2018 Budget Presentation Information Technology, Innovation, 311 Call Center

October 4, 2017

TABLE OF CONTENTS

Fund 279 - IT / Innovation / 311 Call Center

Fund Type		Internal Service			Control		City Funds				

	2015 Actual	2016 Actual	2017 Amended Budget	06/30/17 Actual	2018 Proposed Budget	Forecast 2019	2020	2021	2022	Budget Variance 2017-2018	% Change
Revenue											
Charges for Services	-	-	-	-	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	487,897	5,205,034	2,583,726	6,850,931	7,737,816	7,627,277	7,624,904	7,657,770	1,645,897	32%
Transfers In	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	487,897	5,205,034	2,583,726	6,850,931	7,737,816	7,627,277	7,624,904	7,657,770	1,645,897	32%
Expenditures by Dept											
311 Call Center	-	487,896	535,429	252,596	592,867	606,466	613,758	621,197	628,785	57,438	11%
Innovation & Technology	-	-	4,669,605	1,519,580	6,258,064	7,131,350	7,013,518	7,003,707	7,028,985	1,588,459	34%
Total Expenditures	-	487,896	5,205,034	1,772,176	6,850,931	7,737,816	7,627,277	7,624,904	7,657,770	1,645,897	32%
Expenditures by Type											
Personnel											
Salaries & Wages	-	319,674	1,413,948	648,369	1,629,235	1,661,820	1,694,600	1,728,036	1,762,141	215,287	15%
Fringe Benefits	-	137,668	639,751	261,728	744,584	767,707	785,417	803,738	822,691	104,833	16%
Total Personnel	-	457,342	2,053,699	910,097	2,373,819	2,429,527	2,480,017	2,531,774	2,584,832	320,120	16%
Supplies	-	2,656	981,191	31,930	102,493	102,493	102,493	102,493	102,493	(878,698)	-90%
Services & Charges											
Professional Services	-	-	867,413	86,127	1,209,300	1,784,300	1,784,300	1,784,300	1,784,300	341,887	39%
Printing & Advertising	-	-	-	-	-	-	-	-	-	-	-
Education & Training	-	2,033	69,805	10,710	77,900	63,400	63,400	63,400	63,400	8,095	12%
Travel	-	6,836	33,483	13,148	26,710	26,710	26,710	26,710	26,710	(6,773)	-20%
Repairs & Maintenance	-	3,336	1,027,629	644,513	2,449,381	2,344,993	2,175,312	2,175,404	2,175,404	1,421,752	138%
Other Interfund Allocations	-	11,352	22	12	22	22	22	22	22	-	0%
Debt Service											
Principal	-	-	153,113	64,244	181,339	236,079	244,627	190,300	170,000	28,226	18%
Interest & Fees	-	-	10,207	7,716	39,776	-	-	-	-	29,569	290%
Insurance	-	1,896	4,562	2,280	5,067	5,168	5,272	5,377	5,485	505	11%
Transfers Out	-	-	-	-	-	-	-	-	-	-	-
Other Services & Charges	-	2,445	3,910	1,399	385,124	745,124	745,124	745,124	745,124	381,214	9750%
Total Services & Charges	-	27,898	2,170,144	830,149	4,374,619	5,205,796	5,044,767	4,990,637	4,970,445	2,204,475	102%
Capital	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	-	487,896	5,205,034	1,772,176	6,850,931	7,737,816	7,627,277	7,624,904	7,657,770	1,645,897	32%
Net Surplus / (Deficit)	-	1	-	811,550	-	-	-	-	-		
Beginning Cash Balance	-	-	-		-	-	-	-	-	**Cash Reserve**	
Cash Adjustments	-	(1)	-		-	-	-	-	-	No reserve requirement	
Ending Cash Balance	-	-	-		-	-	-	-	-		
Cash Reserves Target	-	-	-		-	-	-	-	-		

Fund Purpose:

This internal service fund was established in 2016 to track the operational revenues and expenditures on the 311 Call Center, whose expenses in previous years were charged to the General Fund. The 311 Call Center was established to handle resident telephone calls in an efficient and effective manner. It provides residents with a "one-stop" shop to contact city departments with inquiries and service requests.

Starting in 2017, the Department of Innovation & Technology was moved to this fund. The IT Dept provides technical services to the various departments within the City. The Department of Innovation & Technology's goal is to empower an innovative workforce and a thriving community through technology, data, and strategic partnerships.

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

In 2018, all IT expenditures, including telephone costs, are being transferred to this fund. Changes in Other Services & Charges is due to telephone expenses previously being funded through the County Option Income Tax (COIT) Fund 404. While the above shows a large increase in expenditures from 2017 to 2018, the increase is due mainly to the department taking on all IT related costs for all departments. In order to better understand the technology costs throughout the City, all technology costs will be paid through one fund and then allocated out to the receiving departments. By analyzing the technology costs, the City was able to find significant savings for 2018 related to telephone circuits. The goal is to continue to work with departments to find efficiencies through technology and innovations.

Major budget changes include:
- Transferred remaining IT items that used to be budgeted in each department's budget $976,000
- Enrolled all devices in tech refresh adding $57,793.97
- Consolidation of contracts for telephone services, $373,000, allows buildout of infrastructure in 4 year plan to empower residents and bridge digital divide
- Insourced professional services engagement to Director of Civic Innovation position with $74,980 salary to empower all residents to the innovation economy
- New annual survey to assess resident satisfaction at a neighborhood level $21,000

Once the City selects a new enterprise resource planning (ERP) system, the software costs will be paid out of the COIT Fund 404.

Fund 279 - IT / Innovation / 311 Call Center

Accomplishments, Goals, KPI's

2017 Accomplishments & Outcomes

- Finished TeleStaff implementation in partnership with Police Department (no more blue slips)
- Relaunched Open Data Portal, and launched Police Department Transparency Portal
- Heavily assisted in the implementation of PSAP, moving along several key milestones on infrastructure and technology
- Knowledge Management – Standardizing how we document and communicate what the City does for its residents clarifying expectations
- Performance Management – Utilities; Venues, Parks & Arts; Police Department
- Continue to develop the City's Geographic Information System (GIS)
- As a percentage of the City's operating budget, the IT expenditure is ~ 2.2% -- well below the 3-6% benchmark of other cities. This includes investments in modernizing key technology assets.

