average for 2012 was 38 versus a total of 86 produced by Chattanooga's Office of Internal Audit.
    - ▪ **Key personnel/project leaders/consultants: (Who is doing what?)**
        Professionally certified and experienced auditors. From time to time, external consultants are utilized to review information technology practices/systems.

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- **Citizen engagement -** How are you involving citizens?

  An Annual Community Survey is conducted to obtain statistically valid (95% confidence with less than 3% error rate) perspectives from the citizens of Chattanooga with regard to services and areas impacted by city government. The report, as well as the raw data, is available for community leaders and all citizens via the City's website. All audit reports and post audit reviews are posted to the City's website. The City's Fraud, Waste and Abuse Hotline is promoted in all City facilities and is accessible to citizens of Chattanooga.

- **Environmental sustainability:**

  The Internal Audit Function is administrative in nature and does not exercise authority or control over decisions related to resource allocation or methodologies other than those related to its internal operations. OIA had LED lighting installed in its offices during 2014.

- **Cite applicable research/best practices used in this offer:**

  The City of Chattanooga's Internal Audit function was recognized as a High Performing Audit Function in a recent research report, *Emerging Strategies for Performance Auditing*, issued by The Institute of Internal Auditors (IIA) Research Foundation, after two years of research. Additionally, this report cited the City of Chattanooga's Charter and Bylaw provisions related to the Audit function as examples. The IIA is the recognized international Internal Audit authority with over 180,000 members globally. The Office of Internal Audit follows Generally Accepted Government Auditing Standards. The Office has five professional staff with no less than eight nationally recognized professional certifications. The City Auditor is a member of the Association of Local Government Auditors Peer Review Committee and a state council member of the Tennessee Society of Certified Public Accountants.

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Office of Internal Audit	$ 519,277	$ 78,640	$ 597,917	100%	5.5
	$	$	$	0%	
	$	$	$	0%	
Total	$ 519,277	$ 78,640	$ 597,917	100%	5.5

*Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

*If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1
Results Area: H-Number of Projects (CY)
Primary Desired Outcome: 75
Description of Output Measured: Audits, Investigations and/or Special Projects Performed
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually__X
Staff Responsible for Collection & Analyzing data: City Auditor

FY2013 ctual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
74	68	75	86	75

Measurement 2
Results Area: H-Peer Review
Primary Desired Outcome: Clean Peer Review (Conducted every 3 years)
Description of Output Measured: All activity compliant with Government Auditing Standards
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually__X
Staff Responsible for Collection & Analyzing data: City Auditor

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Compliant	Compliant	Compliant	Compliant	Compliant

Measurement 3
Results Area: H-Professional Certification
Primary Desired Outcome: All Professional Staff Certified (CPA, CIA, CFE, and/or CISA)
Description of Output Measured: Percent of Auditors with certification
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually___X
Staff Responsible for Collection & Analyzing data: City Auditor

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
100%	100%	100%	100%	100%

Measurement 4
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

City of Chattanooga
Department Offer Worksheet

Measurement 5
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

Offer Name: **Procurement Services**

Primary Results Area: **High Performing Government**   Priority Ranking: **1**

Lead Department: **Purchasing**   Collaboration:

	YES	X	NO

Administrator: **David Carmody**   Date Submitted: **1/15/15**

Amount Requested from City General Fund: **$ 806,087**   Total Offer Cost: **$806,087**

X	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

Summary –

Procurement has a critical role in meeting the collective goals of the City of Chattanooga. The services, provided by the purchasing division, support every department, division, and function of City government. Services include procuring all supplies, equipment, materials, and services required for City operations in a timely, environmentally friendly, and cost-effective manner. Purchasing is responsible for the issuance of contract documents, for the encumbrance of funds, and all amendments and changes to City contracts. The management of the Purchasing Card system for the City is a function of the purchasing division. The purchasing division is also responsible for the disposal of all City surplus, impounded, and unclaimed assets.

Included in this budget offer are two new positions: Supplier Engagement Coordinator and Grants Specialist.

The Supplier Engagement Coordinator will repurpose a currently funded Buyer position and corresponding staff member. Creating this position will not require additional funding, but it will add capacity to the department. Historically, minority owned businesses, women owned businesses, veteran owned businesses, and small businesses have represented only a small portion of the City of Chattanooga's supply base. With the new administration came the concerted effort to change that trend and build a supply base that looks more like Chattanooga. The Purchasing Department, in partnership with the Office of Multi-Cultural Affairs, took a series of steps to help make it easier to do business with the City and to actively recruit businesses to participate in the City's procurement process. The Supplier Engagement Coordinator will be a full-time resource for the recruitment, solicitation, and measurement of supplier participation.

The Grants Specialist position will be a new position. This position will require additional funding for the FY16 budget, but this position will leverage outside sources of funding that the City may not have otherwise been able to utilize. The Grant Specialist will be available to all departments and divisions of City Government for soliciting, securing, and managing grant funding. Adding this position will provide a subject matter expert dedicated to increasing the amount of outside funding available to the City.

Goals and Objectives –

Acquire goods and services that provide the best value to the citizens of Chattanooga, utilizing a diverse supply base, and providing service that meets the needs of our partners.

Actions –

The purchasing department, supports every department, division, and function of City government. Services include procuring all supplies, equipment, materials, and services required for City operations. Purchasing is responsible for the issuance of contract documents, for the encumbrance of funds, and all amendments and changes to City contracts. The management of the Purchasing Card system for the City is a function of the purchasing division, as well as the disposal of all City surplus, impounded, and unclaimed assets

Timeline of activities:
We work year round to respond to the needs of our partners.

Key personnel/project leaders/consultants:

- o **Purchasing Manager** – Manages the Daily Activities of the Department
- o **Deputy Purchasing Manager** – Manages Construction Projects and Business Systems
- o **Procurement Analyst** – Administers P-Card Program, Surplus, and Large Contracts
- o **Buyer (5)** – Facilitate the Procurement of Goods and Services; Supporting all

City Operations

- o **Administrative Support Specialist** – Supports Procurement Functions and Communications
- o **Supplier Engagement Coordinator (New)** – Engages New Vendors, Solicits Participation, & Measures Supplier Involvement.
- o **Grant Specialist (New)** – Solicits, Secures, and Manages Grant Opportunities; Supporting all City Operations

Citizen Engagement - Provides access to the goods and services that make it possible for the City to provide safer streets, a growing economy, stronger neighborhoods, smarter students, stronger families, high performing government, and innovation.

Environmental sustainability - We are the vehicle that drives the procurement of sustainable goods and services. The Purchasing Department provides the opportunity to review the needs of each department and make suggestions and/or adjustments that align with the City's Sustainability Policies.

Applicable research/best practices used in this offer - Purchasing is a vital function of every professional organization. In government, the purchasing department assures compliance with Federal, State, and Local regulations. An effective procurement program is also a key driver in cost reduction and cost avoidance in an organization.

City of Chattanooga
Department Offer Worksheet

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Purchasing	$ 750,153	$ 55,934	$ 806,087	100%	
	$	$	$	0%	
	$	$	$	0%	
Total	$	$	$	0%	

*Amounts MUST agree with collaborating Department totals for this offer

Does this have **Capital** Budget Impact?	☐ No	X Yes	If Yes, Amount	$ 180,000

*If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

	SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government
Primary Desired Outcome: Reduction in the Administrative Cost of Procurement Functions
Description of Output Measured: Cost per Purchase Order
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually_X_
Staff Responsible for Collection & Analyzing data: Purchasing Manager

FY2013 ctual	FY2014 Actual	FY2015 Target	FY2015 Proj cted	FY20 6 Tar et
80.37	59.16	53.24	53.24	53.00

Measurement 2

Results Area: High Performing Government
Primary Desired Outcome: Increase Customer Service Satisfaction
Description of Output Measured: Level of Satisfaction
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually_X__
Staff Responsible for Collection & Analyzing data: Purchasing Manager

FY2013 Actual	FY 014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
60.66%	84.2%	90%		95%

Measurement 3

Results Area: High Performing Government
Primary Desired Outcome: Increase the Number of Diverse Suppliers Doing Business with the City
Description of Output Measured: Percentage of Diverse Suppliers
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly_X__   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
	7.30%	14.00%	14.35%	17%

Measurement 4

Results Area: High Performing Government
Primary Desired Outcome: Measure the Participation of Local Suppliers
Description of Output Measured: Percentage of Local Suppliers
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly_X__   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

City of Chattanooga
Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	**311 Operations & Expansion**			
<u>Primary</u> Results Area:	**High Performing Government**	Priority Ranking:	**1**	
Lead Department:	**Information Technology / 311**	Collaboration:		YES	X	NO
Administrator:	**Brent Messer**	Date Submitted:	**February 25, 2015**	
Amount Requested from City General Fund:	**$641,986**	Total Offer Cost:	**$684,986**	

MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

o **Summary** – Brief summary narrative describing offered service or initiative.

This offer is to fund the regular 311 call center operating budget and to propose that the 311 call center, and expand bi-lingual operations with the addition of two new support reps.

o **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

By funding this offer, the 311 call-center will have more resources which will enable them to better serve citizens and partner with the other departments and agencies throughout the City. The expansion of staff for this proposal will address the need to have adequate coverage for the increased call volumes and lack of ability to have call center representatives have the coverage needed to provide training time for representatives. The increase in funds for hotel and meal expenses will allow for the 311 staff to have overnight accommodations during emergency situations (snow, flood, and tornado, etc), an expense that had not been accounted for in previous budgets.

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

1. **Decrease the average hold time**
   a. Reducing the hold time of callers directly correlates to a better experience. The more citizens wait to reach a representative, the more likely they are to drop the call. Several outputs go into making the hold time go down, including the other KPIs listed. E.g. by decreasing talk time (the amount of time a rep spends on the phone with a caller), the faster they can take another call thereby reducing the average hold time.
   b. Reducing the hold time also increases the queue flow rate, i.e. the faster a rep gets to a caller the faster the hold queue frees up a line, which means during busy times (peak call-in hours and days) callers are less likely to get a busy signal due to the hold queues being full (no lines available).

2. **Decrease the total talk time for each rep**.

a. By decreasing talk time (the amount of time a rep spends on the phone with a caller), the faster they can take another call thereby reducing the average hold time. Outputs for this measurement range from creating scripts for reps to use while on calls and freeing up the supervisor from taking calls to perform quality assurance and call escalations.

3. **Decrease the abandoned call rate**.
    a. Directly correlated to reducing hold time and talk time, this measurement tells us that a caller grew impatient and hung up before a rep could take the call.

o **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)
    - The current 311 Supervisor will begin a Quality Assurance Monitoring program
    - Create scripts for reps to follow that will help reduce total talk time.
    - Add bi-lingual (Spanish speaking) reps to better handle the large volume of bi-lingual calls and allow for better shift coverage. This is a direct correlation to abandoned call volumes and hold times since there is currently only one Spanish speaking rep.
    - Rearrange call center rep schedules for better coverage based on actual call data;
    - Reduce the average talk time in order to decrease hold times.
    - Increase call center rep training (by increasing staff to allow for training time) ;
    - Call center rep certifications.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
    Immediately applied.

- **Key personnel/project leaders/consultants: (Who is doing what?)**
    1. All current 311 Staff:
        a. Supervisor
        b. Call Center Reps
    2. Additional staff:
        a. Two additional representatives, at least one of whom is bi-lingual to help with the increased demand of Spanish speaking callers.

- **Citizen engagement -** How are you involving citizens?
    311 is directly involved with citizens on a regular basis by taking calls, emails, and web intake for a variety of services such as court dates, brush pick up, use of citywide facilities, sewer billing, potholes and graffiti reporting, etc.

- **Environmental sustainability:**
    Brush Pick-up

- **Cite applicable research/best practices used in this offer:**

City of Chattanooga
Department Offer Worksheet

<table><tr><td colspan="2"></td></tr></table>

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cst (ncluding Benefits)	Operations	Request	% of offer	FTEs required
311	$ 590,331	$ 51,655.00	$ 641,986	100%	12
Total	$ 590,331	$ 51,655.00	$ 641,986	100%	12

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	☐ No	X Yes	If Yes, Amount	$ 43,000

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Average Hold Time
Results Area: High Performing Government
Primary Desired Outcome: Decrease the average hold time to 10 minutes (from 18) by June 2016.
Description of Output Measured: Schedule changes to increase rep coverage, script creation, reduced talk time.
Measurement Frequency: Daily ___   Weekly___   Monthly_X_   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data: Liz Henley, 311 Supervisor

FY2013 Actual	FY2014 Actual	F 2015 Target	FY2015 Projected	FY2016 Target
19	18.25	13.5	14	10

Dropped Call Rate
Results Area: High Performing Government
Primary Desired Outcome: Reduce Average Dropped Call Rate to 10% or less by July 2016
Description of Output Measured: Increased QA, script creation, reduce hold time.
Measurement Frequency: Daily ___   Weekly___   Monthly_X_   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data: Liz Henley, 311 Supervisor

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
47%	42.09%	20%	20%	10%

Talk Time
Results Area: High Performing Government
Primary Desired Outcome: Reduce Average Talk Time to 8 minutes.
Description of Output Measured: Script production and usage, Hold time reduction.
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
15 Minutes	14 Minutes	10 Minutes	10 Minutes	8 Minutes

Note: At least 3 measures should be provided

City of Chattanooga
Agency Offer Worksheet (A1)

Offer Name: **City Council meetings recording & editing**

Primary Results Area: **High Performing Government**

Offer Number:

Agency Name: **The Greater Chattanooga Public Television Corporation (dba WTCI)**

Date Submitted: **March 2, 2015 (revised)**

Contact Name: **Susan Cates**

Contact Number: **423-702-7807**

Contact Email Address: scates@wtcitv.org

Primary Collaborating City Dept: City Council

Amount Requested from City General Fund: **$85,000**

Total Offer Cost: **$85,000**

☒ **CURRENT SERVICE / PROGRAM FUNDED BY CITY**	☐ **CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY**	☐ **NEW SERVICE / PROGRAM**	☐ **OTHER**

SECTION 2 - DETAILS

Narrative:

- **Summary –**

The Greater Chattanooga Public Television Corp. (GCPTV, also known as WTCI) proposes to continue recording weekly City Council meetings for the city's archives. GCPTV also edits highlights of the meetings for half-hour broadcasts throughout the year.

