



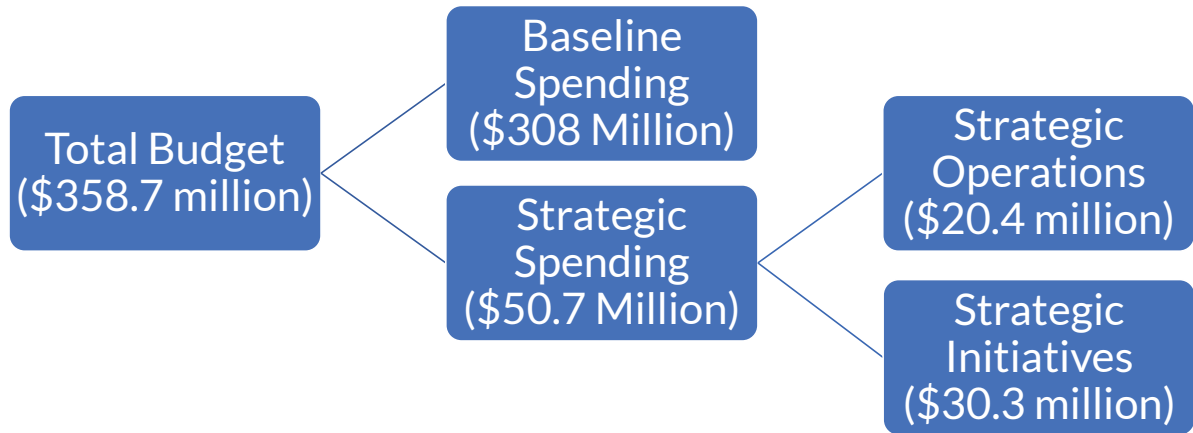
# Budget Summary & Wrap-Up



# Budget Summary



# Budget Overview



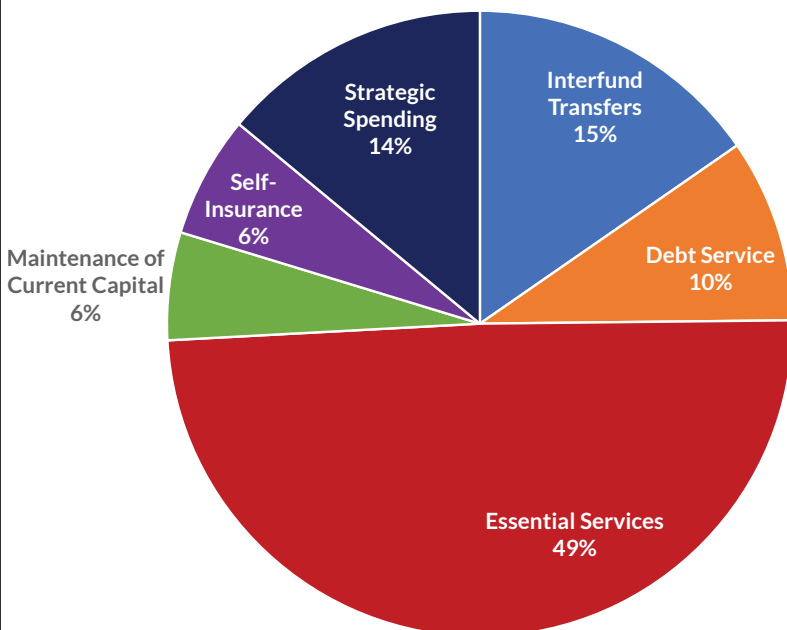
# Baseline Spending: Changes from Initial Proposed Budget



# Strategic Spending: Budget Changes from Initial Proposed Budget

Central Services – Print Shop

- Print Shop operations eliminated in 2020 budget
- This decision follows extensive analysis and RFP process
- City will execute exclusive contract with a single external print shop vendor.
- Savings expected to be as high as \$100,000 annually
- Budget for allocations will be transferred to “Outside Printing Services”



