CITY OF SOUTH BEND, IN

# 2021 Budget Overview

Budget Hearing #1
August 12, 2020

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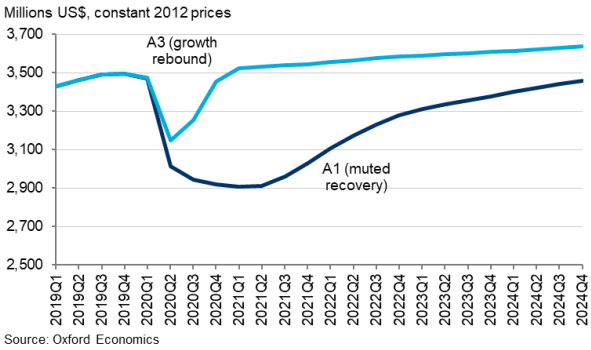
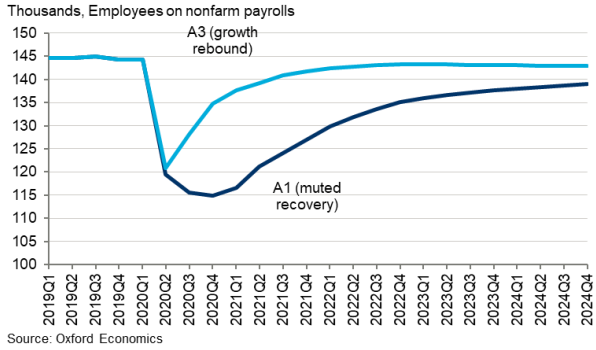
CITY OF SOUTH BEND, IN

# Context for 2021 Budget

## South Bend MSA GDP and employment projections by scenario

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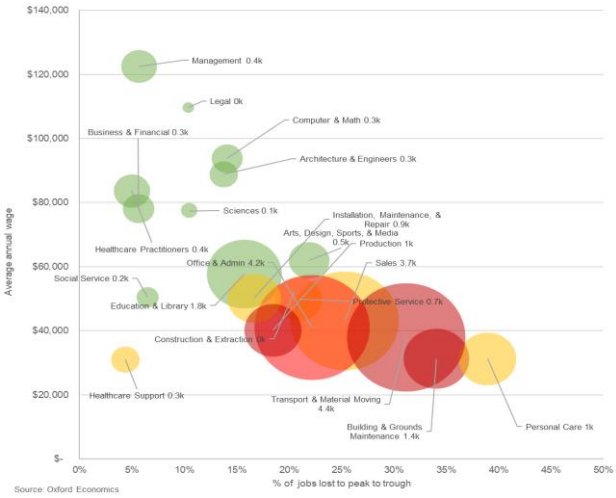
# Context for 2021 Budget

## Estimated jobs at risk by occupation




**Legend**

Bubble size indicates the number projected job losses (# in thousands)

Bubble color indicates average skill level

Green = high-skill

Yellow = middle-skill

Red = low-skill

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# Context for 2021 Budget

**Coronavirus's painful side effect is deep budget cuts for state and local government services**

BY CARLA FLINK | JUL 13, 2020

GOVERNMENT AND POLITICS

**'We need something': COVID budget crunches weigh heavy on schools, cities, state**

Written By: Sam Easter | Aug 8th 2020 - 7am.

THE AVENUE

**As COVID-19 resurges, so does the threat to local budgets**

Mark Maro · Tuesday, June 30, 2020

Local Governments Report Progress on Coronavirus Relief Funds, But Few Unobligated Dollars Remain for Cities and Towns Waiting for Aid

By NLC Staff on August 5, 2020

THE HILL

**Cash-strapped cities hammered by COVID-19 beg for federal help**

BY REID WILSON - 07/14/20 06:00 AM EDT

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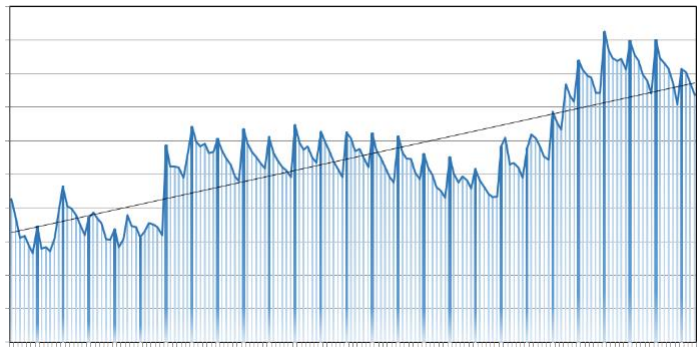
CITY OF SOUTH BEND, IN

# Context for 2021 Budget

- Fortunately, South Bend has built strong cash reserves and is prepared to weather the storm.
- The City recognizes that initiatives to promote economic recovery and protect residents are more important than ever during this difficult time.



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CITY OF SOUTH BEND, IN

# City of South Bend Mission and Vision

## We Deliver Services that Empower Everyone to Thrive

### MAKE THE BASICS EASY

- Safe Community for Everyone
- Robust & Well-Planned Infrastructure

### DELIVER GOOD GOVERNMENT

- Well-Governed & Administered City

### INVEST IN PEOPLE & PLACES

- Strong, Inclusive Economy
- Thriving Public Spaces & Culture
- Vibrant, Welcoming Neighborhoods

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CITY OF SOUTH BEND, IN

# Summary of Council 2021 Budget Priorities

**Neighborhood Infrastructure**

- *Infrastructure improvements, specifically in the neighborhoods is greatly needed, including safe streets and sidewalks*
- *Street Paving & Curbs and Sidewalks*
- *Modernize aging city and public works infrastructure to create efficiencies & cost savings in the long term*
- *District level priorities*

**Economic Recovery and Inclusivity**

- *Economic Development assistance for small business*
- *Utilization of MWBE and minority contractors*
- *Job Creation, support for workforce development and local businesses, especially small businesses*
- *Prioritize economic stimulus spending*
- *Continue our investments into the minority entrepreneurs in South Bend*

**Housing Stability and Security**

- *Eviction/Foreclosure and utility assistance support*
- *Safe and affordable housing.*
- *A comprehensive sustainable plan to address our homeless residents.*

**Maintain Core Services**

- *Ensure basic essential services are maintained*
- *Maintain operations, continue providing core services, and continue to pay our existing staff.*
- *Competitive and fair police compensation for recruitment and retention of officers*

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# Strategic Spending in 2021 Budget

**Reform Public Safety Systems**

- Expanded Street Outreach
- Community Paramedicine
- Structural Adjustments & Police Compensation

**Build Reliable Infrastructure**

- Roads Plan
- Water & Wastewater Capital Plan
- Broadband Access and Affordability

**Support Economic Recovery**

- Expansion of IRF Loans and Support for Job Growth
- Assistance for Small Businesses and MWBEs

**Rebuild Vibrant Neighborhoods**

- Bond for Neighborhood Infrastructure Projects
- Affordable Housing
- Neighborhood Team

**Expand Access to Opportunity**

- Workforce Development
- Diversity & Inclusion
- Economic Empowerment

**Protect the Vulnerable**

- Funding for Homeless Strategy Implementation
- Human Rights Commission

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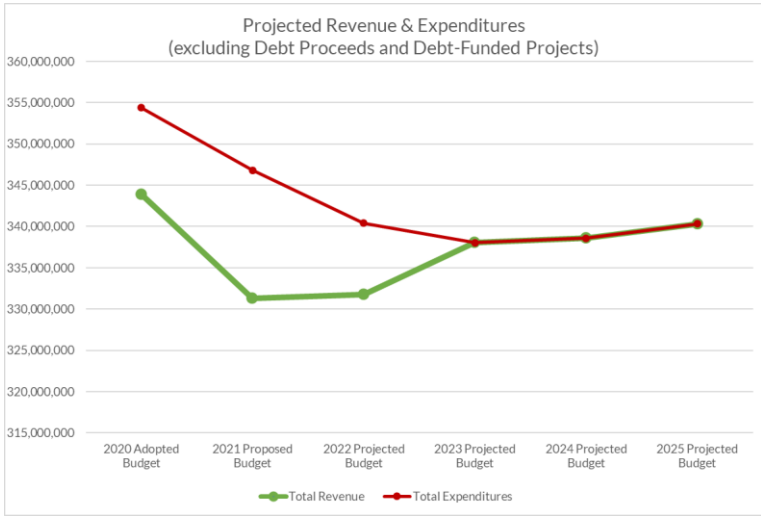
CITY OF SOUTH BEND, IN

# Three Years to Structural Balance

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CITY OF SOUTH BEND, IN

# 2021 Proposed Budget – Personnel Salary Summary

- In general:
  - **Non-bargaining employees**: Increase tied to CPI-W index (index used to determine COLA for Social Security)
    - Currently estimated at 0.3% increase for 2021
  - **Fire**: Based on negotiated agreement; 2% increase
  - **Teamsters and Police**: Placeholders pending agreements

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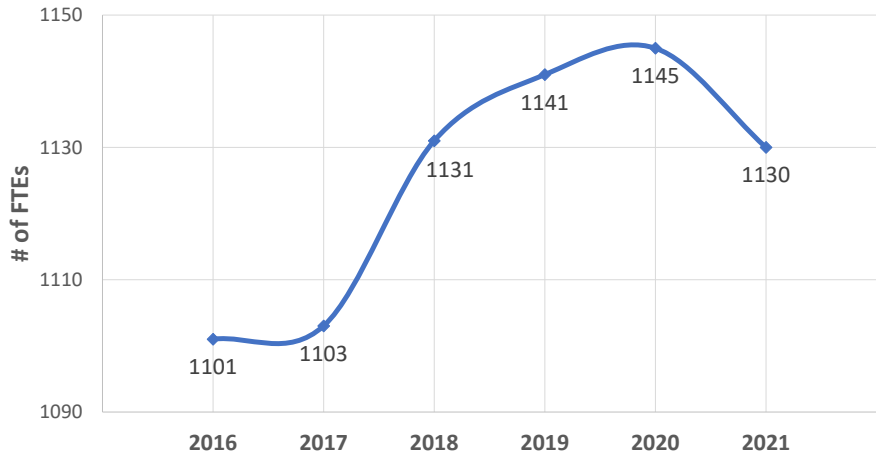
CITY OF SOUTH BEND, IN

# 2021 Proposed Budget – Personnel Changes Summary

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CITY OF SOUTH BEND, IN

# 2021 Proposed Budget – Personnel Changes Summary

- **New Positions:**
  - Human Rights - Director of Human Rights Commission
  - DCI - (2) Business Development Specialist II
    - Funded by new $7 million Revolving Loan Fund (RLF) Grant
  - Police - Crime Resource Specialist
    - Funded by reorganization that reduces total non-bargaining FTEs.
  - Engineering – Engineer I
    - Accomplished in 2020 by combining two PT positions – presented to Council in Q1, 2020

- **Title Changes:**
  - Business Development Specialist III to Assistant Director of Business Development
    - New management duties funded by new $7 million Revolving Loan Fund (RLF) Grant (+10.14%)
  - Director of Neighborhoods
  - Manager of Employee Safety

- **20 FTE Reductions (-15 FTE)**

- **Clerk's Office**

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CITY OF SOUTH BEND, IN

# Financial Overview

2021 Budget

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CITY OF SOUTH BEND, IN

# Budget Overview

- **Step 1: Cash reserve requirements**

| | Projected Cash Balance 12/31/2020 | Cash Reserve Requirement | Variance | Cash Reserve Requirement |
|---|---|---|---|---|
| General Fund | 43,493,101 | 25,563,905 | 17,929,196 | 35% of annual expenditures |
| Income Tax Funds | 29,876,782 | 13,014,966 | 16,861,816 | 25% of annual expenditures |
| Special Revenue Funds | 29,349,824 | 20,662,234 | 8,687,590 | Generally, 25% of annual expenditures |
| Enterprise Funds | 41,798,415 | 23,338,454 | 18,459,961 | Generally, 5%-10% of annual expenditures |
| Internal Service Funds | 15,779,920 | 8,429,896 | 7,350,024 | Reserve Requirement is for Liability & Health Self-Insurance Funds |
| Other Funds | 44,175,139 | 11,189,724 | 32,985,415 | Reserve requirement is for debt service funds |
| | **204,473,180** | **102,199,179** | **102,274,001** | |

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CITY OF SOUTH BEND, IN

# Budget Overview

- **Step 2: Revenue Projections**

| Revenue Category | 2020 Original | 2021 Proposed | Variance | Variance % |
|---|---|---|---|---|
| Property Taxes | 77,482,325 | 77,077,028 | (405,297) | -0.52% |
| Local Income Taxes | 33,610,760 | 30,425,626 | (3,185,134) | -9.48% |
| Intergov./ Shared Revenues | 26,232,036 | 24,631,631 | (1,600,405) | -6.10% |
| Intergov./ Grants | 4,983,424 | 6,197,099 | 1,213,675 | 24.35% |
| Charges for Services | 106,619,017 | 102,948,730 | (3,670,287) | -3.44% |
| Fines, Forfeitures, and Fees | 1,101,585 | 763,165 | (338,420) | -30.72% |
| Licenses & Permits | 2,077,890 | 2,074,477 | (3,413) | -0.16% |
| Donations | 4,027,743 | 3,659,306 | (368,437) | -9.15% |
| Interest Earnings | 3,148,908 | 2,391,529 | (757,379) | -24.05% |
| Other Income | 3,973,661 | 3,769,438 | (204,223) | -5.14% |
| Debt Proceeds | 4,329,076 | 8,000,000 | 3,670,924 | 84.80% |
| Interfund Transfers In | 74,392,194 | 71,180,870 | (3,211,324) | -4.32% |
| PILOT | 6,221,791 | 6,154,321 | (67,470) | -1.08% |
| Total Revenue | 348,200,410 | 339,273,220 | (8,927,190) | -2.56% |