- **Needs Addressed –**

GCPTV professionals record weekly Chattanooga City Council meetings and offer high-quality free over-the-air access to highlights of those meetings to citizens who are unable to attend.
The archive we produce for the city has been an essential video record of the weekly City Council meetings. The following statement was recently submitted to WTCI by Clerk to Council, Nicole S. Gwyn, CMC:

> *I wish to express my appreciation for WTCI's DVD recordings of City Council meetings, especially during a recent time of great transition among the employees of this office. The Council Clerk's Office underwent a major restructuring among employees in the fall of 2014, which resulted in a lapse in in-house audio and video recordings of Council meetings. Until a new, in-house audiovisual process could be put in place after the restructuring, I relied on WTCI's DVD recordings of our Council meetings to help me respond to video requests from the public and produce accurate records of the legislative actions of the council. Just recently, WTCI's DVD recordings in our archives were used by city administration to meet a time-sensitive request. Since this office does not produce its own DVD recordings, WTCI's DVD recordings help us to meet the needs of citizens who require the use of DVDs.*

In addition to meeting the city's needs, WTCI's professional video production featuring highlights of City Council meetings reach approximately 99% of all households, providing equal access to all citizens, regardless of income, disability, access to high-speed internet, or transportation.

FY16 Agency Offer Form

○ **Goals and Objectives –**

1. Access to high-quality highlights of council meetings for approximately 99% of Chattanooga citizens

2. Essential audio-visual archive of council meetings for city use

○ **Actions –** How will you achieve the goals, including:

- **Clear summary of activities:**

  We are recording & editing the weekly public meetings of the full City Council. Highlights of the meetings will be seen on WTCI with captions and those highlights will be available online with captions as well.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

  Weekly, on Tuesdays, WTCI tape the 6pm meetings, and will ensure that those high-quality recordings are accessible to Chattanooga citizens.

- **Key personnel/project leaders/consultants: (Who is doing what?)**

  Project Leader is WTCI Vice President of Content and Digital Strategy, Shaun Townley

  Our award-winning production staff of video production professionals ensure the highest quality production and efficiency.

- **Citizen engagement -** How are you involving citizens?

  Citizens are engaged by increased exposure to city government action through high-quality content.

- **Environmental sustainability:**

- **Cite applicable research/best practices used in this offer:**

SECTION 3 - BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
Shooting / editing/ setup & breakdown	$	$85,000	$	0%	
			$	0%	
	$		$	0%	
Total	$	$ 85,000	$	0%	

Amounts MUST agree with collaborating Department totals for this offer

Does this have **Capital** Budget Impact?	☐ No	☐ Yes	If Yes, Amount	$

Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361

FY16 Agency Offer Form

City of Chattanooga
Agency Offer Worksheet (A1)

Financial Offsets: *(Please **list any Revenue** i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

FY16 Agency Offer Form

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: H

Primary Desired Outcome:

Availability of Council meeting highlights to approximately 99% of Chattanooga residents.

Description of Output Measured: All residents with over-the-air television reception, cable, or satellite television service have access to our broadcast of high quality City Council meeting highlights.

Measurement Frequency: Daily ____ Weekly X Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
99% of households have access to WTCI	99% of households have access to WTCI	99% of households have access to WTCI		

Measurement 2

Results Area: H

Primary Desired Outcome: High definition broadcast

Description of Output Measured: While WTCI would like to provide data regarding viewership of Chattanooga City Council Highlights, a subscription to Nielsen's viewer tracking services at the local level are prohibitively expensive. While we're not able to measure the quantity of viewers that are actually viewing the program, we are able to offer information about the quality of the broadcast. The program is recorded and broadcast in high definition. The broadcast is composed of two separate cameras, one providing an overview of the proceedings, and the other a detailed view of the speaker.

Measurement Frequency: Daily ____ Weekly X Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: GCPTC Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area: H

Primary Desired Outcome:

Instances of DVD archive use by City Council clerk demonstrates need by city employees

Description of Output Measured:

Statement of appreciation from Nicole S. Gwyn, CMC:

"I wish to express my appreciation for WTCI's DVD recordings of City Council meetings, especially during a recent time of great transition among the employees of this office. The Council Clerk's Office underwent a major restructuring among employees in the fall of 2014, which resulted in a lapse in in-house audio and video recordings of Council meetings. Until a new, in-house audiovisual process could be put in place after the restructuring, I relied on WTCI's DVD recordings of our Council meetings to help me respond to video requests from the public and produce accurate records of the legislative actions of the council. Just recently, WTCI's DVD recordings in our archives were used by city administration to meet a time-sensitive request. Since this office does not produce its own DVD recordings, WTCI's DVD recordings help us to meet the needs of citizens who require the use of DVDs."

Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly____ Annually
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly____ Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly____ Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly____ Annually____
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided

City of Chattanooga
Agency BFO Summary (A2)

Agency Name: The Greater Chattanooga Public Television Corporation (dba WTCI)

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	City Council meetings recording & editing	H	City Council	85,000	85,000		85,000
2							
3							-
4							-
	Total Offers by Agency			$ 85,000	$ 85,000	$ -	$ 85,000

FY16 BUDGET

Results Area Code

S = Safer Streets

E = Growing Economy

N = Stronger Neighborhoods

F = Smarter Students, Stronger Families

H = High Performing Government

I = Innovation Fund

Template A3: Budget Format

CITY OF CHATTANOOGA
FY 2016 Agency Funding Financial Form

Agency Name: The Greater Chattanooga Public Television Corporation (dba WTCI)

Offer Name: City Council meetings recording and editing

Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	Incr (Decr) Request vs. FY 15 Budget	% Change Request vs FY 15 Budget
REVENUES							
Contributions							
Individuals/Private						$ -	N/A
Corporate/Organizations/Churches						$ -	N/A
Fees/Grants from Governmental Agencies							
Federal						$ -	N/A
State						$ -	N/A
Hamilton County						$ -	N/A
City of Chattanooga	$ 80,000	$ 85,000	$ 85,000	$ 85,000	$ 85,000	$ -	0.0%
Other Cities (Please list)						$ -	N/A
United Way							
Foundations (including grants)						$ -	N/A
Gross Proceeds Special Events						$ -	N/A
Other UWs/Federations						$ -	N/A
CFC/Designations received thru UWGC						$ -	N/A
UWGC Program Allocation						$ -	N/A
UWGC Special Funding						$ -	N/A
Membership Dues						$ -	N/A
Program Income						$ -	N/A
Governmental Insurance						$ -	N/A
Private Insurance						$ -	N/A
Contracted Services						$ -	N/A
Fee for Services						$ -	N/A
Other Program Income						$ -	N/A
Sales to Public						$ -	N/A
Investment Income						$ -	N/A
Miscellaneous						$ -	N/A
Other Revenues (Please list separately any major item)						$ -	N/A
Transfers in from other internal budgets						$ -	N/A
Income from Previous Year						$ -	N/A
TOTAL REVENUES	$ 80,000	$ 85,000	$ 85,000	$ 85,000	$ 85,000	$ -	0.0%
OPERATIONS							
Personnel Expenses							
Salaries						$ -	N/A

Template A3: Budget Format

Fringe Benefits						$ -	N/A
Employee Health						$ -	N/A
Pension/Retirement						$ -	N/A
Payroll Taxes, etc.						$ -	N/A
Other (unemployment, life insurance, etc)						$ -	N/A
Total Personnel Expenses	$ -	$ -	$ -	$ -	$ -	$ -	N/A
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service						$ -	N/A
Utilities						$ -	N/A
Other						$ -	N/A
Rent						$ -	N/A
Travel/Transportation						$ -	N/A
Insurance (not employee health)						$ -	N/A
Materials & Supplies						$ -	N/A
Telephone, Fax, ISP						$ -	N/A
Postage and Shipping						$ -	N/A
Occupancy/Building/Utilities						$ -	N/A
Equipment Rental and Maintenance (including contracts)						$ -	N/A
Outside Printing, Art Work, etc.						$ -	N/A
Conferences, Conventions, etc.						$ -	N/A
Special Assistance to Individuals						$ -	N/A
National Dues/Support Payments						$ -	N/A
Organization Dues (other than above)						$ -	N/A
Awards and Grants						$ -	N/A
Fund Raising/Self-Support Activities						$ -	N/A
Miscellaneous						$ -	N/A
Equipment Purchases (incl. capital expenses)						$ -	N/A
Depreciation						$ -	N/A
Other Expenses (Please list separately any major item)						$ -	N/A
shooting 6pm meetings, setup & breakdown, editing & promotion	$ 80,000	85,000	85,000	85,000	$ 85,000	$ -	N/A
Operating Expenses Total	$ 80,000	85,000	85,000	85,000	$ 85,000	$ -	0.0%
TOTAL OPERATIONS	$ 80,000	85,000	85,000	85,000	$ 85,000	$ -	0.0%
REVENUE OVER/ (UNDER) OPERATIONS	$ -	$ -	$ -	$ -	$ -	$ -	N/A

City of Chattanooga
Department Offer Worksheet

Offer Name: **Chattanooga African American Museum (Heritage Hall)**

Primary Results Area: **High Performing Government**   Priority Ranking: **1**

Lead Department: **General Services**   Collaboration: **X** YES | | NO

Administrator: **Cary Bohannon, Dir. Gen. Services**   Date Submitted: **1-15-2015**

Amount Requested from City General Fund: **$65,866**   Total Offer Cost: **$131,731**

| | MANDATED | PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS |

Narrative:

o **Summary** – Brief summary narrative describing offered service or initiative.

The City of Chattanooga and Hamilton County jointly own the real property known as the Bessie Smith Cultural Center and lease the Property to the Chattanooga African American Museum and Research Center, a Tennessee non-profit corporation, for the operation of an educational cultural/entertainment facility celebrating the legacy of Bessie Smith, the legendary African-American singer, and for promotion of African-American culture, diversity, and promotion of multiculturalism.

In 2009 the City and County entered into an Interlocal Agreement and have agreed to appropriate matching funds for the utilities, maintenance, and landscaping of the Bessie Smith Cultural Center for the benefit of the Chattanooga African American Museum and Research Center according to the lease agreement.

General Services provides maintenance services for the building and grounds and Public Works – Parks Division provides landscaping and lawn maintenance for the facility.

o **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

The mission of the Chattanooga African American Museum at the Bessie Smith Cultural Center is to become the premier interdisciplinary cultural center that promotes cultural, educational, and artistic excellence and fosters research and education of African and African American heritage; and provides a venue that allows the community to celebrate through education, art and entertainment.

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

Higher Performing Government facilities not only save on utility costs and allow taxpayer dollars to be spent on other beneficial programs such as those of the Chattanooga African American Cultural Center but ensure that patrons and employees have a clean, safe, secure and comfortable experience while stewarding

environmentally responsible practices and reduced impact on the environment.

- o **Actions** – How will you achieve the goals, including:
  - **Clear summary of activities:** (What are you doing?)
    Utility Usage reduction:
    - Retrocommissioning and Maintenance of facilities and HVAC systems to ensure that they are operating properly and according to engineering design/manufacturer's specifications and in accordance with recognized best-practices within the facilities management industry.
    - Lighting Upgrades, relamping and lighting controls (timers/schedules, occupancy sensors, daylight/TOD sensors) to reduce the electrical lighting load on facilities and greatly reduce maintenance costs associated with lamp and ballast replacement associated with traditional lighting technologies.
    - Monitoring and scheduling of HVAC systems at all General Services managed facilities via a City-wide control and management program (enteliWEB) to ensure proper and efficient operation of the major mechanical systems at these facilities.
    - Establishment of guidelines for HVAC temperature setpoints for "Occupied", "Standby" and "Unoccupied" times of day and weekends/holidays allowing HVAC systems to "turn off" or operate at intermittent or slower speeds for energy savings during nights and weekends when the buildings are not occupied.
    - Monthly monitoring and reporting of utility usage and key energy metrics (Energy Use Intensity (EUI), EnergyStar score, Variance from Baseline, etc.) at City-owned and occupied facilities (180+ buildings) via the EPA's Portfolio Manager program.

    Service Request Response Times and Customer Satisfaction:
    - Monitoring of service requests for facilities issues with weekly and monthly review of recurring issues, SR response and completion times, areas for improvement, training needs, and customer feedback.

  - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
    General Services Administration provides continual services throughout the fiscal year, however, many monitoring and compliance functions can be grouped into daily, monthly, and annual tasks as follows:
    Facilities Management:

    HVAC Systems – Daily monitoring and scheduling at all General Services managed facilities via a City-wide control and management program (enteliWEB).
    Facilities Maintenance – Daily monitoring of service requests for facilities issues with Weekly/Monthly review of recurring issues, SR response and completion times, areas for improvement, and customer feedback.
    Utility Usage – Daily/Monthly monitoring and reporting of utility usage and key energy metrics (Energy Use Intensity (EUI), EnergyStar score, Variance from Baseline, etc.) at City-owned and occupied facilities (180+ buildings) via the EPA's Portfolio Manager

program.

Lease Management – <u>Daily/Monthly</u> monitoring of compliance and contractual requirements for insurance, lease payments, utilities, and financial reporting.

▪ **Key personnel/project leaders/consultants: (Who is doing what?)**

Cary Bohannon – Director of General Services providing executive/administrative guidance and support.

Chris Haley – Fiscal Analyst, providing budgetary monitoring and support, special project accounting, collections, and reporting.

Cheryl Pohle – Fiscal Analyst providing utility data collection and reporting, lease payment invoicing and collections and backup support for budgetary monitoring and support.

Suleiman Balogun – Facilities Operations Manager providing supervision over key facilities management personnel in Facilities Maintenance, Custodial Services, Mailroom, and Security.

Gail Hart – Real Property Coordinator providing compliance monitoring and support for real property transactions, Risk Management reporting, and Lease Administration.

Mark Folsom – Information Specialist managing HVAC control systems, Security/Access Control systems and other essential facilities systems, programs, and equipment/hardware.

Lynn Wilson – Administrative Specialist providing essential personnel and bookkeeping data-entry and support for General Services Administration and the internal Divisions within the Department of General Services.

▪ **Citizen engagement -** How are you involving citizens?

Helping make Chattanooga attractive for industry and corporations by providing "Quality of Life" activities at the Bessie Smith Cultural Center and Chattanooga African American Museum and Event Hall (Heritage Hall).

Higher Performing Government facilities not only save on utility costs and allow taxpayer dollars to be spent on other beneficial programs but ensure that building occupants have a clean, safe, secure and comfortable work environment which increases job performance and employee satisfaction, reduces the incidents of on-the-job injuries and limits potential liabilities from life-safety/code-compliance claims while stewarding environmentally responsible practices and reduced impact on the environment.

▪ **Environmental sustainability:**

Reduced Utility Usage, lower Energy Use Intensity (EUI) for City facilities, and overall reduced carbon footprint of City facilities through recognized facility industry 'best practices' of retrocommissioning, lighting upgrades/relamping and controls, HVAC setback schedules, and an insistence on compliance with "model" energy codes for new construction and major renovations.

Reduction of the volume of trash waste (taken to landfill) at City facilities through the

implementation of City-wide recycling program with the Office of Sustainability and includes the Heritage Hall.

