

# Innovation & Technology

2023 Annual Report



City of South Bend  
*Innovation & Technology*

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# Background

About I&T, our departmental structure and work



# 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.



# 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*



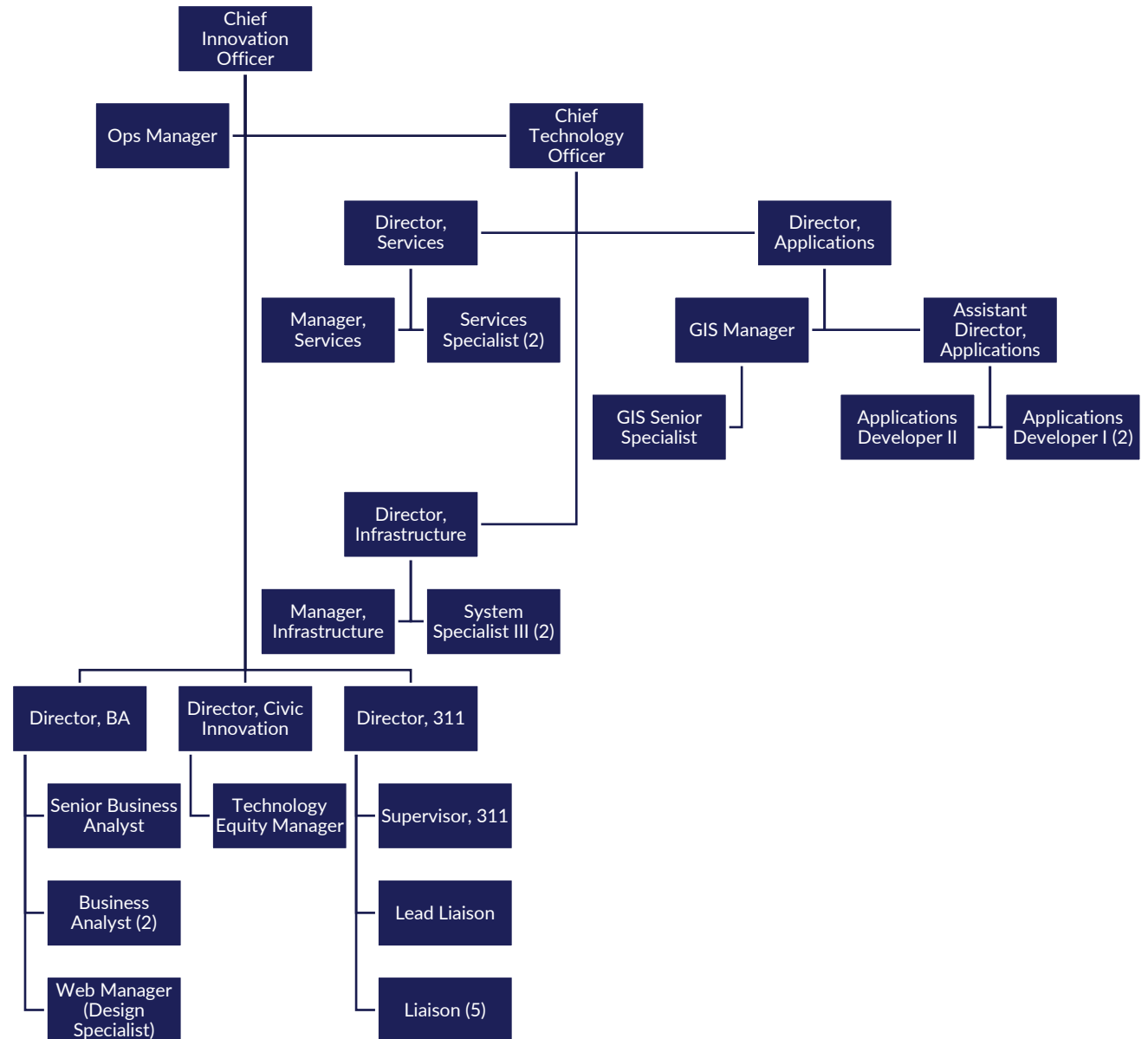
# 2023 I&T Divisions

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

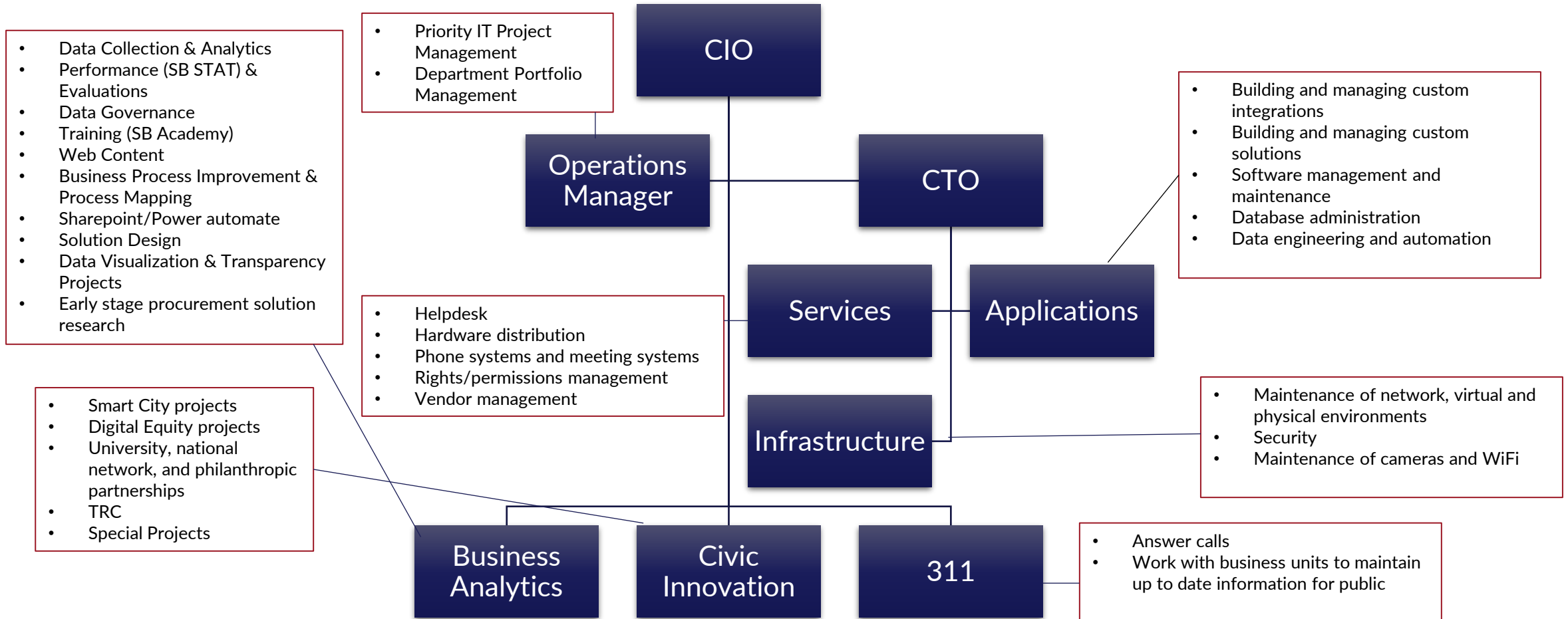


# 2023 Org Chart for I&T

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



# 2023 I&T Org Chart – Team Functions





# 2023 Highlights

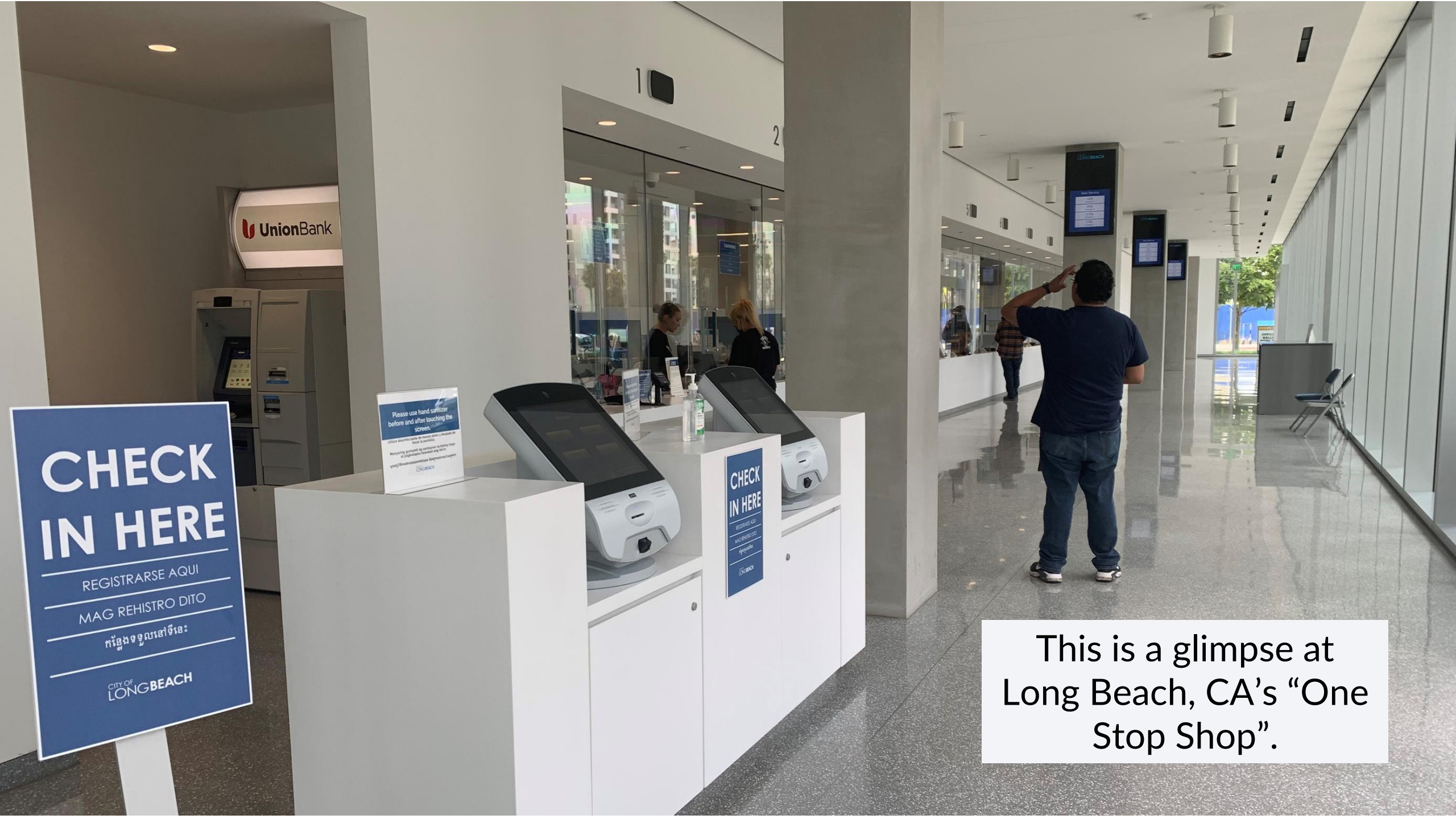
Some of the bigger things we accomplished!



# Customer Service & Engagement

- We listen to and engaged with residents to drive service improvements and design City projects:
  - **1,100+** resident engagements for Build the Budget in 2023
  - **>4.5/5 average customer service rating** for 311 Customer Service calls
  - In 2023, **50+ open training and tech events** held at the South Bend Technology Resource Center (TRC) in partnership with **dozens of community organizations**
  - We drove progress on **One Stop Shop** program development ahead of new City Hall, including a re-org with Utility Customer Service Team





**CHECK  
IN HERE**

REGISTRARSE AQUI  
MAG REHISTRO DITO

កម្រិតទទួលនៅទីនេះ

CITY OF  
LONG BEACH

Please use hand sanitizer  
before and after touching the  
screen.

Por favor desinfecte sus manos antes de tocar la pantalla y después de tocarla.

Manungaling gamutan ng kamay sa bawat pag-  
tatampok sa monitor ng screen.

សូមប្រើសារធាតុសម្រាវដៃមុននិង  
បន្ទាប់ពីប៉ះទង្គិចអេក្រង។

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MAG REHISTRO DITO

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CITY OF  
LONG BEACH

This is a glimpse at Long Beach, CA's "One Stop Shop".

