



OFFICE OF THE CITY CLERK

DAWN M. JONES, CITY CLERK

PERSONNEL AND FINANCE COMMITTEE

SEPTEMBER 21, 2022, 5:00 P.M.

Committee Members Present: Sheila Niezgodski, Troy Warner, Rachel Tomas Morgan, Eli Wax, Henry Davis Jr.

Others Present: Bianca Tirado*, Lori K. Hamann*, Karen L. White*, Daniel Parker*, Dawn Jones, Victoria Trujillo*, Bob Palmer*, Justin LePla*

Presenters: Michael A, Patton, Dan Parker

Agenda: 2023 Administrative Departments Budget Presentation
Council Questions and Feedback on Proposed 2023 Administrative Departments Budget
Public Input on Proposed 2023 Administrative Departments Budget

Members marked with an asterisk (*) are present digitally

Please note the attached link for the meeting recording:

<https://docs.southbendin.gov/WebLink/browse.aspx?dbid=0&mediaid=357658>

Committee Chair Sheila Niezgodski called to order the Personnel and Finance Committee at 5:00 p.m.

2023 Administrative Departments Budget Presentation

I&T divisions include the following:

- 311: Customer service, application intake, resident engagement
- Applications: Automation, software implementations, system maintenance, custom solutions, GIS support
- Business Analytics: Data governance and analytics, design/UX/web, performance management, transparency, business process innovation
- Civic Innovation: Piloting/prototyping, smart cities, grant writing and distribution, technology equity, university/research partnerships
- Infrastructure: Cybersecurity, network support and expansion
- Services: Vendor management, hardware distribution/refreshes, tech asset management, helpdesk support

The Committee reviewed the I&T organizational chart. The department includes thirty- two (32) full-time staff. The proposed budget increase is two-point four percent (2.4%), which will put the

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2023 budget at ten million and seventy thousand dollars (\$10,070,000). I&T is an allocation department.

2022 departmental highlights include:

- Post-call survey implementation, which measured frontline teams and resident customer service satisfaction
- The introduction of the assistance portfolio
- City works AMS, an asset management and work order solution for the parks maintenance team
- Strides in tech/digital equity, including the digital equity plan, speed test project, digital literacy survey, CBRS PLTE pilot with SBCSC, and federal grant applications
- Public safety technology upgrades, including the RTCC, camera expansion planning, PD data policy updates, and engagement
- Maintaining operations with eight departures across all divisions so far this year; creative uses of the professional services to cover long vacancy periods and high turnover for analysts and developers
- Training including change management certifications, CS50 certifications, and GovEx
- Awards and recognitions including the What Works Cities silver award, ICMA performance management recognition, being selected for Bloomberg's Data Alliance, being identified as a Digital Inclusion Trailblazer City, and as a Broadband Ready city
- Revival of TRC programming and partnerships such as the Nonprofit Lunch and Learns, Citywide Classroom South Bend, Upskill SB, Open SB Academy, "Self-Made, Self-Taught," and SolveSB Ideathon

2023 department goals include:

- Strengthen the team through recruiting, rebuilding, training, retention, and the new IT strategic plan
- Support for public safety technology upgrades such as the camera expansion project and RTCC
- Bring in federal dollars through broadband, cybersecurity, and smart infrastructure
- Drive customer service improvements such as the improved SLA tracking, expanded digital services, and engagement
- Drive internal operational improvements through the reporting server expansion, continued City works implementation, system upgrades, and security assessments
- Technology equity and access through continuing the SB open Wi-Fi expansion, connectivity coalition, CBRS PLTE with SBCSC, device lending programs, IT workforce/certification programs, and the digital equity plan

The Committee reviewed the 2023 budget overview. The overall proposed budget of ten million and seventy thousand dollars (\$10,070,000) is a slight decrease from 2021. Many strategic projects are AR-funded continuing into 2023. Larger increases will result in more funds for training and travel across teams.

The department is planning to lean more on professionals' services throughout 2023 in lieu of training, rebuilding, and turnover. This will give the department flexibility to maintain services

for partnered business units, hire more independent contractors, and keep progress on strategic initiatives.

The three-one-one (311) marketing/advertising/supplies increase was informed by resident focus groups and stakeholder interviews asking for more engagement, outreach, and awareness. The commuters trust grant will be closed out at the end of 2022 and the project will shift into a new operational phase with local partners. The three-one-one (311) raises will help retain key staff with tacit knowledge of city services and create a larger step between liaisons and senior staff with more responsibility. The business analytics team raises will drive parity across other city positions and help with retention and faster recruitment of entry and mid-level analysts in the market.

The technology equity manager will give steadiness to the open Wi-Fi broadband partnership portfolio and be a staff member to drive broadband and digital equity grantmaking. The proposed salary cap for 2023 is sixty-six thousand three hundred and twenty-two dollars (\$66,322). The department has attempted to meet these functions with part-time interns and fellows under the Director of Civic Innovation. Given the opportunities and the successful pilots/grants that have come out of the portfolio, it is time to make the FT position official.

The deputy CTO addition to the 2022 budget will bring back more options for retention and a pipeline for highly skilled employees in pre-leadership. The salary cap for 2023 is ninety thousand nine hundred and ninety-six dollars (\$90,996). This is an existing position in ordinance which was budgeted for in 2020 but was removed from the budget in 2021 to save funds.

2023 strategic initiatives include:

- Continuation of American rescue investments from 2022
 - Open Wi-Fi expansion
 - Public safety tech upgrades
 - Tracking and supporting neighborhood assistance update
- Improved customer service tracking and support
 - SLA tracker, continued post-call survey work, digital services improvements, three-one-one (311) outreach and engagement pilots
- Improved cybersecurity posture
 - In-state grants, more assessments, continued employee security/training, I&T professional certifications
- Bloomberg Data Alliance
- DCI permitting, code, building, zoning solution

Diversity Compliance Inclusion Officer Michael A, Patton, with offices on the fourteenth (14th) floor of the County-City building, presented the Office of Diversity and Inclusion organizational chart for 2022/2023. The budget request is one million two hundred thousand dollars (\$1,200,000) for 2023.

The Office of Diversity and Inclusion's 2022 successes include:

- Authoring the three-year (3) diversity and inclusion strategic plan
- Reworking the disparity study
- Reauthoring the MWBE program plan

- Public convening regarding the aspirational goal modification
- First MWBE goal sets
 - Establishment of separate minority and women business goals ensure diversity of economic impact
- Over thirty (30) online tutorials were held during the COVID-19 pandemic
- Creation of the small business assistance suite
- Implementation of goal sets on contract alternates
- Hosting a forty (40) company small business launch pad
- Purchasing new compliance software (B2GNOW)

Two (2) position openings will be available in 2023, including the contract compliance administrator and inclusion project manager. Both positions will have a salary of fifty-eight thousand and six hundred dollars (\$58,600).

The Office of Diversity and Inclusion's 2022 current personnel include the contract compliance administrator, diversity compliance/inclusion officer, inclusion project manager, and seasonal interns. The NB-FT-contract compliance administrator position would receive an increase of seven-point five percent (7.5%), and the NB-FT-inclusion project manager would receive an increase of ten-point nine six percent (10.96%) to their salary.

South Bend Human Rights Commission 2022 highlights include:

- IUSB Welcome Week
- Do's, Don'ts and Donuts
 - How to interact with the transgender community
- Police Department Resource Fair
- Juneteenth
- Robust Fair Housing Month
 - Lunch and Learn sponsored by Chick-fil-A
 - Three (3) Fair Housing Webinars
- Open house for the community
- Cohosting the forty-seventh (47th) Annual Indiana Consortium of State and Local Human Rights Conference
 - Scheduled from November 1 to 4, 2022, at the Century Center
- Sponsoring the State of the Unity documentary

The Committee reviewed the proposed 2023 budget for the Human Rights Commission. Current personnel for the HR Commission include administrative assistant, director of human rights, investigator, employment manager, and the housing manager. Proposed raises were as follows:

- Administrative Assistant – forty-four thousand four hundred and thirty dollars (\$44,430)
- Director of Human Rights – seventy-eight thousand two hundred and eighty dollars (\$78,280)
- Investigator – forty-seven thousand six hundred and thirty-nine dollars (\$47,639)
- Employment Manager – sixty-six thousand one hundred and sixty-nine dollars (\$66,169)
- Housing Manager – sixty-six thousand one hundred and eighty-nine dollars (\$66,189)

Dan Parker presented the administration and finance 2023 budget. The first (1st) element of the strategic plan is good fiscal management to ensure that the city is financially sustainable in the long-term and promote alignment between resource allocation and strategic priorities. Efficient and effective financial processes is the second factor. The goal is to design processes for purchasing, paying bills, paying employees, and handling financial resources that are simple, cost-effective, accurate, and timely. Transparent, useful financial reporting will enhance the usefulness and availability of financial information and analyses for city employees, elected officials, and the public. Sustainable asset management will be achieved through investing in the maintenance of and sustainable replacement of the city's assets including facilities, equipment, and vehicles.

Creating a great workplace is the last factor of the strategic initiative. The goal is to create a culture of respect, excellence, diversity, transparency, and communication among employees to become the employer of choice in the community.

Dan Parker presented the 2023 administration and finance organization chart and draft budget.

Dan Parker reported that they are proposing to eliminate the director of accounting and budget position and make it a staff accountant position under the director of treasury. The money saved through the new position will be divided among the director of purchasing, director of treasury, and director of city finance positions. The deputy city controller's position's salary will be increased to one hundred and ten thousand four hundred and fifty-one dollars (\$110,451) to make it more competitive.

The new organization chart proposes an alignment of titles, merging three (3) human resources generalist positions into one (1) human resource senior position and two (2) human resources generalist positions.

Council Questions and Feedback on Proposed 2023 Administrative Departments Budget

Committee Vice Chair Wax asked for further clarification regarding how outsourcing will be used in lieu of training.

Dan Parker reported that the outsourcing will not necessarily be in lieu of training but will be used as a contact to lean on and to aid when needed. When new hires are onboarded, they are given the opportunity to participate in big projects under the guidance of their manager. Training is used as a form of compensation.

Councilmember Lee asked how much money the outsourcing for the technology equity manger cost.

Dan Parker reported that the exact cost varies year to year but is roughly one hundred thousand dollars (\$100,000).

Committee Vice Chair Wax asked if the city would receive a refund for the first (1st) MWBE study as it was flawed.

Michael A, Patton confirmed that the city did not ask for a refund, but the study was re-done at no cost.

Councilmember Wax expressed concerns regarding the salary increases that are above the median.

Michael A, Patton reported that the goal of salary increases is to increase employee retention and eliminate vacancies. Candidates have turned down job offers for the positions because they were able to receive a higher wage through competing positions.

Committee Member Rachel Tomas Morgan asked for further clarification regarding the education and training line item in the budget.

Michael A, Patton confirmed that education and training includes staff training and training programs such as the small business assistance suite and mentoring programs.

Committee Member Davis Jr. asked about the lead investigators who have quit the Office of Diversity and Inclusion and what steps are being taken to bring investigators back into the department.

Michael A, Patton reported that investigators have not left the department. Two (2) managers have left, and recruitment is ongoing. Investigators' positions are currently filled.

Committee Member Lee asked about the importance of the project manager and compliance administrator.

Michael A, Patton reported that both positions are critical. The positions facilitate opportunities for MWBEs. The positions establish initiatives, build relationships within the community, and ensure that the small business assistance suite is on task.

Councilmember Lee asked for a list of success stories related to the business launch pad. Michael A, Patton reported that the department provided training on pop-up tents and helped prepare the business for the launch pad opportunity. The businesses averaged five hundred dollars (\$500) in a day over a seven (7) hour period. The highest grossing business generated one thousand seven hundred dollars (\$1,700) in a day.

Committee Member Rachel Tomas Morgan asked if there are any additional vacancies in the finance department and what additional incentives are being explored to fill vacancies.

Dan Parker reported that the biggest concern is mechanics with three (3) vacancies. Human resources are being rebuilt as they are suffering from high turnover rates. The department is working with the mayor to define a remote work policy so that remote work can be offered as a benefit. The benefits package is undergoing a comprehensive review. The HR team is also exploring how to increase engagement and involvement to foster a commitment to the city.

Committee Member Davis Jr. asked if the Council would conduct a survey and when the survey can be expected.

Dan Parker reported that the departments conduct several surveys including a department engagement specific survey. The departments are focusing on department specific surveys because each department environment varies significantly. A single survey may not be effective because of the variances. The departments are also examining the exit interview process and increasing their analysis of the exit interview data.

Public Input on Proposed 2023 Administrative Departments Budget

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There was no public input on the proposed 2023 administrative departments budget.

With no further business, Committee Chair Sheila Niezgodski adjourned the Personnel and Finance Committee meeting at 6:58 p.m.

Respectfully Submitted,

A handwritten signature in black ink that reads "Sheila Niezgodski". The signature is written in a cursive, flowing style.

Sheila Niezgodski, Committee Chair

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