- ▪ **Cite applicable research/best practices used in this offer:**
  EPA EnergyStar Building Upgrade Manual
  International Energy Conservation Code (IECC)

City of Chattanooga
Department Offer Worksheet

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Heritage Hall	$ 2,923	$ 128,808	$ 131,731	100%	.05
Total	$ 2,923	$ 128,808	$ 131,731	100%	.05

*Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

*If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
Hamilton County (operations)	$ 65,865
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: Reduction in Energy Use Intensity (Weather Normalized) from Baseline by 5%

Description of Output Measured: Total utility cost reduction from the historical baseline (FY 13) for City of Chattanooga owned and occupied facilities as measured by the Weather Normalized Site EUI which adjusts for variations in the weather.

Measurement Frequency: Daily ____   Weekly____   Monthly _X__   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data: Cheryl Pohle and Cary Bohannon

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
65.6	67.2	66.9	65	50

Measurement 2

Results Area: High Performing Government

Primary Desired Outcome: Achieve a Minimum EnergyStar score of 75

Description of Output Measured: EPA EnergyStar score (Percentile rank of 1-100) for all City of Chattanooga owned and occupied facilities that are eligible for an EnergyStar score calculation. An EnergyStar score of 75 is the EPA's established threshold requirement for "EnergyStar" qualification/status and represents that facility as performing in the top 25% of all buildings in its classification.

Measurement Frequency: Daily ____ Weekly ____ Monthly _X__ Quarterly ____ Annually ____

Staff Responsible for Collection & Analyzing data: Cheryl Pohle and Cary Bohannon

Location	FY2013 Actual	FY2014 Actual	FY 2015 Projected	FY2016 Target
Heritage Hall	N/A	N/A	N/A	75

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome: Successful completion of all Service Requests within response period (With "Satisfied" customer satisfaction response)

Description of Output Measured: SR request days elapsed between received and closed.

Measurement Frequency: Daily ____   Weekly____   Monthly _X__   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data: Suleiman Balogun

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	Part Year	80%	70%	95%

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

<table>
<tr><td colspan="4" align="center">SECTION 1 - OFFER SUMMARY</td></tr>
</table>

Offer Name:	**Executive Branch – Mayor's Office**		
Primary Results Area:	**High Performing Government**	Priority Ranking:	**1**
Lead Department:	**Executive Branch**	Collaboration:	YES / **X** NO
Administrator:	**Mayor Andy Berke**	Date Submitted:	**1/15/15**
Amount Requested from City General Fund:	**$1,300,313**	Total Offer Cost:	**$1,300,313**

X	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

o **Summary** –

The executive branch establishes and carries out policy for City government. The Mayor and his administrative staff set the priorities of City government, guide the operations of City government, and conduct administrative affairs of the executive branch. The position of Mayor is mandated by the City Charter.

The Mayor serves as the chief executive officer of the City and is authorized to administer oaths, supervise and control all divisions of the City, and see that all ordinances of the City and the provisions of the City Charter are observed. The Mayor's administrative staff includes Chief of Staff, Chief Operating Officer, Chief Policy Officer, Deputy Chief of Staff, Communications Director, Public Safety Coordinator, and administrative support positions.

This offer reflects the organizational structure of the Mayor's administrative staff necessary to support all strategies and results areas that are important to citizens; as well as carry out the duties vested in the office of the Mayor by the City Charter.

o **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

The leadership provided by the executive branch ensures that the operations of City government are aligned with the priorities of citizens – Safer Streets, a Growing Economy, Stronger Neighborhoods, Smarter Students and Stronger Families, and High Performing Government.

o   **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

       The Executive branches goals include overall citizen satisfaction with services provided by City government, community outreach, and citizen satisfaction with the quality of life in Chattanooga.

o   **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)

       Provide executive leadership

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

       Key milestones:
  - Development and Council Approval of Operation and Capital Budgets
  - Monitor performance

- **Key personnel/project leaders/consultants: (Who is doing what?)**

       Mayor, Chief of Staff, Chief Operating Officer, Chief Policy Officer, Deputy Chief of Staff, Director of Communications, Public Safety Coordinator, and Executive Administrative Staff

- **Citizen engagement -** How are you involving citizens?

       The Mayor's office is committed to citizen engagement and has authorized a full-time civic engagement coordinator in the department of economic and community development. The Mayor's office provides daily civic engagement through timely responses to citizen requests, meeting with citizens, and participating in community events.

- **Environmental sustainability:**

       The Mayor's office is committed to environmental sustainability and has created an office of sustainability that is funded through the Department of General Services. The Director of Sustainability is responsible for guiding environmentally sustainable practices throughout citywide operations.

- **Cite applicable research/best practices used in this offer:**

       N/A

FY16 Offer Form

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Mayor's Office	$ 1,199,863	$ 100,450	$ 1,300,313	100%	11
	$	$	$	0%	
	$	$	$	0%	
Total	$	$	$ 1,300,313	100%	11

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	☐ No X	☐ Yes	If Yes, Amount	$ N/A

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
N/A	$
	$
	$
	$
	$

FY16 Offer Form

City of Chattanooga
Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government
Primary Desired Outcome: Increase citizen satisfaction with services
Description of Output Measured: Community Outreach Hours
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually__X_
Staff Responsible for Collection & Analyzing data: Molly Cooper/Tyler Yount

FY2013 ctual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	180 Hours	200 Hours	200 Hours	200 Hours

Measurement 2

Results Area: High Performing Government
Primary Desired Outcome: Increase citizen satisfaction with services
Description of Output Measured: Overall citizen satisfaction with Chattanooga as a place to live
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually__X_
Staff Responsible for Collection & Analyzing data: Brent Goldberg/Internal Audit Survey

FY2013 Actual	FY2014 Actual	FY2015 Target	F 2015 Projected	FY2016 Target
88%	86%	90%	TBD	90%

Measurement 3

Results Area: High Performing Government
Primary Desired Outcome: Increase citizen satisfaction with services
Description of Output Measured: Overall citizen satisfaction with direction City is taking
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually_X__
Staff Responsible for Collection & Analyzing data: Brent Goldberg/Internal Audit Survey

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
53%	52%	70%	TBD	70%

Note: At least 3 measures should be provided

SECTION 1 - OFFER SUMMARY

Offer Name: **Treasury Management**

Primary Results Area: **High Performing Government**   Priority Ranking:

Lead Department: **Finance & Administration**   Collaboration: | X | YES | X | |

Administrator: **Daisy W. Madison**   Date Submitted: **January 15, 2015**

Amount Requested from City General Fund: **$896,465**   Total Offer Cost: **$896,465**

| X | MANDATED | PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS |

SECTION 2 - OFFER DETAILS

Narrative:

Summary – Brief summary narrative describing offered service or initiative.

Tennessee Code Annotated sections 6-56, 67-5-103 and 67-4-706 regulates treasury management services for TN municipalities. This offer assures compliance with respect to cash receipts and banking services including but not limited to timely deposit and reporting of approximately $400 million in city collections for all City funds

The request for High Performing Government offers sought: 1) Outstanding customer service and 2) Exceptional resource management. This offer addresses these requests by providing exceptional customer service to citizens, easier access to information when doing business with the City, and excellent cash and investment management.

Needs Addressed – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

- Ensure accurate and timely collections and deposit all city funds;
- Manage banking services city wide;
- Manage and invest idle funds for maximum returns within acceptable risk tolerances established by City/State guidelines;
- Manage property tax relief program for the low income, disabled and elderly population;
- Issuance of business licenses and other permits;
- Excellent customer service for the public at the counter, by email and telephone;
- Easy access to information and transparency.

Goals and Objectives – What will this initiative achieve? (Note: Be sure this section lines up with section 4 measurement data)

Among the goals of the Treasury Department are the following:
- Successfully implement the Municipal Billing and Collection System;
- Timely production of billings for property tax, water quality fees and sewer fees;
- Collect 95% of current property tax and water quality fees;
- Continually improve customer service provided to both internal and external customers;
- Well trained employees;
- Maximum return on investments while protecting funds from loss;

- Excellent performance in handling cash collections and cash management.

  Actions – How will you achieve the goals, including:
  Clear summary of activities: (What are you doing?)

- Implement the Municipal Billing and Collection System;
- Property tax billing and collection, including administration of the state property tax relief program
- Water quality fee billing and collection in collaboration with the Department of Public Works;
- Monitor and collect Payment in Lieu of Tax (PILOT)
- Monitor compliance, collect and disburse funds related Tax Increment Financing (TIF) agreements;
- Emphasis on employee training in a fashion that enhances job performance while also improving customer service;
- Timely deposit of all city revenues and receivables;
- Develop and maintain strict internal control over processing of cash receipts.
- Deposit all funds received by the City within three business days, as proscribed by State Code;
- Maximize return on investment of the City's funds while in compliance with city policy and state law;
- Secure and manage banking services including credit cards, lockbox, collateralization of cash deposits, safekeeping services, transfer of cash to appropriate accounts, etc.;
- Maximize delinquent tax collections through proper handling of back tax properties, bankruptcies, and property liens in compliance with local and state law;
- Issuance and collection of business tax licenses and permits in collaboration with other departments;
- Collect fees for replacement/additional garbage containers in collaboration with Public Works personnel;
- Support billing and collections for other areas such as General Services, Fleet, Radio Shop, Legal Department and Economic and Community Development.-(See offer for Municipal Billing & Collection Services)

  Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)

- July 2015   Sewer Billing and collection moves to in-house system
- September 2015   Property tax bills produced and mailed
- Fall 2015   Property Tax billing brought online
- Feb 1 2016   State Accessed Property bills produced and mailed
- Feb 28 2016   Property Tax bills go delinquent
- March 2016   Delinquent Tax letters produced
- March 2016   Liens filed in filed in Chancery Court for properties 18 mos. past due
- Spring/Summer 2016   Centralize miscellaneous billings for all departments
- Spring/Summer 2016   Business Licenses moved to MS Govern system

  Key personnel/project leaders/consultants: (Who is doing what?)

Staff consists of 12 employees:
- City Treasurer (1)
- Assistant City Treasurer (1)
- Tax Supervisor (2)
- Tax Specialist 1 (7)
- Tax Specialist 2 (1)

All Treasury employees are key to success, working daily with departmental representatives throughout the City, collecting and posting receipts of funds. We partner with Public Works personnel in billing Water

Quality fees to property owners. We also have close relationships with personnel from IT, General Services and Public Works.

Citizen engagement - How are you involving citizens?

With availability of easily accessed information through improved software and web interface, we will encourage citizens to access records pertaining to them. We have instituted paper and computerized surveys to obtain customer feedback on suggested improvements to our services. Also, the Civic Engagement coordinator is working with our department to ensure forms we use are easily usable by the public.

Environmental sustainability:

We will be able to offer the public the choice of receiving all billing by email. There will also be more information available online. These factors will result in the use of fewer printer cartridges and less paper.

Cite applicable research/best practices used in this offer:

- Bank Account Fraud Prevention - GFOA recommends governments consider steps to protect themselves against bank account fraud. These include the use of positive pay accounts, ACH filters, intra-day account access. (GFOA)
- Strong Management Conditions and Strong Financial Policies - Monthly investment reports for City Council. (S&P)
- Public treasurers conference - Leveraging others knowledge
- MTAS classes and newsletters;
- National Association of Public Treasurers memberships – attend conference to gain knowledge of problems and changes other municipal treasury operations have faced, leveraging that knowledge to better our operations.

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	of offer	FTEs required
F&A - Treasury	$ 687,557	$ 208,908	$ 896,465	100%	12
	$	$	$	0%	
	$	$	$	0%	
Total	$ 687,557	$ 208,908	$ 896,465	100%	12

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1
Results Area: High Performing Government
Primary Desired Outcome: Collect 95% of current property tax
Description of Output Measured: Maintain percentage of current levy collected at 95% or greater
Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually_X__
Staff Responsible for Collection & Analyzing data: Treasury Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	F2016 Target
94.00%	94.50%	94.75%	94.75%	95.00%

Measurement 2
Results Area: High Performing Government
Primary Desired Outcome: Continually improve customer service
Description of Output Measured: Attain overall satisfaction level of 90% good or better on citizen survey (website and in office)
Measurement Frequency: Daily ___   Weekly___   Monthly__X_   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data: Treasury Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	85%	90%	90%

Measurement 3
Results Area: High Performing Government
Primary Desired Outcome: Maximize return on investments while protecting funds from loss
Description of Output Measured: Investment performance 25 basis points higher than 6/30/15 1-year Treasury Bill Rate (*based on annualized one year treasury rate of 11 bps*)
Measurement Frequency: Daily ___   Weekly___   Monthly_X__   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data: Treasury Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	1 yr Treas rate +25bps (36bps)	Estimated return 46bps	1 yr Treas rate +25bps

City of Chattanooga
Department Offer Worksheet

Offer Name: **Strategic Capital Planning Program**

Primary Results Area: **High Performing Government**   Priority Ranking:

Lead Department: **Finance & Administration**   Collaboration: | | YES | X | NO |

Administrator: **Daisy W. Madison**   Date Submitted: **January 12, 2015**

Amount Requested from City General Fund: **$77,837**   Total Offer Cost: **$77,837**

| | MANDATED | PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS |

Narrative:

o **Summary** –

This offer provides a dedicated resource to focus on strategic integration of capital needs, funding sources and defined results into a long-term sustainable capital improvement program. This focused strategy will ensure year-round emphasis on capital needs and will increase the efficiency and effectiveness of capital planning while investing in economic development projects that will project a positive return on investment to the city.

The mission if the Strategic Capital Planning Program is to maximize the value of taxpayer investment in public facilities through careful budget planning, project analysis and ranking, strong financial controls, and effective project coordination. The strategic capital planner will work with city administrators and partner organizations to organize and propose a Capital Improvement Program (CIP) that best serves the short and long-term interests of the City and reflects prudent utilization of funding.

o **Needs Addressed** –

▪ Implement a mission-driven, outcome-oriented planning process to develop, analyze, prioritize and execute a Capital Improvement Program (CIP) to guide investment of capital dollars within the results areas.
▪ Ensure sound management and upkeep of capital assets and infrastructure through long-term strategies.
▪ Dedicated coordination of the CIP with all city departments, including the Regional Planning Agency.
▪ Focused evaluation of projects, both new and existing, to determine the degree to which they meet the long-term strategies.