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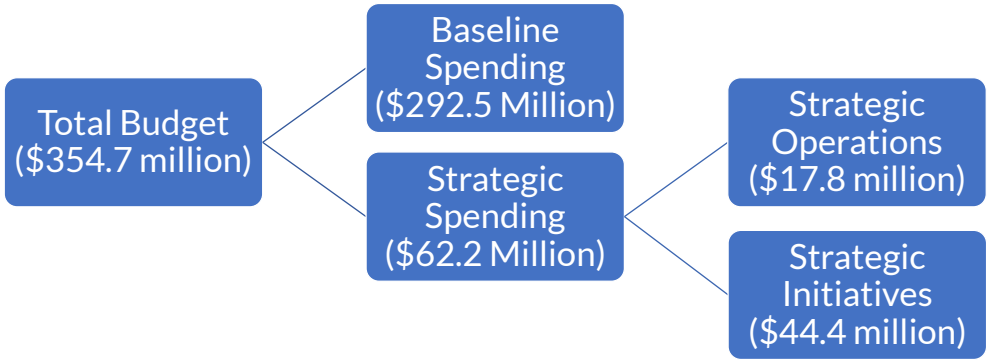
CITY OF SOUTH BEND, IN

# Budget Overview

- **Steps 3-4: Baseline & Strategic Spending Allocation**

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CITY OF SOUTH BEND, IN

# 2021 Proposed Budget

| | 2020 Original | 2021 Proposed | Variance | Variance % |
|---|---|---|---|---|
| Total Revenue | 348,200,410 | 339,273,220 | (8,927,190) | -2.56% |

| Spending Category | 2020 Original | 2021 Proposed | Variance | Variance % |
|---|---|---|---|---|
| Baseline Spending | | | | |
| Interfund Transfers | 74,408,130 | 71,240,159 | (3,167,971) | -4.26% |
| Debt Service | 33,928,733 | 33,994,445 | 65,712 | 0.19% |
| Essential Operations | 143,081,430 | 143,089,285 | 7,855 | -0.25% |
| Maintenance of Current Capital | 24,107,506 | 21,382,214 | (2,725,292) | -10.32% |
| Self-Insurance | 22,432,992 | 22,827,312 | 394,320 | 1.76% |
| Strategic Spending | | | | |
| Strategic Operations | 18,808,860 | 17,824,456 | (984,404) | -7.54% |
| Strategic Initiatives | 41,935,918 | 44,428,399 | 2,492,481 | 6.99% |
| Total Expenses | 358,703,569 | 354,786,270 | (3,917,299) | -1.09% |
| | | | | |
| Net | (10,503,159) | (15,513,050) | (5,009,891) | -2.56% |

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CITY OF SOUTH BEND, IN

# 2021 Proposed Budget

- Overall Budget has a ~$15.5 million deficit

- This deficit is driven by:

| | |
|---|---|
| Capital spend from reserves in Wastewater | $4.3 million |
| Targeted spend down of reserves in internal service funds (liability ins. and health ins.) | $2.9 million |
| Spend down of reserves in street maintenance funds | $2.5 million |
| Solid Waste Operations | $1.2 million |
| Spend down of reserves in General Plus Funds | $4.5 million |

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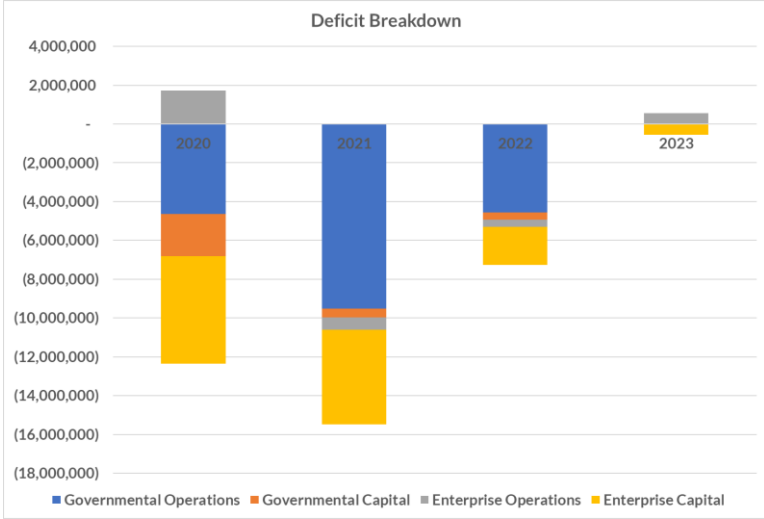
# Three Years to Structural Balance

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# Format of Budget Hearings

2021 Budget Hearings

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# 2021 Budget Hearing Schedule

| | |
|---|---|
| Budget Hearing Session #1: 2020 City-Wide Budget Overview Meeting *(including Department Accomplishments & Goals)* | 8/12/20 5:00 – 7:00 PM |
| Budget Hearing Session #2: Baseline Spending | 8/19/20 5:00 – 7:00 PM |
| Budget Hearing Session #3: Baseline Spending Follow-up / Questions *(if needed)* | 8/26/20 5:00 – 7:00 PM |
| Budget Hearing Session #4: Strategic Operations | 9/2/20 5:00 – 7:00 PM |
| Budget Hearing Session #5: Strategic Initiatives | 9/9/20 5:00 – 7:00 PM |
| Budget Hearing Session #6: Strategic Operations & Initiatives Follow-up / Questions *(if needed)* | 9/16/20 5:00 – 7:00 PM |
| Budget Hearing Session #7:Transpo, Salary Ordinance, and additional Strategic Operations & Initiatives | 9/23/20 5:00 – 7:00 PM |
| Budget Hearing Session #8: Budget Clean-up / Summary, and Final Questions | 9/30/20 5:00 – 7:00 PM |
| Flex Date – Hold for scheduling changes or if an additional meeting is required | 10/7/20 5:00 – 7:00 PM |

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# Format of 2021 Budget Packets

- Copy of each PowerPoint Presentation
- Budget Summary Sheets
  - Summary of Spending
- Staffing Summary
  - High level full-time staffing summary, including changes from 2020
- Line Level Budget Detail

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# Departmental Accomplishments & Goals

2021 Budget

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# Administration & Finance

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# 2020 YTD Accomplishments

1. Strong Fiscal Management
2. Efficient & Effective Financial Processes
3. Transparent, Useful Financial Reporting
4. Sustainable Asset Management
5. Great Workplace

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# 2020 YTD Accomplishments

| | |
|---|---|
| 1. Strong Fiscal Management | • 2021 Budget Process<br>• AA Bond Rating & GFOA Awards |
| 2. Efficient & Effective Financial Processes | • Implementation of DFO Software System<br>• Redesign of all policies and creation of Admin & Finance Resource Site |
| 3. Transparent, Useful Financial Reporting | • Launch of Financial Transparency Dashboard |
| 4. Sustainable Asset Management | • Issued 2020 Capital Lease Financing; inclusion of facility improvements in addition to vehicles and equipment |
| 5. Great Workplace | • Continuity – Turnover in department has been very low and engagement remains high |

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# 2021 Goals

| | |
|---|---|
| 1. Strong Fiscal Management | • Refine forecasting and modeling practices – ongoing analysis<br>• Develop real-time cash monitoring processes |
| 2. Efficient & Effective Financial Processes | • Continue to remove barriers to utilizing MWBE's in City procurement<br>• Design a Comprehensive Risk Management program |
| 3. Transparent, Useful Financial Reporting | • Expand Financial Transparency Dashboard to move to real-time financial reports<br>• Education: Increase engagement in and understanding of budget and financial reports |
| 4. Sustainable Asset Management | • Fleet Software: Refine and standardize fleet replacement schedules<br>• Centralized Asset Management: Facilities and non-fleet assets |
| 5. Great Workplace | • Collaboratively develop and refine roles and responsibilities |

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# Public Works

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# Accomplishments – YTD 2020

- Continuing crack seal program to help extend the life of a street. Crews have completed 9.74 lane miles with a goal of 30 lane miles by the end of the year.
- Secured $1M in additional funding through the Indiana Community Crossings Matching Grant for paving. Six roads are to be paved:
  - Chapin Street from Sample Street to Western Avenue
  - Jefferson Boulevard from Eddy Street to Ironwood Drive
  - Lafayette Boulevard from South Street to Indiana Street
  - Monroe Street from Michigan Street to Bronson Street
  - Rockne Drive from Twyckenham Drive to Ironwood Drive
  - Twyckenham Drive from Bowman Street to Woodside Drive

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CITY OF SOUTH BEND, IN

# Accomplishments – YTD 2020

- Paved 25.7 lane miles between internal and external crews as of July 2020. Expected to pave around 50 lane miles in 2020.
- Three South Bend federal aid projects are currently under construction: Bendix Road, Corby-Rockne-Ironwood and Olive Street.
- Managed and inspected the construction of various park projects: Leeper, Pinhook, Pulaski, and the Governor Kernan Trail.
- Maxed out the budget for the 2020 Curb & Sidewalk Reimbursement Program at 60 applications. The program allows all property owners to participate and offers a higher reimbursement amount in three target areas.

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CITY OF SOUTH BEND, IN

# Accomplishments – YTD 2020

- Completed 46% of the 4,980 LF curb and 5,664 LF sidewalk allocated for the Council's Curb & Sidewalk program. As of the first week of August, 48 properties have been completed.
- Completed a streetlight inventory and LED retrofit assessment.
- Implemented the 2019 Light Up South Bend with AEP in Districts 1, 4 and 5.
- Reviewed/released 43 development projects and initiated 46 new engineering projects.
- Awarded 11 quotes and 11 bids totaling $5.9M with 28% MWBE Good Faith Effort.
- Completed nearly $500K in stormwater funded projects on Privet Lane and Sampson/Overlook.

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# Accomplishments – YTD 2020

- Received 151 applications (record number) for the 2020 Lamppost Lighting Program. Application deadline was July 31. Two target areas for 2020 were NNN and Rum Village.
- Secured $41,000 in grant funding for electric vehicle and EV charging equipment.
- Finalized I&M Rate Case participation resulting in $370,717 yearly avoided costs, including $45,674 yearly real bill savings.
- Completed operational greenhouse gas inventory and Carbon Disclosure Project. Expected to be reported in late August.
- Awarded AmeriCorps grant renewal with increase in funding.

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# Accomplishments – YTD 2020

- Served 208 homes through the South Bend Green Corps with minor energy retrofits and 23 homes with major improvements since September 2019. By August 31, AmeriCorps members will have provided 18,800 hours of service.
- Annual sales of compost and mulch are up 5% despite having a month-long closure due to COVID-19.
- Installed new software (Routeware) for more efficient route tracking for Solid Waste.
- Delivered more than 2,500 new trash and yard waste bins.
- Added 2,478 customers to the opt-in yard waste program this year.

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# Accomplishments – YTD 2020

- Collected an additional 3,452,000 lbs of trash and 498,000 lbs of yard waste compared to 2019 at this time.
- Implemented new Solid Waste rebranding on two of its new trucks.
- Continued engagement with various neighborhoods about traffic calming plans.
- Installed first phase of a comprehensive wayfinding signage across the city that will assist visitors and residents in navigating to key South Bend destinations and attractions.
- Completed design requirements and began testing the new Utility Billing and Customer Information System software. Expected to launch end of October.

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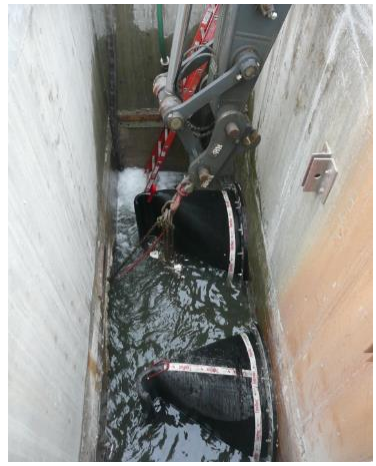
# Accomplishments – YTD 2020

- Continuing to perform work on pump stations and CSOs along with electrical improvements to keep Wastewater and Water Works running efficiently. Projects include:
  - Olive Well Field GAC plant
  - Operation of a new drinking water well at North Station Well Field
  - Replacement of CSO backwater valves



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# Goals / Plans for Q3 – Q4, 2020

- Launch the new customer information system software for Water Works in late October.
- Install a kiosk outside Water Works Customer Service Office that would allow customers to make payments on their bills any time of day.
- Evaluate the current status of drinking water corrosion control program to maintain water balances in drinking water quality.
- Relocate the Douglas Road lift station as part of the St. Joseph County Douglas Road Realignment Project.

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CITY OF SOUTH BEND, IN

# Goals / Plans for Q3 – Q4, 2020

- Begin construction on several Wastewater capital improvement projects that include rehabilitating lift stations, and CSO and clarifier replacement work.
- Finalize the CSO Long-Term Control Plan with EPA & IDEM.
- Implement the Customer Assistance Program, which will lower the sewer charge portion of monthly city utility bills by giving lower income-based rates to eligible households.
- Work with IT to implement CityWorks in Streets.
- Decrease trash and yard waste misses.

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CITY OF SOUTH BEND, IN

# Goals / Plans for Q3 – Q4, 2020

- Pilot an education campaign designed to reduce contamination in yard waste bins.
- Initiate Fall ReLeaf part-time hires and start program.
- Prep for snow removal.
- Implement a City Road Plan that will address streets in poor conditions over the next three years
- Complete three major road projects:
  - Bendix Drive
  - Brick Road
  - Corby-Rockne-Ironwood
  - (Work on Olive Street will continue into 2021.)

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CITY OF SOUTH BEND, IN

# Goals / Plans for Q3 – Q4, 2020

- Implement next phase of streetlights as part of Light Up South Bend with AEP.
- Continue to implement the Climate Action Plan with energy workplan.
- Install up to 4 additional EV charging stations at city-owned locations.
- Launch Year 3 of AmeriCorps – members will be serving in South Bend Green Corps and other city teams.
- Bid out Phase 2 of the City's wayfinding signage.

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CITY OF SOUTH BEND, IN

# Goals / Plans for Q3 – Q4, 2020

- Finalize a no-cost agreement to convert I&M-owned streetlights to LED avoiding ~ $191,078 a year in streetlighting expenses.
- Install the first phase of temporary traffic calming demonstrations in the Harter Heights Neighborhood.
- Construct up to 13 speed humps in Harter Heights, Monroe Park and Lathrop Street.
- Awaiting grant funding for the construction of the St. Joseph Riverbank Stabilization project on North Shore and Riverside Drives.

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CITY OF SOUTH BEND, IN

# Police Department

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## Recruitment/Other 2019-2020 Accomplishments

- 7 new officers: 1 F/W, 4 M/B, 2 M/W. 2-3 lateral transfers in que.
- Department strength at 222 sworn officers.
- Hybrid vehicle transition to IB (*Fusions*).
- Discipline Matrix and several other policy reforms.
- Successful 2019 PAL Program (*almost 700 kids*)
- 7,000 attendees at "Cops-n-Goblins" @ Four Winds Field, and numerous neighborhood and Parks cook out's and in's.
- Virtual Academy and NILEA vs ILEA

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# In-Progress 2020

- Use of Force Policy
- 21CP recommendations
- De-escalation, Bias-free, Verbal Judo trainings (*continued and new*)
- Recruiting/Retention
- -2 Records personnel, additional -2 (attrition). Revamped hours
- Civilianizing positions where applicable
- Cadets/Interns
- PAL Program
- Personnel and wages studies
- Media/social-media information = true and positive stories, deeds and acts…Maintaining community trust in the social media age and climate
- Online reporting capabilities and capacity
- Reorganization of Records Operations

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# 2021 GOALS

- Continue to strengthen and/or build further community relations and relationships.
- Move purposely, steadily and focused on the Action Plan based on 21CP recommendations.
- Recruiting and Retention priorities, including compensation.
- Records Management System
- Crossing Guards and/or other entities or programs provided/funded by SBPD.
- In-person neighborhood/other meetings as well as all the other (Shop w/a Cop, Halloween, Job Fairs, NNO, etc…) outreach/informational events.
- Working with City Council on the establishment of a Community Review Board

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CITY OF SOUTH BEND, IN

# Fire Department

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CITY OF SOUTH BEND, IN

## Fire Department – 2020 Accomplishments

- Completed renovations to Fire Stations 3 and 6
- Maintained NFPA (1710) Standards for staffing during COVID-19 for EMS and Fire
- Community Paramedicine Program Enhanced
- Drone Team assisted ND Student Search
- Fire Station 4 received Gold status using the green building rating system for LEED (Leadership in Energy and Environmental Design)
- Fire Station 9 receives Silver status for LEED
- HART (Helicopter Aquatic Rescue Team) Program
- Completed CTE Program

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CITY OF SOUTH BEND, IN

## Fire Department – 2021 Goals

- Establish Training Facility as a revenue generating Regional Training Facility (Promotes revenue for the Department and the City)
- Continue to prepare for ISO audit to increase our rating from 2 to 1 (top level)
- Apply for Firefighters federal grant to commission study to identify cancer risk to SBFD personnel in order to employ a focused prevention and early detection program
- Improve Diversity recruitment and female promotion directives
- Continue Indiana River Rescue School instruction (Promotes revenue for the Department and the City)
- Expand Smoke Alarm Canvasses to cover every District
- NFPA 1710 compliance

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# Department of Community Investment

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CITY OF SOUTH BEND, IN

# Building Department Accomplishments – YTD 2020

- *Issued 4,245 building permits (ytd July)*
- *All inspector and most front office positions now filled*
- *88% of all inspectors now Certified through ICC*

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CITY OF SOUTH BEND, IN

# Building Department Goals / Plans for 2021

- *100% Certified Inspectors by end of 2021*
- *Increase from 20% to 40% Committee Membership in IABO and other industry associations*
- *Community outreach for free/low cost home improvements and repairs*

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CITY OF SOUTH BEND, IN

# Engagement & Economic Empowerment Accomplishments – YTD 2020

- Inclusive Neighborhood Development
  - Hosted an Incremental Development Bootcamp with **over 50 attendees** in Q1.
    - Continued Small Developer Technical Assistance to **over 20 residents** in their development and entrepreneurial
    - Currently **11 local developers** participating in IncDev's most recent bootcamp through St. Mary's College SPARK program.
- Eviction Prevention
  - Best Practices & Feasibility Report- South Bend Eviction Report
  - Bloomberg's What Works Cities (WCW) Eviction Prevention Sprint
  - Homes for Homeless Families Pilot
- Neighborhood Engagement
  - Love Your Block (LYB) Mini-Grant Program
    - The team distributed approximately **1500 doorhangers** to target areas for promotion of LYB grants and local food assistance during the onset of COVID-19 and assisted with the distribution of **nearly 900 social distancing posters** to small businesses in collaboration with the SBGreenCorps.
      - **17 Acts of Kindness Mini-Grants**
      - **9 Digital Inclusion Grants**
      - Tend the Bend Trailer completion with socially distancing instructions. This builds on the momentum and achievements of the 2019 LYB program:
        - **75 Code Violations Fixed, over $17,000 in-kind donations, over 190 volunteers, nearly 6,000 lbs of trash removed, and 121 repairs**
  - Built Airtable database to streamline management of neighborhood organization contacts and small developers

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CITY OF SOUTH BEND, IN

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CITY OF SOUTH BEND, IN

# Engagement & Economic Empowerment Goals / Plans for 2021

- Complete the **Small Developer Toolkit** with key information on property acquisition, local financial institutions, real estate project proformas, code and permit information, local environment consultants, and key best practices research.
- COVID19 Pivot on Love Your Block (LYB)**Small Scale Home Repair/Minority Contractor Capacity Building** Programming
- **Complete Linden Avenue Greenhouse** Deconstruction Project
  - Build capacity of local minority contractors and developers
  - Develop cross-departmental/community-based fund development and sustainability plan
  - Reframe neighborhood engagement strategy with Majora Carter Group for 2021/2022
- **Launch Mayor's Neighborhood Advisory Council**
  - *Acts as advisory council to the Mayor on neighborhood-based issues and programming (e.g. Mayor's Night Out, Love Your Block, Neighborhood Plans, Census Outreach)*
  - *Streamlines communication between neighborhood leaders and city administrative leaders*
  - *Creates Neighborhoods Monthly Report and Neighborhood Engagement Strategy*
  - *Supports civic engagement activity through direct funding and technical assistance to neighborhood-based organizations*

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CITY OF SOUTH BEND, IN

# Neighborhood Development Accomplishments – YTD 2020

- *CARES Act CDBG and ESG Allocations for COVID-19 Response*
  - *Partnered to launch programs offering rent/utility payment assistance, supporting food related costs, and homeless provider support*
- *Homelessness*
  - *Weather Amnesty - October 1 to May 1; CFTH 191individuals, Hope 235 individual*
  - *OLR Day Warming Center*
  - *Isolation Quarantine Center served 84 individuals*
  - *Supported CFTH PSH Leasing for 10 individuals*

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CITY OF SOUTH BEND, IN

# Neighborhood Development Accomplishments – YTD 2020

- *Direct Housing Services*
  - *SB/UEA Home Repair Program*
    - *Restarted interior inspections in July with COVID-19 safety measures; 7 addresses with work completed YTD; 107 apps reviewed & in the pipeline*
  - *Housing Counseling transitioned to virtual counseling*
    - *Clients assisted YTD: 36 mortgage delinquency / default; 20 Pre-purchase; 30 Post-purchase*
  - *Community Homebuyers Corporation (CHC) Homeownership Program*
    - *5 closings/new homeowners YTD*
- *Neighborhood Development*
  - *Six single-family houses developed & sold; anticipate twelve total this year*

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CITY OF SOUTH BEND, IN

# Neighborhood Development Goals / Plans for 2021

- *Homelessness*
  - *Weather amnesty at CFTH and Salvation Army building*
  - *Support Permanent Supportive Housing options*
  - *Review outreach and coordination position*
- *Direct Housing Services*
  - *Home Repair Program – increased funding/geography options*
- *Neighborhood Development*
  - *Development financing to incentivize new construction on vacant lots*

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CITY OF SOUTH BEND, IN

# Planning & Community Resources

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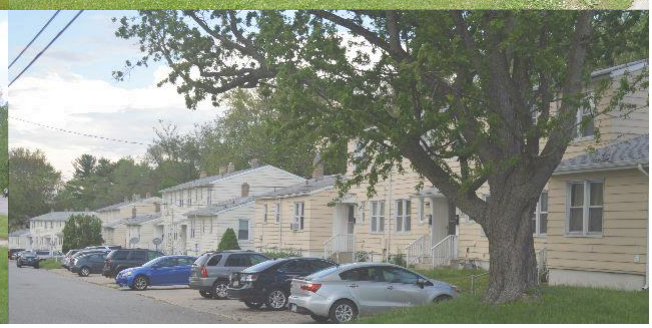
CITY OF SOUTH BEND, IN

## Strategic Planning – neighborhoods

- Miami Hills Neighborhood Plan
  - developed an on-line engagement platform to gather input from neighbors
- Other neighborhood plans put on temporary hold due to Covid-19



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CITY OF SOUTH BEND, IN

# Strategic Planning – complete streets

- Washington / Chapin / LaPorte
- Western Avenue Phase 3
- Dubail Avenue - engineering

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CITY OF SOUTH BEND, IN

# Strategic Planning – façade grants

- Awarded 3 matching grants on Lincolnway and Western Ave.
- $127,000 total improvements
- Awarded 4 matching grants for Miami Street and Mishawaka Avenue
- $64,930 total improvements

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CITY OF SOUTH BEND, IN

# Strategic Planning – parks

- City Cemetery Park
- Pinhook Park
- Pulaski Park
- Leeper Park
- Northside Trail
- Howard Park

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CITY OF SOUTH BEND, IN

# Strategic Planning – Census 2020

Shape your future START HERE > | United States Census 2020

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CITY OF SOUTH BEND, IN

# Property

- Coordinating ongoing maintenance and repair of Salvation Army Building
- Burke Building repair
- Facilitating property purchases and dispositions
- Right of Way parcel clean up

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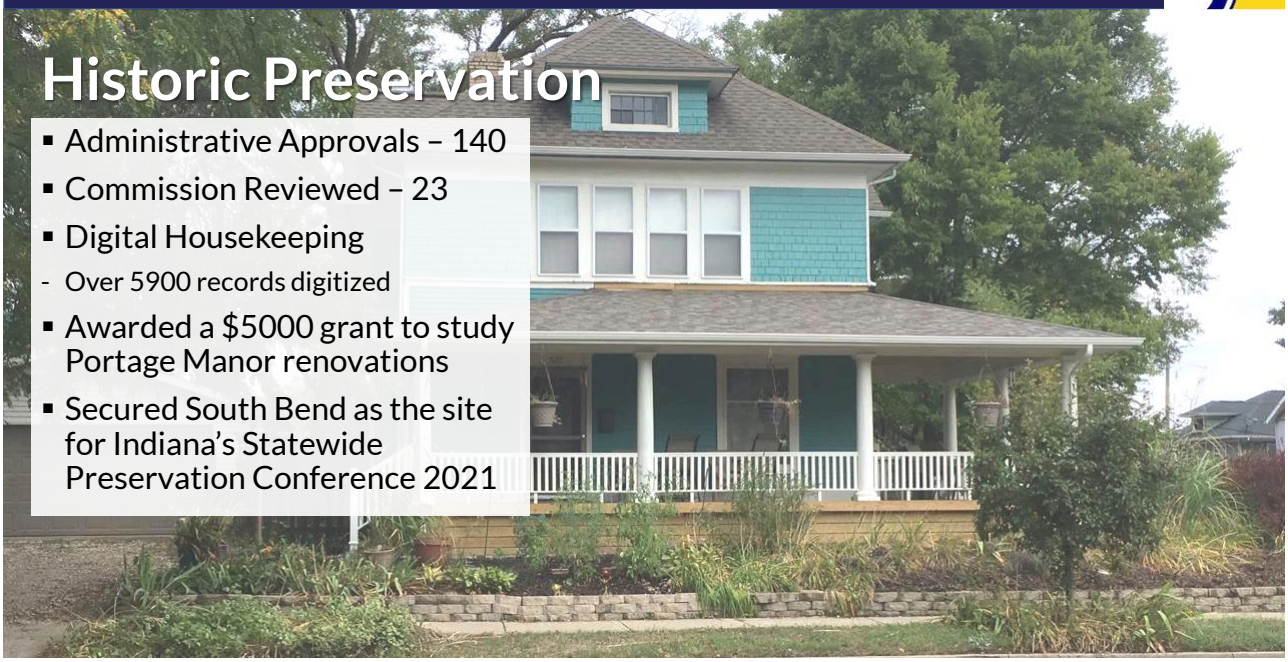
CITY OF SOUTH BEND, IN



# Historic Preservation

- Administrative Approvals – 140
- Commission Reviewed – 23
- Digital Housekeeping
  - Over 5900 records digitized
- Awarded a $5000 grant to study Portage Manor renovations
- Secured South Bend as the site for Indiana's Statewide Preservation Conference 2021

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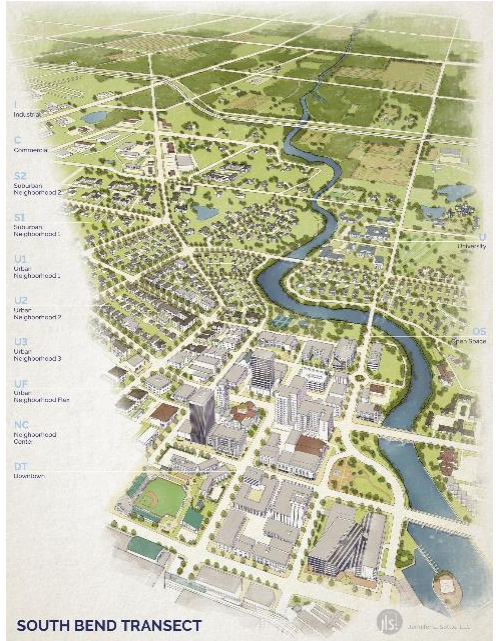
CITY OF SOUTH BEND, IN

# Zoning Administration

- New Zoning Ordinance took effect January 1st 2020
- New ZO streamlines the development process while encouraging investment in our neighborhoods
- SB Plan Commission and BZA conducting business
- Coordination with other departments improved

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CITY OF SOUTH BEND, IN

# 2020 / 2021 Goals

- Refocus on Neighborhood Planning and development of a more interactive and robust on-line engagement platform for the City.
- Explore the development of a patient capital fund for new residential construction in legacy neighborhoods.
- Develop pre-approved residential building plans.
- Complete Dubail Avenue engineering and coordination with United Way for their neighborhood center.
- Work with Engineering to design and test next generation of traffic calming measures.
- Continue to evolve the Zoning Ordinance, streamline processes and coordination with other departments.
- HPC & VPA to jointly apply for a grant to address the Walker Field Park Shelter.

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CITY OF SOUTH BEND, IN

# DCI Business Development

We connect residents and businesses to resources and programs to increase standard of living in the community.

**Business Incentives**

- Tax Abatement/Phase-In Incentives
- Tax Increment Financing
- Loan Programs: RLF, CDFI
- Façade Matching Grants

**Business Assistance**

- Business Licensing and Startup Assistance
- Economic Development Partners - Driving Development – Opportunity Zones – Site Selection – Expansion Assistance
- Small Businesses Assistance – Small Scale Manufacturing Grant Implementation - Microloan program development – IRF/RLF
- "Account Management" function – one stop liaison for all City services

**Workforce Development**

- Increasing MHI one resident at a time. Career-enhancement grants for SB residents and employers.

BUSINESS ATTRACTION, RETENTION & EXPANSION = INVESTMENT & JOBS = INCREASED MHI = ENHANCED QUALITY OF LIFE AND PLACE

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CITY OF SOUTH BEND, IN

# Residential/Mixed Use

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CITY OF SOUTH BEND, IN

# Office/Mixed Use

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# Industrial Spec Buildings

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# Business Expansions/Relocations

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CITY OF SOUTH BEND, IN

# TIF- Supported Neighborhood Infrastructure

- Gemini Apartments
- Robertson Apartments Parking
- United Way Center Planning
- Streetscape at La Casa

- Western Ave. Streetscape
- Washington Streetscape
- 31/Cleveland Reconstruction
- Sample & Sheridan Intersection
- Olive Street Reconstruction
- Olive Street Planning/Engineering
- Dubail Planning/Engineering
- Elwood Planning/Engineering

- Prairie Avenue Water Main
- Douglas Rd. Lift Station
- Colfax Lift Station
- Pinhook Water Treatment Plant
- South Well Field Water Treatment Plant
- North Station Water Treatment Plant
- Olive Water Treatment Plant

- PARKS! Howard Park & Other City Parks
- Seitz Park Planning
- Coal Line Trail
- City Cemetery

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CITY OF SOUTH BEND, IN

# Business Attraction, Retention & Expansion

## Tax Abatements/Phase-ins

- Win-Win Incentive
- No Cost – Deferral
- Drives New Investment/Jobs
- Increases Future Tax Base

**78+ Active Phase-Ins:**

- >$508 Million Private Investment
- >$242 Million Annual Payrolls
- >4,738 New/Retained Jobs
- >1,000 Minority Employees

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CITY OF SOUTH BEND, IN

# Business Attraction, Retention & Expansion

## Tax Abatements/Phase-ins

### 2020 YTD

- 4 Tax Abatements/Phase-ins
  - $4.2 Million Private Investment
  - 41 New and Retained Jobs

### 2021

- **Tax Abatements/Phase-ins will be a critical tool for Economic Development and recovery from COVID-19 impacts**
- Activates vacant land and buildings
- Key to growth in our competitive landscape for investment & jobs

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CITY OF SOUTH BEND, IN

# Small Business Loan Programs

### CDFI-Friendly South Bend
- $500K seed funding launched this loan program
  - Partnered with Accion, Bankable, other CDFI's
  - Small/micro-loans for smallest businesses

### Revolving Loan Fund (1)
- 4th year with an "A" rating from the EDA
- ~$7M corpus, active loans at over a dozen firms

### Revolving Loan Fund (2)
- $7.7M EDA CARES Act Recovery Assistance Grant to make loans to coronavirus impacted small businesses in the City
- Largest Award in Indiana (of total $16M)
- 2-year initiative to loan out entire fund
- *Budget elements reimbursed by EDA administrative funding*

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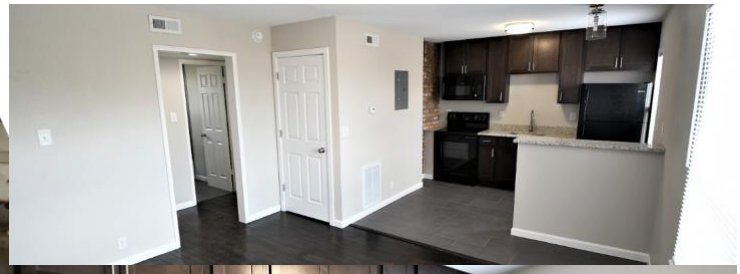
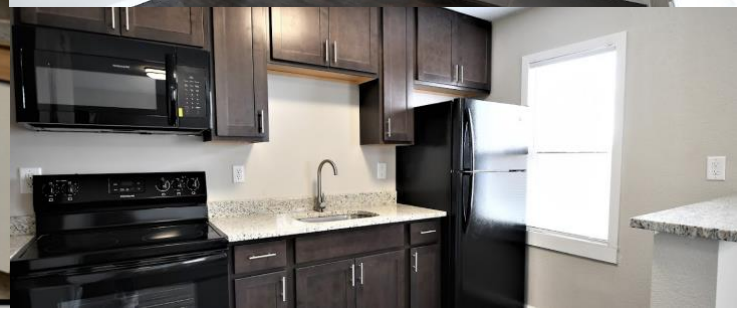
CITY OF SOUTH BEND, IN

# Small Business Loan Programs





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CITY OF SOUTH BEND, IN

# Façade Matching Grants

***No New 2021 Funds Needed – Budget Line Redeployed to Small Business Assistance***

Available on these corridors:

- Western Ave
- Lincoln Way West
- Miami
- Mishawaka
- Linden
- Portage/Elwood
- >$900K in matching funds available

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CITY OF SOUTH BEND, IN

# Small Business Assistance

- **$250K**
- Recast Boost: an immersive project to assist with fixing existing policies, launching new programs, and creating new real estate potential with a special focus on small-scale manufacturing
- Improve business development support for small business/small-scale manufacturing: implement a platform to raise awareness of the tools and opportunities the City of South Bend offers

**Business Licensing & Startup Support**

- Implemented CityWorks online apps/renewals
- 992 Licenses in 2020 for $111K in revenue
- Work closely with several South Bend entrepreneurial support organizations

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CITY OF SOUTH BEND, IN

# Pathways Workforce Development

**$500K**
*85 Graduates (PC) – 267 Waiting*

Programs Include:
- Commercial Driver's License
- Certified Nursing Assistant
- Basic Manufacturing Skills
- Six Sigma Green Belt
- Lean Manufacturing
- Early Childhood Care
- IT Training Programs

Partners Include:
- Purdue MEP
- Ivy Tech
- Early Childhood Alliance
- Legacy/Senior 1 Care
- Truck Driver's Institute

DuComb Center & Reentry Center

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CITY OF SOUTH BEND, IN

# Pathways Workforce Development

Creating Positive Outcomes for South Bend Residents and Households

Average CDL Trainee:
- Hourly Wage Before = $12.00
- Hourly Wage After = $29.50
- An increase in annual household income from $24,000/year to $60,000/year

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CITY OF SOUTH BEND, IN

# Key Business Development Goals: 2021

- Business Attraction
- Business Retention
- Business Expansion
- Tax Abatements – Primary business incentive tool for growth
- TIF – Focus on neighborhoods and infrastructure assistance
- IRF – Launch and deploy $7.7M loan program for post-COVID recovery
- CDFI-Friendly – Support South Bend's smallest startups and businesses
- Façade Matching Grants – enhance businesses and key corridors across SB
- Small Business Support – Launch a new ecosystem for small business success
- Workforce Development – Lift residents and businesses to build South Bend's success on individual and personal successes across the community

- ***South Bend Businesses and Individuals are struggling but there is help & opportunity out there…***

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CITY OF SOUTH BEND, IN

# Code Enforcement

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CITY OF SOUTH BEND, IN

# Accomplishments – YTD 2020

**Code Enforcement**

- **Strategic -** Collaborated with I&T, Council, Mayor's Office and Legal to streamline Landlord Registration online registration process
- **Strategic -** Established enforcement procedures for Landlord Registration and Vacant & Abandoned Registration
- **Baseline -** Contracted with third party to prepare the Request for Proposals for software selection – required allocating staff resources for heavy involvement in planning

**Animal Resource Center**

- **Strategic** - Averaged a 90% live release rate officially achieving a "No-Kill" status
- **Strategic** - Transfers to rescue increased 33% (999 animals moved out of the shelter)
- **Strategic** - Built a much larger volunteer base for enrichment of the animals

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CITY OF SOUTH BEND, IN

# Goals / Plans for 2021

**Code Enforcement**

- **Strategic – Effectively assess and implement Code activities/staff into a broader Neighborhoods framework within DCI**
- **Baseline -** Implement software capable of addressing all types of actions (environmental, housing, zoning, Rental Safety Verification)
- **Baseline -** Transfer all existing housing and RSVP cases to new software
- **Baseline -** Update Municipal Code to reflect latest version of International Property Maintenance Code

**Animal Resource Center**

- **Strategic** - Seek public input from Animal Control Commission and stakeholders regarding the revised Animal Control Ordinance.
- **Strategic** - Increase our 90% live release rate to at least 95%
- **Strategic** - Rebuild our volunteer base – due to COVID-19.

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CITY OF SOUTH BEND, IN

# Venues Parks & Arts

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**By Year End 2020**

**21/31 Strategic Initiatives Completed**

CITY OF SOUTH BEND VENUES PARKS & ARTS

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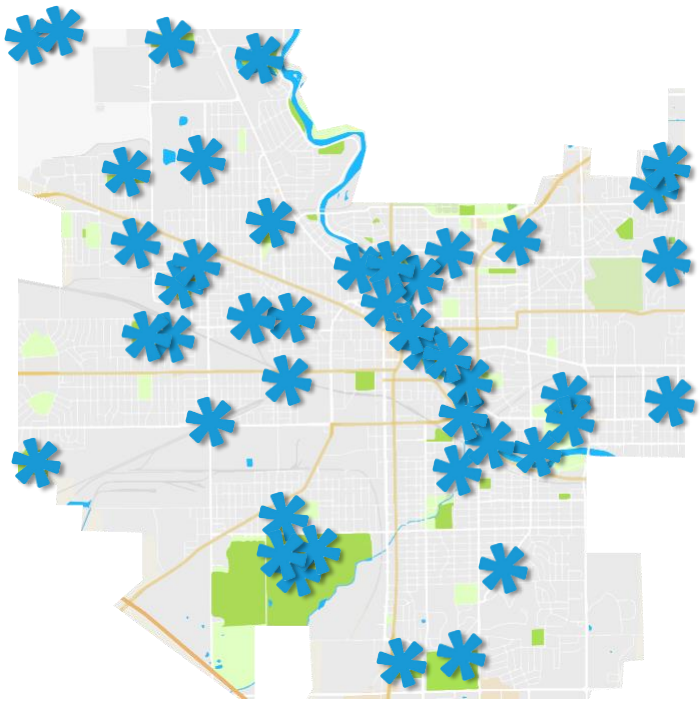

MY SB PARKS & TRAILS

CITY OF SOUTH BEND VENUES PARKS & ARTS

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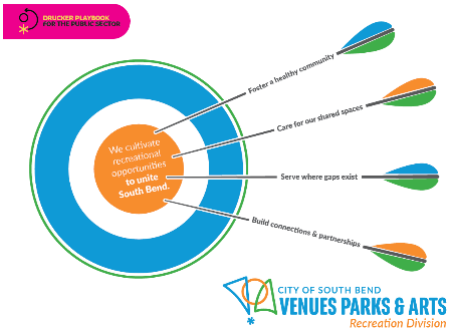


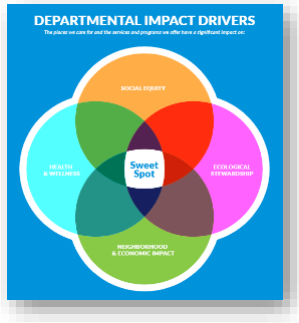


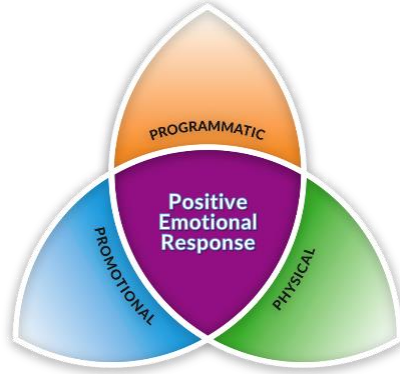


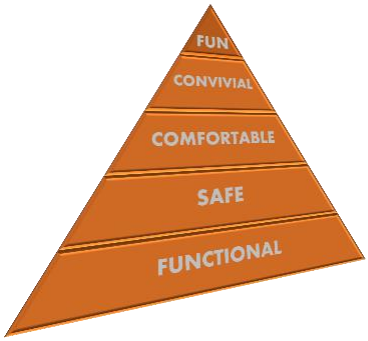

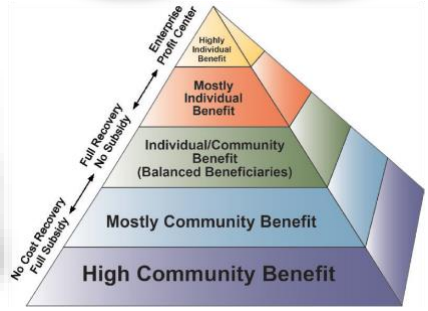


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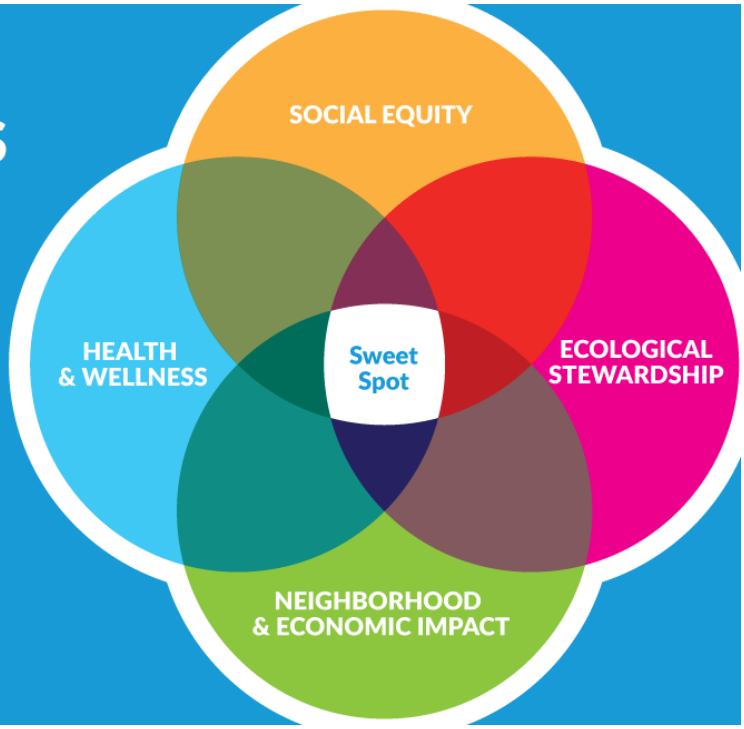
# DEPARTMENTAL IMPACT DRIVERS




CITY OF SOUTH BEND VENUES PARKS & ARTS

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CITY OF SOUTH BEND VENUES PARKS & ARTS

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SOCIAL EQUITY
HEALTH & WELLNESS
Sweet Spot
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD
CITY OF SOUTH BEND
VENUES PARKS & ARTS

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SOCIAL EQUITY
HEALTH
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CITY OF SOUTH BEND
VENUES PARKS & ARTS

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SOCIAL EQUITY
Sweet Spot
CITY OF SOUTH BEND
VENUES PARKS & ARTS

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SKATE it FORWARD
for HOWARD PARK
27th Annual
DIRECTORS
YOUTH SCHOLARSHIP
GOLF OUTING
FRIDAY, SEPTEMBER 11, 2020
SB
SOUTH BEND
SOCIAL EQUITY
Sweet Spot
SPARK
CHISPA
CITY OF SOUTH BEND
VENUES PARKS & ARTS

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EVENTS
YOGA FOR EVERYBODY
Every Tues & Wed | 5:30 PM - 6:30 PM | Free
BROOMBALL
Wednesdays | 5 PM - 8 PM | $5 drop-in fee
55+ AEROBICS
Mon & Wed | 1:00 PM - 1:45 PM | Free
$5 SKATE NIGHT
Tuesdays | 5 pm - 8pm | one price for all skaters
WINTER FITNESS SERI
Saturday, January 25 | 9 AM | Free
VISITHOWARDPARK.CO
SOCIAL EQUITY
HEALTH & WELLNESS
Sweet Spot
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT
O'BRIEN
FITNESS CENTER
CHILD WATCH WHILE YOU WORKOUT
CITY OF SOUTH BEND
VENUES PARKS & ARTS

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Rosseland
Indian Village
Notre Dame
PARKSCORE® INDEX
THE TRUST FOR PUBLIC LAND
SOCIAL EQUITY
Sweet Spot
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT
CITY OF SOUTH BEND
VENUES PARKS & ARTS

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see
say
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SOCIAL EQUITY
HEALTH & WELLNESS
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT

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A NEW EXPERIENCE AWAITS
JOIN NOW!
Over 50 Fitness Classes Weekly
Including Reebok's Les Mills Signature Classes!
A new partnership between the O'Brien Fitness Center and the YMCA of Greater Michiana combines two of our communities' greatest assets into one membership opportunity.
MEMBERS BENIFITS INCLUDE
Learn more about the new O'Brien/YMCA Partnership, and become a member, at ymcagm.org
Contact Info: 321 East Walter St., South Bend, IN 46614
SOCIAL EQUITY
HEALTH & WELLNESS
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT
A NEW EXPERIENCE AWAITS
O'BRIEN
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SOCIAL EQUITY
HEALTH & WELLNESS
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT

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NATIVE WILDFLOWERS AND PLANTS
NO MOW ZONE
SOCIAL EQUITY
HEALTH & WELLNESS
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT

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SOCIAL EQUITY
HEALTH & WELLNESS
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT
INNOVATION IN DESIGN
WATER EFFICIENCY
MATERIALS & RESOURCES
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CNG

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SOCIAL EQUITY
HEALTH & WELLNESS
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT

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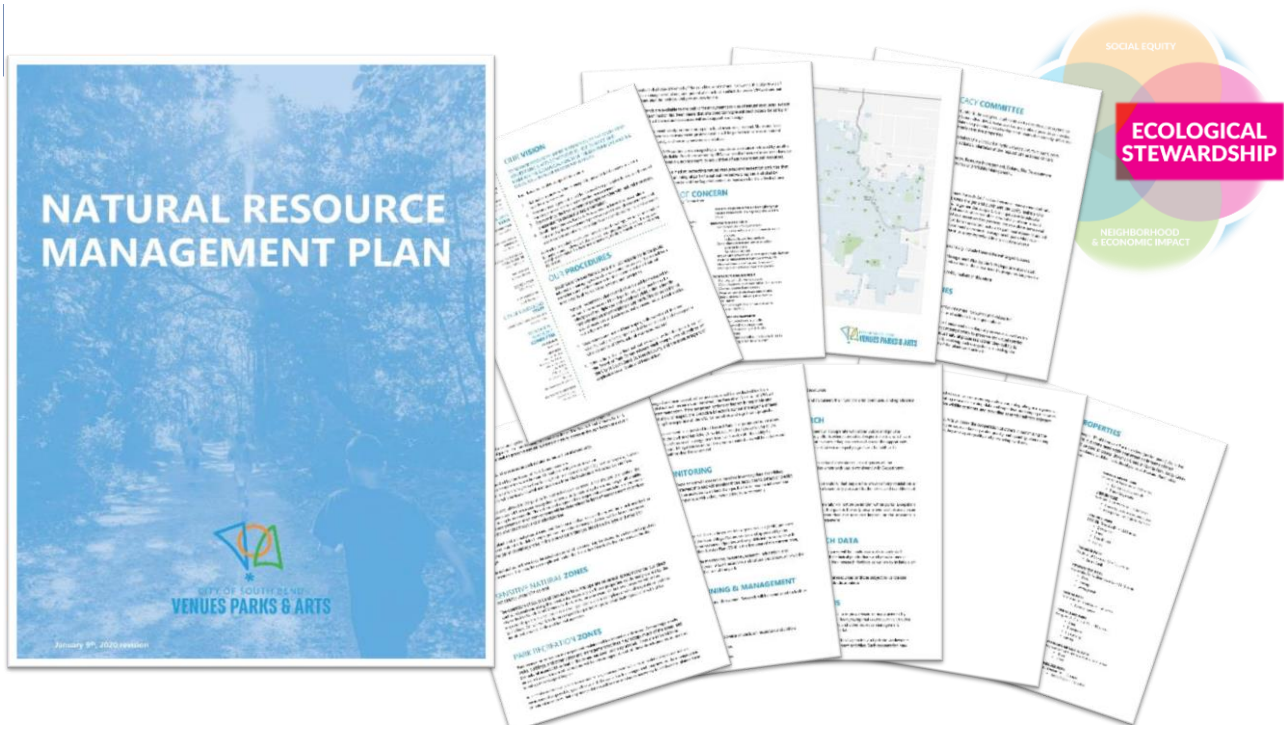
NATURAL RESOURCE MANAGEMENT PLAN
CITY OF SOUTH BEND
VENUES PARKS & ARTS
SOCIAL EQUITY
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT

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SB CENTURY CENTER SOUTH BEND

Number of Events: 526
Attendance: 165,133
Net Revenue: $191,375
Hotel Room Nights: 15,023
**Economic Impact: $11.1M**
Net Promoter Score: 81.5%

The Morris PERFORMING ARTS CENTER

Number of Shows: 91
Attendance: 97,570
Pollstar Finish: #73
Net Revenue: $173,127
**Economic Impact: $8.2M**

PALAIS ROYALE EST. 1922 HISTORIC BALLROOM

Number of events: 58
Net Revenue: ($151,107)
**Economic Impact: $2.2M**

**2019**

**675 Events**

**$21.5M Economic Impact**

105

106

Centier
COMMONS
Howard Park
SOCIAL EQUITY
HEALTH & WELLNESS
Sweet Spot
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT
Source Bank
THE KAHN FAMILY
MATTHEW, JANINE & LILY

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SOCIAL EQUITY
HEALTH & WELLNESS
Sweet Spot
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT

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SOCIAL EQUITY
HEALTH & WELLNESS
Sweet Spot
ECOLOGICAL STEWARDSHIP
NEIGHBORHOOD & ECONOMIC IMPACT
RECORD YEAR
POTAWATOMI ZOO
MEMBERSHIP
ENTRANCE
GENERAL ADMISSION

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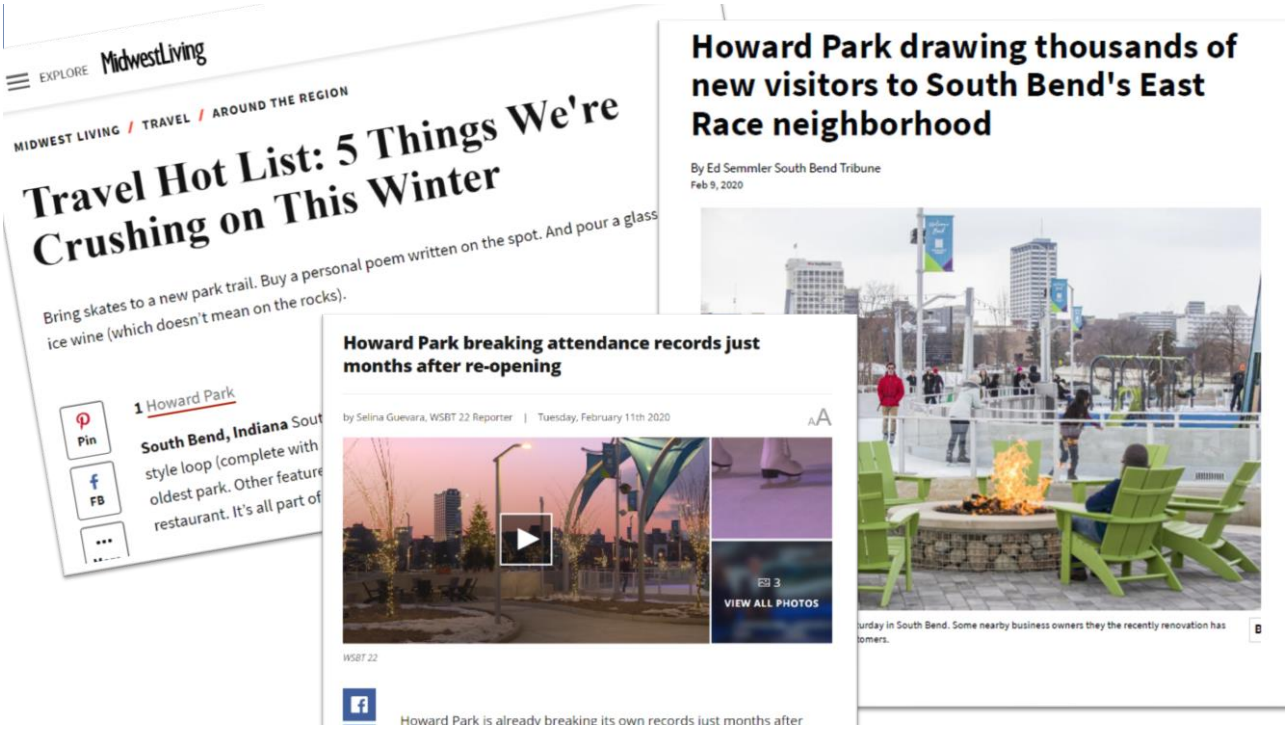
EXPLORE MidwestLiving
MIDWEST LIVING / TRAVEL / AROUND THE REGION
Travel Hot List: 5 Things We're Crushing on This Winter
Bring skates to a new park trail. Buy a personal poem written on the spot. And pour a glass ice wine (which doesn't mean on the rocks).
Pin
FB
1 Howard Park
South Bend, Indiana Sout
style loop (complete with
oldest park. Other feature
restaurant. It's all part of
Howard Park drawing thousands of new visitors to South Bend's East Race neighborhood
By Ed Semmler South Bend Tribune
Feb 9, 2020
urday in South Bend. Some nearby business owners they the recently renovation has
omers.
Howard Park breaking attendance records just months after re-opening
by Selina Guevara, WSBT 22 Reporter | Tuesday, February 11th 2020
3
VIEW ALL PHOTOS
WSBT 22
Howard Park is already breaking its own records just months after

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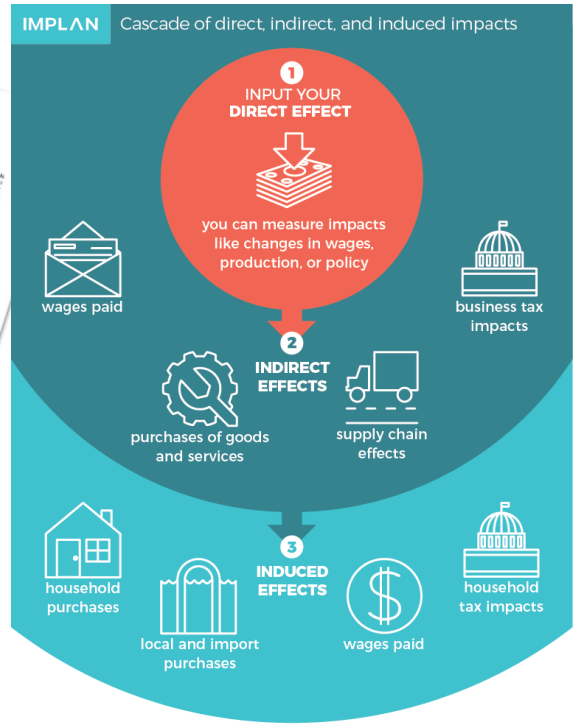
# $40M City Investment




MY SB PARKS & TRAILS

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# $40M City Investment

| Impact | Employment | Labor Income | Economic Value Generated |
|---|---|---|---|
| Direct Effects | 837.46 | $56,690,306 | $63,062,755 |
| Indirect Effects | 118.49 | $7,825,860 | $20,362,273 |
| Induced Effects | 272.14 | $13,795,651 | $37,558,199 |
| Total | 1,228.10 | $76,311,817 | $120,983,228 |

MY SB PARKS & TRAILS

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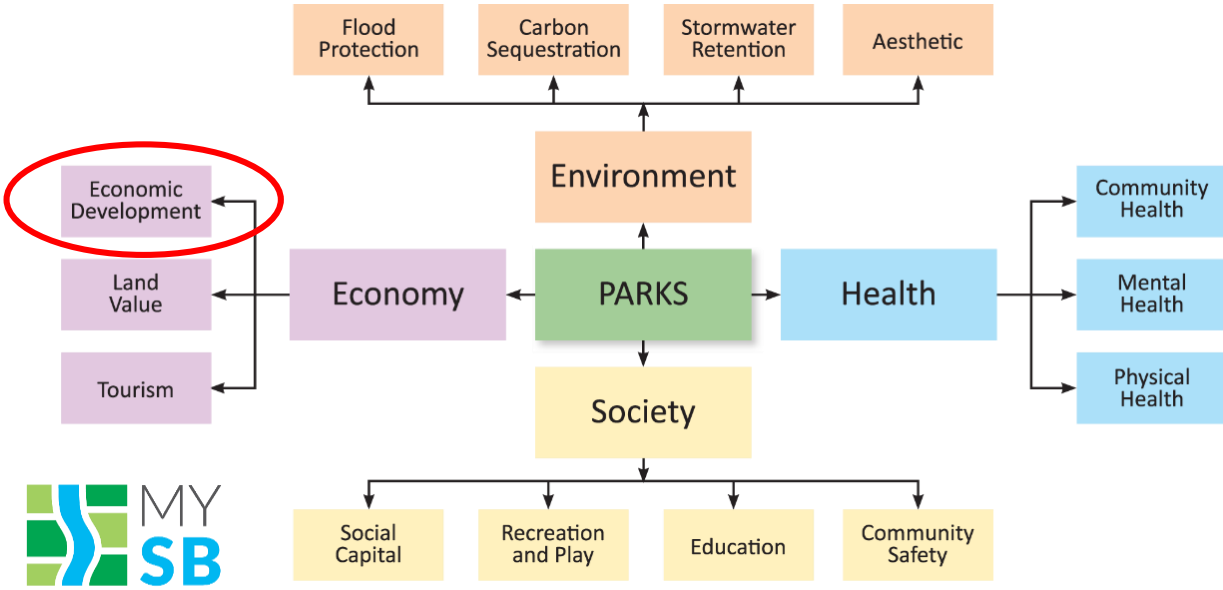
## WHY PARKS & TRAILS?




MY SB PARKS & TRAILS

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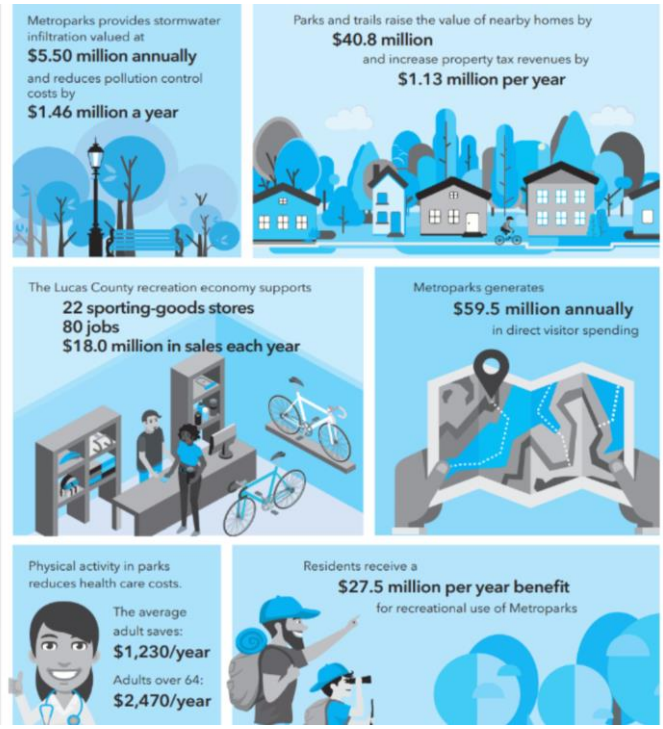
TABLE 1. SUMMARY OF ESTIMATED ECONOMIC BENEFITS PROVIDED BY METROPARKS TOLEDO (2018$)[3]

| Benefit category | Total |
|---|---|
| Enhanced property value | |
| Total additional property value | $40,800,000 |
| Additional annual property tax | $1,130,000 |
| Stormwater infiltration | $5,500,000 |
| Air pollution removal | $1,460,000 |
| Tourism | $59,500,000 |
| Recreational use | $27,500,000 |
| Health care cost savings | $12,500,000 |
| Economic development* | |
| Annual spending on sports, recreation, and exercise equipment by residents | $28,000,000 |
| Annual sales generated by sporting-goods stores | $18,000,000 |




MY SB PARKS & TRAILS

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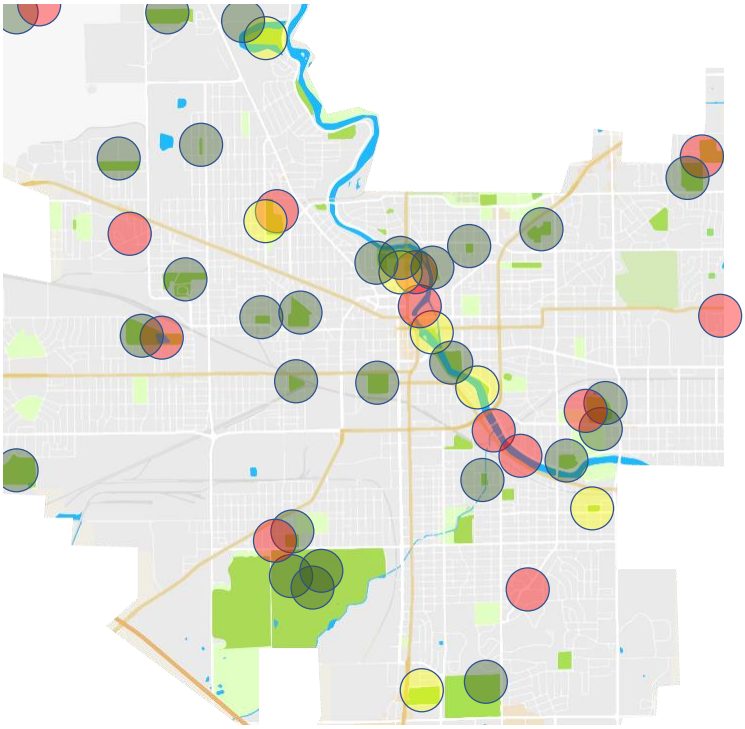

MY SB PARKS & TRAILS

**MAJOR CAPITAL PROJECTS**

- Completed Past 3 Years
- Currently In Progress
- Planned & Proposed

CITY OF SOUTH BEND VENUES PARKS & ARTS

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# By the Numbers…

1 Boomer
2.5 New Miles of Trails
18 New Playgrounds
22 New Restrooms
42 Improved Properties
88 ADA Enhancements
140+ Programs / Events
40,000+ New Plantings
100's Thousands Visitors
$19M+ Private Dollars
$40M City Investment
$120M+ Economic Impact
*(…and counting)*

## 2020 / 2021

Governor Kernan Trail
Pinhook Park
Potawatomi Zoo
Randolph Park Courts
Howard Park
Muessel Grove Restroom
City Cemetery
O'Brien Center
LaSalle Park
Seitz Park
West Bank Trail
Athletic Courts
Walker Field Pavilion

MY SB PARKS & TRAILS

CITY OF SOUTH BEND VENUES PARKS & ARTS

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www.MySBParksandTrails.com

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**Higher Earnings** Early employment opportunities translate into higher earnings in adulthood.

**Improved Graduation Rates** Youth who work are more likely to graduate high school & attend college.

**Financial Inclusion** Youth having access to money, bank accounts, and financial management skills has dramatic impact on personal and family economic stability.

**Stronger Communities** Youth who work become contributors & promoters of their communities.

**Decreased Youth Violence** Youth who work are less likely to contribute to crime or acts of violence.

**Taxpayers Save** Help create productive citizens and reduce the burden of unengaged youth on society.

YOUTH JOBS | SB

**Summer 2020 YTD**

74 Youth Employed
45% Minority
Entrance Survey
2,217 Hours of Training

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The Morris
PERFORMING ARTS CENTER

100 ANNIVERSARY

**Community Committee**
**Repairs & Maintenance**
**Experience Enhancements**
**Plaza Redevelopment**
**Equity in Arts**
**Celebration**
**Endowment**

CITY OF SOUTH BEND
VENUES PARKS & ARTS

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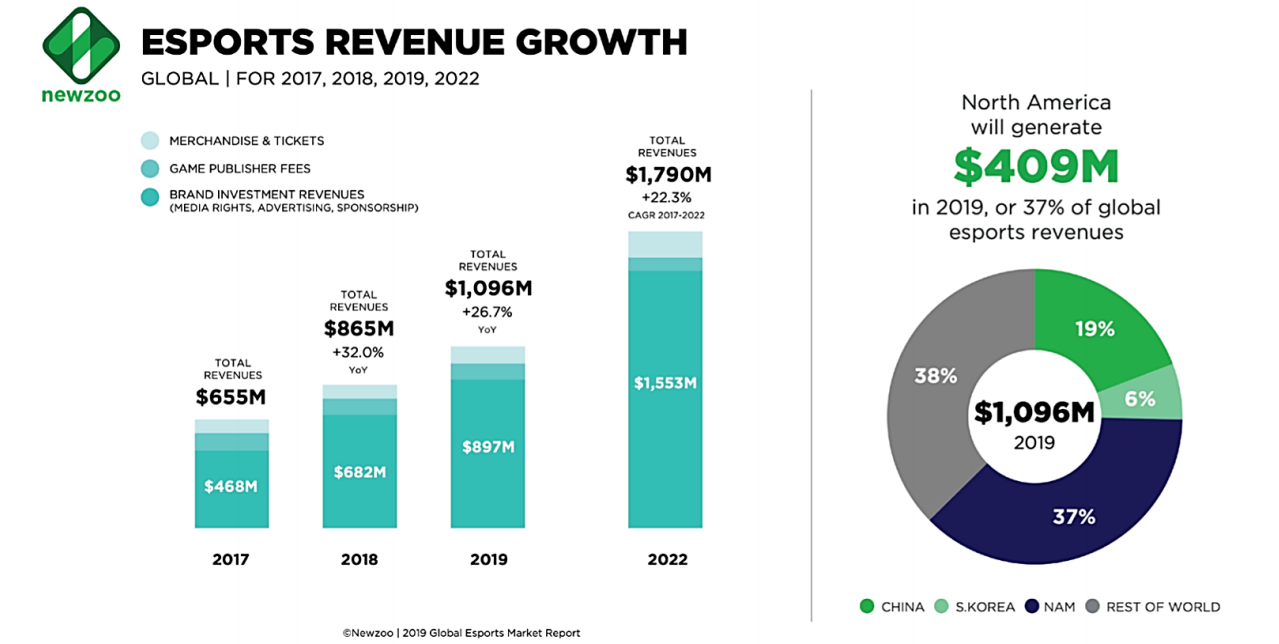
newzoo
ESPORTS REVENUE GROWTH
GLOBAL | FOR 2017, 2018, 2019, 2022
MERCHANDISE & TICKETS
GAME PUBLISHER FEES
BRAND INVESTMENT REVENUES
(MEDIA RIGHTS, ADVERTISING, SPONSORSHIP)
TOTAL REVENUES
$655M
$468M
2017
TOTAL REVENUES
$865M
+32.0%
YoY
$682M
2018
TOTAL REVENUES
$1,096M
+26.7%
YoY
$897M
2019
TOTAL REVENUES
$1,790M
+22.3%
CAGR 2017-2022
$1,553M
2022
©Newzoo | 2019 Global Esports Market Report
North America will generate
$409M
in 2019, or 37% of global esports revenues
19%
6%
37%
38%
$1,096M
2019
CHINA
S.KOREA
NAM
REST OF WORLD

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BENDIX ARENA
BENDIX ARENA
BENDIX ARENA
BENDIX ARENA
CITY OF SOUTH BEND
VENUES PARKS & ARTS

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# GOING ALL IN ON RECREATION FOR SOUTH BEND.

A plan to intentionally provide programming and spaces for ALL, expanding impact through collaboration

CITY OF SOUTH BEND VENUES PARKS & ARTS

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CITY OF SOUTH BEND VENUES PARKS & ARTS

# COMMUNITY PARTNERS

**Current & Future Partners *(& more…)* to expand our reach & impact to their fullest potential.**

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# First Week of March…

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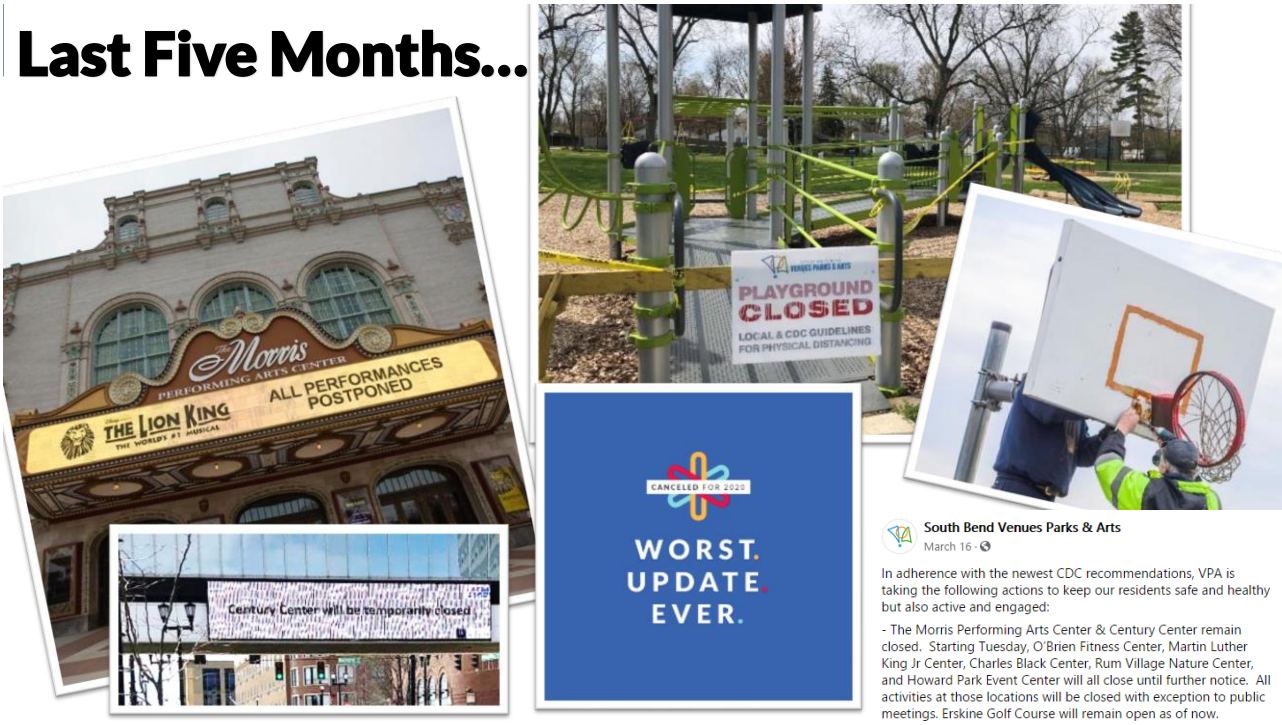
# Last Five Months…

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# Last Five Months…

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# Last Five Months…

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# Last Five Months…

129

# Last Five Months…

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# Last Five Months…

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# Last Five Months…

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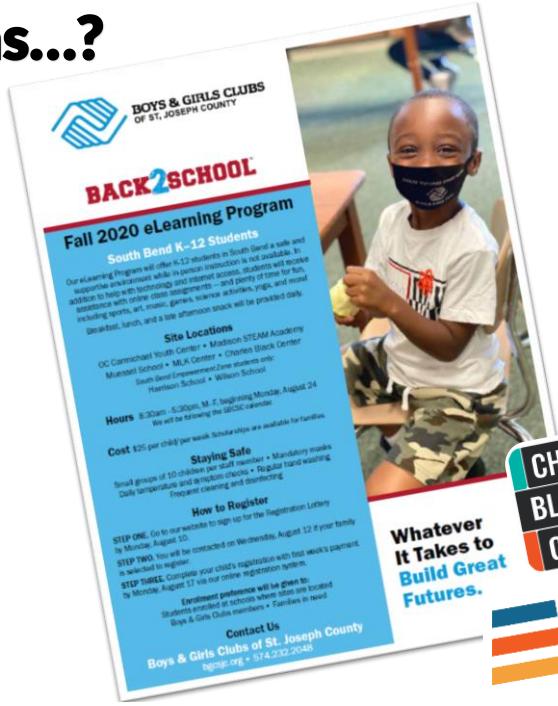
# Next Five Months…?




CHARLES BLACK CENTER

MARTIN LUTHER KING JR. COMMUNITY CENTER

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CITY OF SOUTH BEND, IN

# Diversity & Inclusion / Human Rights Commission

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CITY OF SOUTH BEND
OFFICE OF DIVERSITY & INCLUSION

# Office of Diversity & Inclusion – 2020 Accomplishments

1. **Hired:** Inclusive Project Manager, Contract Compliance Administrator, Inclusive Fellows, & Attorney
2. **Virtual Webinar's:**
   - *COVID-19 Solutions Consortium Series: Stimulus Dollars/Local Funding-Entrepreneurship Empowerment-Tools to assist Veteran Businesses-How Do Women-Owned Businesses "Keep Calm and Carry On" in a Crisis-Tackling Fear and Anxiety Amid COVID-19.*
3. **Open Conversations on Race and Race Relations**
   - *Racism*
   - *Implicit Bias Training*
   - *Department Heads/Supervisors/City Staff*
4. **Branded D & I Office: New Logo and Banner**

*Michael Patton, MNA, Diversity, Compliance & Inclusion Officer*

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CITY OF SOUTH BEND
OFFICE OF DIVERSITY & INCLUSION

# Office of Diversity & Inclusion – 2020 Accomplishments

5. **VIRTUAL NEIGHBORHOOD BUSINESS LAB'S**
   - *THE IMPORTANCE OF D & I AND THE CITY OF SB, MAYOR MUELLER*
   - *CITY OF SB VENDOR REGISTRATION, MICHAEL SCHMIDT*
   - *BECOMING A SMALL DEVELOPER/CDBG FUNDING, LORI TIMMER*
   - *RACISM DECLARED A PUBLIC HEALTH CRISIS, DR. BOB EINTERZ*
   - *INDOT EXPEDITED CERT'S PROCESS, SEAN HOWARD*

   **BUSINESS LAB'S ARE PLAYED ON OUR: CITY OF SOUTH BEND DIVERSITY, COMPLIANCE & INCLUSION FB PAGE. MON-FRI 8-10 AM & SUN 7:30-8:30 AM**
6. **INCREASED MWBE VENDOR REGISTRY/2500 MAILOUT**
7. **COLLABORATED WITH COMMUNITY INVESTMENT: SMALL BUSINESS RESILIENCY GRANT $5,000**

*Michael Patton, MNA, Diversity, Compliance & Inclusion Officer*

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CITY OF SOUTH BEND
OFFICE OF DIVERSITY & INCLUSION

# Office of Diversity & Inclusion – 2020 Accomplishments

**8. ATTENDED 3 NATIONAL VIRTUAL DIVERSITY & INCLUSION CONFERENCES**

- *LIVING CITIES CONVENING*

**9. COLLABORATED WITH COMMUNITY INVESTMENT ON THE GREEN HOUSE INITIATIVE.**

- *OUR ROLE WAS TO SUPPLY THE MINORITY PRIME CONTRACTOR'S*

*Michael Patton, MNA, Diversity, Compliance & Inclusion Officer*

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CITY OF SOUTH BEND, IN

# HRC Accomplishments – 2020

- *HRC Webinar Series beginning in May*
  - *COVID-19 Housing Legal Update*
  - *Equal Employment Opportunity Commission COVID-19 Update*
  - *Indiana Foreclosure Network Program, COVID-19 Housing*
  - *Race and Culture: The Basics*
  - *Celebrating the 30th Anniversary of the ADA*
  - *IHCDA & Guest Indiana State Senator David Niezgodski*
- *Celebrating the 30th Anniversary of the ADA*
  - *Honored Karen Brandy-Comer and Kent Laudeman for commitment to disabled community*
  - *Webinar celebrating ADA*
  - *Voice of the People piece*
- *Launched Six HRC Commercials on National Television*
  - *3 in Housing*
  - *3 in Employment*
- *Maintained the Interlocal Agreement between St. Joseph County and the Commission to continue to enforce the County's Human Rights Ordinance.*
- *Successfully maintained Federal contracts with the EEOC and HUD by meeting contractual obligations.*
- *Provided Community Outreach at County libraries and A Little Taste of Peace*
- *Partnered with Volunteer Lawyer Network, Notre Dame Law School, Greater South Bend Mishawaka Realtors Association*

*Michael Patton, MNA, Diversity Compliance Inclusion Officer*
*M. Diana Moya, Director of Housing*
*Crystal F. McCain, Director of Employment*

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CITY OF SOUTH BEND, IN

# HRC Accomplishments – 2020 continued

- Partnered with City of Mishawaka (CDBG Funds)
- Received CDBG funds from City of South Bend
- Received County Appropriation for Interlocal Agreement
- Awarded HUD Partnership Funds
- Partnered with Sabor Latino Radio Station
- Partnered with Latin American Chamber of Commerce

*Michael Patton, MNA, Diversity Compliance Inclusion Officer*
*M. Diana Moya, Director of Housing*
*Crystal F. McCain, Director of Employment*

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CITY OF SOUTH BEND, IN

# Human Resources

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CITY OF SOUTH BEND, IN

# 2020 YTD Accomplishments

- COVID Leave Policies:
  - Over 140 employees have been provided an average of 58 hours of paid leave due to COVID and/or COVID-related school closures.
- COVID Safety: Prepared and managed City's Safety Plan and Phased Reopening.
- Benefits and HRIS Integration: Fully integrated new Kronos HRIS with Benefits Platform.
- Compensation Study: Prepared comprehensive study to evaluate SBPD pay within Indiana and the Midwest.
- Peer Support at SBPD: Developed and facilitated implementation of peer support program for officers.

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CITY OF SOUTH BEND, IN

# 2021 Goals

- Continue focus on positive work environment, with focus on employee recognition and professional development.
- Successfully integrate Employee Safety program into HR portfolio.
- Increase employee education initiatives related to key health and well-being issues.

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CITY OF SOUTH BEND, IN

# Legal Department

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CITY OF SOUTH BEND, IN

## 100% Operational Efficiency During COVID

- **Daily 8:00AM Teams Meetings** to maintain morale, productivity, collaboration, and effectiveness; goal-setting and accomplishments discussed daily.
- Staggered remote working conditions and call-forwarding have allowed us to remain **100% effective in our service to residents and City Departments**, while maintaining the health and safety of our team.
- Successful **recruitment and onboarding operations of new employees** during remote conditions.
- Years of careful planning to operate a **95% paperless office** came to fruition in this pandemic environment.

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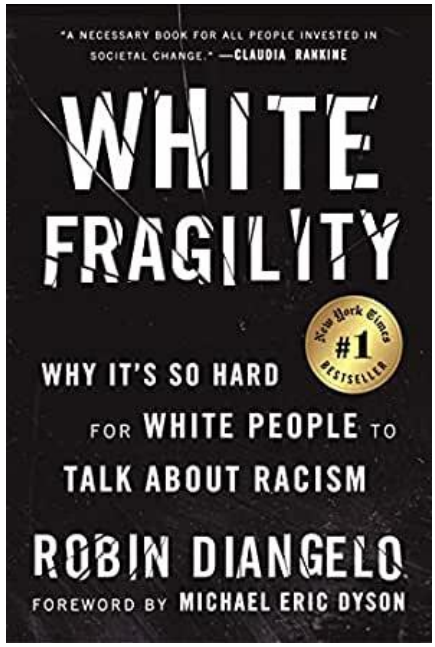
CITY OF SOUTH BEND, IN

# Equity

# Justice

# Reform




## 21-Day Challenge for Racial Equity

Completed a department-wide **21-Day Racial Equity Habit-Building Challenge** offered through the **American Bar Association** to explore our biases, learn about the history of race in America, and discuss a positive path forward for our team and our community.

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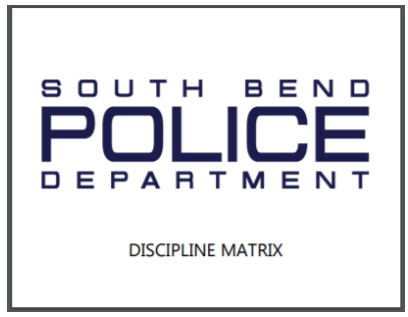
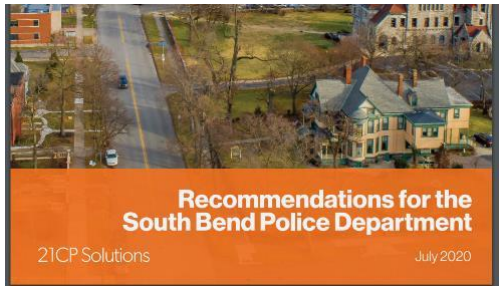
CITY OF SOUTH BEND, IN

## SBPD Discipline Matrix

Drafted and implemented the **first-ever Discipline Matrix** for the South Bend Police Department, ensuring transparent decision-making and equitable standards for officers.

Designed and facilitated **CAG Meetings** in the wake of a critical incident.




## 21CP Assessment of SBPD

Worked with former members of President Obama's Task Force on 21st Century Policing to conduct a comprehensive assessment of the South Bend Police Department and to release a **Recommendation and Implementation Guide.** Collaborated with Clerk's Office, 21CP, and City Leadership to facilitate a **virtual 21CP Presentation** to share findings and a "roadmap for reform" with the community.

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CITY OF SOUTH BEND, IN

# Community Collaboration:

## Health and Safety

**Isolation Quarantine Center**
Effectively collaborated with the Town of Roseland and Clay Township to enable an **Isolation Quarantine Center** for residents, navigating unique and unprecedented legal issues to ensure the health and safety of our community during a pandemic.

## Development

**Prairie Avenue Water Main Project**
Successfully acquired a permanent and temporary easement interest in private property needed for the Prairie Avenue Water Main Project. The acquisitions will allow the City to extend and loop a 12" water main along the south side of Prairie Avenue from east of Mayflower to the Four Winds Casino (approximately 6,500 feet), **aiding in future development interests of the City and Four Winds Casino.**

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CITY OF SOUTH BEND, IN

# Efficient Legal Service and Fiscal Responsibility:

- ✓ Collected **$32,782** in Old Collections File Project, including demand letters sent to out-of-state debtors. YTD Collections are **$207,512** in recoveries for the City.
- ✓ Collected **$2,092.60** in bankruptcies from proof of claims filed.
- ✓ Filed Proof of Claims in **12 bankruptcies** totaling a possible **$9,602.43** in recovery.
- ✓ Responded to **29 Mortgage Foreclosure cases** and **43 Quiet Title actions** with respective filings.
- ✓ Addressed **123** ticket appeals.
- ✓ Resolved **11** pending lawsuits.
- ✓ Represented the City in **120 Code Hearings.**
- ✓ Processed **1,272 APRAS.**
- ✓ Resolved **36** claims for **$17K**, ensuring that "we pay what we owe."

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CITY OF SOUTH BEND, IN

# Legal Department Goals

## 2020

- Finalize revisions and updates to SBPD Use of Force Policy.
- Obtain Record of Decision in Environmental matter.
- Implement Unsafe Building Law IC 36-7-9-13 – judgment via notice and opportunity to object.
- Amend ordinance regarding grass appeals.
- Amend PMC ordinance re IPMC update.
- Amend trash container ordinance for more efficient enforcement.
- Support Code as they begin RSVP inspections again and advise navigating while pandemic still ongoing.
- Counsel Animal Resource Center as it once again begins Animal Welfare Committee hearings.
- Assist Code and OVB in establishing solid referral and record-keeping procedures for collectible accounts.
- Research possible recovery paths for COVID losses.

## 2021

- Assist SBPD with successful implementation of 21CP Recommendations.
- Utilize past claims data to provide departmental information and potential training to reduce claims paid amount by 20% from prior years.
- Continue to reduce outside litigation costs by taking on certain types of litigation in-house. Goal would be to save $25,000 to $50,000.
- Aim to cut claims completion time to no more than forty-five (45) days for 90% of claims.
- Ensure a successful inclusive procurement program to support increased opportunities for MWBEs.
- Provide 4th amendment training to Code and SBARC.
- Complete revision to Chapter 5 of SBARC's ordinance.
- Assist Code with implementation of new software.

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CITY OF SOUTH BEND, IN

# Innovation & Technology

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CITY OF SOUTH BEND, IN

# I&T Accomplishments – YTD 2020

- *Implemented **Dynamics for Finance & Operations** (**DFO**) the City's new ERP system, in partnership with Administration & Finance. This was accomplished while the City was almost entirely remote*
- *Launched **new Landlord Registration Online Solution** with Code. This web application was built in-house by our Applications Team*
- *Implemented **City Works for Business Licensing** for DCI*
- *Implemented **Routeware**, a new solution for Solid Waste*
- *Our Infrastructure team **expanded ChoiceLight fiber access** to Pinhook Park, Rum Village, and Byers Softball Complex*
- *Completed 2nd Annual **Data Governance Cycle** including an updated data inventory, improved and organized GIS data, and a new draft data collection policy formulated in partnership with the Legal Department*
- *Created new **virtual budget feedback process/website** and **financial transparency dashboard** in partnership with Administration & Finance*
- *Expanded Performance Management Programming: **Customer Service STAT** with Water Works and 311*

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CITY OF SOUTH BEND, IN

# I&T Accomplishments – YTD 2020

- *Awarded **What Works Cities Silver Certification** for excellence in data-driven governance, innovation, and performance management*
- *Awarded* **ICMA Certificate** for Performance Management
- *Won a **Civic Switchboard Grant** in partnership with the SJCPL. The grant secured funds to survey local nonprofits and mission driven organizations on data needs to inform future programing and training for those groups*
- ***Ceiling Zero**, a data training program incubated at the Technology Resource Center, secured state funding to scale to 100+ additional students*

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CITY OF SOUTH BEND, IN

# I&T Accomplishments – YTD 2020

*COVID-19 Activities and Support:*

- *Services Team transitioned City to **COVID-19 remote work**, creating a remote work protocols, expanding training, distributing out mobile devices, setting up virtual meeting resources for teams across the City*
- *Commuters Trust Team Launched **JobsProgress.com** in partnership with Goodwill and Yext. JobsProgress.com is a centralized listing of local hourly wage opportunities for employees and job seekers*
- *Launched and managed **COVID-19 City Resource Page**, including centralized local resource information and local data dashboard*
- *Commuters Trust continued service to partnered employers and their hourly wage employees, including **a new option for carpooling***
- *Created a new **COVID-19 Digital Inclusion Toolkit** with local partners like enFocus, SJCPL, and SBCSC*
- *311 worked with the Infrastructure and Services Teams to take the whole call center remote before lockdown. This resulted in achieving **seamless call support from 311 in wake of COVID-19***

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CITY OF SOUTH BEND, IN

# Goals / Plans for 2021

- *Coordinate new website user group and undertake several **website improvement** initiatives with Departments to streamline residents' online experiences.*
- *Continue excellence in **performance management and transparency**, adding new data to our open data portal and launching new data visualizations and dashboards for residents*
- *Undertake citywide process improvement initiatives for customer service so that service by service, the City can **add tracking capability to digital 311 service requests***
- *Complete **City Works AMS** implementations across City teams: Streets, Forestry, Sewers, and potentially others*
- *Continue to **improve security standards** across City teams, first prioritizing public safety teams and applications*
- *In partnership with the Mayor's Office and DCI, provide data analytics and innovation support for **economic recovery and equity initiatives** in the wake of COVID-19*
- *Work with local partners to develop a plan around **broadband** infrastructure, accessibility, and affordability in South Bend*
- *Continue to support hourly wage workers through the **Commuters Trust Program**, piloting new programs around car ownership/repair support as well as transportation for job seekers*

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CITY OF SOUTH BEND, IN

# Extra Slides

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CITY OF SOUTH BEND, IN

## Goals / Plans for Q3 – Q4, 2020

- *Launch new Transparency & Open Data Projects with the Mayor and our partnered departments*
  - *Upcoming: Streets Dashboard, Police Towing Transparency, Economic Development Dashboard + Data Resources, Parks Health Dashboard*
- *Launch New 311 Service Portal – Ability for residents to request services online rather than call 311*
- *Implement new Utility Billing Solution with Water Works*
- *Launch new cross-departmental website improvement project and website user group*
- *Launch new Police Transparency Page improved with resident feedback*
- *Continue to assist business units and Mayor with COVID-19 specific needs, analytics, and services support*

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