

1 **BILL NO. G-14-08-20**

2 **ORDINANCE NO. G-21-14**

3 **AN ORDINANCE AMENDING CHAPTER 37.18**
4 **OF THE FORT WAYNE CODE TO ADD A SUBSECTION "C".**
5 **COLLECTIVE BARGAINING AGREEMENT APPROVAL**

6 WHEREAS, there is an expectation that a collective bargaining agreement
7 duly negotiated and ratified by a bargaining unit's membership shall be presented to
8 Common Council for consideration in a timely manner following ratification; and
9

10 WHEREAS, there has existed instances where certain agreements have not
11 been filed by Administration in a reasonably timely manner following ratification.

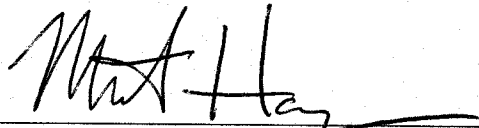
12 NOW, THEREFORE, BE IT ORDAINED BY THE COMMON COUNCIL
13 OF THE CITY OF FORT WAYNE, INDIANA:
14

15 **SECTION 1.** That Chapter 37, Section 18 is amended to add a new
16 Subsection C, as follows:
17

18 C. Collective Bargaining Agreement Approval. A collective
19 bargaining agreement between the City and a bargaining unit as provided by Fort
20 Wayne Code 40.23 et seq., that is subject to approval by Common Council shall be
21 introduced no later than the first regular or special meeting of the Common Council
22 following receipt of notice to the City by the bargaining unit of ratification of the
23 agreement by the bargaining unit's membership.
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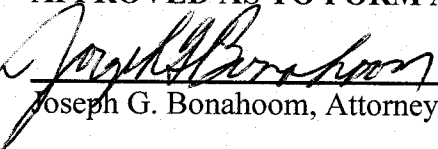
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SECTION 2. That this Ordinance shall be in full force and effect from and after its passage and any and all necessary approval by the Mayor.



Mitch V. Harper, Council Member

APPROVED AS TO FORM AND LEGALITY



Joseph G. Bonahoom, Attorney for City Council

Held 99cm
9-15-14

Held 1 week
9-9-14

Held 1 week
9-16-14

8-26-14

BILL NO. G-14-08-20

ORDINANCE NO. G-_____

**AN ORDINANCE AMENDING CHAPTER 37.18
OF THE FORT WAYNE CODE TO ADD A SUBSECTION "C".
COLLECTIVE BARGAINING AGREEMENT APPROVAL**

WHEREAS, there is an expectation that a collective bargaining agreement duly negotiated and ratified by a bargaining unit's membership shall be presented to Common Council for consideration in a timely manner following ratification; and

WHEREAS, there has existed instances where certain agreements have not been filed by Administration in a reasonably timely manner following ratification.

NOW, THEREFORE, BE IT ORDAINED BY THE COMMON COUNCIL OF THE CITY OF FORT WAYNE, INDIANA:

SECTION 1. That Chapter 37, Section 18 is amended to add a new Subsection C, as follows:

C. Collective Bargaining Agreement Approval. A collective bargaining agreement between the City and a bargaining unit as provided by Fort Wayne Code 40.23 et seq., that is subject to approval by Common Council shall be introduced no later than the first regular or special meeting of the Common Council following receipt of notice to the City by the bargaining unit of ratification of the agreement by the bargaining unit's membership.

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City Council

Presentation

Collective Bargaining Discussion

5-27-2014

Barnacles Mischaracterization

- Last Week there was a total distortion of my review on subject of collective bargaining
- The statement that I called employees rotting barnacles was untrue and intended to falsely inflame the crowd
- In the review barnacles referred to inflexible work rules and outmoded benefits
- I never ever once referred to people as barnacles
- Copies of my review available tonight

Collective Bargaining is Not a Right

- By definition "rights" cannot be taken away
- Collective bargaining for government employees is a privilege granted by legislation
- U.S. Supreme Court "The public employee surely can associate and speak freely....But the First amendment does not impose any Affirmative obligation on the government...to recognize the Association and bargain with it." *Smith v. Arkansas State Hwy. Employees Local* (1979)
- If it was a right, Gov. Bayh could not grant privilege in 1989 and Gov. Daniels could not remove it in 2005 for State employees by executive order

Economic Data

- Economics is generally referred to as "The dismal science"
- Economic forecasts often wrong – ex. Effect of Federal stimulus on unemployment, locally PSA economic projections
- In economics no randomized double blind scientific studies with controls as we rely on in my scientific field of medicine
- Same data may be interpreted in different ways by reasonable honest people
- Tonight we will move out of economics and on to philosophy

Collective Bargaining Discussion

- Not an attack on employees
- Loss of collective bargaining does not equal loss of voice and dignity
- 93% of private sector employees and all non-union Fort Wayne employees and all Allen County employees and all State of IN, VA, NC, SC employees do not have collective bargaining
- Do we really believe that all these people – 90% of workers in the US – have no voice and dignity in their work?
- City administration is the one that deals with employees and can still give employees voice and dignity with or without collective bargaining

City Financial Crisis Last Year

- ↓ revenues from property tax caps ↑ costs, large budget shortfall
- If no changes administration would have had to lay off 15-20 police officers + 15-20 firefighters + other employees, along with dramatic benefit cuts
- Or drastically decrease city services.
- Fiscal task force put in many, many hours to come up with a solution

LOIT Tax Increase

- Few complaints from taxpayers because council explained that it was unavoidable
- Multiple false newspaper criticisms from union leaders. Sofia Rosales-Scatena said we "*mised the citizens of our community about the true intentions of use of the majority of the LOIT funds.*" "*This begs the question if this fund was really necessary....*"
- Claims refuted by PS Director Rusty York and Chief of Police Garry Hamilton. "*We strongly disagree with positions taken by the PBA representative.*"

City Council

- To avoid layoffs and big cuts, City Council took the political heat of increasing taxes to save employees
- If we only wanted to cut wages/benefits, City Council could have done absolutely nothing
- Then, Mayor would have had no choice but to do all these big cuts to balance the budget
- Only City Council had power to increase taxes and save city employees from a great deal of pain

City Council Action

- No Layoffs
- Some modest benefit cuts
- New Police and Fire Academy
- Marked increase funding for roads and parks
- Does this sound like a body that wants to attack employees?

? Why not keep collective bargaining and fix problems?

- Answer – any reform very difficult under collective bargaining.
- Modest benefit changes last year
 - Criticisms that spousal exclusion and sick time changes unfair even though that saved jobs
 - Lawsuit against Fort Wayne by IBEW contends all rules not followed under collective bargaining ordinance when changes made

IBEW Suit

- Mayor, Administration and City Council all agreed that benefits (developed under collective bargaining) were excessive. City Council vote to cut back was unanimous
- Modest benefit cuts were the kindest, gentlest scalpel cut that could have been made
- Extensive communication at multiple Council meetings that cuts unavoidable to prevent layoffs
- IBEW lawsuit demonstrates why piecemeal scalpel approach won't work
- Now because we have collective bargaining this will cause another expense to taxpayers to defend City in IBEW suit

Newspaper Quote

- ***“With exquisitely masochistic timing, one of the nine unions representing city government employees has just made an eloquent argument for its own demise.”***

- K. Leininger 5-20-2014

Better Question

- Why do we want to keep collective bargaining?
- Disadvantages to City of granting collective bargaining privileges far out weigh advantages from the taxpayers point of view

Why Does The City Want

- Wages and benefits sometimes above market rate
- Inflexible work rules
- To pay union presidents to do only union work
- Benefits that taxpayers who pay the bills don't have
- Expensive negotiations with 9 unions/11 divisions
- Arbitration and lawsuit costs under complex rules of collective bargaining
- Compulsory union membership for professional engineers
- Open job or promotion must go to most seniority not best qualified

If Reform Desired

- Then only good choice is to repeal collective bargaining ordinances.
- But what happens in jurisdictions without collective bargaining?

Collective Bargaining Totally Prohibited Public Unions N. Carolina

- Toni Davis, communications director SEANC union states "without collective bargaining, there are still unions. But the unions do more political lobbying for laws and causes."
- Executive director of NC's League of Municipalities, Paul Meyer, says "no collective bargaining has contributed to fiscal responsibility and 99.5% funded pensions" because "we haven't been chewed up by negotiations or collective bargaining agreements."
- Beverly B. Thomas, public affairs director Durham, NC states "given the recent economy, collective bargaining wouldn't have helped wages."
- We researched benefits in several NC cities and benefits were very similar to Fort Wayne's

Allen County Commissioner Nelson Peters

- Significant collective bargaining experience in public and private sector
- 1700 employees of County, "level of competence....much the same as that of our city counterparts"
- "Similarity of work between city and county" led to "successful consolidating departments" in 4 divisions
- "Our departments, elected officials, and employees accomplish their goals without the burden of time consuming, expensive collective bargaining all to the benefit of the taxpaying public"

Indiana Abolished Collective Bargaining 2005

- Gov. Daniels "Collective bargaining reform helped us in a thousand ways. It was absolutely central in our turn around here."
- Increased flexibility allowed ↑ government efficiency by centralizing administrative facilities, outsourcing operations such as prison food services, and reorganization of work functions.
- Merit based system instituted to reward high performing employees
- Spokeswoman Jane Jankowski stated "these actions were aided by the fact that there was no collective bargaining to slow the process." Taxpayers have saved "hundreds of millions of dollars."

Wisconsin Rolled Back Collective Bargaining - 2010

- Savings thus far \$3,161,528,558
- Reforms allowed aligning staff with service needs, pay for performance, and increased flexibility to adapt to changing conditions
- Property taxes actually went down
- Wisconsin went from budget deficit to surplus
 - Source
Wisconsin Government Website:
<http://walker.wi.gov/wisconsin-priority/reforming-government/reforms-and-results>

Decision Ultimately Based on Governing Philosophy

- Gov. Bayh – moderate Democrat – grants collective bargaining privileges 1989
- Gov. Daniels – moderate Republican – Abolishes 2005
- Both men looked at same facts in the same state and came to exact opposite conclusions based on governing philosophy

Have We Taken Enough Time?

- Gov. Daniels abolished collective bargaining on second day of first term
- Issue under consideration since financial crisis revealed excesses due to collective bargaining
- Debate now at Council, immense input from citizens for and against
- We are taking more time and more input than Gov. Bayh or Gov. Daniels
- Majority of people in IN must have approved of Gov. Daniels decision because he was easily re-elected

Greater Ft. Wayne Inc Position

- GFW Inc is possibly a more political body than City Council in that they try to please everyone
- Advocacy board difficulty even deciding to take position
- Advocating Right to Work legislation they strangely had difficulty deciding this position on collective bargaining
- Opinion was not unanimous, membership not polled, even Executive Board members not aware position being taken until read about in newspaper
- Proposing more study is way of not really taking a position but appearing to

Why not Study and Delay Decision?

- Decision will be philosophy driven
- Gov. Bayh and Gov. Daniels could study same facts for 30 years and vote would be 1 to 1 on public collective bargaining

Why not Study and Delay Decision?

- Change like this not usually amenable to reasoned debate –
 - Ex. In Right to Work debate, IN Democratic State legislators fled to Illinois to hide out and prevent any discussion or vote
 - Ex. – Wisconsin roll back more notable for acrimonious name calling and strife than thoughtful discussion
- Debates on these issues degenerate to arguing, not discussing, and attempts at obstructing, not investigating whether change is beneficial

Why not Study and Delay Decision?

- Change like this gut wrenching and better decided win or lose quickly to move on
- Study and delay will lead to
 - Paralysis by analysis
 - Or death by committee
- Citizens input massive in favor of both sides.
 - Economic data has been debated
- Council has all it needs to decide and vote now – positions 6 months from now, or 6 years from now would likely not change

Conclusions

- City will always have to pay market rate wages/benefits to get employees
- City jobs should be secure in a growing city
- No reason to think employees will be treated more unfairly than the 500+ non-union City employees who have good wages and benefits

Conclusions

- Worst cut is no job, no benefits, no pension
- That happened in Detroit and California cities due to excesses under collective bargaining
- Next financial crisis already on its way with possible personal property tax elimination (potential \$12.7 million ↓ revenue to city)
- With collective bargaining repeal, the City gains flexibility to get best services at market rate. There is only so much money available to run the City

What this Debate is NOT:

- This is not a criticism of city employees and is not about demeaning the important work they do.
- This is not about taking away jobs or pay
- This is not a criticism of Mayor Henry who has done as good a job as possible keeping costs down with hindrances of collective bargaining. The point of this is to allow Mayor Henry, his managers, and City Council to run the City even more efficiently.

What this debate is NOT:

- This is not just a political or Republican issue. In 2012, Democrat governors in 11 states pushed for collective bargaining reform to save taxpayers money.
- This is not a criticism of anything except the collective bargaining process

This debate and vote IS ABOUT:

- Determining what is best for the health of City of Fort Wayne and all of its citizens
- Looking to the future of Fort Wayne
- We cannot be near sighted or so focused on self interest that we do what is easy
- Fort Wayne is doing well now but we believe we can do even better
- We believe limiting collective bargaining is what is best for the taxpayers

“We know that we work best and we achieve the best results when we work together. When you have the winning formula, you stick with it.” – Mayor Tom Henry

Getting the Facts

“From the beginning, I’ve been concerned by the rushed approach and nature of the three collective bargaining ordinances that have been presented.” – Mayor Tom Henry

WHAT THE COUNCIL HAS BEEN WILLING TO SPEND MONTHS ON TO GET THE RIGHT ANSWER:

- Sidewalk Snow Removal
- Strip Club Policy
- Smoking Ordinance
- Pocket Parks
- Dangerous Dog Bite Policy
- Trees
- Health Insurance Benefit Changes
- Early elimination of Inventory Tax

WHY ARE WE DEVIATING FROM OUR NORMAL COURSE OF BUSINESS AND RUSHING THIS THROUGH WITHOUT STUDY, UNBIASED DATA, PUBLIC INPUT AND DIALOGUE?

Ending Collective Bargaining: Study Needed

Important Questions to Ask:

- Which system is more efficient and productive?
- Which provides the best service at the lowest cost?
- What about worker morale and absenteeism?
- Are promotions and discipline fair?
- What are city budget and tax projections if nothing changes?

Ending Collective Bargaining: Study Necessary

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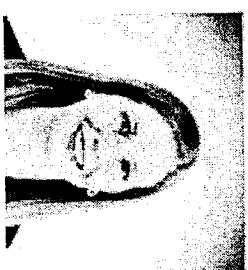
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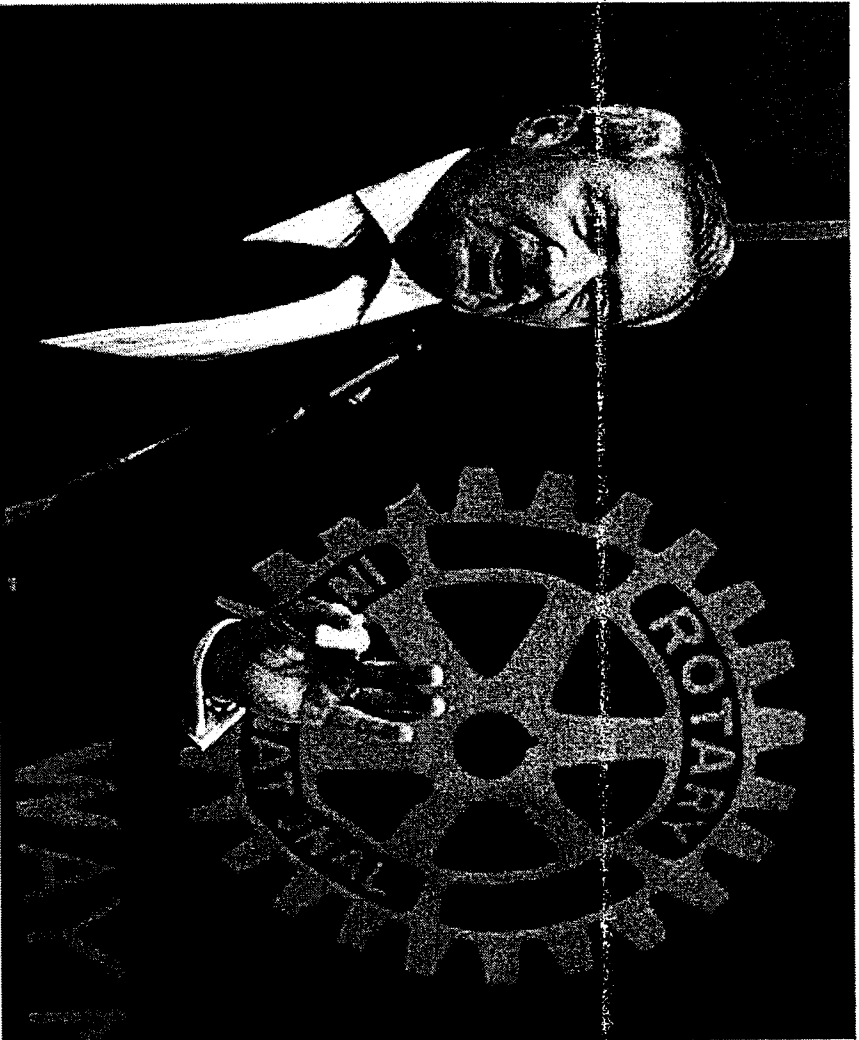
“If such a study is feasible and either side declines to participate, the public should not hesitate to draw its own conclusions about the sincerity of their respective arguments.”

- Kevin Leininger

Bargaining debate could use a little more time -- and a few more facts
If they're sincere, both sides will agree to objective study of public unions' impact

By Kevin Leininger of The News-Sentinel
Thursday, May 22, 2014 - 8:46 am





File/The Journal Gazette
Fort Wayne Mayor Tom Henry, seen here speaking before the Downtown Rotary in January, today called for a study commission to determine the facts about collective bargaining.

Last updated: May 23, 2014 2:28 p.m.

Mayor seeks study commission on collective bargaining

“Our community has been pulled into an unnecessary, divisive issue that threatens the collective bargaining rights of our award-winning City employees... I recognize that we must keep pushing harder for even higher performance, for even more productivity, to innovate more and find more efficiencies and savings. But, we must do this as we’ve been doing it — together.”

- Mayor Tom Henry

Summary

- Mayor Tom Henry calls for commission to study bargaining issue
- Kevin Leininger, News-Sentinel, states that the bargaining debate could use more time and facts
- The end of collective bargaining has slowed the economies in Wisconsin and New Jersey
- In Fort Wayne, the South West Area Partnership voted a 90 percent majority to support Collective Bargaining

WE ARE STRONGER TOGETHER



**Cities That Work
Together, WIN.**



When:

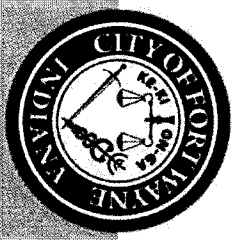
- The work is vital to our health, well-being and our economic future;
- The jobs are skilled and work as important as there is in our community;
- City services and operations are award winning, with high customer demand and satisfaction;
- Your fiscal house is in order and excellently managed and you've saved for the rainy day;

When...

- You've created a work culture of continual process improvement, change, innovation, and reform;
- So you're producing stunning increases in productivity while doing more with less;
- Paying competitive wages and benefits resulting in affordable, yet world class services;
- Achieving these results during the Great Recession and state government assault on local government finances and obligations.



THEN...



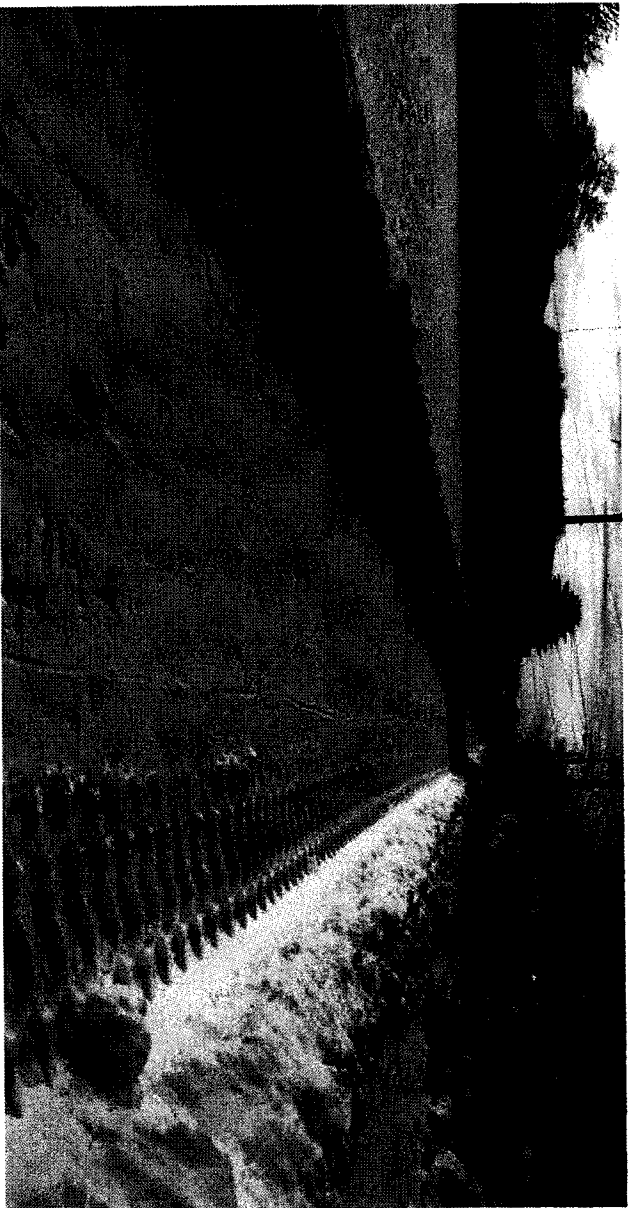
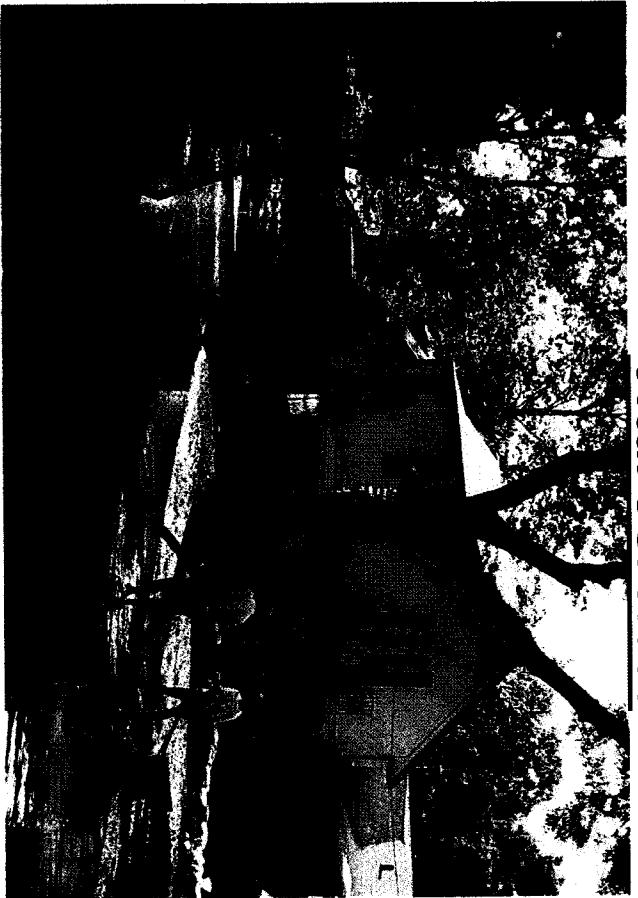
You stick with what works:
WORKING TOGETHER

But, you don't:



- Unfairly mischaracterize your workforce
- Unnecessarily divide your team
- Reverse course from the winning path you've started and follow the pack

Vital Services- Floods, Snow, Storms, Leaves



Vital Services



- **Safe, reliable water**
- **Safe, affordable waste removal**
- **Safe, efficient, affordable trash removal**
- **Safe, speedy, efficient, reliable snow removal**
- **Safe neighborhoods**
- **Fast, reliable fire safety**
- **Responsive, effective Neighborhood Code Enforcement**
- **Beautiful, highly maintained parks and trails**

A Skilled, Experienced Workforce



- Chemical Unloading Operator
- Chief Electrician
- Chief Relief Operator
- Electricians
- Plant Operator
- Analytical Chemist
- Industrial Pretreatment Inspector
- Combination Repairer/Truck Driver
- NPDES Inspection Operator
- Sewer Jet Flusher Operator
- TV Truck Technician
- Dispatcher
- Working Foreman
- Heavy Equipment Operator
- Special Investigator
- Sewer System Inspector
- Data Analyst
- Backhoe Operator
- Plumber Crew Leader
- Maintenance Crew Leader
- Designer 1 (engineer license)
- Designer 2 (engineer license)
- Engineering Technician
- CADD Technician
- Utility Engineering Technician
- Construction Managers



“The jobs are going to go where the best-educated workforce is with the most competitive infrastructure and environment for creativity and supportive government”

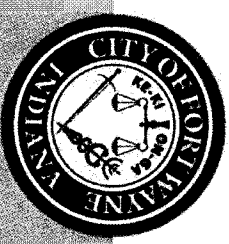
-John Chambers

CEO Cisco Systems

Source: “The World is Flat”, pg. 323

WE ARE A LEADING CITY

Fort Wayne Works Together and Wins

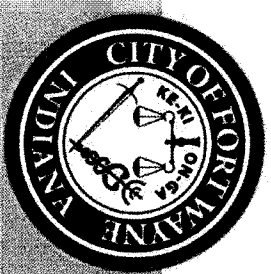


- Fort Wayne MSA ranked **11th** Top Midwest City for **economic and job growth**; 51st of 365 cities nationally.
-Area Development Magazine
- Fort Wayne ranked **#1** City in United States to start and **grow a business**.
-The Fiscal Times, November 2011

Superior Fiscal Management

Since 2008, We (Mayor, City Council, and employees) have:

- **Balanced every budget**
- **Come in under budget every year.**
- **Maintained a solid cash reserve.**
- **Continued to deliver high-quality, cost-effective services, even as other cities make drastic cuts.**
- **Maintained a safe city, crime down 10%.**
- **Managed effect of property tax caps and levy cuts with revenue loss of \$60.6 million.**

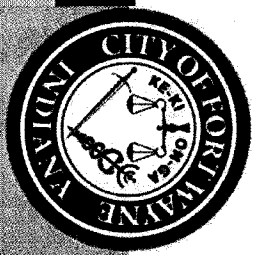


Superior Fiscal Management

Over \$16.8 Million saved since 2008.

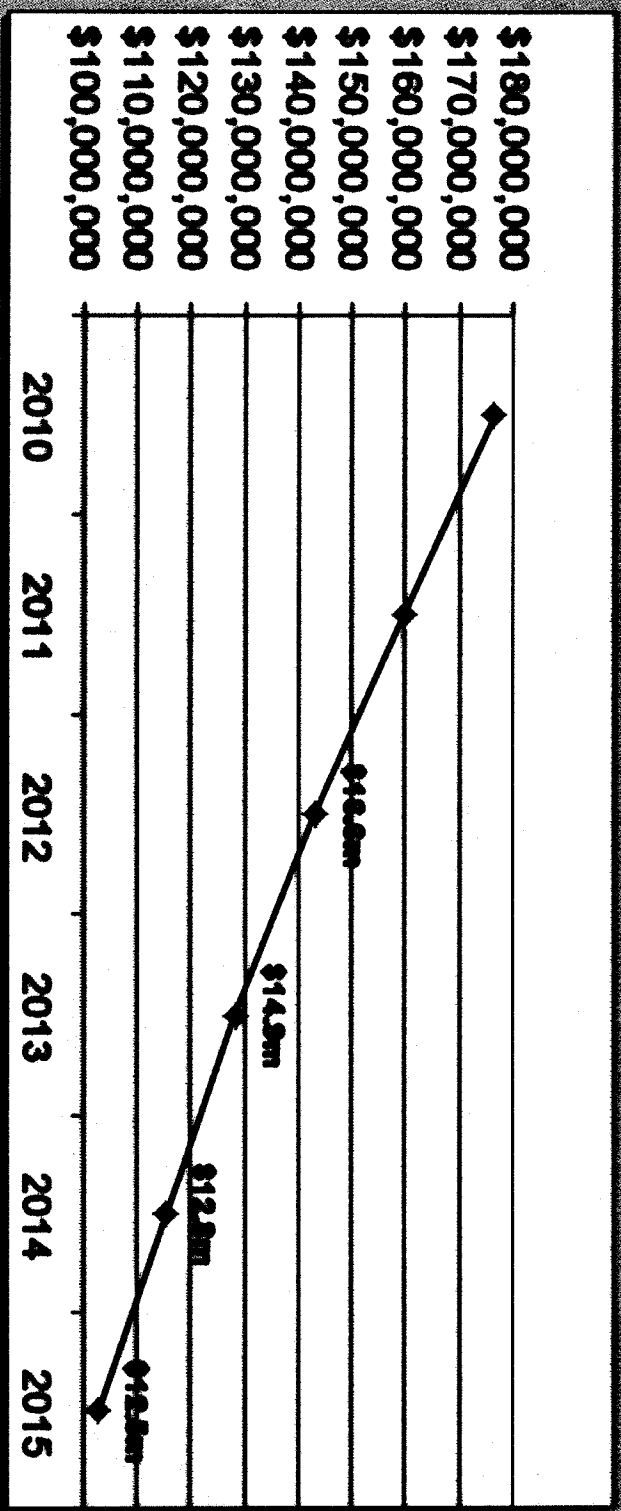
Examples

Joint purchasing	\$ 2,600,000
	\$ 1,579,000
	\$ 3,300,000
Solid Waste & Recycling	\$ 1,000,000
Energy Savings	\$ 565,000
Purchase of Quint – Equipment costs	\$ 770,000
Purchase of Quint – Overtime costs	\$ 400,000
Street Light Contract	\$ 200,000
Fleet	\$ 5,500,000
Unleaded Fuel	\$ 202,000
Fire Radios	\$ 252,000
Fire Station #1	\$ 507,000
Total	\$ 16,875,000

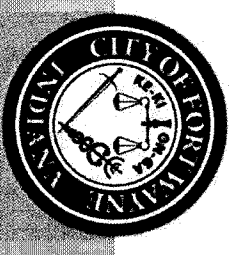


Strong Financial Position

Scheduled City debt reduction of 41% by 2015



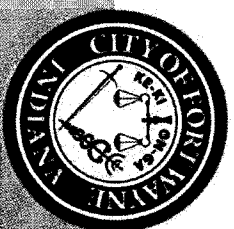
Fiscal Challenges Managed



Since 2009, the City has lost \$53 million in revenue due to the passage of property tax caps legislation

In 2013 alone, City lost \$14.6 million in revenue or 11% annual operating revenue

Another Balanced Budget (in millions)



Revenue:

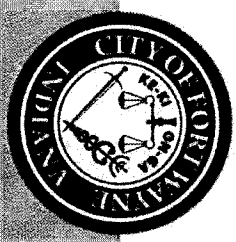
Miscellaneous Revenue	26.0
COIT	15.1
Public Safety LOIT	4.7
Levy	116.3
*Circuit Breaker (est.)	(15.3)
CEDIT	3.0
Total Revenue	\$149.8

Expenses:

Payroll	106.5
Supplies	5.0
Services	24.6
Capital	0.4
Capital Infrastructure and Parks	10.3
Total Expenses	\$146.8

*Circuit Breaker amount is unknown until March, 2014

High Quality City Services: Award Winning **CITY AWARDS & ACCOMPLISHMENTS**



APRIL 2014 - The National League of Cities (NLC) has recognized Mayor Tom Henry and the City of Fort Wayne for completing the key health and wellness goals for *Let's Move!* Cities, Towns and Counties (LMCTC).

APRIL 2014 - Mayor Henry announced that Fort Wayne has been named a "Tree City USA" for the 24th year in a row.

APRIL 2014 - The City of Fort Wayne's Fleet Department is named to a list of 100 Best Fleets in North America. This year Fort Wayne ranked third on the list from the organization: "100 Best Fleets."

APRIL 2014 - The City of Fort Wayne's 311 Call Center has received another national award as one of the top 50 small call centers in the United States and Canada in 2014, according to BenchmarkPortal.

FEB 2014 - The City of Fort Wayne has received the "Outstanding Trail Project Award" from the Greenways Foundation of Indiana for the fourth and fifth phases of the Rivergreenway extension from Johnny Applesseed Park to Shoaff Park.

JULY 2013 – City of Fort Wayne Fleet Department placed 7th on the list of 100 Best Government Fleets for 2013.

MAY 2013 – Fort Wayne is named a 2013 Playful City USA community by the KaBOOM! This is the fourth time for Fort Wayne.

CITY AWARDS & ACCOMPLISHMENTS (cont.)



APRIL 2013 - The City of Fort Wayne's 311 Call Center earned 2nd place in a ranking of Top 100 small call centers in the United States and Canada, according to BenchmarkPortal.

APRIL 2013 – Fort Wayne was recognized as a Tree City USA by the Indiana Department of Natural Resources Division of Forestry "for outstanding management of their urban forests." Fort Wayne also received the Growth Award, which exemplifies a higher standard of excellence for urban forestry management.

MARCH 2013 – The Front Door Fort Wayne Plan won a 2013 Outstanding Plan Award by the Indiana Chapter of the American Planning Association.

MARCH 2013 - The Indiana Partnership for Transportation Quality awarded the City with the Achievement Award for an Urban Bridge (Dr. Martin Luther King Jr. Memorial Bridge). The award recognizes the teamwork that involved multiple agencies, innovation in the bridge design that has made a significant contribution to the City's downtown and sets a standard for future projects, and citizen involvement in working with the design team and City engineers on the memorial aspects and characteristics of the bridge.

MARCH 2013 – The American Council of Engineering Companies honored City Engineers and DLZ with the Engineering Excellence Merit Award for the Dr. Martin Luther King Jr. Memorial Bridge. The award acknowledges distinguishing engineering design features on the bridge, including the soaring 50-foot arch, sculptural etchings and plaques with quotes from Dr. King; the connection to Headwaters Park and the Rivergreenway; the safer pedestrian access that separates sidewalks from traffic and adds seating; and the spectacular color-changing lights.

CITY AWARDS & ACCOMPLISHMENTS (cont.)



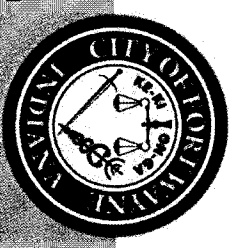
MARCH 2013 - The City of Fort Wayne's 311 Citizen Services department received a national award from KANA Software. Fort Wayne was recognized with a KANA Highly Commended Customer Award for Best Citizen Experience.

FEBRUARY 2013 – Mayor Henry is named an “Outstanding Public Official” for the State of Indiana, as chosen by the Greenways Foundation of Indiana. The mayor was recognized for his taking steps to making Fort Wayne more accessible, walkable and bicycle-friendly. Among the many achievements under his administration has been the enhancing the City's trail network, which has grown from 38 miles, when he took office in 2008, to 70.5 miles today.

JANUARY 2013 – Mayor Henry is named an “Outstanding Public Official” for the State of Indiana, as chosen by the Greenways Foundation of Indiana. The mayor was recognized for his taking steps to making Fort Wayne more accessible, walkable and bicycle-friendly. Among the many achievements under his administration has been the enhancing the City's trail network, which has grown from 38 miles, when he took office in 2008, to 70.5 miles today.

NOVEMBER 2012 – Five months after the grand opening dedication ceremony, the Dr. Martin Luther King Jr. Memorial Bridge received its first award. The City of Fort Wayne and its construction partners -- architectural firm DLZ Indiana and the Indiana Department of Transportation -- won the Honor Award for Constructed Works from the Indiana Chapter of the American Society of Landscape Architects (ASLA). The award recognizes the bridge's design for its context and appropriateness; ability to extend the 'envelope'; innovative ideas; appropriate use of materials and techniques; and continuity and concept.

CITY AWARDS & ACCOMPLISHMENTS (cont.)



OCTOBER 2012 – The city’s recycling program wins the 2012 Governor’s Award for Environmental Excellence in Indiana. The popular One-Cart Recycling program has seen a 42 percent increase in resident participation since the new system was implemented in early 2011; 75 percent of Fort Wayne residents are recycling today. The Governor’s Award for Environmental Excellence honors programs in communities that have made extraordinary efforts to protect and benefit Indiana residents and the environment.

SEPTEMBER 2012 – The City Utilities sewage treatment plant received a national award honoring the plant’s excellent record of compliance with federal and state regulations. The *Gold Peak Performance Award*, presented by the National Association of Clean Water Agencies (NACWA), honors the P.L. Brunner Water Pollution Control Plant for having no violations of its National Pollutant Discharge Elimination System (NPDES) permit limits in 2011.

JULY 2012 – Fort Wayne Metropolitan Statistical Area (MSA) is ranked among the nation’s 100 leading locations for economic and job growth, according to a study by *Area Development Magazine*. The Fort Wayne MSA (Allen, Wells and Whitley counties) is ranked as the 51st top location, in an analysis of 365 MSAs nationwide. In addition to its 51st overall ranking, the Fort Wayne MSA ranked 11th in the list of Top Midwest Cities and 16th in the list of Top 50 Mid-Size Cities.

JUNE 2012 – Larry Campbell, the City of Fort Wayne’s director of fleet management, has been named the 2012 Public Sector Fleet Manager of the Year by *Government Fleet* magazine and Fleet Counselor Services. The prestigious award, given a national fleet conference in Denver, recognizes the excellence in public sector fleet management.

CITY AWARDS & ACCOMPLISHMENTS (cont.)



JUNE 2012 -- The City of Fort Wayne fleet was ranked #19 of the Best Fleets in North America by *Government Fleet* magazine. Under Campbell's direction, the City fleet has been ranked in the Top 20 Green Fleets for the last four consecutive years and has been ranked in the Top 20 municipal fleets for seven of the last eight years. In 2006, the City fleet earned the No. 1 ranking in the Top 100 Fleets.

JUNE 2012 -- Heralded by many as a model in recycling, the **City of Fort Wayne's One Cart recycling system** received top national honors for excellence. The City is being given the prestigious "**Gold Award**" by the Solid Waste Management Association of North America (SWANA). In announcing the award -- given in the Collections Systems category -- SWANA judges used eight criteria in scoring candidates. By winning the coveted Gold Award, Fort Wayne outshined other communities in the design, planning, performance and public acceptance of its one-stream collection system. In fact, one of the judges gave the City a perfect score.

MAY 2012 -- **The City of Fort Wayne won a Bronze Award, naming us a Bike Friendly Community**, by the League of American Bicyclists for taking steps to make Fort Wayne bicycle friendly and for its forward-thinking vision to continue that trend. The award -- which is renewable every four years -- enables honored communities to work with League experts to do self-assessments; draft action plans and receive other support. Mayor Henry said initiatives to make Fort Wayne more bicycle-friendly are designed to improve community health, as well as provide active transportation alternatives for all residents -- particularly those are looking alternate modes of transportation for short trips.

CITY AWARDS & ACCOMPLISHMENTS (cont.)

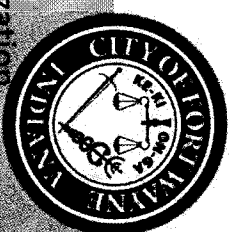


MAY 2012 -- Fort Wayne is named a **Playful City USA Community** for the 3rd time, by the non-profit organization, KABOOM! The City was recognized for its efforts in making play a priority for the health and well-being of area children. Nationwide, Fort Wayne is one of 213 cities named a 2012 Playful City USA Community.

MAY 2012 -- Fort Wayne City Utilities and Public Works **Geographic Information Systems Department** earned the Indiana Geographic Information Council's **Excellence in GIS Award** for large communities for work the department has done to develop a system that tracks stormwater quality. Last year, the GIS department developed a process of tracking and coordinating cleaning schedules for Stormwater Pollution Prevention Plans, required of developers of commercial or industrial projects.

APRIL 2012 -- The City of Fort Wayne was named a "**Tree City USA**" for the 22nd year in a row. This designation—awarded by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters--was earned for the City's tree canopy stewardship and a continued commitment to a green city. Fort Wayne also earned a **Growth Award** from the National Arbor Day Foundation for a higher standard of forestry management of the City's 70,000 trees. In addition to these yearly honors, the City of Fort Wayne was recognized as the "**2011 Outstanding Government Entity in Promoting Principles of Urban Forestry**" in Indiana and the Parks & Recreation Department received a state award for "**Outstanding Municipality of the Year**," for efforts in addressing the Emerald Ash Borer challenge.

CITY AWARDS & ACCOMPLISHMENTS (cont.)

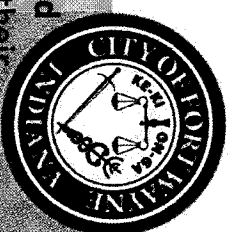


MARCH 2012 -- The City of Fort Wayne's 3-1-1 call center ranks among the **Top 100 Small Call Centers** in the United States and Canada by BenchmarkPortal, an international organization that is recognized as a leader in call center expertise, certification and training, research and tracking of the industry's best practices. The small call center category includes centers staffed by less than 100 employees. Benchmark ranked call centers based on surveys distributed to its database of more than 1,000 public and private call centers in North America; information gleaned from the surveys was then validated by Benchmark's quality control system.

MARCH 2012 -- The Fort Wayne Parks and Recreation Department was awarded the Building Contractors Association "**Excellence in Construction Award**" for Taylor's Dream Boundless Playground. Taylor's Dream opened in 2011 at Kreager Park and is a regional destination playground designed for children of all abilities. The BCA Excellence in Construction Award received for Taylor's Dream was for the category of new construction under \$4 million. Taylor's Dream had been nominated by Fetters Construction for its unique character and for its key community focus.

FEBRUARY 2012 -- The City of Fort Wayne's **Dream Boundless Playground** was awarded the prestigious Daniel Flaherty Park Excellence Award. This recognition is awarded to park facilities and programs completed in the last five years that represent the cutting edge of the leisure movement throughout the United States. Taylor's Dream Boundless Playground represents innovation, cost effective design, demonstrates the utilization of community input and resources, and provides a significant impact on the community itself.

CITY AWARDS & ACCOMPLISHMENTS (cont.)



FEBRUARY 2012 -- The City of Fort Wayne received top national honors for excellence and transparency in its financial reporting. The City Controller and staff were recognized for their high quality financial documentation and received a Certificate of Achievement for Excellence in Financial Reporting (CAFR) from the Government Finance Officers Association of the United States and Canada after an impartial panel found the city achieved high standards in compiling its 2010 CAFR. This year marks the 22nd year in a row that the city has received the award.

JANUARY 2012 – The City of Fort Wayne received a Golden Broom Award from the Downtown Improvement District (the DID) for accomplishments in 2011. The award was given to the Traffic Signals division for its downtown improvement and beautification efforts.

NOVEMBER 2011 – Fort Wayne is ranked #1 by The Fiscal Times as the best place in America to start and grow a business. Mayor Henry notes that he is “doing everything in my power, together with all of our economic development partners, to make Fort Wayne the most attractive and competitive destination for good jobs, new investment and business growth,” including streamlining the permitting process, energizing downtown, improving our infrastructure and making sure there’s a talented workforce in place.

SEPTEMBER 2011 -- The City was named a Playful City USA 2012, for having accessible parks and recreational areas for all residents. This is the third time the city has been named a Playful City.

CITY AWARDS & ACCOMPLISHMENTS (cont.)



SEPTEMBER 2011 -- The Indiana Association of Cities and Towns (IACT) awarded the City its **Community Achievement Award**, recognizing Fort Wayne's achievement in efficiencies by reducing costs and generating revenues, while at the same time doubling community participation and reducing rates with its One Cart Recycling Program.

SEPTEMBER 2011 -- City of Fort Wayne Fleet was named the #12 Government Green Fleet of the year.

JULY 2011 -- City of Fort Wayne float, built by Parks & Recreation employees, wins 1st place for Non-Commercial Division in the Three Rivers Festival Parade.

The Botanical Conservatory and designer, Alec Johnson, win "Landscape Design Award," presented by the Downtown Improvement District at its annual American Institute of Architects Award Ceremony.

JUNE 2011 --Fort Wayne's Parks and Recreation opens Indiana's first boundless playground at Kreager Park. Taylor's Dream Boundless Playground, which is designed for children of all abilities, has won multiple awards, including being named one of two national grand prize winners of the Synthetic Turf Council's "2011 Search for the Real Field of Dreams" contest and, in February 2012, being awarded the prestigious Daniel Flaherty Park Excellence Award at a ceremony in Angola, IN. This recognition is awarded to park facilities and programs completed in the last five years that represent the cutting edge of the leisure movement throughout the United States.

CITY AWARDS & ACCOMPLISHMENTS (cont.)



MARCH 2011 -- The City of Fort Wayne's **Three Rivers Water Filtration Plant** has received an award for recent projects to increase the plant's reliability. The project to replace the original 1930's era pumps and electrical facilities with modern and more efficient equipment has been recognized by the **American Council of Engineering Companies (ACEC)** in **Indiana for Engineering Excellence**. The ACEC recognized the City and its design and construction partners because of their ability to keep the plant on-line and producing top quality water (and providing for fire protection) throughout a very complex construction project.

In 2011 -- The **Indiana Association of Cities and Towns (IACT)** gave Fort Wayne the **Green Community Award** for employing green initiatives to save money, conserve environmental resources and improve the quality of life in our community.

In 2011 -- The City of Fort Wayne was recognized as the **2011 Outstanding Government Entity** in **Promoting Principles of Urban Forestry** in Indiana.

In 2011 -- Fort Wayne Parks & Recreation Department receives a state award for **Outstanding Municipality of the Year**, for efforts in addressing the Emerald Ash Borer challenge.

CITY AWARDS & ACCOMPLISHMENTS (cont.)



In 2011 -- Fort Wayne Parks & Recreation Aquatic staff receives the **Gold International Aquatic Safety** award for their commitment to professional excellence.

In 2011 -- The National Register of Historic Places grants the designation "Historic District" to the Fort Wayne Park and Boulevard System for being an example of a comprehensive public space and transportation system developed from 1909 to 1955, and the Department receives a Historic Preservation award.

In 2011 -- The City of Fort Wayne named "Tree City USA" for the 21st consecutive year.

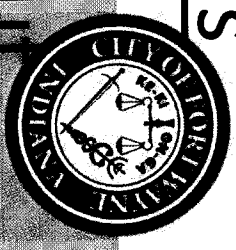
Fort Wayne Citizens Give City Services High Marks



Community Fiscal Priorities Survey:

- 68% of respondents believe the City is headed in the right direction
- Respondents are happy with the services they receive
- There are few, if any, services that a large percentage of respondents would like to see the City stop providing

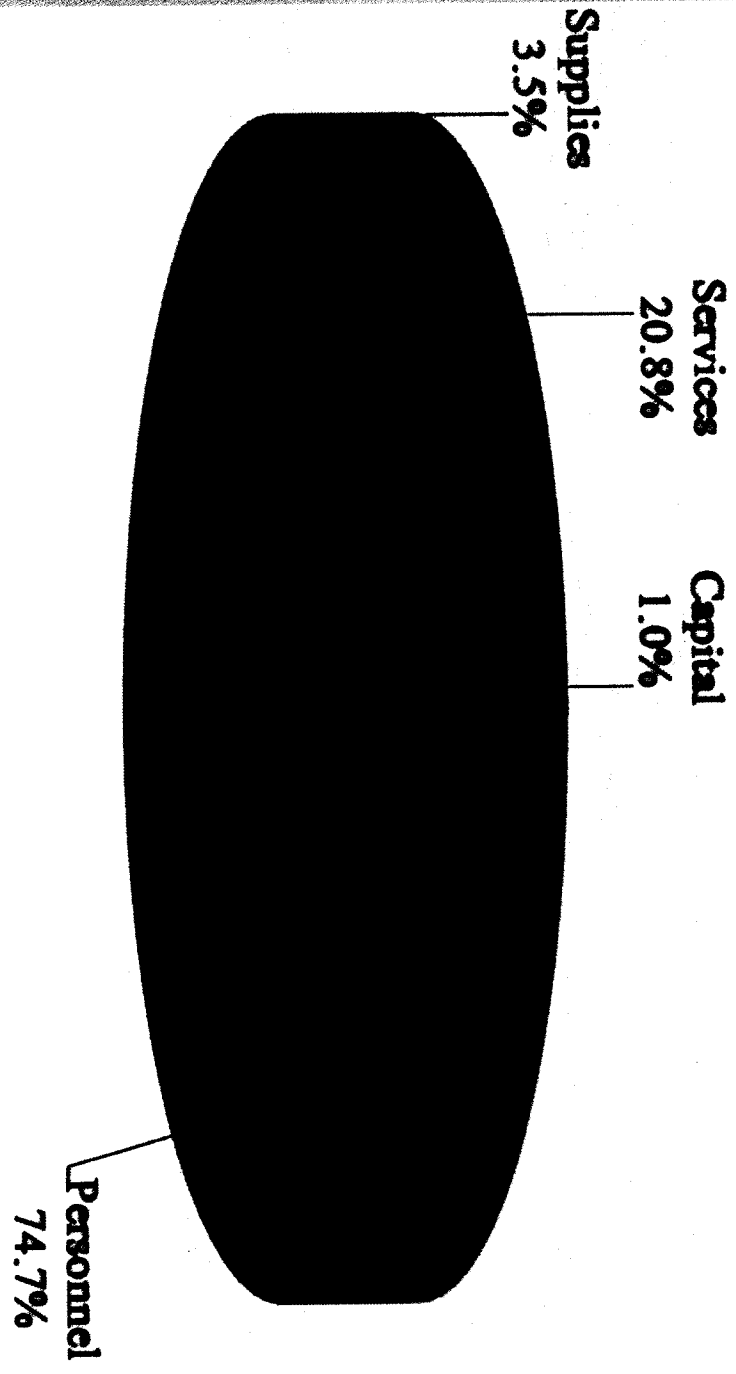
Continue to Pursue Productivity Gains



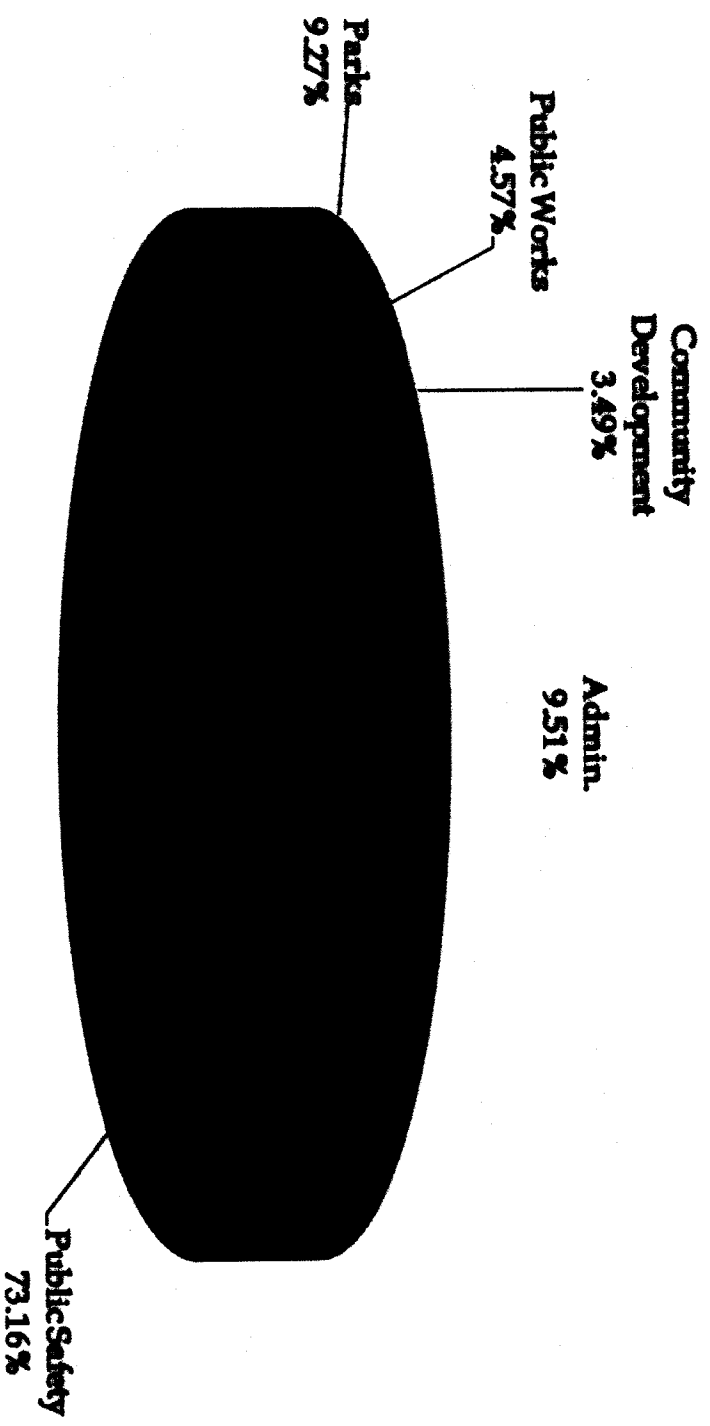
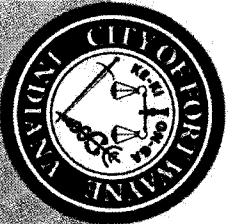
- Productivity= the amount of output per unit of input*
- City government inputs labor, and outputs award winning, citizen pleasing, high performance, affordable, innovative, best in class city services

-*JGData.net

2013 Property Tax Expenses by Series



2013 Property Tax Expenses by Division



Doing More with Less

More People, More Area to Serve



1999 2008 % Chg.

Population

192K

252K

31%

Miles of Roads

850

1,169

37.5%

Square Miles

79

109

39%

Doing More with Less More Demand for Services.



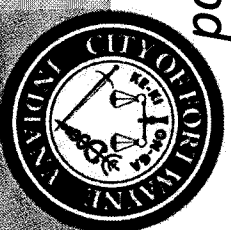
	1999	2010	% Chg.
Fire Rescue Runs	7,507	12,574	67%
Police Dispatches	126,723*	185,937	47%
Miles of Paving	20	54	170%
Miles of Crack Sealing	11	79.5	622%
Miles of Chip & Seal	10	13.3	33%
Animals Handled	11,241	15,791	40%
Animals Adopted	966	2,265	134%

*from 2001

Doing More with Less

Headcount Analysis (Non-Public Safety) for the period

2008-2013

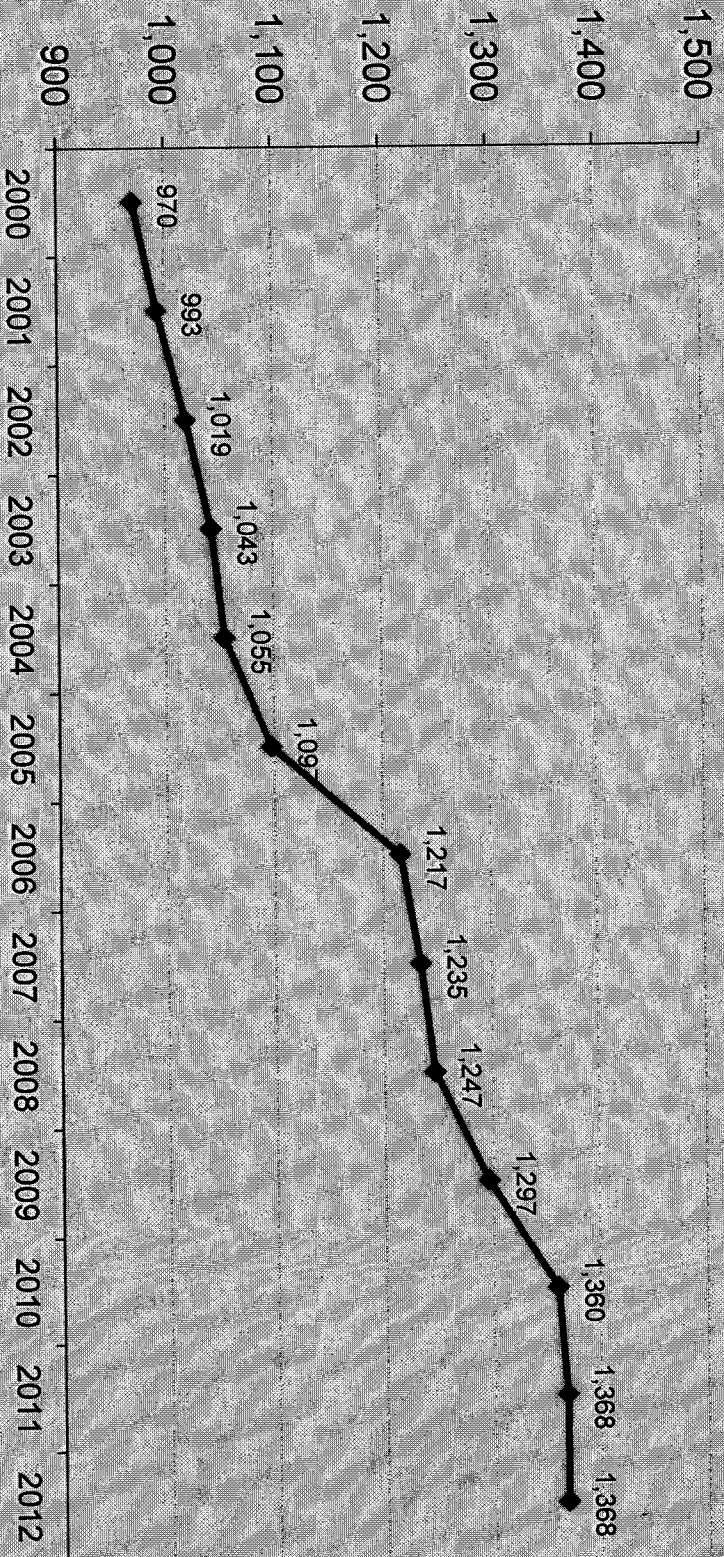


Department	Reduction
City Clerk	(1.5)
Community Development	(8)
Human Resources	(1)
Neighborhood Code	(1)
Parks & Recreation	(4)
Parking Control	(1.5)
Public Works	(3)
Total Reduction in Headcount	(20)

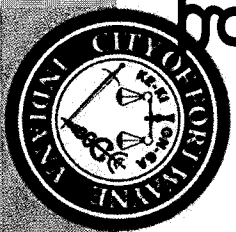
Doing More-Productivity Rising



Public Works Division
Population Served per PW Employee
41.0% change from 2000 - 2012

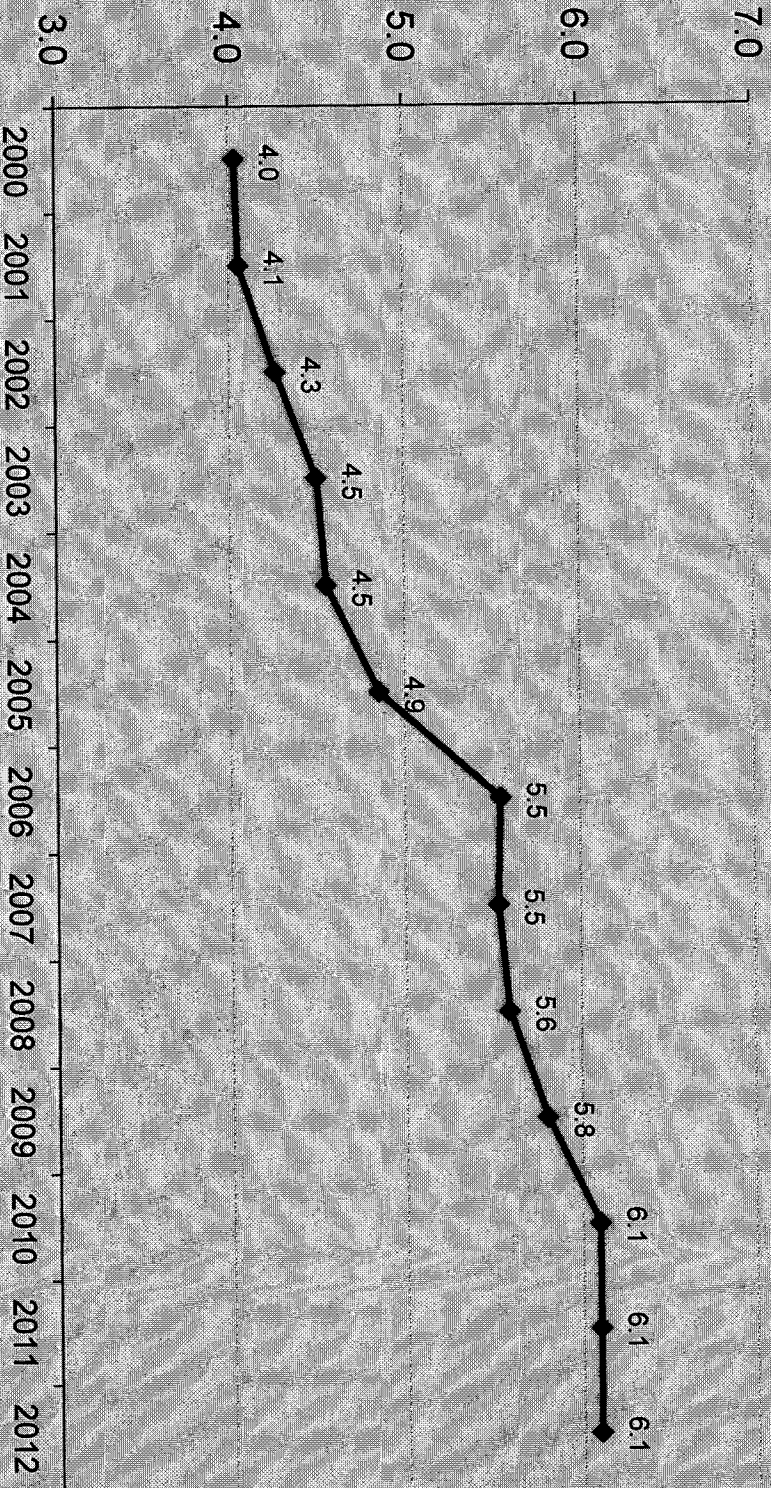


Doing More-Productivity Rising



Public Works Division

Miles of Streets per PW Employee
51.3% increase, 2000 - 2012



Doing More-Productivity Rising



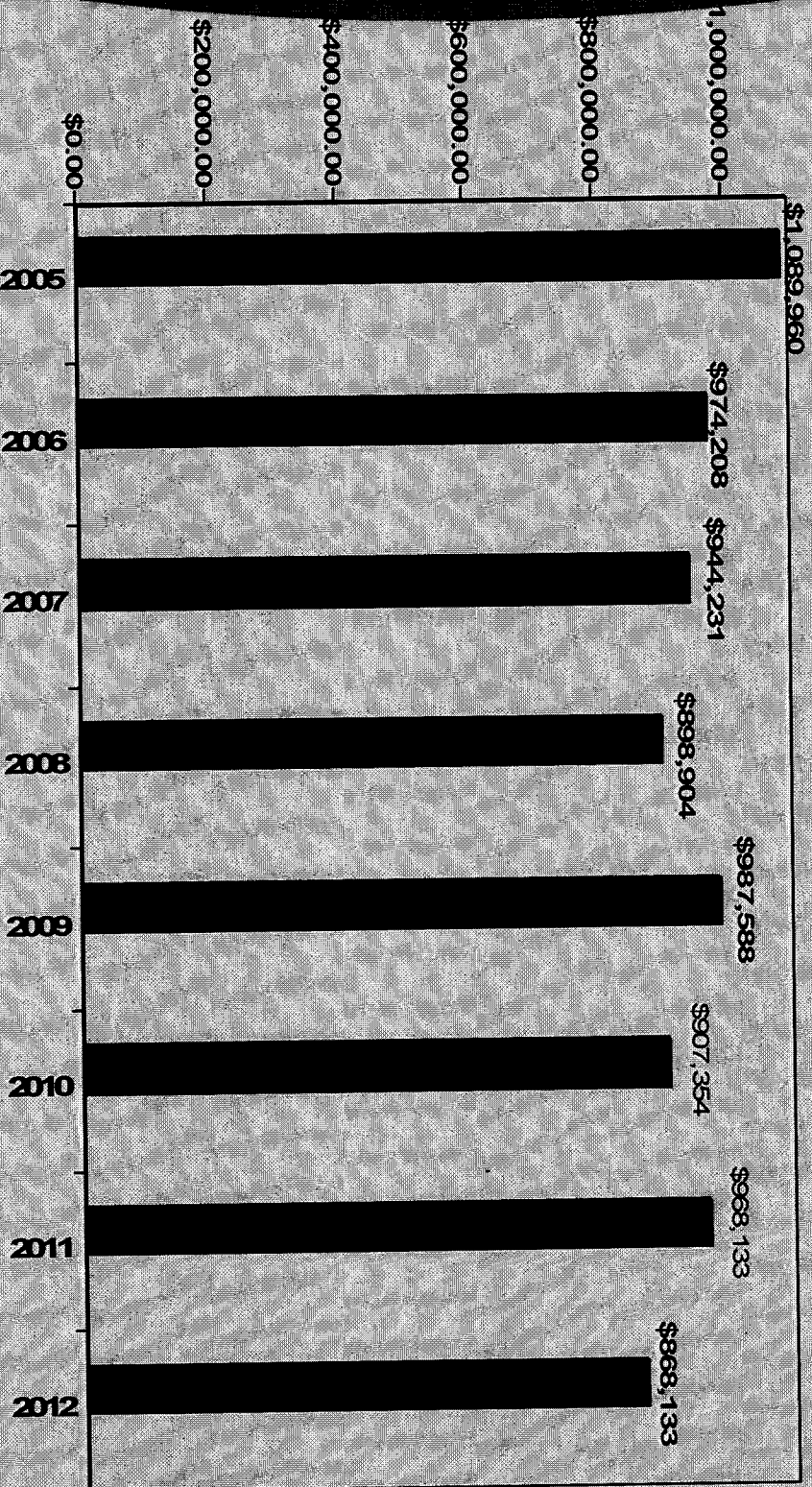
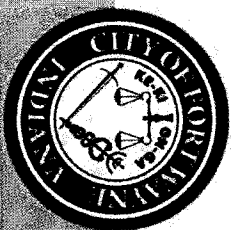
FW City Utilities
Water Utility
Labor STATS

	Actual 2003	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Projected 2015	% Increase
Staffing														
Union	120.0	110.0	109.0	106.0	106.0	110.0	107.5	109.5	110.5	110.5	110.5	110.5	115.5	-3.8%
Non-union	11.0	11.0	10.0	10.0	10.0	10.0	11.0	11.0	11.0	11.0	11.5	11.5	11.5	4.5%
Total	131.0	121.0	119.0	116.0	116.0	120.0	118.5	120.5	121.5	121.5	122.0	122.0	127.0	-3.1%
Stats														
Customers	68,275	69,202	69,600	70,212	70,398	77,585	79,325	79,325	80,147	80,843	81,445	81,565	94,065	37.8%
Miles of pipe	976	985	995	1,004	1,018	1,148	1,158	1,159	1,160	1,164	1,176	1,180	1,371	40.5%

Notes:

Water staffing is plant (about 40), maintenance (about 79-85) and engineering (2-3)
 Agua North added 8,600 customers in 2008 and Agua SW will add 12,500 customers in 2015.

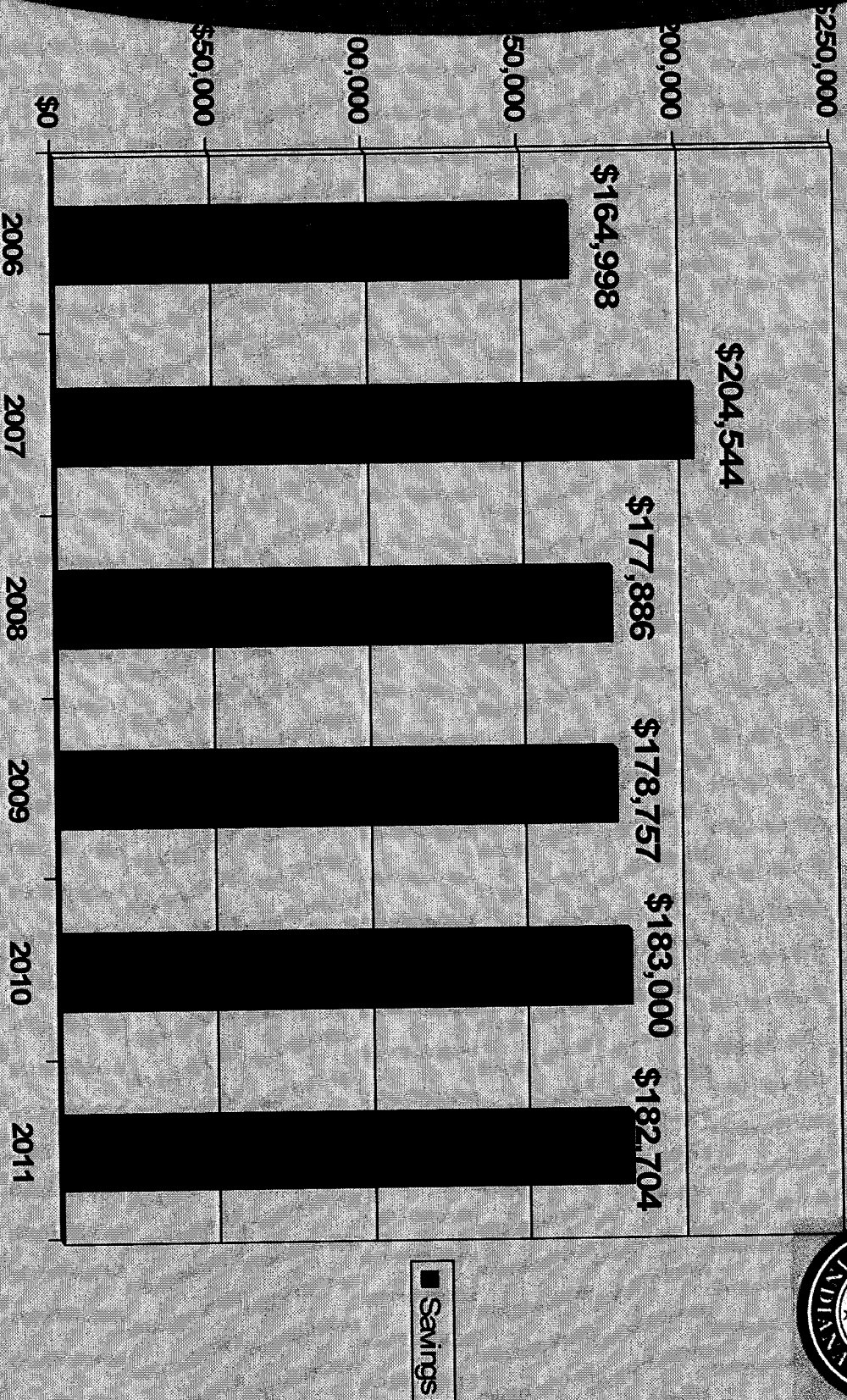
City Employees Save a Million Contracted Street Light Repair



By bringing contracted work back to city personnel we have been able to reduce our yearly contract to levels not seen since 1999!

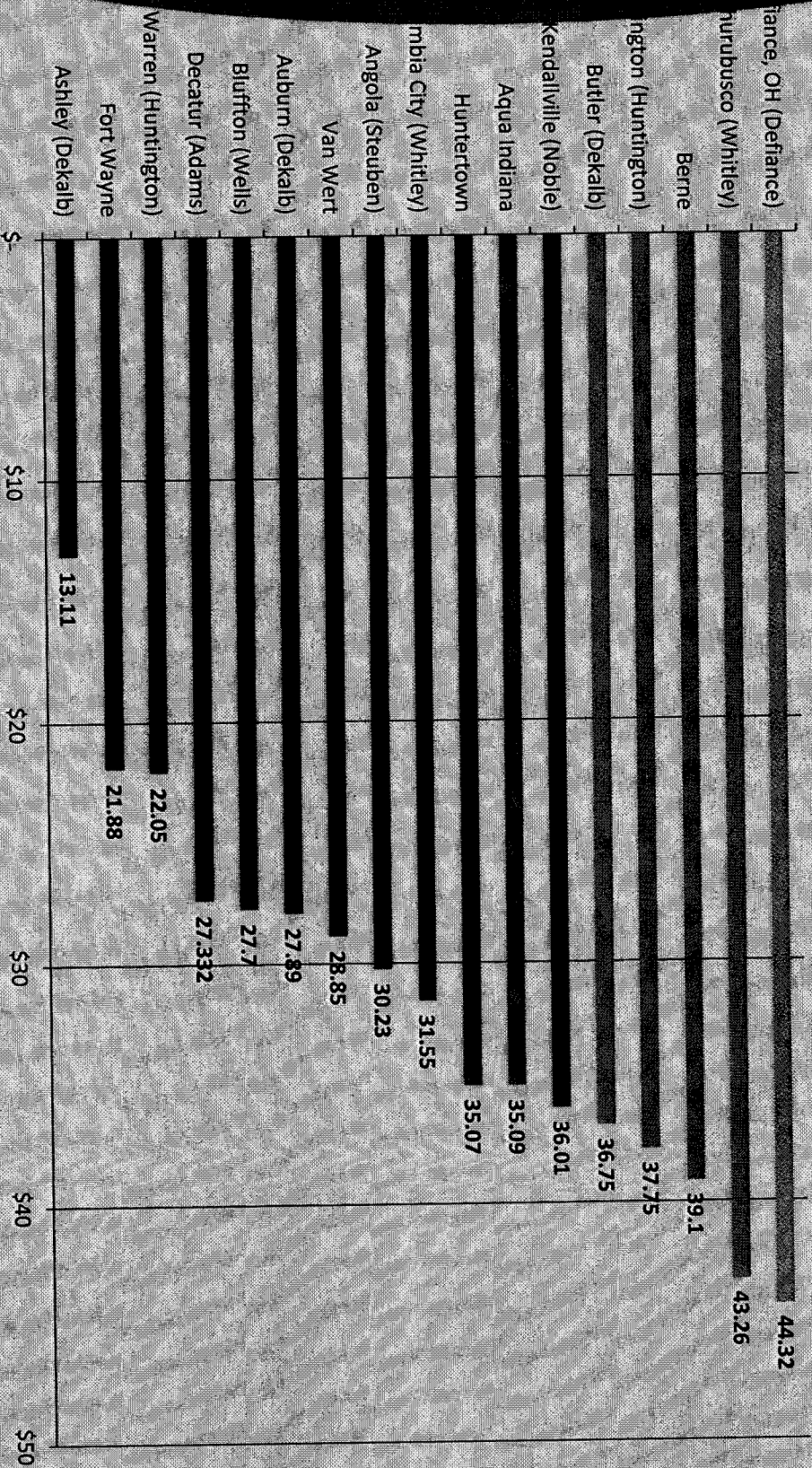
Doing More with Less, and Saving Money Operational Savings in Traffic Operations

Over \$1,000,000 in Savings



Highly Productive, Beating the Competition

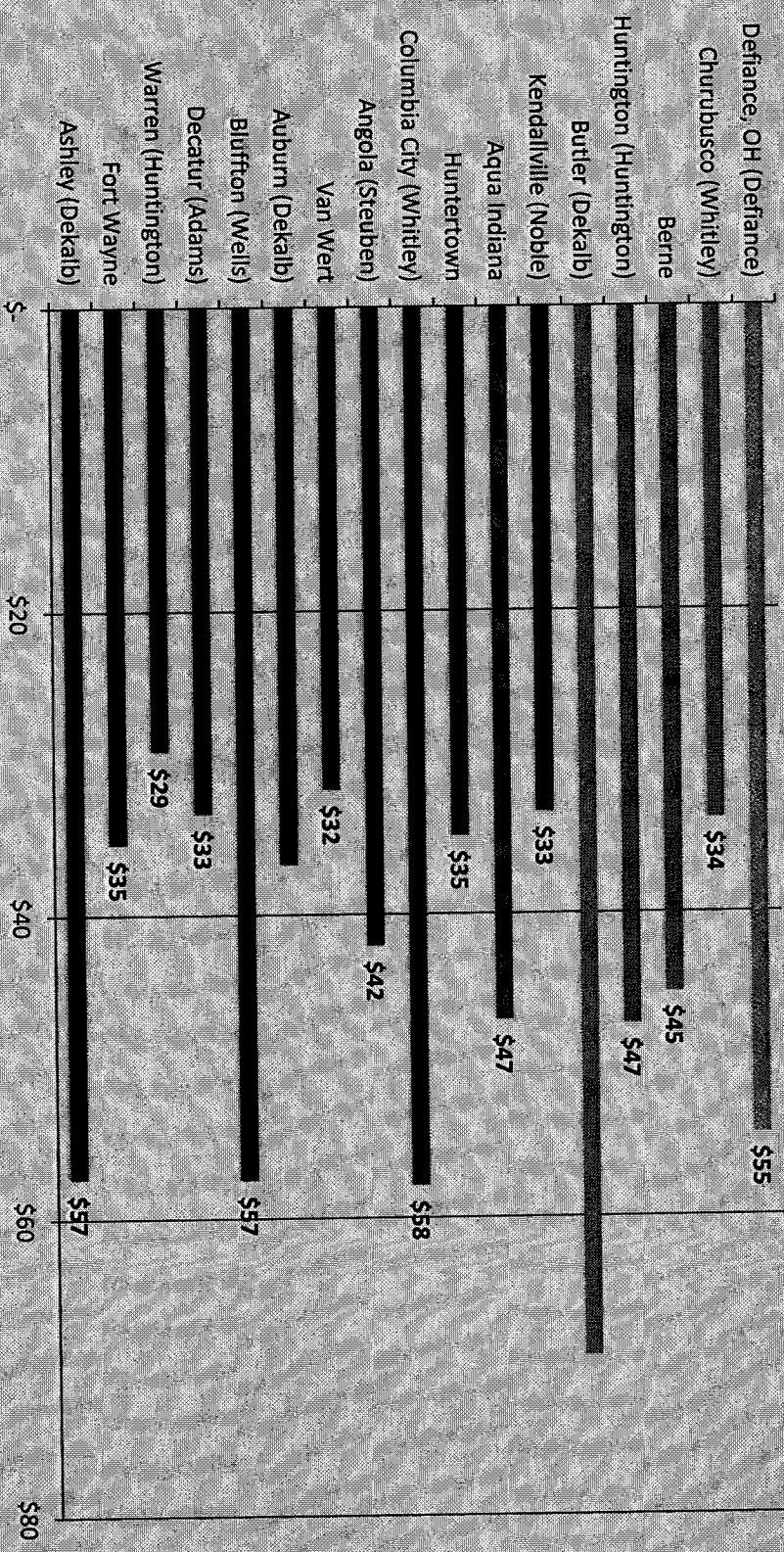
Water Rates, County
(5000Gal/month)



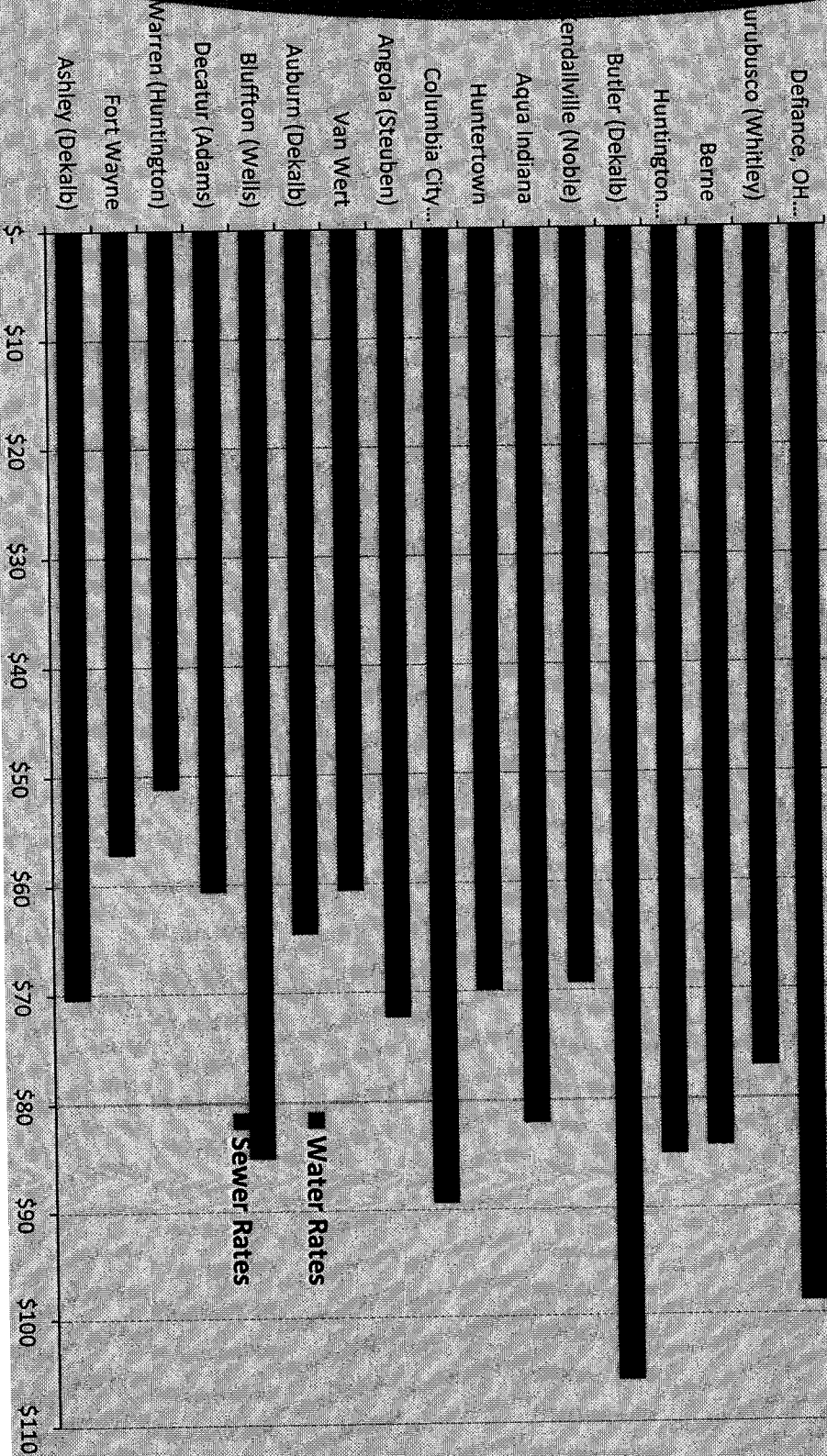
Outperforming the Competition



Sewer Rates, County (5000Gal/month)



Water + Sewer Rates, County (5000Gal/month)



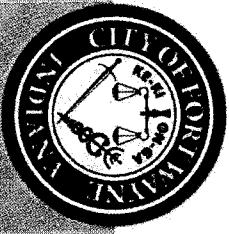
Beating the Competition

Trash Collection Rates

City	Rate (per month)	Comment
Plymouth	\$15.08	
Hammond	\$15.00	Considering \$20/month
Bluffton	\$14.00	\$1/bag extra
Gary	\$13.00	Must fit in container
Mishawaka	\$12.77	
Decatur	\$12.00	
Peru	\$12.00	
Valparaiso	\$12.00	Was \$9; Recently increased
South Bend	\$10.56	\$5/bag extra; Covers 95 gallons
Fort Wayne	\$9.95	Unlimited trash and large items; Bi-weekly single-stream recycling; Reduced cost twice through revenue sharing

*Per month unless specified



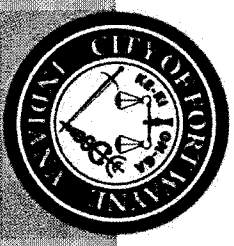


**Northeast Indiana 2012
LOIT Rate Comparison
by County**

Adams	1.124%
[REDACTED]	[REDACTED]
DeKalb	1.500%
Huntington	1.750%
Lagrange	1.400%
Noble	1.500%
Steuben	1.790%
Wabash	2.900%
Wells	2.100%
Whitley	1.233%

***After Fiscal Policy Plan 1.35%**

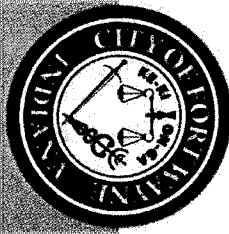
Public Safety Pay Is Not Above Market*



• Indianapolis-Police Dept.	\$65,897.00
-Indianapolis-Fire Dept.	\$65,897.00
• Noblesville-Police Dept.	\$63,240.00
-Noblesville-Fire Dept.	\$58,813.76
• Merrillville-Police Dept.	\$59,000.00
• Hammond-Police Dept.	\$58,845.00
• Evansville-Police Dept.	\$57,618.25
-Evansville-Fire Dept.	\$57,618.25
• Seymour-Police Dept.	\$55,310.40
-Seymour-Fire Dept.	\$55,310.40
• South Bend-Police Dept.	\$54,813.00
-South Bend-Fire Dept.	\$54,700.00
• Kokomo-Police Dept.	\$53,340.00
• Warsaw-Police Dept.	\$53,223.77
-Warsaw-Fire Dept.	\$53,223.77
• Fort Wayne-Police Dept.	\$51,524.04
-Fort Wayne-Fire Dept.	\$51,524.04

Of 100 most populous cities, Fort Wayne has the 7th lowest base pay, IAFF database

City Union Hourly Wages Lower than Private Sector



	<u>City Union*</u>	<u>Avg. Private Wage**</u>
Civil Engineers	\$25.28	\$33.71
Surveyors	\$22.77	\$30.73
Electricians	\$24.46	\$25.89
Accountant/Auditor	\$24.62	\$29.67

* IAW and AW Agreement with City of Fort Wayne

** Dept. of Labor/Bureau of Labor Statistics, www.bls.gov, specific to Fort Wayne/Allen County

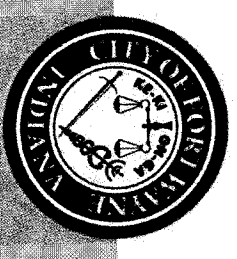
City Wage Increases Below Market



Year	State Personal Income Growth	Allen Co. Personal Income Growth	City of Ft. Wayne Wage Increase
2009	4.0%	2.6%	0.0%
2010	3.8%	2.9%	1.0%
2011	2.9%	2.9%	1.0%*
2012	2.9%	2.7%	0.0%
2013	2.8%	2.2%	2.0%
2014	2.6%	2.5%	2.0%
Six year average			1.0%-1.08%

*Unions received 1.5%

Working Better Together



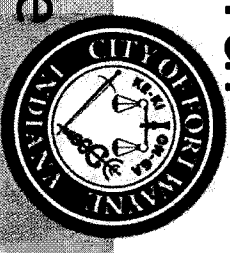
- Staff changes for efficiency gains
- Cross-training for increased workforce flexibility
- Continual process improvement (CIP) to streamline operations
- Expanded work responsibilities in job classifications
- Shared resource initiatives
- Cross-over work occurs regularly, particularly in emergencies

Employee Benefit Cuts Millions



Sick time paid in excess of 40 hours	(0.5)
Spousal coordination	(2.0)
2014 Elimination of sick time accrual	<u>(1.5)</u>
2014 Change in Employee Benefits Total	\$(4.0)

How Leading Companies are Successful



"To make the best products for your family, we need the best people in our company family." – SC Johnson & Son


A FAMILY COMPANY

"When you treat people [well]...you get better productivity. Rather than really caring what hours you worked, you care about output. We should continue to innovate in our relationship with our employees and figure out the best things we can do for them...Our people have also been a lot happier and more productive, which is much more important." –CEO Larry Page

Google

Focus on Employees to Achieve Superior Performance

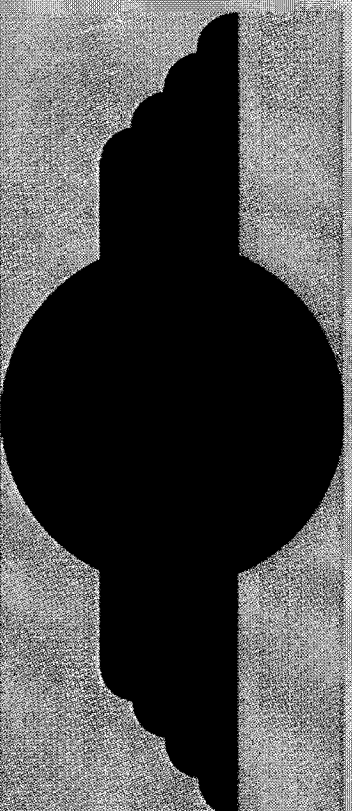


Southwest Airlines Mission Statement

To Our Employees

We are committed to provide our Employees a stable work environment with equal opportunity for learning and personal growth. Creativity and innovation are encouraged for improving the effectiveness of Southwest Airlines. Above all, Employees will be provided the same concern, respect, and caring attitude within the organization that they are expected to share externally with every Southwest Customer.

[January 1988]



Motivate, Retain and Reward

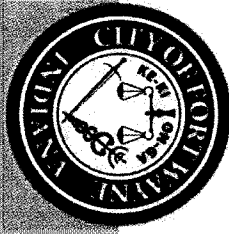


Company	Benefit
Boeing	12 paid holidays and a winter recess between Christmas and New Years
Campbell's Soup	100% healthcare coverage; On-site fitness centers and day care centers; and full kindergarten program
Discovery	Free classes and events; In-house wellness center*
General Mills	Immediately receive 3 weeks paid vacation; adopted FUSE**
J.M. Smucker	Reimburses employees 100% for tuition costs -- no cap
SC Johnson & Son	Concierge service to get employees chores done

*Employees can see primary care doctors and pick up prescriptions

**Flexible User Shared Environment-Employees can sit and work wherever

Focus on Output, Not Input

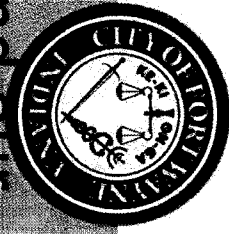


City Council Member Compensation

Fort Wayne*	\$21,842/yr.
South Bend	\$17,500/yr. (-25%)
Allen County	\$15,784/yr. (-38%)
Indianapolis	\$13,000/yr. (-68%)

*Plus full health insurance and retirement benefits

When:



- The work is vital to our health, well-being and our economic future;
- The jobs are skilled and work as important as there is in our community;
- City services and operations are award winning, with high customer demand and satisfaction;
- Your fiscal house is in order and excellently managed and you've saved for the rainy day;

When...

- You've created a work culture of continual process improvement, change, innovation, and reform;
- So you're producing stunning increases in productivity while doing more with less;
- Paying competitive wages and benefits resulting in affordable, yet world class services;
- Achieving these results during the Great Recession and state government assault on local government finances and obligations.



THEN: You stick with what works: **WORKING TOGETHER**



“None of us is as smart as all of us.”

-Warren Bennis

“We’re Stronger Together!”

-Mayor Tom Henry

Public Hearing Date, if applicable _____

Read the first time in full and on motion by Councilman Mitch Harper

Read the second time by title and referred to the Reg. Waters

Committee. Read the third time in full and on motion by Councilman

Mitch Harper, placed on passage by the following vote:

	<u>AYES</u>	<u>NAYS</u>	<u>ABSTAINED</u>	<u>ABSENT</u>
<u>TOTAL VOTES</u>	<u>8</u>	_____	_____	<u>1</u>
BENDER	<u>✓</u>	_____	_____	_____
CRAWFORD	_____	_____	_____	<u>✓</u>
DIDIER	<u>✓</u>	_____	_____	_____
HARPER	<u>✓</u>	_____	_____	_____
HINES	<u>✓</u>	_____	_____	_____
JEHL	<u>✓</u>	_____	_____	_____
PADDOCK	<u>✓</u>	_____	_____	_____
SHOAFF	<u>✓</u>	_____	_____	_____
SMITH	<u>✓</u>	_____	_____	_____

DATED: 9-23-14 Sandra E. Kennedy
SANDRA E. KENNEDY, CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne, Indiana, as
(ANNEXATION) (APPROPRIATION) (GENERAL) (SPECIAL) (ZONING) ORDINANCE
(RESOLUTION) NO. G-21-14 on the 23rd day of
September, 2014

ATTEST:
Sandra E. Kennedy
SANDRA E. KENNEDY,
CITY CLERK

Marvin A. Bender
PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on the 26th day
of September, 2014, at the hour of 11:15 o'clock a.m. E.S.T.

Sandra E. Kennedy
SANDRA E. KENNEDY, CITY CLERK

Approved and signed by me this 26th day of September
2014, at the hour of 3:00 o'clock Pm E.S.T.

Thomas C. Henry
THOMAS C. HENRY, MAYOR

BILL NO. G-14-08-20

*Hold 1 week
until 9-9-14*

COMMITTEE ON REGULATIONS

SEPTEMBER 2, 2014

*Mitch Harper, Chair
Thomas Didier, Co-Chair
All Council Members*

AN ORDINANCE amending Chapter 37.18 of the Fort Wayne Code to add a Subsection "C", Collective Bargaining Agreement Approval. **COMMITTEE ON REGULATIONS HAVE HAD SAID** Ordinance under consideration and beg leave to report back to the Common Council that said ordinance

<u>DO PASS</u>	<u>DO NOT PASS</u>	<u>ABSTAIN</u>	<u>NO REC</u>
_____	_____	_____	_____
_____	_____	_____	_____
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**SANDRA E. KENNEDY
CITY CLERK**

BILL NO. G-14-08-20

REPORT OF COMMITTEE ON REGULATIONS

SEPTEMBER 23, 2014

*Mitch Harper, Chair
Thomas Didier, Co-Chair
All Council Members*

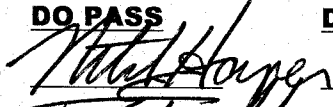
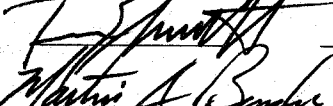
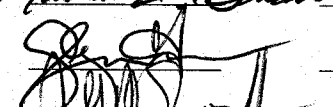
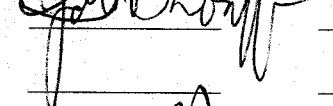
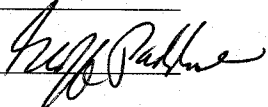
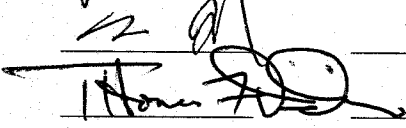
AN ORDINANCE amending Chapter 37.18 of the Fort Wayne Code to add a Subsection "C", Collective Bargaining Agreement Approval. **COMMITTEE ON REGULATIONS HAVE HAD SAID** Ordinance under consideration and beg leave to report back to the Common Council that said ordinance

DO PASS

DO NOT PASS

ABSTAIN

NO REC

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**SANDRA E. KENNEDY
CITY CLERK**

BILL NO. G-14-08-20

Hold

REPORT OF COMMITTEE ON REGULATIONS

SEPTEMBER 16, 2014

*Mitch Harper, Chair
Thomas Didier, Co-Chair
All Council Members*

AN ORDINANCE amending Chapter 37.18 of the Fort Wayne Code to add a Subsection "C", Collective Bargaining Agreement Approval. **COMMITTEE ON REGULATIONS HAVE HAD SAID** Ordinance under consideration and beg leave to report back to the Common Council that said ordinance

DO PASS

DO NOT PASS

ABSTAIN

NO REC

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**SANDRA E. KENNEDY
CITY CLERK**

BILL NO. G-14-08-20

REPORT OF COMMITTEE ON REGULATIONS

*Held
1 week*

SEPTEMBER 9, 2014

*Mitch Harper, Chair
Thomas Didier, Co-Chair
All Council Members*

AN ORDINANCE amending Chapter 37.18 of the Fort Wayne Code to add a Subsection "C", Collective Bargaining Agreement Approval. **COMMITTEE ON REGULATIONS HAVE HAD SAID** Ordinance under consideration and beg leave to report back to the Common Council that said ordinance

DO PASS

DO NOT PASS

ABSTAIN

NO REC

**SANDRA E. KENNEDY
CITY CLERK**