Citizens benefit from a comprehensive CIP that maximizes the value of the taxpayer investment in public facilities through careful budget planning, project analysis and ranking, strong financial controls, and effective project coordination.

o **Goals and Objectives** –

- Develop a multi-year strategic plan for capital assets and infrastructure that supports data driven decision making.
- Ensure fiscally sound use of financial resources without increasing the tax burden.
- Provide positive communications and feedback among departments throughout the year.
- Coordinate capital planning and comprehensive planning through routine coordination with the Regional Planning Agency.
- Participate in/lead capital projects as requested

o **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)

o Develop a sustainable five-year capital improvement program based on a matrix to analyze each project and help prioritize in relation to set criteria
o Ensure debt complies with established limits
o Coordinate with all city departments to evaluate projects to gain an understanding of requests, maximizing collaborations and timelines
o Coordinate capital planning and comprehensive planning through routine coordination with the Regional Planning Agency's planning efforts. Specifically, the Strategic Capital Planner will serve on committees for and participate in Growing Forward Phase II (area plans), and the 2045 Regional Transportation Plan (RTP) and the 2017-2020 Transportation Improvement Program (TIP) processes. These plans translate into direct recommendations for public infrastructure, so the Strategic Capital Planner will work with RPA staff to refine recommendations to priority projects that can reasonably be expected to be budgeted within the next 5-year Capital Improvement Program.
o Update capital request form for FY17 budget process. The current method of collecting capital request relies on an Access form designed 15 years ago. Exporting from the existing database is unnecessarily time consuming. Additionally, the current form does not capture all information needed for strategic capital planning purposes and is not linked to associated BFO offers. In preparation for the next budget cycle, the Strategic Capital Planner will create an Excel spreadsheet for departmental requests that captures all information needed for capital planning, as well as for the Budget office.
o Oversee contracts for design/construction of Miller Park District, Bell School Park, and others as requested. Lead YFD Facilities Committee and determine prioritization of YFD Center capital improvements.

- **Timeline of activities and/or significant milestones throughout the year:** (When are you doing it?)

Key milestones:
o Preliminary capital budget – January 15
o Draft of capital budget – May 15
o Passage of capital budget – June 30
o Assist in bond issues – as needed
o Participate in RPA planning efforts – ongoing; Growing Forward/Area Plan process begins fall 2015, and RTP process begins January 2016.
o Update capital request form(s) for FY17 budget process– October 1
o Miller Park Design through Construction Administration Contract – April 15
o Bell School Park Design through Construction Administration Contract – May 15
o YFD Facilities prioritization – May 1

FY16 Offer Form – Finance & Administration – Strategic Capital Planning Program

- **Key personnel/project leaders/consultants:** (Who is doing what?)

Staff consists of: Strategic Capital Planner (1)

- **Citizen engagement -** How are you involving citizens?

Citizen engagement is encouraged by providing capital budget information to understand the planned use of their tax dollars in relation to priorities. In previous capital budgets, the only project information available to citizens was the project name, department, and funding source. The Strategic Capital Planner will include basic project details within the budget, so that citizens can understand the project and its phasing. Additionally, the Strategic Capital Planner will participate in comprehensive planning efforts of the Regional Planning Agency and Transportation Planning Organization. These planning efforts result in recommendations for public infrastructure, and should be formed in collaboration with the capital planning office, in order to present the public with feasible projects and timelines.

- **Environmental sustainability:**

The Strategic Capital Planner will collaborate with the Director of Sustainability to search for opportunities to promote sustainability. These include but are not limited to researching integration of green infrastructure components into public space projects, potential energy performance contract projects, and cleaner or alternative fuel strategies for fleet vehicles.

- **Cite applicable research/best practices used in this offer:**

The Government Finance Officers' Association of the United States and Canada has a best practice to establish a capital planning process to address the continuing investment necessary to properly maintain a government's capital assets. At the same time the rating agencies look favorably on a strong five-year capital improvement program that takes into account low debt per capital and low debt service as a percentage of expenditures.

City of Chattanooga
Department Offer Worksheet

SECTION 3 — OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
F&A – Capital Planning	$ 77,837	$	$ 77,837	100%	1
	$	$	$	0%	
	$	$	$	0%	
Total	$ 77,837	$	$ 77,837	100%	1

*****Amounts MUST agree with collaborating Department totals for this offer**

Does this have **Capital** Budget Impact?	X	No	☐	Yes	If Yes, Amount	$

*****If yes, please complete Capital Budget Request Form**

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

City of Chattanooga
Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1
Results Area: High Performing Government

Primary Desired Outcome: Develop multi-year strategic plan for capital assets and infrastructure that ensures fiscally sound use of financial resources without increasing the tax burden

Description of Output Measured: Gross debt as a % of assessed valuation is less than 10%

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually _X_

Staff Responsible for Collection & Analyzing data: Capital Planner

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
5.92%	6.31%			

Measurement 2
Results Area: High Performing Government

Primary Desired Outcome: Develop multi-year strategic plan for capital assets and infrastructure that ensures fiscally sound use of financial resources without increasing the tax burden

Description of Output Measured: Total debt per capita less than $2,000

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually _X_

Staff Responsible for Collection & Analyzing data: Capital Planner

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
$1,685	$1,804			

Measurement 3
Results Area: High Performing Government

Primary Desired Outcome: Develop multi-year strategic plan for capital assets and infrastructure that ensures fiscally sound use of financial resources without increasing the tax burden.

Description of Output Measured: Debt service as % of undesignated general fund expenditures and transfers out $\leq$ 10% (Resolution # 26914)

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually _X_

Staff Responsible for Collection & Analyzing data: Capital Planner

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
9.7%	9.53%			

Measurement 4
Results Area: Stronger Neighborhoods

Primary Desired Outcome: Ensure and demonstrate capital investment in low-income neighborhoods

Description of Output Measured: % of public space infrastructure project dollars budgeted in low-income census tracts (here defined as a census tract in which the poverty rate is at least 25%, or at least 50% of householders are making less than 60% of the area median income)

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually _X_

Staff Responsible for Collection & Analyzing data: Capital Planner

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	Still collecting	60%

Measurement 5
Results Area: High Performing Government

Primary Desired Outcome: Improved public trust in planning efforts through better alignment of comprehensive planning efforts and capital budgeting.

Description of Output Measured: Percent of approved public space infrastructure projects-- transportation, parks, public art, and community/civic facilities-- recommended in publicly vetted plans (RPA neighborhood/area plans; 4-year Transportation Improvement Program; long-range Regional Transportation Plan; etc.).

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually _X_

Staff Responsible for Collection & Analyzing data: Capital Planner

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	Still collecting	TBD

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

Offer Name:	**Office of Performance Management**				
Primary Results Area:	**High Performing Government**	Priority Ranking:			
Lead Department:	**Finance & Administration**	Collaboration:	**X** YES		No
Administrator:	**Daisy W. Madison**	Date Submitted:	**January 14, 2015**		
Amount Requested from City General Fund:	**$ 236,725**	Total Offer Cost:	**$ 236,725**		

MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

Narrative:

o **Summary** –

The Office of Performance Management leads a culture of continuous improvement within City government through performance management and providing data for decision making. The Office of Performance Management (OPM) helps City departments and agencies measure and manage performance with the goal of delivering high quality services to citizens in a cost-efficient and transparent manner. Collaboration is integral to the work of the Office of Performance Management as it will be ultimately up to the individual departments and agencies to make the changes driving their performance improvements. This includes not only direct collaboration between the OPM and various City departments and agencies but also facilitating cross departmental collaboration needed to best address the Mayor's priority areas.

While the work of the OPM is primarily internally focused, the increased citizen access to government data and performance dashboards leads to greater transparency and accountability. Allowing citizens to the same data used to make decisions helps to provide an unprecedented level of transparency into city governance. This same data also allows citizens to better understand and evaluate the work of government independently. As a result of the work of the Office of Performance Management citizens will also directly benefit from higher quality more responsive government services.

o **Needs Addressed** –

The Office of Performance Management operates with three core functions:
  o Performance Management
  o Data
  o Strategic Planning

Citizens benefit from open data, transparency, and accountability.

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

  o Data Driven Decision Making
  o Open Data and Open Government
  o Increased Citizen Satisfaction with Services

o **Actions** – How will you achieve the goals, including:
  ▪ **Clear summary of activities:** (What are you doing?)

  o Collect and analyze data
  o Report data collected to provide high quality services to citizens
  o Make data freely available to citizens in a user friendly format
  o Strategically align and improve operations using data to execute the Mayor's multi-year vision and achieve results in the areas that are most important to citizens

  ▪ **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

  o Performance data is accumulated monthly for the Mayor to highlight areas of success or concern during the monthly ChattaData meetings the 3rd week of each month.
  o Open data sets are currently being analyzed for monthly placement in the open data portal.

  ▪ **Key personnel/project leaders/consultants: (Who is doing what?)**

Staff consist of: Performance Manager (1)

  ▪ **Citizen engagement -** How are you involving citizens?

Citizens have freely available easily accessible data in a user friendly format. This will include high the same high priority data that is used by the city to drive performance improvements.

Access to data
Visualizations of data
311 – citizen direct feedback to help evaluate and drive city operations
Better citizen services
Connection to Open Chattanooga Citizen Brigade

  ▪ **Environmental sustainability:**
       Improved operations and efficiencies

  ▪ **Cite applicable research/best practices used in this offer:**

The Office of Performance Management has been modeled after the following successful initiatives:

- o Maryland StateStat – **http://www.statestat.maryland.gov/**
- o Baltimore CitiStat –
    http://www.baltimorecity.gov/Government/AgenciesDepartments/CitiStat.aspx
- o Louisville OPI/LoiusStat - **http://louiestat.louisvilleky.gov/**

The tenets of CitiStat and StateStat developed by Governor O'Malley are as follows:
- o Accurate and timely intelligence shared by all
- o Rapid deployment of resources
- o Effective tactics and strategies
- o Relentless follow-up and assessment

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
F&A – Performance Mgmt.	$ 86,725	$ 150,000	$ 236,725	100%	1
	$	$	$	0%	
	$	$	$	0%	
Total	$ 86,725	$ 150,000	$ 236,725	100%	1

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

City of Chattanooga
Department Offer Worksheet

Measurement 1
Results Area: High Performing Government

Primary Desired Outcome: Data Driven Decision Making

Description of Output Measured: External Performance Indicators Dashboard

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
TBD

Staff Responsible for Collection & Analyzing data: Performance Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	ChattaData Dashboard Launched	ChattaData Dashboard Launched	All ChattaData Goal Areas Automated

Measurement 2
Results Area: High Performing Government

Primary Desired Outcome: Data Driven Decision Making

Description of Output Measured: Internal Performance Indicators Dashboard

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
TBD

Staff Responsible for Collection & Analyzing data: Performance Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	Internal Dashboard Piloted	Internal Dashboard Piloted	Six Internal Dashboards Launched

Measurement 3
Results Area: High Performing Government

Primary Desired Outcome: Open Data and Open Government

Description of Output Measured: Number of Open Data Sets TBD

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
TBD

Staff Responsible for Collection & Analyzing data: Performance Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
0	0	20	25	50

Measurement 4
Results Area: High Performing Government

Primary Desired Outcome: Increase Citizen Satisfaction with Services

Description of Output Measured: Citizen Satisfaction with Performance and Data TBD

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____
TBD

Staff Responsible for Collection & Analyzing data: Performance Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	TBD

SECTION 1 - OFFER SUMMARY

Offer Name:	**City Court Clerk Judicial Support Services**
Primary Results Area:	**High Performing Government**
Lead Department:	**Finance & Administration**
Administrator:	**Daisy W. Madison**
Amount Requested from City General Fund:	**$1,243,212**

Priority Ranking:

Collaboration: [ ] YES [X] NO

Date Submitted: **January 12, 2015**

Total Offer Cost: **$1,243,212**

X	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** –

The City Court Clerk's (CCC) Office is established through TCA 16-18-310 and City Code, Chapter 12 and shall maintain an accurate and detailed record and summary report of all financial transactions and affairs of the court. The record and report shall accurately reflect all disposed cases, assessments, collections, suspensions, waivers and transmittals for litigation taxes, court costs, forfeitures, fines, fees and any other receipt and disbursements.

The CCC Office delivers support for the judicial services provided by the two City Court Judges. The CCC office staff handles and processes citations for violations of city ordinance issued by the Chattanooga Police Department, the Economic & Community Development Office, the Land Development Office, and the McKamey Animal Center. These citations document traffic violations, environmental issues, license issues, or animal services issues.

- **Needs Addressed** –
  - o Manage court dockets and collect court costs and fines for approximately 100,000 violations per year;
  - o Professionally staff six daily court sessions (morning and afternoon) with a bench clerk and a cashier for accurate and timely case disposition and collection of fines and costs;
  - o Report violations to the State Department of Safety for nonpayment after 30 days, for convictions on reportable offenses, and for violations by CDL endorsed defendants as required by law;
  - o Maintain Tennessee Bureau of Investigation certification for city Court staff to access Inlets database;
  - o Maximize collections via use of collection agencies which may include litigation;
  - o Provide comprehensive information to be used by the Judges when rendering judgments through continued implementation of the Electronic Content Management program and integration with Incode beginning in January 2015;
  - o Achieve maximum staff efficiency through the use of e-Citation (an electronic ticketing system) reducing manual data entry, automatic docket scheduling and a move toward a paperless environment.

Citizens benefit through enhanced on-line capabilities including real-time court dates, fines, ability to

pay online and customer service feedback.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

  o Provide accurate and efficient handling of court matters.
  o Promote public confidence in the court system.

- **Actions** – How will you achieve the goals, including:

  - **Clear summary of activities:** (What are you doing?)

  o Process approximately 1,500 weekly violations from the police department, Economic and Community Development and McKamey Animal Center to allow payment and/or request court hearing
  o Prepare approximately 6 daily dockets for judicial review and action
  o Processing of multiple supporting documents (such as defensive driving certificates, proof of insurance, correspondence, etc.) and multiple warrants
  o Collect, process and reconcile fines and fees (in person, US mail, online)
  o Provide professional customer-oriented service in person, on telephone and email
  o Record checks for law-enforcement personnel (TBI and FBI)

  - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

  o Court proceedings - daily
  o State Department of Revenue filings - 15th of each month
  o State Department of Safety CDL reporting - within 5 days of conviction
  o TBI and FBI record checks - within 3 days of request
  o Credit card security compliance - annually
  o TBI staff certification - every 24 months

  - **Key personnel/project leaders/consultants: (Who is doing what?)**

  Staff consists of 15 employees:

  o City Court Clerk (1)
  o Deputy City Court Clerk (1)
  o Court Operations Technician 2 (1)
  o Court Operations Technician 1 (3)
  o Court Operations Assistants (9)
  o Temp Court Operations Assistants (2) - not included in FTEs
  o Administrative Support Specialist (1)

  - **Citizen engagement -** How are you involving citizens?
  o Survey online to rate customer services
  o Random card surveys available at front counter
  o Serve approximately 40-50 customers daily at the front counter

    o   Respond to 50-60 calls daily

- **Environmental sustainability:**

Electronic content management and e-citation projects are working toward paperless environment.

- **Cite applicable research/best practices used in this offer:**

The Municipal Technical Advisory Service provides annual updates from the Tennessee Legislature and clarification of regulations and compliance with municipal court operations.