2018 Department Goals & Objectives

Civic Innovation
- Pursue grants and other funding partnerships to improve city services and connect residents with the innovation economy
- Coordinate with local partners including workforce development agencies, health care providers, and educational institutions to develop solutions to community problems including digital divide
- Scale community programs such as Bowman Creek Educational Ecosystem across the community, and Technology Resource Center

Business Analytics
- Cross-departmental SBStat focused on neighborhoods and annual neighborhood and services survey
- Continue to support departmental priorities: work orders and GIS, Parks equity and access, workforce development, utility billing, human-centered design, advanced analytics for targeted policies

Applications Division
- Customer resource management (CRM) training for departments and CRM interfaces with other City software
- Finance, Payroll, and Utility Billing software selection and implementation
- Service/Work order management implementation
- GIS data clean-up and task automation

Infrastructure Division
- Continue to refresh critical network gear to ensure a secure network and to build a 10 GB backbone
- Increase free wireless throughout the city for all residents and employees
- Upgrade operating system of critical servers and continue to improve security and reliability
- Connect new and remodeled facilities
- Prepare for exponential growth of data and storage needs e.g. camera footage, GIS data

Services Division
- Printer Management and Centralization
- Mobile Device Standardization
- Review and Reevaluation of Security and Rights Management
- Content Management Licensing Consolidation
- Software Licensing Review, Management, and Consolidation

311 Customer Service Center
- Develop 311 as a multi-channel customer service center, more than a call center
- Assist departments to reduce calls about errors and miscommunication
- Onboard Building Department and the Recreation Division of Venues, Parks & Arts

Key Performance Indicators (KPI's)

Measure	Type	Long Term Goal	2016 Actual	2017 Estimated	2018 Target
-					
-					
-					
-					

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

2018 Significant Changes/Challenges/Opportunities

- Gain efficiencies and transparency by continuing to centralize and allocate expenditures
- Plan and invest for future success
- Develop partnerships that continue to make South Bend competitive in a 21st century inclusive economy

Fund 279 - IT / Innovation / 311 Call Center

Staffing (Full-Time Employees only)

Position (* New title or additional position)	2016 Actual	2017 Amended Budget	06/30/17 Actual	2018 Proposed Budget	Forecast 2019	2020	2021	2022
Non-Bargaining								
311 Call Center:								
Director of 311 Call Center	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
311 Customer Service Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
311 Customer Service Liaison *	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0
311 Customer Service Liaison II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Information Technology /Innovation:								
Chief Technology Officer	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Chief Innovation Officer	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Infrastructure	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Infrastructure Manager	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Infrastructure Specialist	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Services	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Services Manager	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Services Specialist - Police	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
GIS Manager	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Applications	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Applications Manager	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Applications Specialist	-	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Director of Business Analytics	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Business Analyst	-	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Project Manager *	-	-	-	1.0	1.0	1.0	1.0	1.0
Director of Innovation *	-	-	-	1.0	1.0	1.0	1.0	1.0
Total Non-Bargaining	6.0	24.0	24.0	27.0	27.0	27.0	27.0	27.0
Bargaining								
Total Bargaining	-	-	-	-	-	-	-	-
Total Full-Time Employees	**6.0**	**24.0**	**24.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**

Explain Significant Staffing Changes Below:

Add 1 FTE to 311 Call Center:
- Proposing to move one part-time 311 Customer Service Liason to full-time

Add 2 FTE to IT / Innovation:
- Project Manager was paid out of Police budget in 2017, will be paid out of IT budget in 2018
- Director of Innovation requested for 2018

Fund 279 - IT / Innovation / 311 Call Center

City of South Bend

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Estimated Revenue
IT-INNOVATION-311 CENTER								
279-0000-380.10-80	IT ALLOCATION FEE	0	0	5,197,431	5,205,034	3,444,968	2,583,726	6,850,931

LEVEL TEXT   TEXT AMT
02   IT ALLOCATION   6,850,931
    6,850,931

		2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Estimated Revenue
*		0	0	5,197,431	5,205,034	3,444,968	2,583,726	6,850,931
**	IT-INNOVATION-311 CENTER	0	0	5,197,431	5,205,034	3,444,968	2,583,726	6,850,931

Fund 279 - IT / Innovation / 311 Call Center

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Estimated Revenue
279-0104-392.04-00	ADMINISTRATIVE COST	0	487,897	0	0	0	0	0
*		0	487,897	0	0	0	0	0
**	311 CALL CENTER	0	487,897	0	0	0	0	0
***	IT-INNOVATION-311 CENTER	0	487,897	5,197,431	5,205,034	3,444,968	2,583,726	6,850,931

City of South Bend

Fund 279 - IT / Innovation / 311 Call Center

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
IT-INNOVATION-311 CENTER								
279-0104-413.10-01 REGULAR WAGES		0	279,121	302,022	302,022	212,189	152,385	355,293
LEVEL	TEXT		TEXT AMT					
02	1 DIRECTOR 311 CALL CENTER @ $74,909		74,909					
	4 311 CUSTOMER SERVICE LIASONS @ $44,716		178,864					
	1 311 CUSTOMER SERVICE LIASON II @ $46,469		46,469					
	1 311 CUSTOMER SERVICE SUPERVISOR @ $49,099		49,099					
	10% ALLOCATION OF CIO SALARY		10,229					
	ADJUSTMENT FOR SALARY CAP		4,277-					
			355,293					
279-0104-413.10-04 EXTRA AND OVERTIME		0	0	300	300	0	0	0
279-0104-413.10-09 PERMANENT PART-TIME		0	40,553	52,780	52,780	16,933	12,104	22,358
LEVEL	TEXT		TEXT AMT					
02	PART TIME 311 CUSTOMER SERVICE LIASON		22,358					
			22,358					
279-0104-413.11-01 FICA - REGULAR		0	24,297	27,165	27,165	17,037	12,267	28,891
LEVEL	TEXT		TEXT AMT					
02	ALL WAGES $377,651 * 7.65%		28,891					
			28,891					
279-0104-413.11-04 PERF - REGULAR		0	31,892	33,860	33,860	23,787	17,350	39,793
LEVEL	TEXT		TEXT AMT					
02	FULL TIME SALARIES $355,293 * 11.2%		39,793					
			39,793					
279-0104-413.11-07 UNEMPLOYMENT COMP		0	456	888	888	0	0	0
279-0104-413.11-08 HEALTH INSURANCE		0	74,688	81,451	81,451	56,716	40,073	115,702
LEVEL	TEXT		TEXT AMT					
02	HEALTH 7.1 EE * $16,200		115,020					
	LTD 7.1 * $96		682					
			115,702					
279-0104-413.11-09 LIFE INSURANCE		0	765	732	732	540	385	852
LEVEL	TEXT		TEXT AMT					
02	LIFE 7.1 EE * $120		852					
			852					
279-0104-413.11-12 AUTO ALLOWANCE		0	4,800	0	0	0	0	0
LEVEL	TEXT		TEXT AMT					