# 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	
<b>Total</b>	<b>64</b>	<b>581</b>	<b>121</b>	<b>26</b>	<b>195</b>	<b>3</b>

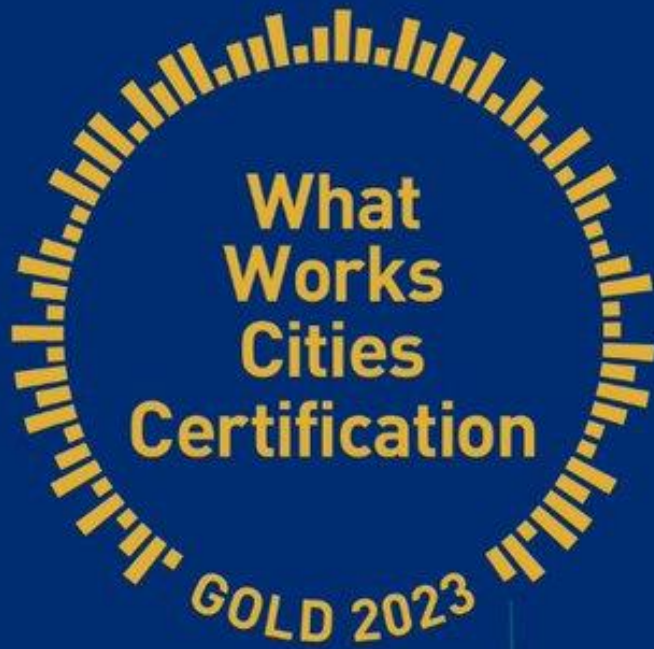
We started working with City Teams to strategize the streamlined physical and digital "One Stop Shop" customer experience

# National Excellence & Recognition

- **We strive to be the best in Indiana and one of the best small city I&T shops in the country. This year:**
  - We earned **What Works Cities Gold (2023)**
  - South Bend was recognized as a **Visionary Digital Equity Trailblazer City (2023)**
  - South Bend won the **Indiana GovTech “Best App” Award** for UAP
  - Selected for the **Bloomberg Data Alliance**
  - Selected for the **Procurement Reform & Excellence Cohort** at Harvard University
  - Led the way on **Generative AI** and was asked to sit on many national networks working groups and Committees: MetroLab, Bloomberg Philanthropies/City AI Connect, National League of Cities AI Committee







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

*Recognized for excellence in  
data-driven local government*

[WhatWorksCities.org/Certification](https://WhatWorksCities.org/Certification)

Bloomberg  
Philanthropies

What Works Cities  
Certification

RESULTS  
FOR AMERICA

# 21<sup>st</sup> Century Infrastructure

- **Our team led several successful infrastructure expansions to modernize and safeguard South Bend:**
  - **22 additional wireless access points** for the South Bend Open WiFi Network. More locations to come in 2024.
  - **Supported a successful pilot PLTE network** for students with SBCSC. [Read about this cool project here.](#)
  - **Successful City Camera Network expansion in 2023** with the first wave expansion to downtown garages, high traffic pedestrian areas/intersections, select VPA locations. More to come in 2024.
  - **40+ businesses awarded grants** to improve their technology and integrate with the City's Real Time Crime Center.





[Home](#) » [Business Security Program](#)

# 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







# Digital Equity & Inclusion

- **Our team works regionally to help address our digital divide:**
  - **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.
  - **\$500K** in federal grant support secured for ACP sign-up and support
  - **Won NLC** grant to support local business partners with digital access, training needs
  - **Achieved “Visionary”** status as a City from the National Digital Inclusion Alliance
  - **Led Monthly meetings** with the South Bend Connectivity Coalition

[Read more about our work on the Digital Equity Roadmap](#)









# Core IT Support, Security, Policy

- **As centralized IT, we strive to support and secure our City users:**
  - 2 completed Cybersecurity Assessments and new partnerships with Indiana's Office of Technology
  - 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 **2.4%**. This means we now are well below the industry benchmark of 6.1%.
  - **~4000** Helpdesk tickets collected and addressed in 2023
  - **1600+** supported devices at the City – most ever
  - **1222** workstations supported – most ever
  - **New generative AI internal guidelines for staff** – one of the first cities of our size to generate guidelines!
  - Annual data inventory
  - Annual hardware refresh



# Civic Innovation & Investment

- Our team strives to innovative, incubate new ideas, and attract more investment into the area for the City and our partners:
  - **\$2M+** brought in by Civic Innovation Team in 2023 across work areas: digital equity, sustainability, early years/learning, business support
  - **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.



# Commuters Trust Employer Program



**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.**



# Other I&T Highlights:

- **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, form creation, Excel, design, GIS, and negotiation simulations





# Forestry Dashboard

Filter By Date  
None

Work Order Type Selector  
None

Work Zone Type Selector  
None

Select a Project  
None



## Total Hours Worked



Work Order Hours

Work Zone Hours



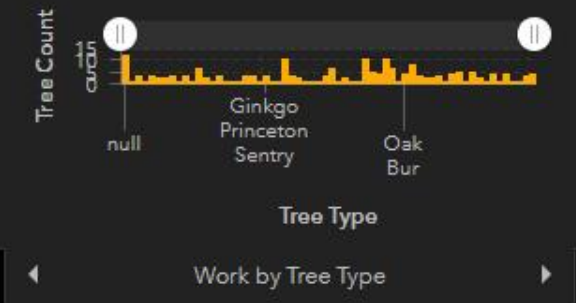
W/Os Completed this Year  
**177**

W/Os Completed this month  
**125**

Work Or...

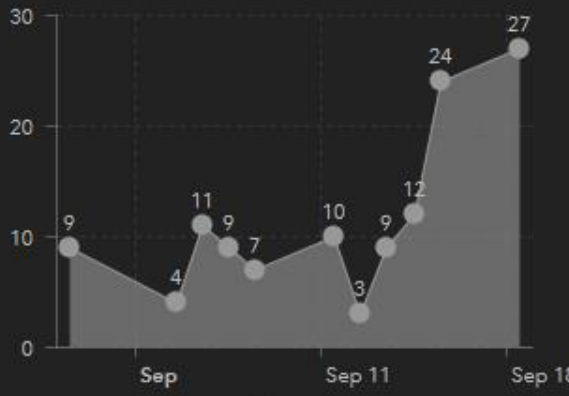
Work Or...

## Work Orders by Tree Type



Work by Tree Type

## Monthly Count of Work Orders



Monthly W/O Count

Yearly W/O Count

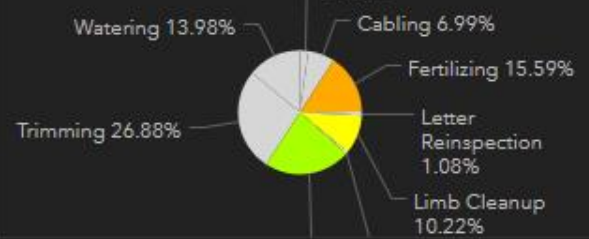
## Open Work Orders

Cabling - Good, Tim Badders

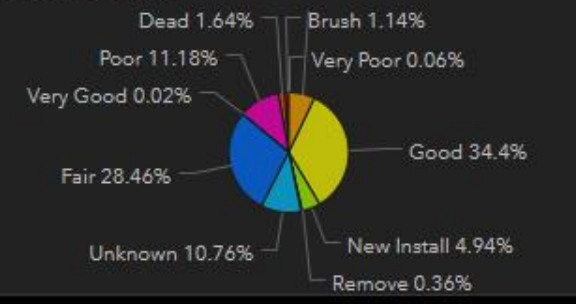
Open Work Orders

Open Work Zones

## Work Orders By Type



## Tree Condition





# 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) F3F4FB

## 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 DEB887

## 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)



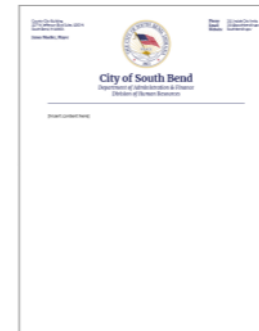
Use for formal reports that might include images, photos, and quotes.

