Agenda

September 26, 2023 Budget Hearing

Quick Background on I&T

Recent Accomplishments

2024 Projected Activities

Budget Summary

Personnel Changes & Re-org Summary

Questions

Note: There are appendix slides in this presentation meant to provide more follow-up detail

City of South Bend
Innovation & Technology

Background

About I&T, our departmental structure and work

City of South Bend
Innovation & Technology

I&T Mission

South Bend's Department of Innovation & Technology (I&T) leverages technology, data, and design to empower a thriving City workforce and improve quality of life for the region. As a centralized IT and innovation team, we serve City departments. In addition to providing core IT services like hardware, technology support, security, and network maintenance, we help city teams procure or develop new solutions, improve processes, use data to forward goals, and digitize city services.

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I&T Mantra

Listen First, Build With.

In 2019, our Department chose this mantra because we believe it represents the human-centered design and collaborative culture we aim to infuse into all our work.
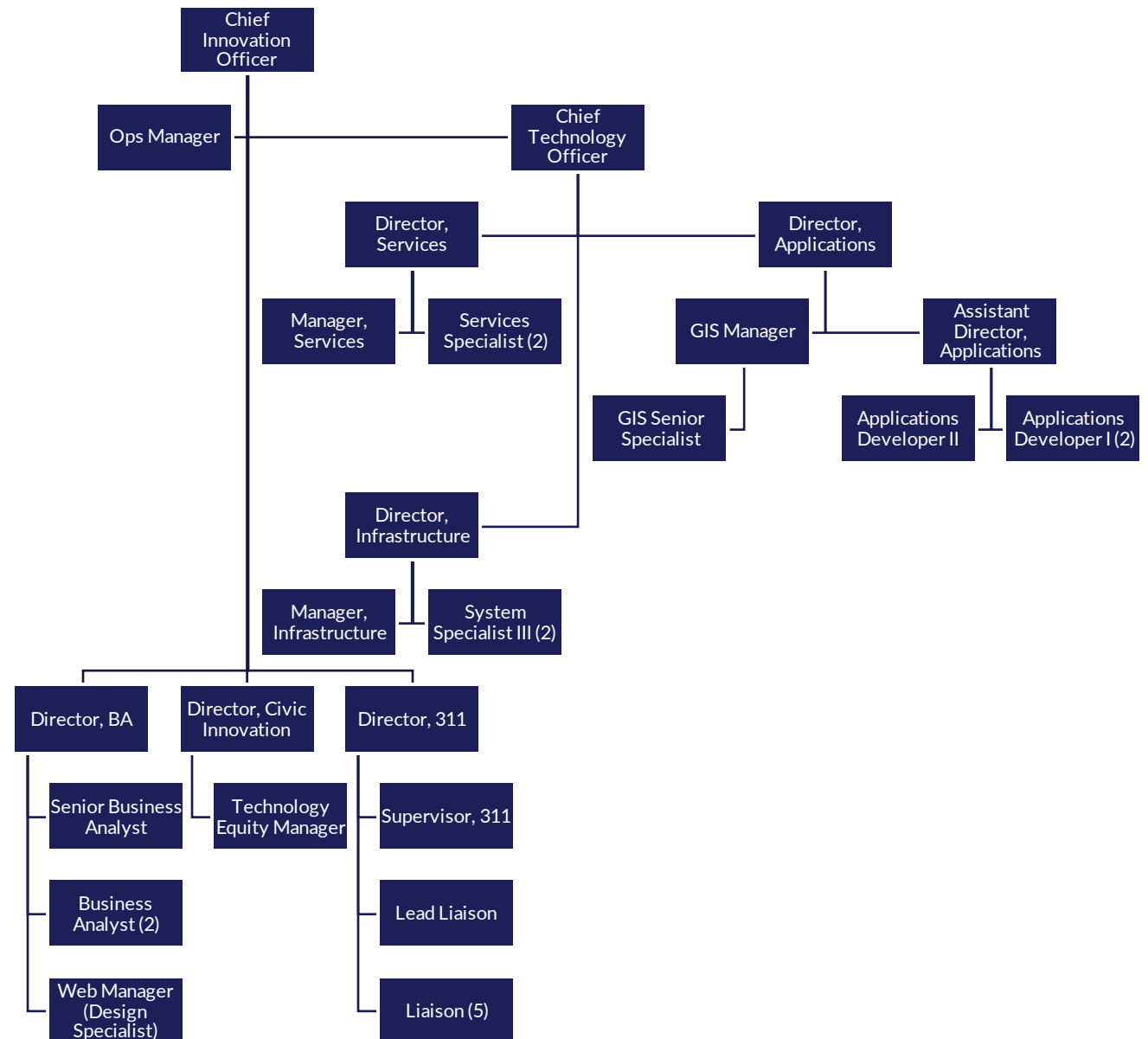
Reminder: I&T is an internal service department

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Current State I&T Teams

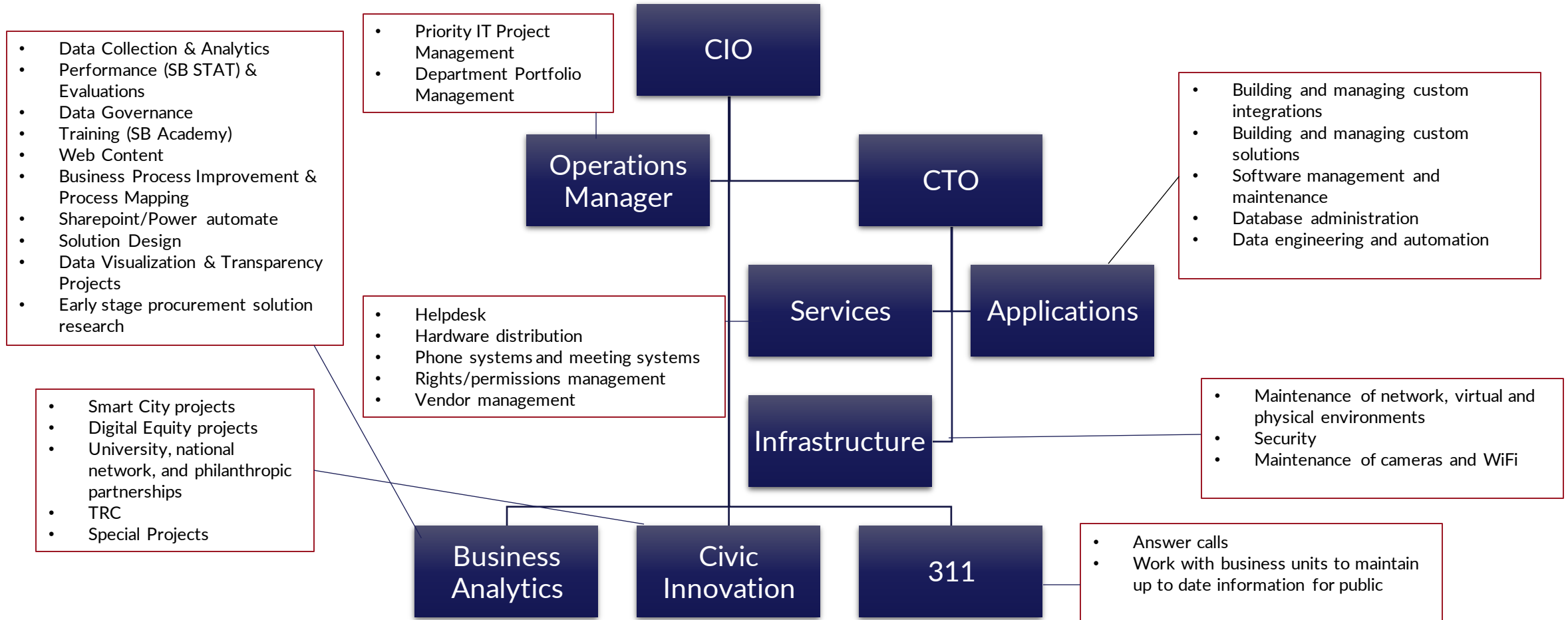| Division	Description
311	Customer service call center
Applications	Software management, custom development, data automation
Business Analytics	Performance management, data analytics and transparency, web management/training, UX, business process improvement
Civic Innovation	Digital equity, smart cities/urban sensing, university partnerships, special projects
Infrastructure	Network maintenance/security, South Bend Open WiFi, cameras, physical and virtual environments
Services	Helpdesk, hardware/rights/software management and distribution, technology procurement

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Current State Org Chart for I&T

- 33 FTEs
- Note a 2023 Q2 change:
  - Title change only *Design Specialist > Web Manager*

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Current State Org Chart – Team Functions

- Data Collection & Analytics
- Performance (SB STAT) & Evaluations
- Data Governance
- Training (SB Academy)
- Web Content
- Business Process Improvement & Process Mapping
- Sharepoint/Power automate
- Solution Design
- Data Visualization & Transparency Projects
- Early stage procurement solution research

- Priority IT Project Management
- Department Portfolio Management

CIO

Operations Manager

CTO

- Building and managing custom integrations
- Building and managing custom solutions
- Software management and maintenance
- Database administration
- Data engineering and automation

Services

Applications

- Helpdesk
- Hardware distribution
- Phone systems and meeting systems
- Rights/permissions management
- Vendor management

Infrastructure

- Maintenance of network, virtual and physical environments
- Security
- Maintenance of cameras and WiFi

- Smart City projects
- Digital Equity projects
- University, national network, and philanthropic partnerships
- TRC
- Special Projects

Business Analytics

Civic Innovation

311

- Answer calls
- Work with business units to maintain up to date information for public

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I&T Culture, Morale is Strong

I feel I can contribute ideas and input.

I receive the training that I need to perform my job well.

I can keep a reasonable balance between my work and personal life.

My workload is reasonable.

Deadlines and expectations are realistic.

I can see myself building a career at the City of South Bend.

I feel I am a valued employee in I&T.

High performers are rewarded in I&T.

I would recommend I&T as a place to work.

I feel empowered to identify and solve problems for the City

I receive the training...
- Somewhat Disagree: 4.8%
- Neither Agree or ...: 4.8%
- Somewhat Agree: 35.7%
- Agree: 54.8%

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Recent Accomplishments

Highlights from 2022-2023

I&T Highlights I

- **Customer service & resident engagement innovations**
  - **898** resident engagements for Build the Budget 2023 – almost 100 more than the year before. Now, for 2024 we are on Deck to break more records.
  - **>4.5/5 average customer service rating** for 311 Customer Service calls
  - In 2022, **48 events** held at the South Bend Technology Resource Center (TRC) in partnership with over **66 community organizations**
  - One Stop Shop program and space development ahead of new City Hall
  - UAP sign-up sprints and results-driven contracting project

- **National recognition and leadership in data, innovation, tech**
  - What Works Cities Silver for **3rd year in a row (2022)** and then **What Works Cities Gold (2023).**
  - South Bend recognized as a **Digital Equity Trailblazer City.**
  - **2023 Strategic national partnerships** include Harvard City Leadership Network's Government Procurement Excellence Cohort, the Bloomberg Data Alliance, and the MetroLab Data Handling Working Group

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What Works Cities Certification
GOLD 2023

SOUTH BEND, IN
IS A WHAT WORKS CITIES GOLD-CERTIFIED CITY!