10/04/17, 10:13am

City of South Bend

Fund 279 - IT / Innovation / 311 Call Center

ACCOUNT NUMBER ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
02 DELETED							
279-0104-413.11-24 CELL PHONE ALLOWANCE	0	770	660	660	440	330	660
LEVEL TEXT							
02 $55/MO * 12		TEXT AMT 660					
		660					
279-0104-413.11-29 PARENTAL LEAVE	0	0	0	0	0	0	945
LEVEL TEXT							
02 ALL WAGES $377,651 X 0.25%		TEXT AMT 945					
		945					
* PERSONNEL SERVICES	0	457,342	499,858	499,858	327,642	234,894	564,494
279-0104-413.21-02 PRINT SHOP	0	3	500	500	0	0	100
LEVEL TEXT							
02 MAILING		TEXT AMT 100					
		100					
279-0104-413.21-03 C.S. OFFICE SUPPLIES	0	224	500	500	49	42	250
LEVEL TEXT							
02 ESTIMATE		TEXT AMT 250					
		250					
279-0104-413.21-04 OTHER OFFICE SUPPLIES	0	2,241	1,800	2,295	1,218	1,208	1,800
LEVEL TEXT							
02 HEADSETS, BATTERIES, MAINTENANCE		TEXT AMT 1,500					
2 CHAIRS		300					
		1,800					
279-0104-413.21-05 SMALL OFFICE EQUIPMENT	0	188	5,500	5,500	188	188	500
LEVEL TEXT							
02 ESTIMATE		TEXT AMT 500					
		500					
279-0104-413.22-61 PROMOTIONAL SUPPLIES	0	0	2,000	3,996	1,996	1,996	2,000
LEVEL TEXT							
02 311 DAY, CUSTOMER SERVICE WEEK, BILLBOARDS, STREET BANNERS		TEXT AMT 2,000					
		2,000					

City of South Bend

Fund 279 - IT / Innovation / 311 Call Center

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
*	SUPPLIES	0	2,656	10,300	12,791	3,451	3,434	4,650
279-0104-413.31-71	CENTRAL STORES ALLOCATION	0	0	22	22	16	12	22
LEVEL 02	TEXT ALLOCATION		TEXT AMT 22 22					
279-0104-413.31-72	GIS ALLOCATION	0	11,352	0	0	0	0	0
LEVEL 02	TEXT PER ALLOCATION		TEXT AMT					
279-0104-413.32-04	TELEPHONE	0	2,160	0	0	0	0	0
LEVEL 02	TEXT PER ALLOCATION		TEXT AMT					
279-0104-413.32-21	TRAVEL - MILEAGE	0	0	600	350	146	146	600
LEVEL 02	TEXT ESTIMATE		TEXT AMT 600 600					
279-0104-413.32-22	TRAVEL - AIRFARE	0	1,365	2,500	5,114	5,113	5,113	600
LEVEL 02	TEXT ESTIMATE FOR ANNUAL CONFERENCE		TEXT AMT 600 600					
279-0104-413.32-23	TRAVEL - HOTEL	0	4,591	6,850	6,509	6,033	3,511	5,400
LEVEL 02	TEXT ESTIMATE		TEXT AMT 5,400 5,400					
279-0104-413.32-24	TRAVEL - MEALS	0	733	750	750	682	584	750
LEVEL 02	TEXT ESTIMATE FOR CONFERENCES		TEXT AMT 750 750					
279-0104-413.32-25	TRAVEL - OTHER	0	147	800	800	639	639	800
LEVEL 02	TEXT ESTIMATE		TEXT AMT 800 800					
279-0104-413.34-02	LIABILITY INSURANCE	0	1,896	1,430	1,430	952	714	1,251

10/04/17, 10:13am

Fund 279 - IT / Innovation / 311 Call Center   City of South Bend

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
LEVEL 02	TEXT PER ALLOCATION		TEXT AMT 1,251 / 1,251					
279-0104-413.36-04	COMPUTER EQUIP R&M		3,336	0	0	0	0	0
LEVEL 02	TEXT ALLOCATION		TEXT AMT					
279-0104-413.37-03	OFFICE SPACE	0	0	2,000	3,200	2,400	1,200	2,000
LEVEL 02	TEXT ESTIMATE - MORE SPACE		TEXT AMT 2,000 / 2,000					
279-0104-413.39-11	DUES & MEMBERSHIPS	0	285	300	300	0	0	300
LEVEL 02	TEXT 311 SYNERGY / AGCCP		TEXT AMT 200 / 100 / 300					
279-0104-413.39-70	EDUCATION & TRAINING	0	2,033	2,416	4,305	2,348	2,348	12,000
LEVEL 02	TEXT 6 CLASSES AT $350 EACH		TEXT AMT 12,000 / 12,000					
*	OTHER SERVICES & CHARGES	0	27,898	17,668	22,780	18,329	14,268	23,723
**	311 CALL CENTER	0	487,896	527,826	535,429	349,422	252,596	592,867

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
279-0672-415.10-01	REGULAR WAGES	0	0	708,903	642,649	515,402	361,762	1,251,584

```
LEVEL    TEXT                                      TEXT AMT
02       1 CHIEF TECHNOLOGY OFFICER                  100,284
         1 CHIEF INNOVATION OFFICER                  100,284
         1 DIRECTOR OF INFRASTRUCTURE                 73,440
         1 DIRECTOR OF APPLICATIONS                   73,440
         1 DIRECTOR OF SERVICES                       73,440
         1 DIRECTOR OF INNOVATION                     73,440
         1 DIRECTOR OF BUSINESS ANALYTICS             64,955
         1 INFRASTRUCTURE MANAGER                     64,955
         1 PROJECT MANAGER                            60,649
         1 GIS MANAGER                                58,144
         1 SERVICES MANAGER                           53,613
         1 SERVICES SPECIALIST - POLICE               53,613
         1 INFRASTRUCTURE SPECIALIST                  53,613
         1 APPLICATIONS MANAGER                      190,839
         3 APPLICATIONS SPECIALIST ($53,613)         152,940
         3 BUSINESS ANALYST ($50,980)
         20 FTE
         LESS 10% OF CIO SALARY TO 311               10,229-
         ADJUSTMENT FOR SALARY CAP                   59,276-
                                                   1,251,584
```

| 279-0672-415.10-09 | PERMANENT PART-TIME | 0 | 0 | 0 | 0 | 2,542 | 2,542 | 0 |

```
LEVEL    TEXT                                      TEXT AMT
02       VARIOUS
```

| 279-0672-415.11-01 | FICA - REGULAR | 0 | 0 | 54,231 | 54,231 | 38,333 | 27,012 | 95,778 |

```
LEVEL    TEXT                                      TEXT AMT
02       ALL WAGES @7.65%                            95,778
                                                     95,778
```

| 279-0672-415.11-04 | PERF - REGULAR | 0 | 0 | 79,397 | 79,397 | 57,725 | 40,517 | 140,224 |

```
LEVEL    TEXT                                      TEXT AMT
02       FULL TIME WAGES @11.2%                     140,224
                                                    140,224
```

| 279-0672-415.11-07 | UNEMPLOYMENT COMP | 0 | 0 | 1,772 | 1,772 | 0 | 0 | 0 |
| 279-0672-415.11-08 | HEALTH INSURANCE | 0 | 0 | 165,157 | 165,157 | 121,114 | 82,322 | 307,995 |

```
LEVEL    TEXT                                      TEXT AMT
02       18.9 FTE @ $16,200                         306,180
         18.9 FTE @ $96                               1,815
                                                     307,995
```

City of South Bend

Fund 279 - IT / Innovation / 311 Call Center

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
279-0672-415.11-09 LIFE INSURANCE		0	0	1,374	1,374	1,010	690	1,374
LEVEL 02 TEXT	TEXT AMT							
@$120	1,374							
	1,374							
279-0672-415.11-24 CELL PHONE ALLOWANCE		0	0	11,880	11,880	3,100	2,300	9,240
LEVEL 02 TEXT	TEXT AMT							
14 EMPLOYEES @$55	9,240							
	9,240							
279-0672-415.11-29 PARENTAL LEAVE		0	0	0	0	0	0	3,130
LEVEL 02 TEXT	TEXT AMT							
SALARY $1,251,997 X 0.25%	3,130							
	3,130							
* PERSONNEL SERVICES		0	0	1,022,714	956,460	739,226	517,146	1,809,325
279-0672-415.21-04 OTHER OFFICE SUPPLIES		0	0	625,400	625,400	658	114	0
LEVEL 02 TEXT	TEXT AMT							
MOVED TO TELEPHONE EXPENSE LINE IN 2018								
279-0672-415.21-05 SMALL OFFICE EQUIPMENT		0	0	103,000	103,000	40,293	28,382	97,843
LEVEL 02 TEXT	TEXT AMT							
MISCELLANEOUS SUPPLIES	97,843							
	97,843							
* SUPPLIES		0	0	728,400	728,400	40,951	28,496	97,843
279-0672-415.31-06 OTHER PROFESSIONAL SVCS		0	0	579,193	645,447	147,305	86,127	1,209,300
LEVEL 02 TEXT	TEXT AMT							
ACCELA LICENSING	240,000							
WEBSITE MANAGEMENT	20,000							
GIS MASTER PLAN	50,000							
ENFOCUS INTERNS AND FELLOWS	85,500							
OTHER PROFESSIONAL SERVICES	440,800							
METRONET BUILDOUT	373,000							
	1,209,300							
279-0672-415.32-04 TELEPHONE		0	0	0	0	0	0	382,824
LEVEL TEXT	TEXT AMT							

10/04/17, 10:13am

Fund 279 - IT / Innovation / 311 Call Center   City of South Bend

ACCOUNT NUMBER ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
02 TELEPHONE/INTERNET		382,824 382,824					
279-0672-415.32-21 TRAVEL - MILEAGE	0	0	700	1,500	1,483	610	1,000
LEVEL TEXT		TEXT AMT					
02 MISC MILEAGE		1,000 1,000					
279-0672-415.32-22 TRAVEL - AIRFARE	0	0	5,900	5,042	2,728	715	5,900
LEVEL TEXT		TEXT AMT					
02 TRAINING/CONFERENCE		5,900 5,900					
279-0672-415.32-23 TRAVEL - HOTEL	0	0	8,400	8,400	7,362	973	8,400
LEVEL TEXT		TEXT AMT					
02 TRAINING/CONFERENCE		8,400 8,400					
279-0672-415.32-24 TRAVEL - MEALS	0	0	2,435	2,435	1,684	452	2,435
LEVEL TEXT		TEXT AMT					
02 TRAINING/CONFERENCE		2,435 2,435					
279-0672-415.32-25 TRAVEL - OTHER	0	0	825	883	882	328	825
LEVEL TEXT		TEXT AMT					
02 TRAINING/CONFERENCE		825 825					
279-0672-415.34-02 LIABILITY INSURANCE	0	0	3,132	3,132	2,088	1,566	3,816
LEVEL TEXT		TEXT AMT					
02 PER ALLOCATION		3,816 3,816					
279-0672-415.36-04 COMPUTER EQUIP R&M	0	0	1,027,629	1,027,629	674,915	644,513	2,449,381
LEVEL TEXT		TEXT AMT					
02 REFER TO IT FOR LIST OF ITEMS		2,449,381 2,449,381					
279-0672-415.37-11 CAPITAL LEASE PRINCIPAL	0	0	153,113	153,113	80,289	64,244	181,339
LEVEL TEXT		TEXT AMT					