	2019 Adopted	2020 Proposed
<b>Interfund Transfers</b>	\$ 51,370,795	\$ 54,981,097
<b>Debt Service</b>	\$ 33,654,877	\$ 33,928,732
<b>Essential Services</b>		
Police	\$ 45,464,077	\$ 44,936,295
Fire/EMS	\$ 38,240,877	\$ 36,486,420
Water	\$ 17,974,252	\$ 17,641,512
Wastewater	\$ 31,467,317	\$ 32,138,111
Solid Waste	\$ 4,381,290	\$ 4,825,365
Streets	\$ 8,914,720	\$ 8,971,962
Park Maintenance	\$ 8,386,446	\$ 8,005,812
Neighborhood Code Enforcement	\$ 5,181,489	\$ 5,111,469
Administration*	\$ 16,270,303	\$ 16,810,992
Building Dept	\$ 1,295,696	\$ 1,682,541
<b>Maintenance of Current Capital</b>		
Fleet Replacement	\$ 2,079,625	\$ 4,329,076
Fleet & Building Maintenance	\$ 11,464,029	\$ 15,596,503
<b>Self-Insurance</b>		
Health Insurance	\$ 16,622,400	\$ 18,482,713
Liability Insurance	\$ 3,992,783	\$ 4,059,232
<b>Total Baseline Spending</b>		<b>\$ 307,987,832</b>

\*Includes Common Council, Clerk’s Office, Mayor’s Office, Admin & Finance, Human Resources, Legal, Innovation & Technology, and Engineering



# Strategic Spending: Changes from Initial Proposed Budget



## Strategic Initiatives: Budget Changes from Initial Proposed Budget

Diversity & Inclusion

Police Athletic League Expansion

Youth Employment Pilot

Light Up South Bend

Curbs & Sidewalks

Streets

Public Safety Initiatives



## Strategic Spending: Budget Changes from Initial Proposed Budget

### Diversity & Inclusion

- **Additional Funding:**
  - Increase of \$75,000 in Professional Services
  - Increase of \$56,500 in Education / Training
- Paid for by administrative savings from General Fund
- **New 2020 Budget:**

Spending Category	2019 Budget	2020 Proposed Budget	Year over Year Change
Salaries & Wages	\$ 140,095	\$ 209,582	49.6%
Fringe Benefits	\$ 45,914	\$ 71,867	56.5%
Education & Training	\$ 3,150	\$ 100,000	3074.6%
Professional Services	\$ 5,000	\$ 80,000	1500.0%
Other Interfund Allocations	\$ 12,848	\$ 18,942	47.4%
Other Services & Charges	\$ 8,500	\$ 8,500	0.0%
Supplies	\$ 3,000	\$ 1,500	-50.0%
Travel	\$ 2,000	\$ 5,000	150.0%
<b>Grand Total</b>	<b>\$ 220,507</b>	<b>\$ 495,391</b>	<b>124.7%</b>



## Strategic Spending: Budget Changes from Initial Proposed Budget

### Police Athletic League Expansion

- **Increase of \$50,000**
  - Represents twice the initial funding level
- **Year-Round Boxing / Women Self-Defense**
  - Current Program
    - 1 Boxing Instructor Monday – Wednesday 4pm-8pm, 37 weeks (during school year)
    - Occasional Woman Self- Defense classes
  - Proposed
    - 2 Boxing Instructors Monday – Wednesday 4pm-8pm, for 40-45 weeks (continue in summer)
    - Add tutors on Thursdays to help with school work
    - Hold regular Woman Self-Defense classes
- **Summer Program**
  - Current Program
    - Sports Camp for 6 weeks (Tennis, basketball, Football, Swimming)
  - Proposed
    - Extend duration from 6 to 8 weeks
    - Expand Swim Lessons
    - Add Volleyball and Baseball