Recognized for excellence in data-driven local government

WhatWorksCities.org/Certification

Bloomberg Philanthropies | What Works Cities Certification | RESULTS FOR AMERICA

Projected vpw by operation

Business Unit	Lobby Reception	Storefront	Payment Dropbox	Document Pick-up/Drop-off	Appointments	Ad hoc table
Building				12	18	
EEE	11					
Engineering	15					
Human Rights	10			10		
Neighborhood H&H	7	5		5		
Neighborhood S&E	22	16	2			
OVB		13	4			
Water Works Utilities		532	115			
Zoning		16			8	
Total	**64**	**581**	**121**	**26**	**195**	**3**

We have started working with City Teams to strategize the streamlined physical and digital "One Stop Shop" customer experience

I&T Highlights II

- **Successful infrastructure expansions:**
  - **8** new Fire Stations, **7** new Parks covered by **79** new wireless access points for the South Bend Open WiFi Expansion. More locations to come in 2024.
  - City Camera Network first wave expansion to downtown garages, high traffic pedestrian areas/intersections, select VPA locations

- **Digital Equity Progress:**
  - **35,000** Mobile Network Speed Tests completed in partnership with the Solid Waste Team in addition to **800** at-home speed tests collected from residents.
  - **300+** residents completed our digital literacy survey in partnership with SJCPL in 2022
  - ACP sign-up and support work begun from $500K in federal funds from the FCC
  - Won NLC grant to support local business partners with digital access, training needs
  - Published the Digital Equity Roadmap and became an Indiana Broadband Ready Community
  - Ongoing PLTE pilot with the SBCSC. Read about this cool project here.

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SOUTH BEND
FIRE HOUSE 2

FIRE SOUTH EMS
BEND

SOUTH BEND
OPEN WI-FI

SAFE PLACE

I&T Highlights III

- **Attracting Investment**
  - **$2M+** brought in by Civic Innovation Team this year alone across work areas: digital equity, sustainability, early years/learning, business support

- **Filling local transportation gaps via Commuters Trust (CT)**
  - **900+ hourly wage workers** supported by Commuters Trust across **12 partnered local employers** from 2022 to present. This equates to over **10K discounted ride shares** and almost **50K Transpo rides**.

- **Security Progress**
  - **2** completed Cybersecurity Assessments
  - Digital Defense Security Posture GPA improved from **3.35 (B+)** to **3.4 (A-)**
  - Phishing fail rates improved from **>50%** of staff to, most recently, just **6%**

- **Departmental IT Services, Good Housekeeping**
  - **4,000+** Helpdesk tickets collected and addressed in 2022
  - **288** new City computer users created and supported in 2022
  - Annual data inventory and hardware refresh
  - Data/RTCC/RFTP policy updates with Police and Legal

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Commuters Trust Employer Program

85% of enrollees are women, higher than the proportion of total female employees

Full-time employees are more likely to enroll in the program

Black or African American enrollees are 45% of enrollees

More than a third of interviewees do not have a car of their own.

Enrolled participants are more likely to be moderately or severely transportation insecure - **indicating the program is being used by those who need it.**

At one employer, the program has on average increased hours by 1.27 shifts per month, resulting in an extra **$151 dollars a month earned per worker.**

See Appendix for more slides on CT program

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I&T Highlights IV

- **Departmental Partnered Programs:** Business Security Grant, UpSkill SB, SolveSB (Affordable Housing, Sustainability)

- **Departmental Applications/Digital Support**: Financial Empowerment Customer Support, UAP 2.0, Forestry Work Orders, RSVP app, Morris SMS notifications, new city design guide, EEE canvassing tools

- **Departmental Data Support:** Traffic calming, utility payment tracking, curbs & sidewalk, street quality dashboard, skating season pass holder tracking, crime analytics & transparency

- **Departmental Training Support:** project management, survey design, Excel, GIS, GenAI (coming soon!)

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SOUTH BEND, INDIANA
Mayor James Mueller

311 SERVICE PORTAL   **RESIDENTS**   **BUSINESSES**   **DEPARTMENTS**   **ELECTED OFFICIALS**   ☰   🔍

WELCOME TO THE CITY OF SOUTH BEND

Browse and learn about City services

REQUEST A CITY SERVICE ⧉

Find City contact information

CONTACT THE CITY

Start a great career with the City of South Bend

FIND A JOB

POPULAR SERVICES

VIEW TRASH PICKUP INFO

PET ADOPTION

Supporting Colors

Use these supporting colors in your Microsoft files. You can download the theme and set it as the default of your documents. You can also use supporting colors for non-Microsoft files.

Blues

Blue 750 (less saturated dark blue option)	1F2030
Blue 700	0F102B
Blue 600	161741
Blue 500 (Primary)	1D2058
Blue 400	4F52C3
Blue 300	898CD7
Blue 200	C4C5EB
Blue 100	E3E4F2
Blue 50 (less saturated light blue option)	F3F4F8

Reds

Red 700	5F0F16
Red 600	8E1621
Red 500 (Primary)	BF1E2E
Red 400	E76874
Red 300	EF9AA2
Red 200	F7CCD0
Red 100	FFECEE

Yellows

Yellow 700	967603
Yellow 600	DEB004

Greys

Grey 700	262626
Grey 600	595959

Templates

Use the following templates as needed. These templates incorporate COSB branding, including fonts and colors. You can find these templates and more in the insideSB SharePoint site by department team.
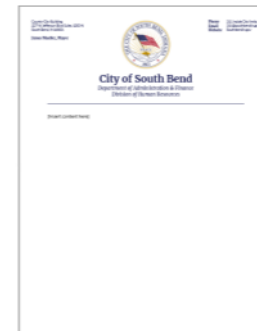
Report (.ppt file)

Use for formal reports that might include images, photos, and quotes.

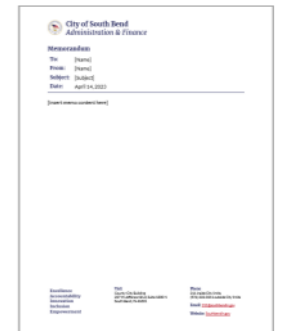### PowerPoint Presentation (.ppt file)

Use for both internal and public presentations.

Letterhead (.docx file)

Use for more formal correspondence.

Memo (.docx file)

Use for less formal correspondence.

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South Bend, Indiana
Mayor James Mueller

311 Service Portal   Residents   Departments   Elected Officials   Business
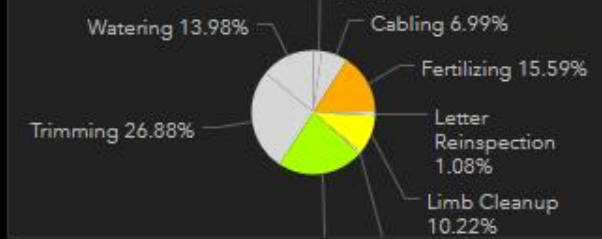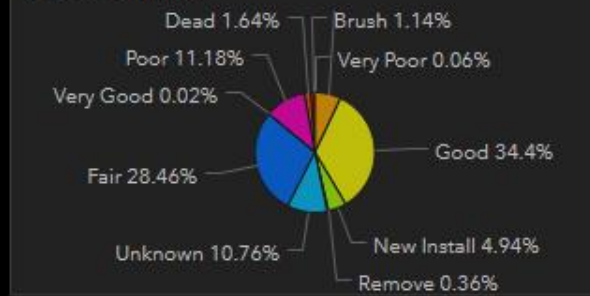
Business Security Program

City Security Expansion Project

The Citywide Security Expansion is a strategic initiative of the city under the Public Safety Security Enhancements umbrella of priorities. The ultimate goal is to deter crime and increase feelings of safety for businesses and residents.

Citywide Security Expansion

To date, the city has been working on the public branch of the program. We are expanding the already existing security network among city-

Public Safety Technology

The expanded network is accessible accessible by the Real Time Crime Center, established in 2022 as part of this program. Additionally, the creation

Residents And Businesses

The Business Security Program is the latest initiative by the City to grant money and resources to local businesses in South Bend for

2024 Projected Activities

Our plans for next year based on Department requests, upcoming opportunities

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Where do our 2024 projected activities come from?

- **Department Partners.** As an internal service department, I&T meets with Departments at the beginning of budget season to understand high level technology goals for the following year. Resident goals drive their goals. Their goals are our goals.
  - Ex: New road and sidewalk assessments, DCI software
- **External Opportunities.** We see and prepare for opportunities coming down the pipeline: grants, legislation, new standards, City Hall
  - Ex: Cybersecurity with IOT, state meeting transparency laws
- **National Best Practices.** As centralized IT/data/digital shop, we identify opportunities for improving tech governance, mitigating risk, becoming more efficient
  - Ex: Citywide MFA, business continuity plans

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2024 I&T Projected Activities

Highlight of current plans with Departments

Note: not a comprehensive list

- Digitizing/automating more city programs and processes

- Improving resident digital engagement: meeting + minute access for boards and commissions; SMS communication, web

- One Stop Shop customer experience creation (digital and in-person) ahead of new City Hall, including streamlined/centralized payments

- Continued grant writing and partnership building: Public Health, Sustainability, Digital Equity/Broadband, Cybersecurity, Smart City Infrastructure

- Sense South Bend, South Bend Open WiFi Phase II

- Improved physical security at Water Works and Fire (door access, cameras, etc.)

- Software implementations: UKG, Neighborhood Services/Permitting Software, AMS

- Driving integration into the Real Time Crime Center across businesses and community partners

- Citywide MFA

- Data-driven services: sidewalk/streets assessments, city survey

- Improved system/product documentation and maintenance: incident response planning, business continuity planning, software maintenance charters

2024 I&T Projected Activities

Theme:

Customer Service Excellence

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- Digitizing/automating more city programs and processes
- Improving resident digital engagement: meeting + minute access for boards and commissions; SMS communication, web
- One Stop Shop customer experience creation (digital and in-person) ahead of new City Hall, including streamlined/centralized payments and case management model
- Continued grant writing and partnership building: Public Health, Sustainability, Digital Equity/Broadband, Cybersecurity, Smart City Infrastructure
- Sense South Bend, South Bend Open WiFi Phase II
- Improved physical security at Water Works and Fire (door access, cameras, etc.)
- Software implementations: UKG, Neighborhood Services/Permitting Software, AMS
- Driving integration into the Real Time Crime Center across businesses and community partners
- Citywide MFA
- Data-driven services: sidewalk/streets assessments, city survey
- Improved system/product documentation and maintenance: incident response planning, business continuity planning, software maintenance charters

2024 I&T Projected Activities

Theme:

Product Management & Maintenance

- Digitizing/automating more city programs and processes
- Improving resident digital engagement: meeting + minute access for boards and commissions; SMS communication, web
- One Stop Shop customer experience creation (digital and in-person) ahead of new City Hall, including streamlined/centralized payments
- Continued grant writing and partnership building: Public Health, Sustainability, Digital Equity/Broadband, Cybersecurity, Smart City Infrastructure
- Sense South Bend, South Bend Open WiFi Phase II
- Improved physical security at Water Works and Fire (door access, cameras, etc.)
- Software implementations: UKG, Neighborhood Services/Permitting Software, AMS
- Driving integration into the Real Time Crime Center across businesses and community partners
- Citywide MFA
- Data-driven services: sidewalk/streets assessments, city survey
- Improved system/product documentation and maintenance: incident response planning, business continuity planning, software maintenance charters

2024 I&T Projected Activities

Theme:

Physical & Cyber Security

- Digitizing/automating more city programs and processes
- Improving resident digital engagement: meeting + minute access for boards and commissions; SMS communication, web
- One Stop Shop customer experience creation (digital and in-person) ahead of new City Hall, including streamlined/centralized payments
- Continued grant writing and partnership building: Public Health, Sustainability, Digital Equity/Broadband, Cybersecurity, Smart City Infrastructure
- Sense South Bend – Smart City Tech for Sustainability
- Improved physical security at Water Works and Fire (door access, cameras, etc.)
- Software implementations: UKG, Neighborhood Services/Permitting Software, AMS
- Driving integration into the Real Time Crime Center across businesses and community partners
- Citywide MFA
- Data-driven services: sidewalk/streets assessments, city survey
- Improved system/product documentation and maintenance: incident response planning, business continuity planning, software maintenance charters

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2024 I&T Projected Activities

Theme:

Regional Technology Excellence & Equity

- Digitizing/automating more city programs and processes
- Improving resident digital engagement: meeting + minute access for boards and commissions; SMS communication, web
- One Stop Shop customer experience creation (digital and in-person) ahead of new City Hall, including streamlined/centralized payments
- Continued grant writing and partnership building: Public Health, Sustainability, Digital Equity/Broadband, Cybersecurity, Smart City Infrastructure
- Sense South Bend, South Bend Open WiFi Phase II
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- Improved system/product documentation and maintenance: incident response planning, business continuity planning, software maintenance charters

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Budget Summary

2024 proposed budget

City Budget

	2021 Actual	2022 Actual	2023 Adopted Budget	2024 Proposed Budget
01 Mayor's Office	(1,716,896)	(2,132,797)	(1,036,452)	(1,109,306)
02 City Clerk	(477,787)	(433,836)	(453,901)	(492,180)
03 Common Council	(538,882)	(509,239)	(607,587)	(836,294)
04 Administration & Finance	(35,073,661)	(52,290,061)	(43,629,245)	(47,911,151)
05 Legal Department	(1,227,132)	(1,303,534)	(1,604,576)	(1,731,678)
06 Public Works	(93,949,799)	(82,035,216)	(142,580,721)	(110,208,245)
07 Innovation & Technology	(9,183,704)	(9,298,919)	(10,078,207)	(13,046,360)
08 Police Department	(42,044,556)	(43,031,323)	(47,335,169)	(51,624,654)
09 Fire Department	(35,767,842)	(37,766,018)	(40,474,070)	(43,376,050)
10 Dept of Community Investment	(34,246,266)	(45,085,414)	(28,398,300)	(48,524,860)
11 Venues, Parks & Arts	(22,403,068)	(36,464,143)	(37,033,164)	(34,198,970)
Net Surplus / (Deficit)	**(276,629,592)**	**(310,350,500)**	**(353,231,392)**	**(353,059,747)**

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I&T 2024 Proposed Budget

Row Labels	Sum of 2021 Actual	Sum of 2022 Actual	Sum of 2023 Amended Budget	Sum of 2024 Proposed Budget
Capital	-	-	-	-
Debt Service Interest & Fees	50,358	65,014	60,064	93,470
Debt Service Principal	966,528	930,920	763,196	788,983
Education & Training	33,654	34,682	69,933	67,000
Fringe Benefits	704,230	711,976	974,307	1,414,429
Interfund Allocations	891	653	813	818
Interfund Transfers Out	-	-	-	-
Other Services & Charges	292,472	243,852	88,490	77,550
Printing & Advertising	3,277	4,366	15,599	16,500
Professional Services	510,586	782,666	1,416,746	646,260
Repairs & Maintenance	3,646,311	3,802,342	4,661,164	5,840,569
Salaries & Wages	1,908,602	1,965,182	2,485,597	3,402,749
Supplies	714,903	468,930	277,840	663,850
Travel	161	24,829	31,550	35,000
Grand Total	**8,831,973**	**9,035,411**	**10,845,300**	**13,047,178**

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I&T 2024 Proposed Budget – Increases

Row Labels	Sum of 2021 Actual	Sum of 2022 Actual	Sum of 2023 Amended Budget	Sum of 2024 Proposed Budget
Capital	-	-	-	-
Debt Service Interest & Fees	50,358	65,014	60,064	93,470
Debt Service Principal	966,528	930,920	763,196	788,983
Education & Training	33,654	34,682	69,933	67,000
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Notes on Increases: Repairs & Maintenance

Repairs & Maintenance (+1M Increase over 2023). Top Category Drivers:
- Utility Body Camera Upgrade (430K) - Police
- Cloud Data Storage and VM Hosting (450K)
- Kronos UKG Ready (311K)
- HelpDesk Support, N-Able, Taskfire, Desktop Patching (300K)
- Lease Payments (250K)
- Shotspotter (230K) - Police
- Total Streets (186k) – Public Works
- Data Plans (140K)
- Polaris (130K) - Police
- Fusus (124K) - Police

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Notes on Increases: Supplies

Supplies Increase Explained by EOL replacement schedule (300K increase over 2023). Drivers:

- Firewall Replacement (120K)
- EOL Switch and WAP Replacements (200K)

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I&T Ratio of City Budget Over Time

I&T Budget Growth vs I&T Budget Ratio Growth

— I&T Budget (Millions $)   — I&T Budget as % of City Budget

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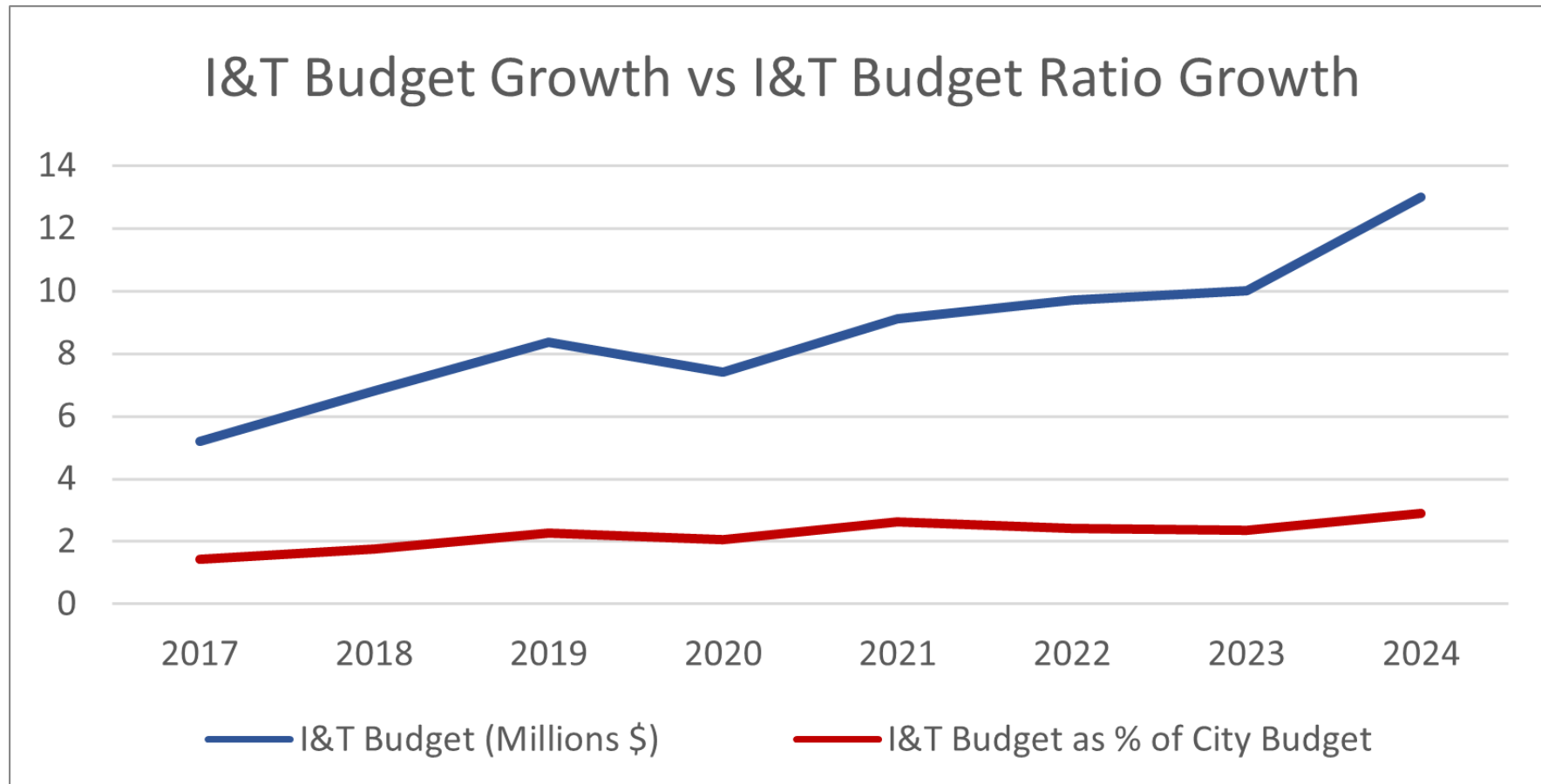
Rising Tech Demand/Use at the City

Tech Demand Growth (Chart 1)

Legend: # I&T FTE, Cameras, WAPs, Door Access Controls, Software programs

See Appendix for more stats

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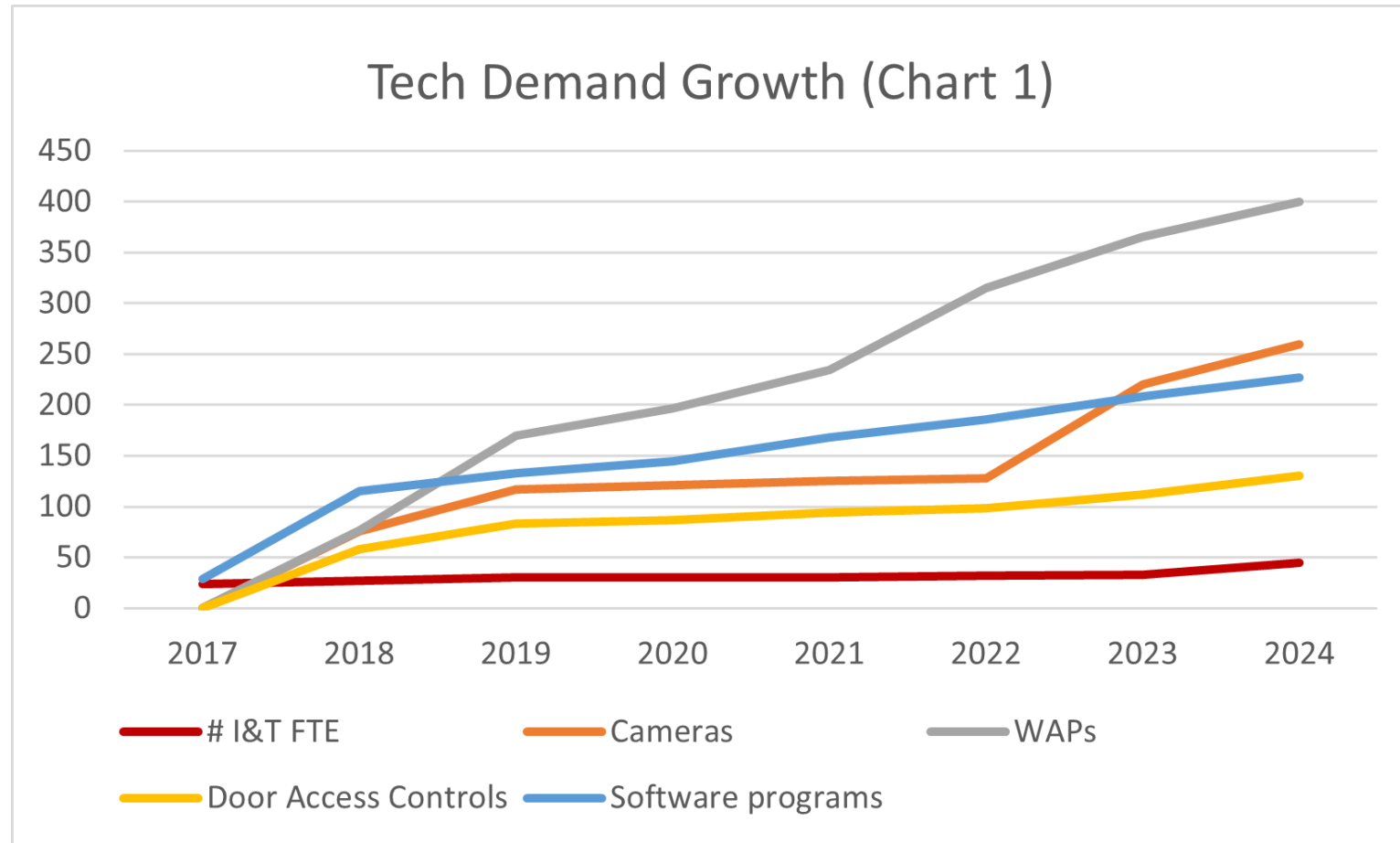
Personnel Changes & Re-org Summary

2024 proposed changes to our team

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Why are changes needed?

Centralized I&T was created almost 10 years ago for a smaller city that had less technology, less data, lower technology costs, less external risks, and different resident expectations re: service delivery.

Since I&T was created, there have been no significant re-orgs to our structure. In the current structure, there was no dedicated personnel or positions for:

- Web management and digital services

- Software maintenance/product management

- Cybersecurity

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Themes for 2024 I&T Reorganization

There are 4 major themes that most proposed changes in I&T structure and personnel relate to:

1. Addressing capacity gaps in maintenance & security
2. Creating a dedicated digital team to address weaknesses in web and embrace future opportunities in low code and resident experience/communication
3. Absorbing Commuters Trust into city operations
4. Centralizing customer service workforce

See Appendix slides for more about these themes

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US Digital Response (USDR) Partnership

USDR, a national organization dedicated to modernizing government and building digital teams in city government, is providing free technical assistance and advising on our new structure, market appropriate titles, job descriptions, and training plans behind this re-org.

Please see more slides in the appendix for more information and details on the I&T re-org.

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Current State Org Chart for I&T

- 33 FTEs
- 2023 Q2 change:
  - *Title change only Design Specialist > Web Manager*

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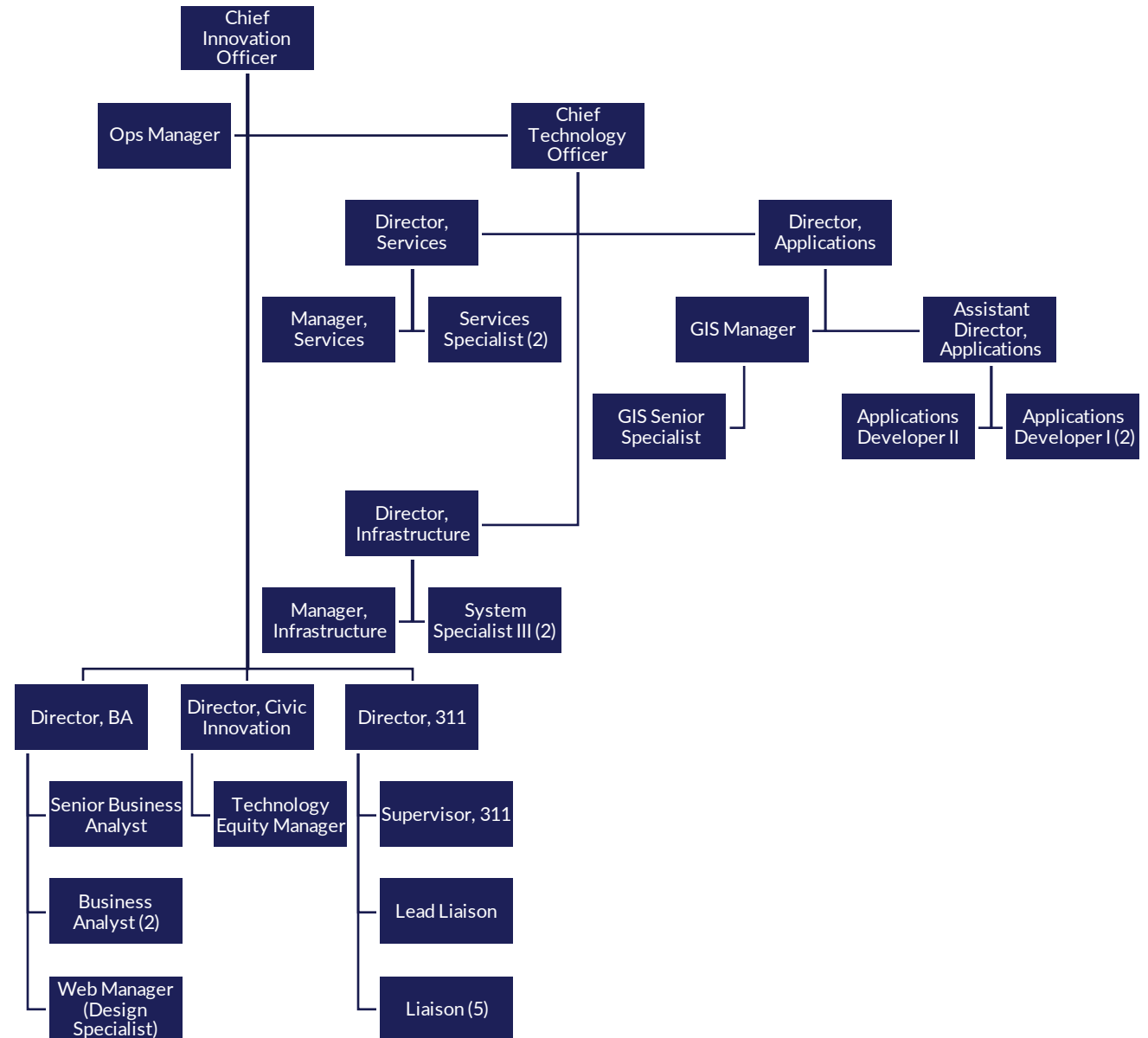
Future State: I&T Divisions

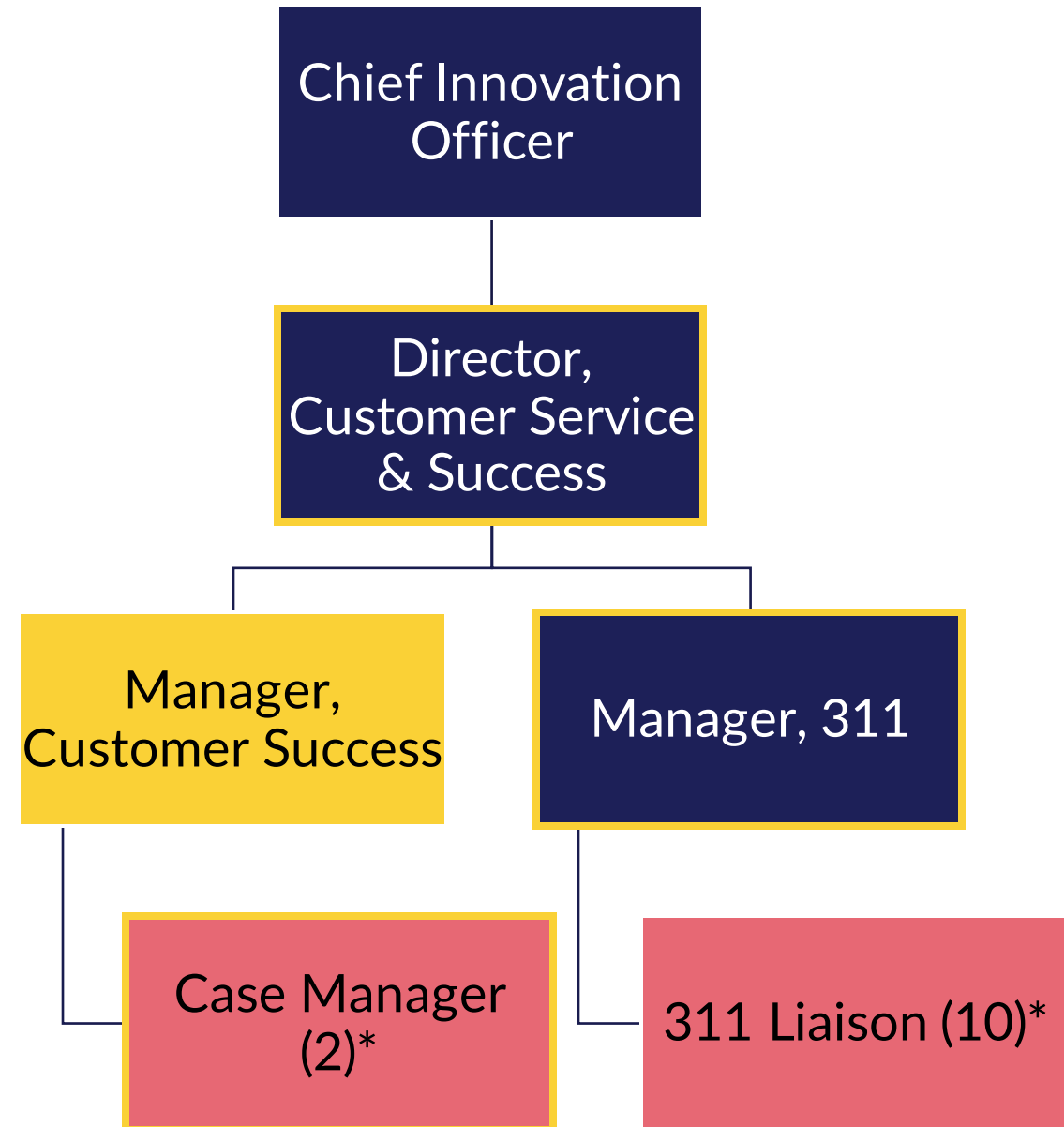| Division	Description
Customer Service & Success	311, Case Management, One Stop Shop City Hall Experience
Digital	Custom integrations, web apps, UX, Low code platforms & solution design/development, digital communications support, website maintenance and training
Data & Performance	Performance management, data analytics and transparency, data warehouse. business process improvement, GIS
Civic Innovation	Digital equity, smart cities/urban sensing, university partnerships, special projects, Commuters Trust + transportation programs/pilots
Infrastructure	Network maintenance/security, South Bend Open WiFi, cameras, physical and virtual environments
Enterprise Services & Software	Helpdesk, hardware/rights/software management and distribution, technology procurement, software maintenance
Project Management	Priority IT Project Management, SB Academy (aka training) Coordination, Department Portfolio Maintenance

New Functions for that Division are highlighted.

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Future State Org Chart for I&T

- 47 FTEs
  - 6 absorbed (red)
  - 7 net new (yellow)
  - Title Changes (yellow outline)
- Note 2023 Q2 change:
  - *Title change only Design Specialist > Web Manager*

See Appendix for more information on position changes

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Innovation & Technology

Chief Innovation Officer

Ops Manager

Project Manager

Chief Digital Officer

Director, Applications

Director, Digital Services

Applications Developer II

Applications Developer I (2)

Web Manager

Product Manager

Solutions Designer

Chief Technology Officer

Director, Enterprise Services & Software

Director, Infrastructure

Manager, Enterprise Software

Manager, Services

Manager, Infrastructure

System Specialist III (2)

Software Specialist

Services Specialist (2)

Director, Data & Performance

Director, Civic Innovation

Director, Customer Service & Success

Assistant Director, Data & Performance

Senior Business Analyst

Business Analyst (2)

Technology Equity Manager

Manager, Customer Success

Manager, 311

GIS Senior Specialist

Program Manager - Transportation

Case Manager (2)

311 Liaison (10)

Future State Org Chart for I&T

Zoom in on Customer Service

Changes: Merging all frontline Customer Service personnel on one team will:

- Allow the city to create a One Stop Shop digital and in-person experience
- Pursue centralized/streamlined payments across resident services
- Shift from a reactive 311 model to a proactive, holistic case management model
- Create a foundation for customer service digital innovation while future-proofing our structure and workforce

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Chief Innovation Officer

Director, Customer Service & Success

Manager, Customer Success

Manager, 311

Case Manager (2)*

311 Liaison (10)*

1 Case Manger + 5 311 Liaisons absorbed

Future State Org Chart for I&T

Zoom in on Enterprise Services & Software

Changes: This expanded team will take the burden of day-to-day vendor and software management/documentation away from developers and give city teams more assistance with:

- Baseline maintenance and tracking of enterprise software issues, needs, upgrades
- Continuous communication and IT support for business units managing our most important enterprise software
- Good governance via annual software inventories, business continuity plan development

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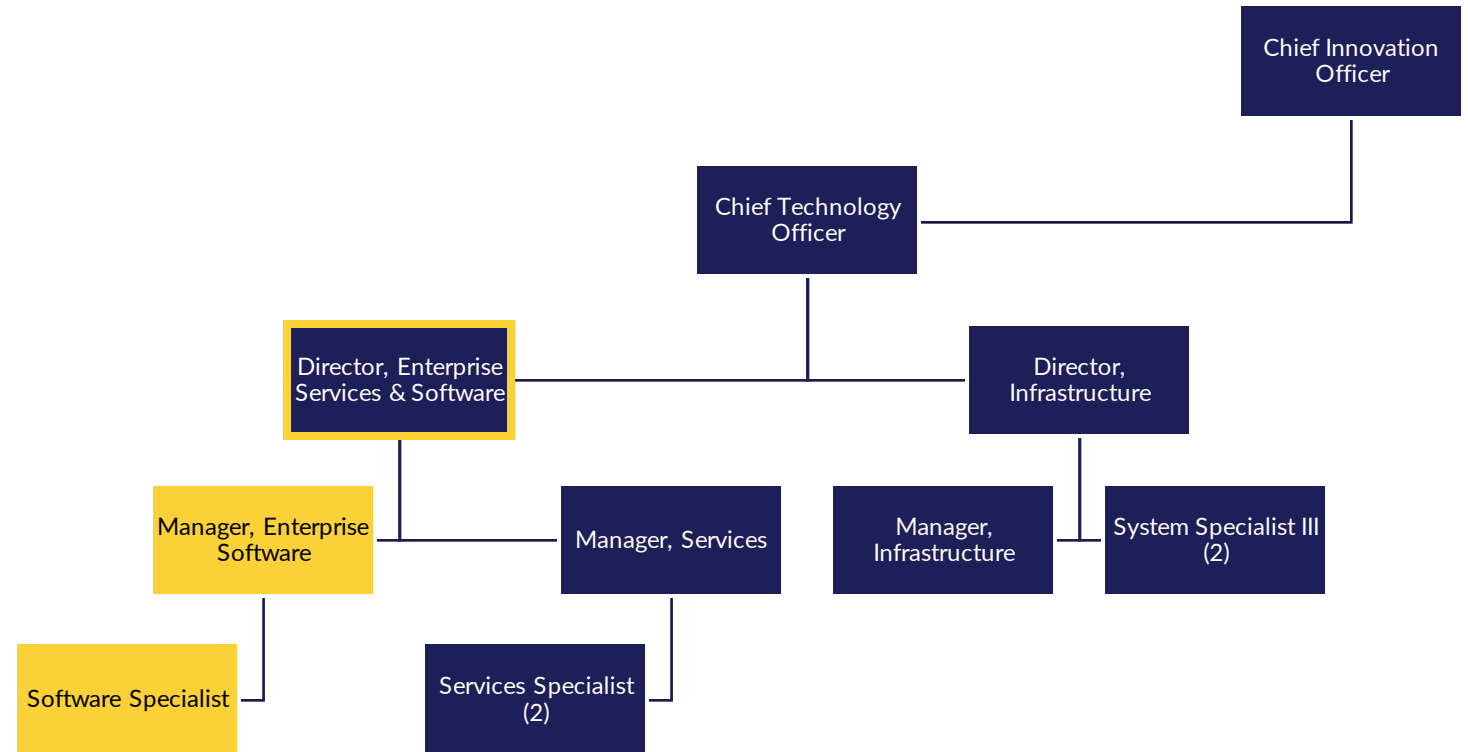
Future State Org Chart for I&T

Zoom in on Digital Team

Changes: The new Digital Team merges the existing Applications Team, Web Manager, and two new roles to create a cohesive team that can build and maintain new solutions (apps, web products, automations) for staff and residents. They will be able to:

- Maintain the City's existing in-house products (CRM, UAP, LRR, RSVP)

- Add more capacity for resident communications across web, SMS, newsletters, etc.

- Develop on demand low code program solutions and automations for staff

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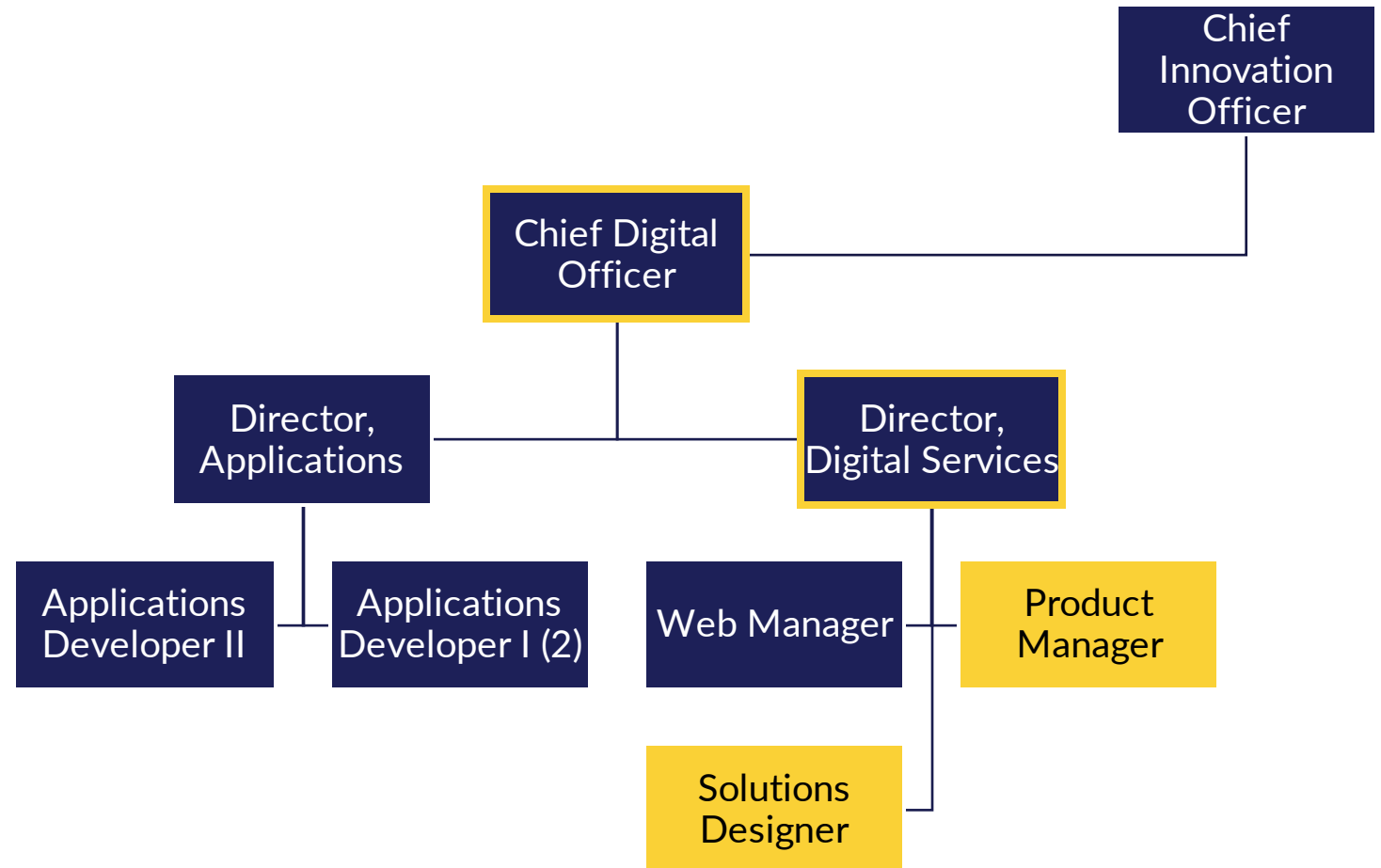
Future State Org Chart for I&T

Zoom in on Operations

Changes: Project Manager under the Operations Manager means more stable project management capacity with less turnover. This means less timeline disruptions, and enough man power to properly PM all planned 2024 big, cross-Departmental projects:

- Payment Streamlining Project + Digital OSS
- UKG Implementation
- Accela Replacement/Permitting Solution
- Implementing new meeting transparency tools across all Boards & Commissions

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Chief Innovation Officer

Ops Manager

Project Manager
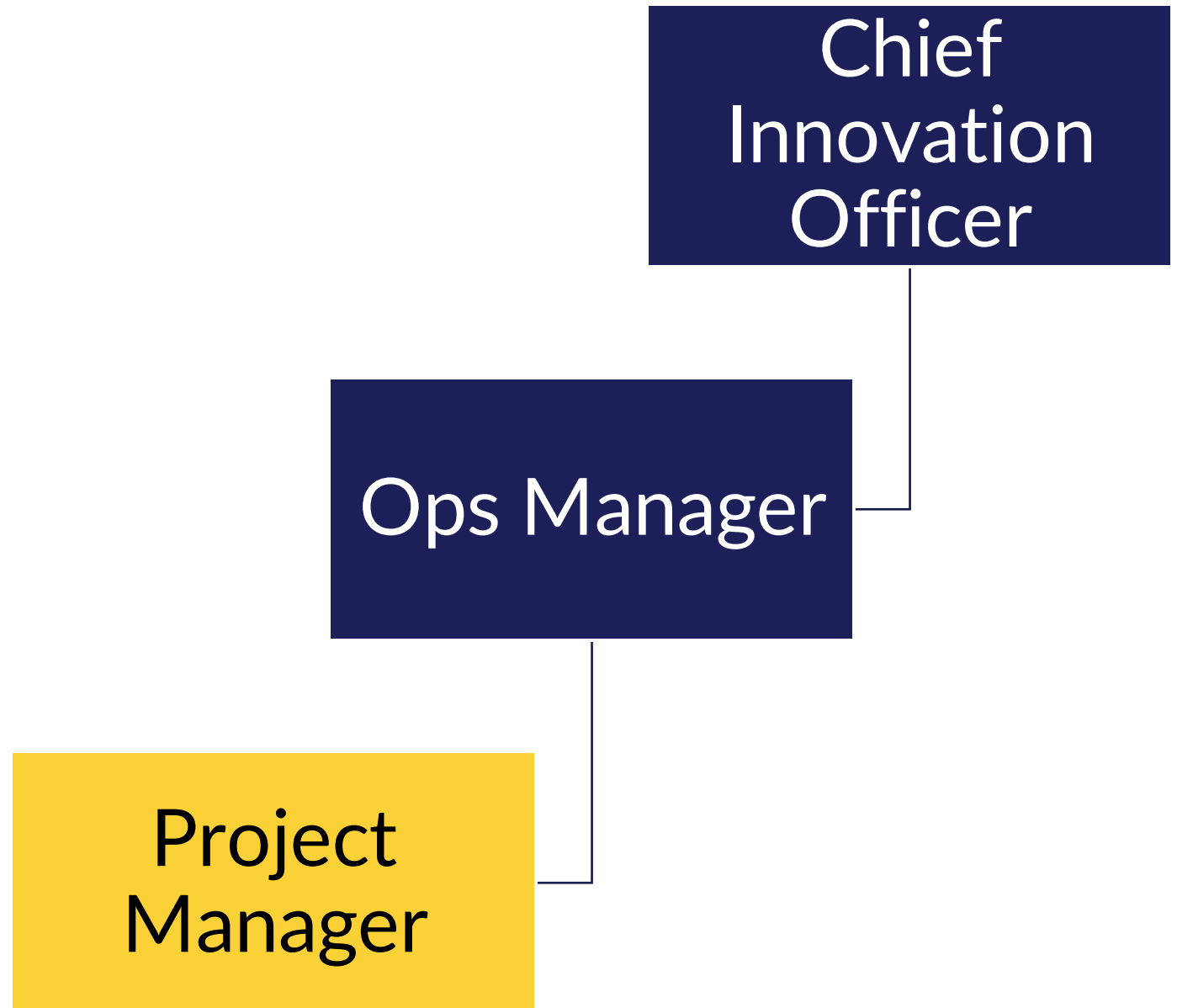
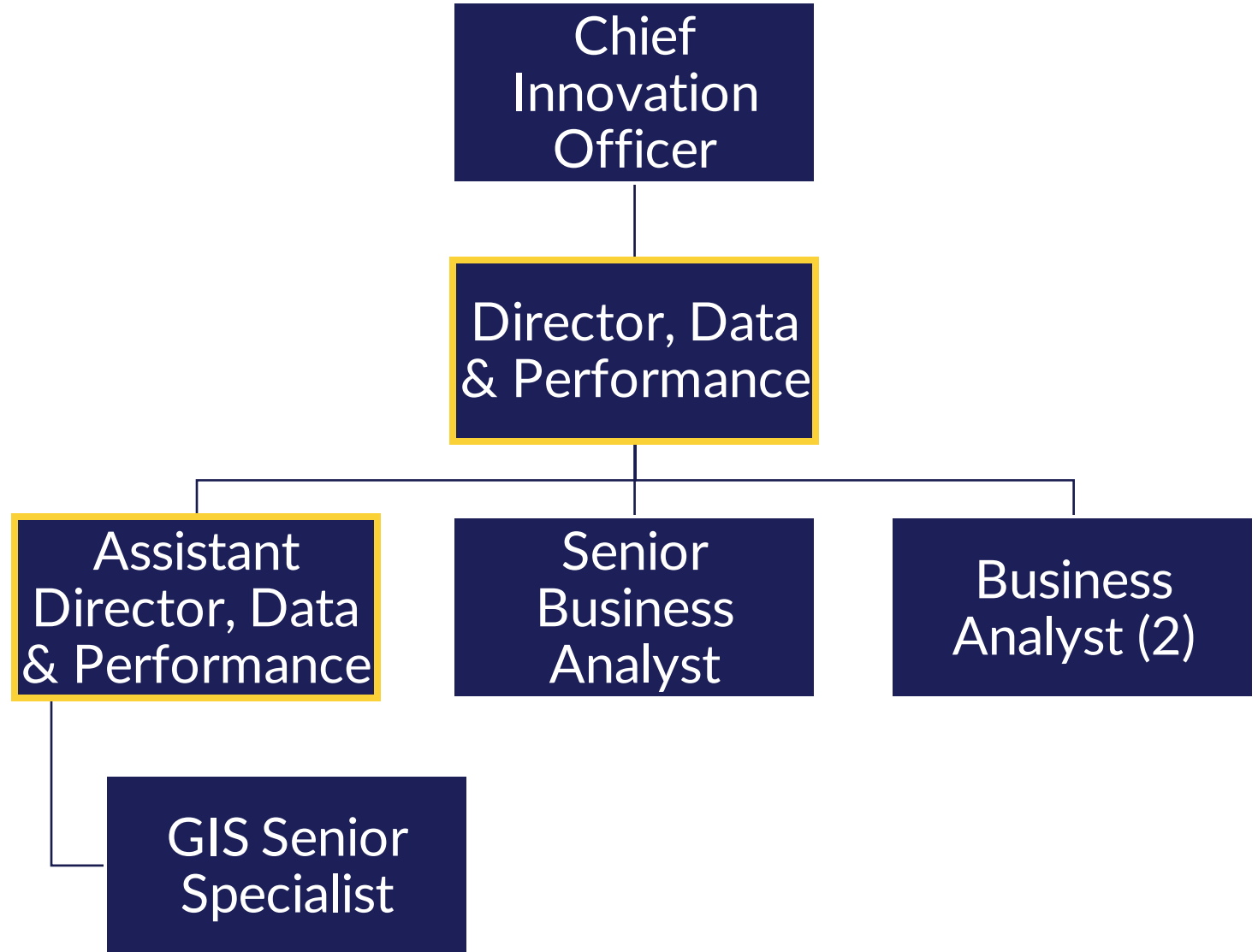# Future State Org Chart for I&T

Zoom in on Civic Innovation

Changes: Civic Innovation will now house Commuters Trust Operations via the Program Manager - Transportation position. This will allow this program and other mobility innovation pilots to be integrated into broader grantmaking and strategic partnership work at the City.

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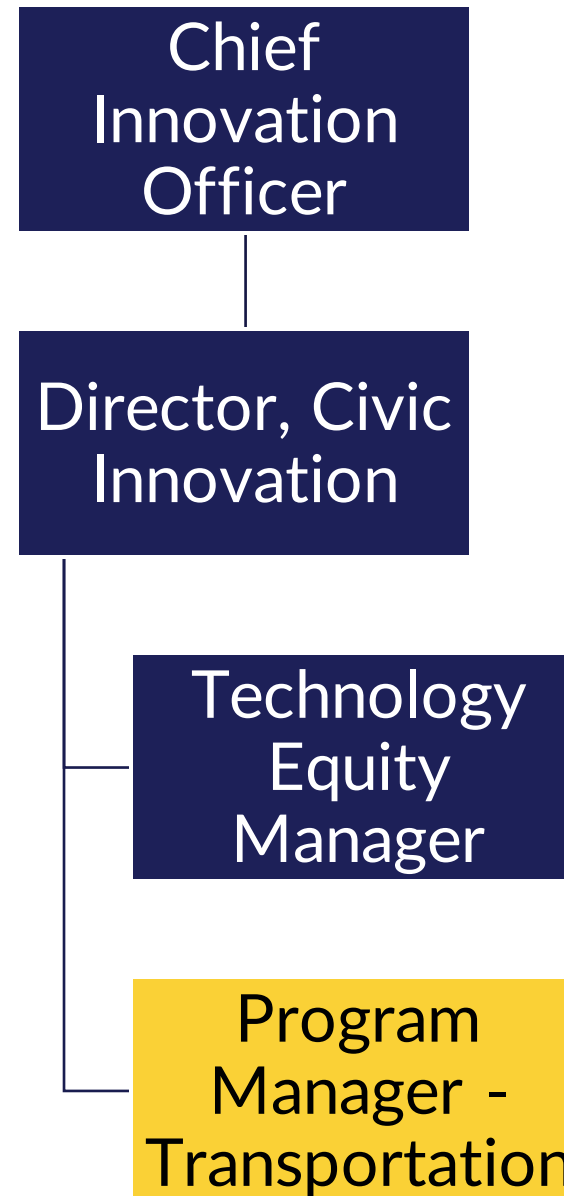
Future State Org Chart for I&T

Zoom in on Data & Performance

Changes: We are right sizing the scope of the former Business Analytics Team by re-naming them, taking away web management expectations, and adding GIS. This will integrate all data services and platform management on one team.

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Innovation & Technology

```
                    Chief
                  Innovation
                   Officer
                      |
                  Director, Data
                  & Performance
                      |
        ┌─────────────┼─────────────────┐
   Assistant        Senior           Business
  Director, Data    Business        Analyst (2)
  & Performance     Analyst
        |
   GIS Senior
   Specialist
```

Proposed New FTEs in I&T

Position	Team	Quantity	Salary Cap
311 Liaison	Customer Service	5	$50,742
Manager, Customer Success	Customer Service	1	$65,846
Manager, Enterprise Software	Enterprise Services & Software	1	$68,644
Software Specialist	Enterprise Services & Software	1	$61,669
Program Manager - Transportation	Civic Innovation	1	$68,312
Product Manager	Digital	1	$61,669
Solutions Designer	Digital	1	$61,940
Project Manager	Operations	1	$61,669

See Appendix for more information on position changes

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2024 I&T Budget Summary

$13M Proposed I&T Budget, about 2.9% of the City Budget. In context,

- There is a notable 20% increase from 2023. Drivers:
    - higher tech & licensing costs across Departments
    - absorbed staff from Water Works (6)
    - new positions to fill our gaps (7 net)
    - 3/5 year cyclical costs associated with EOL infrastructure supplies
- The strategic shift from the position/structural changes will:
    - Address mounting maintenance issues from the increased machines, users, software, and tech expectations
    - Fill gaps: cybersecurity, web/digital, software maintenance
    - Set the city up for customer service excellence & modernization

Questions?

Please ask now or follow-up via email
driedl@southbendin.gov

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Appendix Slides – More Resources and Reading

Links

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More Reading – I&T Reports & Background

- You can read a case about the creation of our Department
- Link to the Department's Medium Blog
- Transparency & Performance Page
- Commuters Trust Site

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Select I&T Media Links

- Meet the 2022 Digital Inclusion Trailblazer Cities
- Cities are looking at data differently to fight homelessness
- Robinson Center awarded $500,000 to expand Talk with Your Baby program
- Upskill South Bend looks to certify professionals in the climate industry
- City Heroes: Celebrating Data and Analytics Innovators
- South Bend business security grants offered for real time crime center
- South Bend announces policies for 'real time crime center'
- City of South Bend named a Broadband Ready Community
- South Bend residents invited to participate in 2023 Build the Budget
- City of South Bend offers utility assistance programs
- Seven cities recognized for exceptional and equitable use of data
- South Bend boosting public Wi-Fi in final big expansion push

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Appendix Slides – I&T Budget

Extra slides on I&T Budget numbers and process as well as city tech usage and demand trends

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Reminder: How the I&T Budget Works

Line Item Example	Amount	Allocation Method
Guardian Care	10,000	100% Police
Microsoft O365	199,728	By license
eTix	10,100	100% Morris
Adobe All Apps Creative Cloud	32,402	By license
311 Travel	12,000	311 Allocation
VoIP Licensing	38,000	Num phones

- I&T's budget is comprised of the budgets of all other departments. We begin each budget season taking inventory of all tech operational costs and new needs across the city to put it our budget.

- Every line item in the I&T budget is assigned an equation based on how that line item is consumed across Departments. *See examples to the left.*

- Note that some line items are fully dedicated to certain departments and some are shared or "enterprise" resources.

- Different I&T staff (individuals and teams) have cross-departmental equations associated with them based on projected amount of support that role provides to that Department.

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I&T Allocation Summary for 2024

DEPT(s)	2024 Allocation	% 2024 I&T Budget
Admin & Finance	$745,945	5.7%
Clerk/Council	$159,570	1.2%
DCI	$1,494,231	11.5%
D&I/HR	$143,180	1%
Fire	$1,106,212	8.5%
Legal	$267,301	2%
Mayor	$185,604	1.5%
Police/Crime Lab	$3,353,113	25.7%
Public Works	$4,297,670	33%
VPA	$1,287,504	9.9%

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Rising Tech Demand/Use – More Detail

Category	2017	2018	2019	2020	2021	2022	2023	2024 (projected)
I&T Budget (Millions $)	5.2	6.8	8.35	7.4	9.1	9.7	10	13
I&T as % of City Budget	1.436	1.76	2.27	2.07	2.63	2.41	2.35	2.91
I&T FTE Count	24	27	30	30	30	32	33	45
Total # Supported Devices	1022	1085	1128	1343	1431	1471	1628	1734
Cameras	x	76	117	121	125	128	220	260
WAPs	x	77	170	197	234	315	365	400
GB on Network	x	9067	15875	22720	32526	35217	37910	41597
Door Access Controls	x	58	83	87	94	98	112	130
Software programs	29	115	133	145	168	186	208	227
Users Supported	x	1123	1204	1213	1192	1163	1275	1695
Number of Helpdesk tickets	1002	1745	4697	4200	4389	4104	4489	4500

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I&T 2024 Proposed Budget – Decreases

Row Labels	Sum of 2021 Actual	Sum of 2022 Actual	Sum of 2023 Amended Budget	Sum of 2024 Proposed Budget
Capital	-	-	-	-
Debt Service Interest & Fees	50,358	65,014	60,064	93,470
Debt Service Principal	966,528	930,920	763,196	788,983
Education & Training	33,654	34,682	69,933	67,000
Fringe Benefits	704,230	711,976	974,307	1,414,429
Interfund Allocations	891	653	813	818
Interfund Transfers Out	-	-	-	-
Other Services & Charges	292,472	243,852	88,490	77,550
Printing & Advertising	3,277	4,366	15,599	16,500
Professional Services	510,586	782,666	1,416,746	646,260
Repairs & Maintenance	3,646,311	3,802,342	4,661,164	5,840,569
Salaries & Wages	1,908,602	1,965,182	2,485,597	3,402,749
Supplies	714,903	468,930	277,840	663,850
Travel	161	24,829	31,550	35,000
Grand Total	8,831,973	9,035,411	10,845,300	13,047,178

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Notes on Decreases: Professional Services

Professional Services decrease can be explained by:

- Staff increases
- Grant dollars slated for spending in 2024. Ex:
  - Future cybersecurity/broadband dollars from the State
  - ACP grant funds from the FCC
  - American Rescue (Public Safety Tech, Streamlining Assistance)
  - Redevelopment Funds for Digital Equity

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More information: Public Sector IT Budgets

- [Gartner Forecast on Government IT Trends and Budget Growth](#)
- [3 Key Priorities as State and Local Gov IT Budgets Grow](#)
- [Deloitte study on IT Budget benchmarks across industries](#)
  - Education & nonprofits: 4.54%
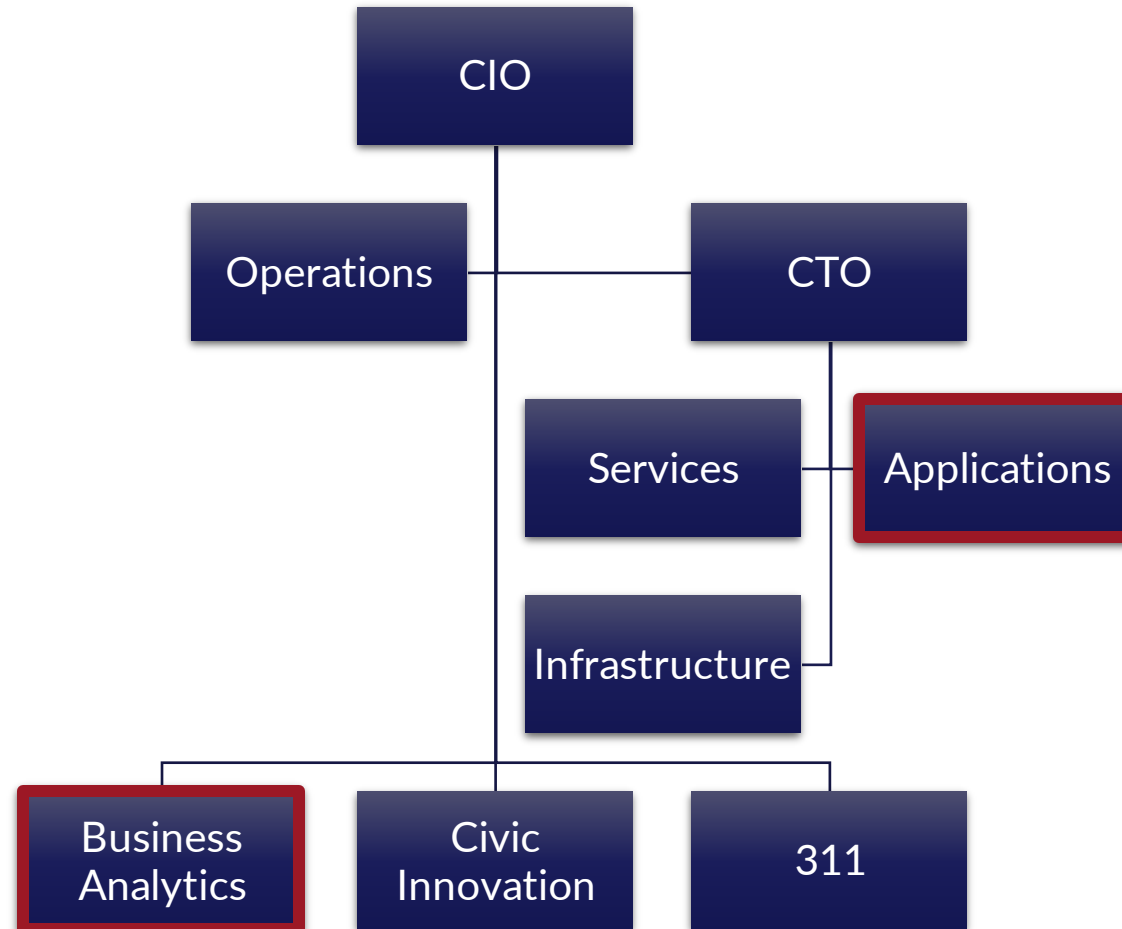 - The current 2024 budget ratio sits at 2.9%

Appendix Slides – Personnel & Re-org Information

Extra slides on proposed positions, raises, structural changes for I&T in 2024

City of South Bend
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Current State Org Chart – Capacity & Scope Issues

We need to right-size the responsibilities of the Applications and Business Analytics teams in terms of scope and volume

Org chart:

- CIO
  - Operations
  - CTO
    - Services
    - Applications
    - Infrastructure
    - Business Analytics
    - Civic Innovation
    - 311

Current State BA Responsibilities
- Data Collection & Analytics
- Performance (SB STAT) & Evaluations
- Data Governance
- Training (SB Academy)
- Web Content
- Business Process Improvement & Process Mapping
- Sharepoint/Power automate
- Solution design
- Data Visualization & Transparency Projects
- Early stage procurement solution research

Current State Apps Responsibilities
- Building and managing custom integrations
- Building and managing custom solutions
- Software management and maintenance
- Database administration
- Data engineering and automation
- GIS

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Future State Org Chart – Functions

- Data Collection & Analytics
- Performance (SB STAT) & Evaluations
- Data Governance
- Data Visualization & Transparency Projects
- Early stage procurement solution research
- Database administration
- Data engineering and automation
- Business Process Improvement & Process Mapping

- Priority IT Project Management
- Department Portfolio Management
- Training Coordination (SB Academy)

CIO

- Maintenance of network, virtual and physical environments
- Security
- Maintenance of cameras and WiFi

SHARED COMPETENCIES**
- Early stage procurement solution research/market research
- Project Management – basic
- Product Management – basic
- Customer service & relationship management – basic
- Vendor management – basic
- Business Process Improvement & Process Mapping

Operations Manager

CTO

- Building and managing custom integrations
- Building, managing, improving custom solutions
- Solution Design
- Sharepoint/Power automate
- Web Content, maintenance, training
- Maybe: Centralized Digital Communications Team

- Helpdesk
- Hardware distribution
- Phone systems and meeting systems
- Rights/permissions management
- Vendor management
- Software maintenance/charters

Enterprise Services & Products

Infrastructure

- Answer calls
- Take payments
- Work with business units to maintain up to date information for public & SLAs
- Manage OSS

Digital

Data & Performance

Civic Innovation

Customer Service

- Smart City projects
- Digital Equity projects
- University, national network, and philanthropic partnerships
- TRC
- CT

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Proposed New FTEs in I&T

Position	Team	Quantity	Salary Cap
311 Liaison	Customer Service	5	$50,742
Manager, Customer Success	Customer Service	1	$65,846
Manager, Enterprise Software	Enterprise Services & Software	1	$68,644
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Product Manager	Digital	1	$61,669
Solutions Designer	Digital	1	$61,940
Project Manager	Operations	1	$61,669

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Proposed Title Changes + >3% Raises

Position Title (OLD)	Position Title (NEW)	2023 Salary Cap	Proposed 2024 Salary Cap	% Increase
Supervisor, 311	Manager, 311 Customer Service	$57,244	$65,830	15%
Assistant Manager, Customer Service WW	Case Manager	$52,254	$54,264	3.8%
GIS & Data Manager	Assistant Director, Data & Performance	$74,453	$79,664	7%
Director, Business Analytics	Director, Data & Performance	$84,930	$90,318	6%
Deputy CTO	Chief Digital Officer	$91,440	$107,899	18%
Director, 311 Customer Service	Director, Customer Service & Success	$82,527	$90,318	9.5%
Director, Services	Director, Enterprise Services & Software	$82,527	$94,503	14%

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Proposed >3% Raises

Position	Team	2023 Salary Cap	2024 Proposed Salary Cap	% Increase
Director, Civic Innovation	Customer Service	$82,527	$90,318	9.4%
Director, Infrastructure	Infrastructure	$82,527	$90,318	9.4%
GIS Specialist - Senior	Data & Performance	$56,290	$60,793	8%

City of South Bend
Innovation & Technology

Proposed Title Changes Only

Title (OLD)	Title (NEW)	2023 Salary Cap	2024 Proposed Salary Cap	% Increase
Assistant Director, Applications	Director, Digital Services	$87,861	$90,497	3%
Lead Liaison	Case Manager	$52,684	$54,264	3%

Note: In 2023 Q2, the Design Specialist position formerly on the Business Analytics team changed titles to "Web Manager"

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Important Considerations: Internal Pay Parity

Due to the nature of proposed re-org, a few internal pay parity issues were considered in the overall suite of I&T personnel proposals. Consider:

- As a result of absorbing WW personnel, we had to increase Managerial level customer service workers to be comparable to what exists on the Public Works team.

- I&T Directors were raised at least to the level of Directors in other Departments, with specific higher skill Directors (Apps, ESS) making slightly more.

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Re-org Priority: Maintenance & Security

We need a department that can maintain and secure the technology we've implemented since centralization. We need dedicated in-house software maintenance support, not just PM/implementation support. We've seen a 97% increase in # software programs since 2018 (115 >> 227). We also need to create dedicated cybersecurity support for these systems either in the form of staff, more professional services or potentially both.

Solution: Proposed Enterprise Product & Services Team to be point on enterprise software maintenance and vendor management with business units.

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Re-org Priority: Dedicated Digital Team

Digital support at the City is weak and not optimally organized for the strategic vision we want. Currently there is only 1 FT position who is dedicated to running the website and there are no FT people dedicated to digital communications or services. We need to (1) de-tether Apps from software maintenance/vendor work of core IT (2)drive a low-code first approach (3) increase web and digital communications work/training to meet Departmental needs and resident expectations.

Solution: Merge web, applications, and digital communications under one Digital Umbrella: the new Digital Team

Re-org Priority: Commuters Trust

Post philanthropic dollars, we seek to maintain the successful Commuters Trust Program as a City in partnership with local employers.

Solution: Create a new position in the I&T Civic Innovation Team to own the day-to-day operations of the Commuters Trust program as well as other innovative mobility pilots to fill local gaps. Positioning this FTE in this team means (1) minimizing knowledge transfer (2) positioning CT to align with the City's grant portfolio and partnerships more broadly

Re-org Priority: Centralized, Future Forward Customer Service Team

The frontline Customer Service team is (1) not as centralized as it could be for resident ease and (2) not yet evolving with the changing nature of that work

Solution: Centralized Customer Service Team, absorbing 6 Water Works Customer Service Staff, with a 2024-2025 plan to (1) train workers to staff the future City Hall One Stop Shop (2) take payments across city teams (3) deploy a new Case Management model

In the long term, staff will also have training opportunities for more future proof roles in Digital Communications, Product Management/Software Maintenance, and IT Project Management.

Appendix Slides – Customer Service

Extra slides from a July IT Committee Meeting providing more background on Customer Service Goals within I&T that connect with the 2024 budget process

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I&T Customer Service Goals (2024)

- Improve customer call experiences:
  - Reduce repeat callers
  - Reduce transfers
  - More case management
- More trackable services, customer communication/engagement over statuses
- Identify process/service issues and partner with Departments to make improvements
- Increase online request volume, decrease call volume
- Streamline payments across city teams
- Create training pipelines for frontline customer service workers that prepare them for evolving customer service skills

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Customer Service Portfolio (2023 – 2025)

Project	Description	Status
Post-call Surveys	Post-call data collection on satisfaction with customer service interaction	Finished
Updated SLAs	Updating	In Progress
"One Stop Shop" Planning	Planning for new 311/One Stop Shop visitor experience on the first floor of City Hall	In Progress
Service Tracker	Trackable 311 services	In Progress
CRM Improvements	Updating, stabilizing, and improving City's Dynamics CRM	In Progress
Social Media Campaign Refresh: 311, City Service FAQs	Refreshed short videos and graphics aiming to boost online requests, customer knowledge	Scoping
Payment Centralization & Improvement Project	Inventorying, then centralizing and streamlining all resident-facing payment experiences at the City (both digital and in-person)	Scoping
Centralized Intake – Newsletters & SMS	Process for residents to get on their preferred city alerts, news, newsletters, etc. run by different teams	Not Started – likely a 2024 project when we have more capacity

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All About "One Stop Shop" City Hall Experience

The first floor of New City Hall will be a user-friendly, engaging, welcoming place for residents to have their needs met and questions answered. It will feature:

- 311 personnel and offices

- Both walk-in and scheduled opportunities to meet with customer service staff (ex: asking questions, requesting services)

- A place to get all City-related payments processed digitally and in person

- City teams providing rotating events or drop-in hours to address resident needs (ex: zoning office hours, parking amnesty days)

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Appendix Slides – Commuters Trust

Extra slides on Commuters Trust, a program being absorbed into the Civic Innovation Team

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Commuters Trust is a partnership between the City of South Bend, local employers and community organizations.

We're working to take the stress out of your commute.

Employer Partner Program Impact

January 2020 - July 2023

	2020	2021	2022	2023
Participants	418	471	504	414
Uber and Lyft Rides	2,069	1,852	5,850	4,357
Transpo Rides	2,006	11,460	33,263	16,181
Average Ride Cost	$10.58	$14.95	$13.88	$9.85

City of South Bend
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Our Commitment to the Community

Commuters Trust **improves the quality of life** for our community's wage workers and marginalized communities by decreasing the stress caused by transportation insecurity, **supporting the region's economic development.**

Our services

- **increase job security** for wage workers
- reduce turnover and no-shows for local employers
- **broaden access to essential services** for underserved communities

Ride Guarantee

Employer Partner Program (EPP)

Commuters Trust partners with 12 local employers to provide a **back-up plan to workers with unreliable transportation.**

Its goal **is to reduce tardiness and no-shows for employers and to increase job stability for workers.**

Benefits offered

- up to 10 discounted Uber or Lyft Rides per month
- Uber/Lyft benefits are **restricted to or from locations of work.**
- free digital or physical Transpo bus pass
- gas cards (limited to Goodwill employees and clients)

Community Nonprofit Partnership Program (CNPP)

60.8% of South Bend residents are **unable to access critical commitments,** like medical appointments and childcare, due to lack of reliable transportation.

As a solution, Commuters Trust has partnered with United Way to offer ride benefits to marginalized communities through 13 local nonprofits.

Benefits offered

- Two benefit packages:
- 4 free Uber rides per month + free digital or physical Transpo bus pass
- 10 free Uber rides per month
- Uber/Lyft benefits can be used on rides in St. Joseph County and **often used to meet essential needs**

Employer Partners

*Beacon and City of South Bend VPA were partners from 2019-2020, and WorkOne and Oaklawn from 2020-2021

Employee Stories of Impact

Names and identifying details have been changed to protect identities

Priya, TutorND

"I have a car, but it's not mine and it's not reliable, especially in the winter. So, to be sure that I can be there for my students I joined Ride Guarantee. **It's very convenient and has worked well for me and reduced my anxiety when it comes to my transportation.** I like being able to know that I can get to work on time."

Dorothy, Notre Dame

"I am a lead in retail dining and occasionally travel to other destinations. I was previously using Uber to get everywhere because **I have been saving up to buy a car, and this program has been very helpful in helping me do so**. It gives me peace of mind, and I've shared this program with my other employees because it's useful when people's cars break down. It's been an amazing program and I'm very grateful for it."

Elliot, SBCSC

"I work at the Transportation Call Center, and do not own a vehicle. I can't rely on others for rides to or from work, so I would pay full price for Lyft if the voucher was not available. **I've saved $60 since joining the Ride Guarantee program."**

More Employee Stories of Impact

City of South Bend
Innovation & Technology

Employer Partner Program Evaluation

85% of enrollees are women, higher than the proportion of total female employees

More than a third of interviewees do not have a car of their own.

Full-time employees are more likely to enroll in the program

Enrolled participants are more likely to be moderately or severely transportation insecure - **indicating the program is being used by those who need it.**

Black or African American enrollees are 45% of enrollees

At one employer, the program has on average increased hours by 1.27 shifts per month, resulting in an extra **$151 dollars a month earned per worker.**

Nonprofit Partners

CNPP Impact

September 2021 - July 2023

	All-Time
Participants	204
Uber Rides	10,167
Transpo Rides	31,390
Average Monthly Savings	$84.50

City of South Bend
Innovation & Technology

CNPP Stories of Impact

Names and identifying details have been changed to protect identities

Laura, La Casa de Amistad

"This program has been essential in my school/work activities. I'm grateful to have the opportunity to participate in the program. College is expensive, living and buying food is expensive so **being able to save some money regarding transportation has been a huge help.** Thank you!"

Tammy, Riverbend Cancer Services

"It's an answer to my prayers, **without it I would be almost housebound.** With it I get to go to my doctor's and the lawyers and the grocery."

Sara, YWCA

"I am very grateful for this program, it was such a great help. **If it were not for this program, there would have been many days I would not have made it to work.** Working with no vehicle is frustrating sometimes. I was happy to know that there were 10 free rides available every month."

More CNPP Stories of Impact

City of South Bend
Innovation & Technology

CNPP Evaluation

66% of enrollees are women, higher than their population share in the city (53%).

67% of enrollees have an annual household income of less than $10,000.

Black or African American enrollees are 46% of enrollees - higher than the population share in the city (25%).

Enrollees are **53.3% less likely to feel "very stressed"** about their ability to travel after enrolling in the program.

Enrollees' Transportation Security Index **improves by 19.6% after enrolling in the program.**

90% of the enrollees were able to spend less on transportation and more on other needs.