## 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.



# 2023 Staffing Updates

About our team: changes, staff, culture, etc.



# 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%



# I&T 2023 Team Survey

- About the Survey
  - Not anonymous - required for all employees, contractors and PT fellows
  - Goals: Understand our team and what motivates them, take the cultural temperature of the department, get ideas for culture building
- Highlights:
  - Employees want to be more involved in decision-making, more exposure to City leadership and to feel involved in mission
  - Employees want more fast feedback from supervisors
  - 100% of employees would recommend I&T as a place to work!





# We Undertook Internal Strategic Planning in 2023

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

See Appendix slides for more about rising tech demand at the City



# US Digital Response (USDR) Partnership

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



# Themes for 2024 I&T Reorganization

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

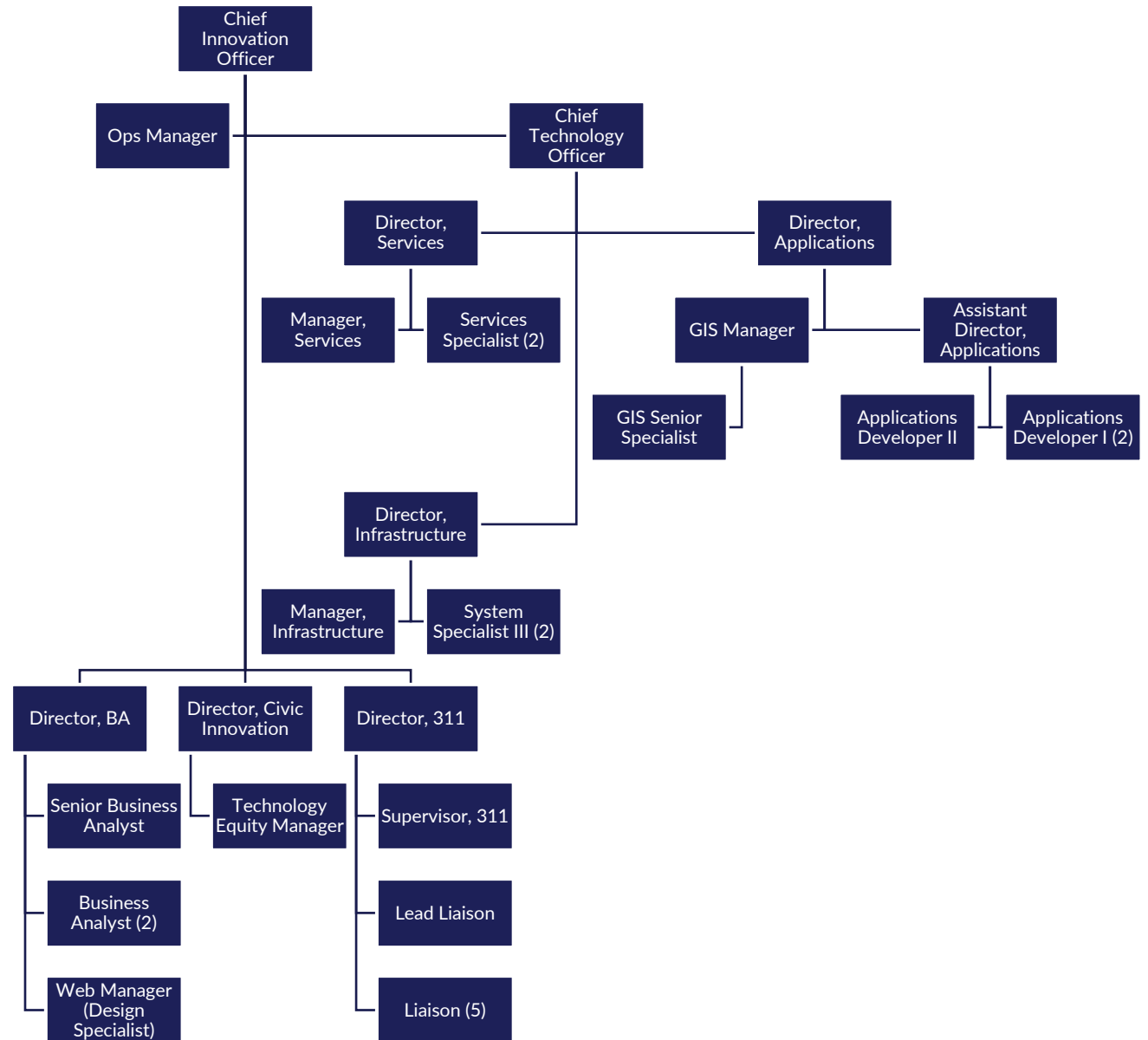
1. Addressing capacity gaps in product maintenance & security
2. Creating a dedicated digital team to address weaknesses in web and embrace future opportunities in low code and resident experience/communication
3. Absorbing Commuters Trust into city operations
4. Centralizing frontline customer service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





# 2023 Org Chart for I&T

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



# 2024 and Beyond: 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.





# 2024 Goals & Projected Activities

What we hope to accomplish with our partners...



# About I&T's Goals

As an internal service department, I&T is positioned like an internal consultant to other city departments. They are our customers!

*We see our department partners' goals as our goals!*



# 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%



# 2024 I&T Projected Activities

Highlight of current  
plans with  
Departments

*Note: not a  
comprehensive list*

- Digitizing/automating more city programs and processes
- Low risk, high reward generative AI projects: City Translation, Internal Bot
- 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



# 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 replacement, PD Transparency Overhaul, RTCC expansion
- **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





# 2024 I&T Projected Activities

Theme:

*Customer Service  
Excellence*

- Digitizing/automating more city programs and processes
- Low risk, high reward generative AI projects: City Translation, Internal Bot
- 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.)
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# 2024 I&T Projected Activities

Theme:

**Product Management & Maintenance**

- Digitizing/automating more city programs and processes
- Low risk, high reward generative AI projects: City Translation, Internal Bot
- 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
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- 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
- Low risk, high reward generative AI projects: City Translation, Internal Bot
- 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**



# 2024 I&T Projected Activities

Theme:

*Regional Technology  
Excellence & Equity*

- Digitizing/automating more city programs and processes
- Low risk, high reward generative AI projects: City Translation, Internal Bot
- 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
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# Any further questions?