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
F&A – City Court	$ 895,914	$ 347,298	$ 1,243,212	100%	15**
	$	$	$		
	$	$	$		
Total	$ 895,914	$ 347,298	$ 1,243,212	100%	15

Amounts MUST agree with collaborating Department totals for this offer

**The FTEs do not include 2 temp positions*

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1
Results Area: High Performing Government
Primary Desired Outcome: Accurate judicial dockets
Description of Output Measured: 95% Accuracy in preparation of judicial dockets
Measurement Frequency: Daily ____   Weekly____   Monthly_X_   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data: City Court Clerk Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	95.00%	93.56%	95.00%

Measurement 2
Results Area: High Performing Government
Primary Desired Outcome: Efficient handling of citizen payments
Description of Output Measured: Maintain number of online payments at 30% or greater of total annual payments
Measurement Frequency: Daily ____   Weekly____   Monthly_X__   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data: City Court Clerk Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
24.7%	30.0%	30.0%	32.1%	30.0%

Measurement 3
Results Area: High Performing Government
Primary Desired Outcome: Promote public confidence in the court system by providing exceptional customer service
Description of Output Measured: 85% of customers returning survey rate overall customer service at excellent or good.
Measurement Frequency: Daily ____   Weekly____   Monthly_X_   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data: City Court Clerk Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	80.0%	90.0%	95.0%

City of Chattanooga
Department Offer Worksheet

Offer Name:	**Finance Administration**					
Primary Results Area:	**High Performing Government**	Priority Ranking:				
Lead Department:	**Finance & Administration**	Collaboration:	**X**	YES		No
Administrator:	**Daisy W. Madison**	Date Submitted:	**January 12, 2015**			
Amount Requested from City General Fund:	**$741,655**	Total Offer Cost:	**$741,655**			

X	**MANDATED**	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

Tennessee Code 6-56 establishes the standards to govern the fiscal affairs of cities within the State of Tennessee. Code 9-3-501 establishes standards for pension funding.

This offer funds the core financial management of the City including overall financial management, budgeting for outcomes, debt management, cash and investment management, and financial technology administration.

Finance Administration is inherently collaborative because of the interaction with the Mayor's Office, City Council, all City Departments and Agencies in the oversight of the fiscal affairs of the City even though we do not share funding with other departments. The timely and accurate accounting and financial management must involve cooperation and collaboration with departments to ensure that information is useful in management and reporting. BFO also involves the MBA staff extensively in working with/assisting other departments and agencies

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

The Department of Finance is responsible for all financial areas of city government to ensure the fiscal integrity of the City of Chattanooga. Strong financial management is evidenced by the City's bond ratings as we strive to sustain a financially strong and effective city government.

- Comprehensive debt management and interaction with key players in the bond market including rating agencies, underwriters, financial advisors, bond attorneys, etc. to ensure the most cost effective financing options are obtained.
- Support of executive and legislative branches with financial data and analysis necessary in making decisions affecting employees and the community at all levels.
- Comprehensive cash and investment management for city funds to provide for safety, liquidity and maximum return in accordance with state statue.

Citizens benefit from high quality financial services that help provide the most efficient use of tax dollars possible.

- o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

- Deliver the best financial management possible to maintain strong fiscal health as recognized by credit ratings to provide the lowest borrowing cost for capital needs.
- Ensure long-term fiscal sustainability through comprehensive cash and investment policies, debt management policy, pension funding policies, etc.
- Provide high-level cross-functionality technology support for the city's Enterprise Resource Planning (ERP) system including general ledger, cash management and payroll functions as well as patch testing support and reporting along with HR position management, procure-to-pay in collaboration with Purchasing and Human Resource Departments.
- Exceptional talent management throughout the Finance department with professional development for all levels of staff with emphasis to address both internal and external customer needs. Training will be provided through a variety of sources including but not limited to that sponsored internally via Human Resources, 311 and internal train-the-trainer programs along with professional associations.

- o **Actions** – How will you achieve the goals, including:

  - ▪ **Clear summary of activities:** (What are you doing?)

- Maintain healthy operating fund balances.
- Preparation of official statements for debt issuance and refinancing
- Monitor debt to comply with established policy.
- Prudently fund pension and OPEB obligations.
- Provide development opportunities at all levels.

  - ▪ **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

Leadership occurs daily.

Key milestones:
- Passage of annual budget and capital budget – June 30
- Annual audit and financial statements – June 30
- Bond Financing & refinancing – biannually or as needed
- Policy and procedures refinement – ongoing
- Serve on designated agencies and boards (i.e. 911, CDRC, Pension, Erlanger Financial Review, YFD Social Services, etc.)

  - ▪ **Key personnel/project leaders/consultants: (Who is doing what?)**

Staff consists of 5 employees:
- City Financial Officer (1)
- Deputy Administrator (1)
- Deputy Chief Operating Officer (1)
- Business Systems Analyst (1)
- Executive Assistant (1)

  - ▪ **Citizen engagement** - How are you involving citizens?

Citizens are engaged by providing access to and explanation of the budgetary process; full descriptions of

each department and their objectives via the Comprehensive Annual Budget Report and access to the City's financial plan and fiscal position vial full disclosure and transparency through electronic media such as open data portal and publications including but not limited to the CAFR, CABR, PAFR, financial management policies, etc.

- **Environmental sustainability:**

Increased use of technology by delivering key financial reports electronically and encouraging all users (internal and external) to access financial information electronically thereby reducing massive amount of printed materials.

- **Cite applicable research/best practices used in this offer:**
- Following recommendations and best practices of the State, Governmental Accounting Standards Board and Government Finance Offers' Association (GFOA) for policies related to: Debt Capacity, Issuance and Management.
- Standard and Poor's suggests a best practice of having a minimum unreserved fund balance policy and a comprehensive debt management policy.
- The GFOA encourages bond issuers to solicit the advice of bond counsel and financial advisers at the outset of each refunding issues in order to outline key legal and financial issues. The City follows this best practice.
- Standard and Poor's recognizes strong budgetary flexibility such as maintenance of a prudent available fund balance as a percentage of expenditures and transfers out and a strong liquidity when providing credit ratings.
- Fitch Ratings and S&P recognize the importance of rapid debt amortization. The City strives to meet this best practice of greater than 65% within 10 years for strong credit rating.

City of Chattanooga
Department Offer Worksheet

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
F&A - Administration	$ 589,661	$ 151,994	$ 741,665	100%	5
	$	$	$	0%	
	$	$	$	0%	
Total	$ 589,661	$ 151,994	$ 741,665	100%	5

Amounts MUST agree with collaborating Department totals for this offer

Does this have **Capital** Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	$
	$
	$
	$
	$

City of Chattanooga
Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1
Results Area: High Performing Government

Primary Desired Outcome: Maintain the City's "AAA" bond rating.

Description of Output Measured: Standard & Poor's Rating (measured whenever bonds are issued)

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data: Deputy CFO

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
AA+	AAA	AAA	AAA	AAA

Measurement 2
Results Area: High Performing Government

Primary Desired Outcome: Deliver the best financial management possible to maintain healthy financial position as evidenced by credit ratings of AAA (S&P) and AA+ (Fitch)

Description of Output Measured: Undesignated General Fund (Fund 1100) unassigned fund balance of 20% expenditures and transfers out.

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually_X___

Staff Responsible for Collection & Analyzing data: Deputy CFO

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
26.9%	30.8%	18.4%	20.6%	22.0%

Measurement 3
Results Area: High Performing Government

Primary Desired Outcome: Ensure long-term fiscal sustainability by monitoring debt limit in compliance with debt policy

Description of Output Measured: 60% or more of outstanding debt is retired within 10 years

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly_X___   Annually____

Staff Responsible for Collection & Analyzing data: Accounting Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
64.44%	69.12%	60.00%	68.80%	73.20%

Measurement 4
Results Area: High Performing Government

Primary Desired Outcome: Ensure long-term fiscal sustainability by prudently funding pension and OPEB obligations

Description of Output Measured: Fully fund pension liability as recommended by actuaries.

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____ Annually_X__

Staff Responsible for Collection & Analyzing data: Accounting Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
General Pension Plan				
92.8%	97.4%	100.4%	100.0%	100.0%
Fire & Police Pension Plan				
100.7%	98.2%	100.0%	100.0%	100.0%
OPEB Plan				
100.0%	113.5%	100.0%	100.0%	100.0%

Measurement 5
Results Area: High Performing Government

Primary Desired Outcome: Exceptional talent management throughout the Finance department with professional development for all levels of staff

Description of Output Measured: Increase the number of staff receiving professional development training

Measurement Frequency: Daily ____   Weekly____   Monthly_X__   Quarterly____   Annually____

Staff Responsible for Collection & Analyzing data: Deputy CFO

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
39%	39%	40%	39%	40%

City of Chattanooga
Department Offer Worksheet

Offer Name:	**Financial Operations Management & Reporting**

Primary Results Area: **High Performing Government**   Priority Ranking:

Lead Department: **Finance & Administration**   Collaboration: | **X** YES | | NO |

Administrator: **Daisy W. Madison**   Date Submitted: **January 12. 2015**

Amount Requested from City General Fund: **$1,435,788**   Total Offer Cost: **$1,435,788**

X	**MANDATED**	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

This offer is a core part of the financial management of the City as required by Tennessee Code 6-56 and City Code Chapter 2, Article IV.

This offer supports the financial operations of City government encompassing: Accounting & Financial Reporting, Accounts Payable, Payroll, and Grants Management. It provides financial services and information for all core city operations as well as supported agencies, citizens, debt stakeholders, the Chattanooga Downtown Redevelopment Corporation, the Industrial Development Board and the Health, Education, and Housing Facilities Board.

The Financial Operations Management & Reporting Offer by nature of the overarching tasks and duties of the division does collaborate with all departments, agencies and vendors although we do not share funding with other departments. We are the core financial operations of the City and play a central role in accounting, payroll and accounts payable. The collaborative costs of this offer are reallocated through an indirect cost method to the extent we can use funding from enterprise and grant funds. We produce the CAFR, pay the payroll, pay the City's bills, provide financial data to management, Council and departments, and comply with regulatory requirements of the Federal and State governments, all in collaboration with other departments.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Comprehensive financial management and reporting is essential for a fiscally strong local government. Necessary components of this management include:

- Support management and operating departments of the City and develop user friendly access to financial information for data driven decision making.
- Prepare annual financial statements in conformity to Generally Accepted Accounting Principles, facilitate internal and external reviews and/or audits as required by Federal state and local laws and regulations; and publish the nationally recognized Comprehensive Annual Financial Report (CAFR) in conformity with standards set by the Governmental Accounting Standards Board and The Government Finance Officer Association.
- Develop and monitor an internal control framework to ensure compliance with applicable

regulations, safeguarding of city assets and fiscal accountability.
- Monitor grants to ensure compliance with grantor regulations and single-audit requirements of the Federal and state governments.
- Make prompt, accurate vendor payments using a mixture of payment forms including checks, purchase cards, e-payables, ACH, and wire transactions.
- Manage the complex payroll structure of the City in compliance with wage and hour laws per Federal regulations and City Code.

Citizens benefit from online access to the Comprehensive Annual Financial Report and a plain English version, the Popular Annual Financial Report, to know how their tax dollars were used.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

- Produce timely and accurate financial information and analysis that assist management and the public in making informed economic decisions.
- Provide Citizens timely access to audited financial statements along with additional data for increased awareness of sources and uses of funds and fiscal health of the City as evidenced by the highest achievable (AAA) bond rating.
- Ensure compliance with Federal and State grant requirements.
- Ensure prompt payment and courteous service to all vendors who provide goods and services to city government.
- Process timely payroll checks reflecting accurate employee compensation, payroll tax withholdings and payroll tax reports for more than 2,200 City employees while ensuring compliance will all federal and state payroll and compensation laws.
- Achieve greater payroll processing efficiency and reduced errors.

- **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)

With this offer the Finance Department proposes to do the following:
- Develop a high-quality Comprehensive Annual Financial Report (CAFR) to enhance transparency related to fiscal activities.
- Provide accurate and timely financial data to the citizens on the City's website.
- Make timely and accurate payments to City vendors thereby realizing savings in discounts and avoidance of interest and penalties.
- Provide routine training sessions for existing and new employees, in collaboration with purchasing department and other agencies that equip them to more effectively and efficiently perform assigned duties with courtesy and professionalism.
- Process timely and accurate payroll for City employees.
- Transition all weekly payrolls to biweekly and require all employees to utilize direct deposit or pay-card.
  - Eliminate printing of payroll advices if funded by the Technology Planning Committee
  - Strengthen procedures that increase efficiencies in payroll processing
- Provide timely response to citizen open record requests.
- Accurately preserve financial records.
- Implement new accounting standards as they are promulgated in a timely manner.
- Revise accounting structure as needed to facilitate management review of operations.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

Most of the activities described in this offer occur daily.

Key milestones:

- Weekly & biweekly payrolls and Federal tax deposit – ongoing
- Federal 941 filing – quarterly
- Daily check runs
- Annual audit and financial statements and single-audit requirements – June 30; final report due December 31
- 1099 issuance – January 31; final reporting due March 31
- W-2 issuance – January 31; final reporting due March 31
- Escheatment – May 1
- System patch testing – ongoing as requested
- Payroll training for new and existing staff – annually and as needed for new employees or upon request
- Oracle Use training- Annually or as needed upon request
- Procedures for procedures to process financial transactions-annually or as needed

- **Key personnel/project leaders/consultants: (Who is doing what?)**

Staff consists of 21 employees:

- Manager Financial Operations (1)
- Accounting Manager (1)
- Accountant 3 (1)
- Accountant 2 (1)
- Accountant 1 (3)
- Grants Analyst (1)
- Accounts Payable Supervisor (1)
- Accounting Technician 2 (2)
- Accounting Technician 1 (3)
- Administrative Support Assistant 2 (3)
- Payroll Supervisor (1)
- Payroll Technician 2 (1)
- Payroll Technician 1 (1)
- Payroll Assistant (1)

- **Citizen engagement -** How are you involving citizens?

Open expenditure data ensures citizens are able to understand where the money comes from, how it is allocated, and where it is going in a meaningful way. Citizen engagement is enhanced by providing timely and accurate financial data online to foster an understanding of how their tax dollars are being utilized.

- **Environmental sustainability:**

Environmental sustainability is achieved by more use of technology in internal and external delivery of key financial reports and other data electronically and encouraging citizens, and all departments and agencies to access financial information online. Recommend conversion of all payrolls to biweekly reducing number of payroll advises. It is anticipated that printing of payroll advises will be discontinued during the FY16 year as well.

- **Cite applicable research/best practices used in this offer:**

Best Practices and Research used in this offer include:

- Tennessee Code Annotated
- Generally Accepted Accounting Principles (GAAP) established by the Government Accounting

Standard Board (GASB)
- Government Finance Officers Association (GFOA) published best practices and GASB implementation guidelines with respect to government accounting, reporting and operating procedures
- State of Tennessee Internal Control and Compliance Manual State of Tennessee Audit Manual
- US Government Accountability Office compliance manuals and circulars for grants
- Fitch and Standard & Poor's' Rating Agencies' recommendation and benchmarks with respect to fund balances, debt affordability, continuing disclosures, etc.
- Fair Labor Standards Act (FLSA) for determination of accuracy in payroll calculation and processing

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
F&A - Operations	$ 1,356,508	$ 79,280	$ 1,435,788	100%	21
	$	$	$	0%	
	$	$	$	0%	
Total	$	$	$	0%	

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

City of Chattanooga
Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1
Results Area: High Performing Government

Primary Desired Outcome: Achievement of Excellence in financial reporting and publication of an easily readable and efficiently organized Comprehensive Annual Financial Report (CAFR) that conforms to standards set by the GASB and GFOA.