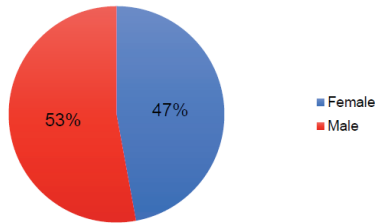


# Strategic Spending: Budget Changes from Initial Proposed Budget

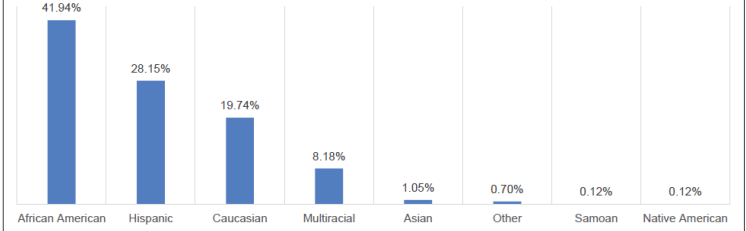
## Police Athletic League Expansion

Gender	Total
Female	423
Male	475
<b>Grand Total</b>	<b>898</b>

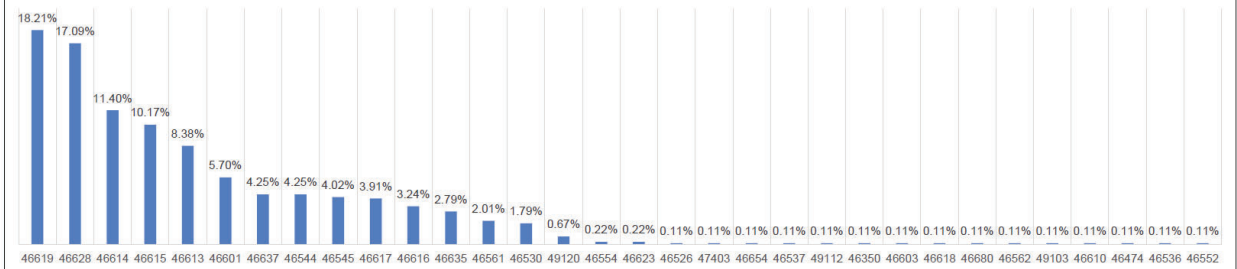
Gender Comparison



Demographic Comparison



Zip Code Comparison



# Strategic Spending: Budget Changes from Initial Proposed Budget

## Youth Employment Pilot

- Early employment opportunities translate into:
  - Higher Earnings
  - Improved Graduation Rates
  - Financial Inclusion
  - Stronger Communities
  - Decreased Youth Violence
  - Taxpayer Savings



## Strategic Spending: Budget Changes from Initial Proposed Budget

### Youth Employment Pilot

- Accordingly, Venues Parks & Arts (VPA) seeks funding to hire a full-time **Youth Employment Program Coordinator** to run a pilot program within VPA, develop basic structure and curriculum, identify partners and initiate scalable solution for future years.
- Cost: \$80,000 (Salaries + benefits, program costs)
- Focus on:
  - Development of youth employment programs and curriculum
  - Assessment of employment opportunities and impact,
  - Recruitment of at-risk youth,
  - Overseeing the Youth Task Force,
  - Connecting youth to mentorship opportunities



## Strategic Spending: Budget Changes from Initial Proposed Budget

### Light Up South Bend

- Increase by \$50,000
  - Increase from \$200,000 to \$250,000

### Curbs & Sidewalks

- Increase by \$200,000
  - Increase from \$550,000 to \$750,000
- Paid for by spend-down of reserves in Fund 202



## Strategic Spending: Budget Changes from Initial Proposed Budget

### Streets

- Additional \$400,000 of Streets Funding
- Paid for by spend-down of reserves in Fund 202 (1/1/2020 Cash on Hand: \$4.9 million)
- Funding Analysis:

	2017 Actual	2018 Actual	2019 Adopted	2020 Proposed
<b>Expenditures</b>				
Streets Spending (Total - 202, 251, 265 & 266)	11,444,196	14,002,562	15,675,948	15,933,689
Major Projects			2,500,000	
<b>Revenues</b>				
Wheel Tax / Gas Tax	7,375,463	8,698,310	7,994,720	7,621,962
Income Tax Transfers In	3,964,974	3,560,963	3,787,750	4,437,750
Other Income	2,588,675	2,562,186	1,369,322	1,771,603
<b>Revenues in Excess of Expenditures</b>	<b>2,484,916</b>	<b>818,897</b>	<b>(5,024,156)</b>	<b>(2,102,374)</b>



## Strategic Initiatives: Budget Changes from Initial Proposed Budget

### Public Safety Initiatives

- Two main changes:
  - Decrease of Director Salary Cap from \$98,500 to \$88,500
  - Additional \$10,000 into Grants & Subsidies (from \$350,000 to \$360,000)
- Additional focus on public wellness in addition to public safety:
  - Collaborates with the Mayor's Office Deputy Chief of Staff/Policy Director on matters of public health including, but not limited to, partnerships with the St. Joseph County Health Department, Code Enforcement, Common Council Public Health and Safety Committee, and local healthcare institutions.
- Of the \$700,000 budget, \$490,000 is being **directly** invested into the community (\$360,000 in grants, \$130,000 in SAVE). The other \$210,000 is related to salaries and benefits for the positions.





# Strategic Spending: Budget Changes from Initial Proposed Budget

**ECONOMIC DEVELOPMENT**

**YOUTH ENGAGEMENT & EMPLOYMENT**

Diversity & Inclusion

Police Athletic League Expansion

Youth Employment Pilot

Light Up South Bend

Curbs & Sidewalks

Streets

Public Safety Initiatives

**NEIGHBORHOOD INFRASTRUCTURE**

**PUBLIC SAFETY & WELLNESS**



# New City-Wide Proposed Budget

	2017 Actual	2018 Actual	2019 Budget (Original)	2020 Proposed Budget	Year Over Year Variance (\$)	Year Over Year Variance (%)
<b>Revenue</b>						
Property Taxes	77,136,347	80,788,795	78,885,295	77,482,325	(1,402,970)	-1.8%
Local Income Taxes	28,360,244	32,712,559	32,412,051	33,314,769	902,718	2.8%
Charges for Services	77,094,535	79,460,035	81,355,309	90,591,969	9,236,660	11.4%
Other Revenue	67,562,616	75,413,593	65,319,117	62,838,017	(2,481,100)	-3.8%
Interest Earnings	1,960,479	4,352,557	2,262,558	3,123,436	860,878	38.0%
Transfers In	48,664,234	45,853,517	51,370,795	54,826,503	3,455,708	6.7%
Interfund Allocation Reimb	15,235,026	16,446,236	22,427,153	20,920,632	(1,506,521)	-6.7%
Debt Proceeds	43,629,978	23,645,347	2,034,625	4,329,076	2,294,451	112.8%
<b>Total Revenue</b>	<b>359,643,459</b>	<b>358,672,638</b>	<b>336,066,903</b>	<b>347,426,727</b>	<b>11,359,824</b>	<b>3.4%</b>
<b>Expenditures</b>						
Salaries & Wages	79,045,143	82,510,428	88,137,692	89,026,530	888,838	1.0%
Fringe Benefits	27,552,466	28,527,829	26,695,090	28,280,516	1,585,426	5.9%
Professional Services	16,328,642	14,764,511	16,841,403	15,438,314	(1,403,089)	-8.3%
Repairs & Maintenance	13,437,922	14,297,924	14,772,466	15,957,395	1,184,929	8.0%
Supplies	9,974,500	11,069,566	13,476,721	18,164,793	4,688,072	34.8%
Debt Service	47,876,394	32,269,040	33,654,877	33,927,982	273,105	0.8%
Other Expenses	40,855,764	47,484,074	49,954,071	50,365,362	411,291	0.8%
Transfers Out	36,923,732	45,853,457	51,370,795	54,826,503	3,455,708	6.7%
Other Interfund Allocations	15,014,496	16,042,071	22,468,191	20,936,568	(1,531,623)	-6.8%
<b>Operating Expenditures</b>	<b>287,009,058</b>	<b>292,818,900</b>	<b>317,371,306</b>	<b>326,923,963</b>	<b>9,552,657</b>	<b>3.0%</b>
<b>Operating Income</b>	<b>72,634,401</b>	<b>65,853,738</b>	<b>18,695,597</b>	<b>20,502,764</b>		
Capital	39,372,501	45,213,437	50,856,403	31,782,255	(19,074,148)	-37.5%
<b>Rev in Excess of Exp</b>	<b>33,261,900</b>	<b>20,640,302</b>	<b>(32,160,806)</b>	<b>(11,279,491)</b>		

Total Proposed Expenditures:  
**\$358 million**

Budget Remains Balanced in the  
General Plus Funds



# 2020 Budget

- 2020 Budget is balanced in General Fund, Economic Development Income Tax Fund (EDIT), and County Option Income Tax Fund (COIT).
- Overall budget has ~**\$11.3 million** deficit. This deficit is driven largely by:

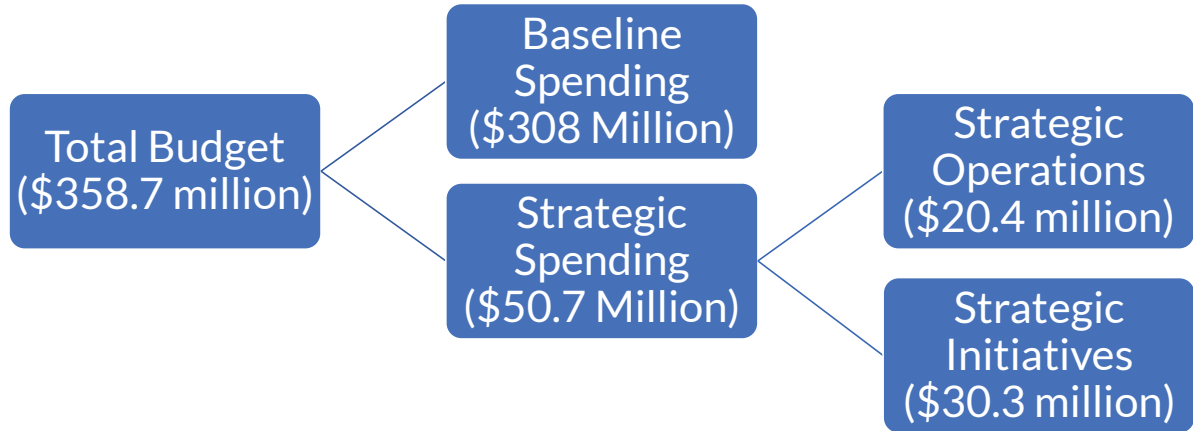
Capital spend from reserves in Wastewater	\$3.4 million
Targeted spend down of reserves in internal service funds (liability ins., health ins., & IT)	\$4.3 million
Spend down of reserves in street maintenance funds	<b>\$2.1 million</b>
Solid Waste Operations	\$640,000
- The City is continuing its move toward long-term sustainability with this budget, which is designed to make use of current reserves but also plan for the future.



# Strategic Spending - Neighborhood Investment Update



# Budget Overview



# Strategic Operations

	2019 Adopted	2020 Proposed
<b>Tax-Funded Departments</b>		
Office of Inclusion, Diversity, Equity, and Access	\$ 841,201	\$ 1,180,016
Office of Sustainability	\$ 278,815	\$ 377,393
Dept of Community Investment Operations	\$ 3,150,666	\$ 3,232,000
<b>Additional Code Enforcement Operations</b>		
Animal Resource Center	\$ 929,300	\$ 1,010,138
Rental Safety Verification Program	\$ 158,616	\$ 345,826
Neighborhood Enforcement Action Team (NEAT)	\$ 563,891	\$ 544,092
<b>Additional Venues Parks &amp; Arts Operations</b>		
Morris PAC & Palais Royale	\$ 2,155,089	\$ 1,985,523
Recreation Division	\$ 3,037,627	\$ 2,897,693
Experience Division	\$ 1,214,568	\$ 1,266,763
<b>Self-Sustaining Operations</b>		
Century Center	\$ 4,430,061	\$ 4,923,776
Golf Courses	\$ 1,266,567	\$ 1,476,201
Parking Garages	\$ 1,871,794	\$ 1,180,495
<b>Total - Strategic Operations</b>	<b>\$ 19,898,195</b>	<b>\$ 20,419,916</b>

How much investment in neighborhoods?

**\$5.3 million**



# Affordable Housing

## Recommendations from Residential & Neighborhoods Committee Mtgs

- Participants stressed the need to expand the home repair program for our residents. Many felt that the City should treat home repair as one of the most pressing challenges. Residents argued that owner- and renter-occupied home repairs should be a priority.
- Furthermore, residents commented that there is a need to offer greater assistance to those living just above the federal poverty thresholds. Specifically, attention should be given to census tracts that historically have not received funding for housing projects for in-fill and home repairs
- Support for renters living in housing in need of repair.

## Responses from City in 2020 Budget

- Community Development Block Grant (CDBG) Funding (\$2.5 Million)
  - Homeownership assistance
  - New Construction
  - Owner-Occupied Rehab
- Owner-Occupied Rehab (\$250,000)
  - Expanded targeted area on the west side
- **(Not in SB Budget)** HOME Program (\$1.1 Million)
  - New Construction
  - Acquisition / Rehab
  - Homeownership Assistance
- **TOTAL INVESTMENT: \$2.8 Million**



# Economic Development

## Recommendations from Residential & Neighborhoods Committee Mtgs

- There needs to be more investment into the poorest and most neglected neighborhoods
- Investment in the creation of businesses and jobs is paramount. For example, the Rum Village neighborhood has two few small independent businesses on the South Side of Sample Street.
- In addition, there is a need to have funding set aside to couple resident and community-based organizations with assigned City Planners to further develop their visions for their neighborhoods.
- Expand businesses to create jobs and assist with the development of small businesses (microenterprises).

## Responses from City in 2020 Budget

- Emergency Solutions Grant (ESG) (\$212,000)
  - Emergency Shelter Operations
  - Rapid re-housing assistance
- Weather Amnesty (\$200,000)
- Permanent Supportive Housing (\$250,000)
- Pathways Workforce Development (\$500,000)
- Additional Workforce Training / Education (\$75,000)
- Lifelong Learning (\$150,000)
- Small Business Assistance (\$500,000)
- Additional grants for creation/growth of small business (\$100,000)
- Industrial Revolving Loan Fund and Tax Phase-ins
- Neighborhood Organization Support (\$175,000)
- Neighborhood Plans (\$300,000) – 2-4 plans
- Acquisition & Redevelopment of properties (\$482,000)
- Inclusive Economy & Neighborhood Action Plan (\$150k)
- **TOTAL INVESTMENT: \$3 Million**



# Neighborhood Infrastructure

## Recommendations from Residential & Neighborhoods Committee Mtgs

- Residents are in need of information regarding programs that the city has for infrastructure, especially for sidewalks and streets
- There's a need for schools' signs in neighborhoods. Traffic is heavy in some areas and cars are going over the speed limits. (Traffic Calming)
- The request for curbs, sidewalks, and streets lights was indicated throughout the discussions.
- Revitalize and develop green space for neighborhoods.

## Responses from City in 2020 Budget

- Traffic Calming (\$400,000)
- **Light Up South Bend (\$250,000)**
- **Curb & Sidewalk Program (\$750,000)**
- **Additional Street paving (\$4.2 million)**
- Love Your Block program (\$25,000)
- South Bend Plan Commission (\$215,000)
- Stormwater Drainage Mgmt Projects (\$495k)
- South Bend Green Corps Program (\$400,000)
- Neighborhood Park Expansion (\$2 Million)
- Neighborhood Scale Dev Match (\$150,000)
- Vacant & Abandoned Demolitions (\$250,000)
- Complete Streets Project (\$100,000)
- **TOTAL INVESTMENT: \$7.8 Million**



# Public Safety & Wellness

## Recommendations from Residential & Neighborhoods Committee Mtgs

- Improve neighborhood safety and crime within the target neighborhoods.
- Increase community relationships between residents and their respective beat officers including foot patrols, bicycle patrol, plain clothes operations, fully marked and unmarked car patrols, and giving presentations on an array of topics, mostly geared toward crime prevention and personal safety awareness.
- Public wellness includes knowing your neighbors and having access to healthcare and other health services

## Responses from City in 2020 Budget

- Lead Safe Program (\$3 million) (*carryover from 2019 budget*)
- **New Public Safety Initiatives Division (\$700k)**
  - GVI & SAVE Program
  - Other Community Initiatives (programs such as Peacemakers, Peer to Peer, etc.)
  - Additional focus and strategy around public wellness
- Community Paramedicine Program (\$200,000)
- Trauma-Informed Community Initiative
- **TOTAL INVESTMENT: \$900,000**



# Youth Engagement & Employment

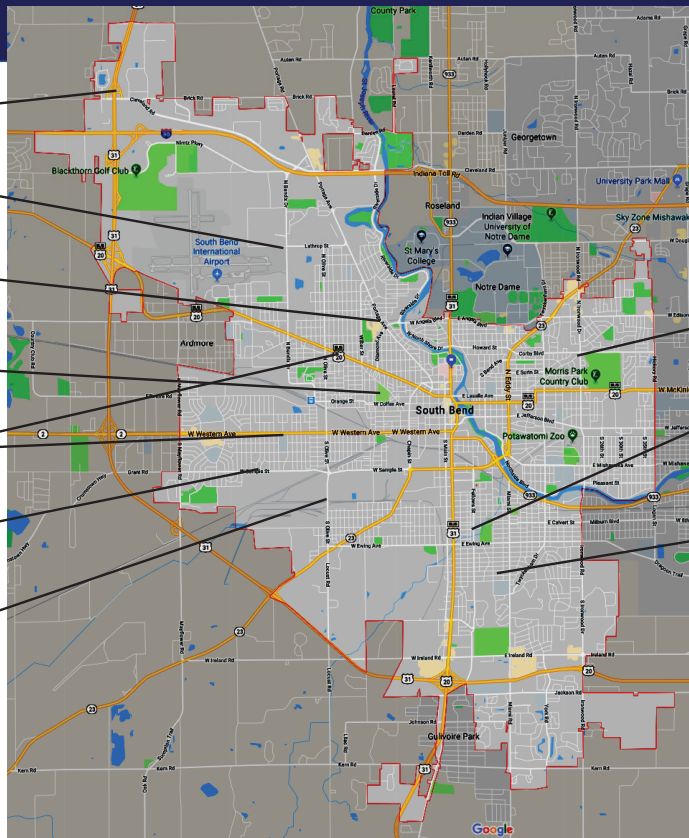
## Recommendations from Residential & Neighborhoods Committee Mtgs

- Many feel that the City of South Bend must do more to keep our youth active and engaged in activities that will positively impact the city. Youth ages 14 - 15 were thought to be most at-risk. Jobs for working-age, high school youth (16-19), increased after school programs, and the creation of more neighborhood centers and spaces were principally stressed during discussions.

## Responses from City in 2020 Budget

- **New Youth Employment Pilot (\$80k)**
- **Police Athletic League (\$100k)**
- Police Cadet Program & Jr. Cadet Program
- Bloomberg Mayor's Challenge Initiative (\$750,000)

• **TOTAL INVESTMENT: \$950,000**



Cleveland Road & US 31  
Pavement Replacement  
(\$1.6 M)

Bendix Drive Pavement  
Replacement (\$2.5 M)

Portage / Elwood Plan  
Implementation (\$845k)

City Cemetery  
Improvements (\$550k)

West Side Main Streets  
(\$2 M)

Sheridan & Sample  
Intersection  
Improvement (\$477k)

Olive Street  
Reconstruction (\$2.5 M)

**Note: This is not meant to be a comprehensive look at all programs & initiatives, but rather it is meant to represent a sample of major investments in specific neighborhoods.**

Corby / Ironwood / Rockne  
Improvements (\$1.2 M)

Early Child Care - New United Way  
Community Center (\$1 million)

Implementation of  
Southeast Master Plan  
(\$2.8 M)



# Investment in Neighborhoods Summary

Total Baseline Spending	\$ 307,987,832
<u>Total Strategic Spending</u>	<u>50,719,136</u>
Strategic Investment in Neighborhoods	
Strategic Operations	5,301,934
Strategic Initiatives - City Wide	15,237,105
Strategic Initiatives - Specific	12,295,000
<u>Total Investment</u>	<u>\$ 32,834,039</u>

Percent of Strategic Spending Invested Directly into Neighborhoods:

$$\frac{32,834,039}{50,719,136} = 64.7\%$$

Where is the



## 2020 Budget Takeaways

- The City's proposed 2020 budget sets up the City for **financial stability** in the face of revenue challenges now and in the future.
- The City's proposed 2020 budget focuses on improving City services through "baseline spending", driving efficiency and improving the health, safety and well-being of all residents.
- The City's proposed 2020 budget focuses strategic spending on neighborhoods through **consistent, sustainable investment**, which can be repeated year after year to build the foundation for success for all residents.





# Salary Ordinance Overview



## Budgeted Full-Time Positions

Department	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Proposed Budget	Variance 2019-2020
Mayor's Office	7	7	7	8	10	2
Clerk's Office	5	5	5	5	5	-
Common Council	9	9	9	9	9	-
Admin & Finance	66	66	68	68	67	(1)
Inclusion, Diversity, Equity, & Access	6	6	6	7	8	1
Legal	9	10	10	10	11	1
Public Works	267	254	264	267	267	-
Innovation & Technology	10	24	27	30	30	-
Police	300	289	291	288	288	-
Fire	258	264	264	265	263	(2)
DCI	39	37	40	43	43	-
Venues Parks & Arts	106	107	115	114	115	1
Code Enforcement	24	29	30	32	34	2
<b>Grand Total</b>	<b>1,106</b>	<b>1,107</b>	<b>1,136</b>	<b>1,146</b>	<b>1,150</b>	<b>4</b>





# Personnel Change Summary

Dept	Current Title	Requested Title	2019 Salary Ordinance	2020 Salary Ordinance	Proposed Change	% Change
<b>NEW FULL TIME POSITIONS</b>						
Code Enforcement	N/A	Code Inspector	-	43,380	43,380	100.00%
Code Enforcement	N/A	Code Inspector	-	43,380	43,380	100.00%
Diversity & Inclusion	N/A	Contract Compliance Administrator	-	47,000	47,000	100.00%
Human Rights	PT Administrative Assistant/Intake	Investigator V	20,995	50,264	29,269	139.40%
Legal Department	N/A	Assistant City Attorney	-	91,070	91,070	100.00%
Public Safety Initiatives	N/A	GVI Program Manager	-	50,000	50,000	100.00%
Public Safety Initiatives	N/A	Director of Community Initiatives	-	88,500	88,500	100.00%
VPA	N/A	Youth Engagement Coordinator	-	50,824	50,824	100.00%



# Personnel Change Summary

Dept	Current Title	Requested Title	2019 Salary Ordinance	2020 Salary Ordinance	Proposed Change	% Change
<b>POSITION UPGRADES (GOVERNMENTAL FUNDS)</b>						
Admin & Finance	Supervisor - Payroll	Manager - Payroll	51,000	56,100	5,100	10.00%
Clerk's Office	Chief Deputy City Clerk	Chief Deputy City Clerk	56,809	59,649	2,840	5.00%
Clerk's Office	Deputy City Clerk	Deputy City Clerk	51,000	53,550	2,550	5.00%
Code Enforcement	Director	Director	83,432	95,645	12,213	14.60%
Code Enforcement	Deputy Director	Deputy Director	78,030	81,932	3,902	5.00%
Code Enforcement	Manager - Animal Shelter	Manager - Animal Shelter	52,444	56,377	3,933	7.50%
Diversity & Inclusion	Manager, Inclusion Projects	Manager, Inclusion Projects	50,000	57,000	7,000	14.00%
Fire	Fire Fighter 1st Class	Community Paramedic	59,116	65,186	6,070	10.30%
Human Resources	Human Resources Generalist - Senior (Public Safety Focus)	Human Resources Generalist - Senior (Public Safety Focus)	63,672	67,492	3,820	6.00%
Human Rights	Manager, Housing	Director of Human Rights, Housing	54,465	67,565	13,100	24.10%
Human Rights	Manager, Employment	Director of Human Rights, Employment	54,465	67,565	13,100	24.10%
Innovation & Tech	Applications Developer	Applications Developer	56,896	59,741	2,845	5.00%
Innovation & Tech	Director of Applications	Director of Applications	76,407	80,227	3,820	5.00%
Innovation & Tech	Business Analyst	Senior Business Analyst	54,100	59,000	4,900	9.10%
Innovation & Tech	Business Analyst	Design Specialist	54,100	58,033	3,933	7.30%
Mayor's Office	Chief of Staff	Chief of Staff	78,858	98,500	19,642	24.90%
Police	Police Crime Intelligence Analyst	SAME	50,000	58,000	8,000	16.00%
Sustainability	Manager - Operations - AmeriCorps	SAME	40,800	46,000	5,200	12.70%
VPA	Project Manager	Manager - Public Construction	55,432	69,080	13,648	24.60%



# Personnel Change Summary

Dept	Current Title	Requested Title	2019 Salary Ordinance	2020 Salary Ordinance	Proposed Change	% Change
<b>POSITION UPGRADES (ENTERPRISE FUNDS)</b>						
Building	Administrative Assistant I	Executive Assistant	41,336	56,855	15,519	37.50%
Building	Administrative Assistant I	Asst Manager - Customer Service	41,336	49,347	8,011	19.40%
Water Works	Distribution Records Drafter	Manager- Distribution Services & Records	43,096	52,000	8,904	20.60%
Water Works	Operations Manager	Director of Distribution	71,394	80,000	8,606	12.10%