Please email CIO Denise Linn Riedl at [driedl@southbendin.gov](mailto:driedl@southbendin.gov)



# Appendix

Extra slides and details



# Select I&T Media Links

- [South Bend Named Digital Inclusion Trailblazer](#)
- [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](#)



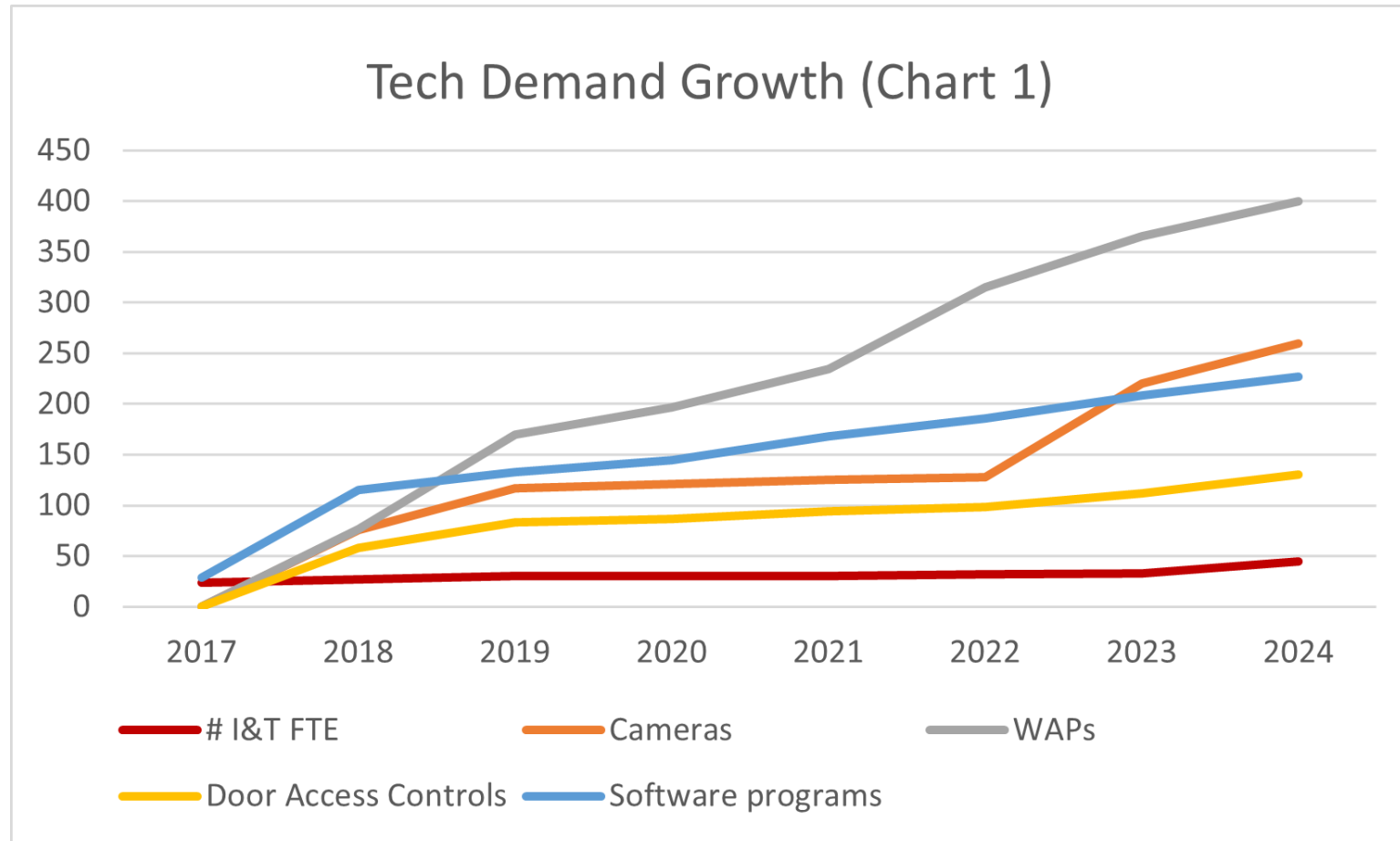
# More Reading – I&T Reports & Background

- [You can read a case about the creation of our Department](#)
- [Link to the Department's Medium Blog](#)
- [Transparency & Performance Page](#)





# Rising Tech Demand/Use at the City



# 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



# What is Commuters Trust?

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



# Employer Partner Program Impact

January 2020 -  
July 2023

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
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

# 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



DOUBLETREE  
BY HILTON™



BOYS & GIRLS CLUBS  
OF ST. JOSEPH COUNTY



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

# 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**



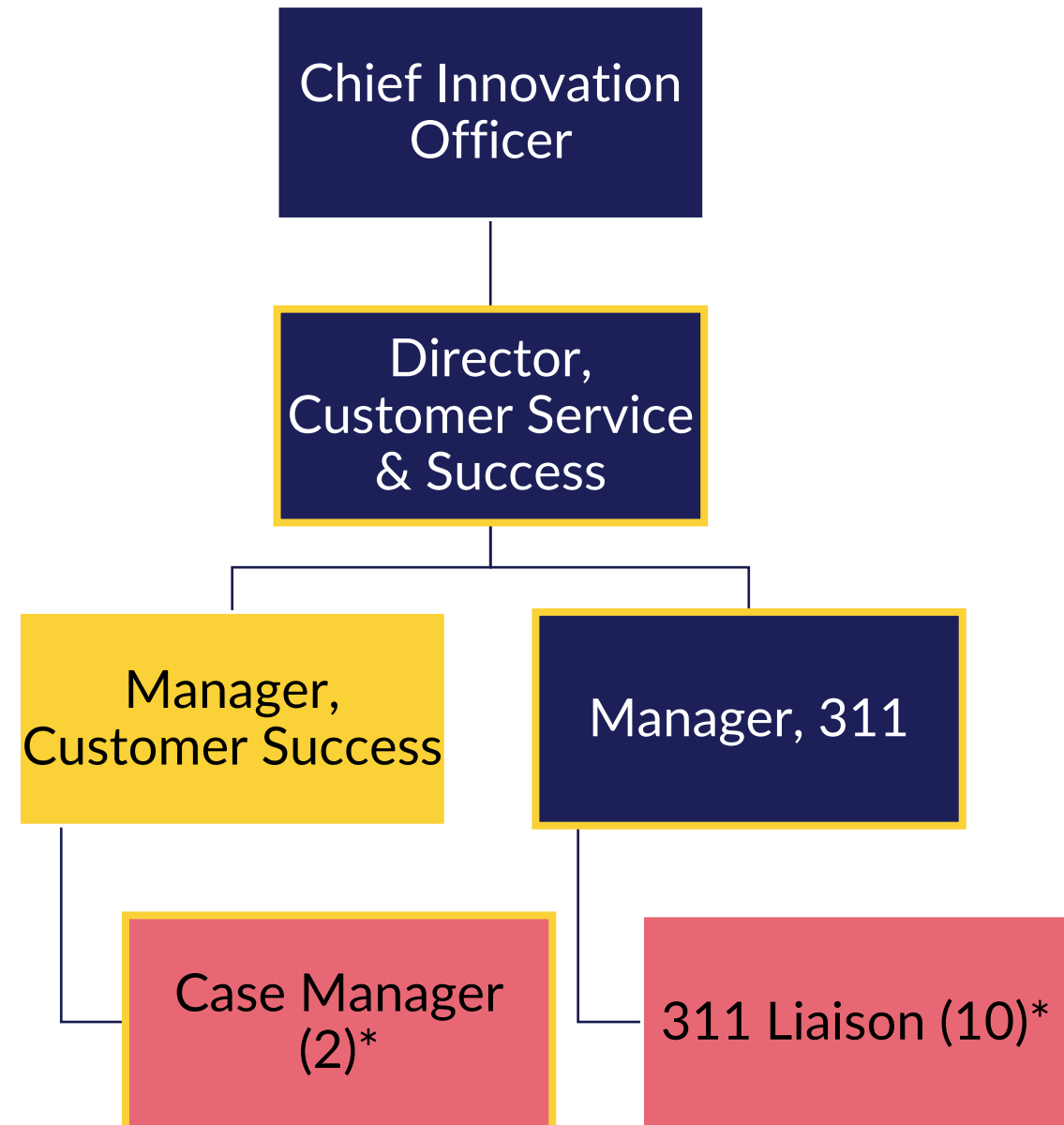
At one employer, the program has on average increased hours by 1.27 shifts per month, resulting in an extra **\$151 dollars a month earned per worker.**

# 2024 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



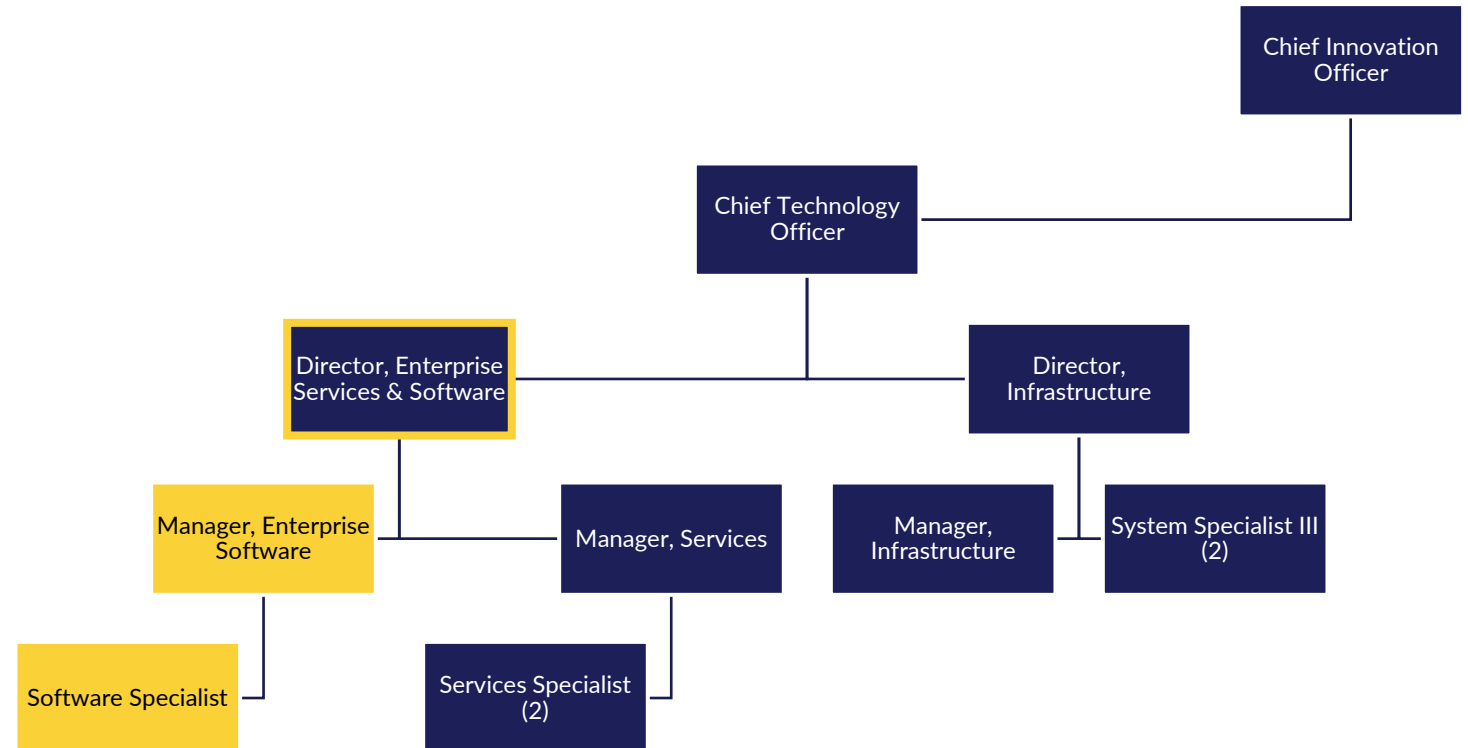


# Future State Org Chart for I&T

## 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

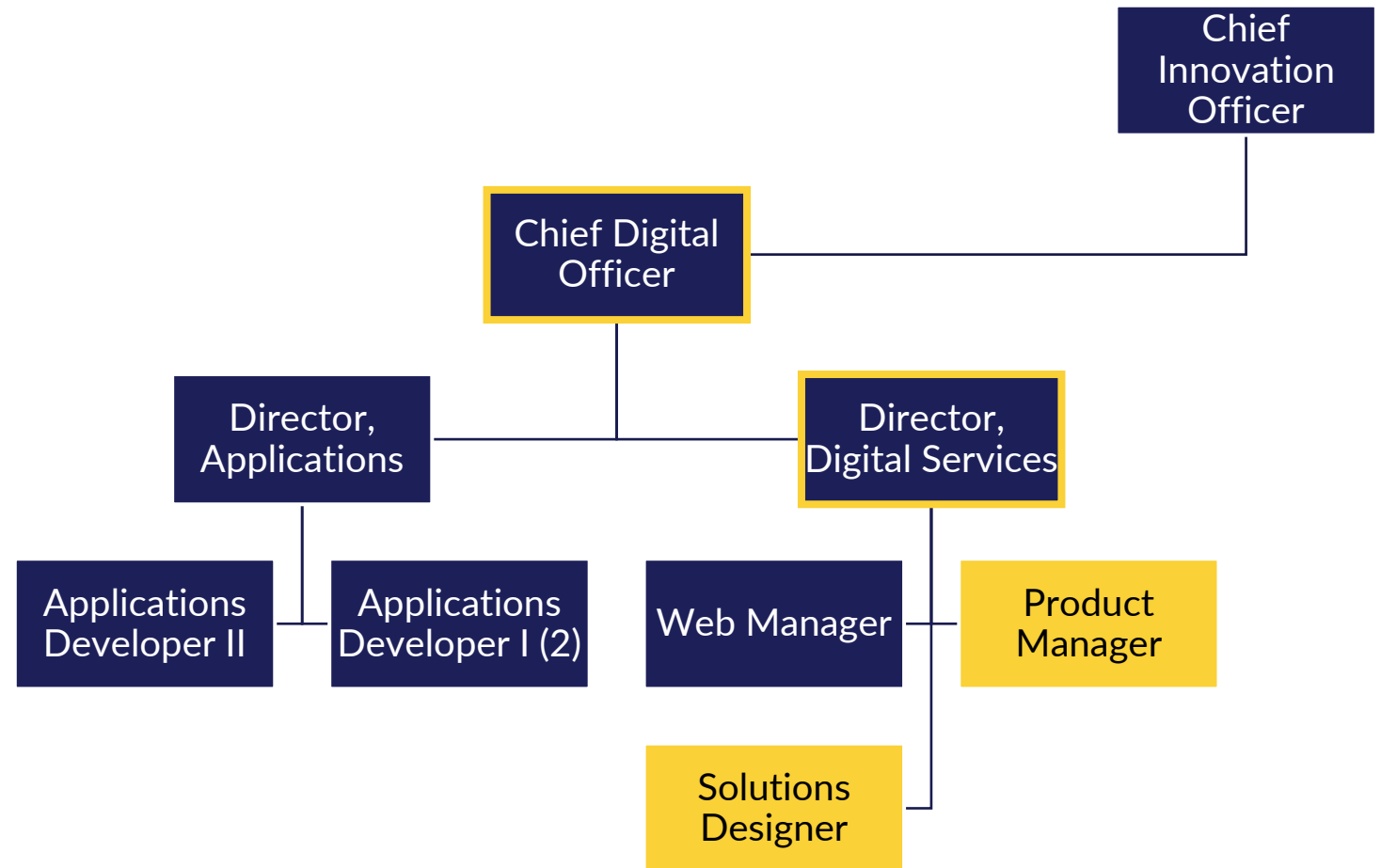


# 2024 Org Chart for I&T

## 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

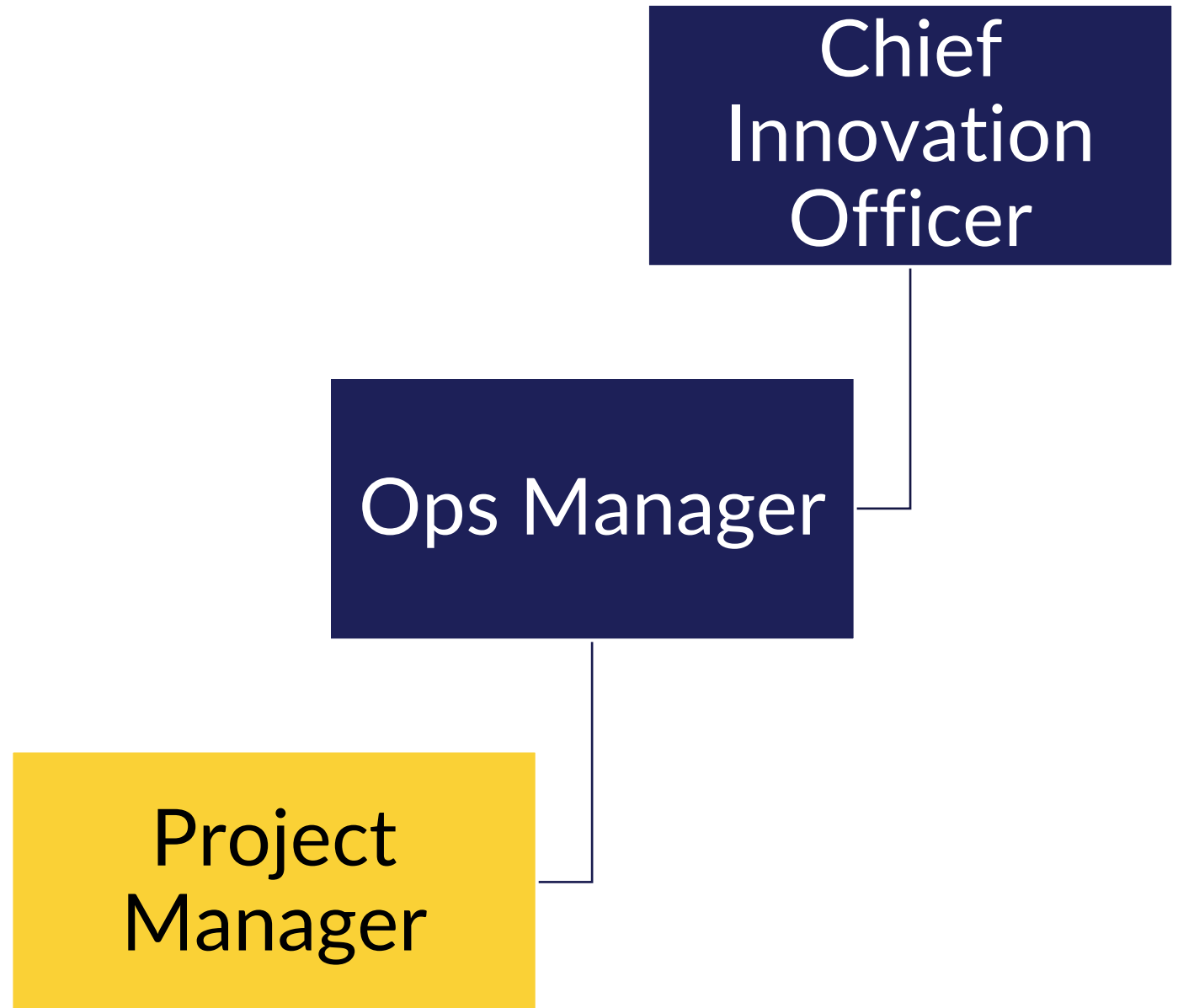


# 2024 Org Chart for I&T

## 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:

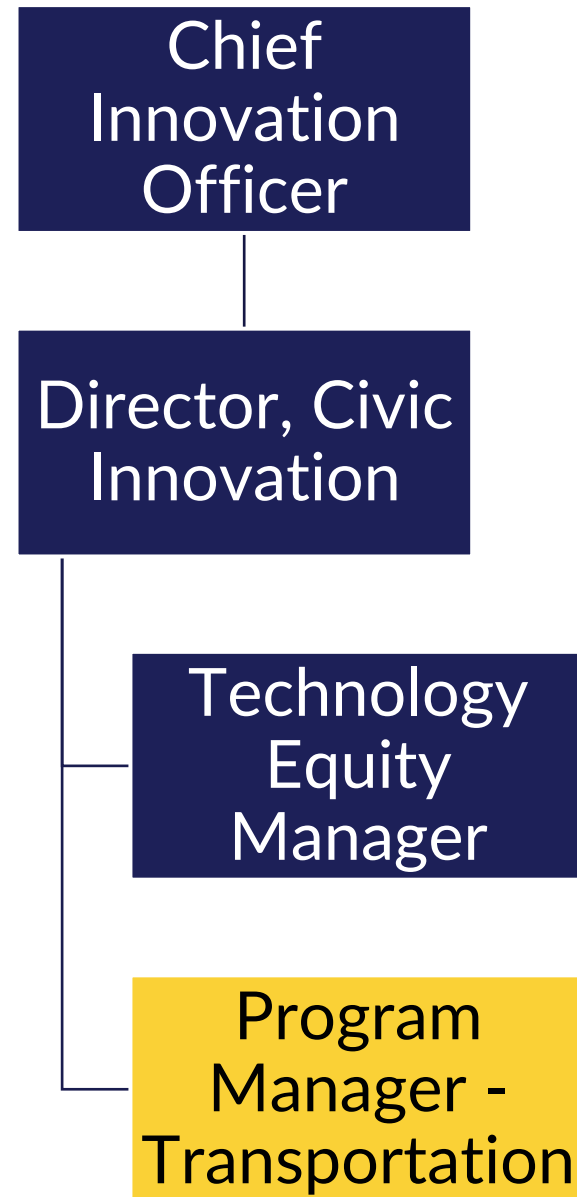
- Payment Streamlining Project + Digital OSS
- UKG Implementation
- Accela Replacement/Permitting Solution
- Implementing new meeting transparency tools across all Boards & Commissions



# 2024 Org Chart for I&T

## Zoom in on Civic Innovation

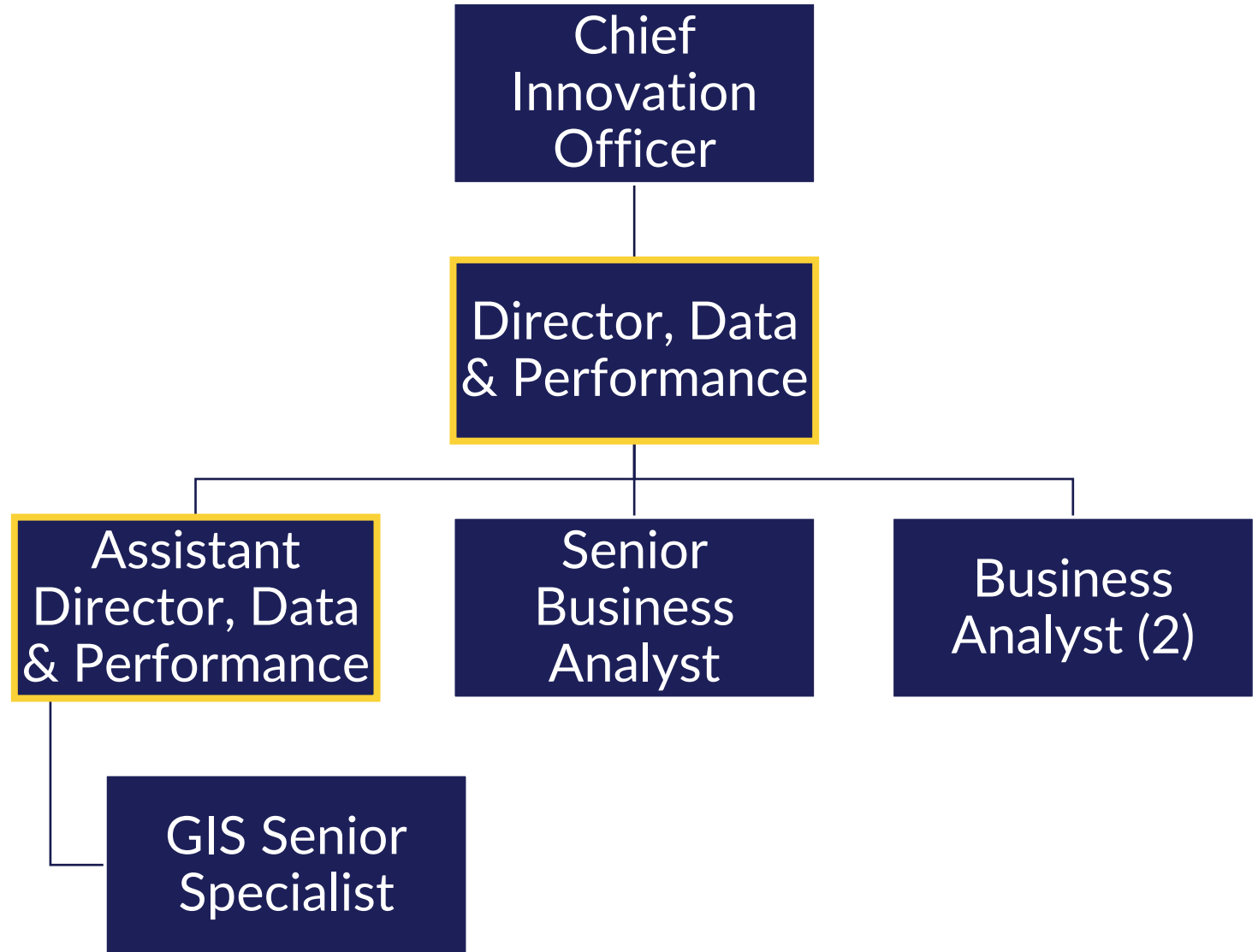
Changes: Civic Innovation will now house Commuters Trust Operations via the Program Manager - Transportation position. This will allow this program and other mobility innovation pilots to be integrated into broader grantmaking and strategic partnership work at the City.



# 2024 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.



# 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.**



# 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.