Description of Output Measured: Maintain Certificate of Achievement for excellence in financial reporting awarded by the GFOA with the highest rating of "Proficient" for 90% of all areas in the report. This is reported the following year.

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually_X_

Staff Responsible for Collection & Analyzing data: Accounting Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
100.00%	88.24%	90.00%	94.12%	90.00%

Measurement 2
Results Area: High Performing Government

Primary Desired Outcome: Provide timely and accurate financial information and analysis in accordance with Generally Accepted Accounting Principles by publishing the CAFR and Popular Annual Financial Report (PAFR) on the City's website.

Description of Output Measured: Both publications are available on the City's website by December 31.

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually_X__

Staff Responsible for Collection & Analyzing data: Accounting Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	12/23/2014	12/31/2015	12/15/2015	12/31/2016

Measurement 3
Results Area: High Performing Government

Primary Desired Outcome: Ensure prompt, courteous service to vendors who provide goods and services to city government by making timely and accurate payments.

Description of Output Measured: 85% of invoices paid within 30 days of invoice date

Measurement Frequency: Daily ____ Weekly____ Monthly_X__ Quarterly____ Annually____
Staff Responsible for Collection & Analyzing data: Accounts Payable Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
79.00%	80.43%	85.00%	79.23%	85.00%

Measurement 4
Results Area: High Performing Government

Primary Desired Outcome: Ensure prompt, courteous service to vendors who provide goods and services to city government by providing training to departments and agencies in invoice payment procedures to expedite payment.

Description of Output Measured: Hold semi-annual training sessions for departmental personnel with 85% satisfactory evaluation results at the end of each training session

Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly____ Annually_X__

Staff Responsible for Collection & Analyzing data: Accounts Payable

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	n/a	n/a	85%

Measurement 5
Results Area: High Performing Government

Primary Desired Outcome: Process accurate employee compensation, payroll tax withholdings and payroll tax reports

Description of Output Measured: Reduce payroll errors by 5%

Measurement Frequency: Daily ____ Weekly____ Monthly_X__ Quarterly____ Annually____

Staff Responsible for Collection & Analyzing data: Payroll Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	32.34%	30.72%	22.22%	29.19%

City of Chattanooga
Department Offer Worksheet

Offer Name:	**Financial Plan Development & Management**				
Primary Results Area:	**High Performing Government**	Priority Ranking:			
Lead Department:	**Finance & Administration**	Collaboration:	**X** YES		No
Administrator:	**Daisy W. Madison**	Date Submitted:	**January 12, 2015**		
Amount Requested from City General Fund:	**$617,349**	Total Offer Cost:	**$617,349**		

X	**MANDATED**	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

This offer is a core part of the financial management of the City as required by Tennessee Code 6-56 and City Code Charter III. Section 6.80.

This offer supports the development and management of the City's short and long-term financial plans to ensure long-term fiscal health and sustainability. It also provides a fiscal strategy that involves all levels of management including the Mayor, Council and departments to ensure community priorities are addressed most effectively.

The Financial Plan and Development offer by nature of the overarching tasks and duties of the division does collaborate with all departments and agencies although we do not share funding with other departments. We are the core facilitators for the city budget and play a major role in the budget preparation process and assistance, requisition review and approvals, position authorization and vacancy approvals, coordinating performance measure/data collecting for the MTAS benchmarking project, investment and cash flow needs to meet accounts payable and payroll obligations, writing management reports for management, Council and departments, assist departments with use of the financial system to review financial status online or via reports. We prepare and monitor revenue and expenditure projections for General Fund departments as well as certain other funds and share the forecasts with management. The collaborative costs of this offer are reallocated through an indirect cost method to the extent we can use funding from enterprise and grant funds.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

As a sub-division of the State of Tennessee, there are strict guidelines required for the City of Chattanooga's operating budget. The Office of Management and Budget Analysis guides the annual budget process in compliance with Tennessee statutes.

- Provides financial expertise and support to manage the departments of the City including development, analysis, production and presentation of the City's strategic financial plan.
- Develops revenue estimates and other financial resources available to support citizen priorities.
- Establishes an innovative framework for delivery of Budgeting for Outcomes to align resources

with priorities.
- o Performs departmental expenditure projections to monitor budgetary and legal compliance with City ordinances as well as local, state and Federal requirements.
- o Leads the City's effort in a state-wide benchmarking initiative and support the Chief Operating Office and the Performance Manager in the City's ChattaData program.

Citizens benefit by a process that provides more transparency and empowers them with data enabling them to participate in the budgeting process in a more engaging way.

- o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

- Develop balanced budgets –operations and capital- that establishes the City's strategic plan and secures efficient and appropriate delivery of essential city services to the Citizens of Chattanooga based on priorities
- Provide ready access to financial management reports for City departments and agencies to monitor financial compliance
- Ensure Citizens access to budget and other financial information for heightened transparency of budgetary activities and promotion of civic engagement in the budgetary process.

- o **Actions** – How will you achieve the goals, including:
  - **Clear summary of activities:** (What are you doing?)
- Develop accurate and judicious economic forecasts
- Match spending to available resources
- Monitor and adjusting spending as necessary throughout the year
- Track revenues, expenditures and status of capital projects
- Manage bond proceeds and investments for arbitrage compliance
- Provide historical operating information download and salary projections to aid departments in the preparation of offers
- Schedule routine training sessions for access to reports and use of online queries
- Develop a high-quality Comprehensive Annual Budget Report (CABR) to enhance transparency related to anticipated use of taxpayer resources
- Promote transparency via timely budgetary information on the City's website
- Assist the administration in analysis throughout the year

  - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

Budget monitoring occurs daily.

Key milestones:
- Revenue and expenditure forecasts - monthly
- Preliminary revenue estimate, operations information download, salary projections and BFO forms available for use – November 10
- Draft of operating budget – May 15
- Passage of annual budget and capital budget – June 30
- Filing operating budget with State – 15 days after passage of budget
- Submission of Comprehensive Annual Budget Report with GFOA – 90 days after passage of budget

  - **Key personnel/project leaders/consultants: (Who is doing what?)**

Staff consist of 7 employees:
- Budget Officer (1)
- Management Budget Analyst 3 (1)
- Management Budget Analyst 2 (1)
- Management Budget Analyst 1 (4)

- **Citizen engagement -** How are you involving citizens?

Citizen involvement is encouraged by providing easier access to data that empowers them to be more actively engaged in the decisions relating to use of their tax dollars.

- **Environmental sustainability:**

The Office of Management and Budget Analysis continues to expand use of technology to process and distribute data during the preparation, review and management of the annual budget.

- **Cite applicable research/best practices used in this offer:**

- The Government Finance Officers' Association (GFOA) recommends identifying key items related to structural balance including recurring and non-recurring revenues, recurring and non-recurring expenditures and reserves as a best practice for achieving a structurally balanced budget.
- GFOA recommends that governments consider budgeting for results and outcomes as a practical way to integrate performance into the budgetary process as a best practice.
- Standard and Poor's recommends the practice of reliance on historical trends to support conservative budget assumptions, monthly budget reports for City Council and a long-range financial forecast.
- Fitch Ratings include long-term financial planning as a best practice for a strong credit rating.
- Moody's publication on rating methodology cites the strong ability to match resources with spending as a best practice; recommends a 5 year historical ratio of revenues to expenditures greater than 1.05x for Aaa credit; 1.02-1.05x for Aa credit.

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
F&A – Management & Budget	$ 605,079	$ 12,270	$ 617,349	100%	7
	$	$	$	0%	
	$	$	$	0%	
Total	$ 605,079	$ 12,270	$ 617,349	100%	7

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: Present a balanced operating budged that secures appropriate delivery of services to the Citizens of Chattanooga by developing accurate and prudent economic forecasts.

Description of Output Measured: Undesignated General Fund Revenues & Transfers In variance from estimates within 3%.

Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly____ Annually_X___

Staff Responsible for Collection & Analyzing data: Management & Budget Analysis Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
102.81%	101.98%	103.00%	98.00%	103.00%

Measurement 2

Results Area: High Performing Government

Primary Desired Outcome: Present a balanced operating budget that secures efficient and appropriate delivery of services to the Citizens of Chattanooga by matching spending to available resources and adjusting spending as necessary throughout the year.

Description of Output Measured: Undesignated General Fund Expenditures & Transfers Out variance from estimates within 3%.

Measurement Frequency: Daily ____ Weekly____ Monthly____ Quarterly____ Annually__X_

Staff Responsible for Collection & Analyzing data: Management & Budget Analysis Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
98.50%	97.33%	100.00%	98.94%	100.00%

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome: Ensure Citizens have access to budget information for heightened transparency by developing a high-quality Comprehensive Annual Budget Report (CABR) to serve as a communication device of the City's financial plan.

Description of Output Measured: Maintain excellence in budgeting by adherence to high standards established by the GFOA with 98% of reviewer rating as proficient or outstanding.

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually X

Staff Responsible for Collection & Analyzing data: Management & Budget Analysis Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
98.77%	95.06%	98.00%	95.47%	98.00%

SECTION 1 - OFFER SUMMARY

Offer Name:	**Municipal Billing and Collection System**				
Primary Results Area:	**High Performing Government**	Priority Ranking:			
Lead Department:	**Finance & Administration**	Collaboration:	**X** YES		NO
Administrator:	**Daisy W. Madison**	Date Submitted:	**January 12, 2015**		
Amount Requested from City General Fund:	**$31,277**	Total Offer Cost:	**$939,751**		

X MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

Summary – Brief summary narrative describing offered service or initiative.

This offer provides Treasury Management Services, as required by Tennessee Code Annotated sections 6-56, 67-5-103and 67-4-706, as well as City Code section 31-31. The City currently outsources sewer billing to ENCO, a California company, at an annual cost of approximately $1 million. Many citizens have expressed dissatisfaction because this service is performed by an out-of-state company. This offer proposes this service be provided in the Treasury Department, and expanded to include additional services, such as water quality fees and property taxes, as well as other miscellaneous billings throughout the City. Not only will this offer reduce cost, but it also addresses citizen desire for the ability to send payments to a local address. A software system, MS Govern, is currently being installed to facilitate this process. The contract with ENCO will be terminated July 1st.

Needs Addressed – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

- Replacement of antiquated property tax billing system
- More efficiency and transparency related to billings and collection of taxes, fees and charges
- Easier online access allowing citizens to inquire on accounts and make payments at no addtl. cost.
- Payment made to a local address as well as pay in person
- Payments can be made using several avenues: check, credit card, e-checks, bank draft and online.
- Cost Savings;

Goals and Objectives – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

- Sewer billing currently performed by ENCO performed in-house;
- Reduce costs to the City;
- Increase efficiency;

- Improve overall citizen satisfaction;
- Improved online access to information;
- Centralized billing of miscellaneous fees (e.g.: Fleet, Radio Shop, Legal, City owned leased property, General Services).
- Increase Collections (see Treasury Management Services Offer for related performance measure)

Actions – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)

The billing and collection system, using software supplied by MS Govern, will:

- Collect information from Tennessee American Water Company, Public Works, Assessor of Property, Water Quality, and various departments throughout the City;
- Electronically calculate amounts to be billed;
- Generate electronic files to be sent to a local company to be printed and mailed;
- Update accounting records to reflect collections from both electronic and manual sources;
- Provide the ability to make payments through several avenues: check, credit card, e-checks, bank draft and online though an information/payment portal;
- Payments can be made locally in Treasury or at First TN banks in the area;
- Encourage citizens to receive their bill electronically;

This will be accomplished in collaboration with Public Works, 311 and IT, as well as other City departments with miscellaneous billings.

Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)

- Implementation date for sewer billing - July 1, 2015
- Property tax billing - fall, 2015
- Miscellaneous billing - early 2016
- Collections will be performed daily.

Key personnel/project leaders/consultants: (Who is doing what?)

Staff consists of 3.1 FTE's: *
- Tax Supervisor (.1 FTE)
- Tax Specialist   (1 FTE)
- Utility Analyst   (1 FTE)
- Property Tax Clerk II - hourly (.5 FTE)
- Property Tax Clerk III - hourly (.5 FTE)

* Support will be provided by existing 311, ISS and Treasury staff. (Funding requested in separate offers)

Citizen engagement - How are you involving citizens?

This offer is the direct result of citizen input expressing dissatisfaction with the current ability to provide/print information online, as well as out-of-state billing and collection of sewer fees.

Environmental sustainability:

- Citizens will have the capability of viewing bills online;
- There will be an option to electronically receive invoices by email.

The above will reduce use of printer cartridges and paper, and pollution resulting from mail delivery.

Cite applicable research/best practices used in this offer:
- Public treasurers conference, get others ideas and leveraging their knowledge;
- MTAS classes and newsletters;
- Discussions with other municipalities using the MS Govern software related to their experiences and the manner they use it.
- Industry standards relating to billings & collections

SECTION 3 – OFFER BUDGET REQUEST

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
F&A - Treasury	$	$ 31,277	$ 31,277	4%	0
Public Works -Water Quality	$ 47,602	$ 61,276	$ 108,879	12%	1.25
Public Works - Interceptor Sewer System	$ 160,537	$ 639,059	$ 799,596	84%	2.75
Total	$ 208,140	$ 731,612	$ 939,751	100%	4

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	No	X Yes	If Yes, Amount	$ 33,000

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

	Amount
Interceptor Sewer System	$ 799,596
Water Quality	$ 108,879
	$
	$
	$ 908,475

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: Increased efficiency

Description of Output Measured: Reduce Delinquencies by 0.5%

Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly____ Annually___

Staff Responsible for Collection & Analyzing data: Treasury Management

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
11.08%	10.83%	10.30%	10.30%	9.80%

Measurement 2

Results Area: High Performing Government

Primary Desired Outcome: Reduce overall cost to the City

Description of Output Measured: 20% of current annual expense

Measurement Frequency: Daily ___ Weekly___ Monthly __X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Treasury Management

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
$462,019	$970,201	$975,000	$1,045,000	$939,750

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome: Excellent customer service

Description of Output Measured: Attain a customer satisfaction level of 92% good or better

Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Treasury Management

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	85%	90%	92%

SECTION 1 - OFFER SUMMARY

Offer Name:	**Hamilton County Sales Tax Commissions**
Primary Results Area:	**High Performing Government**
Lead Department:	**Finance & Administration**
Administrator:	**Daisy W. Madison**

Priority Ranking:

Collaboration: | X | YES | X | |

Date Submitted: **January 12, 2015**

Amount Requested from City General Fund: **$410,534**

Total Offer Cost: **$532,133**

X	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

Summary – Brief summary narrative describing offered service or initiative.

Under the 1963 Local Option Revenue Act (found in T.C.A. §§ 67-6-701, *et seq.*), any county by resolution of its legislative body, or any city or town by ordinance of its governing body, can levy the local sales tax at a combined rate up to 2.75 percent. The law requires that the state Department of Revenue collect the local tax at the same time it collects the state sales tax. The state retains 1.125 percent to cover its expenses.

If the tax is levied by the county, the money is divided as follows in accordance with T.C.A. § 67-6-712:
1. One-half is expended and distributed in the same manner as the county property tax for schools.
2. The other half is distributed on the basis of where the sale occurred. Collections in incorporated cities or towns go to their general fund. Collections in unincorporated areas go to the county general fund.
3. Or, a county and city may, by contract, provide for some other division of the half not allocated to schools.

For over 45 years (1966 – 2012), City's portion of the county wide sales tax was distributed based a sales tax agreement whereby the City of Chattanooga received a smaller portion that was allowed by State Law. During this time, the County did not assess a commission on the local option taxes remitted to the City. Upon expiration of the agreement in 2012, Hamilton County began to charge a 1% commission on all collections received from the State as a pass through on behalf of the City. This commission is netted by the county prior to submitting the City's share. The Commission withheld by the County is estimated at over $532,000 for FY2015. Coupled with the amount withheld by the State of $1.2M?, the City receives $?? Less sales tax revenues than the 50% allowed for collections within its boundaries. While this may have been a reasonable practice in the 1950 and 1960, it is no longer reasonable. This offer proposes that Legislation be introduced that would require/allow the State to submit payments via ACH directly to the municipalities in which the collections are made. These collections should be handled in the same manner as the City's share of the State sales taxes which are remitted directly to each municipality.

Enactment of this offer would save the City a minimum of $532,133 annually by receiving these funds up to 30 days

sooner than under the current process. Additional savings could also be realized due to increased cash flow that can be invested at prevailing interest rates.

The request for High Performing Government offers sought: 1) Outstanding customer service and 2) Exceptional resource management. This offer addresses these requests by improved cash management through more expeditious receipt of City funds at a much reduced cost of collection.

Needs Addressed – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

This Offer will:
- Ensure more timely receipt of the City's share of sales taxes;
- Reduce cost of collection by eliminating the commission/fee charged by Hamilton County Trustee;
- Increase amount available funds for investments at a longer term

Goals and Objectives – What will this initiative achieve? (Note: Be sure this section lines up with section 4 measurement data)

Among the goals of the Sales Tax Commission Legislation are the following:

- Better management of cash and collections of sales taxes to the City's advantage
- Maximize cash flow and return on investments
- Excellent performance in handling cash collections and cash management.

Actions – How will you achieve the goals, including:
Clear summary of activities: (What are you doing?)

- Ensure more timely receipt of the City's share of sales taxes;
- Reduce cost of collection by eliminating the commission/fee charged by Hamilton County Trustee;
- Increase amount available funds for investments at a longer term

Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)

It is hoped that this legislation can be introduced in the next session of state legislatures for enactment as soon as possible after passage

Key personnel/project leaders/consultants: (Who is doing what?)

No staff is specifically assigned to this offer. The process will be managed by the City Attorney's office and Executive Staff with support from Finance Administration as needed:

Citizen engagement - How are you involving citizens?

Citizen engagement along with Municipal Technical Advisory Services may be warranted in order to assure passage of legislation.

Environmental sustainability: NA

Cite applicable research/best practices used in this offer:

- Common Sense.

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	of offer	FTEs required
HC Sales Tax Commission-GF	$	$ 410,534	$ 410,534	77%	0
HC Sales Tax Comm. ED Fund	$	$ 121,599	$ 121,599	23%	0
	$	$	$	0%	
Total	$	$ 532,133	$ 532,133	100%	0

Amounts MUST agree with collaborating Department totals for this offer: the collaboration fund (Economic Development) does not submit under the BFO.

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1
Results Area: High Performing Government
Primary Desired Outcome: Collect 95% of current property tax
Description of Output Measured: Maintain percentage of current levy collected at 95% or greater
Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually_X__
Staff Responsible for Collection & Analyzing data: Treasury Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	F 2016 Target
94.00%	94.50%	94.75%	94.75%	95.00%

Measurement 2
Results Area: High Performing Government
Primary Desired Outcome: Continually improve customer service
Description of Output Measured: Attain overall satisfaction level of 90% good or better on citizen survey (website and in office)
Measurement Frequency: Daily ____   Weekly____   Monthly__X_   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data: Treasury Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	85%	90%	90%

Measurement 3
Results Area: High Performing Government
Primary Desired Outcome: Maximize return on investments while protecting funds from loss
Description of Output Measured: Investment performance 25 basis points higher than 6/30/15 1-year Treasury Bill Rate (*based on annualized one year treasury rate of 11 bps*)
Measurement Frequency: Daily ____   Weekly____   Monthly_X__   Quarterly____   Annually____
Staff Responsible for Collection & Analyzing data: Treasury Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	1 yr Treas rate +25bps (36bps)	Estimated return 46bps	1 yr Treas rate +25bps

City of Chattanooga
Department Offer Worksheet

Offer Name: **General Services**

Primary Results Area: **High Performing Government**   Priority Ranking: **1**

Lead Department: **General Services**   Collaboration: | | YES | X | NO |

Administrator: **Cary Bohannon, Dir. Gen Services**   Date Submitted: **1/15/15**

Amount Requested from City General Fund: **$3,235,366**   Total Offer Cost: **$3,235,366**

| | MANDATED | PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS |

Narrative:

o **Summary** – Brief summary narrative describing offered service or initiative.

The Department of General Services Administration is the internal support organization providing Facilities Management Services (Energy Management, Facility Maintenance, Custodial Services, Security & Mailroom), Real Property Services, Real Property Lease Administration, and Risk-Management for Real Property Auto and Equipment Insurance as well as administrative oversight and support for its internal Divisions under the General Services umbrella of services provided for general government, departments and agencies.

The internal Divisions within the Department of General Services are:

- Fleet Management: Vehicle and Equipment Maintenance Facilities, Fuel Services/Stations, and Vehicle Lease Program.
- Mobile Communications: Establishes, Operates and Maintains secure Public Safety Communications for East Tennessee through the Tennessee Valley Regional Communications System (TVRCS) as well as servicing mobile communications equipment for the TVRCS and the City of Chattanooga.
- Golf Courses: providing public golf opportunities at the Brainerd Golf Course and the Brown Acres Golf Course as well as special programs for beginner, youth, and disabled golfers.
- Civic Facilities: hosts Performing Arts performances and education, and venue services for a variety of programs from graduations, receptions, special programs, pop concerts, symphony orchestra, and Broadway musicals at three Civic Venues, the Tivoli Theater, Memorial Auditorium, and the Robert Kirk Walker Community Theater.
- Chattanooga Zoo: City-owned and operated by the Friends of the Zoo, a non-profit organization, provides Natural Exhibit Habitat, exceptional AZA accredited Animal Care, and Education Programs for thousands of children (and Adults) each year.`

o **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

General Services Administration provides support for all City of Chattanooga departments by ensuring Efficient, Clean, Safe, Secure and Comfortable facilities for employees, citizens and guests; providing reliable Shipping & Receiving and Mailroom operations; compliance oversight and assistance for Real Property transactions; Risk-Management & Real Property, Equipment and Automobile Insurance for all City-owned real property, vehicles and equipment; Real Property Lease Management; Fleet Management operations to provide modern, safe and efficient vehicles and equipment; and Mobile Communications equipment and infrastructure allowing ALL Departments and supported Agencies to operate at maximum efficiency in their service to the citizens of the City of Chattanooga.

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

Simply stated the main goals of General Services Administration is to provide consistent, long-term administrative oversight to protect the assets of the City of Chattanooga, support the Administration, Departments and Agencies wherever possible, and to work diligently to reduce waste in essential internal services, returning every possible dollar to supported Departments and Agencies allowing them to realize the maximum return on investment for their programs and initiatives.

o **Actions** – How will you achieve the goals, including:
  ▪ **Clear summary of activities:** (What are you doing?)
    Utility Usage reduction:
    - Retrocommissioning and Maintenance of facilities and HVAC systems to ensure that they are operating properly and according to engineering design/manufacturer's specifications and in accordance with recognized best-practices within the facilities management industry.
    - Lighting Upgrades, relamping and lighting controls (timers/schedules, occupancy sensors, daylight/TOD sensors) to reduce the electrical lighting load on facilities and greatly reduce maintenance costs associated with lamp and ballast replacement associated with traditional lighting technologies.
    - Monitoring and scheduling of HVAC systems at all General Services managed facilities via a City-wide control and management program (enteliWEB) to ensure proper and efficient operation of the major mechanical systems at these facilities.
    - Establishment of guidelines for HVAC temperature setpoints for "Occupied", "Standby" and "Unoccupied" times of day and weekends/holidays allowing HVAC systems to "turn off" or operate at intermittent or slower speeds for energy savings during nights and weekends when the buildings are not occupied.
    - Monthly monitoring and reporting of utility usage and key energy metrics (Energy Use Intensity (EUI), EnergyStar score, Variance from Baseline, etc.) at City-owned and occupied facilities (180+ buildings) via the EPA's Portfolio Manager program.

Service Request Response Times and Customer Satisfaction:
- Monitoring of service requests for facilities issues with weekly and monthly review of recurring issues, SR response and completion times, areas for improvement, training needs, and customer feedback.
- In FY15 the position of Facilities Operations Manager was established for the purpose of providing management/oversight of facilities staff and to implement regular weekly training for facilities maintenance and custodial services staff. This position was filled in January of 2014.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

  Being an internal support organization, General Services Administration provides continual services throughout the fiscal year, however, many monitoring and compliance functions can be grouped into daily, monthly, and annual tasks as follows:

  Facilities Management:

  HVAC Systems – Daily monitoring and scheduling at all General Services managed facilities via a City-wide control and management program (enteliWEB).

  Security/Access Control – Daily monitoring and scheduling via a City-wide control and management program.

  Facilities Maintenance – Daily monitoring of service requests for facilities issues with Weekly/Monthly review of recurring issues, SR response and completion times, areas for improvement, and customer feedback.

  Utility Usage – Daily/Monthly monitoring and reporting of utility usage and key energy metrics (Energy Use Intensity (EUI), EnergyStar score, Variance from Baseline, etc.) at City-owned and occupied facilities (180+ buildings) via the EPA's Portfolio Manager program.

  Tenant Space Allocations – Annual reporting of tenant space usage in general government facilities for budgetary and overhead cost allocations.

  Real Property:

  Lease Management – Daily/Monthly monitoring of compliance and contractual requirements for insurance, lease payments, utilities, and financial reporting.

  Risk Management – Quarterly reporting to insurance underwriter of changes to the City's list of insured assets (additions/deletions, claims, changes in insured value, etc.) and Annual reporting and renewal of real property, automobile, and equipment insurance.

- **Key personnel/project leaders/consultants: (Who is doing what?)**

  Cary Bohannon – Director of General Services providing executive/administrative guidance and support.

  Chris Haley – Fiscal Analyst, providing budgetary monitoring and support, special project accounting, collections, and reporting.

  Cheryl Pohle – Fiscal Analyst providing utility data collection and reporting, lease payment

invoicing and collections and backup support for budgetary monitoring and support.

Suleiman Balogun – Facilities Operations Manager providing supervision over key facilities management personnel in Facilities Maintenance, Custodial Services, Mailroom, and Security.

Gail Hart – Real Property Coordinator providing compliance monitoring and support for real property transactions, Risk Management reporting, and Lease Administration.

Mark Folsom – Information Specialist managing HVAC control systems, Security/Access Control systems and other essential facilities systems, programs, and equipment/hardware.

Lynn Wilson – Administrative Specialist providing essential personnel and bookkeeping data-entry and support for General Services Administration and the internal Divisions within the Department of General Services.

- **Citizen engagement -** How are you involving citizens?

    Higher Performing Government facilities not only save on utility costs and allow taxpayer dollars to be spent on other beneficial programs but ensure that City employees have a clean, safe, secure and comfortable work environment which increases job performance and employee satisfaction, reduces the incidents of on-the-job injuries and limits potential liabilities from life-safety/code-compliance claims while stewarding environmentally responsible practices and reduced impact on the environment.

- **Environmental sustainability:**

    Reduced Utility Usage, lower Energy Use Intensity (EUI) for City facilities, and overall reduced carbon footprint of City facilities through recognized facility industry 'best practices" of retrocommissioning, lighting upgrades/relamping and controls, HVAC setback schedules, and an insistence on compliance with "model" energy codes for new construction and major renovations.

    Reduction of the volume of trash waste (taken to landfill) at City facilities through the implementation of City-wide recycling program with the Office of Sustainability.

- **Cite applicable research/best practices used in this offer:**

    EPA EnergyStar Building Upgrade Manual

    International Energy Conservation Code (IECC)

City of Chattanooga
Department Offer Worksheet

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Administration	$ 612,683	$ 33,650	$ 646,333	20%	8
Facilities Management/ Building Maintenance	$ 1,291,999	$ 1,137,528	$ 2,429,527	75%	25.2
Sustainability	$ 91,783	$ 43,473	$ 135,256	4%	1
Real Property	$ 0	$ 24,250	$ 24,250	1%	0
Total	$ 1,996,465	$ 1,238,901	$ 3,235,366	100%	34.2

Amounts MUST agree with collaborating Department totals for this offer

Does this have **Capital** Budget Impact?	☐ No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: Reduction in Energy Use Intensity (Weather Normalized) from Baseline by 5%

Description of Output Measured: Total utility cost reduction from the historical baseline (FY 13) for City of Chattanooga owned and occupied facilities as measured by the Weather Normalized Site EUI which adjusts for variations in the weather.

Measurement Frequency: Daily ____   **Weekly** ____   **Monthly** _X__   **Quarterly** ____   **Annually** ____

Staff Responsible for Collection & Analyzing data: Cheryl Pohle and Cary Bohannon

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NS prior data	100	82.64	80	75

Measurement 2

Results Area: High Performing Government

Primary Desired Outcome: Achieve a Minimum EnergyStar score of 75

Description of Output Measured: EPA EnergyStar score (Percentile rank of 1-100) for all City of Chattanooga owned and occupied facilities that are eligible for an EnergyStar score calculation. An EnergyStar score of 75 is the EPA's established threshold requirement for "EnergyStar" qualification/status and represents that facility as performing in the top 25% of all buildings in its classification.

Measurement Frequency: Daily ____   **Weekly** ____   **Monthly** _X__   **Quarterly** ____   **Annually** ____

Staff Responsible for Collection & Analyzing data: Cheryl Pohle and Cary Bohannon

Location	FY2013 Actual	FY2014 Actual	FY 2015 Projected	FY2016 Target
City Council Building	27	61	73	75
City Hall	60	64	70	75
City Hall Annex	47	59	64	75
DRC Building	58	74	77	80
GS Building	25	59	64	75
1001 Lindsay Street	60	80	82	85

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome: Successful completion of all Service Requests within response period (With "Satisfied" customer satisfaction response)

Description of Output Measured: SR request days elapsed between received and closed.

Measurement Frequency: Daily ____   **Weekly** ____   **Monthly** _X__   **Quarterly** ____   **Annually** ____

Staff Responsible for Collection & Analyzing data: Suleiman Balogun

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	Part Year	80%	70%	95%

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	**Human Resources Operations**				
<u>Primary</u> Results Area:	**High Performing Government**	Priority Ranking:	<mark>1</mark>		
Lead Department:	**Human Resources**	Collaboration:		YES	X	No
Administrator:	**Todd Dockery**	Date Submitted:	**1/15/15**		
Amount Requested from City General Fund:	**$ 1,924,448**	Total Offer Cost:	**$ 1,924,448**		

	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

o **Summary** – Brief summary narrative describing offered service or initiative.

This offer represents the Human Resources (HR) operational budget for FY2016.   HR provides leadership, collaboration, and support services to City of Chattanooga governmental departments in the selection, training, development, compensation, and well-being of all employees. The HR operations budget reflects the expenses associated with providing support to all customer groups including citizens, employees, retirees, dependents and applicants.   This offer also includes the costs associated with administering the City's employee, dependent and retiree health, wellness and post-employment benefits that apply to approximately 7,500 individuals.

o **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Over the past 18 months, the Human Resources Department has gone through a reorganization process in an effort to provide more effective and efficient services to all departments, employees, applicants and retirees (HR Org Chart is attached). Our goal has been to streamline processes and focus on continuous improvement. This has included a change in focus and shift in responsibilities for the HR department and staff and has allowed for more collaborative support for all departments. We have assigned HR Generalists to specific departments to be the initial point of contact and HR liaison for HR-related questions, issues and concerns. We have also placed a greater emphasis on proactive employee relations and HR compliance and the HR Team has been asked to take a more strategic leadership role in providing proactive support to all customers groups. During this time, we have also placed a greater emphasis on employee safety and occupational health and wellness as we continue to improve our proactive, rather than reactive

approach to customer needs and concerns.   We have recently been able to repurpose an existing, budgeted position to create the position of Training and Development Coordinator.   In a separate offer, we are requesting additional funds so that we can more effectively provide a centralized and structured employee training and development program.

In our HR Operations offer we are requesting additional funds for enhanced recruiting initiatives and more proactive approach to marketing the City of Chattanooga as an Employer of Choice. We strive to recruit and retain the best talent possible for the City of Chattanooga and we have a goal to increase our focus on diversity as we help to ensure the City has a foundation for a more inclusive higher performing government. These initiatives will include increased participation in a variety of recruiting fairs, job boards specific to certain positions and a more proactive approach to our current recruiting efforts. We will utilize various media sources, referral networks and place more emphasis on diversity recruiting through a variety of options. We will also be enhancing the onboarding process to include an increased support throughout the new hire and initial employment process, to include structured follow through for all new hires from the beginning of the recruitment process beyond the hire date and a redesign of the new hire orientation program. This budget also includes enhancements to the existing occupational safety program and employee wellness offerings so that we can continue to place an important focus on overall employee health, safety and well-being.

Our operations offer also includes an enhanced focus on internal development by requesting additional funds for professional development for the HR Staff. As we continue to provide HR support to other departments and as we ask more of our HR Department's professional HR staff, we must ensure the HR staff receive appropriate and up to date training on current HR trends, initiatives and regulations.

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

The HR team interacts with thousands of individual customers each year – citizens, employees, retirees, dependents and applicants. Our proposed operating budget provides the necessary resources to continue our effective management of the City's investment in human capital and improve upon the experience by capturing user data for continuous improvement, effectiveness, and tax payer accountability as we strive to accomplish our department goals.

o **Actions** – How will you achieve the goals, including:
  ▪ **Clear summary of activities:** (What are you doing?)

As we continue to provide HR services to all customer groups, we plan to measure the success of our department in part by a variety of surveying methods. The results will reveal areas in need of improvement and attention and allow for the development of a continuous improvement plan for the HR Department. Once we have obtained the data, we

will be better equipped to address the shortcomings and challenges that are identified in our measurement results and make adjustments with confidence resulting in improved service for all customer groups.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

We have and will continue to provide HR services to all customer groups throughout the year. Various surveys will be conducted and additional outreach will be implemented throughout the year to ensure continuous improvement and success.

- **Key personnel/project leaders/consultants: (Who is doing what?)**

This operations budget involves all members of the HR team.

- **Citizen engagement -** How are you involving citizens?

All citizens are seen as customers to the HR department. Whether they are applicants and potential employees, or retirees, dependents or even current employees as citizens, we have an obligation to ensure all citizens are treated fairly, consistently and professionally. We must also ensure our employees are providing the best possible customer service to all citizens and HR can assist departments in training and development towards that goal.

- **Environmental sustainability:**

The Human Resources department continues to work on ways to make processes more efficient and utilize less paper. We are also prepared to offer trainings that focus on sustainability and help foster a more heightened awareness of areas such as the need to recycle, lessen the usage of paper and plastic products and be observant and knowledgeable of heat and air standards throughout City facilities.

- **Cite applicable research/best practices used in this offer:**

We are developing and redefining the HR Department to be more closely aligned as a 21st century strategic partner and resource for all customer groups.

City of Chattanooga
Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (inluding Benefits)	Operations	Request	% of offer	FTEs required
Human Resources	$ 1,595,778	$ 328,670	$ 1,924,448	100%	21
	$	$	$	0%	
	$	$	$	0%	
Total	$	$	$	0%	

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	Χ No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

4

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: Improve the overall employee satisfaction percentage rate with the HR recruiting and hiring process.

Description of Output Measured: Quarterly satisfaction data from new hires and hiring managers

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X__ Annually___

Staff Responsible for Collection & Analyzing data: Employee Relations Coordinator in collaboration with HR Generalists team assigned to various departments

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	No data		90%

Measurement 2

Results Area: High Performing Government

Primary Desired Outcome: Proactively work with individual departments to help reduce individual departmental turnover rate by 1/8

Description of Output Measured: Quarterly Turnover rate for each department

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X__ Annually___

Staff Responsible for Collection & Analyzing data: HRMS Coordinator, Employee Relations Coordinator and HR Generalist for each Department

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No Data	No Data	No Data		Reduction of turnover rate by 1/8 for each department

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome: Improve the overall workforce engagement percentage rate

Description of Output Measured: Annual Employee Satisfaction and Engagement data

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually__X_

Staff Responsible for Collection & Analyzing data: Employee Relations Coordinator and HR Generalist for each Department

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No Data	No Data	No Data		85%

Measurement 4

Results Area: High Performing Government

Primary Desired Outcome: Decrease the number of preventable work related injuries

Description of Output Measured: On the Job Injury rates

Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually_X__
Staff Responsible for Collection & Analyzing data: Safety Manager and Occupational Health and Wellness Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Calendar Year= 151	Calendar Year= 138			125

Measurement 5
Results Area: High Performing Government
Primary Desired Outcome: Decrease the number of lost days due to work related injuries
Description of Output Measured: Number of lost days under Injury on Duty Program
Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually__X_
Staff Responsible for Collection & Analyzing data: Safety Manager and Occupational Health and Wellness Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Calendar Year= 1288	Calendar Year = 1984			1388

Measurement 6
Results Area:
Primary Desired Outcome:
Description of Output Measured:
Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually___
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided

City of Chattanooga
Department Offer Worksheet

Offer Name:	**Employee Training & Development**	
Primary Results Area:	**High Performing Government**	Priority Ranking:
Lead Department:	**Human Resources**	Collaboration:
Administrator:	**Todd Dockery**	Date Submitted: **1/15/15**

Collaboration: | | YES | X | NO |

| Amount Requested from City General Fund: | **$ 150,000** | Total Offer Cost: | **$150,000** |

| | **MANDATED** | PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS |

Narrative:

o **Summary** – Brief summary narrative describing offered service or initiative.

We are proposing an offer for the Department of Human Resources to take more of a leadership, collaboration and support role in providing training and development opportunities to all departments and city employees. During FY15, we have been able to repurpose an existing, budgeted position in order to create a new position of Training and Development Coordinator. With this position scheduled to be in place within the 2nd quarter of 2015, we are requesting additional funds for FY16 to ensure adequate training options and a Learning Management System to schedule, coordinate and track all learning and development activities for City employees.

o **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Currently, beyond what may be offered within individual departments, the City of Chattanooga does not have a structured process for employees to review and request trainings available city-wide from a centralized location. Additionally, there has not been a structured leadership development curriculum standardized for all supervisory staff. Historically, the Personnel (now Human Resources) department would offer and/or fund some training when budget allowed, however, there was no system in place to determine proactively what training was needed or wanted from City employees nor has there been a structured process and dedicated staff person to monitor training needs, coordinate the offerings that are available and track completion and effectiveness for the entire City workforce.

o **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

The opportunity for employees from various departments to review, request and receive training and development from a centralized location will enhance our pool of exceptional talent, place a greater emphasis on high performing government and help to increase overall motivation, outstanding customer service and should ultimately result in lower turnover and a more effective workforce. Additionally, placing an emphasis on city wide training and development for all employees could help to open the communication between the departments and lead them to

1

working more effectively as a team. Additionally, this will allow the HR Department, in collaboration with city departments to develop and offer a structured, centralized leadership development program for all supervisors.   Our goal is to ensure all current supervisory positions receive leadership development and all newly hired and promoted supervisory positions complete initial and ongoing leadership development requirements as part of their job requirements and expectations.   This initiative will allow us to offer a more robust diversity awareness curriculum in addition to tracking employees who complete this and other required modules. We will also use this system to coordinate and track safety awareness training and to develop and track modules for specific on the job injury situations to help proactively reduce these issues moving forward. We want to see all City employees receiving more training and development opportunities, from onboarding and initial employment training needed to required City-wide training to a more in depth employee development and supervisory training to assist with employee morale and retention.

o   **Actions** – How will you achieve the goals, including:
  ▪ **Clear summary of activities:** (What are you doing?)

Training and development needs for City employees would be assessed by the Training and Development Coordinator within the Human Resources Department, and results compiled to determine where the greatest needs are for all employees. We plan to offer training and development instruction on areas such as but not limited to team building, ethics, professional development, management and leadership development, and computer courses. We would partner with a variety of resources, including The Municipal Technical Advisory Service (MTAS), local universities, New Horizons, and other training resources for our city employees. More importantly, we will also emphasize the use of cost-effective, convenient training opportunities by utilizing providers that have complimentary training available such as our current Employee Assistance Program (EAP) and by utilizing existing employees as subject matter experts to develop and conduct specific training needed. Our Training Coordinator will serve as the city's centralized coordinator for training and development and will work with all departments to develop a pool of City wide subject matter experts and a menu and calendar of trainings that will be offered by all these resources. After the initial assessment of training needs, we would implement the Learning Management System so that employees and/or supervisors can review trainings available and request training through a centralized location. If supervisor approval is received, the employee would be enrolled in the training through the Learning Management System and many trainings can be offered online, with employees utilizing their work computer or centralized kiosks (in either departments or located in HR) to complete. Other trainings would be taught on site at various city locations, and can also be off site depending on needs.

  ▪ **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
1. Employee Satisfaction survey completed for training and development opportunities within the city by June 2015
2. Initial Training needs assessment by July 2015
3. RFP process for Learning Management System by July 2015
4. Selection of Learning Management System by September 2015
5. Internal development of initial training offerings August – December 2015

6. Additional research for external training options by October 2015
7. Learning Management System loaded with all initial offerings by January 2016
8. Employee self portal and training menu options go live January 2016
9. Employee informational sessions February - March 2016
10. Review and assessment May 2016
11. Employee Satisfaction survey (follow up) completed by June 2016

- **Key personnel/project leaders/consultants: (Who is doing what?)**
  We will utilize the new position of Training and Development Coordinator, in collaboration with the City's HR Director and Deputy Director to lead this initiative. We will also work with IT on the Learning Management System implementation and work closely with all departments to ensure a smooth and effective transition to a centralized training solution.

- **Citizen engagement -** How are you involving citizens?
  Having well trained, developed and motivated employees will help to ensure citizen (customer) satisfaction in the services offered by the City of Chattanooga.

- **Environmental sustainability:**

- **Cite applicable research/best practices used in this offer:**
  The use of a centralized, structured training and development platform is common among large employers and having a Learning Management System to help monitor, track and update trainings offered will allow time for staff to be more efficient and effective in actually developing and providing much needed training. City of Chattanooga employees have requested more training and development opportunities, and we see the need to ensure constant and consistent development of all staff.

City of Chattanooga
Department Offer Worksheet

Summary: **(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)**

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FEs required
Human Resources	$	$ 150,000	$150,000	100%	
	$	$	$	0%	
	$	$	$	0%	
Total	$	$	$	0%	

Amounts MUST agree with collaborating Department totals for this offer

Does this have <u>Capital</u> Budget Impact?	X No	☐ Yes	If Yes, Amount	$

If yes, please complete Capital Budget Request Form

Financial Offsets: *(Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
	$
	$
	$
	$
	$

City of Chattanooga
Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: Reduce Overall Employee Turnover Rate

Description of Output Measured: Annual Turnover Data

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly____   Annually__X_

Staff Responsible for Collection & Analyzing data: Serene Siener

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
15%	16%	14%	15%	12%

Measurement 2

Results Area: High Performing Government

Primary Desired Outcome: Employees satisfied with on-the-job learning and growth and development opportunities provided by City based on survey samples

Description of Output Measured: Completed Satisfaction surveys, both at the beginning of the program for a baseline and at year end to determine program progress. We would also include satisfaction measurements as part of randomly selected trainings throughout the year to get quarterly measurements.

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly_X__   Annually____

Staff Responsible for Collection & Analyzing data: Training and Development Coordinator

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	No data		80%

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome: Number of supervisory positions receiving structured management and leadership training

Description of Output Measured: Through the Learning Management System, we will be able to track all employees in management positions that have successfully completed supervisory / leadership training

Measurement Frequency: Daily ____   Weekly____   Monthly____   Quarterly__X_   Annually____

Staff Responsible for Collection & Analyzing data: Training and Development Coordinator

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	No data	No data	200

Measurement 4

Results Area: High Performing Government

Primary Desired Outcome: Number of non-supervisory employees receiving structured training

opportunities

Description of Output Measured: Through the Learning Management System, we will be able to track all employees that have successfully completed training and development opportunities offered through HR's centralized training program

Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly_X__   Annually___

Staff Responsible for Collection & Analyzing data: Training & Development Coordinator

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	No data	No data	500

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___   Weekly___   Monthly___   Quarterly___   Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided