



## **2009 Cost Saving/Cost Cutting/Efficiencies**

### **Introduction**

Recent years have presented unprecedented challenges to Indiana's cities and towns. As our communities grow and develop, so do the needs of our constituents, especially during this time of economic crisis. Similar to other communities throughout Indiana, in early 2008 the City of Mishawaka found itself facing the largest projected budget deficits in City history, as property tax revenues plummeted due to caps and the costs of healthcare, energy, infrastructure, and materials continued to rise. The scale and severity of the financial and managerial issues facing our City government necessitated action that was swift, far-reaching and sustainable. Subsequently, the City's 22 departments were charged with developing an initiative that would completely revitalize the City's approach to performing the business of government with an overarching goal of gaining efficiencies without just cutting services and programs.

Under the direction of the Mayor, a core group of department managers and staff met with an outside facilitator, Deborah Drendall of Memorial Hospital, to discuss techniques that could be implemented to alleviate the already strained City budget while simultaneously improving efficiency and quality in the deliverance of services. After a 6 month period of research and discussion which included a comprehensive survey of the Mishawaka community, the management team decided that in order to best serve the interests of its citizens, the City needed to streamline its operations by increasing efficiency and reducing waste at every level. However, in order to ensure both the ultimate success and survival of the changes which would take place, the City's departments would have to design a forum for discussion and development of ideas, and revamp operations in such a way that would empower employees to execute plans and evaluate their progress. All progress or proposed changes were required to be "measurable". If a change or proposed efficiency couldn't be measured by dollars, man-hours, number of employees, reduction of equipment, or in some other quantifiable way, it wasn't considered.

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As the idea of inclusivity and total cooperation was crucial to seeing these goals come to fruition, every public official and City employee were given the opportunity to participate in the process of re-tooling the business of City government. Each manager met with the workforce to explain the budget situation, ask for ideas, and generally create buy in for the needed changes. In order to make inter-departmental and multi-level collaboration more effective, a system of lead measures were designed with the goal of integrating the varied efforts of those involved. These measures included 1) the integration of the City's workforce through the identification of plans to share common core functions 2) the design of a creative and innovative action plan which can improve services and assist with the preparation of the budget 3) and the identification of the ways in which each department can positively impact both the already approved and upcoming budgets.

### **Implementation**

Each of Mishawaka's 22 departments participated in presenting ideas and discussing plans to retool their day-to-day operations, including breaking down work silos between departments. The department plans consisted of very specific measurable actions which allowed each department to contribute a series of large and small financial and managerial efficiencies to the larger goal of reducing the City's total expenditures and in some cases even increasing the level of services provided. Many of those suggestions came from our employees. The end result, with all 22 Departments contributing, was over 100 changes in the ways that service is delivered and ways the budget could be positively impacted without directly reducing the service the City provides to our constituents.

In early summer of 2009, the City of Mishawaka began implementing the efficiencies and budget reductions in spite of the fact that they often called for painful decisions to be made, including eliminating 35 full-time positions (25 direct layoffs). Six City departments were consolidated and moved into various new formations, based on an assessment of which common core functions they shared. Those moves not only increased customer service by reducing the number of trips our constituents needed to make to

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various departments, it also allowed the City to take advantage of significant savings as a result of reducing the amount of support personnel required, reducing overhead expenses, and increasing our use of current technologies.

**Specific examples of the 2009 Cost Saving/Cost Cutting/Efficiencies are as follows:**

## **Revenue**

### **Outsourcing Ambulance Billing**

Ambulance billing for the 4,000 plus annual ambulance runs had traditionally been handled by an employee in the Controller's Office and the Battalion Chief in charge of the EMS Division. The process was labor intensive. Beginning in 2009, we decided to outsource this function, and have contracted with a 3<sup>rd</sup> party to perform this function. This service will eventually help us save time and money by freeing up the EMS Battalion Chief from some of his administrative duties, allowing him to focus on paramedic duties, and enabling us to staff a 3<sup>rd</sup> ambulance more often. This also will free up the employee in the Controllers Office to be assigned to other tasks. In recent years, two full time positions have been eliminated in that office, so the time is needed to complete other jobs.

### **Bar Coding on Billing Statements in the Utilities Business Office**

Beginning in 2009 the Mishawaka Utilities Business Office implemented bar coding on billing statements, which have cut costs and provided more efficiency. Bar coding is a small image of lines (bars) and spaces that is affixed right above the name on the billing statement. These bars aid the Postal Service in identifying a person or location. Coding saves time and reduces the amount of labor needed to serve customers. We introduced this new concept in March of 2009 and have seen a savings of approximately \$22,300 for the Mishawaka Utilities through the end of 2010.



### **Outsource Mailings in Utilities Business Office**

In December, the Utilities Business Office decided to outsource our mailings, hiring an outside vendor. The vendor picks up our regular outgoing mail and meters it. The Utility receives a discounted rate on the mail that is sent out depending on size & weight. For example, on a 1 oz letter, instead of paying \$0.44 postage, we pay \$0.414, which is a savings of \$.026 cents a letter that we send out. Annually, we send out close to 23,000 pieces of mail. Besides the savings per letter, we also save time and money for employees, as the mail is picked up at our door, saving us the hassle of loading the mail and taking it to the Post Office. Since we no longer have to pay the high cost associated with maintenance agreements on prior machinery that we used to meter mail we should see a savings this next year of about \$3,800.00.

### **City Banking Services**

In 2009, the City issued a Request for Proposals for City and Utility Banking Services, seeking the most competitive fees, charges, and interest rates available. Our goal is to find the best service at the best rates. While we have enjoyed a relationship with Old National Bank for the past 6 years, a proposal from Key Bank was deemed the lowest and most responsive proposal. We have made the switch, though it is difficult to determine as of this date the exact dollar amount of savings from making the switch.

### **Increase Parking Fines**

The Mishawaka Common Council passed a City Ordinance in 2009 increasing parking fines in the City from \$5 to \$10. The old fine had been established in 1978, 31 years ago, and had not kept pace with the cost of administering our parking program. The purpose of the fine increase was to help our Mishawaka Police Department cover the administrative costs associated with the processing of the parking fines and to pay for a full time civilian position to monitor and enforce the parking ordinance in the downtown business district, which includes the municipal lots as well as other designated areas of the City. The revenue collected in 2008 was \$18,092. Under the new fee schedule, we expect to collect around \$28,000



annually, or about \$10,000 in new revenue. While that does not cover all of our costs, it does come closer to the cost of enforcement.

### **Outsource collection of fines and fees**

In 2009, our legal department initiated a program to recover unpaid fines or fees from our departments. Though the vast majority of our accounts payable are actually paid, a significant portion of overdue EMS bills, parking fines, and ordinance violation tickets remain unpaid. In fact, several thousand accounts still exist unpaid as of early 2009. The recovery of these accounts was sporadic at best, and with limited staff resources, there was little opportunity to make a recovery.

Although we have only been actively collecting unpaid accounts with our legal staff since August, we have already seen a total increase in collections of \$7,269.03. Additionally, since inception, Mishawaka Utilities has received an additional \$12,355.95 in unpaid accounts. Combined with the drastic reduction in commissions – which can sometimes be a 100% commission free collection – both the City and Utility have not only realized significant revenue gains in this area, but also significant savings.

### **Code Department Fees and Fines**

The Code Department changed their fine schedule in 2009 to better reflect present day expenditures and inflation. For many years code citations (fines) started out at \$25.00 and topped out at \$100.00. We found this amount to be very low, offering very little incentive for violators to fix problems. By design, there is no fine schedule for code violations any longer. This gives us the flexibility to assess reasonable fines at a case by case basis. The fees and fines were implemented in 2009 and we expect to see revenue increases in 2010.

### **Park Selling Beverages at Events Instead of Outside Vendor**

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In 2009 the Mishawaka Parks Department purchased an “Off-Premises License” to begin selling alcohol at all Summer Concert Series Events at Mishawaka Parks. Previously we contracted with a third party who paid us a portion of the receipts. Our thought was the City could capitalize on the proceeds, rather than a third party. In 2008, for example, the Park Department received on average, \$87.00/week for ten weeks averaging \$850-900 annually. In 2009, we had a net profit, after expenses, of \$6,519.97, or an increase in revenue of \$5,619.00. An additional note to the 2009 alcohol receipt totals, the totals include no employee cost. The individuals working the bars at all Park Events work for tips only so there is no additional cost.

### **Sponsorships for Summer Park Programs**

In 2009 the Parks Department provided a new sponsorship program for the Concert Series at Beutter Park, Battell Park and Eberhart Concert Series, Battle of the Bands, Kamm Car Show, Summerfest, Kamm Oktoberfestival, and Men’s Metro Golf Tourney etc. The idea for funding, aside from Summerfest, was to package them together and show the solicited business that they could be a sponsor of the entire Mishawaka Parks “Summer Highlight Series”. This effort and new approach landed sponsorships from United Beverage Inc. for a three year contract for \$30,000, Maury’s Pub for \$5,000, MBA \$3,300, Meijer \$3,000, and Comcast Cable \$1,500, or a total of sponsorships of \$42,800.00.

## **Cross Training/Department Consolidation**

### **Consolidated all IT Department Employees into one Office**

In 2010, we consolidated all IT employees into one office, increasing efficiency, improving communication, and developing synergies. In the past, GIS employees were located in the Electric and Water Departments and one IT technician was located at the Police Department. In addition, a new employee was added to manage the City web-site. The consolidation has helped break down the silo’s that sometimes exist between departments and created a department better equipped to serve the needs of the

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City workers. The consolidation has helped each employee learn from each other's area of expertise to find solutions to issues. There is a free flowing sharing of information that is cutting down on the length of time to solve problems that arise. The GIS workers in particular are learning from each other in a way that was not possible while they were in separate locations. Though the actual dollar amount of savings is hard to quantify, we know that the consolidation has led to a more efficient delivery of service.

### **Consolidated all HR Employees into one location**

Previously, there were two people in the HR Department at City Hall, one in the Utilities, and the Safety Director at the Electric Department. We have combined all four positions into one location at City Hall, which has helped us reduce redundancy and more efficiently deliver our services to the employees. We have seen an increase in traffic of employees and we serve vendors who call for employee information much better since we are all in one location. Overall, it has become for the employee's, a "one-stop shop" for everything Human Resource related. This has also served our applicants well in that we have a larger space for them to complete applications and we are able to have a talented staff available that can answer their questions about current job openings. We also moved the Staff Attorney into this location. Many of the tasks undertaken by the Staff Attorney are HR related. Though the actual dollar amount of savings is hard to quantify, we know that the consolidation has led to a more efficient delivery of service.

### **Consolidated all Accounting Employees into one location**

In the past, we had an accounting office at Mishawaka Utilities and an Accounting office at City Hall. In 2009 we decided we could find some great efficiencies if the two departments were combined. Following the elimination of the Utilities Finance/Accounting Supervisor position in 2008 for a savings of \$50,420, the Utilities Office was moved to the Controller's Office at City Hall. In addition to the cost savings in 2008, this office consolidation has improved paper flow, allowed position cross training, and insured the fiscal oversight and accountability of Mishawaka Utilities.

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### **Consolidated Planning Department-Community Development–Building Department**

Over the past 7 years, we have combined the Redevelopment, Economic Development, Community Development, Planning, and Building Departments all into one department. The combination has provided great benefit to our citizens as each share functions that are critical parts of the building and development process. The combination has increased efficiency, led to cross trained employees, and reduced non-essential duties. In an on-going effort to reduce staff and expenses over time, continued efforts were made to cross train and limit the scope of work performed by employees in the now consolidated departments to increase efficiency. Initially, the consolidation will save us \$45,500 annually in salary and benefits, and long term will generate additional savings and better delivery of services to our citizens.

### **Consolidated Park Offices to Battell Community Center**

In 2009, the administrative offices of the Park and Recreation Department were moved into the offices of the Battell Community Center. The consolidation allowed us to reduce staff and improve efficiencies within the department. The combined resources of the two offices have helped us open the Center again on Fridays, because of the additional staff available to man the center. Integrating our administration workforce and distributing responsibilities for programs, classes, and special events have also been an added efficiency. The use of various volunteers has also proven to be very effective and efficient in assisting in general office duties. Initially, the consolidation will save us annually \$96,497.80 in salary and benefits, and long term will generate additional savings and better delivery of services to our citizens.

### **Consolidated Various Departments/Employees into the Central Services Department**

One of the more sweeping, comprehensive changes that were made affecting departments and employees was the creation of the Central Services Department. The new department consists largely of employees that were part of the Street, Park, and Central Motor Pool departments. In addition, one employee was added from the Electric Division, Wastewater Division, Water Division, Business Office, Police Station,

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and City Hall. The purpose was to consolidate like functions, like building and facility maintenance, grounds maintenance, and street maintenance. In the long run, this will help utilize manpower and equipment more efficiently.

The idea is simple: for too long we have had four different work crews (one from the parks department, one from the street department, one from utilities, and one from the sewer department) with four different sets of equipment all within one or two blocks of each other doing the same basic function. Our idea was simply to combine personnel and equipment into one department with the ability to take care of the City's needs without the time and capital investment separate departments require. Furthermore, more of our time can be spent doing the work that is needed around the City, and less time coordinating the work with other department heads.

It is extremely important to remember that Central Services is in its infancy, and as with any brand new idea it will take time to fully realize the savings on time and money we believe will accompany it. In the meantime, our community should not see any decline in the quality of service they have come to expect from our City. Because the Central Services Department was just implemented at the end of 2009, it is hard at this point to quantify the actual savings. However the combination has helped us bridge the gap brought about by retirements or resignations.

## **Better Customer Service**

### **Integrated Trash Service Billing on Monthly Utility Bill**

With our new trash contract with Allied Waste, we have sought ways to improve the system and provide better customer service. In the past, our number one complaint was typically related to billing and collections. In an effort to improve that, we have now included the trash service on our monthly Utility billing statement, making it more convenient for customers to pay only one bill for their utility needs

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rather than separate checks. Ultimately it has led to better billing and collections, and only one phone call from our citizens. The trash will be timely, efficient, and with no trash left behind.

### **Code Enforcement Hearings**

Strong neighborhoods are vital to the health of our community. We are happy to report that Mishawaka continues to beautify our community – sometimes through unconventional means. Last year, our Code Enforcement Department began holding code enforcement hearings for blighted or substandard properties. Although the Indiana Code specifically provides the authority for the hearings, many communities (previously like our own) do not take advantage of the opportunities that exist under these provisions.

Only property owners who refuse to comply with clean and safe building and property standards are brought to these hearings, so generally we are talking about the worst properties in our community. Properties that are structurally unsound, damaged, or aesthetically blighted are likely to end up on our hearing officer's docket. In total, in 2009 the City took its worst twenty properties to a hearing, and we have successfully cleaned up twelve of these properties.

It should also be noted that if property owners fail to live up to their legal requirement, it is not unheard of for our hearing officer to levy fines of up to \$500. In some cases, the City has even been able to work with owners of problem properties on the redevelopment of the site, including using the lots for our homebuyer programs. Our success in these hearings does not lie in the money we collect from fines. It lies in keeping our community safe, maintaining the beauty of our neighborhoods, and increasing property values by removing these substandard and blighted properties from our neighborhoods.



### **Utilities Added Two New Customer Payment Services**

We are making it more convenient for customers to pay their monthly utility bill both during business hours and after hours. Customers can now pay their bill at our Mishawaka Utilities website [www.mishawakautilities.com](http://www.mishawakautilities.com) with their debit/credit card or by dialing our Interactive Voice Response system at 1-866-283-7020. Both of these services provide the ease of paying a bill without waiting in line or the worry of being late on a payment. These new services have helped reduce our credit/debit card monthly cost since the customer is absorbing the credit card fee.

### **Electric Completed Clover Electric Feed to SJRMC**

We have worked hard to build our electric distribution system in such a way as to reduce the chances for power outages. We know many homes and business have important equipment that must operate at all times. While we will never be able to guarantee no outages, we will continue to make upgrades that provide redundant feeds and reduce the likelihood of an outage. We know how important it is, particularly in providing medical services. In 2009, we completed a major project to service the new hospital. These improvements allow the hospital to operate from either Grape Rd. substation or Clover Rd. substation with automatic switchover in the event of a failure. Each substation also feeds from a separate A.E.P. substation. (South Bend station to Grape and Twin Branch station to Clover) This is the most reliable configuration possible to insure uninterruptible service to SJRMC. We want to make sure we can always meet our customer's needs, and this upgrade gives us the opportunity to do just that.

### **Completed Mishawaka Fiber Optic Cable Installation**

Technology continues to evolve and we are finding it increasingly important to connect to fiber optic technology. In 2009, 32 miles of fiber optic cable were installed and tested and is now ready to be utilized as an economic development tool for the city. In the old days, businesses needed access to water and sewer lines. Today, they also need access to fiber. We also have need in our own operations, as in the future this will also connect all City departments as well as our 11 substations to provide real time data

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collection and communications throughout the City of Mishawaka and beyond. This will also lead to a reduction in cost for phone and the internet in the future and possibly help implement automated meter reading for our Electric Department. We continue to respond to the needs of our business community as well as our own technology interests.

### **Water Fir Road Booster Station**

Much like our Electric system, we must have a reliable water system to meet our customer needs. In 2009, we made some important improvements to that system, providing better service to our customers. The Fir Road Water Booster Station was completed and on line to serve the new Saint Joseph Regional Medical Center and the surrounding area. This key addition to our water distribution system provides two important benefits to our citizens. The booster station enables us to deliver water from the main water pressure district to the area north of Day Road. Water from the main district is filtered to reduce iron and manganese levels from the natural well waters that are typical in this part of Indiana thus enhancing the water quality. Furthermore, the new booster station is helping to provide increased water flow rates for fire protection in the hospital and surrounding areas. Another way we are serving our business and customer needs.

### **Water Main Expansion & Improvements**

Our Water Construction crew installed some 5,000 feet of new sixteen inch water main along Fir Road between Douglas Road and the Indiana Toll Road. This addition to our distribution system is vital because it not only enhances our ability to provide improved fire protection water to that area, but it provides an important redundancy to help prevent or minimize loss of service to our customers in that area. In addition, fifty-six lead service lines were upgraded to copper service lines in conjunction with the Christyann/Grove Street, West Mishawaka Ave. Streetscape, and the West Sixth Street storm sewer and sanitary force main sewer projects. The service line replacements were in keeping with the Water Division's policy of replacing lead lines when they are exposed, thus resulting in water quality improvement to our customers, and minimizing the possibility of having to cut into new street pavement

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to repair old service lines after the projects are completed. This results in minimized inconvenience to our citizens and avoided future costs to the Utility.

### **Safety Improvements at Gumwood Road Facility**

Our Water Department Maintenance personnel converted the water treatment system at the Gumwood Road facility from chlorine gas to sodium hypochlorite as a disinfectant agent. The elimination of chlorine gas, which is quite hazardous in its gaseous state, from that facility resulted in the removal of a potential hazard and in improved safety for our personnel and for the neighboring residents. Now, there is no use of gaseous chlorine anywhere by the MU Water Division.

## **Employee Reductions and Savings**

### **Water Division**

For reasons of economy, efficiency, and in response to business conditions, the Water Division roster of employees was reduced by eight employees. Due to reduced new water main construction business, the Water Division was forced to reduce its work force by eliminating the Construction Supervisor and Project Manager positions for a savings of \$124,397 per year. The elimination of four hourly Heavy Equipment Operator positions and one hourly Pipefitter position resulted in a savings of \$274,304 per year. Also due to reduced business, one hourly Meter Installer B position was eliminated at an annual savings of \$49,326 per year. On March 11, 2009 the Water Quality Supervisor position became vacant as did the Quality Control Assistant position. The Water Division has elected not to fill the supervisor position at this time and has eliminated the Quality Control Assistant position for an annual savings of \$111,865. The work load has been distributed and assigned to our remaining thirty-one employees. The net result is a reduction of the Water Division's work force by a total of four management positions and six hourly positions for a savings of \$560,522 per year.



### **Park Department**

For reasons of economy, efficiency, and in response to business conditions, the Park Department roster of employees was reduced by six employees. The department managed to eliminate two full time positions in the office, saving \$96,500 in salaries. In addition, there was a secretarial position at Battell that went unfilled because the office consolidation covered the position.

A number of other maintenance related positions were eliminated. The reduction of personnel took some major adjustments for the Park Department that included added responsibilities to the managing staff at the select locations. Ongoing operations after the reduction of these positions, continued without any major setbacks. The golf course grounds were still being mowed on the same routine schedule, landscape plans and projects have moved forward on schedule and park restrooms and Battell Center building continued to be cleaned and maintained as it had before the park employee layoffs. The redistribution of responsibilities picked up by management and part-time help has enabled this transition to be a successful one. The measurement to determine this overall effectiveness and efficiency was the level and amount of time each working task(s) took, compared with what was conducted before the changes were implemented. Overall, we saved \$331,934.00 in the Park Department thanks to these changes.

### **Utility Business Office**

For reasons of economy, efficiency, and in response to business conditions, the Utility Business Office Division roster of employees was reduced by three employees. These reductions resulted in an annual savings of \$140,221.00.

### **Electric Division**

For reasons of economy, efficiency, and in response to business conditions, the Electric Division roster of employees was reduced by one employee. In addition, a number of other organizational changes were made in the department. Tim Erickson was appointed to Electric Department Manager in 2009. As a

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result of this appointment his former position of Superintendent was not filled as a cost saving measure. In addition, Kevin McGann was appointed to Electric Construction Foreman to replace Russ Graves who retired. Kevin's Lineman position was not filled as another cost saving measure. In another cost saving measure the position of Substation Technician was eliminated. The savings realized in this reorganization was \$263,425.00.

### **Police Department**

For reasons of economy, efficiency, and in response to business conditions, the Police Department roster of employees was reduced by three employees. No sworn officers were reduced. The reductions mean annualized savings in excess of \$121,000, including salaries and benefits.

### **Code Enforcement Department**

For reasons of economy, efficiency, and in response to business conditions, the Water Division roster of employees was reduced by one employee. This position was eliminated in 2009. We knew we had to make some staff reductions in Code and I believed it would be far more beneficial to eliminate the office manager position than that of a code officer. Simply put, the office manager didn't have as much work to do as the code officers. I also felt the office manager duties weren't as crucial to the overall stability and appearance of our neighborhoods as a code officer who works every day in the field.

Code officers have really stepped up and shared responsibility in assuming duties that were once performed by the office manager. It is extremely important to note that our productivity has not suffered as we are still addressing the roughly same amount of cases that we have in previous years. This reduction resulted in an annualized savings of \$40,500.00, including salaries and benefits.



### **Planning/Community Development/ Building Department**

For reasons of economy, efficiency, and in response to business conditions, this department roster of employees was reduced by one employee. This reduction resulted in an annualized savings of \$45,500.00, including salaries and benefits.

### **Engineering Department**

For reasons of economy, efficiency, and in response to business conditions, the Engineering Department roster of employees was reduced by one employee. This reduction resulted in an annualized savings of \$47,750.00, including salaries and benefits.

### **Mayor's Office**

For reasons of economy, efficiency, and in response to business conditions, the Mayor's Office roster of employees was reduced by one half of one position. A part-time position has replaced what used to be a full time position. This should result in annual savings of around \$20,000, including salary and benefits.

### **Transfer of Weights & Measures Position**

Due to Jeff Rans retirement and Rob McKown's lengthy illness and death, we considered transferring the duties of weights & measures to the county in 2009. This move would not be cost effective for us as the county gave us a four year proposal that totaled \$172,600.00. That's an average of \$43,000.00 a year. We felt we could do the job more cheaply. We felt we could have Roger Shields split his time between being the new weights & measures inspector in code and his job in Community Development as their Program Construction Manager. Roger's salary is approximately \$50,000.00 per year. If Roger's salary is split evenly between Code & Community Development we should be able to do all of our mandated inspections for a base cost of \$25,000.00. We may have to provide assistance to Roger at times which would drive up the cost somewhat. In the past we've used either a code officer or a part-time employee of the Parks Department (summer help) to assist. Either way I feel the weights & measures duties can be

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performed for approximately \$30,000.00 a year which would be a savings of \$13,000.00 per year based on the proposal we received from the county.

### **Part Time Building Inspector Position**

The total funds allocated to this position were reduced from \$5,000 to \$2,000 per year between 2009 and 2010. The \$3,000 reduction was made possible by reduced building activity combined with a pending retirement. The position was left in place in 2010 to help train a new building inspector. With a new inspector on board, we estimate that this position could be eliminated in its entirety for the 2011 budget.

### **Elimination of Part-time Janitorial Position at Sewer**

The Sewer Department no longer employs a part time custodian. All cleaning of the back and front offices are done by the Management, and the Senior Secretary. This was a savings of \$5,000.00.

### **Move Fire Mechanic to Motor Pool**

In 2009 the mechanic for the Fire Department was reassigned to the Central Motor Pool. This was part of our city wide effort to consolidate like functions in the same department. This move has increased efficiencies greatly for both departments. By being able to utilize numerous Motor Pool mechanics 24 hours a day the Fire Department is seeing less down time for their apparatus and the mechanic is also being utilized on all City vehicles instead of only Fire apparatus. Under the previous schedule if the mechanic was unable to finish a repair for the Fire Department before his shift was over it would wait until the next day (or week if it was Friday) to complete the repairs. Now the vehicle being repaired can be worked on around the clock by numerous mechanics and returned to service faster. This is a savings to the department of \$37,000.00 a year.



### **Contract Negotiations**

The City had one collective bargaining contract to renegotiate this past year, the IBEW contract with Mishawaka Utilities. I am pleased to say that due to the hard work and tough decisions made on both sides of the table, we have a new one-year agreement.

Several changes were made such as changes to the vacation schedule, changes to the longevity pay schedule, on-duty paid meals, and changes to the 6-2 overtime structure. All-in-all, the City was able to recover approximately \$43,000 in expenditures in the last contract without having to cut base salaries in any way.

2010 will see a flurry of activity in this area, as every single collective bargaining contract will be on the floor this year for renegotiation. Much still needs to be done to increase efficiency and cut costs...things such as combining the Fire contract with the EMS MOU needs to be accomplished, combining the parks and streets contract into a central services contract must be done, and inroads must still be made in some contracts to bring them in line with the financial reality of the City. I am confident that the Union leadership will be able to once again work with the City to realize an agreement that understands the financial constraint within which the City must work, while preserving the integrity of each and every contract.

### **HR Liaison committee established April 2009**

Communication with our employees is vital. It is often complicated by the large number of employees we have at scattered locations working a variety of different hours. In 2009 we sought a number of different ways to communicate with those employees. We identified employees within each department that work on Human Resource related actions and began conducting quarterly meetings to improve overall communications with the Human Resource Department and all Departments and employees. This group was constructed of those employees who are the communication liaisons with the management group and

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the employee group. Many of them are the administrative staff that work directly with both groups daily and also tends to deal with the most customer service questions from our citizens. One part of this group is to improve overall communication between employees and management - the other part is to serve our external customers better. One of our first initiatives was to determine the top 10 most frequent phone calls to each department, and then the top 10 most frequent phone calls that DO NOT relate to their department. We posted all these in an internal folder on our e-mail system so that each of these committee members could access them and try to help our citizens get to the right person to speak with so that their questions can be answered appropriately.

### **Employee Benefits and Satisfaction Survey October 2009**

Employee benefits are a large part of our budget and are important to those that work for the City and Utility. We feel it is important to understand what our employees think of those benefits, so we did and Employee Benefit and Satisfaction Survey in 2009. All employees completed an employee satisfaction survey and HR began keeping data on employee satisfaction. This will allow HR to add or delete programs that might be needed or costly to maintain.

### **Implement a Return to Work Program**

We implemented a new return to work program in October of 2009. Our goal was to see the number of OSHA recordable injuries decrease by 2%. Unfortunately, we did not see that happen in 2009, but we are optimistic we will see that happen in 2010, which should lead to some savings. Our 2009 numbers were skewed by a large number of poison ivy cases associated with the Bethel College volunteer day.

### **Employees of All Departments: More Efficiencies, Better Time Management**

When we analyzed all departments, we noticed that our break and lunch policies were different, as well as how work was assigned, how we started our day, and how we finished our day. In 2009, we worked to implement policies that provided some consistency across all departments, better managing our employee

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time and reducing wasted time. While it's hard to quantify an exact dollar amount, we believe over time this will lead to cost savings and great efficiency.

### **Implementation of a voluntary Layoff Procedure**

The Sewer Department Management implemented a new Voluntary Layoff Policy. This policy allows Management the ability by, contract, to offer a voluntary layoff in the event work has slowed down. The department manager would use his or her discretion whether to ask for volunteers based on the amount of work for the day. The employees would be given the opportunity to take such an offer starting with the highest seniority and working down to the least. Those who take the offer would be expected to return to work for their regular scheduled shift the next day. To this point only one employee has taken advantage of the policy.

### **Fire Use of Light Duty Employees**

We gained efficiency with the adoption by the Board of Public Works and Safety of a new light duty policy for the Fire Department. Light duty employees previously only worked the days their shift was scheduled for and only eight hours per day. The most a shift works during one week is three days and sometimes two. Instead of getting 16 to 24 hours of productivity we are now getting a full 40 hours thereby gaining 16 to 24 hours of work. The light duty employees answer the phones, run supplies, work on clerical task, light housekeeping if able, training records, incident reporting, etc.

### **Move Assistant Chiefs to 40 hour work week**

One of the most positive moves for the fire department has been the move of the Assistant Chiefs to a forty hour work week. The benefits have been an increase in productivity. In 2009 the Fire Department moved its two Assistant Chiefs, Greg Hunt and Michael Talbot to forty hour positions. Previously the Assistant Chiefs worked the same twenty four hour shifts as the other firefighters/paramedics. It was realized how inefficient this was from a time management standpoint. The Assistant Chiefs worked, slept,

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ate along the same schedule as the rank and file. With the change in hours they now work between forty and forty eight hours per week and are able to devote themselves to other projects. We have gained the equivalent of \$25,341 in savings and productivity with no increase in cost to the City of Mishawaka.

Assistant Chief Hunt is in charge of: Scheduling, Liaison with Human Resources, Vacation Scheduling, Committee Assignments, both Regional and State and Assistant Chief Talbot's primary responsibilities are; apparatus and Vehicle maintenance, Station maintenance and Training coordinator.

In addition the Assistant Chief's are available on a more ready basis to meet with the Mayor, the Fire Chief, the Human Resource Department, the common council and the Board of Public Works and Safety. We have estimated that we gained an additional 8 hours of productivity per week for each Assistant Chief. This would amount to 932 hours of increased productivity.

## **Energy/Fuel**

### **Reduction of fuel consumption**

In 2009 we consumed a total of 80,883 gallons of diesel fuel, compared to 89,703 gallons in 2008. This represents a 10% reduction in diesel fuel use. In 2009, we used a total of 192,315 gallons of unleaded fuel in city vehicles, compared to 198,278 gallons in 2008. This represents a 3 % reduction in fuel use. We are excited about the drop in numbers, especially given the high price of fuel. We hope to continue this downward trend with better management of vehicle usage, the reduction of the total number of vehicles, and the purchase of more fuel efficient hybrid vehicles.

### **Adjusted the schedule for oil changes**

In an effort to reduce vehicle maintenance costs; we have decided to reduce the frequency by which we change the oil in our City vehicles. On most vehicles, the factory recommendation is for every 5,000 miles,

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rather than the 3,000 miles we were previously using. This is a minor change that we believe will save some dollars, while also providing for regular maintenance of the fleet.

### **Sell used Motor Oil**

As we search for ways to generate revenue, we continue to look in all parts of our operation. In 2009, we were able to sell our used motor oil. This generated \$ 772.00 in new revenue for the City.

### **Fuel Management System**

In August of 2009 we were able to upgrade our fuel tracking computer system which will help track each vehicle's fuel use and each employee's fuel usage. The old system was a dos operating system the new is a windows based system. This will help in assessing underutilized vehicles. This new system will enable us to generate many different reports in a much faster and more efficient way, compared to the old system that was very slow and very limited. The dos system would take hours to run a monthly report compared to the new system taking minutes. The new system gives us better control of our fuel usage. Given the number of vehicles we operate and the amount of fuel we buy, this new system for the first time gives us the ability to manage our fuel use.

### **Wastewater Division Digester Gas**

Use digester gas to fuel boilers for plant and process heat. This saves over \$100,000 per year in purchased natural gas.

### **Wastewater Division Energy Pilot**

Enrolled in two year Energy Pilot Project- sponsored by EPA and IDEM to benchmark energy use and to identify further energy conservation measures. Pilot project will be used as a statewide energy conservation program for wastewater and water utilities.

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### **Wastewater Division High Efficiency Blower**

Applied for and received \$250 thousand ARRA stimulus grant for installation of a high efficiency Turbo Aeration Blower. This will save the Wastewater Division over \$35,000 in annual electric costs.

### **Energy Efficiency Grant/Energy Audit**

The City was awarded \$219,000 of EECDBG (Stimulus) funds. The allocation of these funds prompted the City to have an energy audit done of 18 buildings operated by both the Civil City and Mishawaka Utilities. The audit identified numerous energy savings measures that can be taken that will pay for themselves over the next decade. These improvements will be analyzed as part of a guaranteed energy savings contract that will be implemented in 2010.

### **Electric Reduced PJM ‘Power Factor Charges’**

Mishawaka Utilities monthly AEP electric bill includes costs related to energy charges, demand charges, fuel adjustment charges and power factor charges. This past year we changed the way we operate our system to both improve the quality of the power to our customers and to virtually eliminate power factor charges. This new operating strategy resulted in a cost savings of \$14,000. These same savings will be realized on a yearly basis.

## **Vehicles/Large Equipment**

### **Mishawaka Utilities Vehicle Fleet Reduction**

For reasons of economy and efficiency, 10 Mishawaka Utility vehicles were eliminated from the fleet inventory.



### **Increase Grant Requests for Hybrid Cars/CMAQ Funding**

In 2008 the City received Federal CMAQ funds that paid 80% of the cost for five hybrid vehicles. The success of this program through our partnership with MACOG, combined with the overall decrease in capital funds available, prompted the City to apply for 12 vehicles in 2009. Based on the amount of federal funds available, MACOG further reduced the amount the City was required to contribute to only 5% per vehicle. If MACOG is able to sustain that funding for the remaining vehicles, this will save approximately \$300,000 in one time capital costs compared to the City purchasing a comparable hybrid vehicle on our own. Based on an average of 8,000 miles per year per vehicle and an increase in efficiency from 20 mpg to 30 mpg, each vehicle will save over 130 gallons of gasoline a year. Based on 12 vehicles and an average fuel cost of \$2.50 per gallon, the 12 2009 hybrids will also save the City approximately \$4,000 a year (\$325 per vehicle) based on reduced fuel consumption.

### **Purchase of High Efficiency Aquatech Vacuum Truck**

The Sewer Department purchased a new High Efficiency Aquatech Vacuum Truck which will cut down on the amount of clean jetting water fill ups; due to the increased size of the water holding tanks. This Aquatech truck not only holds more jetting water, but also has a larger debris box at 15 cubic yards than the other Sewer Department truck, the Vactor, which holds 10 cubic yards. This increase in the amount of water stored for jetting, and the amount that is vacuumed up has increased our productivity by 50% which cuts down on idle time waiting for a fill up, and emptying the debris box so often.

## **Overtime Management/Savings**

### **Parks Reduction of Overtime**

After analyzing the overtime figures, we found that a majority of the paid overtime expenses were due to park related events, i.e. Summerfest, Concerts, special events while only 28% of the overtime was for weather related issues. So we concentrated on reduced overtime at “controllable” park events and set goals to minimize overtime by reducing the number of full-time employees to assist at events and rely on

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volunteers and management to re-route their schedules to cover services needed. Adapting to this format the Parks Department saved \$13,075 in overtime in 2009.

### **Street Department Reduction of Overtime**

Streets Paving is a major part of our workload during the summertime. This year, we paved approximately 73 blocks of roadway. This equates to 4.95 miles of roadway paved. Our typical block is 350 ft. by 30 ft. This year's typical block cost approximately \$7,300 to resurface.

We looked at our paving program to see if scheduling could be adjusted to help cut down on overtime cost. We were able to accomplish this by elongating our paving schedule by a couple of weeks. This scheduling change saved us approximately \$11,000 in overtime pay.

### **Police Department Reduction of Overtime**

In the Police Department, we were able to reduce overtime expenses in 2009 by 23.6% below what we had budgeted, a savings of \$106,045.00. This is due in large part because of contract changes, and the management of continuation of shift and court time costs.

### **Fire Department Reduction of Overtime**

In the Fire Department we were able to reduce overtime expenses in 2009 by 2.3% below what we had budgeted, a savings of \$11,093.94. This is due in large part to the change in the minimum manning in the contract, the temporary move of the two fire marshals back to the truck, and the move of the EMS Chief from the salary position, and the update of the light duty policy.

## **Cost Cutting/Savings**

### **Utilities Interest**

Utilities Eliminated Interest Rate That Customers Were Receiving on Deposits -

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Customers of Mishawaka Utilities are required to pay a deposit when hooking up their Utilities. In the past we've paid those customers interest on those deposits, when we have returned that money because the customer is moving. Due to economic conditions and low interest rates, we made the decision in 2009 to no longer pay interest on these deposits. The IURC approved our request to discontinue paying interest on deposits which has resulted in a savings of \$75,830.

### **Property/ Casualty/ General Liability Insurance**

This annually is a big cost for the City and Utility, exceeding \$1 million a year. Each year we work to reduce our liability and cost. A good safety program and knowledgeable employees are a big help. Since 2005, this annual cost has reduced by 24%, or a savings of \$406,848.00.

### **Reduction in Training/Education-**

Though we believe training our employees is critical, we have looked for ways to reduce the cost for the training or the travel often associated with going to a workshop, seminar, or class. By utilizing our in-house expertise and approaching how we do training different, we have been able to deliver a better trained workforce at a lower cost. In 2009, we were able to reduce our training costs by 9.2%, a savings of \$9,610.79.

### **Software License Consolidation**

The City/Utility operates a computer network with over 300 computer work stations. It is very expensive to operate such a network, so our effort is to find ways to reduce our costs for operating such a system. In 2009, we began consolidating many of our software licenses across many departments into enterprise license agreements. Many times several different departments will have need of the same software. Traditionally the City would buy one or two licenses at a time. By going to enterprise licensing for the software where we have many installed seats leverages our size to obtain better pricing.



We have actually been able to get unlimited seat counts for the software while paying less overall than we would have for a limited seat count. We have audited our software usage and have reduced from 50 seats down to 10 in some instances.

### **Fire Wall Washing Days**

For well over twenty years, our firefighters have been given two extra vacation days in exchange for their help in washing walls and other heavy maintenance on their fire stations. With the advent of a city-wide focus on service by Central Services Division, we have been able to complete the work without burdening our firefighters with these tasks. By doing this, we have provided two distinct opportunities, our firefighters can now spend more time training rather than do tasks that are ancillary to their primary responsibility; and the City has been able to save over \$110,000 in costs by removing the two vacation days associated with these ancillary duties. In other words, we have once again increased the level of service and proficiency by our firefighters, while cutting costs as well.

### **Use of 2 Street Sweepers instead of 3**

By utilizing two sweepers to clean our City Streets instead of 3, we found that we could efficiently do the same job, without any interruption of service to our citizens and without any complaints from our citizens. We could also maximize our workforce, reassigning an employee to perform other tasks within the department. This also reduced the cost of maintaining our street sweeper fleet.

### **Clerk's Office**

Purchase office/desk calendars from the Dollar Store or Big Lots when possible for a cost savings of at least \$50 a year. We are holding office supply purchases to bare bones. We also recycle any paper possible by using it for note pads. We recycle the Council's packet envelopes by having them return them at each Council Meeting and reuse them as long as possible. A box of these envelopes cost \$200.00.

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### **Reduce Stipend to Planning Commission and Board of Zoning Appeals –**

As a cost saving measure, the yearly stipend paid to the Planning Commission and Board of Zoning Appeals was reduced by a third for budget year 2010. The Planning Commission stipend was reduced from \$600 to \$400 a year. The Board of Zoning Appeals stipend was reduced from \$375 per year to \$250 per year. These changes resulted in an annual cost savings of \$2,425.00.

### **Redevelopment Commission and HUD Reports will be Transmitted Electronically**

In an effort to reduce the amount of paper generated Community Development, Building, and Planning has taken the next step to reduce the amount of paper generated by using more electronic mailing of documents where possible. Mailing envelopes were also changed from a stationary product to a plain white envelope. These combined changes saved an estimate \$500.00 per year.

### **Electric Conducted the Arc Flash Study In-house**

The National Electric Safety Code under section 410.A.3 states: that “Effective as of January 1, 2009, the employer shall ensure that an assessment is performed to determine potential exposure to an electric arc for employees who work on or near energized parts or equipment”. The Mishawaka Electric Department conducted this assessment in-house and saved approximately \$15,000 in what would have been contracted engineering costs.

### **Electric Vendor Managed Inventory System**

This system implements bar coding of our stock items and keeps less stock on hand and more stock at our disposal. The vendor (H.D. Supply) has many storehouses for Indiana Municipals to draw from and finds better pricing as part of a huge purchaser. In the event of an emergency like an ice storm or tornado this gives us preferred status. H.D. supply will fill our orders ahead of non VMI customers. This guarantees that emergency orders will be filled within 24 hours.

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### **Electric Department Implementation of CAD Design Change Process**

The Electric Department trained its employees at the end of 2008 in CAD design (i.e. computer aided design) training because it was in the Electric Department's best interest to make all changes to substation drawings (e.g., schematics, transformer design drawings, and instrumentation drawings) utilizing in-house personnel. Making changes in-house will not only reduce the department's contractor costs but will also improve the quality of changes being made with fewer revisions, as well as reduce the turnaround time. Implementing this element of the design change process resulted in a 2009 cost savings of \$8,000 - dollars previously spent on contracted services. These same savings will be realized on a yearly basis.

### **Electric eView GIS map queries**

Queries were made externally available using a UAI web based application. eView has the inherent benefit of always reflecting the current map, thereby negating the need for the end user to perform extraneous data syncing. Having the GIS map available to our electric facilities locator has greatly improved the accuracy of locates, thereby reducing inadvertent damage to our facilities. Having eView accessible by our engineering contractors should expedite information exchange and thereby improve construction.

### **Equipment Inspections & Database**

The Electric Division completed inspections of all energized equipment. This inspection record has been catalogued on a database showing all equipment to be secured and labeled with warning signage. All transformers and switchgear will be inspected and recorded every year. Pedestals will be inspected every other year. The integrity of our equipment and public safety must be our priority at all times.

### **Wastewater use of SCADA**

Wastewater Division Use of plant-wide SCADA and automation was implemented to allow operation of expanded plant at current operating staff levels – two operators per shift.

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### **Biosolids Staffing**

Operation of Biosolids Facility with a staff of one was implemented- This facility processes 1,255 dry tons of biosolids per year. This person operates the sludge processing machinery, loads land application biosolids, maintains the 14 acre grounds, and maintains the heavy equipment.

### **Effluent use in cleaning**

Wastewater Division - Use treated effluent in yard hydrants for tank cleaning, seal water needs in selected pumps, and lawn irrigation. This use reduces purchased water.

### **City Postage Cost Savings**

In 2009 we started using a mailing service that helped us save 5.8 cents per regular mailing. From September through December of 2009 we saved an estimate of \$342.00.

### **Standardize All City Computer Models from 30 to 3**

The fleet of desktop computers throughout the City of Mishawaka contained a very diverse number of models. In 2009 we were able to greatly reduce the number of models in the fleet from over 30 to only about 3 different kinds. This significantly reduces the number of parts we carry in inventory. This also makes us much more efficient at getting a broken computer back up and running again. A user no longer has to wait several days, on occasion, while waiting for parts to be ordered and delivered. We are also able to get pricing with bulk ordering verses ordering only a few at a time. Over 40 desktop computers were deployed at the Police Department replacing the computers running Windows 2000 to bring the environment all up to the standard Windows XP.



### **Consolidate all Physical Servers to All Virtual Servers**

Server consolidation has continued through 2009 to reduce the server footprint in the datacenter at City Hall. This is being accomplished through the use of VMware virtual servers. This has reduced the hardware costs significantly as we need to replace older servers that have reached end of life. Instead of purchasing six or seven new servers, we are able to just buy one and run many instances of virtual servers on it. It has also enabled us to create a virtual development environment where we can test software or configuration changes in a controlled test area before pushing them out live. The reduced server count also saves energy month in and month out. Servers also put off a lot of heat 24 hours a day, so with a smaller number of servers we have reduced cooling costs for the data center.

### **Sewer Department Concrete Finishing Work**

The Sewer Department started to replace the concrete patches in the streets after a sewer repair rather than contract it out. Up to this point many of the jobs, if not most, were contracted out. We set out to cross train all of our employees so any of them could do the concrete flat work. Our employees are equipped with the tools, and the knowledge to do such work which saved the Sewer Department around \$2,000.00 in 2009.

### **Code Savings of Outside Mowing Contracts**

In 2009 the Code Department decided to go with one contractor instead of the usual 3-4, getting the lowest bid based on an hourly rate. Previously the bid was based on each job and was not only time consuming but not cost effective.

### **Code Department Doing Board-Ups**

Code staff began doing board-ups of vacant or abandoned properties when possible (no second story or roof jobs) as well as other types of blight removal such as painting over graffiti. In past years we'd hire contractors to do this. Savings to the Code Department have exceeded \$1,000.00.

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### **Janitorial Supplies**

For many years various government facilities within the City of Mishawaka purchased their own janitorial products. Sometimes products were purchased with little regard to actual cost, amount purchased, storage, etc. A decision was made to standardize most of the janitorial supplies used at The City of Mishawaka's various facilities. Under our new management system, we anticipate saving 30-35% annually on supplies.

### **Fire Grant Due to Change in Staffing**

The new work schedule for the Assistant Chief's has allowed us to have a greater presence at the Indiana Department of Homeland Security planning sessions. In 2009 we were able to obtain a grant for \$110,000 for radios and radio equipment.

### **Fire Training Coordinator**

Fire Training Coordinator duties are being handled by Assistant Chief Mike Talbot in addition to his facility and apparatus maintenance duties. A monthly training packet is put out with at least twenty hours of training per firefighter per month. In previous budgets the training coordinator was a separate person. By combining duties and delegating to the training committee, we have actually increased the amount of training per firefighter, this will help us when we are reviewed by the Insurance Services Organization for grading which in turn affects our property insurance cost. The total amount of hours of training in 2009 was 14,054.5 hours or an average of 133.85 hours per member. This is an increase from 2008 when each member had an average of 100 hours per man.



### **Fire Department move to Central Stockroom**

We are in the process of continuing the move to one central stockpile for medical supplies. Previously each station had its own supply stockpile. Now we process the orders on an as needed basis eliminating redundancy and over ordering. We are experiencing less waste based on not having to dispose of medications with expired dates and better management of inventory. With the high cost of medical supplies this saves at least \$3,000 per year.

### **Eliminated Ink Jet Printers**

The IT Department has continued to eliminate inkjet printers throughout the City. One of the major departments where printers were eliminated was at the Fire Stations. We replaced any inkjets at all the stations with multifunction printing devices. They can now scan documents on the devices straight to the network without ever printing them. These also replace the fax machines that were at the locations. This cut down on the number of different supplies needed to keep on hand, therefore reducing costs. The shift from inkjets to laser printers throughout the whole City will see a large cost savings over time. Inkjets can cost 20+ cents a page to print where as laser printer, on the other hand, only costs several cents per page to print. This really adds up month in and month out on the scale of printing the City does.

### **Engine Company Business Inspections to help with Fire Inspections**

Some of the additional inspections were performed by the engine companies which are required to perform at least ten inspections each totally some 480 inspections for the year. Along with familiarizing the firefighters with each business, it helps to let the owners know we care. By doing the truck company inspections of businesses we were able to do more inspections than we would have been able to had we relied solely on the Fire Inspectors. These inspectors help give the firefighters a greater understanding of their respective districts in terms of available hydrants, utility shut offs, hazardous materials storage, knox box locations, and building contact information for after hours.

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### **Changed Fire Contract to Allow 27 Minimum Manning**

Prior to this year's Collective Bargaining Agreement we had two staffing levels. Suppression had 23 people on duty and the E.M.S. Division called for 4. Any shortages in either division had to be filled by overtime. Thanks to an agreement with Firefighters Local #360 during the last contract negotiation, members who are cross trained can fill vacancies across the divisions. On the occasions we have extra personnel in either division they can fill vacancies in the other division without causing the need for overtime. This provision increases efficiency of the department and continuing the merger process.

### **Use of 3rd Ambulance in Fire Department When Manpower Allows**

The changes in the minimum manning requirement have helped us to staff a 3<sup>rd</sup> ambulance from time to time. This provides great service to our citizens and reduces our reliance on assistance from outside agencies.

### **Move EMS Chief to 56 hour Thereby Gaining a Paramedic on Shift**

Battalion Chief Brian Thomas has taken over the running of the department Emergency Medical Services Division. In streamlining efficiencies, it was decided that retiring Division Chief Daniel Bilancio's position no longer would be a forty hour per week position. By leaving Chief Thomas as a 56 hour shift paramedic, we gained an additional paramedic which should lead to a decrease in overtime as well as increase the opportunities to place a third ambulance in service. By eliminating the Division Chief position from the E.M.S. Division, we gained an additional paramedic on duty 120 days or 2,912 hours a year. With a paramedics salary of \$50,673 before benefits we gained one position without increasing the salary line. Several of the previous Divisions Chief's responsibilities have been reassigned: Payroll, purchasing, billing, etc. have all been taken over by administrative staff.

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### **All Fire Engine Companies Certified as Advanced Life Support**

This efficiency has improved the overall patient care of our Mishawaka citizens by having all our engine companies certified as advanced life support. Each company (in most cases) has at least one advanced E.M.T. who is able to establish an I.V. line and obtain a 12 lead E.K.G. prior to the ambulances arrival, the allows arriving medics to immediately start treating the patients.

### **Police Community Relations Unit**

In July 2009 the Mishawaka Police Department restructured the Neighborhood Enforcement Team and renamed the unit. The unit is now divided into five entities; Community Relations Officers, a Department Training Officer, Street Crime Officers (SCU) and our DARE and School Resource Officers (SROs).

This unit is now made up of one captain and six officers; three officers are assigned to public relations which include events such as Neighborhood Watch meetings, MPD tours for boy scouts and schools, reading to our school kids, bike safety rodeos, and participating in Tri Ad Senior Citizens Organization. The unit also handles neighborhood complaints, such as drug houses, speeding, neighbor disputes, and other “quality of life” issues. And three officers are assigned to the Street Crimes Unit.

The Street Crimes Unit was implemented in July 2009. The goal of this Unit is to concentrate efforts in high crime areas of the city and work in conjunction with the MPD’s Investigative Division to identify criminals and solve crimes. So far, the SCU has worked very hard at their mission and has proven to be quite a success. Because of their determination and self-motivation, the Unit has taken several criminals, weapons and drugs off the streets and has seen crime decrease in the high crime neighborhoods.



### **E-ticketing in Police vehicles**

Installation of E-citation Devices in Police Squad Cars - The MPD was able to acquire twenty-one E-citation devices through grant funding that enables the officer to complete a citation in a fraction of the time that it normally would take when handwriting the same violation. An average of 10-15 minutes per traffic stop, can be saved by the initiating officer. The estimated savings is from \$6.17 to \$9.25 per citation written when figuring the value of the officer's time. The other advantage to using this system is the time savings to the individual stopped for the violation. The retention time will be cut down dramatically from a normal written citation. Eventually there will be a time savings for MPD records personnel as the e-citations will directly file all ticket information electronically to both the County court system and also the Police Department. Currently records personnel make \$13.73 per hour

### **Elimination of Desk Officer for 13 Hours a Day**

By eliminating the desk officer during certain hours of the day, the MPD has been able to place an additional officer on the street. This has helped with minimum shift staffing requirements and also saved on overtime. The "new" desk hours are Monday through Friday; 6:30 am to 5:00 pm. The front desk is not manned on Saturday and Sunday. If, at any one time, the designated shift were to fall below minimum staffing, the officer normally assigned to the desk would now count towards shift strength thus saving an overtime pay situation. Overtime paid is estimated at \$37.00 per hour depending on the rank of the officer.

### **Elimination of Pagers**

By using newer technology we were able to save \$2,365.52 in pager costs comparing the year 2009 to 2008. In the past, a paging system was used to notify members of the Department for emergency call-ins. We are now able to provide the same service at no cost to the MPD by using cell phones and paging through the internet.

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### **Utilization of Light Duty Officer**

By utilizing a light duty officer to “fill in” at the front desk, the MPD is able to place an additional officer on the street to assist with calls for service. The light duty officer also offsets overtime costs if overtime was needed for that shift. The cost savings is a minimum of \$296.00 per eight hour shift that the light duty officer works, depending on the rank of the officer that he/she replaces.

### **Seeking Restitution for MPD SWAT Officers Activation**

In 2009 the MPD implemented a plan to seek restitution, from the suspect, for those officers activated on a SWAT call out. This would cover the cost of officers being call out to the scene. To date, the MPD has submitted for payment, eight SWAT call out incidents that would constitute reimbursement. Those eight call outs total \$7,174.20 in restitution.

### **Healthcare/Insurance**

Perhaps one budget items that is consistently on the rise is our employee health insurance cost. Due to changes in Health Insurance carriers, 2009 was a better year than 2008. Since we are self funded, the City pays the claims and administrative costs associated with the health plan. Our costs in 2009 were at approximately \$7.2million, compared to \$7.6 million in 2008. This was a decrease of about 4.4% with our average increase over the last five years at 6.12%. As we look to 2010, we will continue to improve our wellness plan, monitor our health costs, increase employee education to build a more consumer driven healthcare model and maintain a plan that is consistent with those in the marketplace. In addition in 2010, we will change our health insurance company to United Health Care and join the IACT Medical Healthcare Trust. We look forward to the opportunity to be a part of the Trust and our partnership with United Health Care to offer the employees a competitive and well-rounded healthcare plan for them and their families.



## 2009 Cost Saving/Cost Cutting/Efficiencies Summary

Efficiencies/Cost Saving Initiatives	Additional 2009 Revenue	Savings
<b>Revenue</b>		
Outside Service Ambulance Billing		
Bar Coding on Billing Statements in the Utilites Business Office		\$22,300.00
Outsource Mailings in Utilities Business Office		\$3,800.00
City Banking Services		
Increase Parking Fines	\$ 10,000.00	
Outsource Collection of Fines & Fees	\$ 19,355.95	
Code Department Fees and Fines		
Park Department Selling Alcoholic Beverages at Events Instead of Outside Vendor	\$ 6,519.97	
Sponsorships for Summer Park Programs	\$ 42,800.00	
<b>Cross Training/Department Consolidation</b>		
Consolidated all IT Department Employees into One Office		
Consolidated all HR employees into One Location		
Consolidated all Accounting Employees into one Location		\$50,420.00
Consolidated Planning Department-Community Development-Building Department		\$45,500.00
Consolidated Park Offices to Battell Community Center		
Consolidated Various Department/Employees into the Central Services Department		
<b>BETTER CUSTOMER SERVICES</b>		
Integrated Trash Service Billing on Monthly Utility Bill		
Code Enforcement Hearings		
Utilities Added Two New customer Payment Services		
Electric Completed Clover electric Feed to SJRMC		
Completed Mishawaka Fiber Optic Cable Installation		
Water Fir Road Booster Station		
Water Main Expansion & Improvements		
Safety Improvements at Gumwood Road Facility		
<b>Employee Reductions and Savings</b>		
Water Division		\$560,522.00
Park Department		\$96,500.00

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Utilities Business Office		\$140,221.00.
Electric Department		\$263,425.00
Police Department		\$121,000
Code Enforcement		\$40,500.00
Planning/Community Development/Building		\$45,500.00
Engineering		\$47,750.00
Mayor's Office		\$20,000
Weight's and Measures		\$13,000.00
Part-time Building Inspector		\$3,000
Janitor in Sewer Department		\$5,000.00
Move Fire Mechanic to Motor Pool		\$37,000.00
Contract Negotiations		\$43,000.00
HR Liaison Committee		
Employee Benefits and Satisfaction Survey October 2009		
Implement a Return to Work Program		
Street Employees Better Time Management Lunches/Breaks		
Implementation of a Voluntary Layoff Procedure		
Fire Use of Light Duty Employees		
Move Assistant Chiefs to 40 Hour Work Week		\$25,341 .00
<b>Energy/Fuel</b>		
Reduction of Fuel Consumption		
Adjusted the Schedule for Oil Changes		
Sell used Motor Oil	\$772.00	
Fuel Management System		
Wastewater Division Digester Gas		\$100,000.00
Wastewater Division - Enrolled in two year Energy Pilot Project		
Wastewater - Applied for and Received \$250 Thousand ARRA Stimulus Grant		\$35,000.00
Energy Efficiency Grant/Energy Audit	\$219,000.00	
Electric Reduced PJM 'Power Factor Charges'		\$14,000. 00
<b>Vehicles/Large Equipment</b>		
Mishawaka Utilities Vehicle Fleet Reduction		
Increase Grant Requests for Hybrid Cars/CMAQ Funding		\$4,000.00
Purchase of High Efficiency Aquatech Vacuum Truck		
<b>Overtime Management/Savings</b>		
Parks Reduction of Overtime		\$13,075

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Street Reduction of Overtime		<b>\$11,000.00</b>
Police Reduction of Overtime		<b>\$106,045.00</b>
Fire Reduction of Overtime		<b>\$11,093.94</b>
<b>Cost Cutting/Savings</b>		
Utilities Eliminated Interest Rate That Customers Were Receiving on Deposits		<b>\$75,830</b>
Property/ Casualty/ General Liability Insurance		<b>\$406,848.00</b>
Reduction in Training/Education		<b>\$9,610.79</b>
Software license consolidation		
Fire Wall Washing Days		<b>\$110,000</b>
Use of 2 Street Sweepers instead of 3		
Clerk's Office		<b>\$50.00</b>
Reduce Stipend to Planning Commission and Board of Zoning Appeals		<b>\$2,425.00</b>
Redevelopment Commission and HUD Reports will be transmitted electronically		<b>\$500.00</b>
Electric Conducted the Arc Flash Study in-house		<b>\$15,000</b>
Electric Vendor Managed Inventory System		
Electric Department implementation of CAD design change process		<b>\$8,000</b>
Electric eView GIS map queries		
Equipment Inspections & Database		
Wastewater Division use of SCADA		
Wastewater Division - Operation of Biosolids Facility with a staff of one		
City Postage Cost Savings		<b>\$342.00</b>
Standardize All City Computer Models from 30 to 3		
Consolidate all Physical Servers to All Virtual Servers		
Sewer Department Concrete Finishing Work		<b>\$2,000.00</b>
Code Savings of Outside Mowing Contracts		
Code Department Doing Board-Ups		<b>\$1,000.00</b>
Janitorial Supplies		
Fire Grant	<b>\$110,000</b>	
Fire Training Coordinator		
Fire Department move to Central Stockroom		<b>\$3,000</b>
Eliminated Ink Jet Printers		
Engine Company Business Inspections to help with Fire Inspections		
Changed Fire Contract to allow 27 minimum manning		
Use of 3rd Ambulance in Fire Department When Manpower Allows		
Move EMS Chief to 56 hour thereby gaining a Paramedic on shift		<b>\$50,673.00</b>
All Fire Engine Companies Certified as Advanced Life Support		
Police Community Relations Unit		

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E-ticketing in Police vehicles		
Elimination of Desk Officer for 13 Hours a Day		
Elimination of Pagers		<b>\$2,365.52</b>
Utilization of Light Duty Officer		
Seeking Restitution for MPD SWAT Officers Activation	<b>\$7,174.20</b>	
Healthcare/Ins		<b>\$400,000</b>

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