Fund 279 - IT / Innovation / 311 Call Center

City of South Bend

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
02	REFER TO DEBT MASTER SCHEDULE		181,339					
	HP LEASES EXISTING AND ESTIMATED		181,339					
279-0672-415.37-12	CAPITAL LEASE INTEREST	0	0	10,207	10,207	9,602	7,716	39,776
LEVEL	TEXT		TEXT AMT					
02	REFER TO DEBT MASTER SCHEDULE		39,776					
	HP LEASES EXISTING AND ESTIMATE		39,776					
279-0672-415.39-70	EDUCATION & TRAINING	0	0	63,400	63,400	8,488	8,362	65,900
LEVEL	TEXT		TEXT AMT					
02	MEETING/CONFERENCE FEES		65,900					
			65,900					
*	OTHER SERVICES & CHARGES	0	0	1,854,934	1,921,188	936,826	815,606	4,350,896
**	INFORMATION TECHNOLOGY	0	0	3,606,048	3,606,048	1,717,003	1,361,248	6,258,064

City of South Bend

Fund 279 - IT / Innovation / 311 Call Center

ACCOUNT NUMBER / ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2017 Amended Budget	2017 YTD Actual	6/30/17 YTD Actual	2018 Proposed Expenditures
279-0673-415.10-01 REGULAR WAGES	0	0	416,197	416,197	164,744	117,575	0
LEVEL 02 TEXT VARIOUS ADJUSTMENT FOR SALARY CAP		TEXT AMT					
279-0673-415.10-10 HIRING BONUS	0	0	0	0	2,000	2,000	0
279-0673-415.11-01 FICA - REGULAR	0	0	31,839	31,839	12,694	9,104	0
LEVEL 02 TEXT ALL WAGES @7.65%		TEXT AMT					
279-0673-415.11-04 PERF - REGULAR	0	0	46,614	46,614	18,675	13,392	0
279-0673-415.11-07 UNEMPLOYMENT COMP	0	0	1,040	1,040	0	0	0
279-0673-415.11-08 HEALTH INSURANCE	0	0	100,917	100,917	22,682	15,806	0
279-0673-415.11-09 LIFE INSURANCE	0	0	774	774	280	180	0
* PERSONNEL SERVICES	0	0	597,381	597,381	221,075	158,058	0
279-0673-415.21-05 SMALL OFFICE EQUIPMENT	0	0	240,000	240,000	0	0	0
* SUPPLIES	0	0	240,000	240,000	0	0	0
279-0673-415.31-06 OTHER PROFESSIONAL SVCS	0	0	221,966	221,966	0	0	0
279-0673-415.32-21 TRAVEL - MILEAGE	0	0	700	700	6	6	0
279-0673-415.32-23 TRAVEL - HOTEL	0	0	700	700	0	0	0
279-0673-415.32-24 TRAVEL - MEALS	0	0	300	263	33	33	0
279-0673-415.32-25 TRAVEL - OTHER	0	0	0	37	37	37	0
279-0673-415.39-11 DUES & MEMBERSHIPS	0	0	410	410	0	0	0
279-0673-415.39-70 EDUCATION & TRAINING	0	0	2,100	2,100	0	0	0
279-0673-415.39-89 MISC CHARGES & SVCS	0	0	0	0	199	199	0
* OTHER SERVICES & CHARGES	0	0	226,176	226,176	275	274	0
** PERFORMANCE/INNOVATION	0	0	1,063,557	1,063,557	221,350	158,332	0
*** IT-INNOVATION-311 CENTER	0	487,896	5,197,431	5,205,034	2,287,775	1,772,176	6,850,931

10/04/17, 10:13am

2018 Budget

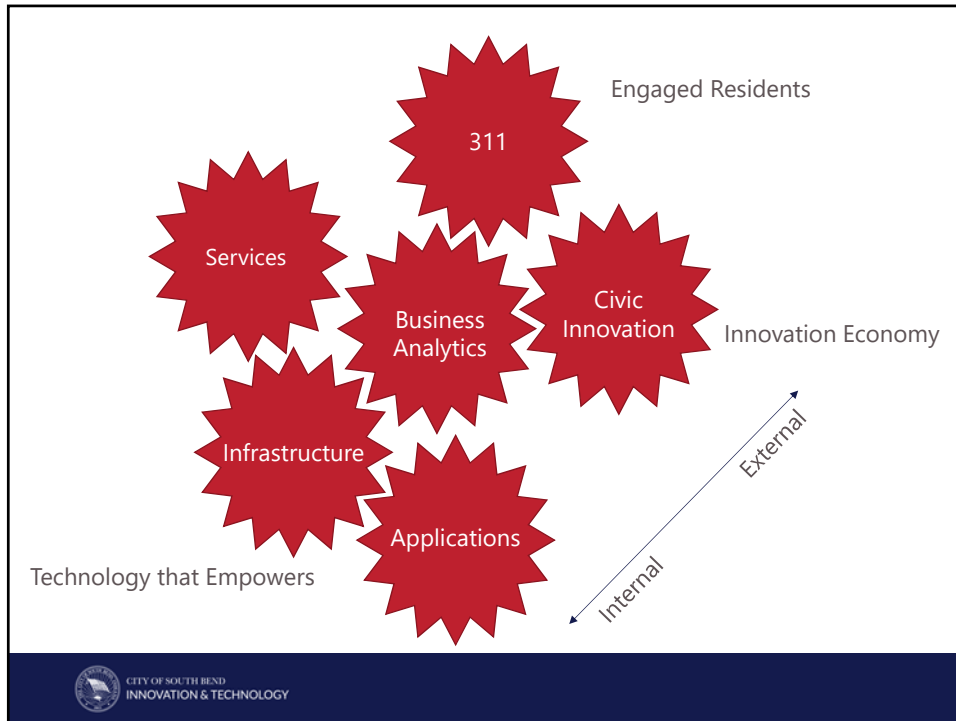Department of Innovation & Technology

Vision and Goals

We empower an innovative workforce and a thriving community through technology, data, and strategic partnerships.

- Gain efficiencies and transparency by continuing to centralize and allocate expenditures

- Plan and invest for future success

- Develop partnerships that continue to make South Bend competitive in a 21st century inclusive economy

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Engaged Residents

311

Services

Business
Analytics

Civic
Innovation

Innovation Economy

Infrastructure

External

Applications

Internal

Technology that Empowers

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Our Strategy

- Continue to drive **efficiencies** through centralized coordination and transparency in order to **invest** in our residents by connecting them to opportunities of **civic innovation** and **civic engagement**
  - Saving $300,000 a year from consolidated telecommunications infrastructure, and reinvesting them in a 4 year plan to connect **all** city facilities to MetroNet → higher reliability (public safety), bridge the digital divide, and enabling South Bend as a Beta City (Economic Development)

- **Empower** both residents and employees with **data**
  - CRM 2.0 and Open Data 2.0
  - Technology Resource Center

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

2017 Highlights

- Finished TeleStaff implementation in partnership with PD (no more blue slips)

- Relaunched Open Data Portal, and launched PD Transparency Portal

- Heavily assisted in the implementation of PSAP, moving along several key milestones on infrastructure and technology

- Knowledge Management – Standardizing how we document and communicate what the City does for its residents clarifying expectations

- Performance Management – Utilities, VPA, PD

- GIS

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Benchmarks

Context

- Since 2013, following the Council approved IT Strategic Plan, the City has been leasing all hardware and leveraging Cloud (as-a-Service) infrastructure:
  - *No CapEx – all expenses are operational (but OpEx is not artificially low)*
  - *No surprises – depreciation, and refresh are accounted every year*

- As a percentage of the city's operating budget, our IT expenditure is ~ **2.2% -- well below the 3-6% benchmark of other cities** This includes investments in modernizing key technology assets.

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

2017 and 2018 I&T Expenditures

Legend:
- Unallocated
- Water Works
- WasteWater
- VPA
- Sustainability
- Street Department
- Solid Waste
- Sewers
- Safety & Risk
- Radio Shop
- Police
- Organic Resources
- Morris PAC
- Mayor
- Legal
- Innovation & Technology
- Human Rights
- Human Resources
- Fire
- Finance
- Engineering

Differences between 2017 besides full allocations:

- Investment in new enterprise system
- Neighborhood survey
- National network of safe communities
- Benefits for new position and increased 311 staffing
- Finalized adding all devices to tech refresh cycle
- More storage for added video from in-car and body camera

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Expenditures by Type

Salaries
- 2% cost of living increase on salary caps
- Added Director of Civic Innovation (removed $80k that was budgeted for services contract to compensate salary and benefits)
- Upgraded one part time liaison to full time in order to accommodate Code and Building call volume (staffing level in 311 might need to be adjusted based on actual call volume)

Lease Payment
- Final on boarding of devices to tech refresh cycle

Operating
- Transferred items that used to be budgeted in other departments into fully transparent allocation

Professional Services
- $240k for one time implementation of new enterprise permitting and asset management software
- $21k neighborhood survey
- $25k National Network for Safe Communities
- Transferred $373k from Telephone/ Internet to inclusive infrastructure buildout services

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Major Budget Changes

- Transferred remaining IT items that used to be budgeted in each department's budget **$976,000**

- Enrolled all devices in tech refresh adding **$57,793.97**

- Consolidation of contracts for telephone services, **$373,000,** allows buildout of infrastructure in 4 year plan (Appendix A) to empower residents and bridge digital divide

- Insourced professional services engagement to Director of Civic Innovation position with **$74,980** salary to empower all residents to the innovation economy

- New annual survey to assess resident satisfaction at a neighborhood level **$21,000**

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Civic Innovation

- Pursue grants and other funding partnerships to improve city services and connect residents with the innovation economy

- Coordinate with local partners including workforce development agencies, health care providers, and educational institutions to develop solutions to community problems including digital divide

- Scale community programs such as Bowman Creek Educational Ecosystem across the community, and Technology Resource Center

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

New Civic Innovation Division

Recent Accomplishments

- Bloomberg What Works Cities Grant for Johns Hopkins Performance Management Technical Assistance
- Bloomberg What Works Cities Grant for Behavioral Insights Team Technical Assistance Training
- Bloomberg What Works Cities Grant for Results for America: Repurpose for Results Assistance
- Arnold Foundation Grant for Data Science for Social Good Evaluation of Water Billing Policy & Practices

Current Projects

- SBXG: Advanced Wireless Testbed
- Bloomberg Mayor's Challenge
- SkillUp State of Indiana Workforce Grant for Local Innovation Network
- AISP Learning Community Grant
- CHeP's Trailblazer Award
- The Robert Wood Johnson Foundation (RWJF) Grant to locally study Opioids and Infant Mortality

Future Projects

- Working with St. Joseph Public Library to expand Downtown Free Wireless network to bridge digital divide
- Working to expand programming in Bowman Creek Educational Ecosystem across South Bend
- Working with local and national partners to develop Inclusive Startup Pipeline
- Working with local universities to provide mutually beneficial civic-applied projects
- Working closely with CoSB Business Development and Economic Empowerment to connect Workforce Development, Technology and Opportunity
- Working to coordinate engagements with national networks including MetroLab and Civic Analytics Network

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Business Analytics

Recent Accomplishments

- Launched SBStat 2.0
  - Police: Recruiting, Professionalization, Career Path Development
  - VPA: Recreation division mission and strategy, Cost recovery
  - Utility: Organic Resources
- Built process for Knowledge Management and trained end users on technology
- Established City Communicators Group
- Police Transparency Hub
- Smart Streets Dashboard
- Tax abatement analysis tool
- Updates to Landlord Registration process

Current Projects

- SB Academy: On demand training for employees
- City website design and project management
- Project management for Kronos and HRIS implementations
- Project management for Group Violence Intervention
- Optimize transfer station locations
- PlaceMaking Hub
- Accela Citizen Access Portal
- Targeted, data-driven fire prevention outreach

Future Projects

- Cross-departmental SBStat focused on neighborhoods
- Annual neighborhood and services survey
- Continue to support departmental priorities:
  - Work orders and GIS
  - Parks equity and access
  - Workforce development
  - Utility billing
  - Human-centered design
  - Advanced analytics for targeted policies

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Applications Division

Recent Accomplishments

- Knowledge Management platform created and deployed
- Beta 311 Portal testing
- Enabled single sign-on for all mobile devices
- Reconfigured mobile device management software for a more secure environment
- Released Open Data 2.0 for a better user experience
- Cleaned up and organized address data for PSAP launch
- Kronos data integration with SunGard
- Daily automated utility service data refresh
- GIS lunch and learns
- Solid Waste special item pickup routing
- Active Solid Waste live account update

Current Projects

- Customer resource management (CRM) deployment 2.0
- New City website and service portal development
- Building redundant GIS system for geographic work order management
- Developing better computational routing for Solid Waste routes
- Identifying and vetting software replacements for Finance and Procurement and Utility Billing
- Identifying and vetting software for Citywide service/work order management
- HRIS and payroll data conversion and implementation
- Vetting City software architecture with consultants to plan for the future

Future Projects

- CRM department onboarding
- CRM interfaces with other City software
- Finance and Payroll implementation
- Utility Billing implementation
- Service/Work order management implementation
- GIS data clean-up and task automation

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Application Landscape

Human Resources + Time and Attendance	Utility Accounts	Police Records		Implemented (2017)
Finance + Procurement	Licensing + Permitting	Fire Records		Budgeted 2018+
Resident Engagement (CRM)	Events and Registrations	Public Safety CAD*		No Upgrades Planned

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY
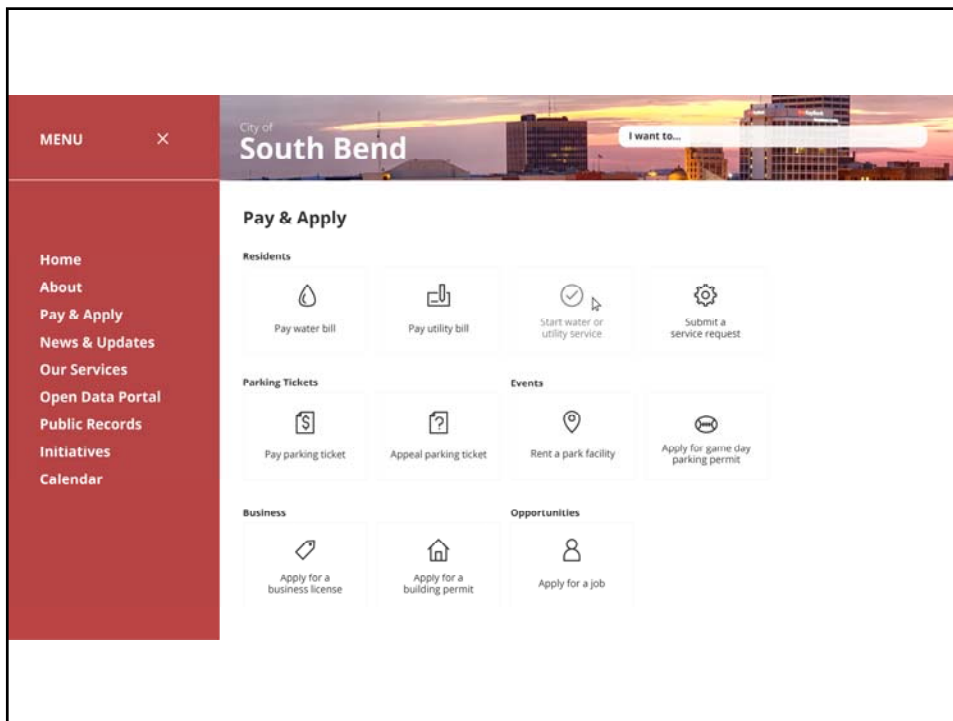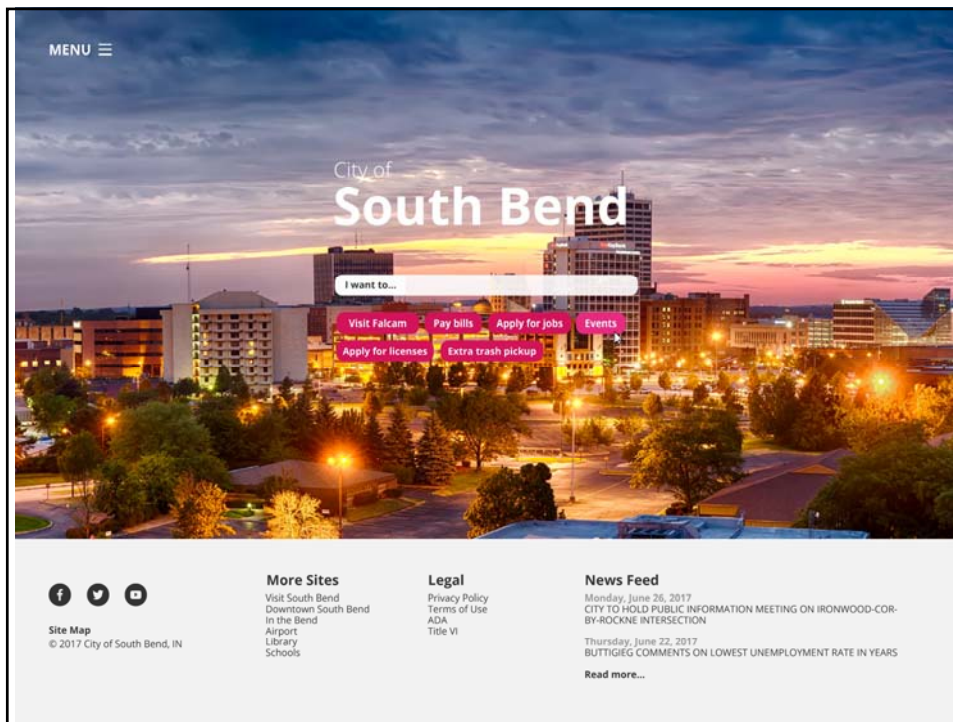
Infrastructure Division

Recent Accomplishments

- Maintain and connect employees across 45+ facilities
- Deployed new laptops and new CAD software to over 250 officers and Fire trucks
- Improved the performance, security, and reliability of systems including PD by investing in new equipment and migrating to our secure cloud,
- Completed backlogged projects (some over due by 3 years) and reduced disruptions to service

Current Projects

- Implementing Advanced Malware Protection
- Working on solutions to increase Wireless Coverage for Morris & SBPD (In-Car/Body Cam Video)
- Assist SBPD with new In Car & Body Cam Solution
- COSB/WWTP Migration to Cloud environment.
- Working with Application/GIS team to build new GIS servers/solution in Cloud environment
- Optimizing and investing in our fiber infrastructure

Future Projects

- Continue to refresh critical network gear to ensure a secure network and to build a 10 GB backbone
- Increase free wireless throughout the city for all residents and employees
- Upgrade operating system of critical servers and
- Continuing to improve security and reliability
- Connect new and remodeled facilities
- Prepare for exponential growth of data and storage needs e.g. camera footage, GIS data

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Services Division

Recent Accomplishments

- Superion Hosted Solution
- Transition IT Budget to Fully Allocated Model
- Centralization of Police IT
- 2017 Technology Refresh Deployment
- Selectron IVR Virtualization and Feature Upgrades

Current Projects

- Centralization of Fire IT
- Review and Consolidation of Phone Circuits and lines
- Deployment of MS Office 2016 and Windows 10
- Reevaluate HelpDesk Support

Future Projects

- Printer Management and Centralization
- Mobile Device Standardization
- Review and Reevaluation of Security and Rights Management
- Content Management Licensing Consolidation
- Software Licensing Review, Management, and Consolidation

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

311 Customer Service Center

Recent Accomplishments

- Received 95,514 YTD Calls, 180,000 projected
- Average handle time 2 1/2 mins
- Handle Ratio 96.5%
- Average hold time 9.143 secs.

Current Projects

- Onboard Code Enforcement
- Assist with CRM
- Assist with multi-channel customer engagement strategies

Future Projects

- Develop 311 as a multi-channel customer service center, more than a call center
- Assist departments to reduce calls about errors and miscommunication
- Onboard Building Department, and Recreation Division in VPA

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Appendix A: MetroNet Buildout

Connecting our facilities for reliability and performance

Phase 1

Locations	Sum of EstimatedCost_1	Actual Metronet Quote	Need Rack Y/N	Rack Cost	Need Switch	Switch Cost	Other Costs	Phase 1 Total
Building	$21,458.08	$10,000.00	N	$0.00	N	$0.00	550.00	$10,550.00
Central Fire	$1,543.86	$6,000.00	N	$0.00	N	$0.00	550.00	$6,550.00
Fire #2	$27,910.66	$5,500.00	N	$0.00	N	$0.00	550.00	$6,050.00
Parks Maintenance	$64,485.22	$9,000.00	N	$0.00	N	$0.00	550.00	$9,550.00
Colfax Garage	$1,051.71	$21,000.00	Y	$750.00	Y	$6,000.00	650.00	$28,400.00
Michigan St Garage	$10,855.32	$21,000.00	Y	$750.00	Y	$6,000.00	650.00	$28,400.00
Wayne St Garage	$9,149.59	$21,000.00	Y	$750.00	Y	$6,000.00	650.00	$28,400.00
Total		$93,500.00		$2,250.00		$18,000.00	4,150.00	$117,900.00

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Phase 2

Locations	Sum of EstimatedCost_1	Actual Metronet Quote	Need Rack Y/N	Rack Cost	Need Switch	Switch Cost	Other Costs	Phase 1 Total
Fire #10	$158,960.00	137,000.00	N	$0.00	N	$6,000.00	0.00	$143,000.00
Fire #3	$89,378.55	46,000.00	N	$0.00	N	$6,000.00	0.00	$52,000.00
Fire #7	$252,723.59	91,000.00	N	$0.00	N	$6,000.00	0.00	$97,000.00
Fire #8	$96,283.31	56,000.00	N	$0.00	N	$6,000.00	0.00	$62,000.00
Potawatomi Pool	N/A	16,000.00	Y	$750.00	Y	$6,000.00	650.00	$23,400.00
Kennedy Pool	N/A	26,000.00	Y	$750.00	Y	$6,000.00	650.00	$33,400.00
MLK Center	$71,258.88	20,125.00	N	$0.00	Y	$13,000.00	0.00	$33,125.00
Total		$392,125.00		$1,500.00		$25,000.00	1,300.00	$419,925.00

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Phase 3

Locations	Sum of EstimatedCost_1	Actual Metronet Quote	Need Rack Y/N	Rack Cost	Need Switch	Switch Cost	Other Costs	Phase 1 Total
Erskine Maintenance	$34,996.72	$46,000.00	N	$0.00	Y	$6,000.00	$0.00	$52,000.00
Erskine Pro Shop	$3,833.73	$10,210.00	N	$0.00	Y	$6,000.00	$0.00	$16,210.00
Studebaker Maintenance	$114,365.12	$53,000.00	N	$0.00	Y	$6,000.00	$0.00	$59,000.00
Studebaker Pro Shop	$71,051.66	$35,000.00	N	$0.00	Y	$6,000.00	$0.00	$41,000.00
Byers Softball	$66,027.37	$131,000.00	Y	$750.00	Y	$6,000.00	$650.00	$138,400.00
Leeper Park	$36,390.02	$13,000.00	Y	$750.00	Y	$6,000.00	$650.00	$20,400.00
Rum Village	$342,564.41	$37,000.00	Y	$750.00	Y	$6,000.00	$650.00	$44,400.00
Total		$325,210.00		$2,250.00		$18,000.00	$1,950.00	$347,410.00

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY