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January 1, 2005

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The City of South Bend
2006 Program / Performance Based Budget
Table of Contents

Introductory Section

Table of Contents i
 Letter of Transmittal ii
 Budget Calendar xi

Section A - POLICY AND GOALS

Strategic Planning, Citywide Goals and Program Budgeting..... A-1
 Financial Policy Statements..... A-10
 Mayor’s 2006 State of the City Address..... A-13

Section B - FINANCIAL SUMMARY

Executive Summary B-1
 2006 Budget Summary - Revenue and Expenditures B-12
 2006 Budget Summary - Total Expenditures By Type B-13
 2006 All Fund Combined Summary B-14
 Fund Descriptions B-15
 2006 Budget - Operating and Capital Expenditures B-19
 Revenue and Expenditures - Historical Comparison B-26
 Five Year Financial Forecast B-40
 Personnel Summary B-51

Section C - PROGRAM / PERFORMANCE BASED BUDGET BY DEPARTMENT

Program Budget Introduction / Program Index..... C-1
 Citywide Organizational Chart C-10
 Elected Officials C-11
 Administration and Finance Department C-30
 Legal Department C-53
 Police Department C-60
 Fire Department C-100
 Code Enforcement Department C-117
 Parks & Recreation Department C-129
 Community and Economic Development..... C-178
 Public Works Department..... C-193
 Consolidated Building Department..... C-274
 Century Center..... C-287
 Morris Performing Arts Center C-305

Section D - CAPITAL / DEBT

Capital Improvement Plan Introduction..... D-1
 2006 Capital Improvement Budget..... D-7
 Multi-Year Capital Improvement Plan..... D-16
 Long Term Debt Summary D-54

Section E - GLOSSARY E-1

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CITY OF SOUTH BEND STEPHEN J. LUECKE, MAYOR

DEPARTMENT OF ADMINISTRATION AND FINANCE

M. CATHERINE FANELLO
CONTROLLER

April 8, 2006

To the Honorable Mayor Stephen J. Luecke,
Members of the City Common Council, and
the Residents of the City of South Bend:

It is with great pleasure and pride that we submit to you the City of South Bend's 2006 Performance Based Budget. The City has been publishing a budget in this format for ten years; however, significant changes have been made to this document over the past several years which are more fully discussed in later sections of this book. There is a great deal of information in this book and, in an attempt to make it more reader-friendly, we have arranged it in the following five sections.

Section A - Policies and Goals This section contains specific information on the City's long term goals and objectives, its mission and purpose statements, as well as the City's financial policies and core values. The section begins with a brief description of the City's strategic planning process and a historic overview of our approach to program and performance based budgeting. Also included in this section are the City's overall financial policy statements covering the budget process, operational procedures, revenues, reserves, debt and investments. The section ends with Mayor Stephen J. Luecke's State of the City Address as it was presented in its entirety to the Common Council on February 13, 2006. The Mayor begins by emphasizing the impact that this city has historically had on the community. He reviews the past year's accomplishments, highlights various partnerships that the City has developed over the past several years, and outlines where he believes this community should be headed in the future.

Section B - Financial Summary This section provides a general overview of the City's 2006 Operating and Capital Budgets. It starts with the Executive Summary, which contains highlights of the current year's budget as well as the challenges that the City faces in the coming year. This summary also explains the method of accounting used in the budgeting process, and it provides an explanation of the type of funds that are subject to annual appropriations. It presents a summary of major revenues, assumptions used in developing revenue estimates, and significant revenue trends thus providing a general overview of the total resources utilized by the City. The 2006 Budget (Operating and Capital) is then presented in summary form as it was approved by the Common Council, first by fund type identifying total revenue, expenditures and operating surpluses and then by each fund's major expenditure classification. These summaries are accompanied by a brief description of each of the City's budgeted funds. Also included in this

section is historical data comparing the past three years' actual results and the prior year's budget with the 2006 Budget (Operating and Capital). Financial trends are outlined through the use of graphs. Projected changes in fund balances for the budgeted year can be found in this report. Included in this section is a multi-year forecast of both revenue and expenditures. This has been provided to give the reader a better understanding of some of the financial trends the City is anticipating. The section ends with a summary of personnel staffing levels for the budget year and the prior two years.

Section C - Program/Performance Based Budget by Department This section is the backbone of the City's 2006 Budget. You will find this section of the budget document significantly enhanced from previous years. To develop this section, all City Departments embarked upon intensive training aimed at developing skills to better measure performance outcomes through development of program logic models. This training was primarily aimed at enhancing the City's Performance Based Budget process while providing a tool to help programs improve services. The logic model concept includes the identification of desired program outcomes (representing departmental goals and objectives) and performance indicators that attempt to measure the success of our programs. This process will help City employees determine whether or not the resources they expend actually produce the benefits desired for their customers. This entire concept is more fully explained in the introduction included in Section C. Although this is an ongoing process, we believe our efforts during the past three years have allowed us to take a giant step forward in improving accountability and helping us determine if the City's programs really make a difference in the lives of the people that live and work in this community.

Section D - Capital / Debt This section contains a summary of the City's 2006 Capital Budget along with an explanation of the procedures and the timing of the Capital Budget approval process. The City's multi-year capital improvement plan along with detailed descriptions of the plan's major projects are also included. A summary of the City's long term debt, legal debt limits and a debt service schedule complete this section.

Section E - Glossary This document ends with a glossary to assist the reader with terminology and acronyms that have been used throughout this book.

The following pages of the transmittal letter provide summary information on this community and its surrounding area. Also summarized are the key financial and budgetary controls with which the City is required to comply. The remainder is a discussion of the key issues the City is facing and their impact on current and future budgets. A detailed outline of the City's budget schedule has also been included in this letter.

GENERAL INFORMATION

The City of South Bend is the county seat of St. Joseph County, Indiana, and is the fourth largest city in the state. Its 2000 U.S. Bureau of the Census population of 107,789 classifies it as a "City of the Second Class" under Indiana statutes (cities with a population of 35,000 to 250,000). It operates with a mayor as chief executive and a nine-member City Common Council composed of six members elected from districts and three members at-large.

The City provides a full range of traditional general governmental services to its citizens. These services include police and fire protection; sanitation services; the construction and maintenance of highways, streets and infrastructure; recreational activities and cultural events. In addition to general governmental activities, the Common Council or City Board of Public Works exercises oversight over the South Bend Water Works, the South Bend Wastewater Treatment Facility, the Century Center, the College Football Hall of Fame, the Studebaker Collection, the South Bend Redevelopment Authority and several downtown parking facilities.

Location

St. Joseph County lies within the heartland of the manufacturing belt and metropolitan regions of the Upper Midwest and Canada. The City of South Bend is located in the north central part of Indiana, ten miles south of the Michigan state line, and is commonly known to be within the "Michiana" area. The Michiana area is a vibrant and diverse area with a strong economy based on a mix of agricultural, service, manufacturing, other commercial and tourism industries. This diverse economic mix creates varied employment opportunities for the area's residents while providing insulation via diversification from future economic downturns.

The City is approximately 90 miles east of Chicago and 140 miles north of Indianapolis. Accessibility to transportation, including Interstate 80/90, a regional airport (which is the second busiest in the state of Indiana), the South Shore rail line and a port on Lake Michigan, has supported economic growth within the community. Proximity to Chicago, the largest rail and intermodal (rail/truck/ocean/inland waterway) transfer point in the country, is a significant advantage to St. Joseph County.

St. Joseph County / South Bend - Economic Conditions and Outlook

St. Joseph County, with its 2000 U.S. Bureau of the Census population of 265,559, boasts a strong history of manufacturing which continues today. As a complement to that, the service industry and retail trade have also flourished, creating a balance that serves the community well. The County has experienced a net growth in population of 26,945 (11.3% increase) between 1960 and 2000. After experiencing a reduction of 2.6% during 1969 to 1983, at which time the entire Midwest was at the depth of its economic restructuring and recess, the County's population increased 4.0% between 1983 and 1990 and another 7.5% between 1990 and 2000.

The total labor force in December 2005 of 136,270 in St. Joseph County is typical of the Midwest: well trained with a strong work ethic. Approximately 82.4% of the area's adult population are high school graduates or higher (as compared to the national average of 75%) with an estimated 23.6% with a Bachelor's Degree or higher. There are ten colleges, universities and technical schools within South Bend and the surrounding area including the University of Notre Dame, Indiana University of South Bend, Saint Mary's College, Bethel College and Ivy Tech State College. At the high school level, there are school-to-work transition programs that help prepare students for the world of work. St. Joseph County is currently experiencing an average

unemployment rate of around 5.3% which compares favorably to the December 2005 State of Indiana rates of 5.4%.

The 2005 employment profile for St. Joseph County provides a good overview of the economic make-up of this community. Employment statistics for the County’s major economic sectors are as follows:

<u>Economic Sector</u>	<u>Number Employed (thousands)</u>	<u>% of Total</u>
Construction	6.2	3.06%
Manufacturing	21.7	10.74%
Transportation, Communication & Public Utilities	4.5	2.22%
Wholesale Trade	7.6	3.76%
Retail Trade	17.3	8.56%
Finance, Insurance & Real Estate Services	7.2	3.56%
Governmental (excluding Federal)	121.5	60.14%
	16.0	7.96%

St. Joseph County presently has an estimated 98,500 households with per household income as follows: 12% with household incomes that exceed \$75,000; 18% with incomes \$50,000 to \$75,000; 25 % with incomes \$35,000 to \$49,999; 18% with incomes \$25,000 to \$34,999; 15% with incomes \$15,000 to \$24,999; and the remaining 12% with household incomes under \$15,000 per year. The median household effective buying income (disposable income after taxes) in the County in 2000 was \$40,420, which equated to more than \$4.36 billion in effective buying income for this area.

Health and education lead the employment statistics for St. Joseph County. The largest employers in the County as of December 2005 were as follows: University of Notre Dame (4,802); Memorial Health System (3,493); South Bend Community School Corporation (3,303); Saint Joseph Regional Medical Center, Inc (2,935); The Diocese of Fort Wayne/South Bend (2,500); AM General (2,151); St. Joseph County (1,750); Martin=s Super Markets (1,484); City of South Bend (1,400) and Indiana University South Bend (1,300).

The following provides a profile of the adult population residing in St. Joseph County:

- Gender: 48% male; 52% female
- Age: 11.5% 18-24 years of age; 26.2% 25-44 years of age; 23.1% 45-64 and 13.2% 65 years or older
- Race: 84.2% White; 12.0% Black/African American; 5.5% Hispanic/Latino; 1.6% Asian; and 1.8% Other
- Marital Status: 50% Married; 18% Widowed/Divorced/Separated; and 32% Single
- Home Ownership: 67.5% own; 26.7% rent
- Type of Dwelling: 78.6% single unit; 21.4% other

The cost of living continues to be one of the greatest advantages of living in this community. The housing costs in South Bend are well below the national and regional averages. During the second quarter of 2005, the median sales price for a single family home (per the National and Indiana Association of Realtors) for the nation and the Midwest were \$191,300 and \$157,200, respectively, compared to South Bend’s median price of only \$93,800. For the same period,

Chicago's median price was \$263,300 and Indianapolis stood at \$125,900. South Bend's ACCRA cost of living index for the second quarter of 2005 was 97.8. A further breakdown of South Bend's cost of living index for this period was as follows: grocery items - 87.8; housing costs - 102.8; utilities - 103.8; transportation - 97.1; health care - 97.9; and miscellaneous goods and services - 97.9.

The City of South Bend continues to place high emphasis on a growing and diversified local economy. It has been active in developing ten industrial parks, offering itself as a low-cost alternative to the Chicago metropolitan area to companies engaged in light manufacturing, distribution and services. More than 240 businesses operate in South Bend's industrial parks, including companies engaged in metalworking, plastics, warehousing and distribution, and professional services.

The South Bend Community School Corporation serves the entire City and some of the surrounding area and has a current enrollment of approximately 21,797 students in grades kindergarten through high school. An estimated 4,441 students attend private or parochial schools within the City. The ten institutions of higher education and technical training located within the South Bend area have a total enrollment of approximately 32,379. Over the years, the University of Notre Dame has provided a stabilizing influence on the economy with a very significant economic impact upon the community.

South Bend has continued to progress in its growth since 1842, when Father Edward Sorin named his rustic log chapel "Notre Dame du Lac" and began to teach the local Indians. Today, the chapel has grown into the University of Notre Dame. In 1852, H.C. Studebaker started the industry of making wagons and horse drawn buggies that evolved into the manufacturing of the Studebaker automobile. It made the name Studebaker synonymous with the area of South Bend.

Another industrial firm that would later become the area's largest began in 1923 when Vincent Bendix began manufacturing automotive brakes. In 1929, the company became the Bendix Aviation Corporation, and now, as Honeywell (formerly AlliedSignal Inc.), is a leading manufacturer of automotive and aerospace products.

Other special attractions within the South Bend area include the Olympic-class East Race Waterway and the East Bank area; the newly renovated Morris Performing Arts Center, which provides for the Broadway Theater League, the South Bend Symphony Orchestra with the Chamber and Pops Orchestras and the Southold Dance Theater and Patchwork Dance Company; the South Bend Civic Theater; the Studebaker National Museum; the South Bend Regional Museum of Art; the Snite Museum of Art at Notre Dame; the Northern Indiana Center for History; Copshaholm/The Oliver Mansion; the College Football Hall of Fame; Century Center; Potawatomi Zoo; the Morris Conservatory/Muessel-Ellison Tropical Gardens; Healthworks! Kids Museum; the Farmers' Market; the Belleville Softball Complex; the Firefly Performing Arts Festival. The Coveleski Regional Baseball Stadium, a 5,000-seat facility which opened in 1987, is rated among the best in minor league baseball. It had record crowds during its seasons of play with the South Bend Silver Hawks, a minor league team of the Chicago White Sox up to the 1997 season. During 1997, the City signed on with the Arizona Diamondbacks and looks forward to continued success with its program.

Additional miscellaneous information about the City of South Bend can be found at the end of

this transmittal letter.

Financial, Budgetary and Property Tax Controls

The City is required to undergo an annual single audit in conformity with the provisions of the Single Audit Act of 1984, the provisions of U.S. Office of Management and Budget Circular A-128, Audits of State and Local Governments, the provisions of Indiana Code section 5-11-1-9 and the requirements of the Indiana State Board of Accounts. For the last fifteen years (years ended December 31, 1990 through 2004) the City has received an unqualified audit opinion. The audit of the City's financial reports for the year ended December 31, 2005 is currently underway, and it is anticipated that those financial statements will also receive an unqualified audit opinion.

In accordance with Indiana statutes, the City maintains budgetary controls integrated within the accounting system. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget which is adopted by the Common Council and then reviewed and approved by the Indiana State Board of Tax Commissioners. Activities of the general fund, certain special revenue and capital project funds and debt service funds are included in the annual budget. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established by major budget classification within funds. The Common Council may transfer appropriations from one major budget classification to another within a department by ordinance as long as the total appropriations for that department are not exceeded. Transfers from one department to another, or additional appropriations in excess of the original budget, must be submitted to and approved by the State Board of Tax Commissioners after an ordinance has been passed by the Common Council.

In addition to budgetary and other controls established by Indiana statute, the City must operate within specific and rigid controls governing the amount of property tax it may levy. The property tax control program, which began in 1973, limits the amount of property tax that may be levied by each unit of government in its legally budgeted funds. The total amount of property tax levied by the unit may increase by the six year average annual growth in Indiana personal income, as calculated by the U.S. Bureau of Economic Analysis, with a 6% maximum. In addition, if the unit finds that it cannot maintain basic governmental services for its residents within the property tax "freeze," it may appeal to the State Local Government Tax Control Board for an "excess levy" in certain specific instances. As a part of the property tax control program, the state transfers an amount generally equal to 20% of the total property tax levy (except for debt service levies as described below) to the County Auditor to be distributed to each taxing unit as a replacement for 20% of the property taxes levied. This "property tax replacement" is funded through the state sales tax.

The levy for Debt Service funds is controlled via a review and approval process by the State Local Government Tax Control Board (with a subsequent review and approval by the State Board of Tax Commissioners) for each issuance of general obligation indebtedness (or lease-purchase) entered into by a taxing unit. In addition, any indebtedness incurred after 1983 no longer receives the 20% state property tax replacement funds. A historical view of the City's tax rate and its net assessed valuation has been included at the end of this letter.

South Bend - Strategic Planning and Performance Measurement

During 1994 the City began a strategic planning process that included the development of long term goals and objectives (both on a citywide and departmental level), the enhancement of organizational communications (both internally and externally) and the development of a framework for which to enhance the annual performance based budget process. It is not easy to translate long term broad objectives into departmental work programs given the diversity of the City's business units. It is also difficult to develop meaningful measures of performance that help managers and the community determine how effective a given program truly is. This is an ever evolving effort that will continue year after year. The City's mission is to be a model city. That is a lofty goal, but it is attainable. The way this will be accomplished is through the synergy that is created by people and teams working toward a common end. These teams do not solely consist of the elected officials and the management levels of the organization, but also include the people in the field or office who provide the day to day services.

Whenever strategic planning takes place, there are always many questions that are asked. How do we fund a long list of important, costly capital needs without cutting or compromising the critical daily services we currently provide? How can we more equitably spread the cost of City services among those who receive their benefit? How do we continue to take the next step in reaching our mission to be recognized as a model city? Those questions and more represent some of the significant challenges facing this organization. It would be appropriate at this point to discuss the concept that drives this document and, more important, the two key issues that are always at the forefront: performance measurement and accountability to our customer.

The following comments are summarized from the municipal year book as published by The International City/County Management Association:

No management topic has received as much notoriety, as well as resources, from the public sector in the last few years as Performance Measurement. If organizations don't have a measurement system in place, they are probably considering developing one. If they have one in place, it is unlikely to shrink in importance or in the amount of management attention it commands. Performance measurement in local government is here to stay.

Many local governments have demonstrated that implementation of a performance measurement system is feasible and that, once in place, it serves as a valuable tool for improving the efficiency and effectiveness of services and operations.

As public confidence and trust in local government has waned, satisfaction with government service efficiency and effectiveness has diminished, as have available resources. As a result, policy makers and managers have had to examine more closely the efficiency of their operations, as well as demonstrate the value and impact of their services and programs. Performance measures have become not only an important management tool but also a vehicle to inform citizens about the use of their tax dollars.

This is the key to South Bend's commitment to the concept of performance based budgeting. This letter has spoken to our mission of being recognized as a model city, as well as the key issues facing our leaders. The fact is we cannot achieve our mission or overcome the long term hurdles without making improvements in our delivery of day to day services.

Section C of this book defines and quantifies more than 100 programs citywide, and all of these programs list indicators of performance. Those indicators need to be continually refined and modified on an ongoing basis to reflect the areas that are truly meaningful in evaluating an area of service. Costing programs, developing indicators and setting performance goals are important. However, the frequency with which we measure results and how we use the information with labor units and management is more critical. In order for an organization to be successful in implementing this concept, it must be ingrained in day to day operations and decision making. South Bend has done a great job to date on implementation; however, we are only a short way along the total evolutionary curve. We are committed to continue on that path to improve what we do, every day, in order to make a difference for our community.

Accomplishments for the Year 2005

We are pleased to announce that we have **underspent** the 2005 General Fund Expenditure Budget by **\$7,315,302** while General Fund Revenue has **exceeded** the 2005 Budget by **\$3,428,650**. This good news is a direct result of the hard work and never-ending focus on expense control by the City's department heads, managers and employees. The additional revenue is a result of increased collections for services provided and improved cash management procedures, which resulted in more than doubling the budgeted income received on investments. This net **\$10.7 million** excess over budget has provided additional funds for the City's 2006 Capital Budget as well as increased cash reserves.

The 2005 results are a continuation of past successes. Last year the City was able to announce that it had underspent the 2004 General Fund Expenditure Budget by \$2,371,471 while General Fund Revenue exceeded the 2004 Budget by \$491,912. In 2003, General Fund Expenditure Budget was unspent by \$1,722,401 and revenue was exceeded by \$3,319,755. In 2002, the General Fund Budget was underspent by \$ 3,932,000, and revenues came in at \$920,949 more than originally anticipated. This provides evidence that the City's budgets have been prepared on a conservative basis, and they have provided adequate resources to fund services provided. All cities have limited resources and, thus, limited number of programs and services that can be provided. We are proud to say that we have done well in terms of maintaining a solid, financially sound organization by spending within our means.

The City of South Bend's overall financial stability continues to remain very strong. Once again the City's "AA" credit rating from Standard & Poor's and Fitch IBCA was reaffirmed in 2005. The City also issued one bond in 2005, City of South Bend Building Corporation First Mortgage Bond. Fitch's press release stated that "the rating reflects the City of South Bend's solid financial position, sound and diversified economic base, and low direct debt levels. The City's financial performance is consistently strong, with conservative budgeting and operating surpluses supporting the long record of sizable undesignated general fund balances." Standard and Poor's credit profile identified the City's strengths to include "a diverse local economy" and a "history of strong liquidity and good financial management." Moody's Investor Services also reaffirmed its previous rating of A2 which is a rating that the City is pleased with, however, the City's goal is to improve this rating in the near future.

The City continues to maintain adequate cash reserves not only in its General Fund (which remained at 20% of the current year's operating expenditure budget as of the start of this year

after setting aside funds for the 2006 Capital Budget) but also in its Special Revenue and Enterprise Funds that include operational activities. It is the City's goal to maintain cash reserves of **at least** 15% of operating expenditures (after funding capital needs for the current year) for each of these operating funds. Over the past eight years, the City has been able to achieve a \$13.1 million General Fund reserve, which stood at \$4.2 million (11% of the operating budget) at the start of 1997. Due to the current and upcoming Indiana State legislation affecting property tax allocations, these reserves will be able to help the City manage its cash flow.

The Administration and Finance Department, along with all other department fiscal staff, continues to strive for overall improvement in providing meaningful and timely financial information to City Management, Common Council and the Public. Some significant enhancements included revenue and expenditure forecasting on a multi-year basis and the identification of the ongoing projected operational impact resulting from the City's future anticipated capital expenditures. The forecasting process has also enhanced the budgeting process by enabling City Management and the Common Council to compare anticipated actual results with the projected financial needs for the coming year.

In January of 2006 the City received, for the fifteenth year in a row, the "Certificate of Achievement in Financial Reporting" issued by the Governmental Finance Officers Association (GFOA) for its comprehensive annual financial report (CAFR) for the fiscal year ended December 31, 2004. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The City will submit its 2005 CAFR during 2006 for consideration of this prestigious award.

Building South Bend in 2006 and beyond

Mayor Stephen Luecke's theme for the past several years has been "We're Building South Bend." That theme has had a major influence on the development of the 2006 budget. There were five areas of concentration that became or remained budget priorities for 2006.

- ***We're Building Neighborhoods*** - Mayor Luecke and the City's elected officials continued their strong commitment to neighborhoods. The City will invest \$4.8 million to fund or leverage state and federal funding for housing assistance, development and home ownership programs, neighborhood public works and parks, neighborhood development for social services and organizations, and public safety initiatives. Committing these resources will help us maintain, improve and support strong neighborhood development.
- ***We're Building a Safe City*** - Public safety is the foundation of all the City's efforts to build South Bend. Through the targeted and creative use of available resources, the City is working to provide quality police, fire and ambulance services for the community. The crime rate has increased in several significant categories over the past year. South Bend has 2.4 police officers and 2.3 firefighters per thousand population. These ratios are among the highest in the state and well above the national average. We believe that these extra officers are important for officer safety and community safety. We will also complete the long awaited and much needed design for renovation and expansion of Police Department offices. The City's Fire Department is rated one of the highest in the State. We have recently

refurbished three main fire trucks to like-new status. The Mayor's top initiatives will focus on regional policing, providing in-car cameras for all patrol cars and placing more emphasis on training and recruitment for the Police and Fire Departments.

- ***We're Building an Attractive City*** - We are working to enhance the natural and man-made beauty of our city through effective City programs. For the sixth year in a row we were named a Tree City USA. The Building Block Grant Program helps residents spruce up their neighborhoods, and aggressive Code Enforcement will continue to address deteriorated and nuisance properties. The Commercial Corridors Improvement Fund provides much needed funding to address a variety of needs along five of the City's major corridors. The City is funding major programs for curb & sidewalks, neighborhood centers, weed & seed program, and transforming a former dump into a model outdoor environmental lab.
- ***We're Building Opportunity*** - A key issue for any city is education and opportunity for young people. The City is committed to keeping schools open in our neighborhoods and to maximizing their use by the community. We are building partnerships that will create new strategies for enhancing our formal education system. Working together with families, student groups, school officials, neighborhoods, the faith community and civic organizations, we can support our local schools and improve the level of individual student performance.
- ***We're Building a Strong Economy*** - Local government plays a key role in economic development. By providing adequate infrastructure and offering targeted assistance, the City can stimulate private investment, creating business opportunities and jobs. The City's policies encourage new start-up businesses, strengthen existing business, attract new jobs, increase assessed value and emphasize direct investment in hard-to-develop areas. Efforts have been and will continue to focus on implementing the comprehensive plans for downtown and the East Bank. The City's administration will vigorously pursue the re-use and revitalization of older industrial sites, as well as the expansion of the Blackthorn area.

Budget Calendar

The budget process is a key component to the overall success of managing city operations. It allows each department the opportunity to reassess goals and objectives and the means of accomplishing them. It provides an opportunity for the public to be involved and to voice their opinions. It is a process that involves a great deal of people and spans a majority of the year. As more fully discussed in Section D of this document, the operating and capital budgets are prepared and approved at separate times of the year. The following calendar provides a general overview of the entire budgeting process. (Note: The City's fiscal year is January 1 through December 31.)

May 2005 - Preliminary meetings are scheduled with management and fiscal staff to organize and plan the coming year's preparation. During this time, the Mayor outlines his overall goals and guidelines for the following year's operating budget.

June and July 2005- A needs assessment review is completed and the preliminary budget for each department/program is prepared. Overall reviews of revenue and expense projections, program costs, performance indicators and goals and objectives are all components of this

segment.

Early August 2005 - Departmental review of individual operating budgets; update projections and requests where necessary.

Late August 2005 - Review of entire City 2006 Operating Budget, division by division by the City Controller. Focus on budget targets based on multi-year projections. Revisions and changes are made where necessary.

--- Late August / early September begins the Council and Public portion of this process.

August through September 2005 - Council review of budgets - informal hearings over a three-week period where the public and media are invited to attend. Over the past several years no fewer than 20 hours per year of detailed review and analysis have occurred.

August 2005 - Official filing of the 2006 Operating Budget with the City Clerk's Office for placement on the Council agenda.

Late August 2005 - First reading of the 2006 Operating Budget at Common Council Meeting.

Early September 2005 - Second reading of the 2006 Operating Budget and formal public hearing at the Common Council meeting. Members of the public may speak at this meeting.

Late September 2005 - Third reading and adoption at the Common Council meeting. Comments on the 2006 Operating Budget are limited to the Council Members at this session. State statutes require that the Common Council pass a budget no later than September 30 for the following year's operating budget.

Mid October 2005 - On-sight review of 2006 Operating Budget by the Department of Local Government Finance. This review date is set by the state agency. The actual review process spans several months.

Early January 2006 - Determination of year-end cash balances and preparation of the 2006 Capital Budget.

Mid January 2006 - Official filing of the 2006 Capital Budget with the City Clerk's Office for placement on the Council agenda.

Late January 2006 - First reading of the 2006 Capital Budget at Common Council Meeting.

Mid February 2006 - Final budget order from the Department of Local Government covering the City's Operating Budget. This final action fixes all civil city appropriations, tax levies and tax rates. This final budget order is required by state statute to be completed by mid February.

Mid February 2006 - Second reading of the 2006 Capital Budget and formal public hearing at the Common Council meeting. Members of the public may speak during this portion of the meeting. Also occurring at this meeting is the third reading and adoption of the 2006 Capital Budget. Comments on the budget are limited to the Council Members during this portion of the

meeting.

Early March 2006 - Appropriation approval from the Department of Local Government Finance for the 2006 Capital Budget. This is the final action needed to complete the City's Operating and Capital Budget process.

Acknowledgments

Last year's hard work and effort by many resulted in the City's budget document receiving recognition from the Government Finance Officers Association. Once again, many people contributed to the 2006 version, which includes significant improvements in several areas. Special thanks should go to the City's Fiscal Staff and Department Heads for their efforts in their respective areas. Thanks also should go to our elected officials for their support of the concept and process. Finally, to the City's Administration and Finance staff whose tasks were the most challenging - a special thanks for a job well done!

Respectfully submitted,



Catherine Fanello, CPA
Controller



Thomas J. Skarbek, CPA
Director of Budgeting & Financial Reporting

**THE CITY OF SOUTH BEND
MISCELLANEOUS STATISTICS**

Incorporated in 1865 - County Seat of St. Joseph County, Indiana

POLICE DEPARTMENT

Authorized Officers	261
Vehicles	348
Special Officer Groups:	
K-9 Patrols	6
SWAT Team	17
Metro Drug Task Force (of 23 total)	19
NEST - Special Neighborhood Unit	8
Bicycle Patrol Officers	4
Motorcycle Patrol Officers	2
Community Relations Officers	7
Bomb Squad	7
Crime Prevention Officers	3
2005 Crime Data:	
Murders	12
Rapes	69
Robbery	348
Aggravated Assault	356
Residential Burglary	1,085
Non-residential Burglary	593
Larceny	4,366
Theft - Auto	90
Arson	63
Calls for Service	121,711
Dispatches	109,657
Miles Driven	3,865,234

SEWER UTILITY

Customers	39,124
Dry Tons of Sludge produced per year *(English Tons)	30,087 *
Miles of Sanitary Sewer Lines	550
Miles of Storm Sewer Lines	240

SOUTH BEND REGIONAL AIRPORT

Year	Passenger Volume
1995	894,247
1997	991,247
1998	986,350
1999	955,232
2000	857,740
2001	739,407
2002	812,080
2003	802,191
2004	780,033
2005	800,000

The South Bend Regional Airport had over 65,000 take-offs and landings in 2005. Approximately 40 commercial airline flights per day fly to nine hub airports.

Commercial airlines with operations at SB Regional Airport:
Delta Connection
Continental Express
allegiant Air
Northwest
United Express

DEPARTMENT OF PUBLIC WORKS

Traffic Lights	114
Street Lights (City maintained)	2,000
Miles of Streets	500
Miles of Sidewalks	685
Miles of Alleys	398
Miles of Sanitary Sewers and Storm Drain:	560
City Owned Vehicles	867
Trash Picked Up Per Week (in tons)	648 /wk
(Organic Resource-Leaves Composted)	(67,431 Cu.Yd)

SIGN SHOP

Work orders for sign maintenance, installation or removal	2,150
Gallons of traffic paint for street markings	3,820
Pre-formed plastic arrows used for street markings	40
Built Portables	0
Railroad Crossings	0
Built Barricades	0
Special Signs Built	500
Barricades set up for 2005 events (# of events):	
Block Parties	63
Parades	5
Run/Walkathons & Special Events	53
Notre Dame Football Games	6
Fireworks - Coveleski Stadium	6

CONVENTION FACILITIES

Century Center	64,000 square feet of exhibit space 2,992 available seating 700 seat theater
Morris Perf Arts Center	2,500 available seating
Notre Dame Joyce Athletic and Convocation Center	115,000 square feet of exhibit space 11,345 available seating
Motels	29 motels/hotels 4 Bed and Breakfasts Over 2,700 rooms
Major motels and meeting rooms:	
Marriott	facilities to seat 800
Holiday Inn	facilities to seat 300

COMMUNICATIONS

Access to:
4 Major TV Networks, 1 Public Broadcasting Station and 1 Local Station
17 FM and 7 AM Radio Stations
1 Major Newspaper - The South Bend Tribune and 2 other weekly newspapers

FIRE DEPARTMENT

Paid Department established 1887	
Sworn Firefighters	
(51 of which are Paramedics)	248
Fire Apparatus	20
Hazardous Materials Truck	1
Reserve Pumper Trucks	2
Reserve Ladder Trucks	2
River Rescue Boats	3
Ambulances	10
Neonatal (Newborn) Units	3
Fire Runs	30,707
Ambulance Runs	11,228

WATER UTILITY

Customers/Meters	43,431
Wells/Pumps in service	32
Pumping Capacity	65 m.g.d.
Daily Consumption	20.1 m.g.d.
Peak Demand	40.0 m.g.d.
Miles of Distribution Systems	547

COLLEGES AND UNIVERSITIES

Universities and Colleges	Enrollment
The University of Notre Dame	11,417
Indiana University at South Bend	7,459
Bethel College	1,991
St. Mary's College	1,504
Holy Cross College	373
Purdue Program (IUSB)	229
Tri-State University	148
Technical Colleges	
Indiana Vocational Technical	8,000
Michiana College/Brown Mackie	663
Davenport College	595

HEALTH

Memorial Hospital, St. Joseph's Regional Medical Center and St. Joseph Community Hospital and other hospitals/specialty hospitals provide over 1,500 beds and staff over 700 doctors and dentists with health care costs below the national average and lowest in the Midwest region.

TRANSPQ

South Bend Public Transportation Corporation	
Route Miles	232 miles
2005 Ridership	3.1 million
2005 Miles of Service	1.8 million

OTHER TRANSPORTATION

43 Trucking Lines, 33 Terminals
2 Interstate Bus Lines
4 Major Rail Systems (freight and passenger)

**THE CITY OF SOUTH BEND
TEN YEAR HISTORICAL TREND INFORMATION**

ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

Tax Year/ Collection Year	Real Property		Personal Property		Utilities		TOTAL	
	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value
1996/1997	412,196,114	1,236,588,342	175,914,981	527,744,943	23,734,600	71,203,800	611,845,695	1,835,537,085
1997/1998	414,421,223	1,243,263,669	181,879,676	545,639,028	22,850,850	68,552,550	619,151,749	1,857,455,247
1998/1999	418,589,739	1,255,769,217	183,410,077	550,230,231	23,807,830	71,423,490	625,807,646	1,877,422,938
1999/2000	417,107,034	1,251,321,102	203,975,332	611,925,996	25,550,230	76,650,690	646,632,596	1,939,897,788
2000/2001	421,717,995	1,265,153,985	201,409,514	604,228,542	26,148,300	78,444,900	649,275,809	1,947,827,427
2001/2002*	1,272,814,731	3,818,444,193	600,021,966	1,800,065,898	85,998,130	257,994,390	1,958,834,827	5,876,504,481
2002/2003*	2,242,257,797	6,726,773,391	651,779,617	1,955,338,851	74,065,200	222,195,600	2,968,102,614	8,904,307,842
2003/2004*	2,215,693,906	6,647,081,718	489,027,130	1,467,081,390	103,129,310	309,387,930	2,807,850,346	8,904,307,842
2004/2005*	2,179,070,901	6,537,212,703	534,229,647	1,602,688,941	105,604,270	316,812,810	2,818,904,818	8,904,307,842
2005/2006**								

**PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS
(Per \$100 of Assessed Valuation in the South Bend - Portage Taxing District)**

Tax Year/ Collection Year	City	County	School Districts	Townships	Redevelopmt District	Library	Airport/ Transportation/ State	TOTAL
1996/1997	6.6702	3.2256	5.8594	0.0920	0.0743	0.7108	0.3726	17.0047
1997/1998	6.9125	3.0079	6.0293	0.0967	0.1255	0.6886	0.3822	17.2427
1998/1999	7.2297	3.5002	5.8978	0.1020	0.0795	0.6933	0.4371	17.9396
1999/2000	7.3307	3.1142	5.9365	0.2256	0.0954	0.7059	0.4313	17.8396
2000/2001	7.7513	3.1402	6.3673	0.1123	0.3050	0.7366	0.4511	18.8638
2001/2002*	2.8664	0.9473	2.1725	0.0382	0.0983	0.2496	0.1518	6.3241
2002/2003*	1.9606	0.7366	1.4792	0.1122	0.0967	0.1686	0.1273	4.6812
2003/2004*	2.1115	0.7652	1.6201	0.0923	0.1012	0.1830	0.1197	4.9930
2004/2005*	2.1148	0.7831	1.5969	0.0276	0.0676	0.1854	0.1152	4.8906
2005/2006**								

The above information was obtained from the St. Joseph County Auditor's office. The 2001 pay 2002 assessed values were not finalized and available as of the date of this printing.

* The 2001 pay 2002 tax rates were converted by current state legislation from 33% to 100% of assessed valuation. This conversion will have no effect on total dollars. Assessed values will increase and tax rates will decrease.

Real property was reassessed effective in 1989 payable in 1990, 1995 payable in 1996 and again in 2002 payable in 2003.

** Assessed Valuation and Tax Rates were not available from the County Auditor at the time of printing.

For additional copies of this document please contact:

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ORGANIZATIONAL CHANGE: Strategic Planning, Citywide Goals and Program Budgeting

INTRODUCTION

In July 1994, the City of South Bend began a strategic planning process that would change the way it does its day-to-day business, including preparation and use of its annual budget. Over the past several years this effort has required us to rework our organizational culture, values, guiding principles, systems, strategies and structures. The strategic plan is a work in progress. We've had some successes. We've made some mistakes. And we've learned from our mistakes. Nonetheless, the commitment to change the organization in order to meet the challenges of the 21st Century remains strong.

It is not the intent of this brief section of the budget to describe the past, current and future efforts to rework organizational culture, values, principles, systems and strategies. The purpose of this section is to place the budget process and resulting document into the context of the strategic planning process - to establish the connection between the program and performance based budget and the broader and deeper organizational changes. The evolution of the budget process and document from the traditional detailed line item budget (focusing on inputs) to a budget of policy, programs, activities, outputs and outcomes reflect the broader organizational changes taking place because of the strategic planning process. The reformulation of the previous years' budget documents reflects an orientation toward accomplishments and measurements, growth objectives and goals, and purposes and mission - all aspects of the strategic plan.

STRATEGIC PLANNING OVERVIEW

The City's strategic planning process begins with an organizational mission, collective membership purpose, customer focus, guiding principles, growth objectives, strategic alliances (internal and external partnerships), core competencies and commitments to customers and fellow employees. It also focuses on the need to rework structure and organization, systems and procedures, along with budgeting practices and principles. It brings together tracking, measuring and evaluating performance against growth objectives, goals and mission.

In order to be successful, the planning process cannot rest solely with the City Management Team. To be successful in the long run, the process must penetrate the total organization, become internalized, and touch every City associate at every level. We've begun with the citywide framework which consists of a citywide mission, purpose, goals and growth objectives. We've also articulated a series of citywide guiding principles and statements of commitment to fellow City associates and to our customers. Our next step was to enable and empower each department, division, bureau, office and work group to develop and implement mission, purpose, goals, and growth objectives at each organizational level. The ultimate goal is for each City associate to have individualized job agreements with individual performance indicators. The

budget process and document must be integrated into the citywide strategic plan. Obviously the old model - a detailed line item budget - was incongruent with this overarching planning process and the emerging organization.

STRATEGIC PLANNING FRAMEWORK: Key Citywide Components

This budget document is one manifestation of the strategic planning process and plan. All components (including the budget) flow from and return to our overarching mission and membership purpose. We begin with the end in mind.

Our mission is:

“To Be Recognized As a Model City.”

Our collective purpose is:

“To provide the leadership to create a competitive advantage in quality of life, economic security and safety for all our customers.”

Our customers (clients) include:

“All residents of the City; all who pay taxes to the City; all visitors to the City; and all who use services provided by the City.”

In order to achieve the mission, to provide meaningful leadership, and to measure our customers' satisfaction, the City's Management Team, led by the Mayor, established a citywide framework of goals and growth objectives which established the context for each department, division and bureau's performance indicators and growth objectives.

CITYWIDE GOALS AND OBJECTIVES

The City's Management Team, over the course of many meetings, developed eight broad goals that focus on the following areas: economy, safety, quality of life, trust, responsiveness, infrastructure, finance and workforce. These eight original goals have objectives which, if achieved, will result in the attainment of the goals. The eight goals are listed below.

GOAL: The Community's Economy

Improve South Bend's economy to ensure a vigorous local business climate; ample employment, business and investment opportunities for all our customers; and a tax base that is sufficient to meet the needs of the City, its residents and other customers.

GOAL: The Community's Public Safety and Civility

Improve South Bend's public safety and civility to ensure that every resident and other customers can live, work, play, run a business and raise a family in a humane, pleasant and safe environment; have adequate, affordable and timely access to all forms of emergency services;

and can contribute and participate in a community where people of different backgrounds live in mutual respect and harmony.

GOAL: The Community's Quality of Life

Improve South Bend's quality of life to ensure that every resident and every family can earn an adequate income; secure adequate housing; live in a safe, pleasant and humane neighborhood; enjoy a wide range of social, cultural and recreational opportunities; and have access to quality educational and medical services within an excellent natural and manmade environment.

GOAL: Trust in City Government

Improve residents trust in City government to ensure that South Bend has a broad base of consensus and support on which to build the future, a strong foundation for collaborative action and community partnerships; and an increase in resident and customer participation in the daily public life of the community.

GOAL: The City's Responsiveness, Efficiency, and Effectiveness

Improve the responsiveness, efficiency, and effectiveness of City government to ensure that the City's customers get the value they expect and deserve.

GOAL: The City's Infrastructure

Improve the City's infrastructure to ensure that South Bend can support physical growth and economic development; and offer an excellent quality of life to all of its residents and other customers.

GOAL: The City's Financial Condition

Improve the financial condition of City government to ensure that South Bend has the financial resources necessary to achieve all its goals for the next five years.

GOAL: The City's Workforce

Improve the City government's existing workforce, work environment and human development systems to ensure that South Bend has the human resources necessary to achieve all its goals for the next five years.

CITY DEPARTMENT PURPOSE STATEMENTS

The City provides services to its customers through thirteen administrative departments. These departments have unique purposes that are intended to support the citywide mission statement. Each department developed a purpose statement which identifies its specific role.

- Mayor's Office:** Leading the community to become a model city through formulating policy, directing operations and responding to customer concerns.
- Common Council:** Making certain that our City government is always responsive to the needs of our residents and that the betterment of South Bend is always our highest priority.
- City Clerk's Office:** Preserving all City Ordinances and Council meeting minutes for generations yet to be, and providing fair and consistent treatment of our Ordinance Violations Bureau customers.
- Administration and Finance:** Providing financial and organizational stability for the City through sound financial management while ensuring the existence of a safe work environment, quality employee benefits and equal treatment for all City employees.
- Legal Department:** Providing superior, professional and ethical legal services for our client, the City of South Bend.
- Police Department:** Protecting the life, property and personal liberties of all individuals; improving the overall quality of life by deterring criminal activity and respecting cultural diversity; delivering fair and impartial law enforcement services to all residents.
- Fire Department:** Providing the highest level of Fire and Emergency Medical Services possible to all of our customers, saving lives and property, and striving to become a model Fire Department for other cities in an efficient and cost-effective manner.
- Code Enforcement:** Maintaining and improving the physical quality of life in our neighborhoods.
- Parks and Recreation:** Offering all residents and guests of South Bend the highest quality of recreational and leisure activities, while providing well-managed parks and recreational facilities with updated programming and friendly productive service.
- Community and Economic Development:** Creating and expanding opportunities through partnerships in neighborhood revitalization, commercial and industrial development and community enhancement.
- Public Works:** Providing leadership in the development and delivery of engineering, fleet, transportation, sanitation, wastewater, water and other services as called upon by our customers.

Building

Department: Serving our customers by inspecting, informing and ensuring a safe place to work, play and live.

Century Center: Providing a state-of-the-art facility with excellent services to customers while generating maximum economic benefit to our community.

TECHNICAL ADVISORY COMMITTEE

A second level of management (a level below department heads) was asked to give a reality check to the citywide growth objectives. This group (the Technical Advisory Committee) represented all major City divisions and met consistently for many months analyzing each of the objectives. The Technical Advisory Committee's purpose was to make recommendations on additions, deletions or modifications to those objectives. The committee used seven criteria to evaluate each objective.

- 1) Compile data and use comparisons where possible to benchmark where we are currently.
- 2) Assess the objective for reasonableness.
- 3) Determine if the objective is measurable.
- 4) Determine what costs are associated with the objective.
- 5) Make sure the objective is compatible with the overall strategic planning process.
- 6) Determine which departments should be responsible for the accomplishment of the objective.
- 7) Identify what, if any, is the barrier to success.

CITYWIDE CORE VALUES

As a further step in the overall strategic planning process, the City identified key core values that are interwoven with the City's overall mission statement, goals and objectives and departmental purpose statements.

Guiding Principles: "We are merely the stewards of the City's assets. All assets of the City belong to the residents."

- We are held to a high standard. Our actions meet the highest level of legal and ethical tests.
- We are open and honest in all of our dealings.
- Our dealings with all of our fellow employees and customers are consistent, fair and evenhanded.
- We consider the point of view of those who are affected by our decisions.
- Once a decision is made, we will quickly communicate our intended actions.
- We ask whether our decision will move us closer to accomplishing our mission.

Areas of Core Competency: "Our delivery of services is reliable."

- We take a leadership role.
- We are technically competent.
- We protect the City's interests.
- We manage the taxpayers' money, providing them with a good value.
- We adapt to new situations, responding quickly to new problems and opportunities.
- We are accessible to our customers.
- We respond to our customers' problems.
- We troubleshoot and find the root of the problem.

Commitment to Customers: "In all our dealings, we will demonstrate our attitude of concern."

- We treat all customers with respect.
- We have an obligation to be competent and to be good at our jobs.
- We ensure that our delivery of services is consistent and of a high quality, regardless of where, when or to whom the services are to be delivered.
- We ensure that our delivery of services meet our customers' expectations of quality, consistency and value.
- Our cost of services is always competitive.
- We give our best effort to answering customer questions and resolving their problems.
- We are always honest; if we cannot accommodate a request, we do our best to explain why.

Commitment to Fellow Employees: "We are loyal to, and supportive of, all dedicated City workers."

- Promotions are made solely on the basis of the individual's ability, regardless of race or gender.
- Whenever possible, promotions are made from within the organization.
- We provide a work environment that encourages employees to grow.
- We provide training and development opportunities.
- All are treated in a consistent, fair and evenhanded manner.
- We do our best to ensure that all employees are fairly compensated for their work.
- We recognize employees who make an extraordinary contribution.
- We actively solicit and listen to the point of view of all City employees. When we cannot implement their suggestions or accommodate their request, we honestly explain why.

IMPROVING THE BUDGET PROCESS AND DOCUMENT

Since 1995, the City's management team and City employees have worked diligently to improve both the budget process (especially as it relates to the strategic planning process) and the City's budget document. The 2001 budget process and document have continued these efforts to make the budget more meaningful as a community wide resource, an effective policy statement and efficient management tool. In order to understand and appreciate the stages of improvements, a short history of our progress is provided.

- ***1995 Budget*** - The 1995 City Budget was a traditional line item budget. During the 1995

budget process, the City was in the initial stages of establishing the City' mission, broad goals and rudimentary growth objectives. The Technical Advisory Committee was beginning its review of growth objectives completed by the City Management Team. Many of the growth objectives did not include measurable benchmarks or targets, reliable data sources, and related information.

- **1996 Budget** - The 1996 City Budget was our first attempt at a program based, performance driven strategic budget document. Line item information was provided by the administration to the City Council and to the general public in separate back-up work books while the main budget effort went into crafting the City=s first program budget. For the first time, an overarching mission, broad goals and growth objectives were included. In addition to the citywide aspects, each department and division was asked to develop missions, goals, growth objectives and performance indicators. The Technical Advisory Committee continued to refine and define citywide growth objectives. A number of growth objectives were downgraded from citywide to department and division levels. Some citywide growth objectives were defined with measurable data. However, the growth objectives section was incomplete with a number of unclear and unassigned objectives.

- **1997 Budget** - The 1997 City Budget was our second program based budget. Several improvements were made in both the format and information provided. A number of citywide training sessions were held for the City Management Team to highlight the connection between the strategic plan and the program budget. In addition, each department's management team made progress in completing individual department strategic plans and continued refinement of performance indicators. On a citywide basis the Technical Advisory Committee and the City Management Team further refined citywide growth objectives by identifying the following:
 - **Scope of Responsibility**-each growth objective was identified as either a City government or community growth objective.
 - **City's Role**-each growth objective was defined in terms of a specific city role ranging from direct city service or product to a partnership role (with a community partner), to a community leadership, advocate or a monitor's role. Each role was defined in detail.
 - **Lead City Agency**-each growth objective was assigned an internal lead agency (or agencies) with responsibility to assume the City role as identified above.
 - **Key Community Partners**-each growth objective was assigned a series of key community partners (necessary for a strategic alliance) to achieve the growth objective.
 - **Schedule**-a timetable of specific action was developed and assigned to each growth objective. Actions that were included were ongoing performance, project or program completion, evaluation or monitor activities.

- **1998 Budget** - The 1998 City Budget was improved by the following actions:
 - **1996-97 Customer Satisfaction Benchmark and Tracking Survey** - A scientific survey was conducted of our customers during late 1996/early 1997 by an independent consultant hired by the City. More than 2,000 responses to a six-page, 111 question survey were completed, received and evaluated. The consultant's work included focus groups and a survey pretest. The survey product resulted in a 99 percent confidence level and 2.81 confidence interval. This survey establishes the benchmark for many of our growth objectives ranging from customer service satisfaction, customer trust measures, service importance, specific project and program measurements, etc. This information will be tracked on a biannual basis (by survey) to help us determine progress toward our individual growth objectives, broad goals and our mission of becoming a recognized model city.
 - **1998 Budget Improvements** - Additional training for the City Management Team in program budget development was conducted. Additional work in regards to growth objectives and goal setting at the Department Head level took place during the year. A commitment was made to begin program budget *logic model* training to enhance the budget document for future years.
- **1999 Budget** - During 1998, the City took a giant step forward in making a commitment to revamp the performance based budget format that had been utilized in the budget years 1996 through 1998. A new format was developed and implemented for the 1999 Program Budgets. This new format included the development of *logic models* for each departmental program with the intent to more effectively measure each program's intended outcomes. Our goal was to focus more on measuring the "results" of our efforts instead of just focusing on our activities and the outputs that resulted from the activities we perform on a regular basis. We determined that the *logic model* format would help us more effectively identify the benefits or changes that we intended our customer (clients) to experience as a result of our efforts. In the Fall of 1998, the City's Management Team began intensive training with staff members from the United Way of St. Joseph County. The training facilitators had implemented this program with various community agencies that receive funding from the United Way. When measuring performance outcomes through the use of *logic models*, emphasis is placed upon inputs, activities, outputs, outcomes and indicators that effectively measure outcomes. A more complete description of this methodology can be found in the introduction to Section C of this document.

It is important to point out that we were in the first year of a multi-year process in implementing the *logic model* format for 1999 and future years' budget documents. We identified indicators that we believed would effectively measure our intended outcomes; however, we did not (in the 1999 Budget document) established targets and benchmarks that would be necessary in determining how successful we were in achieving our outcomes. This next step was deferred to the second year of utilizing the *logic model* format. After six months of training, drafting, writing and rewriting (and often rewriting for a third or fourth time), we ended up with a product of which we were proud; and we

felt confident that we had created a very effective management tool.

- **2000 Budget** - It was our goal during the 2000 Budget to take the next step in this process of refining and further developing each departmental programs' *logic models*. That step included targeting and benchmarking our performance based program outcomes. In addition to establishing a target and a benchmark for all identified outcomes, each department was given the task of ensuring that each and every indicator was measurable and that reliable data could be gathered during 1999 and in the future in order to support these measurements. Since outcome indicators should be meaningful, measurable, unambiguous, timely, unbiased, acceptable and manageable, several modifications to the logic model (more specifically the indicators) became necessary during the year's budget process. In many cases, departments had been collecting data over the past several years that could be used to measure the intended outcomes. If this information was available for 1998 and prior, it was included in the document in order to provide historical trends. In a few cases, reliable information necessary for the accurate measurement of the indicators was not available in 1999; however, systems have since been put into place to enable us to measure our results in the future.
- **2001-06 Budget** - The budgeting process focused primarily on the continued refining and reworking of each program's logic model. Significant emphasis was placed on integrating the logic models' outcomes and indicators with departmental and individual performance reviews. We realize that this is an ongoing process and that our work to more fully develop, refine and integrate this budget tool into our daily operations is essential to its overall success. We are committed to continuing to build on a document that has truly helped us focus on why we do what we do and how we can do it better.

Measuring performance outcomes enables us to improve the City's Performance Based Budget process. Just as important, it also provides us with a tool to help programs improve services. This process will help City employees determine whether or not the resources they expend actually produce the benefits desired for its customers. We believe this process will take us a significant step forward in improving accountability and help us determine if the City's programs really make a difference in the lives of the people that live and work in this community.

FINANCIAL POLICY STATEMENTS

Budgetary and Operating Policies

- 1) The City will adhere to all Federal, State and local legal requirements pertaining to the operating budget.
- 2) The City will employ a structured budget preparation and formulation process that will be used by all entities receiving funding from the City. The process employed will ensure adequate citizen input and participation culminating with the public hearings held prior to City Council adoption of the budget.
- 3) The City will maintain a budgetary control system (along with an encumbrance control system) to ensure adherence to the budget.
- 4) Essential services will receive first priority for funding. The City will attempt to maintain current service levels for all essential services. The City will identify low priority services for reduction or elimination, if necessary, before essential services are affected.
- 5) The City will consider the establishment of new user fees or increases in existing fees as an alternative to service reduction or elimination.
- 6) The City will continue to develop and implement a multi-year plan for capital improvement.
- 7) The City will pay for all current expenditures with current revenues. Long-term debt and year-end undesignated fund balances will not be used for funding current expenditures.
- 8) The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing necessary expenditures, accruing future years' revenues or rolling over short-term debt.
- 9) The budget will provide for adequate maintenance of capital plant and equipment and for their orderly replacement.
- 10) The budget will provide sufficient funding to cover annual debt retirement costs.
- 11) The City will consider technological and capital investment programs which are cost effective and which will reduce operating costs as high funding priorities.
- 12) The City will employ a structured expenditure and revenue forecasting system to allow for effective financial planning on a multi-year basis.
- 13) The utilization of the general operating fund undesignated fund balance as an operating

budget-balancing revenue will be avoided. These funds will be used for non-recurring capital acquisition items.

- 14) The City Administration will prepare regular reports comparing actual revenues and expenditures to budgeted amounts. The City will also prepare a comprehensive annual financial report in accordance with GAAP.
- 15) Where possible, the City will integrate service level measures and performance and/or productivity indicators with the budget.
- 16) An independent audit will be performed annually and an audit report will be received by the City Administration and City Council at the conclusion of the audit. The City Administration will promptly evaluate the audit report recommendations, determine the proper actions in response to these recommendations and complete, within established time frames, all actions that correct or otherwise resolve the matters included in the audit report.

Revenue Policies

- 1) The City will take active measures to encourage economic development, thereby developing a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
- 2) The City will encourage the County to maintain sound appraisal procedures to keep property values current and to follow an aggressive policy of collecting all tax revenues due the City.
- 3) The City will establish all user charges and fees at a level closely related to the full cost of providing the services (i.e., direct, indirect and capital costs), taking into consideration similar charges/fees being levied by other public and private providers/organizations.
- 4) The City will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases and will revise user fees accordingly with review of the City Council.
- 5) The City will set fees and user charges for the Water and Sewer Enterprise Funds at a level that fully supports the total direct and indirect cost of the activity. Indirect costs include the cost of annual depreciation of capital assets.
- 6) The City will follow an aggressive policy of collecting revenues.
- 7) The City will aggressively seek Federal and State grant and capital improvement funds and evaluate future local fiscal impact.

Reserve Policies

- 1) The City will establish contingency reserves to provide for unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery costs. This reserve will be maintained at a minimum of 15 percent of the General Fund Operating Budget and 10 percent of the Park and Recreation Department Operating Budget. Reserves for Enterprise Funds will be targeted between 10 and 25 percent of their respective operating budgets. These reserves will be identified and segregated at the time the annual capital budgets are prepared and approved.
- 2) The City will establish an insurance reserve for self-insured liabilities of the City. The maximum balance of the reserve will be \$5 million (representing the City's tort liability limit) and the reserve will be maintained in the Internal Service Fund cash balances for Self-Funded Employee Benefits Fund and Insurance Liability Premium Reserve Fund.
- 3) The City will maintain adequate levels of funding for all retirement programs.

Debt and Investment Policies

- 1) Debt will be used to finance long-lived capital and operating assets within the constraints of maintaining or improving bond ratings and debt service capacity. Debt will always be maintained within the legal debt limits as defined by state statutes.
- 2) The City will use "pay as you go" financing to fund general capital projects when feasible and practical.
- 3) Capital projects financed through the issuance of bonds or other financing agreements will be financed for a period not to exceed the expected useful life of the asset or project. The City will keep the average maturity of general obligation bonds at or below 20 years.
- 4) Debt management will provide for the protection of bond ratings which would include (but not be limited to) the maintenance of adequate debt service reserves and compliance with debt instrument provisions and appropriate disclosures to investors, underwriters and rating agencies.
- 5) The City will maintain a sound relationship with all bond rating agencies.
- 6) The City, through investment management, will strive to maximize investment return on the City's idle funds. This will be accomplished through pooling funds, where permitted, in order to receive the best rate through competitive bidding, and by implementing effective cash forecasting procedures.

Introduction

Good evening, Council President Rouse and Councilmembers, City Clerk Voorde, Department Heads and staff, residents and supporters of the City of South Bend. Welcome to the



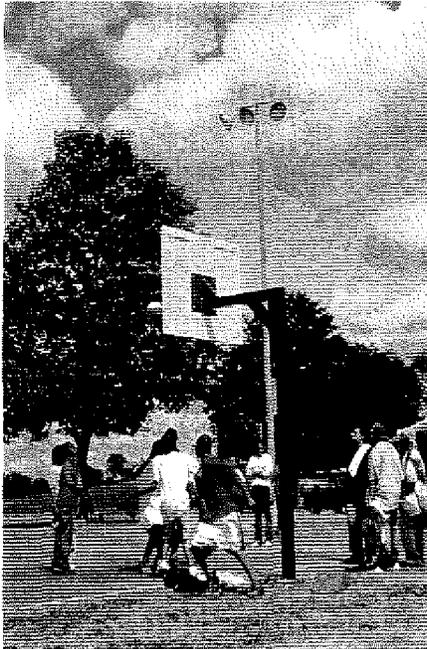
Studebaker National Museum. Isn't it great! This is a wonderful new facility which has special meaning for us. More on that in a little while, but first I want to address a weighty matter that has been under public scrutiny since my last State of the City Address – my weight. You will recall that last year I vowed to lose twenty pounds by this year's address. Saturday morning I tipped the scales at 240 pounds. I made it! Many thanks to those who

have encouraged and supported me in this effort. To all those who chided me about eating a cookie or donut, or who were watching as I decided how much to put on my plate at a pot luck dinner, or who ran me ragged on the racquetball court, thank you. I wouldn't have made it without you. It really helps to have people pulling for you.

Not to make too much of this, but there are some things I learned, or had reinforced, through my weight loss effort. In no particular order, here are some of my observations. It's good to have a goal; even better if it's measurable and public so that you can be held accountable. You don't have to eat everything on your plate (please forgive me, Mom, and Members of the Clean Plate Club everywhere). Sometimes there are setbacks, but you can overcome them, especially if you have encouragement and support and partners in the effort. Bigger isn't always better. There are a lot of approaches to the same end, but you have to be in it for the long haul. Being fit is a life-long effort that may require changing your lifestyle. There are many benefits. Two years ago, I weighed over 280 pounds. I was in danger of becoming the William Howard Taft of South Bend Mayors. Today, having shed over forty pounds, I have much more energy, feel better – and have improved my racquetball game. I remind myself that I was carrying the equivalent of a bag of water softener salt around with me all day, every day!

During the year at least 27 people told me that they were gaining the weight that I was losing (I don't think that is what Antoine Lavoisier had in mind when he formulated the Law of

the Conservation of Matter). On the other hand, many other people told me that they had accepted my challenge and were losing weight or exercising more. Keep up the good work! I know that you can do it. Let's all commit ourselves to healthier lifestyles, to truly making South Bend a healthy community. There are many paths, from eating well to exercising more to banning smoking. If we each take one small part, we will make a huge difference in our own lives, and in the life of our community. It will be worth the effort.



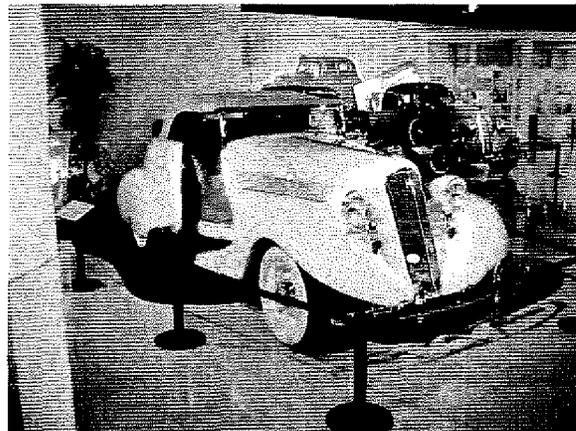
We do have many opportunities to be fit. I get my exercise at the YMCA, and at home - riding my bike, taking walks with my wife or dusting the cobwebs off the NordicTrack. There are many fitness centers in our area which can help develop an approach that will work for you. South Bend's Parks and Recreation Department is a leader in community wellness. From our wonderful river walk system to various activities at our Rec Centers (including aerobics to Pilates and basketball to skateboarding), there is something to do that is fun and fits your lifestyle so that you can stick with it for the long haul. The recent expansion of the O'Brien Fitness Center is a great addition to our community, allowing more people to use the equipment or interact with our helpful staff. For four years through Hearts 'n' Parks we have taught healthy lifestyles to youths and seniors. Because of our success with this program, our Parks Department was one of only sixteen cities in the nation chosen for "We Can," a national program designed to be a one stop resource for parents and caregivers in practical tools to help children stay at a healthy weight.

We are committed to making South Bend a leader in healthy living. We will develop a wellness program this year for our City employees. We will partner with our hospitals, with HealthWorks, with restaurants and with local fitness centers to develop a communitywide healthy living program. I, for one, commit to lose ten more pounds. Won't you join in? What will be your goal? Let's make this stick longer than our New Year's resolutions. Let's be in it for the long haul. Let's do it for ourselves, but also for our families and our community.

Now that we've made our commitment to the future, let's visit the past for a little. It's great to be here tonight in the new Studebaker National Museum. This is the culmination of years of work and of forging valuable partnerships. I am especially pleased that we have been able to reinvigorate the alliance with the Studebaker Drivers Club to support the museum. Their buy-in is essential to the long-term viability of this facility. We look forward to hosting their national meet in 2007. The Museum Board and staff should be commended for creating a new vision for the museum. South Bend Heritage Foundation and especially Joe Fragomeni, Sr. deserve special credit for bringing parties together to get this done on time and on budget. Our Economic Development and Engineering staff played critical roles in making this a reality. But I am most excited about the new partnership with the Center for History. Joining these museums together will make them both better, strengthen their staffs, lead to more creative, complementary displays and increase attendance. This was absolutely the right thing to do.

Why was it important to build this facility?

Why remember a corporation that left so many families high and dry when it closed? First, if you know someone who owns a Studebaker, you know not just a fan but a fanatic. Second, even though the company closed its South Bend operations, there was much to be proud of in the community's response. Third, despite those tough times, there is much to celebrate in the history of the Studebaker



Corporation and its relationship with South Bend. Finally, we are fulfilling a commitment made decades ago to provide a suitable place to display the collection. There were some bumps and detours along the way, but South Bend keeps its promises. This is one of several long term agenda items that we have been checking off the list.

There are lessons to be learned from Studebaker. It was the only company to make the transition from manufacturing wagons to manufacturing automobiles. It was known for creative design and technology. It was a home-grown company with a strong entrepreneurial spirit and a highly skilled workforce that believed in the value of work. It gave back to the community, supporting cultural affairs and community organizations. Many local families had ties to Studebaker for multiple generations. The people who worked there were able to provide for their

families and make life better for the next generation. The story of Studebaker is woven into the fabric of South Bend's history. Studebaker, Oliver, Bendix, Singer, South Bend Toy and so many others, helped to make South Bend World Famed. So, we honor and celebrate that past, and look to draw on the best parts as we restore our hometown pride and build for the future. Someone mentioned to me that the new museum makes one proud to say Studebaker again. Yes, it does. Last year I said that South Bend is a City of Champions. Many years ago, we were not only a City of Champions, like the one in the rotunda behind me, but also of Commanders and Hawks (both Silver and Golden), of Dictators and Presidents, and of Larks and Avantis. So, let's remember and celebrate that history as we reclaim the spirit, energy and creativity of Studebaker's people. I invite you to tour the museum after the speech to see for yourself what a great lineage we have.

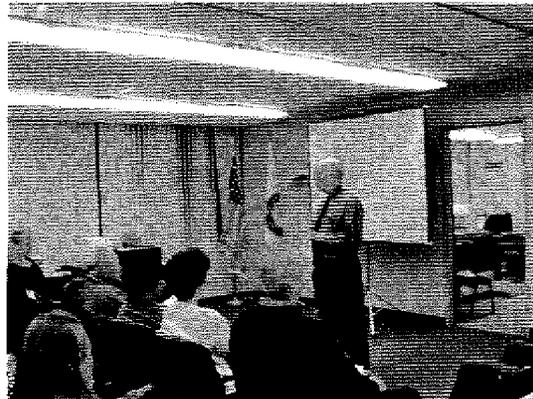
Getting Things Done . . .

This has been a year for getting things done all around the city. One doesn't always see all the progress. Sometimes that is when we are working hardest – putting things in place for major developments. Tonight we will map out for you the extent of our work. I am proud of our city workforce. They are dedicated and talented. We are committed to continuous improvement through training and providing the best tools for our workers. Better project and program management will help us to accomplish our goals, drive higher performance and yield savings for our customers.



Several of our departments perform behind-the-scenes work. They allow other departments to shine – it's like being a pit crew at the Indy 500, or the grounds crew at the Masters. Their work is important, but not in the spotlight. Our Legal staff provides support and advice to all departments and divisions of the City, as well as to numerous boards, commissions and authorities. They send out the Nuisance and Drug House letters , 310 in 2005, which help to make our neighborhoods safer by keeping pressure on disruptive behavior. They also investigate and defend claims against the City. Last year the number of new claims filed was down 15% from 2004, at its lowest since I have been Mayor. Much of this is due to better safety

procedures, training and management for front line workers. Legal has also spearheaded our citizens Local Government Academy to introduce residents to City operations and to encourage them to become active in local government. We are currently hosting the fourth academy with over 100 participants to date. Better informed citizenry will bring better government.



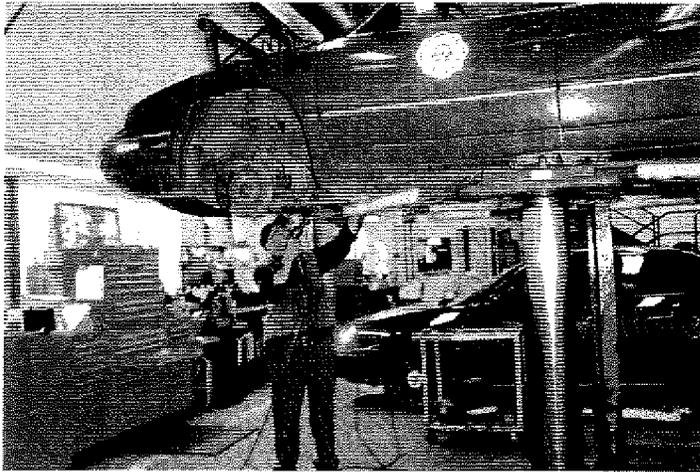
The Department of Administration and Finance – the Controller’s group – includes Human Resources, Information Technology (IT), Benefits and general finance functions. We are far ahead of other municipal finance departments. We continue to win awards for financial reporting with our CAFR and Performance Based Budget. Nevertheless we will upgrade our software this year to support even better reporting. This will help us provide substantive quarterly financial reports to departments and the Council and present all the information that we need to make good decisions. We are doing cost saving analyses of telephone usage and take home cars. Our internal audit function reviews processes and procedures to make sure that we are complying with all requirements, but also to help us operate more efficiently. Through Human Resources we will review all staff training to make sure that we are giving our staff the tools that they need to be effective. IT has done yeoman work on the new City website – more about that later; they are also assisting departments to make full use of the software that we own. Our client management software will help us be more responsive, efficient and accountable.

Earlier I mentioned that we would develop a Wellness Program for city employees this year. The Benefits division will also analyze our health insurance premiums to recommend options for our workforce. We often kid that the job of the Controller is to say “No – no, no, no, no-no, no-no-no-no”, but there is a spirit of saying “yes” in the department that will help all city departments find the resources they need to serve our customers well.

Getting Things Done . . . Public Works

Now we come to a workhorse department – Public Works. Like Legal and Admin & Finance, some of its functions are internal, serving other departments. GIS, Engineering, Equipment Services, Central Stores, the Print Shop and Radio Communications literally grease

the wheels that keep the city running. Centralized purchasing of supplies can save money. Our in-house team of certified mechanics keeps our fleet of vehicles on the street in the most



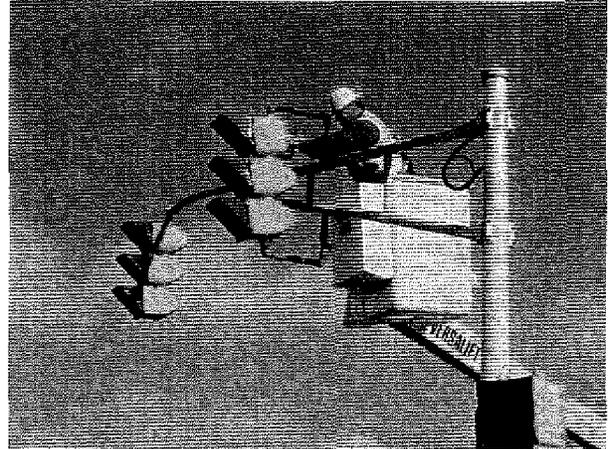
demanding weather. Last year we achieved 97.7% availability. In addition, our skilled crews are able to modify equipment so that we can get a faster changeover from Leaf Pick-up to Snow removal or achieve better efficiency with our Leaf Vacs during inclement weather. What a great job our leaf crews did this year under very

trying conditions! The leaves refused to fall, but the snow did fall. Still these dedicated workers stuck with it to get the job done. And it only cost our customers \$1 per month! We collected almost 70,000 cubic yards of leaves and transported them to our Organic Resources facility where they will be composted and made available to the public for backyard landscaping and gardening projects.

Another great buy is the work done by our Engineering Division. By hiring and training skilled personnel we are able to produce some project plans in-house and do most of the construction inspections. This saved \$1.25 million that we would have paid to contract for these services. Staff also manages the curb/sidewalk programs, historic streetlights and the lamp post program. In 2005 we invested \$500,000 at 160 locations for the shared cost curb/sidewalk effort. Another \$1.3 million was spent on curbs and walks in the Commercial Corridors, along model blocks and in Neighborhood Partnership Center areas. Two hundred forty-two customers took advantage of the 50-50 cost sharing to install lamp posts in their front yard. This is a creative way to light up our neighborhoods.

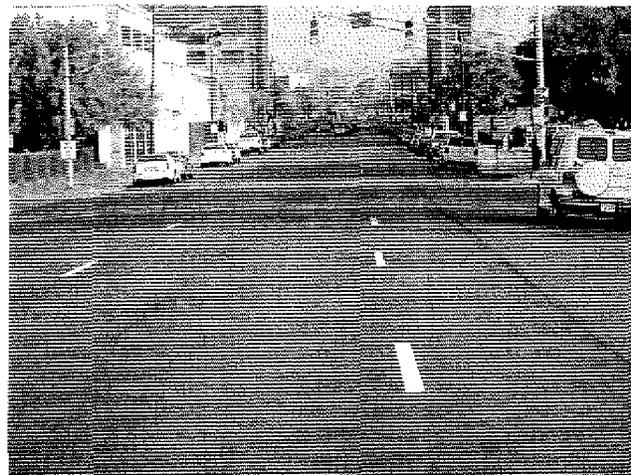
Many of our public works employees are involved in direct service to the community, but often they don't get noticed unless something goes wrong. My hat's off to the men and women who provide us with safe drinking water, clean the waste when we're done, pick up the trash and yard waste, pave and plow the streets, maintain the traffic signals – and all the other invisible work that keeps our city functioning well. Last year we completed delivery of the new solid waste containers that have been so well received around the city. All residences now have either

a 48 or 96 gallon container. They are helping to keep our alleys and streets cleaner and make us more efficient. Our Traffic Division applied four miles of Thermoplastic material and 228 miles of yellow or white paint stripes to make our streets safer. We installed or repaired 575 street name signs, 350 stop signs and 515 informational, regulatory or warning signs. Twelve School and pedestrian signs were upgraded to the new standard yellow diamond grade material. Our sign shop designed and built over 500 specialty signs. We also set up for 58 special events (various runs, walks and parades) and delivered barricades for over 62 block parties. The Lighting Division maintains 3,000 street and pedestrian lights throughout the city, does quarterly inspections and changes 8,500 bulbs at traffic signals, and replaces light poles and traffic control cabinets that have been damaged in accidents. Little things do make a difference in keeping the city safe and clean.



One of the great benefits of living in the city is having municipal water and sewer service rather than well and septic. Our utilities do an exceptional job and are truly an economic development asset. In 2005 the Water Works pumped over 7.2 billion gallons of water. That's 20 million gallons per day! All high quality. The water in our system exceeds every drinking water standard established by the EPA. Our groundwater has high concentrations of iron and manganese which can cause discolored water. Ten years ago this was our most critical problem but investments that we have made in filtration plants and renovations have rendered that problem almost non-existent in our system. Construction and maintenance crews are responsible for 42,000 service lines, 545 miles of water lines, 5,100 fire hydrants and 7,500 main line valves. During even the worst weather, we quickly responded to 81 water main leaks which generally occur during freeze thaw cycles when the ground shifts. During the summer, over 1,100 hydrants were painted with fresh coats of red, white and blue paint. We just received IURC approval of our rates (after more than a year). This will allow us to develop two new high capacity wells, embark on a meter replacement program, add GAC filters to the South well field and complete the infrastructure for a new North well field.

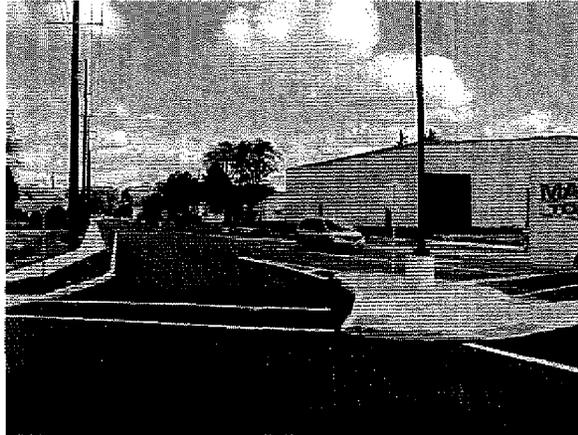
The water that we send to customers gets used and is returned to us via 530 miles of sewers for treatment at our wastewater plant. In 2005 we treated 12.1 billion gallons, an average daily flow of 33 million gallons. As part of that process, solids are removed and converted to high quality biosolids, rich in fertilizer and soil conditioning value. The WWTP produced almost 4,000 dry tons of biosolids, which are applied to farmland. Testing to ensure quality is critical for efficient operations. We are particularly proud of the Environmental Services laboratory which received a perfect score on its annual review. In 2005 the lab was certified by the State Department of Health to perform chemical analysis of drinking water. It is one of the few wastewater labs in the state to achieve that certification. The lab also monitors the groundwater at Frederickson Park. We save significant expense by having the capacity to do this work in-house. Our sewer crews cleaned and maintained the main lines, catch basins and manholes to keep the system running efficiently. Using drag lines and buckets or jet rodders, they make sure that the effluent can keep flowing. This crew also keeps the retention basins cleaned and mowed. Their initiative to plant wildflowers in some of the basins not only reduces labor costs, but adds beauty to the landscape.



For some people, nothing is more beautiful than a freshly paved street. In 2005 South Bend was looking gorgeous to them. With the resources provided by the Wheel Tax we were able to boost our street paving and repair program to a high production level. These dollars are allowing us to make up for years of under funding from MVH and LRSA distributions. Last year we resurfaced 293 blocks of streets (about 24 miles). We did over 1,000 inlay patches and completed crack sealing on 412 blocks. These preventive maintenance procedures help the paving to last until we are able to schedule a full repaving. We also used over 370 tons of cold patch this year to fill potholes. Our RoadPatcher unit has been a great success, increasing our efficiency and helping us respond more quickly to pothole complaints. We are bringing a second unit online which will help us reduce the number of potholes present at the beginning of the winter season. Being ahead of the

game will help us keep the roads in better shape during our most challenging time for road maintenance. Street Department crews also sweep and plow all 500 miles of roadway. They grade alleys and berms and apply dust control material. Last year we continued the base stabilization program for selected alleys to reduce maintenance and increase durability.

Major road rebuilds were completed in 2005 on the newly realigned Bendix as part of the Bosch campus development, at United Drive to allow for expansion of a local business and on Chapin Street in front of this wonderful new museum. On a proud day in December we gathered to officially rename the reconstructed Inner Belt from Lincolnway West to Washington for Dr. Martin Luther King, Jr.,



honoring his contributions to our country. This street serves as an entryway to one of the city's oldest and most historic neighborhoods, and also one of its most diverse. It will bring people to the Center for History and the Studebaker National Museum. In the near future we will construct a new firehouse (Station 2) at the corner of LWW and Dr. Martin Luther King, Jr. Drive. During 2006 we will start construction on major rebuilds of South Miami and Portage We will improve Michigan from US20 to Chippewa, adding double left turn lanes at Ireland, and we will widen Ireland to the west of Michigan to accommodate anticipated traffic to the new Erskine Commons shopping center. We have started design work for Ewing. We will design an extension of Napoleon Boulevard as part of the redevelopment partnership in the Northeast Neighborhood to allow for new housing. We're putting your tax dollars to good work all around the city.

Hometown Pride

Maintaining our streets and utilities is a key function of government. Maintaining neighborhoods requires cooperation and partnership. The Building Department, Code Enforcement and the Department of Community and Economic Development play vital roles in this effort. Our certified building inspectors are tireless in making sure that new construction and additions to buildings are safe and sound. Several members of the Building Department serve on state and national oversight boards. In 2005 staff made 31,870 inspections, driving over 169,000

miles in the course of their work – that’s equal to seven trips around the earth. They inspected buildings from Lincoln School to Stanley Clark, from USF Holland in the Blackthorn area to DSW Shoes at Erskine Village. Value of new construction building permits issued in the City of



South Bend last year was \$136 million, an increase of 29% from 2004. There were 166 new single-family home starts at an average cost of \$151,000. This is the second highest number of new home starts in the past ten years, but by far the highest average cost. Total value of new home construction was \$25 million, up 24% from the previous year. Our efforts to provide a full range of housing options are paying off.

Builders are eager to hook up to municipal sewer and water. We expect continued growth in both new home construction and total construction.

Once buildings are constructed and occupied, making sure that they remain habitable becomes the responsibility of Code Enforcement. Improving and maintaining our housing stock and providing environmental enforcement are the tasks which require most of our effort and which have the biggest impact on our neighborhoods. In 2005, Code inspectors performed

42,000 inspections for public nuisance, housing, zoning and vehicles. Over 17,000 notices were sent to property owners and our crew cleaned and/or mowed 7300 properties. Our Abandoned Vehicle Specialist towed 641 unwanted and unsightly vehicles. Animal Care and Control officers respond quickly and professionally to reports of stray, abandoned, injured, mistreated or dangerous



animals. We again partnered with Pet Refuge to bring Neuter Scooter to town, a low-cost alternative for spay/neuter procedures on cats to stop overpopulation and reduce the spread of disease. 1821 cats received this service. We haven’t heard if they are happy about it, but none have called to complain.

Residents often look to government to take care of things that formerly were not an issue or were resolved through neighborly pressure. We must revitalize that sense of pride of ownership in our homes and neighborhoods. We encourage residents to plant flowers, mow the lawn, pick up loose trash, and make sure that recycling bins and waste containers are put away after pick-up. Small things like this make a big difference. Many areas never lost this pride. Other neighborhoods are working hard to energize it. South Bend is my hometown. South Bend is our hometown. Let's all take responsibility for making it better. Don't litter. Respect your



neighbors. Show your pride. To that end, Code Enforcement has partnered with different groups to clean up our city. The Adopt-a-Block program has been successful for three years, with the Westside Neighborhood Organization and St. Casimir's joining the effort. Residents have committed to pick up trash and litter on 65 blocks. We provide trash bags and gloves and

dispose the collected trash. We also partner with other groups that clean up their neighborhood on a Saturday morning. We remove all the debris collected at no cost to the residents. This is a start, but we need to be in it for the long haul and each one of us needs to commit to this effort.

Our Community Development staff works directly with neighborhoods and the community to build pride and capacity. From Building Block Grants to major initiatives like the Commercial Corridor Program, they are at the center of good things happening in South Bend. Over 500 Building Block grants were awarded in 2005, providing \$80,000 for beautification projects – helping residents, not-for-profit groups and neighborhoods show the pride that they feel. The good news - it's contagious. Others see the improvements and want to join in. Neighborliness is catching on. Our Commercial Corridors continue to make major improvements. They are more welcoming and provide a better first impression for visitors to our community. Twenty-two façade grants (\$170,000) leveraged almost \$300,000 in private investment. On Mishawaka Avenue, another six grants (\$40,000) brought \$130,000 in private investment. Eight new businesses opened on Western Avenue and a new mural was completed

at Walnut. The City continued investing in curbs and sidewalks too, a total of \$1.5 million for Commercial Corridors, Neighborhood Partnership Center areas, Model Blocks and our shared cost program. On South Michigan Street we acquired three adult business locations. Those sites will never again be used for that purpose, nor will they be the cause of negative secondary effects that have disrupted the surrounding properties. Now, with South Gateway Association, we will look for positive business uses for those locations.

Community Development planners support five Neighborhood Partnership Centers, providing focus sites for public investment, community outreach and neighbor to neighbor interaction. We supplement these sites through active support of numerous neighborhood organizations and through two special efforts – Model Blocks and Weed & Seed. The Model Block program brings investment, improvements, comprehensive planning and organizing to a selected block to spur other activity. Dunham Street was the focus in 2005. Our fourth model block will be N. Wellington St. in the LaSalle Park neighborhood. This will complement the work being done through Weed & Seed, our nationally recognized program in three adjoining west side neighborhoods. A comprehensive approach and strong partnerships have led to new bleachers at Pulaski Park, soil testing in LaSalle Park area to determine what lots would be suitable for new housing, extra overtime patrols by police officers, graffiti removal, summer enrichment programs at the West Side Partnership Center and computer literacy training at LaCasa. The new William C. Ellison Residence apartments at LaSalle Park Homes will be a great addition to the area.

Not far away, in the Near Westside Neighborhood, Rebuilding Together harnessed the energy of hundreds of student and community volunteers to spruce up 29 homes. The homeowners are overjoyed to receive this assistance. They too have pride in their properties, but have not had the resources to keep them up the way they would like. We calculate that the total value of materials, supplies and volunteer time is \$400,000. I especially wish to thank the Building Trades and contractors who provide skilled labor for roofing, plumbing, heating and electrical

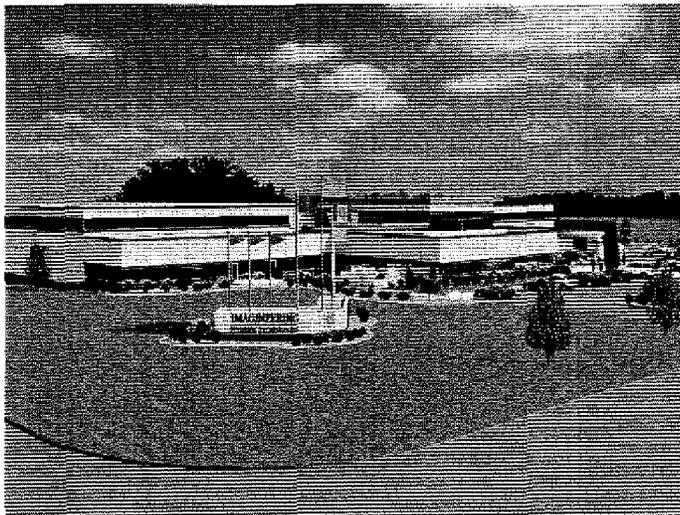


work that really gives substance to this program. Other communities look to us as a model. The City also provided 45 matching grants totaling \$140,000 through the Residential Enhancement Program. Owners invested \$150,000 for a total value of \$290,000. The Near Northwest Neighborhood, South Bend Heritage Foundation and the Northeast Neighborhood Revitalization Organization are actively involved in residential rehab and infill housing efforts that strengthen our neighborhoods.

Finally, our Community and Economic Development staff is driving planning efforts all around the city. From model blocks and targeted neighborhood plans, to downtown, the East Bank and Commercial Corridors, we are setting goals and objectives for growth. City Plan will knit these together and provide a blueprint for years to come. The critical component for planning is community participation. We believe in getting input from businesses and residents. Not only does it make a better plan, but it also engages the community in a positive way which makes the plans more likely to succeed. Good planning makes for good development. We are seeing the fruits of that all around South Bend.

Getting Things Done . . .Economic Development

Economic Development staff provides business assistance and manages six development areas. At Blackthorn, in the Airport Economic Development Area, years of planning and public investment continue to generate new jobs and growth. USF Holland and the Woodwind & Brasswind invested over \$11 million in new or expanded facilities. They show the continued strength of our area for distribution and warehousing.



Imagineering Finishing Technologies broke ground for a new state-of-the-art facility for its corporate headquarters and high-tech precision metal finishing operations. This world class company is among the top in its field. Soon it will have a world class home, including a one-acre EcoPark which will include trails, recycled ponds and streams, benches and look-out points among plantings and materials that are indigenous to Indiana

forests, wetlands and prairies. Like Studebaker, Oliver and Bendix, before it, like its contemporaries Press-Ganey, UL/EHL, Crowe Chizek, the Woodwind & Brasswind, and Enzyme Research, Imagineering shows that with creativity, skilled, dedicated workers and strong management, business can flourish in South Bend. This high tech manufacturing company is meeting industry's needs. It is a great example of finding a niche and becoming the world's best at filling it. We will nourish this entrepreneurial spirit to grow more jobs and to be at the forefront of innovation.

North Side, South Side, all around the town ... kind of makes one feel like singing. But it is a good description of the activity and interest we are seeing in building South Bend. From Portage Prairie on the north to the Erskines on the south, we are seeing major investments and development plans. Holladay Corp. has developed a 15 year master plan for growth in the northwest. Their plan integrates housing, green space and trails, job growth and retail. We are excited to partner with them in this quality development that sets a tone for good growth. It was a good shopping season along Ireland Road with so many new stores opening at Erskine Village:



Kohl's, Radio Shack, Starbucks, Logan's Roadhouse, Panera Bread, Bed Bath and Beyond, DSW Shoe Warehouse and many others. At the other end of Ireland Road, Erskine Commons is finishing the site preparation and environmental remediation so that Lowe's and Wal-Mart can begin construction. They will be open for this year's holiday shopping. The trend is catching as we saw retail investment at several spots along the Ireland corridor. We also believe that this will help to bring new businesses to South Michigan and South Main. We're pleased to give shoppers a choice in both location and unique stores. Residents have waited for this for a long time.

Getting Things Done . . . Downtown

Shoppers and diners are also getting new choices downtown. Though there wasn't a signature project during 2005, it was still a good year with a lot of activity. 2006 promises to be a banner year. DTSB has been a great partner in recruiting and welcoming new businesses to the central development area. Their efforts to green up and decorate have made downtown and the East Bank more welcoming and attractive. Numerous special events have raised the energy level and created a special feel. We held ribbon cuttings at Sit 'n' Knit and the Chicory Café, at the Spurious Fugitive Art Gallery, Nicolas J Salon and the Natural Way. The Jefferson Center underwent major renovations; and the Holiday Inn building literally saw improvements from top to bottom with the Summit Club improving its view and its décor and a new upscale restaurant opening in the lower level – appropriately called the Cellar Door. And there's more to come. Our staff and Redevelopment Commission have been working tirelessly to bring new investment and excitement to downtown and the East Bank.



In 2006 NOMA will bring the unique experience of Asian fusion dining to downtown. It will complement the existing mix of locally owned restaurants that provide a variety of exceptional choices for local diners and visitors who are looking for something beyond chain restaurants. When Peg and I visited Ireland, once best known for the potato, we were surprised to learn that it is becoming renowned for gourmet cooking. A few years ago, some people may have felt the same about downtown South Bend. Now we are setting the standard for distinctive dining experiences. From LaSalle Grill to the Summit Club, Ciao's to the Morris Bistro, Rocco's to Barnaby's, the Emporium to Sunny Italy and the Bistro on the Race, Fiddler's Hearth and Madison Oyster Bar to O'Sullivan's Crossing, the 222 Italian Steakhouse to Siam, and Tippecanoe Place to the Vine, we are the place to be for one-of-a-kind dining experiences. The State Café returns to downtown to the delight of its loyal fans and the Marriott will open Sean

O'Casey's – a Guinness Pub with an outdoor seating area overlooking the Museum of Art and the College Football Hall of Fame. At the Hall, Hot Doggin' has added to the lunchtime traffic with a menu that appeals to the kid in all of us. We are excited that South Bend Chocolate Café



will expand its magic into the former Osco building. This rehab will create a distinctive new façade which will become a landmark in downtown South Bend.

The face of downtown will change significantly this year with several other signature developments. South Bend Schools is moving its administrative offices to St. Joseph Street. The major renovation of that building adds interest to

our skyline, but more importantly brings a new group of professionals into the core downtown. Just north of the School Admin Building, the City will build a new parking garage to replace the one demolished in 2004. Staff is working out the details with Gameday Centers to allow them to construct a 130 room condominium on top of the garage. This will be an extraordinary investment that furthers our goal of bringing additional residential into the downtown. The developer has a great track record building in communities with top notch football teams. He is delighted to get a twofer here, not only proximity to the Fighting Irish, but also right next door to the College Football Hall of Fame. It was Hall of Fame staff who made the first connection for this project. This ideal location will bring new people downtown and may provide some rooms that could be rented in connection with conventions at Century Center. Across the river, Redevelopment has received two very different visionary proposals for the Rink site. Each has unique characteristics from environmentally friendly condos to an exclusive office coupled with a hotel/condominium development at the former Wharf restaurant site. Either will be a great addition. The Commission will have a tough decision to make, but it's great to have quality choices.

Staff continues to talk with potential developers of the LaSalle Hotel. We are pursuing the possibility of market rate apartments, condominiums or reuse as a hotel. Some of the chance for success depends on the availability of New Market Tax Credits as part of the financing. We

are optimistic that we can get this project moving in 2006 as well. We continue to look for new opportunities to increase market-rate housing units in downtown. At the NW corner of Washington and William, Historic Landmarks Foundation of Indiana has taken ownership of the Rushton Apartment building and is working with a developer to create apartments or condo units. They have stabilized the structure and cleaned out truckloads of debris. This will be a great turnaround for a structure that was scheduled for demolition. Just down the street, South Bend Heritage Foundation in partnership with the City, acquired and demolished Basic Machine, opening up more land for new residential development. This increased interest in housing, offices, stores and restaurants is a great indicator of the vitality of downtown. The momentum keeps building.

Innovation

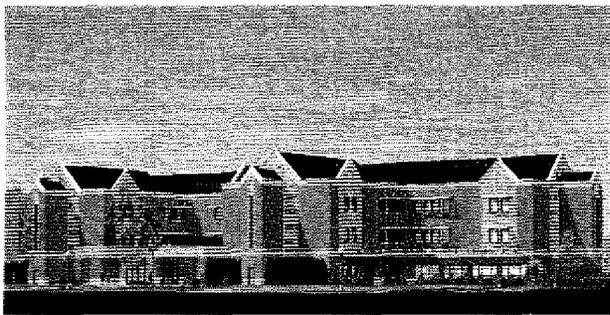
We are fortunate to have exceptional institutional partners in the city. They provide great jobs in our community, but also work cooperatively planning growth and investment. Memorial Hospital continues to invest in state-of-the-art facilities at its main campus. Just a year ago they opened the acclaimed Heart and Vascular Center, pioneering new ways to meet patient needs. Memorial is currently exploring the need for new surgery suites and an energy center (replacing the old power plant). Plans have been proposed for a children's hospital and a cancer center. All would be part of their downtown location. A new Neuroscience



Center could be developed at the NE corner of Michigan and Navarre. These investments keep Memorial at the cutting edge of medical technology and help to keep South Bend as the regional center for health care. St. Joseph Regional Medical Center also continues to invest in new ways to provide quality health care at their current campus, even as they prepare to move to the northeast. They are looking for better ways to reach the community so that all populations have access to medical care. The new mobile health unit is one example of that commitment. I appreciate the commitment that St. Joe has made to bring positive investment to their current site

once their new hospital is built. I am glad that their administrative offices and the modern medical pavilion on Cedar Street will remain here. South Bend Heritage Foundation, on behalf of the NNRO (Northeast Neighborhood Revitalization Organization) and in partnership with SJRMC, is developing a plan for reuse of the site that will include mixed use and residential components. A firm will be selected to design a master concept for the area. Eventually developers will be solicited to implement the plan. This site is prime real estate. It will attract quality taxable development which complements activity in the East Bank and the northeast neighborhood.

Madison Center continues to build out their master plan for development of the campus. In 2005 they completed the Sunshine Clubhouse at the corner of Niles and Crescent. A group home in the Northeast neighborhood should be completed this Spring. Two other facilities are being built on the main campus. A 30,000 sq. ft. children's service center will open in September across Niles Avenue from Madison Center for Children. The three-story 80,000 sq. ft.



PROPOSED GEROPSYCH FACILITY
MADISON CENTER - HILL STREET PERSPECTIVE

Geropsych building is one of the first of its kind in the United States. Set to open in May 2007, it will feature a research center, a chapel for spirituality programs and a patient education facility. This impressive facility will offer comprehensive diagnostic services and treatment for older adults from the Michiana area. There will also be first floor space for retail

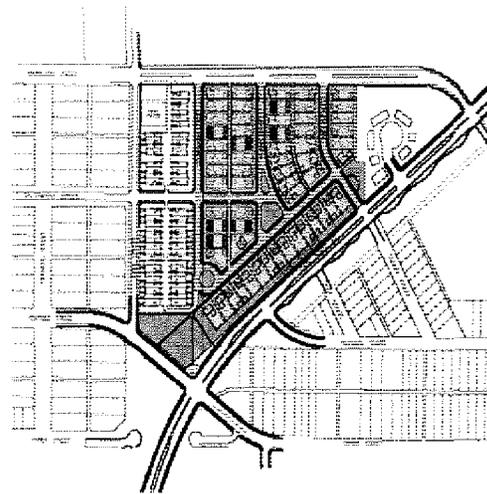
establishments as Madison Center seeks to connect its campus with the East Bank and surrounding neighborhood. They want the community to feel welcome on campus. One new feature that is sure to draw visitors is the new sculpture park at the foot of the East Race. This garden will offer quiet reflective space, but will also be available for exciting community events. Madison Center is a strong partner in the East Bank and the Northeast neighborhood, setting high standards for quality development.

Our other major partner on several projects is the University of Notre Dame. We welcome Fr. John Jenkins to his new position as president and look forward to continuing our work together for the best interests of our community. 2006 will kick-off full implementation of

the NE development plan that has been adopted by the NNRO, the NENC and the City. With the help of key neighborhood leaders, our institutional partners and South Bend Heritage Foundation, we spent several years building consensus on what should be done. Notre Dame jump-started this reinvestment by helping their staff construct new homes on vacant lots to the south of campus. These beautiful homes filled gaps and fit in architecturally. They also strengthened the fabric of this fine neighborhood. The University opened up a site for future development by helping Logan Center find a new home, and then by realigning Edison Road. The new intersection of Eddy and Edison will become a location for shops that serve both students and the community. Like the DeBartolo Performing Arts Center and the Commons area in front of it, this retail center will be a place of nexus where town and gown can interact. Notre Dame is selecting a developer to construct both the stores and new housing units along Eddy Street. It will be an exciting time in the neighborhood.

The plan also calls for new single-family housing to be constructed in the triangle area bounded on the west by Eddy and on the south by SR 23. South Bend Heritage is moving that development forward. The City will design an extension of Napoleon Blvd. and look at other infrastructure needs in the target area. SBHF

LEGEND	
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Neighborhood Redevelopment Organization and South Bend Heritage Foundation
Triangle Redevelopment & Neighborhood Plan
 Conceptual Site Plan Alternate 2 - Minimum 50' Wide Lots

is also building in-fill housing in the preservation portion of the neighborhood, as well as helping residents to fix up their properties. When the State completes the realignment of SR 23, based on a plan developed through multiple meetings with neighborhood residents, another prime retail development area will open up at the new realigned intersection with Corby. Just a few blocks south from this location, the South Bend Clinic has recently announced news of a significant expansion. With the planned improvements in the NE and East Bank neighborhoods, they decided that this location provided the best option for comprehensive care for their clients. We welcome this investment and the jobs and health care services that it will keep in this area. This

extensive neighborhood development effort will become a model for other communities across the country to follow. The participation by residents, businesses and institutions is unprecedented. Together we envision creating a clean, safe and attractive neighborhood which is economically and ethnically diverse, with high-quality housing and increased home ownership opportunities that will attract appropriate retail and commercial development.

Finally, at the edge of this development area, the City is working on plans for a research park which will bring new technology jobs and investment. It will support start-up businesses, encouraging creativity and an entrepreneurial spirit. At our request, the University has agreed to reserve up to ten acres across from campus at the SW corner of Edison and Twyckenham for this tech park. We have until June 30, 2006 to develop a sustainable business plan. During this time we will also seek funding, work with State officials to become certified, and contact prospective tenants. We are getting strong positive responses to this proposal. Project Future is leading the effort to bring this complex initiative to reality. Although this is not a Notre Dame initiative, they are very supportive of the concept. They are also aware of design issues for the neighborhood. Consequently, our site plan will complement the urban-style, walkable neighborhood which has been envisioned for the Northeast development. We have worked on this idea for a long time. I believe we have the right model for success and that this will be a win-win-win for all involved.

Getting Things Done . . . Public Safety

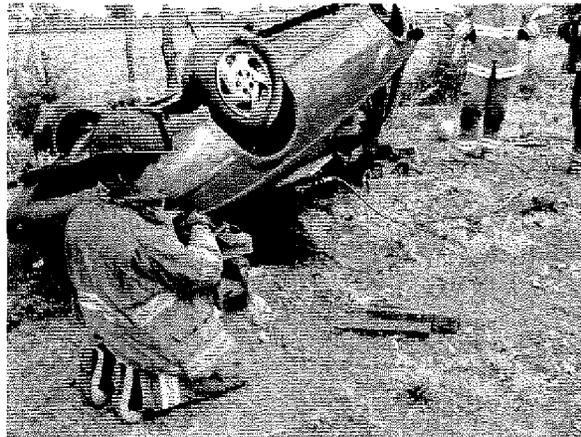
We also have the right models for success with our Police and Fire Departments. These dedicated professionals serve our community round the clock, using technology and ingenuity to



keep us safe. In order to enable public safety officers to do their jobs well we need to provide the proper equipment and training. We have made great progress over the years upgrading apparatus for our firefighters. Long term planning has kept these vehicles on a regular replacement schedule, maintaining them in good or excellent condition. During 2005 the department refurbished a pumper at a cost of \$56,000 which saved \$224,000 compared to

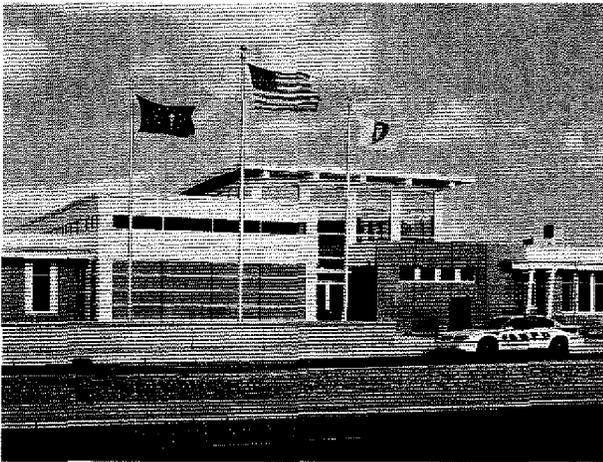
buying a new truck. This work was done by an Indiana company. We also refurbished a Paramedic unit at a savings of \$57,000, for a total savings of over \$280,000. Last year we decided to outfit every frontline fire apparatus with ALS equipment, including monitor, Basic EMS supplies and Advance Airway equipment. This allows our certified personnel, often the first to reach a scene, to begin emergency medical treatment when they arrive at an emergency. We were one of the first departments in the state to do this. In order to better protect reserve equipment, we built a storage facility for fire trucks, ambulances and specialized pieces of equipment. The centralized location puts all reserve apparatus at one site, and allows for mechanics to perform onsite maintenance. This will result in less down time. In July of 2005 we completed the computer networking of the eleven stations. This will be a great improvement for communication and sharing information.

Last February we hired eight new Recruits. They went through twenty weeks of rigorous training before becoming sworn members of the department. During that time they met the requirements of the State for EMT and Firefighter I & II Certification. They learned to be Emergency Vehicle Drivers and Hazardous Materials First Responders, and learned Vehicle Extrication. This professional



training continues throughout a firefighter's career to keep them up to date on the latest advances in firefighting. We have developed a strong partnership with IVY Tech, sharing classroom space and supporting their efforts to become a provider for a Fire Science Degree Program. These collaborations build on each other's strengths to expand opportunities. For quite some time we have looked at other training facility needs for the department. Last year, in discussions with South Bend Regional Airport, we identified a 40 acre site that would be suitable not only for our own use, but as a Regional Training Facility for the northern portion of the state. We believe that this could be a prime location for one of the ten regional sites. There is ongoing discussion about expanding our schools for Indiana River Rescue to become a national training institute. We are eager to explore these possibilities and proud that the quality of our training procedures and our personnel is being recognized at the state and national levels.

Through CALEA (the Commission on Accreditation for Law Enforcement Agencies), our Police Department will also receive national recognition and certification. This process involves a hands-on review of more than 400 standards of compliance. During the next three years we will update our duty manual and learn from best practices in use by departments around the world. Accreditation will involve on-site inspection of our facilities and continuous testing. CALEA dovetails nicely with our commitment to training. We have been named a regional training site for quarterly Police Executive Leadership Academy classes. PELA draws its structure from proven personnel management theory which is tailored to address police issues and techniques. It gives supervisors the tools they need to lead the next generation of law enforcement. Over forty South Bend officers have already been trained, with seventeen more in classes now. Continuous training is essential to maintaining the level of professionalism and performance that we expect from our officers. Last year our police department employees participated in over 20,000 hours of training. This included sessions on the use of Personal Protective Equipment, Verbal Judo, Use of Force, Taser and Tools for Tolerance. Two other areas of emphasis are proficiency with firearms and emergency vehicle operations. Our Regional Training Academy provides training to 33 area police departments, in addition to our



own. One reason we have been able to step up our training efforts is the new headquarters facility which was rededicated on May 19, 2005. This building provides efficient work space and is a model training facility with an indoor shooting range, large classrooms and conference spaces. It will serve the department and the community well for many years into the future.

In addition to training it is important to provide proper equipment, especially as we prepare for the possibility of natural disasters or terrorist incidents. Our department has acquired a technologically advanced Bomb Truck and a Bomb Disposal Robot. With Homeland Security funds we have ordered a Total Containment Vehicle which will allow for the safe transportation of WMD devices without any release of chemical or biological agents into the environment. This will be one of only two such vehicles in the state. Our officers who would respond to such

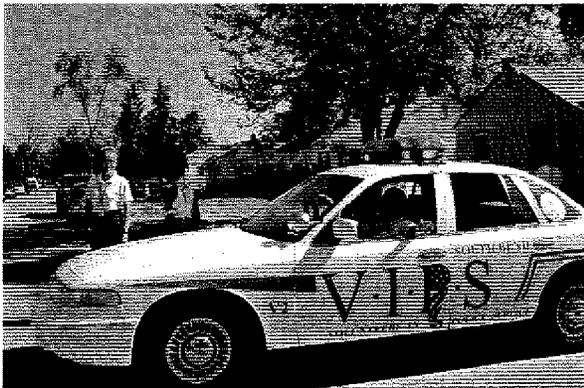
an emergency have been outfitted with Personnel Protective Equipment. Over \$10,000 of new technical equipment has been purchased for forensic identification. This provides our Evidence Technicians with professional tools to locate, identify, process and capture evidence that would not have been discovered in the past. Crime Lab technicians have helped in solving a number of notorious cold cases during the year. During its first full year of operation the AFIS (Automated Fingerprint Identification System) identified 203 persons using false names, had 13 hits on latent prints (i.e., linked suspects to crime based on prints found at the scene), and found 66 persons wanted on warrants. This tool will become more valuable as additional prints are entered into the data base. The Remote Data Acquisition Station (R-DAS) reads "fingerprints" from bullets or casings. Since the start of last year, it has had hits on 11 cartridge cases. These hits linked multiple crime scenes using ballistic evidence. By tying a gun to a crime, or multiple crimes, it helps develop leads and capture criminals. We are one of the few departments in the state to have a full time firearms examiner. Sgt. Ray Wolfenbarger has completed two years of training. With his court testimony last November he officially gained the title of Certified Firearm and Toolmark Examiner.



The Regional Crime Intelligence Unit maps crimes throughout the city and presents information that underlies strategies to reduce crime. The RCIU prepares a bi-weekly digest of major crime information and trends which is used by the command staff to assign resources. One particularly helpful tool is the creation of "Hot-Zone" maps to show areas where reported crimes are spiking. These thermographic maps use computer aided crime analysis in connection with our GIS mapping ability to indicate areas which need special attention. The crime analyst will combine statistical and anecdotal data to understand not only the quantity, but also the type and severity of crime. This report becomes the basis for strategic planning at Comp-Stat meetings. Several different tactics may be employed to combat the problem from bike patrols to special enforcement units (like NEST), to plain clothes surveillance or saturation patrols. If the planning and execution are successful, the hot-spot will cool in future maps and tactical assets can be redirected. This is a

powerful tool to make the right calls in the fight against crime. We have been making positive strides against crime in South Bend with larcenies and non-residential burglaries at their lowest level in twenty years. Major crimes are down 31% over the past ten years. However, during 2005, we lost some ground. Residential burglaries were up 16%, though still the third lowest annual number during the last ten years. Part of the increase involved thefts of aluminum siding and copper at vacant houses. We also saw a 7% rise in motor vehicle thefts and the number of arsons increased by 27. Overall crime rose slightly (1.4%) from 2004. We will continue to use all the tools at our disposal to keep South Bend safe.

The two most important resources we have are the professional men and women of the Police Department and members of the community. Whether reporting tips to Crime Stoppers or participating in Neighborhood Watch efforts, community residents are a critical component of our Safe City strategy. Police Department staff has been tireless in their efforts to engage the community. The Citizen's Police Academy continues to be a success. This year South Bend will proudly host the 2006 National Citizen Police Academy Conference thanks to the hard work of our Community Oriented Police Leadership group. The National Night Out Against Crime was held at Howard Park, reinforcing our commitment to work with Watch groups, partnership centers and neighborhood organizations. Crime analysts and patrol supervisors share crime statistics with residents on a regular basis. Civilian Volunteer Officers (CVOs) and Volunteers

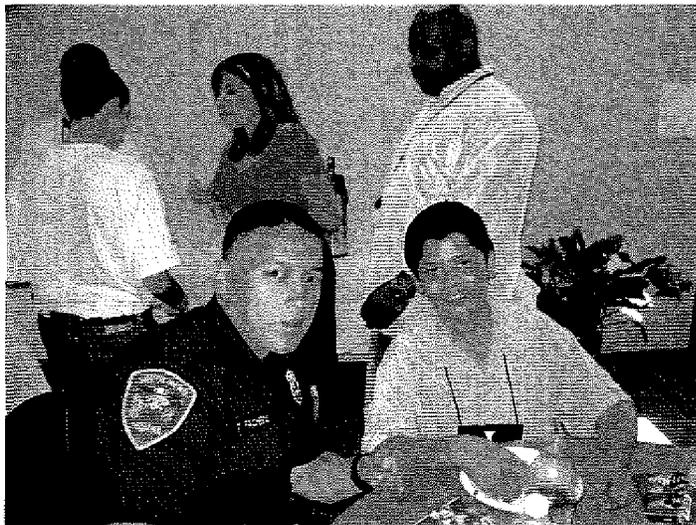


in Policing (VIPS) provide valuable assistance with patrols, traffic control and special events. Without their help we would not be able to sustain the various walks, runs and parades in South Bend. During 2005 they provided over 14,000 hours of service. With the most recent VIPS class graduation, we have over 80 volunteers. Our program sets the standard for

VIPS across the country. It was a special day last year when one of them, Leticia Bajer, became an American citizen. We are grateful for her service and proud to have her in our community.

The Police Department has made special efforts to reach out to seniors and young people in our community. We held special versions of the Citizens Police Academy for each group so that we could tailor the information to their unique perspectives. Reaching out to youth starts

much earlier, inviting them to visit Safetyville at Rum Village Park. For those who can't come to the park, we take the show on the road to schools, special events and community functions. Our School Resource Officers in the intermediate and high schools help to connect with staff, students and their families. Young people get to know and trust police officers on their own turf. We have established a Police Explorer Unit for those 14-18 years of age who may be thinking of a career in law enforcement. We want to make contact early on in an attempt to develop a pool of interested candidates for the future. Last year we reinstated the Cadet Law Enforcement career program using local funds. This helps pay tuition and provides part-time employment with the department for three local college students with the expectation that they will apply to join the department when they graduate. Perhaps the most popular contact with youth is through



the Youth Recreation Program which collaborates with seven youth centers in the city. It allows police officers to develop positive relations with young people from diverse backgrounds, and to become coaches and role models. There are field trips, intramurals, tennis and golf, hayrides, Christmas service activities and Toys-for-Tots. Last summer students for Washington High School participated in a Graffiti

Blitz to help clean up properties on the West Side. Over 1,300 youth participated in these programs. Outreach to seniors is primarily through TRIAD, Seniors and Law Enforcement Working Together. TRIAD provides information about scams and other issues that are pertinent to older adults. They conduct an annual Pill Drop program to provide a safe way for individuals to discard outdated or unneeded medications. In 2005 they introduced Project Lifesaver to St. Joseph County. This is an electronic monitoring service for victims of Alzheimer's, dementia, stroke, head injury or autism who have a history of wandering from their place of residence. This has been completely funded through community donations.

Our police officers are busy. During 2005 there were over 100,000 police dispatches. MSOS seized 120 weapons and drugs with a street value over \$4.8 million. The Traffic Section

coordinated for 92 special events and won a 1st place award for the northern part of the state for efforts to promote and enforce seat belt safety. NEST targets open-air drug dealing, prostitution and disorderly houses. It has been successful addressing neighborhood issues. The K-9 unit apprehended 50 suspects. Fraud Investigators worked on 500+ cases, including teaming with officers from the federal government and other states to end several large scale fraud rings. We have developed an Identity Theft Victim Assistance Packet to help people limit the effects of their victimization and avoid further violations to their financial identity. We continued to work in partnership with many multi-jurisdictional task forces like Project Disarm which secured 82 federal indictments for suspects who have allegedly violated Federal Weapons Laws. Officers from South Bend work with twelve other agencies as part of the County Terrorism Task Force to plan, train, educate and prepare for disaster response.

Public safety is a top priority. We will continue to do extra bike or walking patrols; we will work with neighborhood organizations and businesses; we will partner with other agencies



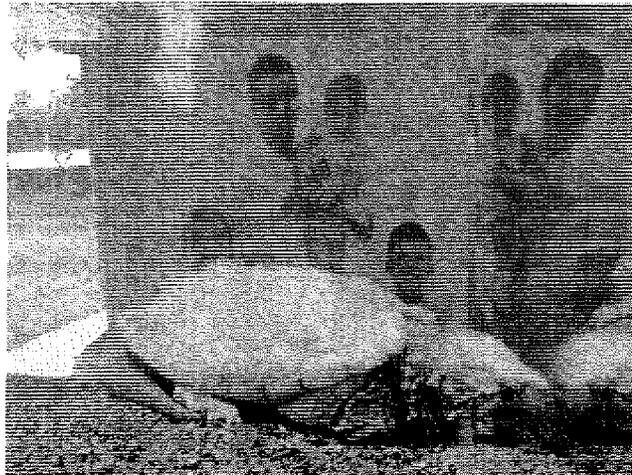
and departments; we will provide the best tools and technology available; we will be creative in developing new strategies in order to outsmart the criminals; we will build better community relations; we will recruit talented new officers that represent the diversity of our community; and we will continue to rely on the skills, dedication and professionalism of our officers to keep South Bend a safe city.

Quality of Life . . . Parks & Recreation

As people make choices about where to live, they are also interested in the amenities that a community has to offer. Our Parks & Recreation Department is another reason to take pride in South Bend. The staff and facilities are great assets and help us to be a thriving city, where we can enjoy green space or get involved in a rich variety of activities. For the ninth consecutive

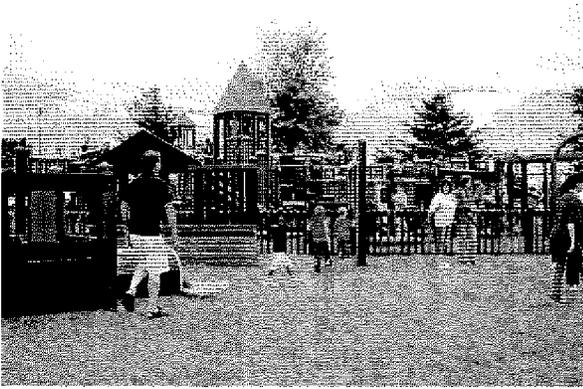
year South Bend was named “Tree City USA” for our commitment to trees and the environment. We planted 464 trees last year, and over 28,000 flowers. We have several destination parks in the system. Potawatomi Zoo is a gem. It is a regional attraction that continues to be ranked in the top twenty kid friendly zoos in the U.S. Last year 192,000 kids and adults visited the Zoo.

They came to ride the new Zoo Train and to see the new DeBrazza’s Monkey Habitat or the African ground Hornbill Exhibit. They came to see Crunch – a 200 year old, 165 pound giant alligator snapping turtle. They came for special events like Zoo Boo and Zuletide. They came to see Lili, our newest baby red panda. They came to see the new habitat murals painted by local artists, and



to see our most famous local artist Sammy the Chimp. His artwork was featured on the Letterman Show. Dave guessed that it had been painted by a human! They came to have fun together as families, to learn about and respect the environment and wildlife. Our thanks to the Zoological Society, which has been such a terrific partner in zoo improvements. Of course, the zoo doesn’t have a monopoly on cute animals. Our Animal Care and Control division not only responds to calls about critters, but also has some wonderful cats and dogs available for adoption.

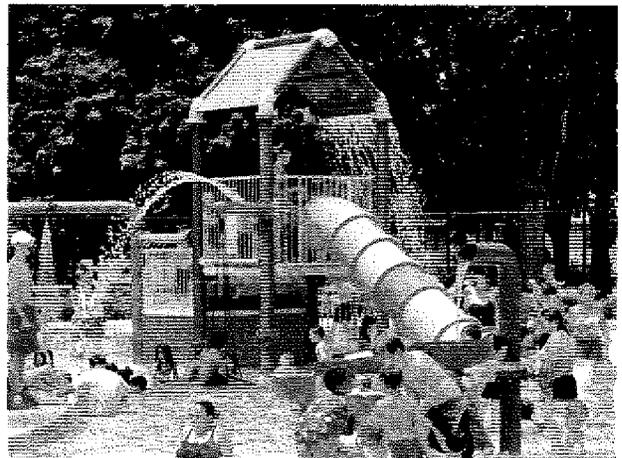
We can’t count all the children and families who use our neighborhood playgrounds, but these spaces too are vital to a healthy city. Our summer playground program and the Leeper Park tennis program keep kids active and having fun, learning new skills in a supervised setting. We work to continuously upgrade the play equipment at these parks. New soccer goals and bleachers were added to Pulaski Park. New play equipment was installed at Parkovash and Sorin parks. Park crews also installed a large playground assembly at LaSalle Park, and began the prep work for a water spray pad to be completed this spring. We expect to add these spray areas to many parks around the city as a fun way to help youngsters stay cool. Through a great partnership with the NNRO and South Bend Heritage Foundation, a new Sprayground was put in at Coquillard Park. On the far Westside at Belleville Park hundreds of volunteers participated in Rotary’s centennial project, construction of Friendship Station. Like Kids Kingdom before it,



this play structure was designed with the help of local youth and is attracting droves of children and their family members to enjoy it. Junior League and numerous foundations and businesses all pitched in to make it a success. What a great team effort to build this wonderful structure! It will be a place where friendships are formed.

The face of a couple parks changed dramatically last year. At Potawatomi Park, the main shelter pavilion, a center piece for the park since the 1920s, has been completely remodeled. It is beautiful and serves as our largest pavilion in the park system. Nearby, the band shell had several improvements. The concrete pad and new benches make concerts even more enjoyable for our regulars. At Howard Park, after years discussing it, we were finally able to demolish the old maintenance facility. This was possible because we moved to a newly acquired and remodeled larger facility at 1020 High Street, which will allow us to store all our equipment inside. This new multi-purpose structure is equipped with workshops for Park's skilled construction crews and will help them to keep our parks in better shape. This move enabled us to add green space and improve access to the river. In the future we may decide to build something at this site, there have been numerous proposals, but for now it is a great improvement that has opened up the park and views of the river. This view is best appreciated from the trestle which links walkways on both sides of the river at Howard Park. We are delighted to have this pedestrian bridge open again. It is a popular connector for walkers, joggers and bikers who use our river trail system. It also provides a great alternate route into downtown.

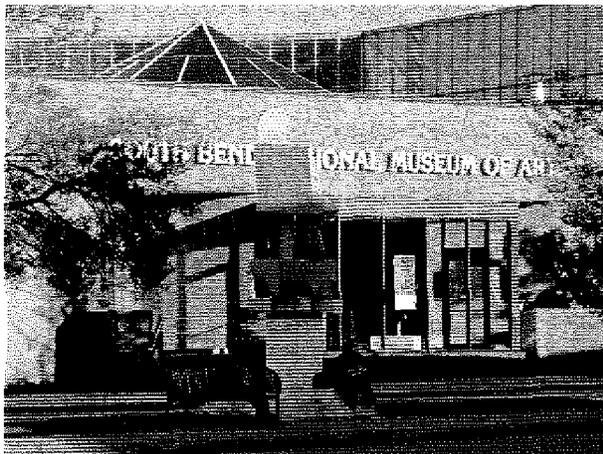
If you think there's nothing to do in South Bend, you haven't been in touch with our Parks and Recreation staff. From Daddy-Daughter dances to the East Race concert series, from our river walk system to our rec centers, from festivals at Rum Village Park to kid's triathlons, from the water playground at Kennedy Park to the duck pond at Leeper Park, there are a myriad of family friendly activities available.



Our municipal golf courses are great values and a key to Golf Digest naming South Bend as the 16th best place to play golf in the U.S. We like to get players hooked on golf at a young age. Over 500 participants played in our junior golf program at Studebaker Golf Course last year. The Parks and Rec staff keeps us operating at championship levels. From Coveleski Stadium – home of the 2005 Midwest League Champion Silver Hawks! – to Belleville Softball Complex which consistently ranks as one of the finest operations nationally for tournaments and has won the James Farrell Award for Excellence for the seventh consecutive time. The staff is so good that we have been awarded the 2007 Men’s and Women’s National ASA Major Fast Pitch Tourneys. This is the first time that both tourneys have been held in the same city in one year. Our King Center Lady Soldiers basketball team won the National Adidas Basketball Shootout in Indianapolis. But they were champions off the court as well. Rec Center staff mentors youth in education and responsible social behavior. The Lady Soldiers high school age team maintained a grade point average of 3.28! By carrying forward the values that they are learning, these young ladies will be champions at life! There’s plenty to be proud of in our hometown.

Quality of Life . . . Arts & Culture

Another area that has reached critical mass in recent years and that is critical to our growth as a 21st Century City is arts and culture. A vibrant arts community with varied arts venues reveals the spirit and creative energy of a place. It attracts young professionals and encourages innovation. We are fortunate to have five outstanding museums as anchors for



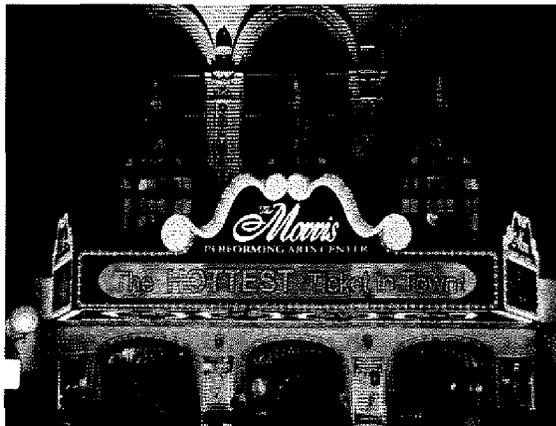
downtown: the South Bend Regional Museum of Art, the College Football Hall of Fame, HealthWorks! Kids Museum, Copshaholm and the Center for History, and the Studebaker National Museum. These first-class facilities are joined by newcomers The Spurious Fugitive Gallery, Fire Arts and Gallery 805. Art Beat has become the event of the year, and the Near Northwest Neighborhood hosts its annual Arts Café. The Leeper Park Art Fair continues to be a popular attraction. There is talk about an arts district in downtown and the East Bank. The numerous outdoor get-togethers are

jam packed, from Meet me on the Island to Fridays by the Fountain, from Rooftop Rendezvous to the Train to Rock 'n' Roll, from Gatherings on the Gridiron to Football Fridays, crowds are flocking to downtown. Club Fever and Club LaSalle offer two distinct venues for late night socializing or dancing. The greening of downtown has been important in encouraging more street life. Moving to the next level will see more art in public places. We have extraordinary local art talent. Two South Bend artists have been featured in national magazines. We need to nurture and promote this local talent. In December 2004 the Community Foundation launched the ArtsEverywhere Initiative to showcase and strengthen our community's rich cultural offerings. Last September its new state-of-the-art website, ArtsEverywhere.com, debuted. It will increase participation in the arts, feature local artists and demonstrate how much there is to do in South Bend. It is a great website. I encourage everyone to visit it regularly to stay up to date on the arts and culture scene. This initiative will not just bring about immediate progress in the arts, but will sustain it by building an endowment for local arts and culture. This effort not only enhances quality of life but will help to keep and attract young, creative people to our city. It is one of the intangible assets for economic development. South Bend is the regional center for art and culture.

We are so fortunate to have three world class facilities among our downtown venues. The Morris Performing Arts Center, the Palais Ballroom and Century Center are destination facilities that draw thousands of people to downtown. Philip Johnson's design for Century Center has worked even better than he might have envisioned. It is flexible and adaptable. It feels like home for community events or conventions and provides more options than many centers. We can host Midsummer Night's Dream in Bendix Theater or the Hall of Fame Enshrinement Ceremonies. That is one reason it has always been one of the busiest convention facilities in the nation. The other is Brian Hedman, who is the only Executive Director the Center has ever had. His dedication to the center is unsurpassed and his leadership has made it successful and an asset for our community. Brian retires at the end of the month. We won't find another one like



him. But Brian's retirement does present a unique opportunity to combine management of Century Center, the Morris and Palais under one Executive Director reporting to the Century Center Board of Managers. Combined management of these facilities would give us a unique product to sell, create efficiencies and bring more business to all three sites. So, I have asked the Century Center Board to consider assuming this added responsibility. There are some important questions to resolve to ensure that neither facility drains resources from the other, but rather enhances opportunities for success. We also must involve members of Morris Entertainment, Inc. who have so faithfully guided the restoration of the Morris and the Palais – and raised the



private funds which allowed these projects to be successful. We celebrated their most recent accomplishment last Fall, the installation of the new Morris marquee which replicates the original style but has modern messaging capability. The Morris has gained national stature. It ranks 46th in the world for ticket sales! It presents local talent and national celebrities. This Wednesday the Moody Blues start their national tour right here in

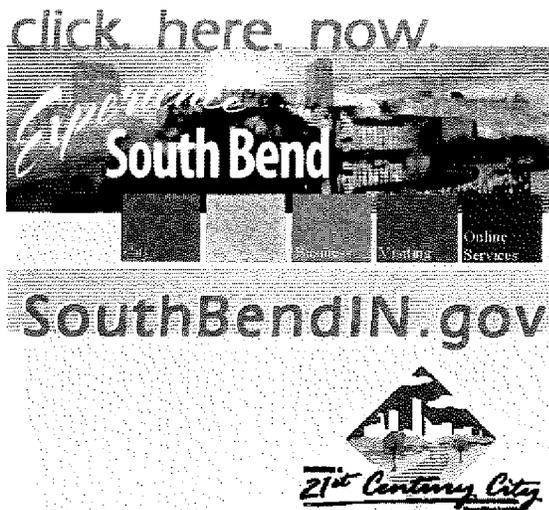
South Bend! Sorry, fans, if you haven't already purchased your tickets it's too late, the show is sold out. The Palais is also a unique venue which adds elegance and history to the mix. Merging the management of these facilities through the can-do attitude of both boards will help all three facilities to reach a new level of success.

Getting Things Done . . . Technology

As we consider consolidation of management functions for the Morris and Century Center, we will also continue to look for efficiencies throughout government. During a trip to Louisville last year we learned about several programs to encourage entrepreneurship and to support key businesses in the area. One component was a unique business visitation program housed in the Greater Louisville Chamber. Sharon Kendall, Executive Director of Community & Economic Development, and I had already been discussing a position for business expansion and retention. After our trip, and after several meetings with Mark Eagan and Chamber Board members, we have decided to partner with the Chamber's High Impact Program. The City will

fund a staff person at the Chamber who will reach out to local businesses to facilitate growth and reinvestment in South Bend. This person will guide business owners and managers to the right resources and follow up to make sure that nothing falls through the cracks. Reports will come to Economic Development as well as the Chamber. We believe that early and ongoing contact with local business will allow us to address issues early on and encourage new jobs for the city. It is critical that the City have good communication with business leaders. We feel this innovative approach will leverage key ties that the Chamber already has and will foster a strong sense of cooperation and partnership.

Technology is also transforming the way we do business. Earlier we saw how the Police Department is using GIS to map hot spots in the city. Other departments are taking advantage of this remarkable tool as well, whether for economic development planning or for coordination of public works projects so that we sequence our utility and street work properly. In 2005, our GIS Bureau was presented the Indiana Geographic Information Council's Award for Achievement. Further recognition was received for a project to map CSOs and catalogue the conditions around them along the length of the river in South Bend. This work by Environmental Services is currently featured on the Indiana Geographic Information Council web site. I'm proud of the work that has been done and look forward to our staff developing new and creative ways to use



this powerful tool. Plotting information on a map can have a strong impact on the way that you see things. The way that you see the City of South Bend may change when you visit our new web site www.SouthBendIN.gov. IT staff has done an excellent job working with the Council and Departments to create a site that is attractive, informative and user friendly, as easy as 1-2-3. Users should be able to get to their destination on the site in three clicks or less. Forms will be available online and the site will support numerous

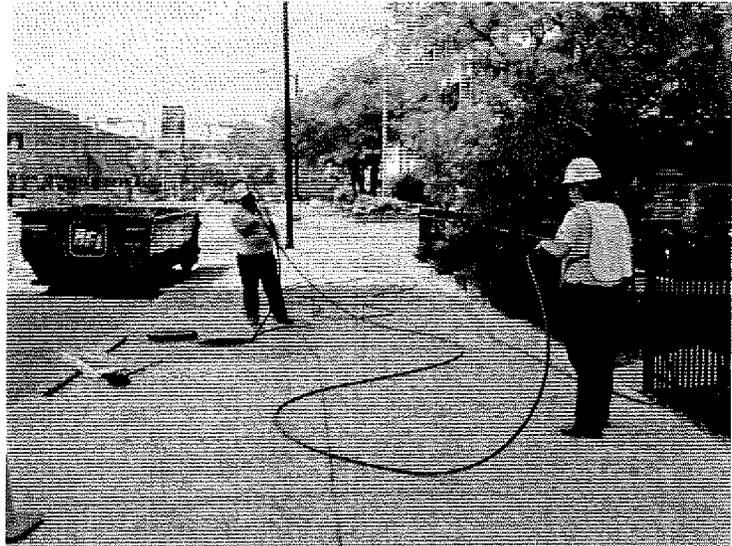
transactions. The number and types of things that can be done online will grow as we become more familiar with the capabilities of the software and as our customers want more services available 24/7. Departments are also becoming more familiar with customer contact software

that will track requests for service or complaints and provide quicker response time. This too will tie into the web site and provide better service for our customers. Please visit the new SouthBendIN.gov and see for yourself all that you can learn.

As we use technology internally to enhance our productivity and creativity, we are also making sure that the infrastructure is in place for future growth and new jobs in South Bend.

You are already familiar with the MetroNet, a 40 mile loop of fiber optic lines which connects key facilities and institutions. It makes access to broadband services more affordable for users by enabling competition.

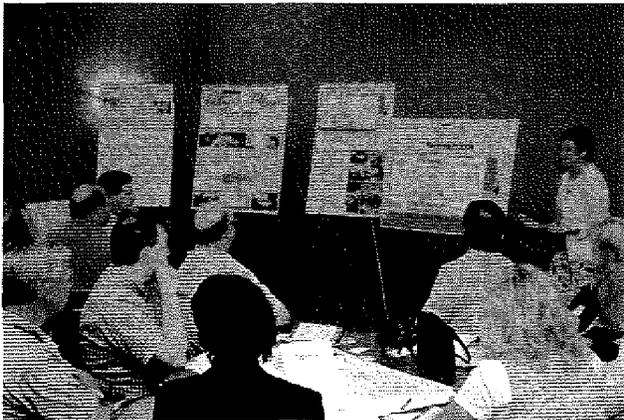
Founding members of the MetroNet are realizing unexpected savings and discovering ways to enhance business operations. One investor told me that



his company was initially involved as a public service because he thought the infrastructure would be important for the community. To his surprise, he has learned since then that he will recover his investment cost in three years because of lower pricing. The MetroNet has also allowed us to keep and compete for new high-tech jobs that will be an important part of our future economy. The Research Park at Notre Dame will leverage the intellectual capital in our community to create new jobs, new products, and new businesses. It will create a community of researchers that flourish in the creative environment. It will be a catalyst for our local economy as we meet the challenges of a changing world. A great example of finding new solutions to old problems is the embedded sensor network developed by Dr. Luis Montestruque, with Professors Jeff Talley and Mike Lemmon. If this concept, which has been successful during beta testing in our sewers, can scale up and add other modules to test for various pollutants, it has the potential to save communities millions of dollars as they address CSO issues. We are eager to use the assets on our college campuses, the creative research, the quest for knowledge, the energy and idealism of the 22,000 college students who are in our community. We want them to be able to find good jobs here, to stay in South Bend – or to come back after they have had their big city experience, to be a brain gain, not a brain drain.

Planning for the Future

All this requires good planning. Planning to know where you're going. Planning to have the resources to get there. Inclusive planning that has a shared vision and brings everyone along for the ride. There will still be voices from the back seat saying, "Are we there yet?" or "I don't want to see another waterfall." But this will be a great trip. We are in the final stages of writing City Plan, which will be our roadmap for the next twenty years. The first draft of this document was completed in December and has been reviewed by the Civic Alliance and by community stakeholders. A second draft will be available for public review in April. Final approval of the comprehensive plan will be this summer. This will lead to an implementation plan with specific goals for moving forward. Good planning brings good growth and development. I am excited about the prospects that will flow from our shared vision of South Bend as a vibrant, caring city that celebrates our diversity and vitality. City Plan recognizes that we are in this together and collectively are responsible for reaching our goal. It calls for all of us to roll up our sleeves, get things done and take pride in our hometown. This has been an extraordinary process involving residents from all across the community. It will provide a blueprint for extraordinary results.

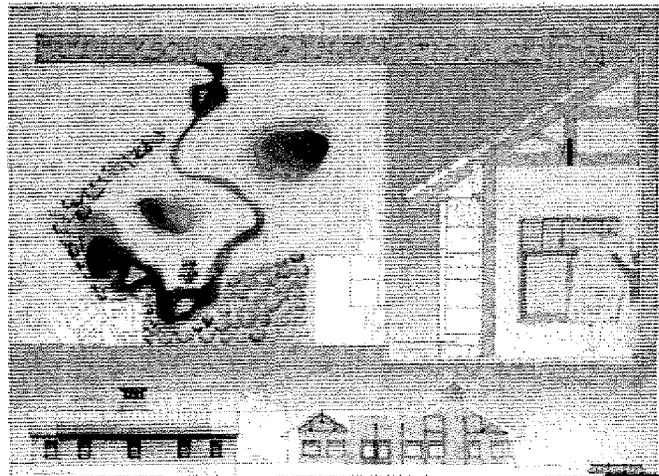


We have not been sitting still while developing City Plan. We are continuing to move forward on neighborhood and commercial corridor plans. We look at targeted development opportunities in downtown and the East Bank. We plan for future growth at the St. Joseph Hospital site or the Sollitt property on North Side Boulevard. And we take on legacy issues with enthusiasm. We are resolving issues that have been on the public agenda for decades. Before I came into public office in 1988, there had been discussion about the need for new administrative space for our police and fire departments. Last year, with the Council's support we completed renovation of 701 Sample. Now both departments have headquarters which reflect their pride and professionalism, and will help them perform at the highest levels. After years of bickering over a site and the scope of the building, and who would pay, we took decisive action to move forward on this museum and have fulfilled

the longstanding pledge to provide a suitable home for the Studebaker collection. We are seeking a positive reuse for the front of the Natatorium, a structure which has been vacant for over thirty years. The pool section is no longer viable and will be demolished. The "Nat" is the source for many positive memories, but many painful ones as well. It became a symbol for institutional racism in our community, but also a symbol for the sustained struggle to overcome discrimination. It will be a positive symbol as we move forward.

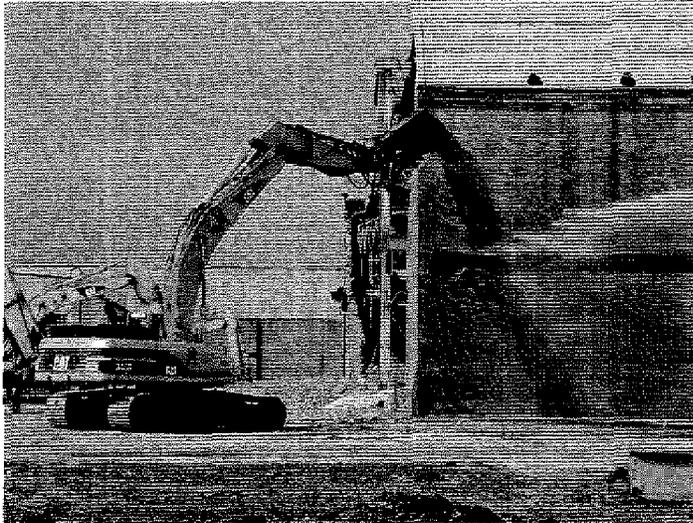
With Council's support, we have put in place funding for the initial action on our Long Term Control Plan. This will reduce sewage backups in basements and overflows into the river. During the last fifteen years we have invested \$87 million in our Wastewater Treatment Plant and collection system to meet water quality standards. Now we are beginning a ten year \$120 million program that moves us further toward the clean water goal. After that work is complete there will be more to do in Phase II, including high rate treatment or additional storage capacity. It won't be done overnight and it won't be cheap, which is why innovations like the 21st Century ND embedded sensor network are exciting possibilities to save money and take full advantage of sewer systems. We expect to enter into a consent decree with the Department of Justice, EPA and IDEM to memorialize the steps that will be undertaken to improve our system. We will leave the environment better than we inherited it for our current benefit and for the benefit of future generations.

We are committed to the environment and to smart growth, reclaiming brownfields and putting them back to productive use. At Fredrickson Park we are creating open space with walking paths. It is a living environmental lab. The Boy Scouts will construct their regional headquarters here with an environmental classroom that will be used by schoolchildren as well as the scouts.



Future scouting projects will enhance the park setting and provide hands-on learning experience. At Erskine Commons private developers, with assistance from the County and City, are bringing new jobs, new investment and new shopping choices to the South Side, while at the same time addressing legacy environmental issues at the site. This is a win-win solution for all involved,

bringing significant investment to underutilized land within the city and cleaning up the environment at the same time. South Bend is also reclaiming its older industrial sites for new development. The Oliver Industrial park has opened up 34 acres of land. We continue to have interest in the available lots. It will be the new home for at least one business that is currently in a former Studebaker building. Studebaker, of course, is our biggest legacy issue. Faced with massive dinosaur buildings that continued to house some business for years, but had not been kept up to code, and now could not be given away, residents kept asking when the City was going to take care of this blight. We tried to bring new companies to the complex, but none were interested in the space. We took on several structures, including the Transwestern building and Studebaker parts warehouse, but there was so much more to do. We have finally put in place the

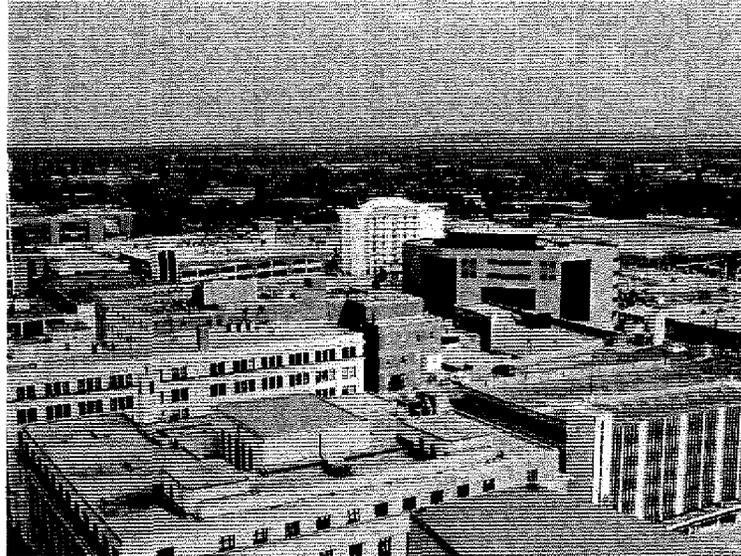


resources necessary to acquire and clear much of this area. In a few weeks we will begin demolition of the Stamping Plant, over 1.6 million sq. ft. of space on 40 acres, to create a light industrial park. Transpo will be the first investor with its new maintenance facility. But we also have arranged for a low-interest federal loan so that we can acquire and demolish the other

Studebaker buildings south of Sample Street. This loan will be paid back with CRED funds generated by new investment and jobs in the area. We are allowed to collect \$1 million a year that would have otherwise gone to the State. This support from federal and state government has been critical to implementing a plan that will open up new land for development and remove these blighting structures from our industrial core. This will be a dramatic change which will also help neighboring businesses like Exacto, which recently was honored by the Chamber as Small Business of the Year. This is a family owned business in the best Studebaker tradition of hard work and ingenuity. This area has a proud past. With new investment it will have a proud future and will become home to more businesses like Exacto.

give legislators the chance to vote on it. I ask that this plan be given the serious consideration that it deserves.

South Bend is the regional center for commerce, finance and culture. We are taking care of business, through innovative partnerships with the Chamber of Commerce and developers; through comprehensive planning; through implementing our plans – addressing longstanding needs from the Studebaker Corridor to



the Studebaker Museum, investing in neighborhoods, recreating downtown and revitalizing the commercial corridors; through strategic investments in technology and infrastructure that will keep us competitive as we prepare for a new economy that merges creativity, knowledge, education, diversity, culture, location, adaptability and data transfer; through new housing opportunities in our neighborhoods and downtown; through collaboration and communication. 2006 will be a banner year, from demolishing the Stamping Plant to building up downtown, from new retail on the South Side to new jobs on the northwest, from a Tech Park in the Northeast to a Kroc Community Center on the West Side. Planning for this family and youth center has involved individuals and institutions from the broad community. Committees are working through final details to submit the proposal for approval by Salvation Army officials. It will be a great asset for helping our children achieve their full potential. This is one area that all can agree on, our children are precious and should have every opportunity to thrive. Toward that end, I am announcing tonight that the City of South Bend will PartnerUp with the South Bend Schools. City employees will be allowed to spend an hour a week at nearby schools reading with young students. Literacy and love of learning are the best gifts that we can give the next generation. The PartnerUp program reinforces those skills and builds bonds with our children. I encourage other businesses in South Bend to join in. It will boost morale and improve performance – both for the students and the mentors. What better investment can we make?

When we make a commitment to our children, we are building for the future. We need to lead by example. The City of South Bend is committed to continuous improvement. We are in it for the long haul. We will set measurable goals. We will work our plan to achieve our common vision. We will build new partnerships and strengthen existing ones. We will be creative and committed. There is great energy in South Bend. As you can see by the maps, there are many good things going on all over town. I ask everyone to join in. Take pride in your home. Take pride in your neighborhood. Take pride in your city. This is my hometown and your hometown. South Bend is our hometown. Let's join together to keep it growing strong. Thank you.





Executive Summary

2006 Budget Summary - Revenue and Expenditures

2006 Budget Summary - Total Budget

2006 All Fund Combined Summary

Asset Dispositions

2006 Budget - Operating and Capital Expenditures

Revenue and Expenditures - Historical Comparison

Five Year Financial Forecast

Personnel Summary

EXECUTIVE SUMMARY

This Executive Summary has been prepared as a general overview of the City of South Bend's 2006 Budget. The 2006 Budget for all City funds totals \$163.4 million for operating expenditures and \$19.3 million for capital expenditures. As explained in more detail in Section D of this document, the City's current practice is to submit an operating budget to the City's Common Council during September for the fiscal year commencing the following January. A capital budget is then submitted for approval during February of the budget year. The main objective behind the delay in finalizing a capital budget stems from the City's desire to approve capital expenditures based upon actual cash on hand at the end of the fiscal year. Both the operating budget and the capital budget are approved by the Common Council through the passage of several ordinances. The budget becomes legally enacted after the City Controller receives approval from the Department of Local Government and Finance.

The City uses "funds" and "account groups" to report its financial position and the results of its operations. A fund is a separate accounting entity with a self-balancing set of accounts. An account group is a financial reporting device designed to provide accountability for certain assets and liabilities that are not recorded in the funds because they do not directly affect net expendable available financial resources.

Funds are classified into three categories: governmental, proprietary and fiduciary. Each category, in turn, is divided into separate "fund types":

Governmental funds are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked moneys ("special revenue funds"), the servicing of general long-term debt ("debt service funds") and the acquisition or construction of general fixed assets ("capital project funds"). The "general fund" is used to account for all activities of the general government not accounted for in some other fund.

Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties ("enterprise funds") or to other departments or agencies primarily within the government ("internal service funds").

Fiduciary funds ("trust and agency funds") are used to account for assets held on behalf of outside parties, including other governmental units, or on behalf of other funds within the same government unit. When these assets are held under the terms of a formal trust agreement, a pension trust fund or an expendable trust fund is used. The term "expendable" means the City is under no obligation to maintain the trust principal. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent.

The City establishes operating and/or capital budgets for thirty-three separate funds. These thirty-one budgets are grouped into six major fund types as follows: General Fund, eight Special

Revenue Funds, three Internal Service Funds, ten Capital and Debt Service Funds, two Trust and Agency Funds and nine Enterprise Funds. A description of all these funds can be found later in this section.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds and expendable trust funds are accounted for using a "current financial resources" measurement focus. Within this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

All proprietary funds and pension trust funds are accounted for on a "flow of economic resources" measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included in the balance sheet. Fund equity balances of proprietary funds (i.e., net total assets) reflect the present increases (revenues) and decreases (expenses) of the funds net total assets.

Since 2002, the City's financials have implemented the new reporting model GASB 34. Under this model the City wide statements are full accrual and fund statements are still reported under the modified accrual basis. The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred. The accrual basis of accounting is utilized by proprietary fund types and pension trust funds. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred.

The City's budget is adopted on a cash basis which is not consistent with the above described generally accepted accounting principles. Annual appropriated budgets are adopted for the thirty-three funds as mentioned above. All annual appropriations lapse at the end of the fiscal year. The level of control at which expenditures may not exceed appropriations is by object classification within the fund, except for the General Fund which is by object classification within the department of the fund. The object classifications are as follows: personal services, supplies, other services, other uses, and capital expenditures. The City's management cannot transfer appropriations within a budget without approval of the Common Council. Any revisions that alter the total expenditures by any fund or any department of the General Fund must be approved by the Common Council and the Department of Local Government & Finance.

As a result of preparing the City budgets on a cash basis (non-GAAP) as required by state law and also reporting financial results using either the modified accrual basis or the accrual basis (GAAP), major differences exist when comparing budgets to the financial statements of the City. The main differences between the cash basis (budgetary non-GAAP basis) and the accrual basis (GAAP) fall within these three categories:

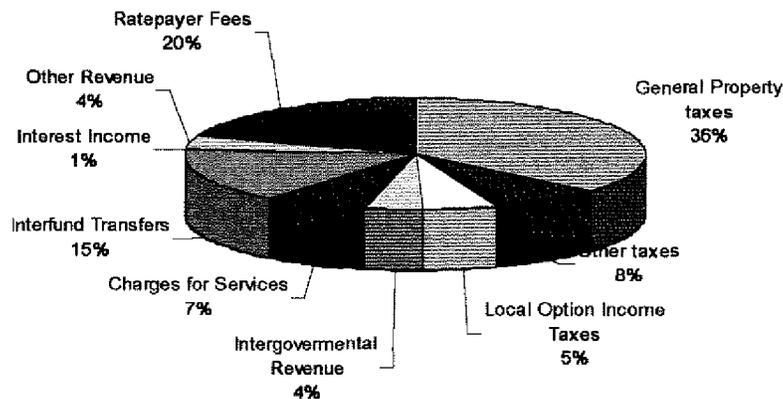
- Encumbrances are recorded as expenditures for budgetary purposes when purchase orders are issued.
- Revenues are recorded when received in cash (budgetary) as opposed to when they are subject to accrual (GAAP).
- Expenditures are recorded when paid in cash (budgetary) as opposed to when the liability is incurred (GAAP).

Included in this Financial Summary section is a historical comparison of both 2006 Capital and Operating Budgets and 2005 Original (excluding additional appropriations approved during the year) Operating and Capital Budgets along with actual results for the years 2003, 2004 and 2005. These actual results are recorded on a cash basis in order that a fair comparison can be made with the City's annual budgets. As a result of the cash basis presentation for these years, an adjustment for each fund was required to convert from the cash to the modified accrual basis in order to adequately reflect the projected fund balance at year-end. The City's 2005 financial results have not yet been audited as of the date of this publication, so no adjustments to the accrual basis have been included for 2005.

2006 REVENUE SOURCES AND SIGNIFICANT REVENUE TRENDS

The City provides the following services: public safety (police and fire), highways and streets, health and social services, culture and recreation, public improvements, planning and zoning, general administrative services, water, sewer, solid waste services, and urban redevelopment and housing. The costs incurred to provide these services are included in the City's annual budgets. The revenue required to fund these services are received from a variety of sources. The following summarizes the major sources of revenue that were budgeted to provide funding for both 2006 and 2005 expenditures (with a more detailed revenue source reported by fund found in the charts located later in this section):

2006 REVENUE BUDGET



	<u>2006 Budget</u>	<u>2005 Budget</u>
General Property Taxes	\$ 63,379,735	\$ 61,712,349
Local Option Income Taxes	9,043,914	9,570,628
Other Taxes	14,039,936	14,549,404
Fees Paid by Ratepayers (Water, Sewer, Solid Waste)	34,376,164	34,308,890
Charges for Services (User Fees)	12,424,820	12,362,720
Intergovernmental Revenue	7,316,573	6,857,019
Interest Income	1,076,531	1,208,775
Other Miscellaneous Revenue	6,494,990	6,496,657
Interfund Revenue Transferred In (from other City Funds)	26,698,824	21,552,679
Total Citywide Revenue	\$ 174,851,487	\$ 168,619,121

As shown above, the City's single largest source of revenue is generated by property taxation. This revenue calculation is based on a relationship between two variables. The first variable is the assessed property valuation of industrial, commercial and residential parcels, both real and personal property. The second variable is the application of a tax rate to arrive at the total tax levy. Taxable property is assessed at 100% of the true tax value. The City's maximum tax levy is restricted by Indiana Law (as explained in the transmittal letter), with certain adjustments and restrictions. Total anticipated general property tax revenue of \$63.4 million for 2006 will be allocated to the following "civil city" funds for general operations: General Fund, Park and Recreation Department, Police and Firefighters Pension Funds and Cumulative Capital Development Fund. In addition, a separate tax levy is budgeted for the City's Redevelopment Authority District outstanding debt obligations which include the Studebaker Corridor Bond and the College Football Hall of Fame Bond.

Property tax revenue has been budgeted for the past three years as follows:

	<u>2006 Budget</u>	<u>2005 Budget</u>	<u>2004 Budget</u>
General Fund	\$ 49,058,785	47,678,892	46,169,437
Parks and Recreation Fund	8,365,716	8,054,012	7,714,571
Police Pension Fund	1,398,129	1,345,896	1,289,172
Firefighters Pension Fund	1,556,681	1,499,712	1,436,506
Cumulative Capital Dev. Fund	1,074,522	1,345,896	1,003,664
Total Civil City Property Taxes	\$ 61,453,833	59,924,408	57,613,350
Studebaker Corridor Bond	585,427	644,403	636,401
Football Hall of Fame Bond	1,340,475	1,421,609	1,366,932
Total Property Taxes	\$ 63,379,735	61,990,420	59,616,683
Total Property Taxes Collected	n/a	58,309,877	58,430,824
% of Property Taxes Collected	n/a	94.1%	86.3%

In 2002, the General Assembly passed HB 1001 revising the maximum levy increase for property taxes. The bill allows maximum levies to increase by the six year average annual growth in Indiana personal income, as calculated the U.S. Bureau of Economic Analysis, with a 6% maximum. Total budgeted property taxes have not increased annually by the full 6% allowable by

state law over the past several years. Growth for 2003, 2004 and 2005 was limited to 4.8%, 4.7% and 4.4% respectively. For 2007, the City has been informed to anticipate a property tax increase of 3.6%. Beyond 2007, the General Assembly amended HB 1001 to provide for a 2% cap on property taxes for all residential property beginning in 2008. This cap is mandatory for all property types beginning in 2009 pay 2010. The estimated reduction in property tax revenue to the City in 2008 is estimated between \$6 and \$8 million. As more fully discussed below, the City's Common Council has passed ordinances that established two new local option income taxes. These local option income taxes will eventually generate enough funds to reduce the heavy reliance the City currently needs to place on property taxes to fund a majority of the services provided by the City. Approximately 75% and 71% of the General Fund and Park Department revenue, respectively, are funded by property taxes. It is anticipated that it will take several years before these newly enacted taxes will be at a level that will make it possible to reduce the need to increase the City's total tax levy up to the maximum 5% each year. In the meantime, the City continues to search for other sources of revenue to reduce its reliance on property taxes.

As mentioned above, the City currently has available a major new source of revenue in the form of the County Option Income Tax (which was enacted effective July 1, 1997) and the Economic Development Income Tax (enacted effective July 1, 1995 and increased effective July 1, 1997). These two relatively new countywide taxes have allowed the City to shift a portion of its capital expenditure funding from the General Fund to these two Capital Funds. The County Option Income Tax rate was phased in over a four-year period, increasing from two tenths of a percent (0.2%) of adjusted gross income to its current rate of six tenths of a percent (0.6%), and, when combined with the Economic Development Income Tax, the total tax is eight tenths of one percent (0.8%) of the county taxpayers' adjusted gross income. The maximum combined rate for these two income taxes could be 1% of adjusted gross income if the Economic Development Income Tax was raised to its limit (0.4%) by the County Income Tax Council.

Both of the local option income taxes are collected and administered by the Indiana Department of State Revenue. This department is required to estimate by July 1 of each year the amount of revenue to be received by the County during the following year. This estimate is referred to as the Acertified distribution@ and it becomes an amount that the County can be guaranteed to receive. The County then allocates these receipts based upon property tax levies as described below. This allocated certified amount is the amount budgeted by the City for both taxes. These two option income taxes have generated and are projected to generate the following annual revenue streams as a direct result of increasing tax rates (no income growth rate has been factored into these projections):

- Economic Development Income Tax (EDIT): Actual receipts for 2002, 2003, 2004 and 2005 were \$5,462,867, \$3,689,202, \$3,448,688 and \$3,464,152 respectively. The 2006 budget projects receipts to be \$3,498,794 and this is the anticipated level to be collected each year, assuming the current rate of two tenths of one percent and no growth rate. The 2002 receipts included a one time distribution of \$1,506,173. This increase from the State is a "catch-up" from prior year conservative estimates. This tax is allocated between the County and the cities and towns in the County based on the proportionate amounts of property tax levy for each unit. The budgeted 2006 City's portion is 37.9%. Any future change in the actual annual amount of adjusted gross income reported by county taxpayers would have a direct impact on the amount of EDIT taxes collected. Another possible impact on the amount of EDIT funds received in the future would be a result of an EDIT rate change if approved by the County Income Tax Council.

- **County Option Income Tax (COIT):** These countywide taxes are allocated (net of homestead credits that are explained later) between all taxing units within the County based on the proportionate amounts of property tax levy for each taxing unit. Actual City receipts for 2002, 2003, 2004 and 2005 were \$9,531,190, \$8,015,302, \$7,001,198 and \$5,695,618 respectively. The 2006 Budget includes receipts of \$5,545,120. The actual receipts in 2002 included a one time distribution of \$2,409,701. This increase from the State is a "catch-up" from prior year conservative estimates. Projected revenue streams do not include any growth rate assumptions for years beyond 2007.

The City would not have supported the new County Option Income Tax if it had not been accompanied by a tandem ordinance which established an additional 6% homestead credit for property taxpayers. This additional homestead credit increased to 7% and 8% in 1999 and 2000, respectively, and then remains at 8% thereafter. Thus, as a result of the passage of this new tax, City property taxpayers were provided relief through a reduction in their property tax bills while the City was provided with an additional source of revenue that will eventually slow the growth of future property tax rate increases.

Other taxes received from the State of Indiana and allocated to various funds within the City in 2006 include the following: auto and commercial vehicle excise taxes (\$4,113,042), gasoline tax (\$4,522,636), cigarette tax (\$477,506), financial institutions tax (\$154,379), alcohol gallonage/state liquor excise taxes (\$316,656) and gaming proceeds revenue (\$679,690). In the State budget, adopted by the General Assembly, little additional funds have been available for Local Roads & Street Funds for both the City and County. Therefore, in 2003 the County adopted a local wheel tax which is based upon vehicle registration. The dollars allocated to the City, \$1,925,000 budgeted in 2006, will be used to repair and resurface City roads to keep them at appropriate levels. The remaining taxes listed above are not anticipated to change significantly over the next several years. However, the St. Joseph County Council has voted to rescind the wheel tax in anticipation of receiving a State distribution related to the lease of Indiana's only toll road. South Bend expects to receive a one-time distribution of \$12.5 million in October 2006 for the construction of roads and economic development projects. The County Council's action was vetoed by the St. Joseph County Commissioners and it is uncertain at this time whether or not the wheel tax will be permanently rescinded. The 2006 anticipated levels reflect modest increases from the prior year and follow general guidelines provided by the State of Indiana. One additional tax included in this category is the County's Hotel / Motel Tax, which is budgeted at \$1,851,027 for 2006. This tax, which represents a portion of the 6% tax assessed against hotel and motel billings within the County, is projected to grow at a modest 2 to 3% per year. The City's portion of the Hotel / Motel Tax is utilized to support operational costs for the Century Center and marketing costs for the College Football Hall of Fame.

Another significant source of revenue is fees received from rate payers for services provided for water, sewer and solid waste pick-up. The \$34.4 million anticipated revenue for 2006 breaks down as follows: \$15,396,505 for Sewage Works, \$14,344,217 for Water Works, \$4,045,134 for the Solid Waste Removal and Recycling Program, \$1,487,000 for the Water and Sewer Insurance Programs and the remaining \$154,440 for Project Releaf (a program providing leaf pick-up throughout the City). Revenue collected from rate payers is generally determined by either a flat fee charged per month for the service provided (Solid Waste, Releaf Program and Water/Sewer Insurance) or by multiplying the volume of services utilized by the current utility rate (water and sewage).

The City is not anticipating any significant increase in volume of services provided by the utilities

over the next several years. Volume increases will be generated through future annexations and overall growth within the City which cannot be accurately projected at this time. Future revenue can also be impacted by any rate change that may be enacted beyond 2006. Rate increases or decreases are determined on a case by case basis and can be impacted by either capital needs or funding of ongoing operational expenses.

The South Bend Water Works received approval from the Indiana Utility Regulatory Commission to increase its water utility rates and charges effective 2006. The average water rate increase was approximately 21.77% over the prior rate. Although this sounds significant, the City of South Bend remained in the lower percentile in regards to water rates charged by other municipalities throughout Indiana. After the rate increase, South Bend's water rates ranked sixth lowest out of the twenty largest cities in Indiana. It had previously ranked fourth lowest prior to this 21.77% increase. This increase will be used to fund new debt of \$4,710,000 to be issued for additions, extensions and improvement for the City's Waterworks. The City is in the very early stages of determining if a future rate increase will be needed to cover the growing operations and maintenance costs anticipated in the years 2007 and beyond.

In November 2005, a Sewer rate increase was enacted for 2006, 2007, 2008 and 2009. The overall revenue enhancement with the rate ranges from 29% in 2006 to 9% in 2009. The City engaged independent consultants in 2002 to perform a Cost of Service Study which adjusted fixed vs variable costs and other allocations. The rates were adjusted in 2004 by 24% and in 2005 by 5%. This was the first increase in 15 years. The financial analysis was updated during 2005 and the phase in of rates over the next four years was recommended to fund new debt service. The City's new sewer rates are projected to rank number four out of the five largest cities in Indiana as of August 2005.

Over the next four years a series of sewer bonds will be issued totaling \$56,380,000. Proceeds of the bonds will be used to address the city's Combined Sewer Overflow (CSO) issues. The initial series will be issued in June 2006 in the amount of \$7,630,000. These capital expenditures are necessary to enhance present and future needs and to maintain the highest level of quality and quantity acceptable for the community. The bond will be issued for capital needs only - not for operations or maintenance.

In late 1998, the County's Solid Waste Management District enacted a mandatory recycling program for all county residents. This program is expected to have a significantly positive impact on the City's future landfill costs. As a result of the anticipated cost savings resulting from City residents' participation in this countywide recycling program, a rate increase may now be delayed for an undetermined amount of time. Results of the recycling program will be reviewed prior to any final determination of future solid waste pick-up fees.

As mentioned earlier, the City is always looking for other sources of revenue that would reduce its reliance on property taxes. A viable source of revenue is from user fees and/or charges for services currently being performed. The City has included in its 2006 budget \$12.4 million of revenue from user fees that are currently in place. It is the City's desire to establish all user charges and fees at a level closely related to the full cost of providing the services while taking into consideration similar charges/fees being levied by other public and private providers. The City recalculates, on an annual basis, the full costs of activities supported by user fees (including the Parks Department, EMS ambulance services, Building Department and the Century Center among others) to identify the impact of inflation and other cost increases. It then revises user fees accordingly. As a result, overall charges for services and user fee revenues are anticipated to

increase in line with annual operating and capital budgets.

Intergovernmental revenue of \$7.3 million budgeted in 2006 mainly consists of pension relief distributions received from the State of Indiana for city-funded police and firefighters' pension plans (\$5.6 million) plus grants received from local, state or federal agencies (\$1.7 million). The State's pension relief funds are supported by a variety of revenue sources including cigarette taxes and lottery proceeds. These funds are distributed to cities within the state based upon complicated formulas that take into consideration the City's pay-as-you-go pension costs, funding for statewide pension plans and several other variables. As reported for the past several years, the City's Police and Fire Pension Funds continue to experience funding shortfalls as a result of the increasing number of retirees that are receiving pension benefits coupled with the base pay increases for the Police and Firefighters on which the pension payments are determined. Recent changes enacted by new state pension laws have had a positive impact on the overall funding of these funds. In 2006, the General Assembly enacted SEA 260 which guarantees that 50% of the pension payments the City makes will be reimbursed by the State in the current year. This law provides for this type of distribution through 2008. In 2001 SEA 524 was adopted allowing for the distribution of the interest earned on the Public Deposit Insurance Fund. The total budgeted, for both pension funds in 2006 is \$170,000 for this new revenue source. The grants received from local, state or federal agencies are generally one year commitments and thus projecting this stream of revenue with any degree of certainty is difficult.

As mentioned in other sections of this document, the City is committed to preserving its cash reserves and investing these funds in order to maximize investment returns. As a result, the City is budgeting 2006 revenues from investment income of approximately \$1.1 million. The City has assumed an overall investment rate of 2.5% for 2006. Historically, the City has been very conservative in its interest income revenue projection. Through fiscally responsible cash management and sound investments, the City once again believes that its 2006 interest income budget will be met and exceeded.

2006 EXPENDITURE BUDGET - SIGNIFICANT ISSUES AND HIGHLIGHTS

The 2006 Operating Budget is balanced and financially conservative. It continues the City's commitment to provide high quality, dependable services while directing available resources to service areas experiencing the greatest demand. The trend is to build upon what has already become a strong base. This budget addresses current and future community needs and balances service demands with conservative financial management. The City continually strives to "live within its means" while providing strong, responsible leadership and offering efficient city services.

Early on in the budgeting process, the Mayor set forth general guidelines that were communicated to department managers and fiscal staff before budgets were submitted to the City Controller. The Mayor emphasized his expectations of sound financial and operational decision making by his staff. He reminded City Managers that each of the eight citywide goals must remain at the forefront while preparing this year's budget. The three key points that the Mayor stressed for the 2006 Operating Budget were as follows: no increases in staff unless new or expanded services were to be added or additional costs were necessary due to legislative mandates; there was zero growth in the category of supplies (unless new services were to be provided); and a targeted reduction of 5% in expenditures for the other services category (unless new services were to be provided). As a result, the City budgeted the costs anticipated to fund all the services it currently provides as well as a few programs that have been modestly expanded. No services have been

eliminated in this year's budget. Traditionally, the City prepares a conservative budget which includes the assumption that all personnel positions are filled for the entire year. This is an important assumption to note since personnel costs (salary and benefits) represent 50.6% of the total 2006 Operating & Capital Budget.

The remaining portion of this summary identifies significant items and/or highlights that are worth noting when reviewing the City's 2006 Budget. These comments are intended to help the reader better understand the opportunities and challenges faced by the City Administration when developing this budget.

- This year's revenue budget reflects a 3.9 percent property tax levy increase for the civil city funds. Starting in 2003, assessed valuations for all cities state wide converted their assessed values from 33 percent to 100 percent or market value. This conversion will have no effect on total dollars. Assessed values will increase and tax rates will decrease. The purpose of this conversion is to have assessed values equal true tax value.
- General Fund revenue, when excluding property taxes, is anticipated to increase by \$1,126,021 (7.9%). Payment in Lieu of Taxes (which is paid by South Bend Water Works and Sewage Works to the General Fund) reflects an increase of \$248,612 or 9.6%. Fees collected from the County for EMS services (recorded as revenue) have increased by \$35,520 (2%) reflecting the increased cost for that service. Revenue from the Palais Royale Ballroom Center is projected to be \$450,240, this is an increase of \$5,240 (1.2%). The Ballroom expenses decreased by \$24,034 (-4.3%). The Ballroom's operational deficit is budgeted to be \$80,232 in 2006. This operational subsidy is funded by the General Fund.
- Increased personnel costs in 2006 include an overall average increase in base salary of 2.5% for all Police Officers (first of a three year contract), an average increase of 2% for all Firefighters (first of three year contract). Both Police and Fire contracts were negotiated in 2005. A 4.3% base pay increase for the Teamsters (fourth year of four year contract) and salary increases for non-bargaining employees of 2.0% (with some exceptions identified in the salary ordinance).
- The number of full-time equivalent (FTE) employees has decreased by 6 FTEs from last year's budget. In the recent budgets the City has tried to cut expenditures by consolidating positions where appropriate. The City has made these changes through attrition.
- The Mayor's 2006 general budget guidelines for expenditures included no increase for supplies and 5% reduction in other services unless unusual circumstances existed within a specific department or fund. For any increases the Mayor has asked every department to try to cover these expenses within fund or department by decreasing expenses, other than personnel and unusual circumstances.
- The Self-Insurance Employee Benefit Fund continues to experience sizeable increases in health insurance claim expenditures. In the 2006 budget the City increased the "the employer" portion by 17.1% for Non Bargaining and Teamsters and 26.4% for Police and Fire charged to each City department. This aggressive increase along with City wide

education on wellness has allowed the “employer” portion to remain under 12% for all City employees. The City will continue to closely monitor this fund and will act when possible to curb anticipated increases in health care costs.

- The City’s Liability Insurance Reserve Fund reflects an overall increase in expenditures of 3% from the prior year’s budget. This increase is based upon current year trends, historical information (five year averages) and consideration of pending claims. The City is currently trying to settle several significant claims filed against the City over the past several years. These specific claims have not been included in the 2006 Budget due to the uncertainty as to the amount and timing of any potential settlement. Any unusually high claim will need to be paid out of this fund’s reserve cash balance which stood at \$2,284,411 as of December 31, 2005.

Fire and Police Pension Funds

- Although the budgets for the Police and Fire Pension Funds have been favorably impacted in comparison to prior years’ budgets as a result of recent changes enacted by the new state pension law, these two funds will continue to be underfunded in the future years unless additional changes are made either by the State and/or through funding decisions within the City budget process. As the historical comparison report (included later in this section) shows, the fund balances for these two pensions have steadily decreased over the years as a result of pension payments outpacing revenues supporting these expenditures. It remains as one of the major funding issues for the future. The recent passage of a state bill that shifts pension payments for certain retirees from the city to the state (with future payments for these retirees to be made from a cost-sharing, multiple employer pension system administered by the Indiana Public Employees’ Retirement Fund) has helped; however, it has not eliminated future funding concerns.
- Prior to the passage of this bill, all City police officers and firefighters hired before May 1, 1977, participated in two single-employer defined benefit pension plans. Employees with twenty years of service could retire regardless of age and were entitled to full benefits. Benefits are based on actual years of service (twenty or more) and range from 50 to 74% of the current salary of first-class patrolman or firefighter. These plans also provide for disability and death benefits. Covered employees are required by statute to contribute 6% of their salary. Indiana’s state statute also requires annual employer contributions in an amount sufficient to fund projected benefits to be paid during that year on a pay-as-you-go basis. As part of the police and firefighters pension reform legislation in 1977, the State created a pension relief fund. The State distributions from this fund are to provide assistance to cities in meeting their employers’ contribution requirements on a pay-as-you-go basis for these pension plans. Funding for this pension relief is provided by the state utilizing cigarette tax, liquor excise tax and other state revenue. This state pension relief revenue, along with City property taxes and employee contributions, was used to fund the City’s current pension payments. However, due to the increased number of retirees that were employed prior to 1977, the pension payments were growing at a faster pace than the revenues supporting these payments. As a result, the Police and Fire Pension Fund balances were expected to be fully utilized by as early as 2001. It was necessary to begin to utilize General Fund dollars to support these two pension funds starting in 2000 and again for the 2006 budget. Even with the enactment of two new State pension laws, described earlier, the City still had to transfer dollars from General Fund to support these Pension Funds. For the 2006 Budget the General Fund will transfer \$1,300,000 to the Police Pension Fund and \$1,100,000 to the Fire Pension Fund. The estimates for the

interfund transfers for both Fire and Police Pension are \$3.8 million for 2007.

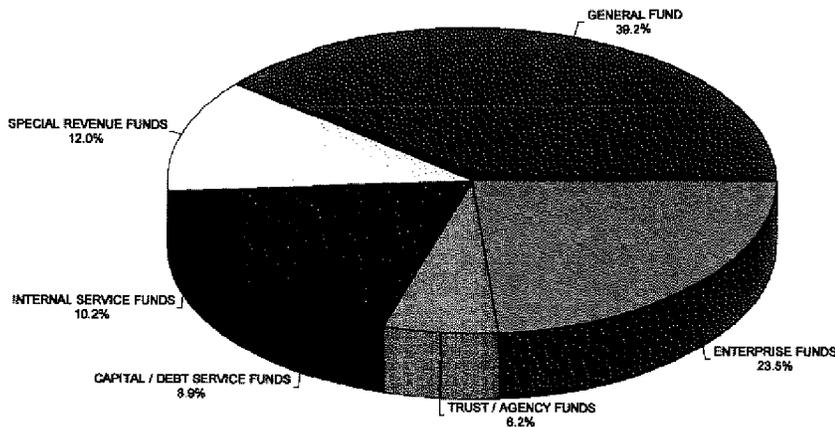
- The new state law that was passed in early 1998 has had the effect of shifting the responsibility for pension payments for certain police and firefighters from the City's pay-as-you-go pension plan to the State's 1977 Pension Plan. The pensioners that are impacted are those police and firefighters that have retired (or became disabled) before July 1, 1998 and have already opted to convert to the 1977 fund when the fund was established (even though the City was still financially responsible for all pension payments for those that had chosen to convert to the new plan). The City estimates that this change in pension payment responsibility will save the City approximately \$1.5 million on an annual basis during the lifetime of those affected pensioners and their dependents. At this time, the City does not know how this bill will impact the state pension relief funds the City anticipates to receive in the years to come.

Following this Executive Summary, the reader will find the 2006 Budget Summary, along with each fund's projected annual revenue. A fund description summary precedes the 2006 Expenditure Budget by major classification as it was adopted by the City's Common Council. Following the 2006 Budget by Fund, a historical comparison of each fund's revenue and expenditures for the years 2003, 2004, and 2005 along with the 2005 original (i.e., excluding additional appropriations approved during the year) budget, will provide the reader with a broad view of the City's financial trends. Also included in this section is a multi-year forecast of revenue and expenditures for the City's budgeted funds. This has been provided, along with an explanation of the general assumptions used, in order to give the reader a better understanding of the City's projected financial future. This section ends with a personnel summary that provides historical data on staffing levels for the past three years.

**THE CITY OF SOUTH BEND
2006 BUDGET SUMMARY - REVENUE AND EXPENDITURES**

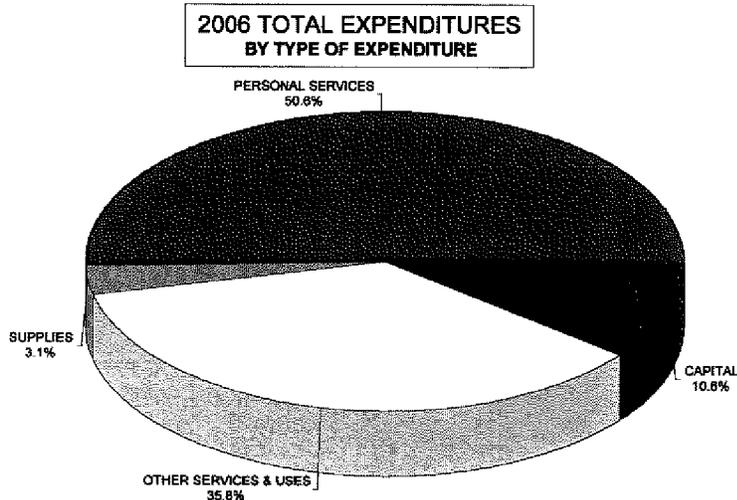
	2006 ANTICIPATED REVENUE	2006 OPERATING BUDGET	2006 OPERATING SURPLUS / (DEFICIENCY)	2006 CAPITAL BUDGET	2006 OPERATING & CAPITAL BUDGET
GENERAL FUND	\$85,550,889	66,594,558	(43,669)	6,000,000	71,594,558
SPECIAL REVENUE FUNDS:					
Park and Recreation Department (4 funds)	12,744,143	11,767,011	977,132	428,000	12,195,011
Motor Vehicle Highway Fund	3,783,571	3,719,189	64,402	0	3,719,189
Community & Economic Development Admin	2,780,242	2,780,242	0	0	2,780,242
Human Rights - Federal Grants	207,300	189,439	17,861	0	189,439
Local Roads and Streets	3,123,005	0	3,123,005	3,023,000	3,023,000
INTERNAL SERVICE FUNDS:					
Liability Insurance Premium Reserve	2,342,460	2,342,320	140	0	2,342,320
Self-Funded Employee Benefits	13,193,374	13,189,861	3,513	0	13,189,861
Central Services	3,181,477	3,181,377	100	0	3,181,377
CAPITAL / DEBT SERVICE FUNDS:					
Studebaker Corridor Bond	620,732	330,660	290,072	0	330,660
College Football Hall of Fame Bond	1,418,483	1,406,900	11,583	0	1,406,900
College Football Hall of Fame (transfer)	841,177	632,000	209,177	0	632,000
County Option Income Tax	5,665,120	3,095,081	2,570,039	3,549,774	6,644,855
Cumulative Capital Development Fund	1,175,200	449,950	725,250	936,675	1,386,625
Cumulative Capital Improvement Fund	575,106	591,883	(16,777)	0	591,883
Economic Development Income Tax	3,661,794	3,322,893	338,901	226,000	3,548,893
Emergency Medical Services Capital	1,426,800	434,202	992,598	911,597	1,345,799
Morris Performing Arts Center Capital	n/a	0	0	76,250	76,250
Park Department Non-Reverting Capital	272,000	0	272,000	274,500	274,500
Coveleski Stadium Capital	n/a	0	0	0	0
TRUST / AGENCY FUNDS:					
Fire Pension Fund	5,661,180	5,583,749	77,411	0	5,583,749
Police Pension Fund	5,764,311	5,696,883	67,428	0	5,696,883
City Cemetery Trust Fund	n/a	0	0	0	0
ENTERPRISE FUNDS:					
Consolidated Building Fund	1,414,240	1,352,231	62,009	40,400	1,392,631
Parking Garage Fund	793,352	575,940	217,412	0	575,940
Solid Waste	4,124,344	4,358,362	(234,018)	0	4,358,362
Water Works	14,501,217	13,024,944	1,476,273	549,400	13,574,344
Utility Insurance Funds	1,610,700	1,600,066	10,634	0	1,600,066
Sewage / Wastewater Works	15,165,815	14,880,717	285,098	3,296,000	18,176,717
Project Relief	154,440	273,874	(119,434)	0	273,874
Century Center	3,099,035	3,070,617	28,418	0	3,070,617
	<u>\$174,851,487</u>	<u>163,444,929</u>	<u>11,406,558</u>	<u>19,311,596</u>	<u>182,756,525</u>

**2006 TOTAL EXPENDITURES
BY FUND TYPE**



THE CITY OF SOUTH BEND
2006 BUDGET SUMMARY - TOTAL EXPENDITURES BY TYPE

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL
GENERAL FUND	\$50,509,574	1,930,440	13,154,544	6,000,000	71,594,558
SPECIAL REVENUE FUNDS:					
Park and Recreation Department (4 funds)	7,669,408	1,550,613	2,546,990	428,000	12,195,011
Motor Vehicle Highway Fund	3,403,162	78,480	237,527	0	3,719,169
Community & Economic Development Admin	2,432,186	39,450	308,606	0	2,780,242
Human Rights - Federal Grants	82,281	2,800	104,358	0	189,439
Local Roads and Streets	0	0	0	3,023,000	3,023,000
INTERNAL SERVICE FUNDS:					
Liability Insurance Premium Reserve	166,815	5,837	2,169,668	0	2,342,320
Self-Funded Employee Benefits	103,358	7,612	13,078,891	0	13,189,861
Central Services	2,618,271	189,503	373,603	0	3,181,377
CAPITAL / DEBT SERVICE FUNDS:					
Studebaker Corridor Bond	0	0	330,660	0	330,660
College Football Hall of Fame Bond	0	0	1,406,900	0	1,406,900
College Football Hall of Fame (transfer)	0	0	632,000	0	632,000
County Option Income Tax	0	0	3,095,081	3,549,774	6,644,855
Cumulative Capital Development Fund	0	0	449,950	936,675	1,386,625
Cumulative Capital Improvement Fund	0	0	591,883	0	591,883
Economic Development Income Tax	0	0	3,322,893	226,000	3,548,893
Emergency Medical Services Capital	0	0	434,202	911,597	1,345,799
Morris Performing Arts Center Capital	0	0	0	76,250	76,250
Park Department Non-Reverting Capital	0	0	0	274,500	274,500
Coveleski Stadium Capital	0	0	0	0	0
TRUST / AGENCY FUNDS:					
Fire Pension Fund	5,578,958	200	4,591	0	5,583,749
Police Pension Fund	5,893,208	1,100	2,575	0	5,896,883
City Cemetery Trust Fund	0	0	0	0	0
ENTERPRISE FUNDS:					
Consolidated Building Fund	1,195,525	33,280	123,426	40,400	1,392,631
Parking Garage Fund	205,239	12,012	358,689	0	575,940
Solid Waste	1,635,259	194,800	2,526,303	0	4,356,362
Water Works	4,391,381	532,700	8,100,863	549,400	13,574,344
Utility Insurance Funds	109,299	2,084	1,488,683	0	1,800,066
Sewage / Wastewater Works	4,641,580	967,250	9,271,887	3,296,000	18,176,717
Project Releaf	64,740	4,637	204,497	0	273,874
Century Center	1,931,917	121,695	1,017,005	0	3,070,617
	<u>\$92,432,161</u>	<u>5,674,493</u>	<u>65,338,275</u>	<u>19,311,596</u>	<u>182,756,525</u>



**2006 ALL FUNDS COMBINED SUMMARY
OF REVENUES, EXPENDITURES AND FUND BALANCE**

	GENERAL FUND	SPECIAL REVENUE	INTERNAL SERVICE	CAPITAL & DEBT FUNDS	TRUST/ AGENCY FUNDS	ENTERPRISE FUNDS	TOTAL
Revenues by Type							
Property taxes	\$49,058,785	\$8,365,716	\$0	\$3,000,424	\$2,954,810	\$0	\$63,379,735
Other taxes:							
Auto Excise Tax	2,459,582	466,348	0	167,970	164,729	0	3,258,627
Commercial Vehicle Excise Tax	671,451	117,731	0	23,636	41,597	0	854,415
Gasoline Tax	0	3,334,631	0	1,188,005	0	0	4,522,636
Cigarette Tax	102,400	0	0	375,106	0	0	477,506
Gaming Proceeds	679,690	0	0	0	0	0	679,690
Financial Institution	127,656	17,984	0	2,385	6,354	0	154,379
Alcohol tax	316,656	0	0	0	0	0	316,656
Wheel Tax	0	0	0	1,925,000	0	0	1,925,000
Hotel/Motel Tax	0	0	0	615,177	0	1,235,850	1,851,027
Total Other Taxes	<u>4,357,435</u>	<u>3,936,692</u>	<u>0</u>	<u>4,297,279</u>	<u>212,680</u>	<u>1,235,850</u>	<u>14,039,936</u>
Local Income Taxes (COIT & EDIT)	0	0	0	9,043,914	0	0	9,043,914
Intergovernmental Revenue	370,000	952,376	0	370,000	5,624,197	0	7,316,573
Charges for services (excluding Utilities)	2,913,740	4,583,605	0	1,400,000	0	3,527,475	12,424,820
Interfund transfers (for services provided)	5,548,499	1,915,617	16,167,336	0	2,400,000	667,372	26,668,824
Interest Income	300,000	3,000	66,000	196,000	175,000	336,531	1,076,531
Other Revenue	3,002,430	30,250	2,483,975	199,800	58,784	719,751	6,494,990
Utility Ratepayer fees	0	0	0	0	0	34,376,164	34,376,164
TOTAL REVENUE	<u>65,550,889</u>	<u>19,787,256</u>	<u>18,717,311</u>	<u>18,507,417</u>	<u>11,425,471</u>	<u>40,863,143</u>	<u>174,851,487</u>
Expenditures by Category							
Personal Services	50,509,574	13,587,037	2,888,444	0	11,272,166	14,174,940	92,432,161
Supplies	1,930,440	1,671,343	202,952	0	1,300	1,868,458	5,674,493
Other Charges	9,373,760	2,790,861	15,241,456	9,101,569	7,166	16,847,526	53,362,438
Other Uses	3,780,784	406,620	380,706	1,162,000	0	6,245,727	11,975,837
Capital	6,000,000	3,451,000	0	5,974,796	0	3,885,800	19,311,596
TOTAL EXPENDITURES	<u>71,594,558</u>	<u>21,906,661</u>	<u>18,713,558</u>	<u>16,238,365</u>	<u>11,280,632</u>	<u>43,022,551</u>	<u>182,758,525</u>
Excess of Revenues Over(Under) Expenditures	(6,043,669)	(2,119,605)	3,753	2,269,052	144,839	(2,159,408)	(7,905,038)
Beginning Fund/Equity Balance	5,403,306	(1,116,027)	1,250,099	3,065,883	882,032	111,089,689	120,574,979
Ending Fund/Equity Balance	<u>(\$640,363)</u>	<u>(\$3,235,632)</u>	<u>\$1,253,852</u>	<u>\$5,334,935</u>	<u>\$1,026,871</u>	<u>\$108,930,281</u>	<u>\$112,669,941</u>

FUND DESCRIPTION SUMMARY

GENERAL FUND - To account for all financial resources of the City of South Bend except for those required to be accounted for in another fund. Many of the traditional services of government are funded through the General Fund, primarily public safety (Police and Fire Departments), the Engineering Department and other general Civil City functions including Elected Officials, the Controller's Department, the Legal Department and Neighborhood Code Enforcement.

SPECIAL REVENUE FUNDS:

Park and Recreation (Park Department, Non-reverting Recreation and Special Events) - To account for the operation of the city park system and for citywide recreational activities. Financing is provided by a specific annual property tax levy to the extent that user fees and miscellaneous revenues are insufficient to provide such financing.

Motor Vehicle Highway - To account for street construction and the operations of the street maintenance department. Financing is provided by state motor vehicle highway distributions.

Community & Economic Development - To account for revenues received from the U.S. Department of Housing and Urban Development related to community development and improvement and to fund activities performed throughout the city to promote community and economic development.

Human Rights - Federal Grants - To account for operating costs for a portion of the Human Rights Department that is federally funded through the Equal Employment Opportunity Commission and Housing and Urban Development.

Local Roads and Streets - To account for operation and maintenance of local and arterial road and street systems. Financing is provided by state gasoline tax distributions.

INTERNAL SERVICE FUNDS:

Liability Insurance Premium Reserve - To account for expenses related to maintaining the City's self-funded liability insurance including administrative costs, claims and premiums paid. Funding is provided by assessments to certain other City funds.

Self-funded Employee Benefits - To account for employer and employees' contributions for a medical insurance plan as well as other employee benefits. Funding is provided by assessments to certain other City funds as well as receipts from employees representing their share of the cost to provide their chosen benefits.

Central Services - To account for expenses related to fuel, vehicle and radio equipment repairs,

print shop services and various supplies and services provided to City departments on a cost-reimbursement basis. Funding is provided by assessments to certain other City funds.

CAPITAL / DEBT SERVICE FUNDS:

Redevelopment Bond - Studebaker Corridor - To accumulate monies for payment of Redevelopment District general obligation bonds which are serial bonds due in semiannual installments through 2006. Financing is provided by an annual property tax levy.

Redevelopment Bond - College Football Hall of Fame - To accumulate monies for payment of Redevelopment District lease rental revenue bonds. The refunding bonds are payable as to principal and interest from the rental payments under a lease between the Redevelopment Authority (as lessor) and the Redevelopment Commission (as lessee). The Commission is obligated to make lease payments semiannually, to make an annual appropriation and levy a tax at a rate to provide sufficient money to pay such lease payments from unlimited ad valorem taxes. These lease payments will be used to pay the principal and interest due on these outstanding bonds through 2018.

College Football Hall of Fame (transfer) - To accumulate the Hotel/Motel Tax Funds and Professional Sports Development Funds that are designated to be used by the College Football Hall of Fame. These funds will be transferred to the National Football Foundation (NFF) once an agreement is finalized between the City and the NFF that calls for the NFF to take over the responsibility for operational costs for the Hall of Fame. Ultimately these funds will be used for operations and capital needs at the Hall.

County Option Income Tax - To accumulate monies for payment of expenditures relating to various programs/projects such as public safety enhancement, economic development infrastructure, public works improvements, neighborhood improvement programs and other similar projects. Financing is provided by the City's share of the County Option Income Tax.

Cumulative Capital Development - To account for expenditures relating to the purchase or lease of capital improvements in the City. Financing is provided by a specific property tax levy.

Cumulative Capital Improvement - To account for state cigarette tax distributions used for improvement projects or for the payment of debt incurred for improvements to City property.

Economic Development Income Tax - To accumulate monies for payment of expenditures relating to various programs/projects such as Economic Development Administration grants, neighborhood development, municipal facility development, community facility development, early bond retirement funding, economic development projects and other similar projects. Financing is provided by the City's share of the Economic Development Income Tax.

Emergency Medical Services Capital - To account for purchases and maintenance of necessary equipment for the Fire Department and Emergency Medical Services Department. Financing is provided by ambulance fees.

Morris Performing Arts Center Capital - To accumulate monies for major repairs and capital improvements to the Morris Performing Arts Center. Financing is provided by a surcharge on ticket sales for events held at the facility.

Park Department Non-reverting Capital - To account for revenue collected by the Park Department that is specifically dedicated to fund certain Park Department capital needs.

Coveleski Regional Stadium Capital - To account for expenditures related to the maintenance and improvement of the baseball stadium. Financing is provided by a portion of the City's rental charge for use of the stadium and a percentage of Coveleski Regional Stadium revenues.

TRUST AND AGENCY FUNDS:

Firefighters= Pension - To account for the provision of retirement and disability benefits to firefighters hired prior to May 1, 1977. Financing is provided by mandatory contributions by active members, state pension relief distributions, and a specific annual property tax levy.

Police Pension - To account for the provision of retirement and disability benefits to police officers hired prior to May 1, 1977. Financing is provided by mandatory contributions by active members, state pension relief distributions, and a specific annual property tax levy.

City Cemetery Trust Fund - To account for donations and a portion of the proceeds from the sale of cemetery lots. These funds are available for maintenance of City cemeteries.

ENTERPRISE FUNDS:

Consolidated Building - To account for the operation of the consolidated St. Joseph County/South Bend Building Department.

Parking Garage - To account for the operation and maintenance of three of the City's downtown parking garages and various off-street parking activity.

Solid Waste - To account for the provision of solid waste removal and recycling services. The area serviced by the utility is primarily contiguous with the City limits.

Water Works - To account for the provision of water services. The area serviced by the utility is primarily contiguous with the City limits.

Utility Insurance (Water Fund and Sewage Fund) - To account for the cost of necessary repairs incurred on behalf of the utility (water and sewage) rate payers. Financing is received from the utility rate payers in the form of insurance premiums and deductibles.

Sewage / Wastewater Works - To account for the provision of sewage services. The utility service area is primarily contiguous with the City limits.

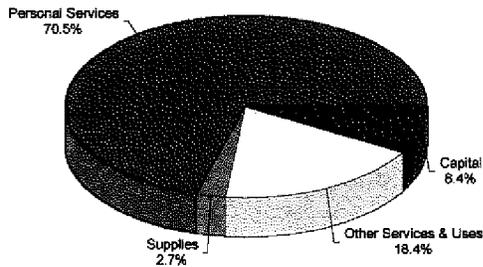
Project Releaf - To account for operational costs incurred in the City's leaf pick-up program. Financing of this activity is funded through monthly assessments included with utility billings.

Century Center - To account for operation and maintenance of the City's convention center. Financing is received from various rental agreements and a subsidy from the County Hotel/Motel Tax Board.

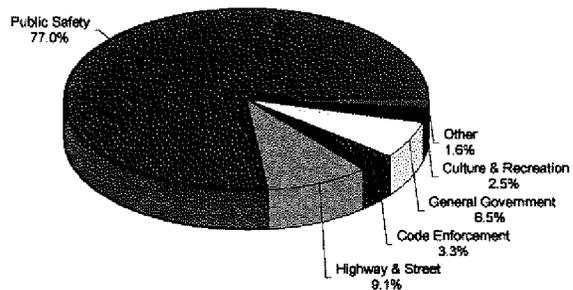
**THE CITY OF SOUTH BEND
2006 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
GENERAL FUND:					
Public Safety:					
Police Department	\$ 22,174,932	767,024	3,556,944	350,000	\$ 26,848,900
Fire Department	19,147,083	265,600	2,328,459	1,800,000	23,541,142
Communications Center	1,517,472	4,029	30,792	8,000	1,560,293
Building Maintenance	336,381	41,131	302,311	0	679,823
Board of Safety	0	0	17,000	0	17,000
	<u>43,175,868</u>	<u>1,077,784</u>	<u>6,235,506</u>	<u>2,158,000</u>	<u>52,647,158</u>
Highway and Streets:					
Engineering Division	1,096,593	214,434	2,391,668	1,540,000	5,242,695
Traffic & Lighting Division	614,904	325,371	1,321,740	11,000	2,273,015
	<u>1,711,497</u>	<u>539,805</u>	<u>3,713,408</u>	<u>1,551,000</u>	<u>7,515,710</u>
Code Enforcement:					
Neighborhood Code Enforcement	915,786	133,974	290,349	0	1,340,109
Animal Control	348,461	44,286	73,026	3,500	469,273
Junk Vehicle	50,253	3,768	17,657	0	71,678
Code Hearing Officer	0	0	56,976	0	56,976
Unsafe Building	0	0	195,000	0	195,000
Weights and Measures	0	0	43,000	0	43,000
	<u>1,314,500</u>	<u>182,028</u>	<u>676,008</u>	<u>3,500</u>	<u>2,176,036</u>
General Government:					
Mayor's Office	666,921	22,343	101,253	0	790,517
City Clerk's Office	255,473	8,600	52,227	0	316,300
Common Council	226,797	4,553	120,066	0	351,416
Controller's Department	1,291,508	37,300	307,392	2,274,500	3,910,700
Legal Department	824,429	15,543	47,934	0	887,906
Human Rights Commission	257,968	5,131	24,537	0	287,636
	<u>3,523,096</u>	<u>93,470</u>	<u>653,409</u>	<u>2,274,500</u>	<u>6,544,475</u>
Culture & Recreation:					
Morris Performing Arts Center	523,153	25,853	307,401	0	856,407
Palais Royale Ballroom	261,460	11,500	244,512	13,000	530,472
SB Regional Museum of Art Grant	0	0	65,000	0	65,000
Studebaker National Museum Grant	0	0	206,179	0	206,179
	<u>784,613</u>	<u>37,353</u>	<u>823,092</u>	<u>13,000</u>	<u>1,658,058</u>
Other:					
Community & Economic Develop Grant	0	0	978,121	0	978,121
Youth Services Bureau Grant	0	0	75,000	0	75,000
	<u>0</u>	<u>0</u>	<u>1053121</u>	<u>0</u>	<u>1053121</u>
TOTAL GENERAL FUND	\$ 50,509,574	1,930,440	13,154,544	6,000,000	\$ 71,594,558

General Fund Expenditures by Classification



General Fund Operating Expenditures by (excluding Capital Expenditures)

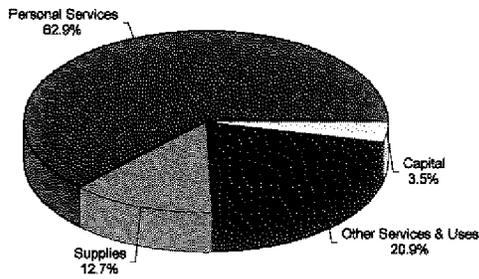


**THE CITY OF SOUTH BEND
2006 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

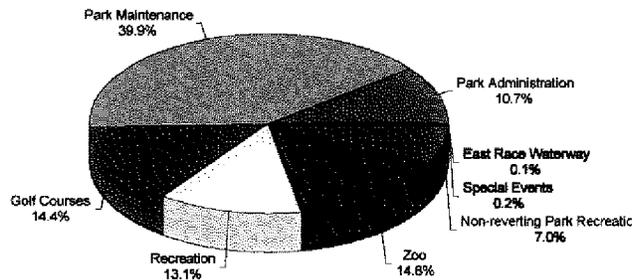
SPECIAL REVENUE FUNDS:

PARK DEPARTMENT (including Special Events and Non-reverting Funds)	PERSONAL	SUPPLIES	OTHER	CAPITAL	TOTAL
	SERVICES		SERVICES & USES		
Park Administration	\$ 852,777	19,200	382,050	0	\$ 1,254,027
Park Maintenance	3,004,381	435,815	1,255,987	300,000	4,996,183
Golf Courses	937,896	462,400	299,128	0	1,699,424
Recreation	1,291,846	128,709	116,781	0	1,537,336
Potawatomi Zoo	1,120,717	292,823	306,189	0	1,719,729
Non-reverting Park Recreation	461,791	201,016	164,192	112,000	938,999
Special Events	0	6,150	16,682	0	22,832
East Race Waterway	0	4,500	5,981	16,000	26,481
	<u>\$ 7,669,408</u>	<u>1,550,613</u>	<u>2,546,990</u>	<u>428,000</u>	<u>\$ 12,195,011</u>

Park Department Expenditures by Classification



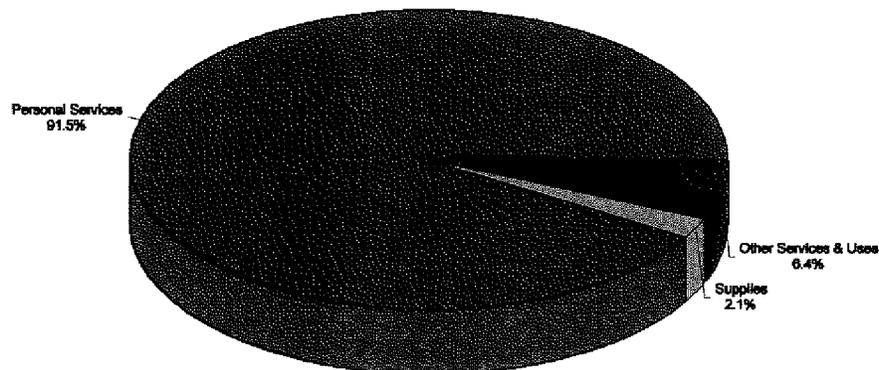
Park Department Operating Expenditures (excluding Capital Expenditures)



SPECIAL REVENUE FUNDS (continued):

MOTOR VEHICLE HIGHWAY: Street Division	PERSONAL	SUPPLIES	OTHER	CAPITAL	TOTAL
	SERVICES		SERVICES & USES		
	\$ 3,403,162	78,480	237,527	0	\$ 3,719,169

Motor Vehicle Highway Expenditures by Classification

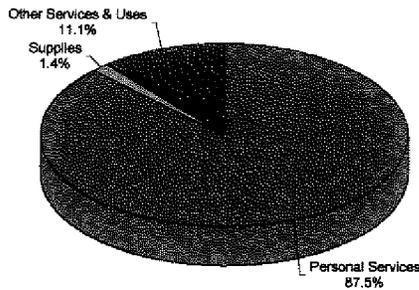


**THE CITY OF SOUTH BEND
2006 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

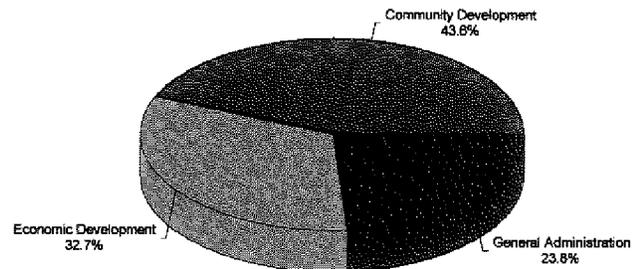
SPECIAL REVENUE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
COMMUNITY & ECONOMIC DEVELOPMENT:					
Community Development	\$ 1,015,137	16,950	178,933	0	\$ 1,211,020
Economic Development	818,570	13,150	76,291	0	908,011
General Administration	598,479	9,350	53,382	0	661,211
	<u>\$ 2,432,186</u>	<u>39,450</u>	<u>308,606</u>	<u>0</u>	<u>\$ 2,780,242</u>

Community & Economic Development Expenditures by Classification



Community & Economic Development Expenditures by Function



SPECIAL REVENUE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
HUMAN RIGHTS - FEDERAL PROGRAMS	\$ 82,281	2,800	104,358	0	\$ 189,439
LOCAL ROADS AND STREETS FUND	\$ 0	0	0	3,023,000	\$ 3,023,000

INTERNAL SERVICE FUNDS:

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
LIABILITY INSURANCE PREMIUM	\$ 166,815	5,837	2,169,668	0	\$ 2,342,320
SELF-FUNDED EMPLOYEE BENEFITS	\$ 103,358	7,612	13,078,891	0	\$ 13,189,861
CENTRAL SERVICES:					
Equipment Services	\$ 2,232,015	108,210	310,010	0	\$ 2,650,235
Central Stores	69,262	4,393	8,427	0	82,082
Print Shop	74,770	47,800	36,052	0	158,622
Radio Shop	242,224	29,100	19,114	0	290,438
	<u>\$ 2,618,271</u>	<u>189,503</u>	<u>373,603</u>	<u>0</u>	<u>\$ 3,181,377</u>

**THE CITY OF SOUTH BEND
2006 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

CAPITAL / DEBT SERVICE FUNDS:

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
STUDEBAKER CORRIDOR BOND	\$ 0	0	330,660	0	\$ 330,660
COLLEGE FOOTBALL HALL OF FAME BOND	\$ 0	0	1,406,900	0	\$ 1,406,900
COLLEGE FOOTBALL HALL OF FAME TRANSFER	\$ 0	0	632,000	0	\$ 632,000
COUNTY OPTION INCOME TAX	\$ 0	0	3,095,081	3,549,774	\$ 6,644,855
CUM CAPITAL DEVELOPMENT FUND	\$ 0	0	449,950	936,675	\$ 1,386,625
CUM CAPITAL IMPROVEMENT FUND	\$ 0	0	591,883	0	\$ 591,883
ECONOMIC DEVELOPMENT INCOME TAX	\$ 0	0	3,322,893	226,000	\$ 3,548,893
EMS CAPITAL IMPROVEMENT	\$ 0	0	434,202	911,597	\$ 1,345,799
MORRIS PERFORMING ARTS CENTER CAPITAL	\$ 0	0	0	76,250	\$ 76,250
PARK DEPT NON-REVERTING CAPITAL	\$ 0	0	0	274,500	\$ 274,500
COVELESKI STADIUM CAPITAL	\$ 0	0	0	0	\$ 0

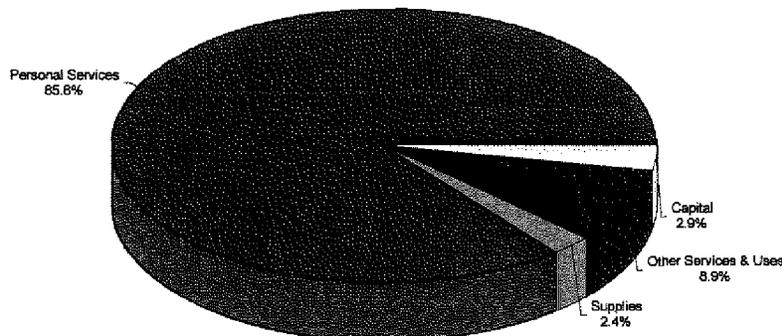
TRUST/AGENCY FUNDS:

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
FIRE PENSION FUND	\$ 5,578,956	200	4,591	0	\$ 5,583,749
POLICE PENSION FUND	\$ 5,693,208	1,100	2,575	0	\$ 5,696,883

ENTERPRISE FUNDS:

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
CONSOLIDATED BUILDING FUND	\$ 1,195,525.00	33,280.00	123,426.00	40,400.00	\$ 1,392,631.00

Consolidated Building Expenditures by Classification

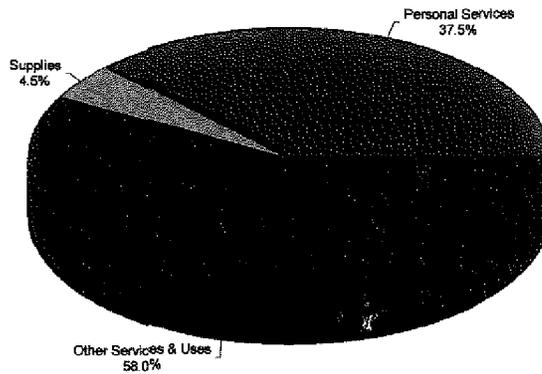


**THE CITY OF SOUTH BEND
2006 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

ENTERPRISE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
PARKING GARAGE FUND	\$ 205,239	12,012	358,689	0	\$ 575,940
SOLID WASTE					
Operations	\$ 1,635,259	194,800	2,100,982	0	\$ 3,931,041
Capital Financing	0	0	427,321	0	427,321
	\$ 1,635,259	194,800	2,528,303	0	\$ 4,358,362

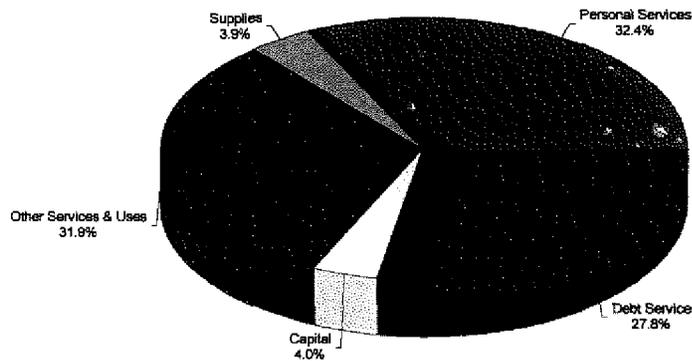
Solid Waste Expenditures by Classification



ENTERPRISE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
WATER WORKS					
Operations and Capital	\$ 4,391,381.00	532,700.00	4,328,251.00	549,400.00	\$ 9,801,732.00
Sinking Fund	0.00	0.00	3,772,612.00	0.00	3,772,612.00
	\$ 4,391,381.00	532,700.00	8,100,863.00	549,400.00	\$ 13,574,344.00

Water Works Expenditures by Classification

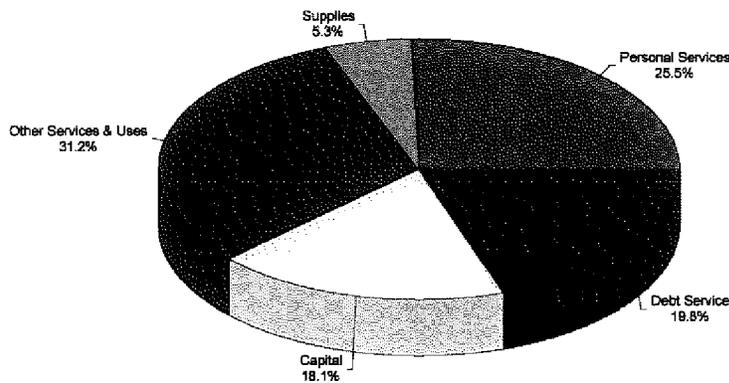


**THE CITY OF SOUTH BEND
2006 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

ENTERPRISE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
WATER/SEWER REPAIR/ INSURANCE FUNDS					
Water Repair / Insurance	\$ 0	0	942,833	0	\$ 942,833
Sewer Repair / Insurance	109,299	2,084	545,850	0	657,233
	<u>\$ 109,299</u>	<u>2,084</u>	<u>1,488,683</u>	<u>0</u>	<u>\$ 1,600,066</u>
SEWAGE/WASTEWATER					
Operations - Sewage	\$ 1,643,269	598,850	883,084	537,800	\$ 3,663,003
Operations - Wastewater	2,998,311	368,400	4,795,250	2,758,200	10,920,161
Sinking Fund	0	0	3,593,553	0	3,593,553
	<u>\$ 4,641,580</u>	<u>967,250</u>	<u>9,271,887</u>	<u>3,296,000</u>	<u>\$ 18,176,717</u>

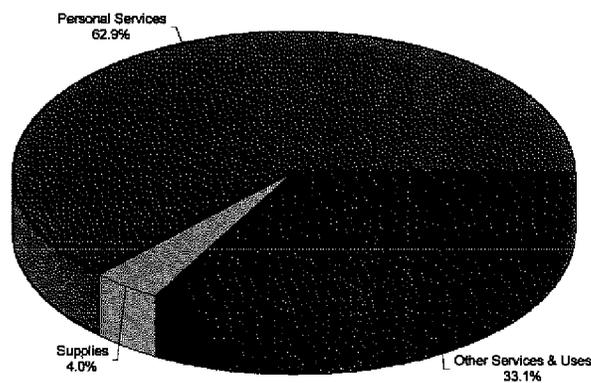
Sewage/Wastewater Expenditures by Classification



ENTERPRISE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
PROJECT RELEAF	<u>\$ 64,740</u>	<u>4,637</u>	<u>204,497</u>	<u>0</u>	<u>\$ 273,874</u>
CENTURY CENTER	<u>\$ 1,931,917</u>	<u>121,695</u>	<u>1,017,005</u>	<u>0</u>	<u>\$ 3,070,617</u>

Century Center Expenditures by Classification

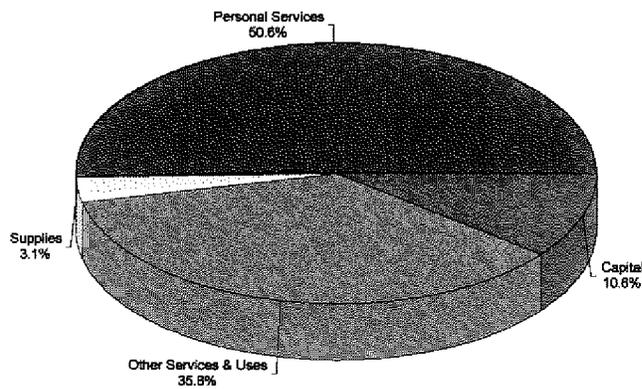


THE CITY OF SOUTH BEND

2006 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
SUMMARY:					
General Fund	\$ 50,509,574	1,930,440	13,154,544	6,000,000	\$ 71,594,558
Special Revenue Funds	13,587,037	1,671,343	3,197,481	3,451,000	21,906,861
Internal Service Funds	2,888,444	202,952	15,622,162	0	18,713,558
Capital/Debt Service Funds	0	0	10,263,569	5,974,796	16,238,365
Trust/Agency Funds	11,272,166	1,300	7,166	0	11,280,632
Enterprise Funds	14,174,940	1,868,458	23,093,353	3,885,800	43,022,551
CITYWIDE TOTAL	\$ 92,432,161	5,674,493	65,338,275	19,311,596	\$ 182,756,525

City Wide Expenditures by Classification



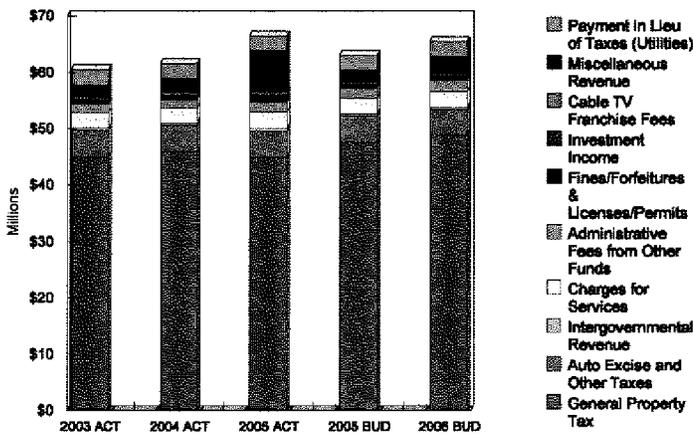
**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

GENERAL FUND:

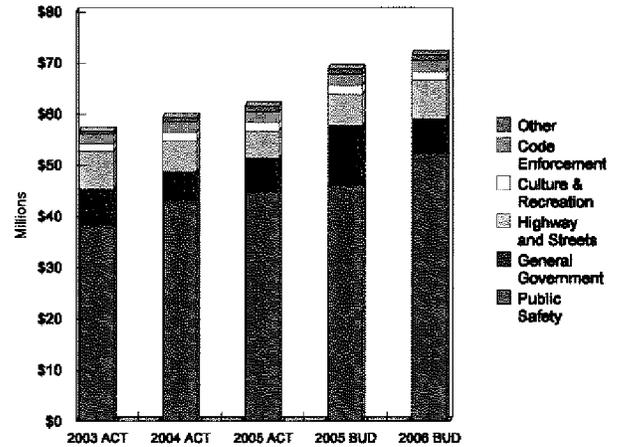
	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
Revenue:							
General Property Tax	\$ 44,986,015	45,997,867	44,999,550	47,678,892	49,058,785	\$ 1,379,893	3%
Auto Excise and Other Taxes	4,845,725	4,705,909	4,668,889	4,637,974	4,357,435	(280,539)	-6%
Intergovernmental Revenue	362,944	348,838	456,140	318,000	370,000	52,000	16%
Charges for Services	2,667,584	2,641,279	2,886,206	2,833,765	2,913,740	79,975	3%
Payment in Lieu of Taxes (Utilities)	2,737,408	2,805,073	2,585,653	2,585,653	2,834,266	248,612	10%
Administrative Fees from Other Funds	1,553,009	1,573,317	1,733,053	1,733,083	1,904,234	171,151	10%
Fines/Forfeitures & Licenses/Permits	424,442	413,612	431,004	382,035	385,690	3,655	1%
Investment Income	217,017	210,697	792,662	300,000	300,000	0	0%
Cable TV Franchise Fees	595,368	629,681	636,416	550,000	600,000	50,000	9%
Miscellaneous Revenue	2,096,892	2,365,581	7,284,052	2,025,573	2,828,740	801,167	40%
Total General Fund Revenue	60,486,424	61,691,654	66,473,625	63,044,975	65,550,889	2,505,914	4%
Expenditures:							
Public Safety:							
Police Department	20,834,649	23,663,847	23,987,464	24,473,233	26,848,900	2,375,667	10%
Communications Center	1,213,516	1,360,209	1,422,125	1,462,780	1,560,293	97,533	7%
Fire Department / EMS	15,816,158	17,723,204	19,207,448	19,636,076	23,541,142	3,905,066	20%
Building Maintenance	645,635	595,978	484,368	703,581	679,823	(23,758)	-3%
Board of Safety	10,200	8,783	15,964	17,000	17,000	0	0%
Total Public Safety Expenditures	38,520,158	43,372,021	45,117,369	46,292,650	52,647,158	6,354,508	14%
Highway and Streets:							
Engineering Department	3,696,777	3,744,008	3,245,460	3,867,739	5,242,695	1,374,956	36%
Traffic & Lighting	3,635,295	2,264,416	2,034,183	2,246,633	2,273,015	26,382	1%
Total Highway & Streets Expenditures	7,332,072	6,008,424	5,279,643	6,114,372	7,515,710	1,401,338	23%
General Government:							
Mayor's Office	664,720	763,435	755,126	770,292	790,517	20,225	3%
City Clerk's Office	263,943	300,477	284,102	302,973	316,300	13,327	4%
Common Council	260,335	402,011	301,481	343,268	351,418	8,148	2%
Controller's Department	4,786,443	2,939,811	3,981,000	8,997,205	3,910,700	(5,086,505)	-57%
Legal Department	735,105	834,693	820,697	866,991	887,906	20,915	2%
Human Rights Commission	246,717	239,300	272,868	286,169	287,636	1,467	1%
Total General Gov't Expenditures	6,957,263	5,479,727	6,395,274	11,566,898	6,544,475	(5,022,423)	-43%
Code Enforcement:							
Neighborhood Code Enforcement	1,190,549	1,343,902	1,308,832	1,300,669	1,340,109	39,440	3%
Code Hearing Officer	42,152	43,271	37,505	56,976	56,976	0	0%
Junk Vehicle	55,853	61,144	66,821	70,064	71,678	1,614	2%
Unsafe Building	123,830	221,602	182,576	195,000	195,000	0	0%
Weights and Measures	39,503	42,000	41,462	43,000	43,000	0	0%
Animal Control	360,872	438,163	451,737	454,756	469,273	14,517	3%
Total Code Enforcement Expenditures	1,812,759	2,150,082	2,088,953	2,120,465	2,176,036	55,571	3%
Culture & Recreation:							
Montis Performing Arts Center	796,222	804,793	810,249	849,768	856,407	6,639	1%
Palais Royale Ballroom	396,908	459,474	497,414	554,506	530,472	(24,034)	-4%
SB Regional Art Museum - grant	125,000	125,000	125,000	125,000	65,000	(60,000)	-48%
Studebaker National Museum - grant	210,812	218,132	242,297	247,842	206,179	(41,663)	-17%
Total Culture & Rec Expenditures	1,528,942	1,607,399	1,674,960	1,777,116	1,658,058	(119,058)	-7%
Other:							
Youth Services Bureau - grant	75,000	75,000	75,000	75,000	75,000	0	0%
Comm & Economic Development - grant	596,874	767,701	973,650	973,650	978,121	4,471	0%
Total Other Expenditures	671,874	842,701	1,048,650	1,048,650	1,053,121	4,471	0%
Total General Fund Expenditures	56,823,088	59,460,354	61,604,849	68,920,151	71,594,558	2,674,407	4%
Revenue Over / (Under) Expenditures	3,663,356	2,231,300	4,868,776	(5,875,176)	(6,043,669)	\$ (168,493)	
Cash to Modified Accrual Adjustment	(212,251)	n/a	n/a	n/a	n/a		
Fund Balance - Beginning of Year	17,054,922	20,506,027	22,737,327	22,737,327	27,606,103		
Fund Balance - End of Year	\$ 20,506,027	22,737,327	27,606,103	16,862,151	21,562,434		

THE CITY OF SOUTH BEND REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)

General Fund Revenue



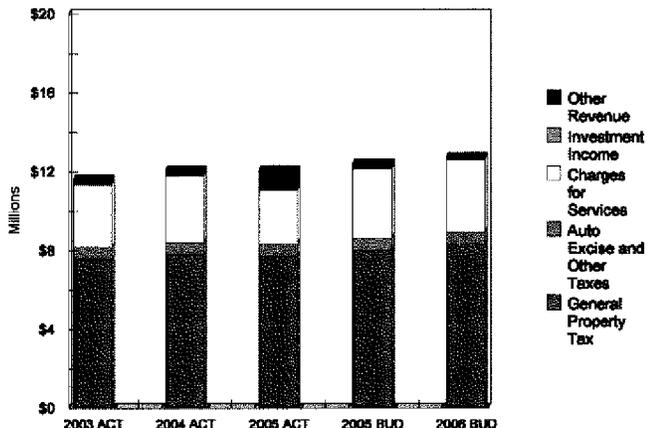
General Fund Expenditures



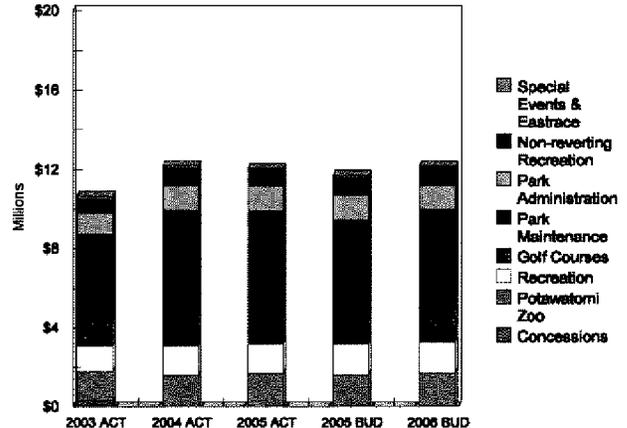
SPECIAL REVENUE FUNDS:

	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
PARK & RECREATION DEPARTMENT							
Revenue:							
General Property Tax	\$ 7,602,784	7,814,037	7,754,973	8,054,012	8,365,716	\$ 311,704	4%
Auto Excise and Other Taxes	816,337	810,030	817,581	598,455	602,061	5,606	1%
Charges for Services / User Fees	3,137,020	3,410,589	2,724,300	3,536,151	3,681,596	145,445	4%
Investment Income	4,789	10,635	32,054	5,500	11,000	5,500	100%
Other Revenue	271,109	230,085	946,839	241,900	80,770	(161,130)	-67%
Total Park & Recreation Revenue	11,832,039	12,075,376	12,075,747	12,434,018	12,741,143	307,125	2%
Expenditures:							
Park Administration	1,051,621	1,251,488	1,272,377	1,253,869	1,254,027	158	0%
Park Maintenance	4,314,085	5,248,374	5,022,556	4,835,905	4,996,183	360,278	8%
Golf Courses	1,341,595	1,616,252	1,694,739	1,644,997	1,699,424	54,427	3%
Recreation	1,313,800	1,481,458	1,501,584	1,553,422	1,537,336	(16,086)	-1%
Potawatomi Zoo	1,440,107	1,595,530	1,678,085	1,624,326	1,719,729	95,403	6%
Concessions	340,761	4,609	(795)	0	0	0	n/a
Non-reverting Recreation	882,733	868,211	849,212	855,508	938,999	83,493	10%
Special Events & Eastrace	187,210	139,315	23,467	129,717	49,313	(80,404)	-62%
Total Park & Recreation Expenditures	10,871,922	12,205,235	12,041,225	11,697,742	12,195,011	497,269	4%
Revenue Over / (Under) Expenditures	960,117	(129,859)	34,522	736,276	546,132	\$ (190,144)	
Cash to Modified Accrual Adjustment	42,371	1,829,549	n/a	n/a	n/a		
Fund Balance - Beginning of Year	1,510,288	2,512,776	4,012,466	4,012,466	4,046,988		
Fund Balance - End of Year	\$ 2,512,776	4,012,466	4,046,988	4,748,742	4,593,120		

Park Department Revenue



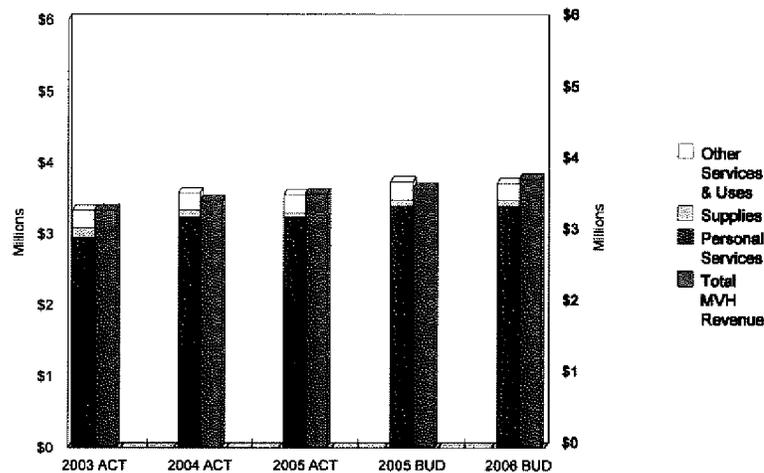
Park Department Expenditures



**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

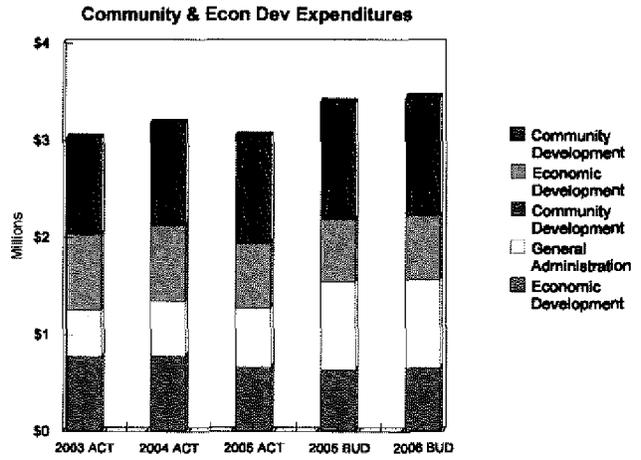
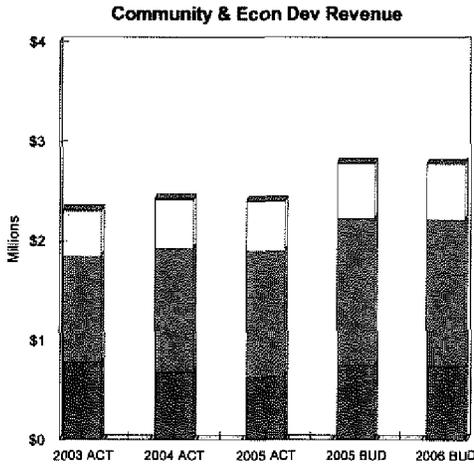
	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
MOTOR VEHICLE HIGHWAY FUND							
Revenue:							
State MVH Distribution (Gas Tax)	\$ 3,334,298	3,461,563	3,397,433	3,475,616	3,334,631	\$ (140,985)	-4%
Charges for Services	8,940	8,940	8,940	8,940	8,940	0	0%
Investment Income	86	2,035	3,834	0	0	0	n/a
Other Revenue	2,223	4,285	161,104	160,000	440,000	280,000	175%
Total Motor Vehicle Highway Revenue	3,345,547	3,476,823	3,571,311	3,644,556	3,783,571	139,015	4%
Expenditures:							
Street Dept Personal Services	2,957,533	3,243,634	3,245,514	3,402,533	3,403,162	629	0%
Street Dept Supplies	132,338	102,275	52,589	78,480	78,480	0	0%
Street Dept Other Services & Uses	240,328	233,263	250,014	255,040	237,527	(17,513)	-7%
Total Motor Vehicle Highway Expenditures	3,330,199	3,579,172	3,548,117	3,736,053	3,719,169	(16,884)	-0%
Revenue Over / (Under) Expenditures	15,348	(102,349)	23,194	(91,497)	64,402	\$ 155,899	
Cash to Modified Accrual Adjustment	25,400	167,317	n/a	n/a	n/a		
Fund Balance - Beginning of Year	445,966	486,714	551,682	551,682	574,876		
Fund Balance - End of Year	\$ 486,714	551,682	574,876	460,185	639,278		

M.V.H. Revenue and Expenditures



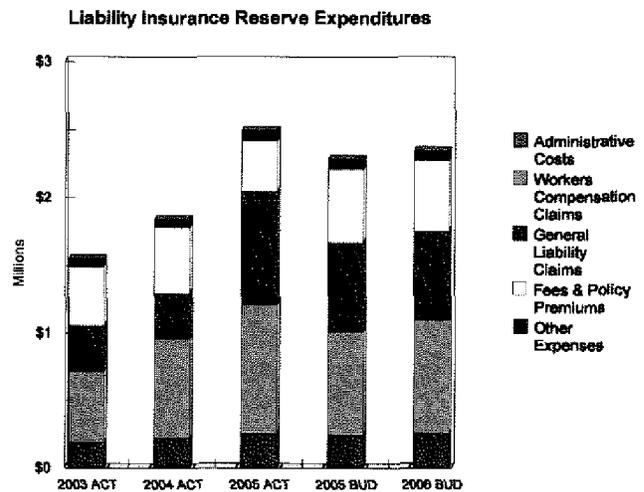
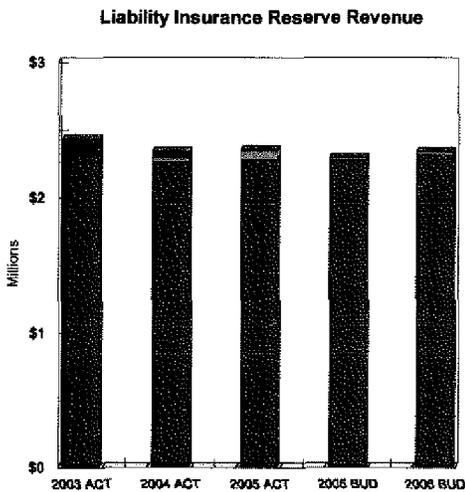
	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
COMMUNITY & ECONOMIC DEVELOPMENT (ADMIN SUPPORT ONLY)							
Revenue:							
Intergovernmental Revenue	\$ 780,255	680,214	634,639	756,774	745,074	\$ (11,700)	-2%
Staff Contracts	456,457	484,815	497,763	552,071	556,049	3,978	1%
Grants and Subsidies	1,061,303	1,246,063	1,263,863	1,471,145	1,475,617	4,472	0%
Other Revenue	14,268	15,854	10,060	3,500	3,500	0	0%
Total Comm & Econ Dev Revenue	2,312,283	2,426,946	2,406,325	2,783,490	2,780,240	(3,250)	-0%
Expenditures:							
Community Development	994,780	1,050,477	1,102,471	1,203,164	1,211,020	7,856	1%
General Administration	480,541	566,637	604,733	905,458	908,011	2,553	0%
Economic Development	774,530	780,009	668,917	644,044	661,211	17,167	3%
Total Comm & Econ Dev Expenditures	2,249,851	2,397,123	2,376,121	2,752,666	2,780,242	27,576	1%
Revenue Over / (Under) Expenditures	62,432	29,823	30,204	30,824	(2)	\$ (30,826)	
Cash to Modified Accrual Adjustment	(2,574,721)	(926,014)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	7,054,502	4,542,213	3,646,022	3,646,022	3,676,226		
Fund Balance - End of Year	\$ 4,542,213	3,646,022	3,676,226	3,676,846	3,676,224		

**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**



INTERNAL SERVICE FUNDS:

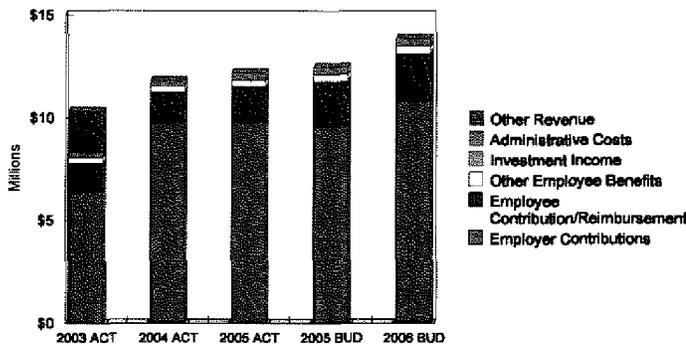
	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
LIABILITY INSURANCE RESERVE							
Revenue:							
Allocations from Other Funds	\$ 2,320,184	2,266,094	2,286,497	2,283,154	2,321,460	\$ 38,306	2%
Investment Income	12,936	27,596	57,359	10,000	21,000	11,000	110%
Other Revenue	104,469	44,820	9,746	0	0	0	n/a
Total Liability Insur Reserve Revenues	2,437,589	2,338,510	2,353,602	2,293,154	2,342,460	49,306	2%
Expenditures:							
Administrative Costs	191,474	228,498	257,126	249,793	262,360	12,567	5%
Workers Compensation Claims	525,574	728,863	952,731	759,000	829,000	70,000	9%
General Liability Claims	340,822	336,490	834,236	659,800	659,800	0	0%
Fees & Policy Premiums	428,206	486,386	371,105	541,000	523,500	(17,500)	-3%
Other Expenses	57,466	54,442	72,172	67,660	67,660	0	0%
Total Liability Insur Reserve Expenditures	1,543,542	1,834,699	2,487,370	2,277,253	2,342,320	65,067	3%
Revenue Over / (Under) Expenditures	894,047	503,811	(133,768)	15,901	140	\$ (15,761)	
Cash to Accrual Adjustment	(46,067)	(337,565)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	660,616	1,508,596	1,674,842	1,674,842	1,541,074		
Equity Balance - End of Year	\$ 1,508,596	1,674,842	1,541,074	1,690,743	1,541,214		



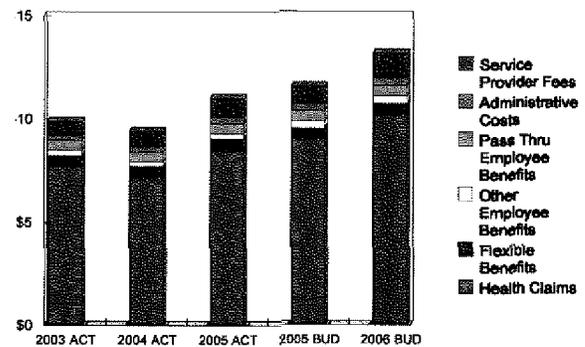
**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
SELF-FUNDED EMPLOYEE BENEFITS							
Revenue:							
Employer Contributions	\$ 6,424,714	9,782,172	9,800,526	9,615,611	10,815,946	\$ 1,200,335	12%
Employee Contribution/Reimbursement	1,390,407	1,495,327	1,762,346	2,180,372	2,332,428	152,056	7%
Investment Income	0	14,667	61,414	0	45,000	45,000	n/a
Other Revenue	2,003,468	0	0	0	0	0	n/a
Total Self-Funded Benefits Revenue	9,818,589	11,292,166	11,624,286	11,795,983	13,193,374	1,397,391	12%
Expenditures:							
Administrative Costs	255,470	269,910	339,190	358,032	372,600	16,568	5%
Service Provider Fees	670,187	743,268	917,867	842,977	1,191,913	348,936	41%
Pass Thru Employee Benefits	460,637	446,787	458,943	498,700	513,998	15,298	3%
Other Employee Benefits	268,319	265,324	252,157	325,400	346,340	20,940	6%
Flexible Benefits	536,400	529,064	558,685	525,000	565,000	40,000	8%
Health Claims	7,713,528	7,181,656	8,514,134	9,035,000	10,200,000	1,165,000	13%
Total Self-Funded Benefits Expenditures	9,904,541	9,436,009	11,040,976	11,583,109	13,189,851	1,606,742	14%
Revenue Over / (Under) Expenditures	(85,952)	1,856,157	583,310	212,874	3,523	\$ (209,351)	
Cash to Accrual Adjustment	129,034	(87,638)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	(825,480)	(782,398)	986,121	986,121	1,569,431		
Equity Balance - End of Year	\$ (782,398)	986,121	1,569,431	1,198,995	1,572,954		

Self-Funded Employee Benefits Revenue

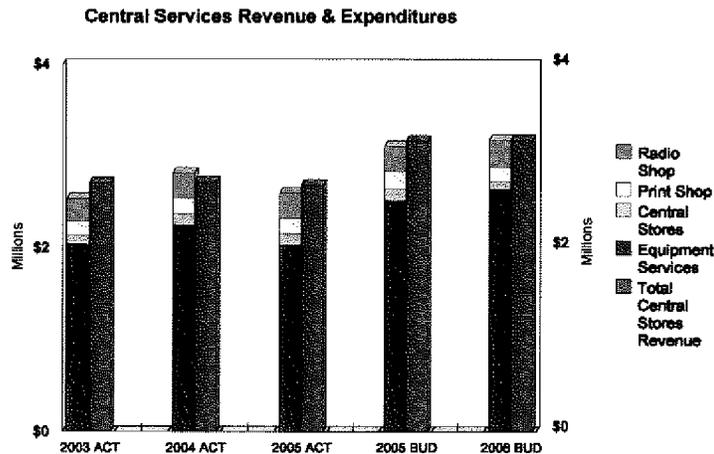


Self-Funded Employee Benefits Expenditures



	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
CENTRAL SERVICES							
Revenue:							
Labor Charges	\$ 1,725,519	1,640,417	1,617,543	2,112,320	2,105,260	\$ (7,060)	-0%
Parts Mark-up	323,671	339,196	326,266	330,500	335,900	5,400	2%
Fuel Mark-up	34,906	32,620	38,809	35,330	35,432	102	0%
Print Shop Receipts	154,111	174,556	167,375	185,800	176,500	(9,300)	-5%
Central Stores Allocation	118,656	124,445	139,020	135,658	87,292	(48,366)	-36%
Radio Shop Allocation	267,707	310,604	313,491	295,455	300,296	4,841	2%
Other Revenue	86,182	102,493	87,040	81,575	140,797	59,222	73%
Total Central Services Revenue	2,710,752	2,724,331	2,689,544	3,178,638	3,181,477	4,839	0%
Expenditures:							
Equipment Services	2,046,966	2,256,470	2,034,637	2,517,221	2,650,235	133,014	5%
Central Stores	94,234	118,164	126,247	135,053	82,082	(52,971)	-39%
Print Shop	157,049	171,246	168,162	184,484	158,622	(25,862)	-14%
Radio Shop	241,448	272,350	270,432	275,195	290,438	15,243	6%
Total Central Services Expenditures	2,539,697	2,818,230	2,599,478	3,111,953	3,181,377	69,424	2%
Revenue Over / (Under) Expenditures	171,055	(93,899)	90,066	64,685	100	\$ (64,585)	
Cash to Accrual Adjustment	266,511	(391,283)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	1,966,828	2,404,394	1,919,232	1,919,232	2,009,298		
Equity Balance - End of Year	\$ 2,404,394	1,919,232	2,009,298	1,983,917	2,009,398		

**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**



CAPITAL / DEBT SERVICE FUNDS:

	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
STUDEBAKER CORRIDOR BOND							
Revenue:							
General Property Tax	\$ 673,281	637,087	585,420	684,403	585,427	\$ (78,976)	-12%
Auto & Commercial Vehicle Excise Taxes	43,212	41,530	38,369	42,386	35,305	(7,081)	-17%
Investment Income	0	0	0	0	0	0	n/a
Other Revenue	0	0	0	0	0	0	n/a
Total Studebaker Bond Revenue	716,493	678,617	603,789	706,789	620,732	(86,057)	-12%
Total Debt Service Expenditures	656,588	662,182	659,152	667,346	330,680	(336,666)	-50%
Revenue Over / (Under) Expenditures	59,905	16,435	(55,363)	39,443	290,072	\$ 250,629	
Cash to Modified Accrual Adjustment	(2,172)	242,394	n/a	n/a	n/a		
Fund Balance - Beginning of Year	306,339	364,072	622,901	622,901	567,538		
Fund Balance - End of Year	\$ 364,072	622,901	567,538	662,344	857,810		

COLLEGE FOOTBALL HALL OF FAME - BOND FUND and TRANSFER FUND

Revenue:							
General Property Tax	\$ 1,301,840	1,358,936	1,246,067	1,421,809	1,340,475	\$ (81,134)	-6%
Auto & Commercial Vehicle Excise Taxes	91,157	137,686	84,555	89,456	78,008	(11,448)	-13%
Hotel / Motel Tax	460,991	461,423	465,177	461,423	465,177	3,754	1%
Professional Sports Development Tax & Mis	341,798	376,001	411,037	374,000	376,000	2,000	1%
Total Hall of Fame Bond Revenue	2,195,784	2,334,046	2,206,836	2,346,488	2,259,660	(86,828)	-4%
Expenditures:							
Debt Service	1,409,100	1,413,384	1,409,000	1,405,900	1,406,900	1,000	0%
Funds Transfer to the NFF	712,584	852,851	706,425	631,425	632,000	575	0%
Total Hall of Fame Expenditures	2,121,684	2,266,235	2,115,425	2,037,325	2,038,900	1,575	0%
Revenue Over / (Under) Expenditures	74,100	67,811	91,411	309,163	220,760	\$ (88,403)	
Cash to Modified Accrual Adjustment	(21,653)	536,226	n/a	n/a	n/a		
Fund Balance - Beginning of Year	736,304	788,751	1,392,788	1,392,788	1,484,199		
Fund Balance - End of Year	\$ 788,751	1,392,788	1,484,199	1,701,951	1,704,959		

**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

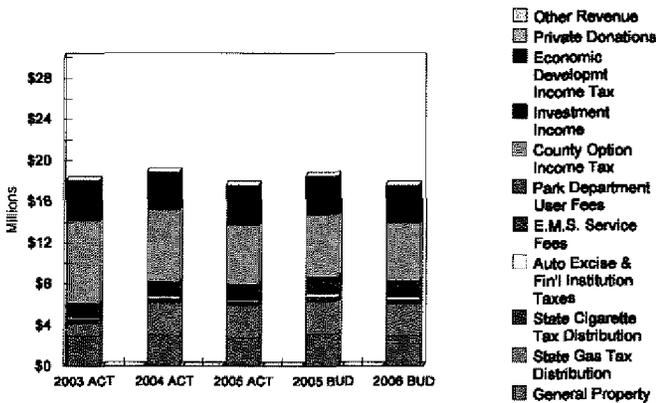
	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
COUNTY OPTION INCOME TAX							
Revenue:							
County Option Income Tax	\$ 8,015,302	7,001,198	5,695,618	5,988,413	5,545,120	\$ (443,293)	-7%
Investment Income	119,802	146,338	198,693	120,000	120,000	0	0%
Other Revenue	1,939,379	1,012,613	1,553,334	0	0	0	n/a
Total COIT Revenue	10,074,483	8,160,149	7,447,645	6,108,413	5,665,120	(443,293)	-7%
Expenditures:							
Neighborhood/Community Programs	2,037,084	2,029,349	2,612,183	1,703,985	1,467,754	(236,231)	-14%
Capital Projects	7,599,800	7,517,053	8,574,709	9,477,047	5,177,101	(4,299,946)	-45%
Total COIT Expenditures	9,636,884	9,546,402	11,186,892	11,181,032	6,644,855	(4,536,177)	-41%
Revenue Over / (Under) Expenditures	437,599	(1,386,253)	(3,739,247)	(5,072,619)	(979,735)	\$ 4,092,884	
Cash to Modified Accrual Adjustment	1,110,660	(872,074)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	11,236,547	12,784,806	10,526,479	10,526,479	6,787,232		
Fund Balance - End of Year	\$ 12,784,806	10,526,479	6,787,232	5,453,860	5,807,497		
CUMULATIVE CAPITAL DEVELOPMENT FUND							
Revenue:							
General Property Tax	\$ 1,022,511	1,027,661	1,004,779	1,047,825	1,074,522	\$ 26,697	3%
Auto Excise & Fin'l Institution Taxes	82,892	80,227	80,017	141,711	80,678	(61,033)	-43%
Investment Income	12,971	18,158	72,396	13,000	20,000	7,000	54%
Total CCDF Revenue	1,118,374	1,126,046	1,157,192	1,202,536	1,175,200	(27,336)	-2%
Total Capital Expenditures	883,116	951,924	1,008,968	1,042,233	1,386,625	344,392	33%
Revenue Over / (Under) Expenditures	235,258	174,122	148,224	160,303	(211,425)	\$ (371,728)	
Cash to Modified Accrual Adjustment	35,157	271,212	n/a	n/a	n/a		
Fund Balance - Beginning of Year	1,475,441	1,745,856	2,191,190	2,191,190	2,339,414		
Fund Balance - End of Year	\$ 1,745,856	2,191,190	2,339,414	2,351,493	2,127,989		
CUMULATIVE CAPITAL IMPROVEMENT FUND							
Revenue:							
State Cigarette Tax Distribution	\$ 389,665	402,239	333,206	405,287	375,106	\$ (30,181)	-7%
Investment Income	1,714	453	505	0	0	0	n/a
Other Revenue	175,000	225,000	200,000	200,000	200,000	0	0%
Total CCIF Revenue	566,379	627,692	533,711	605,287	575,106	(30,181)	-5%
Expenditures:							
Neighborhood/Community Programs	99,695	0	0	0	0	0	n/a
Capital Projects	594,000	594,000	594,000	588,984	591,883	2,899	0%
Total CCIF Expenditures	693,695	594,000	594,000	588,984	591,883	2,899	0%
Revenue Over / (Under) Expenditures	(127,316)	33,692	(60,289)	16,303	(16,777)	\$ (33,080)	
Cash to Modified Accrual Adjustment	24,981	(24,868)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	402,446	300,111	308,937	308,937	248,648		
Fund Balance - End of Year	\$ 300,111	308,937	248,648	325,240	231,871		
ECONOMIC DEVELOPMENT INCOME TAX							
Revenue:							
Economic Development Income Tax	\$ 3,689,202	3,448,688	3,464,152	3,582,215	3,498,794	\$ (83,421)	-2%
Investment Income	26,721	20,597	21,945	25,000	25,000	0	0%
Private Donations	0	0	0	0	0	0	n/a
Other Revenue	105,655	124,664	159,248	125,000	138,000	13,000	10%
Total EDIT Revenue	3,821,578	3,593,949	3,645,345	3,732,215	3,661,794	(70,421)	-2%

**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

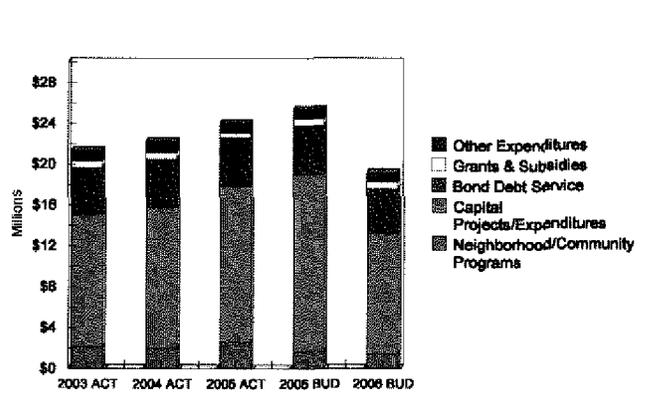
	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
ECON DEVELOPMENT INCOME TAX (cont)							
Expenditures:							
Grants and Subsidies	614,429	588,362	400,213	607,496	607,496	0	0%
Neighborhood/Community Programs	0	0	0	0	0	0	n/a
Debt Service	2,575,316	2,692,567	2,712,473	2,730,236	2,715,397	(14,839)	-1%
Capital Projects	1,573,262	501,118	1,129,824	824,000	226,000	(598,000)	-73%
Total EDIT Expenditures	<u>4,763,007</u>	<u>3,782,047</u>	<u>4,242,510</u>	<u>4,161,732</u>	<u>3,548,893</u>	<u>(612,839)</u>	<u>-15%</u>
Revenue Over / (Under) Expenditures	(941,429)	(188,098)	(597,165)	(429,517)	112,901	\$ 542,418	
Cash to Modified Accrual Adjustment	383,005	(236,835)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	3,286,568	2,728,144	2,303,211	2,303,211	1,706,046		
Fund Balance - End of Year	<u>\$ 2,728,144</u>	<u>2,303,211</u>	<u>1,706,046</u>	<u>1,873,694</u>	<u>1,818,947</u>		
EMS CAPITAL IMPROVEMENT							
Revenue:							
Charges for Services	\$ 1,114,806	1,106,574	1,296,381	1,401,800	1,400,000	\$ (1,800)	-0%
Investment Income	5,310	8,346	23,079	0	15,000	15,000	n/a
Other Revenue	156,944	35,506	408,407	3,000	11,800	8,800	293%
Total EMS Capital Revenue	<u>1,276,860</u>	<u>1,150,426</u>	<u>1,727,867</u>	<u>1,404,800</u>	<u>1,426,800</u>	<u>22,000</u>	<u>2%</u>
Expenditures:							
Capital Purchases/Financing	863,465	851,584	1,123,979	882,867	1,075,799	192,932	22%
Collection Fees	19,100	14,200	15,929	20,000	20,000	0	0%
Interfund Transfer to General Fund	250,000	250,000	250,000	250,000	250,000	0	0%
Total EMS Capital Expenditures	<u>1,132,565</u>	<u>1,115,784</u>	<u>1,389,908</u>	<u>1,152,867</u>	<u>1,345,799</u>	<u>192,932</u>	<u>17%</u>
Revenue Over / (Under) Expenditures	144,295	34,642	337,959	251,933	81,001	\$ (170,932)	
Cash to Modified Accrual Adjustment	(166,539)	270,449	n/a	n/a	n/a		
Fund Balance - Beginning of Year	663,905	641,661	946,752	946,752	1,284,711		
Fund Balance - End of Year	<u>\$ 641,661</u>	<u>946,752</u>	<u>1,284,711</u>	<u>1,198,685</u>	<u>1,365,712</u>		
PARK NON-REVERTING CAPITAL							
Revenue:							
Charges for Services / User Fees	\$ 263,929	260,642	253,338	296,000	268,000	\$ (28,000)	-9%
Investment Income	1,456	3,941	4,383	6,000	4,000	(2,000)	-33%
Total Park Capital Revenue	<u>265,385</u>	<u>264,583</u>	<u>257,721</u>	<u>302,000</u>	<u>272,000</u>	<u>(30,000)</u>	<u>-10%</u>
Total Capital Expenditures	<u>234,345</u>	<u>291,048</u>	<u>242,915</u>	<u>255,600</u>	<u>274,500</u>	<u>18,900</u>	<u>7%</u>
Revenue Over / (Under) Expenditures	31,040	(26,465)	14,806	46,400	(2,500)	\$ (48,900)	
Cash to Modified Accrual Adjustment	(21,668)	(1,533)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	435,049	444,421	416,423	416,423	431,229		
Fund Balance - End of Year	<u>\$ 444,421</u>	<u>416,423</u>	<u>431,229</u>	<u>462,823</u>	<u>428,729</u>		
LOCAL ROADS AND STREETS (Special Revenue Fund used for capital purposes)							
Revenue:							
State Gas Tax Distribution/Wheel Tax	\$ 1,186,193	3,145,655	3,126,943	3,235,681	3,113,005	\$ (122,676)	-4%
Investment Income	6,648	19,300	52,910	10,000	10,000	0	0%
Other Revenue	11,487	466,251	69,699	0	0	0	n/a
Total LRSA Revenue	<u>1,204,328</u>	<u>3,631,206</u>	<u>3,249,552</u>	<u>3,245,681</u>	<u>3,123,005</u>	<u>(122,676)</u>	<u>-4%</u>
Total Capital Expenditures	<u>1,192,950</u>	<u>3,079,263</u>	<u>2,609,583</u>	<u>4,260,516</u>	<u>3,023,000</u>	<u>(1,237,516)</u>	<u>-29%</u>
Revenue Over / (Under) Expenditures	11,378	551,943	639,969	(1,014,835)	100,005	\$ 1,114,840	
Cash to Modified Accrual Adjustment	345,800	(346,083)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	921,891	1,279,069	1,484,929	1,484,929	2,124,898		
Fund Balance - End of Year	<u>\$ 1,279,069</u>	<u>1,484,929</u>	<u>2,124,898</u>	<u>470,094</u>	<u>2,224,903</u>		

**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

Total Capital/Debt Service Funds Revenue



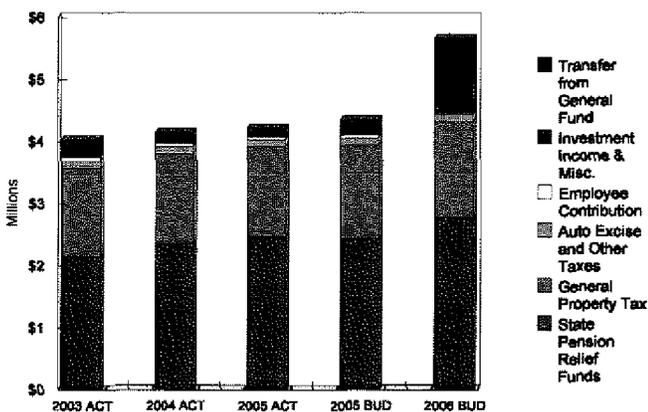
Total Capital/Debt Service Funds Expenditures



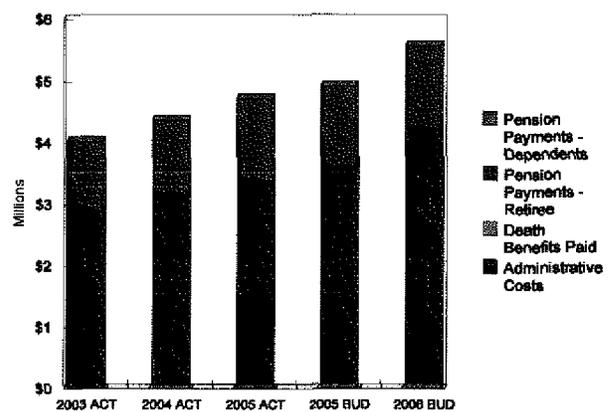
TRUST / AGENCY FUNDS:

	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
FIRE PENSION FUND							
Revenue:							
State Pension Relief Funds	\$ 2,165,111	2,361,019	2,488,926	2,453,950	2,782,786	\$ 328,816	13%
General Property Tax	1,416,008	1,454,028	1,443,033	1,499,712	1,556,681	56,969	4%
Auto Excise and Other Taxes	114,793	113,515	114,918	111,083	112,129	1,046	1%
Employee Contribution	55,850	45,660	38,891	46,000	19,584	(26,416)	-57%
Investment Income & Misc.	278,336	174,077	127,233	240,000	90,000	(150,000)	-63%
Transfer from General Fund	0	0	0	0	1,100,000	1,100,000	n/a
Total Fire Pension Revenue	4,030,098	4,148,299	4,213,001	4,350,745	5,661,180	1,310,415	30%
Expenditures:							
Administrative Costs	11,732	9,112	22,040	18,252	18,218	(34)	-0%
Death Benefits Paid	36,000	54,000	51,750	72,000	72,000	0	0%
Pension Payments - Retiree	2,846,960	3,112,792	3,309,378	3,513,715	4,140,611	626,896	18%
Pension Payments - Dependents	1,133,158	1,191,477	1,344,911	1,322,185	1,352,920	30,735	2%
Total Fire Pension Expenditures	4,027,838	4,367,381	4,728,077	4,926,152	5,583,749	657,597	13%
Revenue Over / (Under) Expenditures	2,260	(219,082)	(515,076)	(575,407)	77,411	\$ 652,818	
Cash to Accrual Adjustment	144,888	(787,279)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	2,318,778	2,465,926	1,459,565	1,459,565	944,489		
Fund Balance - End of Year	\$ 2,465,926	1,459,565	944,489	884,158	1,021,900		

Fire Pension Revenue



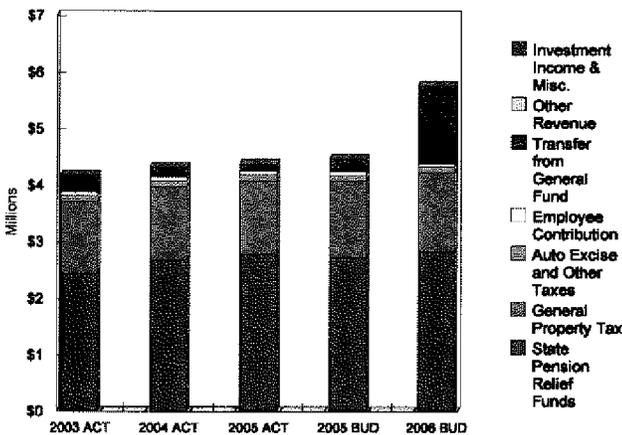
Fire Pension Expenditures



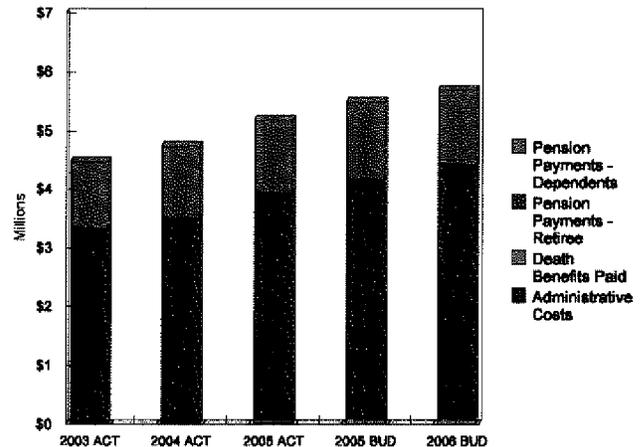
**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
POLICE PENSION FUND							
Revenue:							
State Pension Relief Funds	\$ 2,446,984	2,682,906	2,795,531	2,740,995	2,841,431	\$ 100,436	4%
General Property Tax	1,269,527	1,303,746	1,296,055	1,345,898	1,398,129	52,233	4%
Auto Excise and Other Taxes	102,917	101,778	103,214	99,814	100,551	937	1%
Employee Contribution	67,511	63,009	62,936	63,645	39,200	(24,445)	-38%
Investment Income	276,571	172,279	116,105	225,000	85,000	(140,000)	-62%
Transfer from General Fund	0	0	0	0	1,300,000	1,300,000	n/a
Other Revenue	23,107	5,001	7,283	0	0	0	n/a
Total Police Pension Revenue	4,186,617	4,328,719	4,381,124	4,475,150	5,764,311	1,289,161	29%
Expenditures:							
Administrative Costs	9,152	10,719	27,926	13,976	14,022	46	0%
Death Benefits Paid	27,000	27,000	54,000	72,000	72,000	0	0%
Pension Payments - Retiree	3,283,477	3,485,342	3,861,057	4,074,097	4,334,699	260,602	6%
Pension Payments - Dependents	1,150,942	1,237,059	1,246,925	1,335,893	1,276,162	(59,731)	-4%
Total Police Pension Expenditures	4,470,571	4,740,120	5,189,908	5,495,966	5,696,883	200,917	4%
Revenue Over / (Under) Expenditures	(283,954)	(411,401)	(808,784)	(1,020,816)	67,428	\$ 1,088,244	
Cash to Accrual Adjustment	161,379	(378,003)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	2,384,239	2,261,664	1,472,260	1,472,260	663,476		
Fund Balance - End of Year	\$ 2,261,664	1,472,260	663,476	451,444	730,904		

Police Pension Revenue



Police Pension Expenditures

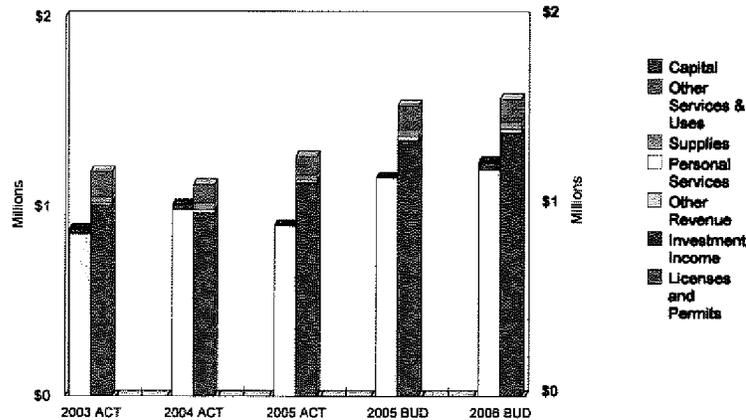


ENTERPRISE FUNDS:

	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2006 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
CONSOLIDATED BUILDING FUND							
Revenue:							
Licenses and Permits	\$ 1,008,352	968,579	1,125,037	1,350,663	1,390,000	\$ 39,337	3%
Investment Income	1,590	1,662	3,159	2,000	2,000	0	0%
Other Revenue	13,625	16,824	12,022	19,740	22,240	2,500	13%
Total Consolidated Building Revenue	1,023,567	985,065	1,140,218	1,372,403	1,414,240	41,837	3%
Expenditures:							
Personal Services	853,926	983,872	897,582	1,152,052	1,195,525	43,473	4%
Supplies	25,446	33,489	28,458	33,280	33,280	0	0%
Other Services & Uses	133,890	98,810	96,626	127,176	123,426	(3,750)	-3%
Capital	27,200	27,800	4,900	0	40,400	40,400	n/a
Total Consolidated Building Expenditures	1,040,462	1,143,571	1,027,566	1,312,508	1,392,631	80,123	6%
Revenue Over / (Under) Expenditures	(16,895)	(158,506)	112,652	59,895	21,609	\$ (38,286)	
Cash to Accrual Adjustment	(30,371)	8,315	n/a	n/a	n/a		
Equity Balance - Beginning of Year	304,785	257,519	107,328	107,328	219,980		
Equity Balance - End of Year	\$ 257,519	107,328	219,980	167,223	241,589		

**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

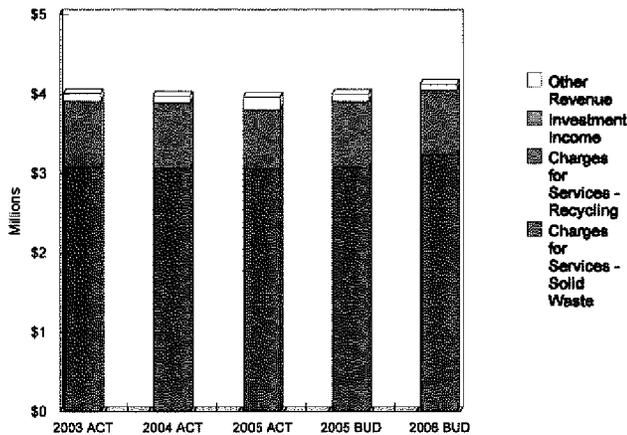
Consolidated Building Revenue & Expenditures



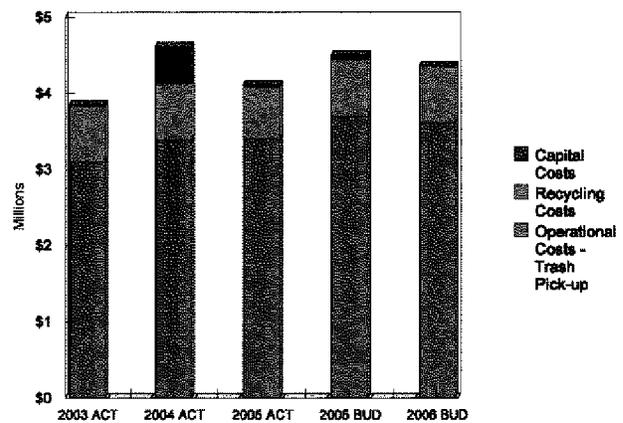
	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
PARKING GARAGE FUND							
Revenue:							
Garage Parking Fees	\$ 689,136	507,786	585,373	567,494	581,799	\$ 14,305	3%
Downtown Parking Fines and Fees	220,194	233,535	179,519	208,720	211,553	2,833	1%
Other Revenue	301,937	27,194	1,330	840	0	(840)	-100%
Total Parking Garage Revenue	1,211,267	768,515	766,222	777,054	793,352	16,298	2%
Expenditures:							
Operating Costs	732,734	509,815	512,796	567,284	575,940	8,656	2%
Total Parking Garage Expenditures	732,734	509,815	512,796	567,284	575,940	8,656	2%
Revenue Over / (Under) Expenditures	478,533	258,700	253,426	209,770	217,412	\$ 7,642	
Cash to Accrual Adjustment	11,407,977	(1,229,432)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	(473,404)	11,413,106	10,442,374	10,442,374	10,695,800		
Equity Balance - End of Year	\$ 11,413,106	10,442,374	10,695,800	10,652,144	10,913,212		
SOLID WASTE							
Revenue:							
Charges for Services - Solid Waste	\$ 3,083,840	3,071,046	3,061,080	3,080,524	3,238,112	\$ 157,588	5%
Charges for Services - Recycling	816,626	810,545	731,349	816,626	807,022	(9,604)	-1%
Investment Income	6,900	15,571	16,089	12,000	19,000	7,000	58%
Other Revenue	100,811	74,299	147,620	88,510	60,210	(28,300)	-32%
Total Solid Waste Revenue	4,007,977	3,971,461	3,956,138	3,997,660	4,124,344	126,684	3%
Expenditures:							
Operational Costs - Trash Pick-up	3,106,956	3,396,440	3,409,712	3,706,838	3,622,786	(84,052)	-2%
Recycling Costs	736,467	736,306	674,764	740,000	735,576	(4,424)	-1%
Capital Costs	1,963	477,727	27,650	58,200	0	(58,200)	-100%
Total Solid Waste Expenditures	3,845,386	4,610,473	4,112,126	4,505,038	4,358,362	(146,676)	-3%
Revenue Over / (Under) Expenditures	162,591	(639,012)	(155,988)	(507,378)	(234,018)	\$ 273,360	
Cash to Accrual Adjustment	539,925	603,023	n/a	n/a	n/a		
Equity Balance - Beginning of Year	740,782	1,443,298	1,407,309	1,407,309	1,251,321		
Equity Balance - End of Year	\$ 1,443,298	1,407,309	1,251,321	899,931	1,017,303		

**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

Solid Waste Revenue

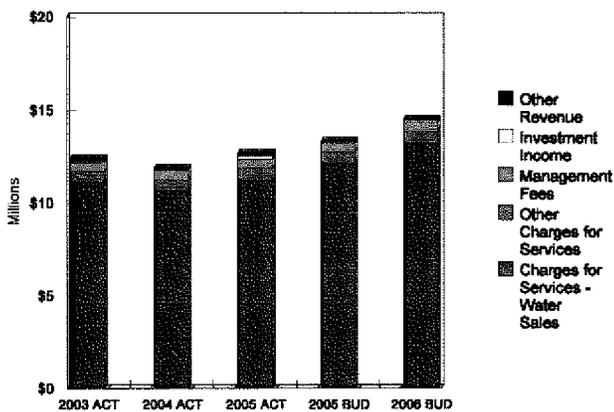


Solid Waste Expenditures

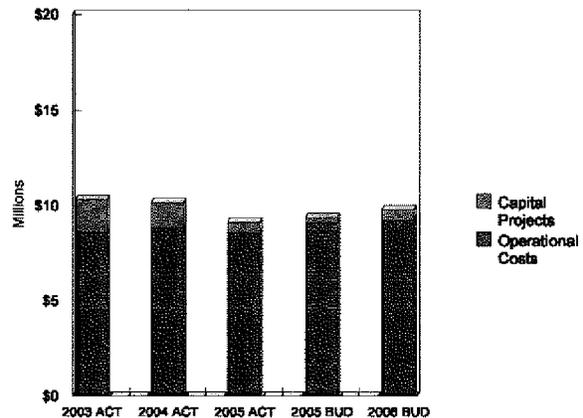


	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
SOUTH BEND WATER WORKS							
Revenue:							
Charges for Services - Water Sales	\$ 11,142,748	10,659,890	11,246,290	12,160,850	13,224,420	\$ 1,063,570	9%
Other Charges for Services	582,290	622,036	635,277	594,500	637,665	43,165	7%
Management Fees	482,132	482,132	482,132	482,132	482,132	0	0%
Investment Income	64,067	72,268	151,999	60,000	110,000	50,000	83%
Other Revenue	122,763	67,697	194,954	39,000	47,000	8,000	21%
Total Water Works Revenue	12,394,000	11,904,023	12,710,652	13,336,482	14,501,217	1,164,735	9%
Expenditures:							
Operational Costs	8,626,519	8,861,657	8,595,694	9,100,424	9,252,332	151,908	2%
Capital Projects	1,714,053	1,289,051	546,996	284,700	549,400	264,700	93%
Debt Service	3,380,275	3,380,048	3,395,467	3,395,547	3,772,613	377,066	11%
Total Water Works Expenditures	13,720,847	13,530,756	12,538,157	12,780,671	13,574,345	793,674	6%
Revenue Over / (Under) Expenditures	(1,326,847)	(1,626,733)	172,495	555,811	926,872	\$ 371,061	
Cash to Accrual Adjustment	2,740,303	1,943,206	n/a	n/a	n/a		
Equity Balance - Beginning of Year	35,143,430	36,556,886	36,873,359	36,873,359	37,045,854		
Equity Balance - End of Year	\$ 36,556,886	36,873,359	37,045,854	37,429,170	37,972,726		

Water Works Revenue



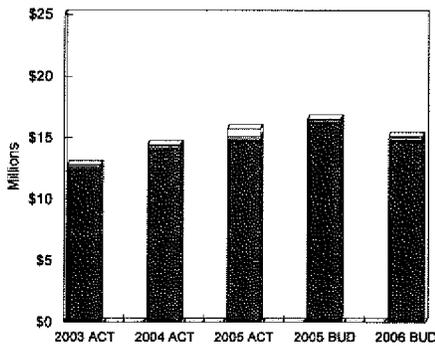
Water Works Expenditures



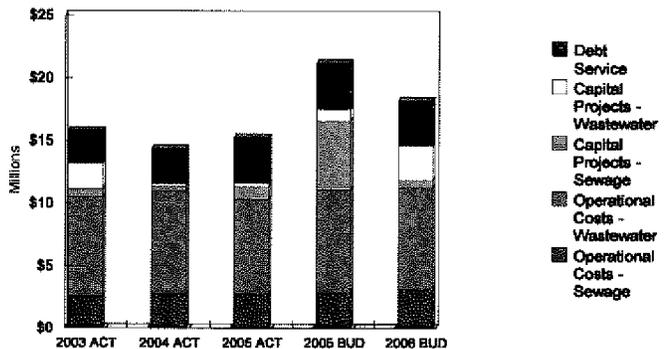
**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2005 ACTUAL RESULTS	2005 ORIGINAL BUDGET	2006 BUDGET	2006 BUDGET -VS- 2005 BUDGET	% CHGE
UTILITY INSURANCE FUNDS:							
Revenue:							
Charges for Services - Water	\$ 698,977	694,617	819,618	710,000	948,000	\$ 238,000	34%
Charges for Services - Sewer	644,995	650,035	531,973	672,000	659,000	(13,000)	-2%
Investment Income	1,187	1,006	1,529	1,000	1,200	200	20%
Other Revenue	0	75	1,430	85,000	2,500	(82,500)	-97%
Total Utility Insurance Revenue	1,345,159	1,345,733	1,354,550	1,468,000	1,610,700	142,700	10%
Expenditures:							
Water Repair / Insurance	870,115	868,985	709,413	813,120	942,833	129,713	16%
Sewer Repair / Insurance	612,720	703,509	644,993	715,432	657,233	(58,199)	-8%
Total Utility Insurance Expenditures	1,482,835	1,572,494	1,354,406	1,528,552	1,600,066	71,514	5%
Revenue Over / (Under) Expenditures	\$ (137,676)	(226,761)	144	(60,552)	10,634	\$ 71,186	
SOUTH BEND SEWAGE WORKS							
Revenue:							
Charges for Services	\$ 12,356,253	14,051,759	14,733,657	16,155,935	14,737,504	\$ (1,418,431)	-9%
Reimbursements for Salt	156,402	113,067	112,755	168,984	113,000	(55,984)	-33%
Investment Income	122,226	182,946	296,452	130,000	203,831	73,831	57%
Other Revenue	151,460	102,459	610,226	45,169	111,479	66,310	147%
Total Sewage Works Revenue	12,786,341	14,450,231	15,753,090	16,500,088	15,165,814	(1,334,274)	-8%
Expenditures:							
Operational Costs - Sewage	2,602,239	2,753,441	2,741,404	2,878,098	3,125,203	247,105	9%
Operational Costs - Wastewater	7,873,309	8,261,641	7,590,230	8,198,645	8,161,961	(36,684)	-0%
Capital Projects - Sewage	663,632	353,490	943,204	5,464,200	537,800	(4,926,400)	-90%
Capital Projects - Wastewater	2,088,483	167,388	321,524	968,390	2,758,200	1,789,810	185%
Debt Service	2,563,844	2,783,273	3,586,587	3,682,775	3,593,553	(89,222)	-2%
Total Sewage Works Expenditures	15,771,507	14,319,233	15,182,949	21,192,108	18,176,717	(3,015,391)	-14%
Revenue Over / (Under) Expenditures	(2,985,166)	130,998	570,141	(4,692,020)	(3,010,903)	\$ 1,681,117	
Cash to Accrual Adjustment	1,799,594	(2,872,895)	n/a	n/a	n/a	14,880,717	
Equity Balance - Beginning of Year	66,924,437	65,738,865	62,996,968	62,996,968	63,567,109		
Equity Balance - End of Year	\$ 65,738,865	62,996,968	63,567,109	58,304,948	60,556,206		

Sewage Works Revenue

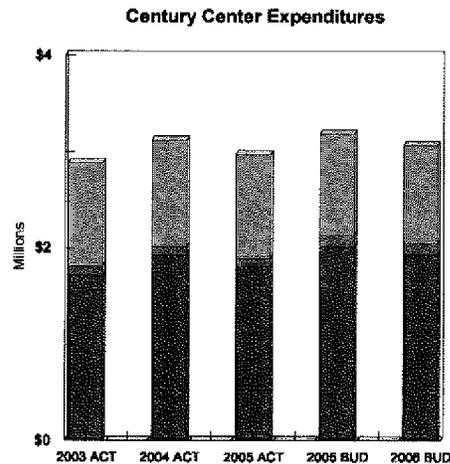
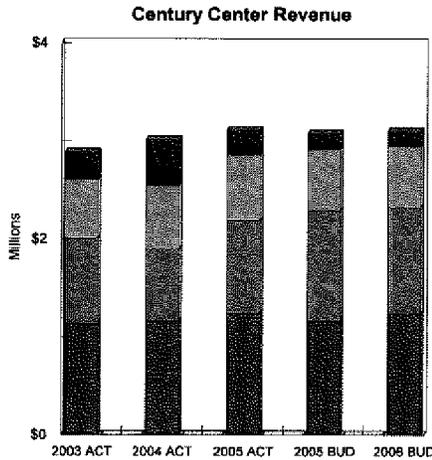


Sewage Works Expenditures



**THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

CENTURY CENTER	2003	2004	2005	2005	2006	2006 BUDGET	
	ACTUAL RESULTS	ACTUAL RESULTS	ACTUAL RESULTS	ORIGINAL BUDGET		BUDGET	-VS- 2005 BUDGET
Revenue:							
Hotel / Motel Tax	\$ 1,130,612	1,164,493	1,240,319	1,164,493	1,235,850	\$ 71,357	6%
Rental Fees	878,729	730,486	953,635	1,131,549	1,091,672	(39,877)	-4%
Catering Commissions	601,265	653,420	666,311	625,661	621,001	(4,660)	-1%
Investment Income	2,359	551	279	1,000	500	(500)	-50%
Other Revenue	270,409	458,078	250,034	148,350	150,012	1,662	1%
Total Century Center Revenue	2,883,374	3,007,028	3,109,578	3,071,053	3,099,035	27,982	1%
Expenditures:							
Personal Services	1,714,756	1,922,662	1,806,035	2,017,722	1,931,917	(85,805)	-4%
Supplies	98,139	96,343	85,449	121,695	121,695	0	0%
Other Services & Uses	1,075,690	1,098,924	1,082,394	1,044,854	1,017,005	(27,849)	-3%
Total Century Center Expenditures	2,888,585	3,117,929	2,973,878	3,184,271	3,070,617	(113,654)	-4%
Revenue Over / (Under) Expenditures	(5,211)	(110,901)	135,700	(113,218)	28,418	\$ 141,636	
Cash to Accrual Adjustment	(566,191)	(343,752)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	15,638,669	15,067,267	14,612,614	14,612,614	14,748,314		
Equity Balance - End of Year	\$ 15,067,267	14,612,614	14,748,314	14,499,396	14,776,732		



a - Includes actual property taxes that were not collected until early 2005.

FIVE YEAR FINANCIAL FORECAST

The City's five-year financial forecast includes as its first year the actual 2006 Budget. The objective of the financial forecast is to provide a frame of reference for evaluating the City's financial condition, and it is used as a basis for decision making. The forecast was developed using a baseline environment; that is, revenues and expenditures were projected based primarily on growth patterns or inflation factors assuming the present level of services provided by the City. Anticipated inflation and historical growth rates are used to predict expenditure patterns, while revenues are projected by trend or by specific circumstances as each case may warrant. It is important to stress that the general assumption used when developing this forecast was that the services currently provided, as budgeted in the year 2006, will continue to be provided at the same level for the following four years. As needs change over time, service levels will also change; thus, future budgets may not necessarily reflect this assumption.

As mentioned earlier in this document, the City takes a conservative approach when preparing operating budgets. Throughout the years, anticipated revenues have generally been underestimated for budget purposes, and expenditure budgets have been underspent. The multi-year forecast included in this section has been prepared using the same conservative approach embedded in the budgeting process.

The City prepares its annual capital budget during a separate process after the annual operating budget is prepared and approved (as more fully explained in Section D). As a result of this capital budgeting policy, these forecasts do not include specific capital expenditures beyond the year 2006. In keeping with the overriding theory behind appropriating dollars for capital projects based upon funds on hand, only operating expenditures are forecasted with the net operating surplus identified as funds available for future capital projects.

Over the five-year forecast period, the City's revenue and expenditures are projected to maintain fairly constant growth patterns. The following information provides the general assumptions that were used in preparing the multi-year forecast:

REVENUE ASSUMPTIONS:

- Property Tax Levies - increase 3.6% for 2007 and 0 for 2008 – 2010 per year
Due to changes in Indiana Law, starting in 2008 property tax for property owners cannot exceed two percent of the gross assess value for the qualifying property. The estimated financial impact will be a loss of \$6 million dollars of property tax revenue in 2008.
- Auto and Commercial Vehicle Excise Taxes - 1% increase per year
- Payment in Lieu of Taxes - 2.5% increase per year
- Local Option Income Taxes - 2% increase per year. No additional local option income tax rate increases have been included that have not already been approved by the County Income Tax Council.
- State Pension Relief Funds - includes the assumption that the amount to be received by the City from the State represents a minimum of 50% of the current year's total pension benefits paid by the City.

- Hotel / Motel Taxes – 2% increase per year for Century Center & Hall of Fame
- Other taxes - range from no growth up to 3% per year depending upon type of tax
- Charges for Services - generally 3% increase per year for most services; however, this varies depending upon the type of service provided and the projected cost incurred to provide the service
- Utility Fees - modest 2% per year growth (which assumes no rate changes) with a few exceptions: Solid Waste and Sewer Insurance Fees
- Administrative Fees and Other Allocations - 3% increase per year
- Intergovernmental grants - varies based upon type of grant
- All other miscellaneous revenue - generally no growth; however, this has been determined on a case by case basis

EXPENDITURE ASSUMPTIONS:

- Salaries for Police Officers, Firefighters, Teamsters and Non-bargaining employees - ranges from 2% to 4.5% increase per year dependent upon year and contract
- Health Benefits - 15% increase per year
- Other Benefits and Personnel Costs - 3% increase per year
- Supplies - 0% increase per year
- Other Services - 2% increase per year
- Other Uses - 2% increase per year
- Debt Service Payments (for outstanding bonds and financing obligations) - the forecast includes all debt service schedules outstanding as of the beginning of 2006 plus any anticipated financing planned during 2006.
- Other unique changes (increases and decreases) have been included on a case by case basis where necessary

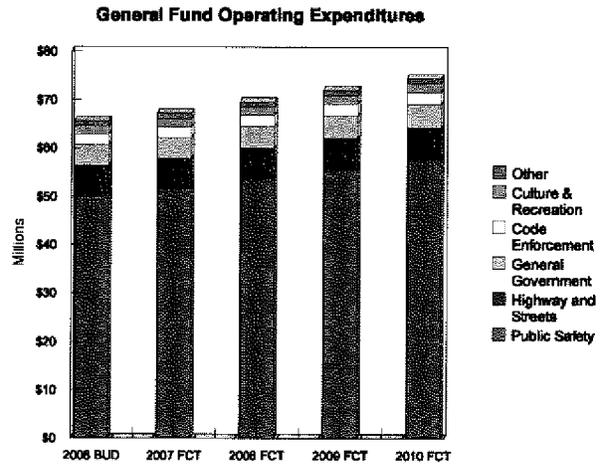
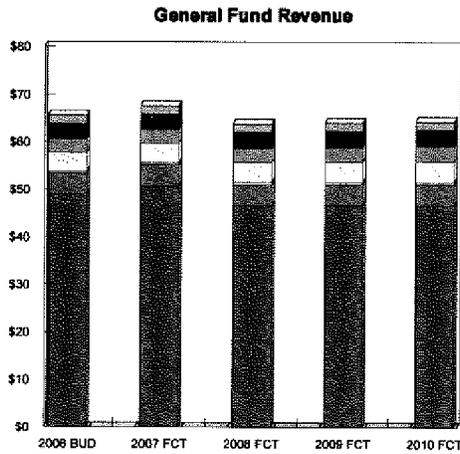
This five-year forecast helps to identify specific funds that will need to rely on existing cash balances to fund anticipated future year budget deficits. In some cases, the fund's cash balance is not sufficient at the current time to fully support the projected budget deficits that are anticipated within the next five years. In these cases, tough decisions will need to be made to determine how to fund the activities within each fund.

**THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST**

GENERAL FUND:

	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
Revenue:						
General Property Tax	\$ 49,058,785	50,824,901	46,654,598	46,654,598	46,654,598	-1.2%
Auto Excise and Other Taxes	4,357,435	4,388,745	4,420,369	4,452,308	4,484,567	0.7%
Intergovernmental Grants - Public Safety	370,000	440,000	440,000	440,000	440,000	4.7%
Charges for Services	4,011,980	4,098,255	4,205,199	4,305,803	4,413,794	2.5%
Payment in Lieu of Taxes (Utilities)	2,834,265	2,905,122	2,977,750	3,052,193	3,128,498	2.6%
Administrative Fees from Other Funds	1,904,234	1,961,361	2,020,202	2,080,808	2,143,232	3.1%
Fines/Forfeitures & Licenses/Permits	385,690	387,640	389,610	391,599	395,617	0.6%
Investment Income	300,000	300,000	300,000	300,000	300,000	0.0%
Cable TV Franchise Fees	600,000	600,000	600,000	600,000	600,000	0.0%
Miscellaneous Revenue	1,728,500	1,728,500	1,728,500	1,728,500	1,728,500	0.0%
Total General Fund Revenue	65,550,889	67,634,524	63,736,226	64,005,809	64,288,807	-0.5%
Operating Expenditures:						
Public Safety:						
Police Department	26,498,900	27,135,847	28,173,838	29,171,607	30,202,165	3.5%
Fire Department / EMS	21,741,142	22,403,280	23,288,842	24,133,599	25,089,204	3.6%
Communications Center	1,552,293	1,574,559	1,637,045	1,702,810	1,772,079	3.5%
Building Maintenance	679,823	691,945	712,124	733,179	755,165	2.8%
Board of Safety	17,000	17,000	17,340	17,687	18,041	1.5%
Total Public Safety Expenditures	50,489,158	51,822,631	53,829,188	55,758,882	57,836,654	3.6%
Highway and Streets:						
Engineering Division	3,702,695	3,741,643	3,834,443	3,930,530	4,030,082	2.2%
Traffic & Lighting	2,262,015	2,308,210	2,359,429	2,412,383	2,467,162	
Total Highway & Streets Expenditures	5,964,710	6,049,853	6,193,872	6,342,913	6,497,244	2.2%
General Government:						
Mayor's Office	790,517	813,349	842,218	872,486	904,245	3.6%
City Clerk's Office	316,300	325,310	336,892	349,045	361,808	3.6%
Common Council	351,416	359,660	371,680	384,268	397,460	3.3%
Controller's Department	1,636,200	1,678,772	1,735,072	1,793,910	1,855,444	3.3%
Legal Department	887,906	914,518	946,988	980,959	1,016,527	3.6%
Human Rights Commission	287,636	296,408	307,200	318,518	330,396	3.7%
Total General Government Expenditures	4,269,975	4,388,019	4,540,049	4,699,186	4,865,880	3.5%
Code Enforcement:						
Neighborhood Code Enforcement	1,340,109	1,372,202	1,414,561	1,458,863	1,505,232	3.1%
Animal Control	465,773	479,263	496,354	514,373	533,386	3.6%
Junk Vehicle	71,678	73,703	76,394	79,233	82,228	3.7%
Code Hearing Officer	56,976	56,976	58,116	59,278	60,463	1.5%
Unsafe Building	195,000	195,000	198,900	202,878	206,936	1.5%
Weights and Measures	43,000	43,000	43,860	44,737	45,632	1.5%
Total Code Enforcement Expenditures	2,172,536	2,220,144	2,288,185	2,359,362	2,433,877	3.0%
Culture & Recreation:						
Morris Performing Arts Center	856,407	875,141	903,141	932,424	963,072	3.1%
Palais Royale Ballroom	517,472	526,905	542,777	559,332	576,614	
SB Regional Art Museum - grant	65,000	65,000	66,300	67,626	68,979	1.5%
Studebaker National Museum - grant	206,179	206,179	210,303	214,509	218,799	1.5%
Total Culture & Rec Expenditures	1,645,058	1,673,225	1,722,521	1,773,891	1,827,463	2.8%
Other:						
Comm & Economic Development - grant	978,121	978,121	978,121	978,121	978,121	0.0%
Youth Services Bureau - grant	75,000	75,000	76,500	78,030	79,591	1.5%
Total Other Expenditures	1,053,121	1,053,121	1,054,621	1,056,151	1,057,712	0.1%
Total General Fund Operating Expenditures	65,594,558	67,206,993	69,628,436	71,990,385	74,518,830	3.4%
Revenue Net of Operating Expenditures	(43,669)	427,531	(5,892,210)	(7,984,576)	(10,230,023)	
Cash Available on 1/1/06 for Capital Expenditures	7,369,247	n/a	n/a	n/a	n/a	
Less: 2006 Capital Budget	(6,000,000)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	\$ 1,325,578	427,531	(5,892,210)	(7,984,576)	(10,230,023)	

THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST



SPECIAL REVENUE FUNDS:

PARK & RECREATION DEPARTMENT

Revenue:

	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
General Property Tax	\$ 8,365,716	8,365,716	8,365,716	8,365,716	8,365,716	0.0%
Auto Excise and Other Taxes	602,061	607,992	613,981	620,030	626,139	1.0%
Charges for Services / User Fees	3,762,366	3,875,237	3,991,494	4,111,239	4,234,576	3.1%
Investment Income	11,000	11,000	11,000	11,000	11,000	0.0%
Total Park & Recreation Revenue	12,741,143	12,859,945	12,982,191	13,107,985	13,237,431	1.0%

Operating Expenditures:

Park Administration	1,254,027	1,284,230	1,326,666	1,371,046	1,394,345	2.6%
Park Maintenance	4,696,183	4,802,940	4,950,820	5,105,535	5,187,165	2.6%
Golf Courses	1,699,424	1,730,618	1,772,592	1,816,388	1,843,100	2.1%
Recreation	1,537,336	1,579,355	1,630,285	1,683,492	1,720,666	3.0%
Potawatomi Zoo	1,719,729	1,758,362	1,809,081	1,862,144	1,893,361	2.5%
Non-reverting Recreation	826,999	839,294	856,800	874,799	884,971	1.8%
Special Events/East Race	33,313	33,375	33,830	34,293	34,293	0.7%
Total Park & Recreation Operating Expenditures	11,767,011	12,028,174	12,380,073	12,747,698	12,957,902	2.5%

Revenue Net of Operating Expenditures

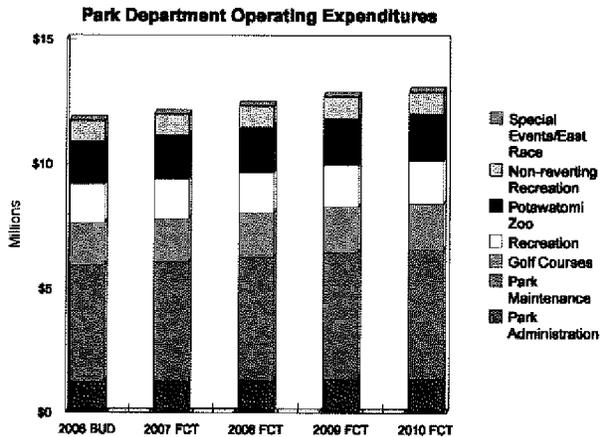
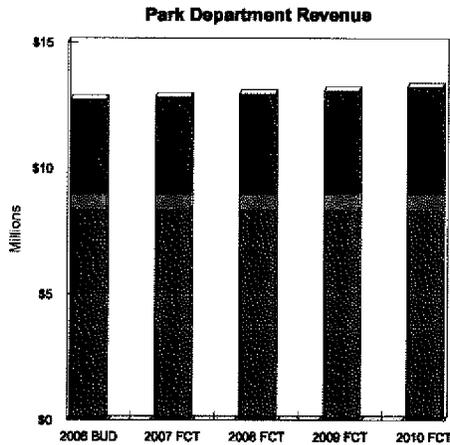
2006 BUDGET	974,132	831,771	602,118	360,288	279,529
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Cash Available on 1/1/06 for Capital Expenditures Less: 2006 Capital Budget

2006 BUDGET	811,497	n/a	n/a	n/a	n/a
2006 Capital Budget	(428,000)	n/a	n/a	n/a	n/a

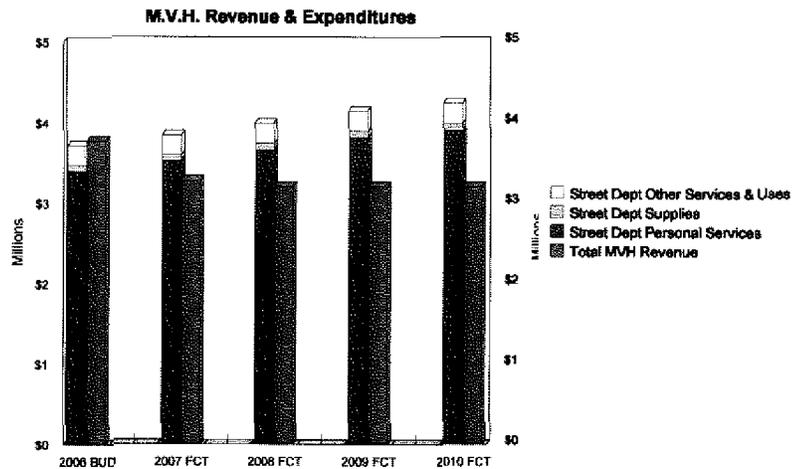
Funds Available for Future Capital Expenditures

2006 BUDGET	\$ 1,357,629	831,771	602,118	360,288	279,529
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**THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST**

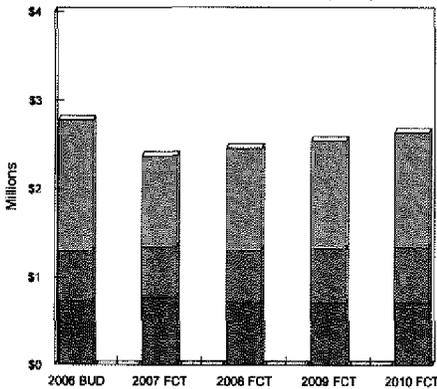
MOTOR VEHICLE HIGHWAY FUND	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
Revenue:						
State MVH Distribution (Gas Tax)	\$ 3,334,631	3,267,938	3,202,580	3,202,580	3,202,580	-1.0%
Charges for Services	8,940	8,940	8,940	8,940	8,940	0.0%
Interfund Transfer	440,000	0	0	0	0	-25.0%
Total Motor Vehicle Highway Revenue	3,783,571	3,276,878	3,211,520	3,211,520	3,211,520	-3.8%
Operating Expenditures:						
Street Dept Personal Services	3,403,162	3,525,073	3,567,696	3,817,916	3,909,332	3.7%
Street Dept Supplies	78,480	78,480	78,480	78,480	78,480	0.0%
Street Dept Other Services & Uses	237,527	239,698	244,492	249,382	249,382	1.2%
Total Motor Vehicle Highway Expenditures	3,719,169	3,843,250	3,990,668	4,145,778	4,237,194	3.5%
Operating Budget Deficit	64,402	(566,372)	(779,148)	(934,259)	(1,025,674)	
Cash Available/(Deficit) at Beginning of Year		(501,970)	(1,068,342)	(1,847,490)	(2,781,749)	
Projected Year-end Cash Balance	\$ 64,402	(1,068,342)	(1,847,490)	(2,781,749)	(3,807,423)	



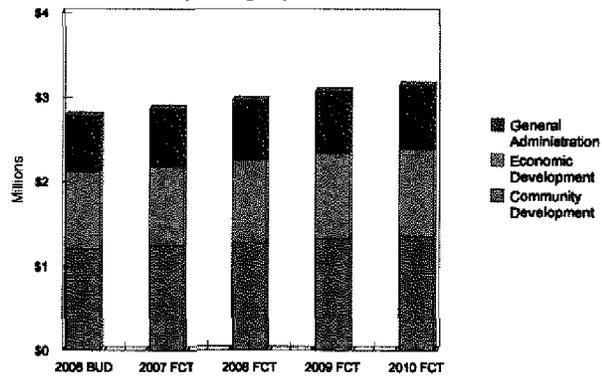
COMMUNITY & ECONOMIC DEVELOPMENT (ADMIN SUPPORT ONLY)	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
Revenue:						
Intergovernmental Revenue	\$ 745,074	777,005	716,155	716,155	716,155	-1.0%
Staff Contracts	556,049	572,730	589,912	607,610	625,838	3.1%
Grants and Subsidies	1,475,617	1,016,540	1,145,393	1,216,584	1,291,121	-3.1%
Other Revenue	3,500	3,500	3,500	3,500	3,500	0.0%
Total Comm & Econ Dev Revenue	2,780,240	2,369,775	2,454,960	2,543,849	2,636,614	-1.3%
Operating Expenditures:						
Community Development	1,211,020	1,245,232	1,288,895	1,334,606	1,363,104	3.1%
Economic Development	908,011	935,316	968,801	1,003,869	1,026,857	3.3%
General Administration	661,211	681,615	706,635	732,880	749,163	3.3%
Total Comm & Econ Dev Expenditures	2,780,242	2,862,162	2,964,331	3,071,355	3,139,123	3.2%
Revenue Net of Operating Expenditures	\$ (2)	(492,387)	(509,371)	(527,507)	(502,509)	

THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST

Community & Econ Development (CED) Revenue



CED Operating Expenditures



HUMAN RIGHTS - FEDERAL PROGRAMS

Revenue:

Intergovernmental Revenue
Total Human Rights - Federal Revenue

	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
Intergovernmental Revenue	\$ 207,300	155,161	159,460	163,904	168,497	-4.7%
Total Human Rights - Federal Revenue	207,300	155,161	159,460	163,904	168,497	-4.7%

Expenditures:

Personal Services
Supplies
Other Services & Uses
Total Human Rights - Federal Expenditures

Personal Services	82,281	84,791	87,785	90,909	93,336	3.4%
Supplies	2,800	2,800	2,800	2,800	2,800	0.0%
Other Services & Uses	104,358	104,446	106,535	108,665	108,665	1.0%
Total Human Rights - Federal Expenditures	189,439	192,036	197,119	202,374	204,801	2.0%

Revenue Net of Expenditures

	\$ 17,861	(36,876)	(37,659)	(38,470)	(36,305)	
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INTERNAL SERVICE FUNDS:

LIABILITY INSURANCE RESERVE

Revenue:

Allocations from Other Funds
Investment Income
Other Revenue
Total Liability Insur Reserve Revenues

	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
Allocations from Other Funds	\$ 2,261,660	2,306,893	2,353,031	2,353,031	2,353,031	1.0%
Investment Income	21,000	21,420	21,848	22,285	22,731	2.1%
Other Revenue	59,800	59,800	59,800	59,800	59,800	0.0%
Total Liability Insur Reserve Revenues	2,342,460	2,388,113	2,434,679	2,435,116	2,435,562	1.0%

Expenditures:

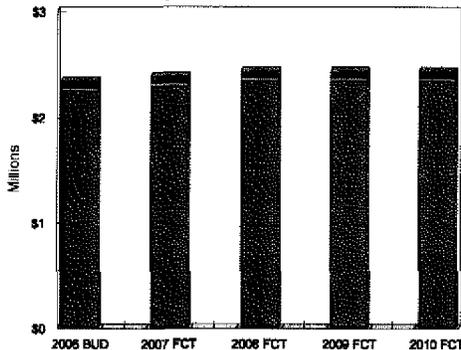
Administrative Costs
Workers Comp Claims
General Liability Claims
Fees & Premium
Other Expenses
Total Liability Insur Reserve Expenditures

Administrative Costs	262,360	278,896	288,671	298,904	489,127	21.6%
Workers Comp Claims	829,000	829,000	845,580	862,492	862,492	1.0%
General Liability Claims	659,800	672,996	686,456	700,185	700,185	1.5%
Fees & Premium	523,500	562,990	574,250	585,735	585,735	3.0%
Other Expenses	67,660	67,660	69,013	70,393	70,393	1.0%
Total Liability Insur Reserve Expenditures	2,342,320	2,411,542	2,463,970	2,517,708	2,707,932	3.9%

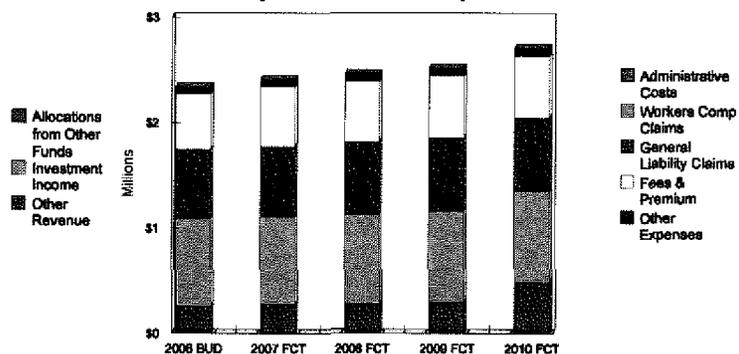
Revenue Net of Expenditures

	\$ 140	(23,429)	(29,290)	(82,592)	(272,370)	
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Liability Insurance Reserve Revenue



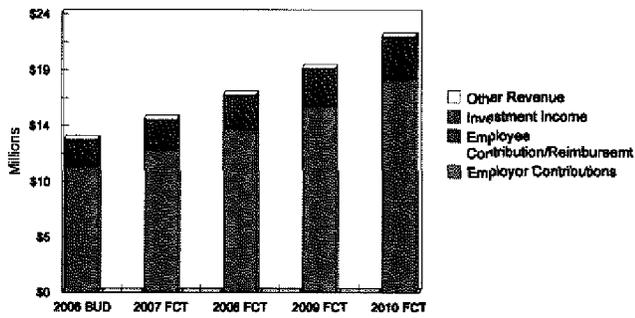
Liability Insurance Reserve Expenditures



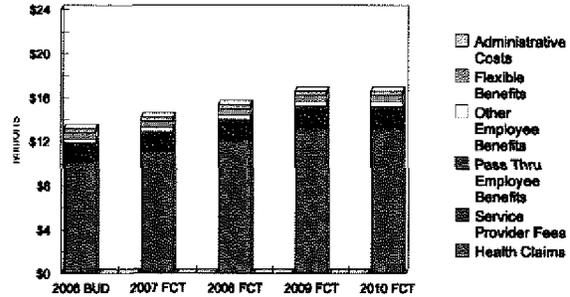
THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST

SELF-FUNDED EMPLOYEE BENEFITS	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
Revenue:						
Employer Contributions	\$ 10,815,946	12,332,095	14,072,479	16,070,638	18,365,140	17.4%
Employee Contribution/Reimbursemt	2,332,428	2,601,034	2,909,931	3,265,163	3,673,679	14.4%
Investment Income	45,000	45,000	45,000	45,000	45,000	n/a
Other Revenue	0	0	0	0	0	n/a
Total Self-Funded Benefits Revenue	13,193,374	14,978,129	17,027,411	19,380,802	22,083,819	16.8%
Expenditures:						
Administrative Costs	372,600	381,650	390,936	400,505	403,505	2.1%
Service Provider Fees	1,191,913	1,299,185	1,416,112	1,543,562	1,543,562	7.4%
Pass Thru Employee Benefits	513,998	513,998	524,278	534,764	534,764	1.0%
Other Employee Benefits	346,340	346,340	353,267	360,332	360,332	1.0%
Flexible Benefits	565,000	565,000	576,300	587,826	587,826	1.0%
Health Claims	10,200,000	11,116,932	12,116,350	13,205,676	13,204,531	7.4%
Total Self-Funded Benefits Expenditures	13,189,851	14,223,105	15,377,242	16,632,664	16,634,520	6.5%
Revenue Net of Expenditures	\$ 3,523	755,024	1,650,169	2,748,137	5,449,300	38644.5%

Self-Funded Employee Benefits Revenue

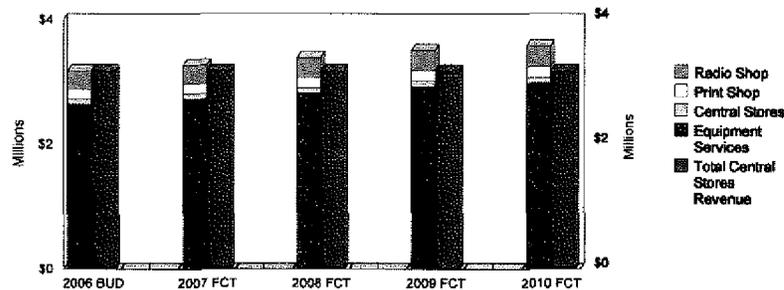


Self-Funded Employee Benefits Expenditures



CENTRAL SERVICES	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
Revenue:						
Labor Charges	\$ 2,066,585	2,066,585	2,066,585	2,066,585	2,066,585	0.0%
Parts Mark-up	420,560	420,560	420,560	420,560	420,560	0.0%
Fuel Mark-up	35,047	35,047	35,047	35,047	35,047	0.0%
Print Shop Receipts	176,500	176,500	176,500	176,500	176,500	0.0%
Central Stores Allocation	90,742	90,742	90,742	90,742	90,742	0.0%
Radio Shop Allocation	300,296	300,296	300,296	300,296	300,296	0.0%
Other Revenue	91,747	91,747	91,747	91,747	91,747	0.0%
Total Central Services Revenue	3,181,477	3,181,477	3,181,477	3,181,477	3,181,477	0.0%
Operating Expenditures:						
Equipment Services	2,650,235	2,730,883	2,830,009	2,934,167	2,994,100	3.2%
Central Stores	82,082	84,434	87,312	90,324	92,276	3.1%
Print Shop	158,822	161,353	165,168	169,158	171,188	2.0%
Radio Shop	290,438	299,688	310,694	322,304	328,604	3.3%
Total Central Serv Operating Expenditures	3,181,377	3,276,359	3,393,183	3,515,954	3,586,168	3.2%
Revenue Net of Operating Expenditures	\$ 100	(94,882)	(211,706)	(334,477)	(404,691)	

Central Services Revenue & Expenditures



**THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST**

CAPITAL / DEBT SERVICE FUNDS:

	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
STUDEBAKER CORRIDOR BOND						
Revenue:						
General Property Tax	\$ 585,427	0	0	0	0	-25.0%
Auto & Commercial Vehicle Excise Taxes	35,305	0	0	0	0	-25.0%
Total Studebaker Bond Revenue	620,732	0	0	0	0	-25.0%
Expenditures:						
Debt Service - Studebaker Corridor Bond	330,660	0	0	0	0	-25.0%
Total Debt Service Expenditures	330,660	0	0	0	0	-25.0%
Revenue Net of Debt Service Expenditures	\$ 290,072	0	0	0	0	-25.0%
COLLEGE FOOTBALL HALL OF FAME BOND						
Revenue:						
General Property Tax	\$ 1,340,475	1,326,797	1,324,500	1,323,695	1,321,382	-0.4%
Auto & Commercial Vehicle Excise Taxes	78,008	78,788	79,576	80,372	81,175	1.0%
Total Hall of Fame Bond Revenue	1,418,483	1,405,585	1,404,076	1,404,067	1,402,557	-0.3%
Expenditures:						
Debt Service - Hall of Fame Bond	1,406,900	1,404,000	1,401,500	1,401,500	1,401,500	-0.1%
Total Debt Service Expenditures	1,406,900	1,404,000	1,401,500	1,401,500	1,401,500	-0.1%
Revenue Net of Debt Service Expenditures	\$ 11,583	1,585	2,576	2,567	1,057	
COLLEGE FOOTBALL HALL OF FAME TRANSFER FUND						
Revenue:						
Hotel / Motel Tax	\$ 465,177	474,481	483,970	493,650	503,523	2.1%
Professional Sports Development Tax/Interest	376,000	383,400	390,948	398,647	406,500	2.0%
Total Hall of Fame Bond Transfer Revenue	841,177	857,881	874,918	892,297	910,022	2.0%
Expenditures:						
Transfer to National Football Foundation	632,000	644,640	657,533	670,683	670,683	1.5%
Total Transfer Expenditures	632,000	644,640	657,533	670,683	670,683	1.5%
Revenue Net of Transfer Expenditures	\$ 209,177	213,241	217,385	221,613	239,339	
COUNTY OPTION INCOME TAX						
Revenue:						
County Option Income Tax	\$ 5,545,120	5,656,022	5,769,143	5,884,526	6,002,216	2.1%
Investment Income	120,000	120,000	120,000	120,000	120,000	0.0%
Total COIT Revenue	5,665,120	5,776,022	5,889,143	6,004,526	6,122,216	2.0%
Expenditures:						
Debt Service - Capital Lease	2,815,081	2,170,412	2,170,412	2,170,412	2,170,412	n/a
Total COIT Debt Service Expenditures	2,815,081	2,170,412	2,170,412	2,170,412	2,170,412	n/a
Revenue Net of Debt Service Expenditures	2,850,039	3,605,610	3,718,731	3,834,114	3,951,804	
Cash Available on 1/1/06 for Capital Expenditures	3,592,735	n/a	n/a	n/a	n/a	
Less: 2006 Capital Budget	(3,549,774)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	\$ 2,893,000	3,605,610	3,718,731	3,834,114	3,951,804	
CUM CAPITAL DEVELOPMENT FUND						
Revenue:						
General Property Tax	\$ 1,074,522	1,101,385	1,101,385	1,101,385	1,101,385	0.6%
Auto Excise and Other Taxes	80,678	81,473	82,276	83,086	83,905	1.0%
Investment Income/Other Income	20,000	20,000	20,000	20,000	20,000	0.0%
Total CCDF Revenue	1,175,200	1,202,858	1,203,661	1,204,471	1,205,290	0.6%
Expenditures:						
Debt Service - Finance Leases	449,950	0	0	0	0	n/a
Total CCDF Debt Service Expenditures	449,950	0	0	0	0	n/a
Revenue Net of Debt Service Expenditures	725,250	1,202,858	1,203,661	1,204,471	1,205,290	
Cash Available on 1/1/06 for Capital Expenditures	1,459,078	n/a	n/a	n/a	n/a	
Less: 2006 Capital Budget	(936,875)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	\$ 1,247,653	1,202,858	1,203,661	1,204,471	1,205,290	

**THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST**

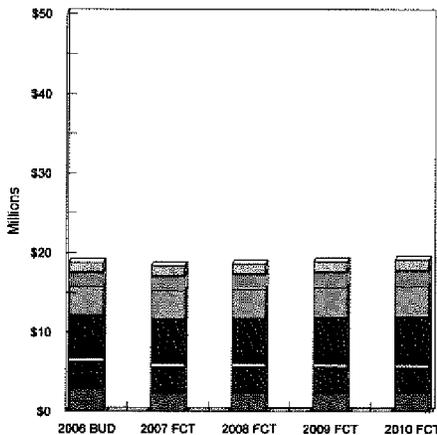
	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
CUM CAPITAL IMPROVEMENT FUND						
Revenue:						
State Cigarette Tax Distribution	\$ 375,106	363,853	352,937	342,349	332,079	-2.9%
Other Revenue	200,000	200,000	200,000	200,000	200,000	0.0%
Total CCIF Revenue	<u>575,106</u>	<u>563,853</u>	<u>552,937</u>	<u>542,349</u>	<u>532,079</u>	-1.9%
Expenditures:						
Debt Service - Century Center Bond	591,883	594,000	594,000	594,000	594,000	0.1%
Total CCIF Debt Service Expenditures	<u>591,883</u>	<u>594,000</u>	<u>594,000</u>	<u>594,000</u>	<u>594,000</u>	0.1%
Revenue Net of Debt Service Expenditures	(16,777)	(30,147)	(41,063)	(51,651)	(61,921)	
Cash Available on 1/1/06 for Capital Expenditures	231,686	n/a	n/a	n/a	n/a	
Less: 2006 Capital Budget	0	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	<u>\$ 214,909</u>	<u>(30,147)</u>	<u>(41,063)</u>	<u>(51,651)</u>	<u>(61,921)</u>	
ECONOMIC DEVELOPMENT INCOME TAX						
Revenue:						
Economic Developmt Income Tax	\$ 3,498,794	3,568,770	3,640,145	3,712,948	3,787,207	2.1%
Investment Income	25,000	25,000	25,000	25,000	25,000	0.0%
Other Revenue	138,000	108,000	108,000	108,000	125,000	-2.4%
Total EDIT Revenue	<u>3,661,794</u>	<u>3,701,770</u>	<u>3,773,145</u>	<u>3,845,948</u>	<u>3,937,207</u>	1.9%
Operating Expenditures:						
Grants and Subsidies for Econ Developmt	607,496	607,496	619,646	632,039	632,039	1.0%
Debt Service - Various Bonds	2,715,397	2,784,116	2,771,966	2,759,573	2,759,573	0.4%
Total EDIT Operating Expenditures	<u>3,322,893</u>	<u>3,391,612</u>	<u>3,391,612</u>	<u>3,391,612</u>	<u>3,391,612</u>	0.5%
Revenue Net of Operating Expenditures	338,901	310,158	381,533	454,336	545,595	
Cash Available on 1/1/06 for Capital Expenditures	483,749	n/a	n/a	n/a	n/a	
Less: 2006 Capital Budget	(226,000)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	<u>\$ 596,650</u>	<u>310,158</u>	<u>381,533</u>	<u>454,336</u>	<u>545,595</u>	
EMS CAPITAL IMPROVEMENT						
Revenue:						
Charges for Services	\$ 1,400,000	1,442,000	1,485,260	1,529,818	1,575,712	3.1%
Investment Income	15,000	15,000	15,000	15,000	15,000	0.0%
Other Revenue	11,800	11,800	11,800	11,800	11,800	0.0%
Total EMS Capital Revenue	<u>1,426,800</u>	<u>1,468,800</u>	<u>1,512,060</u>	<u>1,556,618</u>	<u>1,602,512</u>	3.1%
Expenditures:						
Debt Service - Finance Leases	164,202	85,140	84,740	84,332	84,332	-12.2%
Collection Fees	20,000	20,000	20,400	20,808	20,808	1.0%
Interfund Transfer to General Fund	250,000	250,000	250,000	250,000	250,000	0.0%
Total EMS Financing Expenditures	<u>434,202</u>	<u>355,140</u>	<u>355,140</u>	<u>355,140</u>	<u>355,140</u>	-4.6%
Revenue Net of Financing Expenditures	992,598	1,113,660	1,156,920	1,201,478	1,247,372	
Cash Available on 1/1/06 for Capital Expenditures	701,443	n/a	n/a	n/a	n/a	
Less: 2006 Capital Budget	(911,597)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	<u>\$ 782,444</u>	<u>1,113,660</u>	<u>1,156,920</u>	<u>1,201,478</u>	<u>1,247,372</u>	
PARK NON-REVERTING CAPITAL						
Revenue:						
Charges for Services / User Fees	\$ 268,000	276,040	284,321	292,851	301,636	3.1%
Investment Income	4,000	4,000	4,000	4,000	4,000	0.0%
Total Park Capital Revenue	<u>272,000</u>	<u>280,040</u>	<u>288,321</u>	<u>296,851</u>	<u>305,636</u>	3.1%
Cash Available on 1/1/06 for Capital Expenditures	421,420	n/a	n/a	n/a	n/a	n/a
Less: 2006 Capital Budget	(274,500)	n/a	n/a	n/a	n/a	n/a
Funds Available for Future Capital Expenditures	<u>\$ 418,920</u>	<u>280,040</u>	<u>288,321</u>	<u>296,851</u>	<u>305,636</u>	

THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST

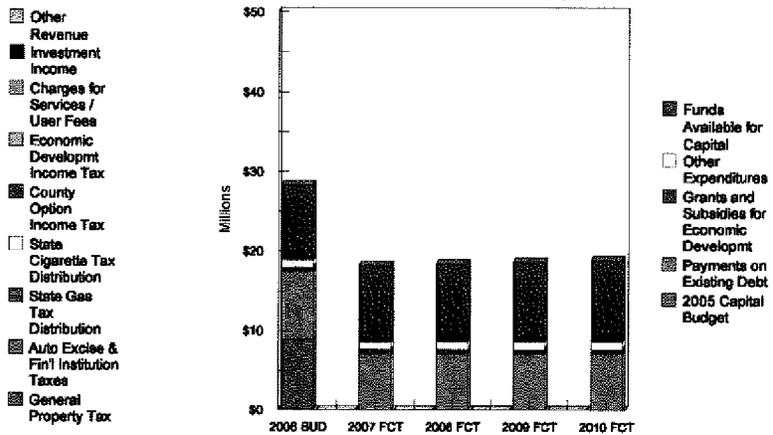
LOCAL ROADS AND STREETS (Special Revenue Fund used for capital purposes)

	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
Revenue:						
State Gas Tax Distribution	\$ 3,113,005	3,118,831	3,118,831	3,118,831	3,118,831	0.0%
Investment Income	10,000	10,000	10,000	10,000	10,000	0.0%
Total LRSA Revenue	3,123,005	3,128,831	3,128,831	3,128,831	3,128,831	0.0%
Cash Available on 1/1/06 for Capital Expenditures	3,146,004	n/a	n/a	n/a	n/a	n/a
Less: 2006 Capital Budget	(3,023,000)	n/a	n/a	n/a	n/a	n/a
Funds Available for Future Capital Expenditures	\$ 3,246,009	3,128,831	3,128,831	3,128,831	3,128,831	

Total Capital/Debt Service Funds Revenue



Total Capital/Debt Service Funds Expenditures

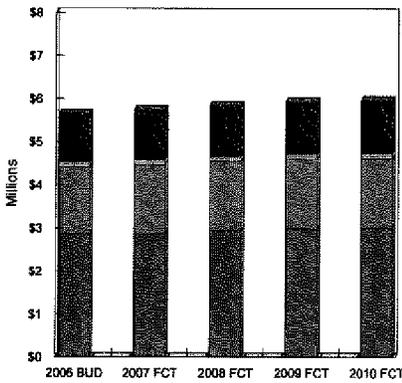


TRUST / AGENCY FUNDS:

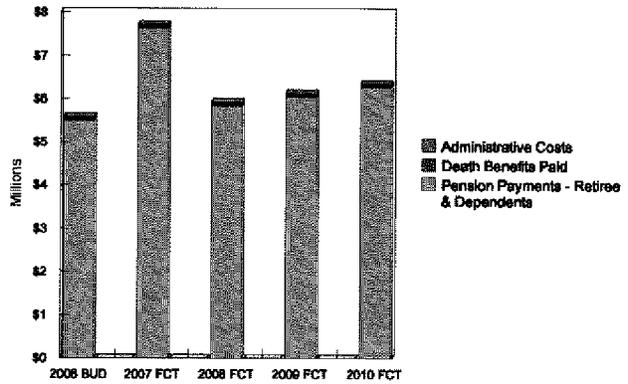
	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
FIRE PENSION FUND						
Revenue:						
State Pension Relief Funds	\$ 2,867,766	2,870,000	2,950,000	3,000,000	3,013,000	1.3%
General Property Tax	1,556,681	1,609,608	1,609,608	1,609,608	1,609,608	0.9%
Auto Excise and Other Taxes	112,129	113,234	114,349	115,476	116,613	1.0%
Employee Contribution	19,584	16,646	14,149	12,027	10,223	-11.9%
General Fund Transfer/Interest	1,105,000	1,132,500	1,160,688	1,189,580	1,219,194	2.6%
Total Fire Pension Revenue	5,661,160	5,741,988	5,848,795	5,926,691	5,968,639	1.4%
Expenditures:						
Administrative Costs	18,218	18,218	18,645	19,152	19,577	1.9%
Death Benefits Paid	72,000	72,000	72,000	72,000	72,000	0.0%
Pension Payments - Retiree & Dependents	5,493,531	7,633,005	5,832,746	6,039,410	6,253,307	3.5%
Total Fire Pension Expenditures	5,583,749	7,723,223	5,923,391	6,130,562	6,344,884	3.4%
Budget Deficit/Overage	77,411	(1,981,235)	(74,596)	(203,871)	(376,246)	
Cash Available at Beginning of Year	1,548,435	1,625,846	(355,389)	(429,985)	(633,856)	
Projected Year-end Cash Balance	\$ 1,625,846	(355,389)	(429,985)	(633,856)	(1,010,102)	

THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST

Fire Pension Revenue



Fire Pension Expenditures



POLICE PENSION FUND

Revenue:

	2006 BUDGET	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST	AVG 4 YR CHG
State Pension Relief Funds	\$ 2,926,431	2,927,000	3,069,000	3,097,000	3,063,000	1.2%
General Property Tax	1,398,129	1,445,665	1,445,665	1,445,665	1,445,665	0.8%
Auto Excise and Other Taxes	100,551	101,541	102,542	103,552	104,572	1.0%
Employee Contribution	39,200	33,320	28,322	24,074	20,463	-11.9%
Transfer from General Fund	1,300,000	1,332,500	1,365,813	1,399,958	1,434,957	n/a
Total Police Pension Revenue	5,764,311	5,840,027	6,011,342	6,070,249	6,068,657	1.3%

Expenditures:

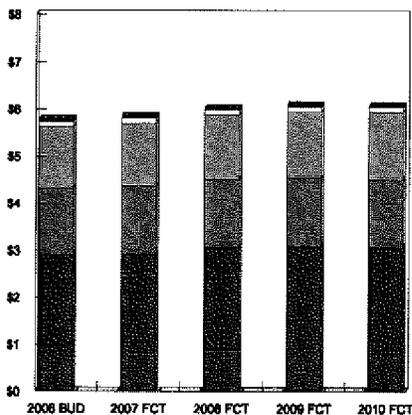
Administrative Costs	12,022	12,022	12,282	12,591	12,856	1.7%
Death Benefits Paid	72,000	72,000	72,000	72,000	72,000	0.0%
Pension Payments - Retiree & Dependents	5,612,861	7,743,471	5,947,043	6,157,698	6,469,068	3.8%
Total Police Pension Expenditures	5,696,883	7,827,493	6,031,325	6,242,289	6,553,924	3.8%

Budget Deficit 67,428 (1,987,466) (19,983) (172,040) (485,266)

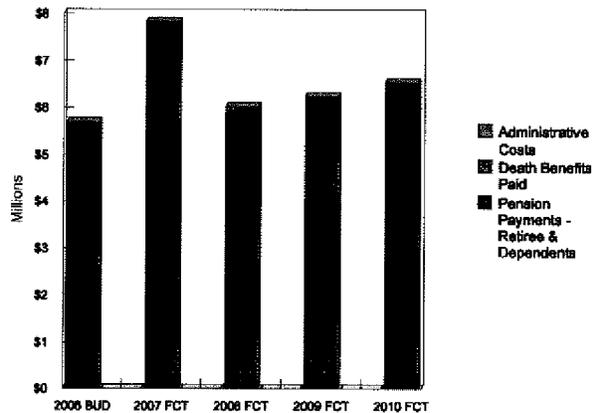
Cash Available/(Deficit) at Beginning of Year 842,840 910,268 (1,077,198) (1,097,181) (1,269,221)

Projected Year-end Cash Balance \$ 910,268 (1,077,198) (1,097,181) (1,269,221) (1,754,487)

Police Pension Revenue



Police Pension Expenditures



THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2004 Budgeted FTE	2005 Budgeted FTE	2006 Budgeted FTE
GENERAL GOVERNMENT			
MAYOR'S OFFICE			
Mayor	1	1	1
Assistant to the Mayor	3	3	3
Director—Secretarial Services	1	1	1
Secretary V	1	1	1
Secretary IV	1	1	1
Director - Community Affairs	1	1	1
Events Coordinator - Community Affairs/Mayor	1	1	1
Manager of Special Projects	1	1	1
Total Mayor's Office	10	10	10
CITY CLERK'S OFFICE			
City Clerk	1	1	1
Chief Deputy City Clerk	1	1	1
Deputy City Clerk	1	1	1
Ordinance Violations Clerk	1	1	1
Secretary V	1	1	1
Total City Clerk's Office	5	5	5
COMMON COUNCIL			
Council Members (part-time positions)	9	9	9
Total Common Council	9	9	9
ADMINISTRATION & FINANCE			
City Controller	1	1	1
Director of City Finance	1	1	1
Director of Budgeting & Financial Reporting	1	1	1
Information Technology Director	1	1	1
Human Resources Director	1	1	1
Manager of Safety	1	1	1
Purchasing Manager	0	0	1
Human Rights Director	1	1	1
Director - Financial Services	0	1	1
Fiscal Officer	0	1	1
Auditor III	3	3	3
Auditor II	1	1	1
System Specialist IV	2	2	2
System Specialist III	1	1	1
System Specialist III	2	2	2
System Specialist I	1	1	1
Personnel Specialist IV	1	1	1
Benefits Manager	1	1	1
Personnel Specialist III	1	1	1
Intake Officer/Investigator	1	1	1
Investigator V	1	1	1
Investigator IV	2	1	1
Investigator II	1	2	2
Administrative Assistant	1	1	1
Secretary V	2	2	2
Secretary II	1	1	1
Total Administration & Finance	29	31	32
LEGAL DEPARTMENT			
City Attorney (part-time)	1	1	1
Chief Assistant City Attorney (part-time)	1	1	1
Assistant City Attorney	4	4	4
Paralegal	1	1	1
Deputy City Attorney III (part-time)	2	2	2
Deputy City Attorney IV (part-time)	1	1	1
Office/Administrative/Fiscal Manager	1	1	1
Claims Adjuster	1	1	1
Collection Specialist	1	1	1
Secretary V	2	2	2
Total Legal Department	15	15	15
TOTAL GENERAL GOVERNMENT	68	70	71
PUBLIC SAFETY			
POLICE DEPARTMENT			
Chief	1	1	1
Division Chief	4	4	4
Captains	13	13	13
Lieutenants	25	27	27
Sergeants	74	78	78
Corporals	133	127	127

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2004 Budgeted	2005 Budgeted	2006 Budgeted
	FTE	FTE	FTE
Patrolmen	8	11	11
Director - Financial Services	1	1	1
Programmer/Analyst II	1	1	1
Programmer/Analyst I	1	1	1
Crime Analyst	1	1	1
Auditor IV	1	1	1
Auditor III	1	1	1
Film Processor	1	1	1
Administrative Assistant	1	1	1
Secretary V (Non-Bargaining)	7	6	6
Senior Property/Evidence Custodian	1	1	1
Evidence Technicians	2	1	1
Public Information Officer	0	1	1
Fingerprint/Photo Tech	1	1	1
Public Assistance Clerks	8	8	8
P.M. Coordinator	1	1	1
Research & Planning Assistant	1	1	1
Data/Records Coordinator	1	1	1
Data Entry Specialist II	5	5	5
Court Liaison	1	1	1
Clerk Terminal Operator	9	9	9
Data/Alarm Coordinator	1	1	1
Crossing Guard Captain	1	1	1
Crossing Guard (based upon 31 part-time positions)	10	10	10
Total Police Department	315	317	317
COMMUNICATION CENTER			
Director of Communication	1	1	1
Assitant Director of Communication	1	1	1
Communication Specialist	25	25	25
Communication Superintendents	4	4	4
Total Communication Center	31	31	31
FIRE DEPARTMENT			
Fire Chief	1	1	1
Assistant Chief	4	4	4
Battalion Chief	8	8	8
Captains	57	57	57
Arson Investigator	2	2	2
Inspector	4	4	4
Paramedic Lieutenant	21	21	21
Pump Engineer	48	48	48
Engineer	84	84	84
Firefighter 1st Class	18	18	18
Instructor	1	1	1
Auditor II	1	1	1
Auditor I	2	2	2
Accounting Clerk III	2	2	2
Office Manager	1	1	1
General Maintenance	1	0	0
Maintenance Foreman II	1	0	0
P. M. Coordinator	1	1	1
Total Fire Department	257	255	255
BUILDING MTCE FOR POLICE & FIRE DEPT			
Building Engineering	1	1	1
Building Maintenance Man	1	1	1
Building Janitors	4	5	5
Total Building Mtce for Police & Fire Dept	6	7	7
TOTAL PUBLIC SAFETY	609	610	610
CODE ENFORCEMENT			
Director - Code Enforcement	1	1	1
Administrative Services Director	1	1	1
Chief Inspector	1	1	1
Inspector IV	9	9	9
Auditor IV	1	1	1
Secretary V	3	3	3
Secretary IV	3	3	3
Operator III	1	1	1
Senior Animal Control Officer	1	1	1
Animal Control Officers	4	4	4
Animal Control Assistant	3	3	3
TOTAL CODE ENFORCEMENT	28	28	28

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2004 Budgeted FTE	2005 Budgeted FTE	2006 Budgeted FTE
PARK AND RECREATION			
PARK ADMINISTRATION			
Parks Superintendent	1	1	1
Director of Administrative Services	1	1	1
Director of Financial Services	1	1	1
Auditor III	1	1	1
Auditor II	2	2	2
System Specialist - Departmental	1	1	1
Secretary V	1	1	1
Secretary IV	1	1	1
Director of Marketing	1	1	1
Specialist Marketing & Promotions	1	1	1
Superintendent V	1	1	1
Park Police II	3	3	3
Total Park Administration	15	15	15
PARK MAINTENANCE			
Maintenance Superintendent	1	1	1
Superintendent V	3	2	2
Forester	1	1	1
Stockroom Coordinator	1	1	1
Pool & Rink Engineer	1	1	1
Office Manager	1	1	1
Fleet & Safety Coordinator	1	1	1
Foreman V	1	1	1
Carpenter II	4	4	4
Carpenter I	1	1	1
Plumber IV	2	2	2
Painter IV	2	2	2
Electrician	1	1	1
Mason	1	1	1
Welder	1	1	1
Hi-Ranger Group Leader	2	2	2
Heavy Equip. Operator II	3	3	3
Hi-Ranger Operator	3	3	3
Mechanic IV	2	2	2
Group Leader	6	6	6
Courier	1	1	1
Athletic Field Maintenance	2	2	2
Grower III	1	1	1
Operator II	3	3	3
Operator I	2	2	2
Head Custodian	4	4	4
Skilled Laborer	1	1	1
Building Maintenance Custodian & Labor	1	1	1
General Laborer	4	4	4
Total Park Maintenance	57	56	56
GOLF DIVISION			
Director of Golf	1	1	1
Golf Course Manager	1	1	1
Golf Course/Rink Manager	1	1	1
Supt. III/Head Greenskeeper	1	1	1
Greenskeeper	2	2	1
Assistant Greens Superintendent	2	2	2
Assistant Golf Manager	1	1	1
Mechanic IV	2	2	2
Golf Equipment Operator	2	2	2
Total Golf Division	13	13	12
RECREATION DIVISION			
Recreation Director	1	1	1
Assistant Recreation Director	1	1	1
Athletic Supervisor	2	2	2
At Risk Youth Supervisor	1	1	1
Program Supervisor	2	2	2
Coordinator - Events	2	2	2
Academic Coordinator - King Center	1	1	1
Coordinator - Violence Prevention II	1	1	1
Healthy Seniors Coordinator	2	2	2
Academic Coordinator - LaSalle Center	1	1	1
Coordinator - Violence Prevention I	1	1	1
Youth Sports Coordinator	1	1	1
Rum Village Director	1	1	1
Rum Village Naturalist	1	1	1
Senior Citizens Leader	1	1	1

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2004 Budgeted FTE	2005 Budgeted FTE	2006 Budgeted FTE
Total Recreation Division	19	19	19
ZOO DIVISION			
Zoo Director	1	1	1
Zoo Veterinarian	1	1	1
Marketing & Education Curator	1	1	1
Office Manager	1	1	1
Building and Structure Maintenance	1	1	1
Veterinarian Technician	1	1	1
Zoo Keeper IV	3	3	3
Zoo Grounds Maintenance	1	1	1
Zoo Keeper II	2	2	2
Dietician	1	1	1
Florist	1	1	1
Grower III	1	1	1
Grower II	1	1	1
Grower I	1	1	1
Zoo Keeper I	3	3	3
Total Zoo Division	20	20	20
TOTAL PARK AND RECREATION	124	123	122
COMMUNITY & ECONOMIC DEVELOPMENT			
Executive Director - CED	1	1	1
Director of Economic Development	1	1	1
Assistant Directors	2	2	2
Community & Economic Development Specialist Senior	2	2	2
Community & Economic Development Specialist VI	4	4	4
Community & Economic Development Specialist V	1	1	1
Community & Economic Development Specialist IV	1	1	1
Community & Economic Development Specialist II	1	1	1
Community & Economic Development Specialist I	1	1	1
Sr. Community & Economic Development Specialist	2	2	2
Senior Housing Specialist	1	1	1
Housing Specialist VI	2	2	2
Housing Specialist V	2	2	2
Office Manager	1	1	1
Director of Planning	1	1	1
Assistant Director - Community & Economic Develop.	1	1	1
Planner IV	6	6	6
Director of Community Development	1	1	1
Director F&PM	1	1	1
Fiscal Officer	2	2	2
Project Analyst VII	1	1	1
Project Analyst VI	1	1	1
Auditor III	1	1	1
Auditor III 90%	1	1	1
Administrative Assistant	1	1	1
Secretary V (One part-time position)	2.5	2.5	2.5
Project Coordinator (part-time position)	0.5	0.5	0.5
TOTAL COMMUNITY & ECON DEVELOPMT	42	42	42
ENGINEERING			
City Engineer	1	1	1
Assistant City Engineer	1	1	1
Public Construction Manager	1	1	1
G.I.S. (Geographic Information Systems) Manager	1	1	1
Public Works Safety Coordinator	1	1	1
Senior CAD Specialist	1	1	1
Permits Manager	1	1	1
Project Inspector II	1	1	1
Project Inspector I	2	2	2
Engineer Inspectors	2	2	2
Customer Service Coordinator	1	1	1
Locators	2	2	2
Senior G.I.S. Specialist	1	1	1
Fiscal Officer	1	0	0
Secretary of the Board	1	1	1
Secretary V	2	2	2
Secretary IV	0	0	0
TOTAL ENGINEERING	20	19	19
STREET DEPARTMENT			
Director	1	1	1
Manager	2	2	2

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2004 Budgeted	2005 Budgeted	2006 Budgeted
	FTE	FTE	FTE
Superintendent V	1	1	1
Foreman VI	6	6	6
Fiscal Officer	0	1	1
Auditor IV	1	0	0
Auditor II	1	1	1
Heavy Equipment II	13	13	15
Equipment Operator III	10	10	10
Equipment Operator II	36	36	29
TOTAL STREET DEPARTMENT	71	71	66
TRAFFIC & LIGHTING			
Manager of Traffic	1	1	1
Operation Technician	4	4	4
Signal Technician	1	1	1
Group Leader	1	1	1
Sign Artist	1	1	1
Signal Technician II	3	3	3
TOTAL TRAFFIC & LIGHTING DEPARTMENT	11	11	11
WATER WORKS			
Director	1	1	1
Director of Finance	1	1	1
Director of Distributions	1	1	1
Network Engineer	1	1	1
Director of Treatment	1	1	1
Water Quality Specialist	1	1	1
Utilities System Specialist	1	1	1
Assistant Director of Distribution	2	2	2
Assistant Director of Treatment	1	1	1
Special Projects Coordinator	1	1	1
Customer Service Manager	1	1	1
Water Treatment Operator-PF	3	3	3
Quality Assurance Treatment Technician	1	1	1
Quality Assurance Distribution Technician	1	1	1
Engineering Aide IV	1	2	2
Data Processor Supervisor	1	1	1
Customer Service Supervisor	2	2	2
Distribution Records Drafter	1	1	1
Auditor IV	3	3	3
Auditor III	3	3	3
Auditor I	1	1	1
Accounting Clerk IV	1	1	1
Coordinator Water Special Projects	1	1	1
Maintenance Tech II	2	2	2
Maintenance Tech I	1	1	1
Group Leader	0	1	1
Field Repair/Inspector III	2	2	2
Field Repair/Inspector II	2	2	2
Field Repair/Inspector I	4	4	4
Meter Serviceman IV	13	11	11
Clerk/Dispatcher III	3	3	3
Job Leader	5	5	5
Heavy Equip Operator I	3	3	3
Heavy Equip Operator II	1	1	1
Operator III	1	1	1
Operator II	4	4	4
Operator I	1	1	1
Machinist	1	1	1
Customer Service Rep Lead	1	0	0
Customer Service Rep Senior	8	7	7
Data Processor	2	2	2
Janitor	1	1	1
Shut Off Clerk	1	1	1
Courier/Supply Clerk	0	1	1
TOTAL WATER WORKS	87	86	86
SEWAGE WORKS			
SEWERS			
Manager	1	1	1
Superintendent IV	2	2	2
Accounting Clerk IV	1	1	1
Job Leader	5	5	5
Heavy Equipment	10	10	10
Equipment Operator III	4	4	4
Equipment Operator II	6	6	6

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2004 Budgeted FTE	2005 Budgeted FTE	2006 Budgeted FTE
Total Sewers	29	29	29
WASTEWATER			
Salary			
Director of Public Works	1	1	1
Division Director	1	1	1
Director - Wastewater	1	1	1
Director - Wastewater Maintenance	1	1	1
Director - Wastewater Operation	1	0	0
Superintendent V	2	3	3
Superintendent IV	0	0	0
Superintendent III	0	0	0
Superintendent III (Sewer Insurance)	1	1	1
Fiscal Officer	1	1	1
Compliance Officer	0	0	1
Secretary V	2	0	0
Systems Specialist-Departmental	1	1	1
Pretreatment Coordinator	1	1	1
Chemist/Safety Officer	1	1	1
Chemist	5	5	4
City Engineer	1	1	1
Assistant Superintendent I	1	1	1
Engineer Inspector	1	1	1
Secretary V	0	0	1
Administrative Assistant (Sewer Insurance)	1	1	1
Salary Total	23	21	22
Hourly			
Senior Operators	9	9	9
General Operators	6	5	5
Maintenance Lead	1	1	1
Maintenance Repair IV	3	4	4
Maintenance Repair III	2	0	0
Maintenance Electrician V	1	1	1
Job Leader	1	1	1
Equipment Operator I	1	1	1
Sanitation Operator	2	2	2
Lift Station Maintenance Repair II	2	2	2
CSO Repair II	2	2	2
Heavy Equipment Operator I	3	3	3
Hourly Total	33	31	31
TOTAL SEWAGE WORKS	85	81	82
CENTRAL SERVICES			
Director Central Services	1	1	1
Manager of Equipment Services	1	1	1
Purchasing Manager	1	1	0
Maintenance Mechanic Supervisor	4	4	4
Superintendent II	1	1	1
Foreman IV	1	1	1
Fiscal Officer	1	1	1
Auditor III	1	1	1
Inventory Control Technician II	1	1	1
Secretary V	1	1	1
Printshop Manager	1	1	1
Print Shop-Technician	1	1	1
Director of Communication	1	1	1
Radio Technician III	1	1	1
Radio Technician II	1	1	1
Radio Technician I	1	1	1
Mechanic V	12	12	12
Mechanic IV	8	8	8
Machinist V	2	2	2
Bodyman V	3	3	3
Parts Clerk I	2	2	2
Parts Clerk II	1	1	1
Parts Runner	2	2	2
Janitor/Laborer	1	1	1
TOTAL CENTRAL SERVICES	50	50	49
SOLID WASTE			
Salary			
Manager Operation	0	1	1
Superintendent IV	2	1	1
Foreman VI (Code Enforcement)	1	1	1

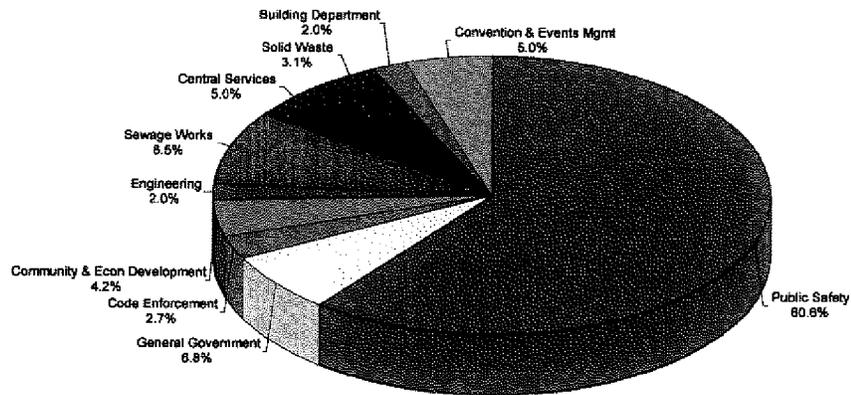
THE CITY OF SOUTH BEND PERSONNEL SUMMARY

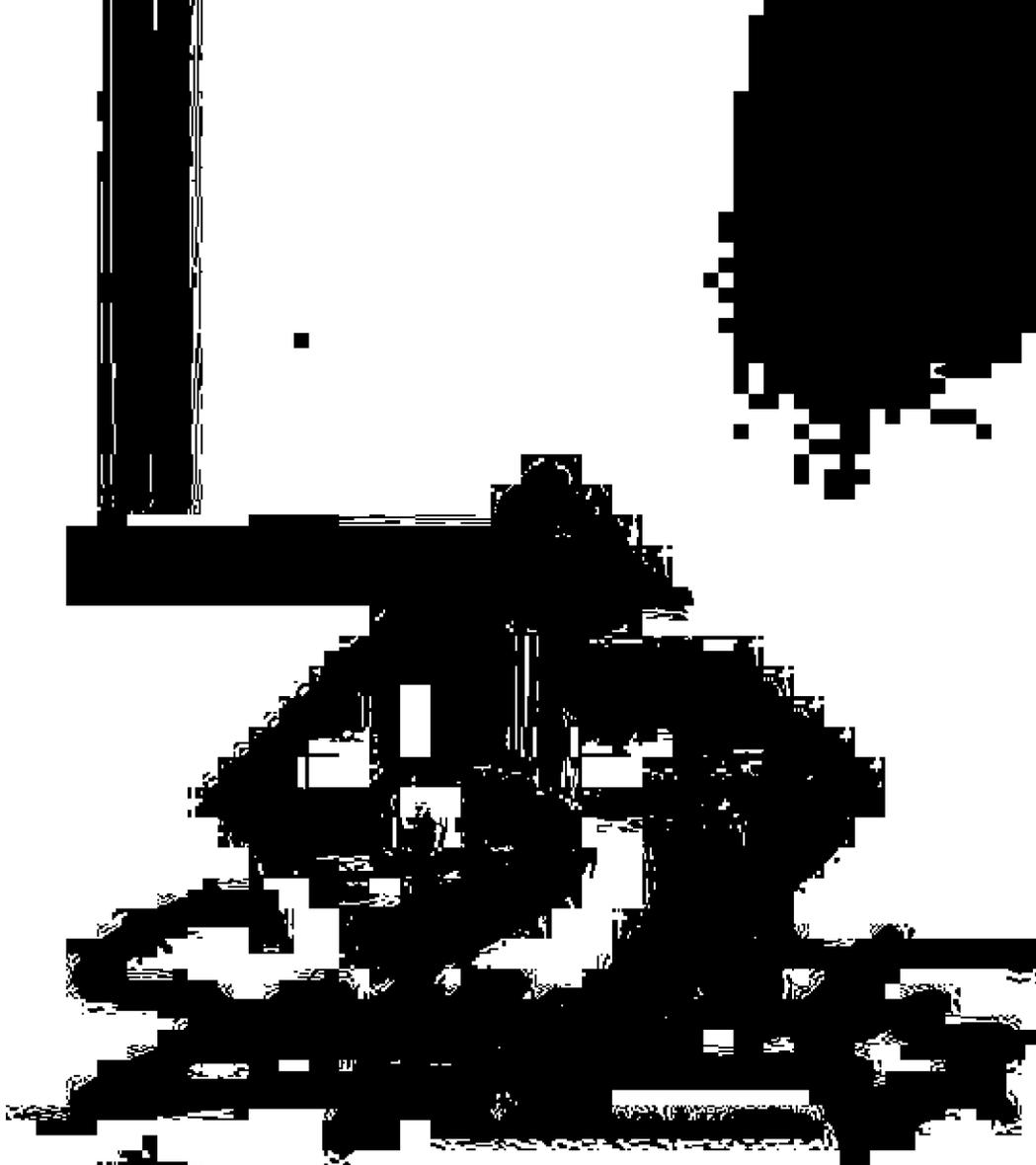
	2004 Budgeted FTE	2005 Budgeted FTE	2006 Budgeted FTE
Auditor II	1	1	1
Secretary V	0	1	1
Salary Total	4	5	5
Hourly			
Drivers	18	17	17
Picker II	0	0	0
Operator III (Code Enforcement)	8	8	8
Job Leader	1	1	1
Hourly Total	27	26	26
TOTAL SOLID WASTE	31	31	31
BUILDING DEPARTMENT			
Building Commissioner	1	1	1
Design/Plan Review Specialist	1	1	1
Assistant Zone Administrator	1	1	1
Zoning Specialist	1	1	1
Fiscal Officer	1	1	1
Inspector VI	11	11	11
Secretary IV	4	4	4
Administrative Assistant	2	2	2
TOTAL BUILDING DEPARTMENT	22	22	22
CONVENTION & EVENTS MANAGEMENT			
CENTURY CENTER			
Executive Director	1	1	1
Director Events Services	1	1	1
Events Coordinator	2	2	2
Building Engineer	1	1	1
Director Marketing & Sales	1	1	1
Sales Manager III	2	2	2
Secretary II	1	1	1
Secretary III	1	1	1
Director Finance & Personnel	1	1	1
Auditor III	1	1	1
Director Administrative Services/Network Administrator	1	1	1
Secretary of the Board	1	1	1
Engineering Aide IV	1	1	1
Engineering Aide III	1	1	0
Manager Set Up/Housekeeping	1	1	1
Director of Media Services	1	1	1
Manager of Media Services	1	1	1
Media Service Technician	1	1	1
Sales Assistant	1	1	1
Assistant Building Engineer	1	1	1
Set Up III	6	6	6
Housekeeping I	3	3	3
Group Leader	1	1	1
Utility Person	1	1	1
General Labor	1	1	1
Groundskeeper	1	1	1
Total Century Center	35	35	34
PALAIS ROYALE BALLROOM			
Executive Director	0.33	0.4	0.4
Facility/Stage Manager	0.25	0.4	0.4
Assistant Director	0.25	0.4	0.4
Auditor IV	0.2	0.4	0.4
Sale/Operation Manager	1	1	1
Assistant Sales	1	1	1
Secretary V	0	0	0
Engineering Aide	1	2	2
Custodian	1	0	0
Total Palais Royale Ballroom	5.03	5.6	5.6
MORRIS PERFORMING ARTS CENTER			
Executive Director	0.67	0.6	0.6
Auditor IV	0.8	0.6	0.6
Auditor II	0	0	0
Event Operation Manager	1	1	1
Box Office Manager	1	1	1
Facility/Stage Manager	0.75	0.6	0.6
Assistant Director	0.75	0.6	0.6
Custodian	1	1	1
Administrative Assistant	1	1	1

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2004 Budgeted FTE	2005 Budgeted FTE	2006 Budgeted FTE
Box Office Accounting Assistant	2	2	2
Box Office Assistant	0	0	0
Engineering Aide III	1	1	1
Engineering Aide I	0	0	0
Total Morris Performing Arts Center	9.97	9.4	9.4
TOTAL CONVENTION AND EVENTS MGMT	50.00	50.00	49.00
TOTAL CITYWIDE	1298.00	1294.00	1288.00

Staffing by Department in 2006





[REDACTED]

[REDACTED] INFORMATION

[REDACTED] ORGANIZATION

[REDACTED] ORGANIZATION

[REDACTED]

[REDACTED] INFORMATION

[REDACTED]

PERFORMANCE BASED BUDGETING AND OUTCOME MEASUREMENT

INTRODUCTION

The City of South Bend has an established and well-respected commitment to *performance based budgeting*. This process attempts to hold departments and staff accountable for achieving citywide goals and objectives by benchmarking their actual performance and by budgeting accordingly. For the City, as for many other entities using performance based budgeting, articulating long-range goals and objectives - the vision - has not been terribly difficult. What has been difficult, however, has been itemizing and expressing real and meaningful measures of performance. In the performance based budgets prepared by the City prior to 1999 there were no standardized or utilitarian definitions of performance measures utilized by all departments. In the absence of such standards or definitions, departments simply recorded and reported their outputs, their production - certainly a measure of something, but not necessarily a measure of their contributions to the realization of citywide goals and objectives. In order to enhance the performance based budget, the City incorporated *outcome measurement* in the process which utilizes formats called *logic models*.

Outcome measurement is a unique tool that is client-centered. It produces a clear, defined and standardized set of indicators reflecting the impact or change that each program attempts to effect among their clients or customers. It is a tool that provides a foundation for performance based budgeting. It allows each City program's staff to identify the clients they serve, to describe the changes they wish to make in those clients, and to associate those changes with citywide goals. It allows decision-makers to evaluate programs three-dimensionally: first in terms of the outcomes these programs say they will produce, second in terms of community wide goals and objectives, and finally in terms of cost effectiveness. It is a tool that puts flesh on the performance based budgeting skeleton. (Those wishing to read further about the tool should look at United Way of America's *Measuring Program Outcomes: A Practical Approach*.)

Outcome measurement always begins with a defined mission, a clear and concise presentation of the program's purpose and intent. In the following pages you will find that each program has written a purpose statement (program purpose) intended to focus the program's activities and services in a manner consistent with the city's mission statement - "to become a model city." The program's clients or consumers have also been identified. Within the context of outcome measurement, *clients or consumers* are simply those people who *directly consume* the services provided by a program.

When reading this document, it is important to remember that clients or consumers may be distinct from *beneficiaries*. Beneficiaries are those larger populations who reap a return from the investment made in programs but who do not necessarily consume the services of those programs. To better illustrate this, consider the following example. As guards in a prison, the

staff manages the activities of the incarcerated population -- enforcing schedules, providing recreational opportunities, making certain that prisoners have appropriate access to families and legal counsel, etc. The prisoners, then, directly consume the services the prison staff provides through their correctional program. The prisoners are the clients. All residents, however, are the beneficiaries of these services in that they are afforded protection and safety.

A **program** is simply a related set of activities *consistently pursued* and *systematically applied* with *purposeful intent*, that intent being - at least within the outcome measurement framework - to change something in a client or a client group. A program then does not necessarily have to be organizationally bound. It may require staff, but it does not require a discreet organizational chart, an independent administrator, or its own suite of offices. A program may actually be the shared responsibility of the entire staff of an entire division or department. A good example is the Community and Economic Development's Capacity Building Program which can be found in the following pages of this section. The Department of Community and Economic Development holds a variety of contracts with community based and non-profit organizations to provide staff support and management to these groups and their volunteers. The purpose is to provide opportunities that address obstacles that impede individual and organizational self-sufficiency. The contracts are not the sole responsibility of any single division; the contracts are dispersed across a variety of divisions. Non-profit organization management and the related efforts of capacity building, however, is viewed as a coherent program for which all divisions are responsible simply because the activities engaged and the services provided are *consistent* and *systematic* across all the client groups who share the common characteristics of being organized into non-profits requiring management and staff support. In this sense, the *purposeful intent* across all divisions providing services is to change the client groups into functioning bodies capable of conducting business. The divisions share a homogenous client need, a related set of activities, and a common purpose when managing non-profits; they share a program in effect.

When we talk about **outcomes** in this document, we are always talking about incremental changes in clients or client groups. It is important to understand that outcomes contribute to but are different from **impact**. Impact is a community wide phenomenon. It is the net result of all the outcomes of all those programs being offered in a specific geographic area, *including programs operating independently of the City*. Citywide goals are an expression of the impact the City wishes to have through its programs. It should also be recognized that others outside of municipal government hold some responsibility for contributing to the desired impact. This document reflects the contribution of each program's outcomes to specific impacts (goals).

In order to better understand the components of the logic models that follow this introduction, it may be helpful to provide some overall definitions. Outcome measurement as an evaluation tool deals with the logical relationships among *inputs, activities, outputs and outcomes*. **Inputs** are simply the resources that programs have at their disposal, including those that constrain them. Inputs -- the resources programs have -- include staff, volunteers, funding sources, specialized equipment, etc. They also include ordinances, regulatory bodies, accrediting standards, and all those structures that place boundaries on programs. **Activities** are the things programs actually *do* - to educate, to prepare, to update, to maintain, to repair, etc. Activities are obviously actions, not things. **Outputs**, on the other hand, are very much *things*. They are the products emerging

from activities. (If the activity, for example, is *to educate*, then the products might include the number of classes offered, the number of newsletters produced, or the number of individual tutoring sessions engaged.) Outputs are the things that all programs track and benchmark annually in order to gauge productivity and cost-effectiveness. Outputs are always expressed as a number, a *target*, reflecting the desired level of productivity required for the outcome.

The outcome measurement model does not abandon traditional benchmarking of outputs. In fact, it relies upon such measures to help in determining cost effectiveness. This model adds the benchmarking of outcomes as an additional dimension of programmatic evaluation so that cost effectiveness can be discussed in terms of tangible changes among clients or *outcomes*. Like outputs, outcomes must also have a *target*, a numerical expression of the desired level of change among clients. Targets are often not realistic until there are at least baseline data and, preferably, at least one year of benchmarking. During 1999 (when preparing the 2000 Budget), the City began the process of collecting data on outcomes using indicators established through the use of these logic models. *Indicators*, of course, are nothing more than a quantitative measure of performance with a specific outcome. It is important to remember that indicators are not necessarily direct measures of changes in clients; they are often just indications of such changes, which is why it is best to cross validate findings and evaluations with multiple indicators.

A *logic model* is simply a format for expressing the progression from inputs to outcomes. It attempts to apply the “*if–then*” proposition of logic. Within outcome measurement, the proposition should read something like this:

1. if a program has these inputs (resources and constraints), then it can engage these activities (actions);
2. if it engages these activities, then it can produce these outputs (things);
3. if it produces these outputs, then it will effect these outcomes (changes);
4. if it effects these outcomes, then it will contribute to these citywide goals.

Included as an integral part of the logic model is the linkage between each program’s outcome (representing departmental goals and objectives) and the corresponding citywide goal(s). The City’s eight broad goals (as outlined earlier in this document) are repeated here for the reader’s ease. Each logic model references the citywide goals using a letter which would correspond as follows:

GOAL A: The Community’s Economy

Improve South Bend’s economy to ensure a vigorous local business climate; ample employment, business and investment opportunities for all our customers; and a tax base that is sufficient to meet the needs of the City, its residents and other customers.

GOAL B: The Community’s Public Safety and Civility

Improve South Bend’s public safety and civility to ensure that every resident and other customers can live, work, play, run a business and raise a family in a humane, pleasant and safe environment; have adequate, affordable and timely access to all forms of emergency services; and can contribute and participate in a community where people of different backgrounds live in mutual respect and harmony.

GOAL C: The Community's Quality of Life

Improve South Bend's quality of life to ensure that every resident and every family can earn an adequate income; secure adequate housing; live in a safe, pleasant and humane neighborhood; enjoy a wide range of social, cultural and recreational opportunities; and have access to quality educational and medical services within an excellent natural and manmade environment.

GOAL D: Trust in City Government

Improve residents' trust in City government to ensure that South Bend has a broad base of consensus and support on which to build the future; a strong foundation for collaborative action and community partnerships; and an increase in resident and customer participation in the daily public life of the community.

GOAL E: The City's Responsiveness, Efficiency, and Effectiveness

Improve the responsiveness, efficiency and effectiveness of City government to ensure that the City's customers get the value they expect and deserve.

GOAL F: The City's Infrastructure

Improve the City's infrastructure to ensure that South Bend can support physical growth and economic development; and offer an excellent quality of life to all of its residents and other customers.

GOAL G: The City's Financial Condition

Improve the financial condition of City government to ensure that South Bend has the financial resources necessary to achieve all its goals for the next five years.

GOAL H: The City's Workforce

Improve the City government's existing workforce, work environment and human development systems to ensure that South Bend has the human resources necessary to achieve all its goals for the next five years.

The logic models contained in this publication represent the City's third year of utilizing this measurement process. Outcome measurement assumes that all benchmarked data (outputs and outcomes) will elicit continual discussion of each and every program. It is the hope of all who have invested time and energy into the development of outcome measurement for the City that this process will not only make performance based budgeting more useful but that it will also qualitatively enrich the lives of the City's residents.

Following this introduction is a table of contents for this section which has been included to provide easy access to specific department logic models. The table of contents is followed by a citywide organizational chart which provides an overview of all city functions. The remainder of this section is divided by department. Each department begins with an organizational chart and then is followed by program budgets. These budgets are summarized by major budget

classification (first by funding source and then by individual program) and include both 2006 and 2005 budgets as well as 2005 and 2004 actual costs for comparative purposes. Logic models for all programs follow their respective program budget summaries.

**The City of South Bend
 Department/Division
 2006 Program/Performance Based Budget
 Table of Contents**

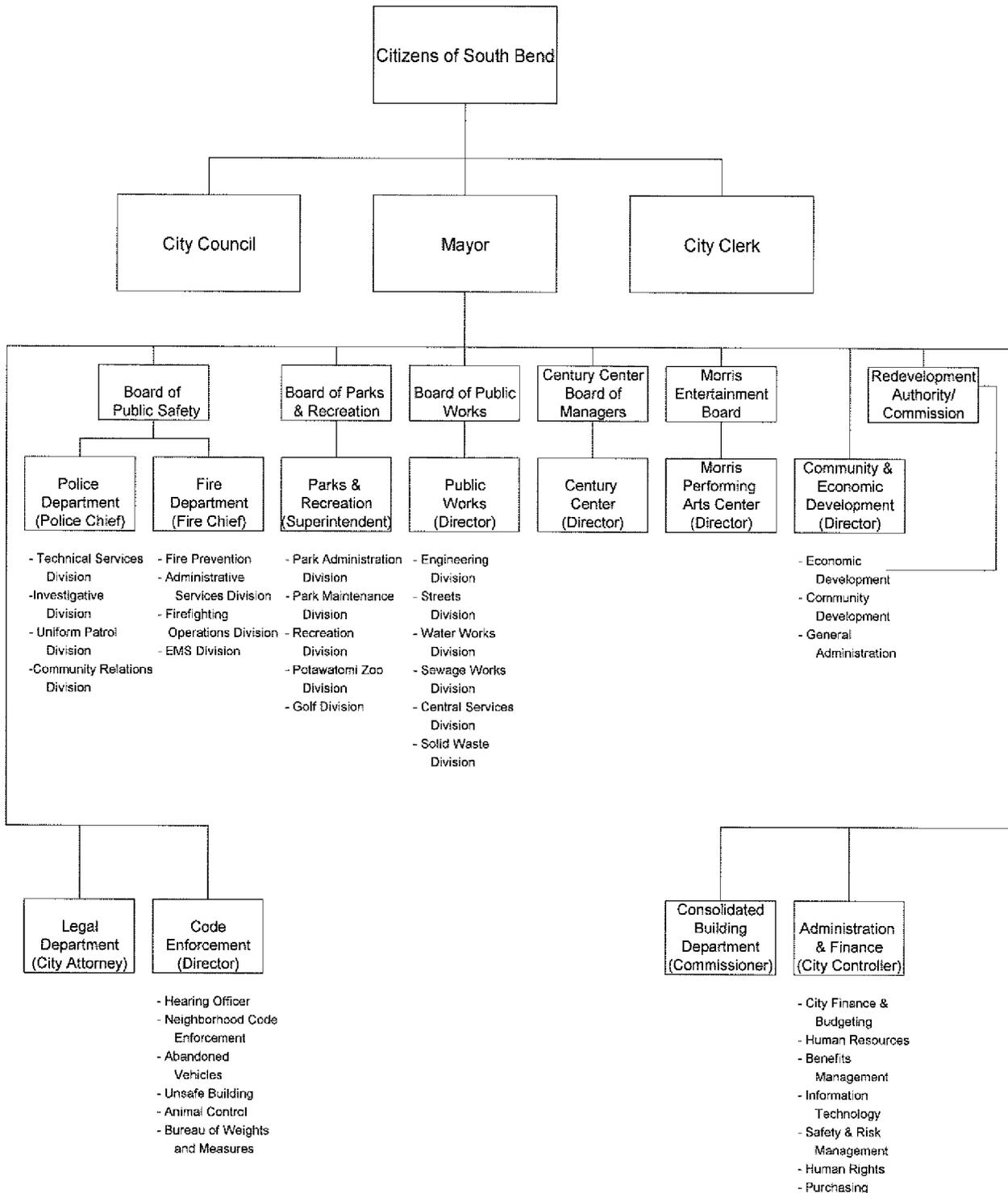
City Organizational Chart	C-10
Elected Officials – Organizational Chart	C-11
Program Budgets.....	C-12
Mayor’s Office – City Administration	C-14
Mayor’s Office – Communications and Public Relations	C-19
Mayor’s Office – Education and Youth Issues	C-22
City Clerk – Linkage Between Residents and Local Government.....	C-24
City Clerk – Ordinance Violations Bureau	C-26
Common Council Municipal Legislation/Resident Representation.....	C-28
Administration and Finance Department - Organizational Chart	C-30
Program Budgets.....	C-31
City Finance/ Budgeting and Reporting.....	C-33
Human Resources	C-37
Information Technologies	C-41
Purchasing.....	C-43
Safety & Risk Management	C-45
Benefits Management	C-48
Human Rights	C-51
Legal Department - Organizational Chart.....	C-53
Program Budget	C-54
City Legal Services	C-55
Police Department - Organizational Chart.....	C-60
Program Budgets.....	C-61
Police Chief’s Office/Administration	C-64
Technical Services Division	C-65
Crime Prevention	C-72
Records Bureau	C-74
Communication Center	C-76
Training Bureau	C-79
Community Relations Division.....	C-82
Liaison Mental Health and Geriatric/Adult Protective Services.....	C-85
Uniform Patrol Division	C-87
Traffic Division.....	C-90
Investigative Division	C-94
Metro Special Operations Section (MSOS).....	C-96
Neighborhood Enforcement Service Team (NEST)	C-98

Fire Department - Organizational Chart	C-100
Program Budgets.....	C-101
Administrative Services.....	C-103
Fire Prevention.....	C-105
Firefighting Operations.....	C-109
Emergency Medical Services.....	C-114
Code Enforcement Department - Organizational Chart.....	C-117
Program Budgets.....	C-118
Environmental Standards Enforcement	C-120
Substandard Housing	C-122
Abandoned Vehicles	C-124
Animal Control	C-126
Parks and Recreation Department - Organizational Chart.....	C-129
Program Budgets.....	C-130
Park Administration	C-133
Marketing/Grants/Sponsorships.....	C-136
Park Security	C-138
General Park Maintenance	C-140
Greenhouse	C-143
Forestry	C-145
Park Safety	C-147
Recreation Centers	C-149
Programming.....	C-151
Athletics	C-153
Aquatics	C-155
Special Events	C-157
Potawatomi Zoo Operations	C-159
Potawatomi Zoo Education Services	C-164
Potawatomi Zoo Veterinary Services	C-168
Potawatomi Zoo Maintenance	C-171
Golf Maintenance Operations	C-173
Golf Pro Shop	C-175
Community & Economic Development Department - Organizational Chart	C-178
Program Budgets.....	C-179
Area Revitalization, Development and Preservation.....	C-180
Capacity Building	C-183
Grants Management.....	C-185
Investment and Job Retention/Creation.....	C-188
Planning, Research and Policy Development	C-191

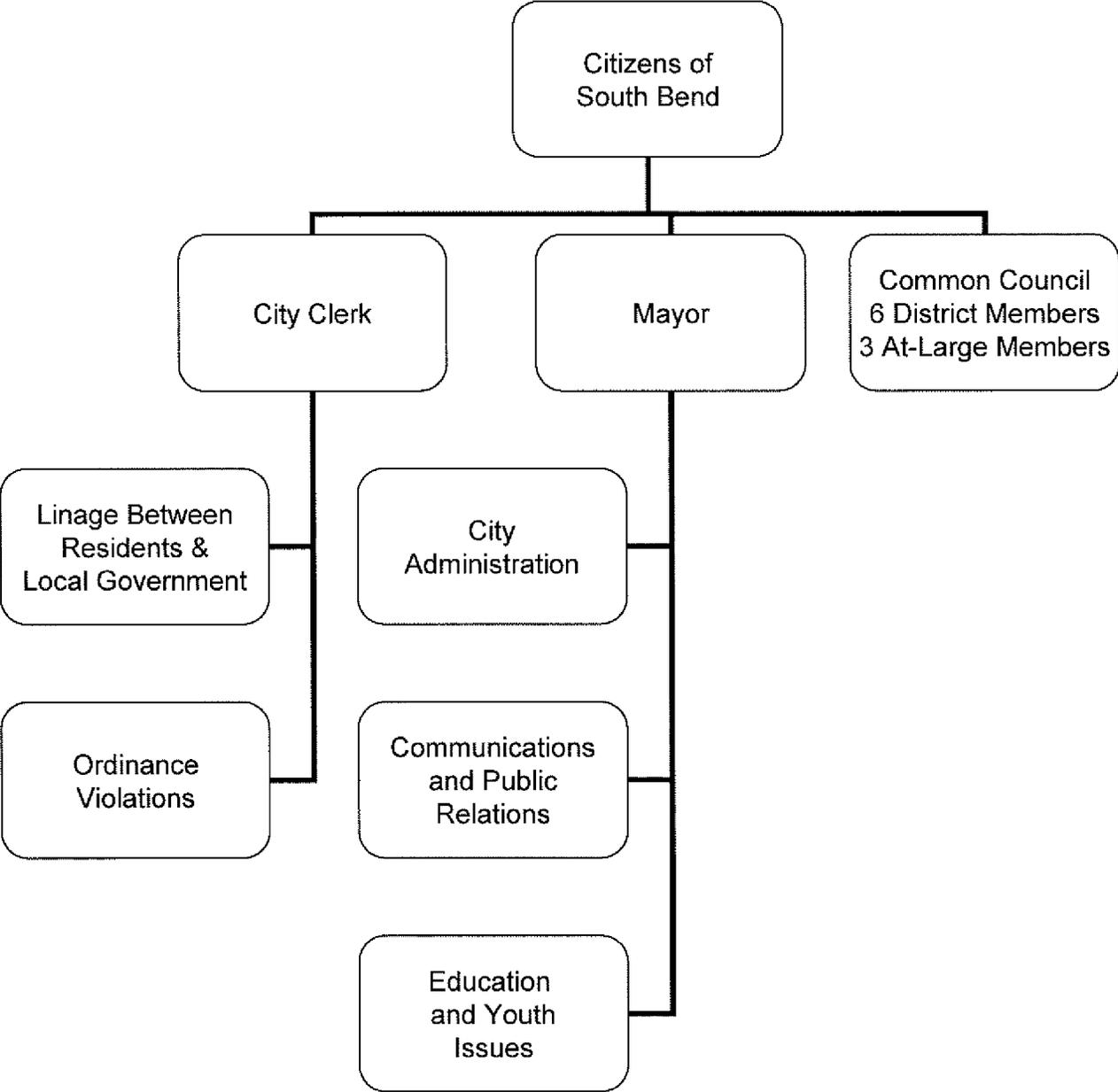
Public Works Department - Organizational Chart.....	C-193
Engineering Division	
Program Budgets.....	C-194
Design and Administration	C-196
Public Construction.....	C-199
Geographic Information Systems.....	C-201
Safety Coordinator	C-203
Customer Service - Public Works.....	C-205
Good Neighborhoods Public Works Improvement	C-207
Streets Division	
Program Budgets.....	C-209
Reconstruction & Maintenance of Streets	C-211
Snow Removal.....	C-214
Leaf Pick Up	C-216
Traffic and Lighting	C-218
Municipal Service Facility - Building Maintenance	C-221
Water Works Division	
Program Budgets.....	C-223
Water Distribution, Construction and Maintenance	C-224
Customer Service, Utility Billing and Administration.....	C-227
Underground Facility Location	C-230
Sewage Works Division	
Program Budgets.....	C-232
Sewers - Maintenance of City Collection System.....	C-234
Sewers - Construction and Repair of Collection System.....	C-236
Wastewater Treatment	C-238
Wastewater Laboratory	C-240
Wastewater Industrial Pretreatment.....	C-242
Wastewater - Organic Resources	C-244
Sewer Insurance	C-246
Central Services Division	
Program Budgets.....	C-248
Central Services Administration.....	C-250
Fleet Maintenance	C-253
Fire Fleet Maintenance.....	C-255
Body Shop.....	C-257
Central Stores.....	C-259
Parts Inventory Management	C-261
Print Shop	C-263
Radio Communications.....	C-265
Building Maintenance	C-267

Solid Waste Division	
Program Budgets.....	C-269
Solid Waste Pick Up.....	C-270
Customer Service.....	C-272
Consolidated Building Department – Organizational Chart.....	C-274
Program Budgets.....	C-275
Building Inspections.....	C-277
Building Permits.....	C-279
Licensing/Registrations.....	C-281
Building Plan/Design Review.....	C-283
Zoning.....	C-285
Century Center - Organizational Chart.....	C-287
Program Budgets.....	C-288
Sales and Marketing.....	C-290
Orientation and Training.....	C-293
Safety and Security.....	C-295
Media Services.....	C-297
Building Maintenance.....	C-299
Set Up, Housekeeping and Grounds Services.....	C-301
Future Planning.....	C-303
Morris Performing Arts Center - Organizational Chart.....	C-305
Program Budgets.....	C-306
Ticket Services.....	C-308
Promoter/Performing Services.....	C-310
Facility Marketing & Booking.....	C-312
Patron/Event Services.....	C-315
Building Maintenance & Facility Operation.....	C-318
Events Services (Palais Royale Ballroom).....	C-320
Sales & Marketing (Palais Royale Ballroom).....	C-322

CITY OF SOUTH BEND ORGANIZATIONAL CHART



ELECTED OFFICIALS



ELECTED OFFICIALS

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Mayor's Office					
Personal Services	626,269	614,452	635,007	666,921	10.00
Supplies	31,926	25,178	22,343	22,343	
Other Services	104,828	114,983	112,428	100,965	
Other Uses	412	514	514	288	
Capital	0	0	0	0	
	<u>763,435</u>	<u>755,127</u>	<u>770,292</u>	<u>790,517</u>	
City Clerk's Office					
Personal Services	239,397	242,266	239,206	255,473	5.00
Supplies	7,321	6,169	8,600	8,600	
Other Services	41,838	35,459	54,958	52,091	
Capital	11,697	0	0	0	
Other Uses	224	209	209	136	
	<u>300,477</u>	<u>284,103</u>	<u>302,973</u>	<u>316,300</u>	
Common Council					
Personal Services	205,242	197,161	218,483	226,797	9.00
Supplies	3,054	2,193	4,553	4,553	
Other Services	193,043	101,090	119,194	119,801	
Other Uses	672	1,038	1,038	265	
	<u>402,011</u>	<u>301,482</u>	<u>343,268</u>	<u>351,416</u>	
TOTAL ELECTED OFFICIALS	<u>1,465,923</u>	<u>1,340,712</u>	<u>1,416,533</u>	<u>1,458,233</u>	<u>24.00</u>

PROGRAM BUDGETS:

MAYOR'S OFFICE - CITY ADMINISTRATION

Personal Services	425,298	399,445	429,260	433,528	7.00
Supplies	20,711	16,366	14,467	14,523	
Other Services	52,481	74,739	56,179	65,627	
Other Uses	392	334	488	187	
Capital	0	0	0	0	
	<u>498,882</u>	<u>490,884</u>	<u>500,394</u>	<u>513,865</u>	

MAYOR'S OFFICE - COMMUNICATIONS AND PUBLIC RELATIONS

Personal Services	125,631	153,613	127,144	166,730	2.00
Supplies	2,549	6,295	1,781	5,586	
Other Services	52,874	28,746	56,600	25,241	
Other Uses	21	129	26	72	
	<u>181,075</u>	<u>188,782</u>	<u>185,551</u>	<u>197,629</u>	

ELECTED OFFICIALS

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

MAYOR'S OFFICE - EDUCATION AND YOUTH ISSUES

Personal Services	70,944	61,445	71,799	66,692	1.00
Supplies	2,336	2,518	1,632	2,234	
Other Services	10,198	11,498	10,917	10,097	
	<u>83,478</u>	<u>75,461</u>	<u>84,348</u>	<u>79,023</u>	

CITY CLERK - LINKAGE BETWEEN RESIDENTS AND LOCAL GOVERNMENT

Personal Services	203,487	205,926	198,541	212,043	3.50
Supplies	4,978	4,195	5,676	5,676	
Other Services	26,776	22,694	21,983	20,836	
Capital	11,697	0	0	0	
Other Uses	224	209	209	136	
	<u>247,163</u>	<u>233,024</u>	<u>226,409</u>	<u>238,691</u>	

CITY CLERK - ORDINANCE VIOLATIONS BUREAU

Personal Services	35,910	36,340	40,665	43,430	1.50
Supplies	2,343	1,974	2,924	2,924	
Other Services	15,062	12,765	32,975	31,255	
	<u>53,314</u>	<u>51,079</u>	<u>76,564</u>	<u>77,609</u>	

COMMON COUNCIL

Personal Services	205,242	197,161	218,483	226,797	9.00
Supplies	3,054	2,193	4,553	4,553	
Other Services	193,043	101,090	119,194	119,801	
Other Uses	672	1,038	1,038	265	
Capital	0	0	0	0	
	<u>402,011</u>	<u>301,482</u>	<u>343,268</u>	<u>351,416</u>	

TOTAL PROGRAMS

	<u>1,465,923</u>	<u>1,340,712</u>	<u>1,416,534</u>	<u>1,458,233</u>	<u>24.00</u>
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MAYOR'S OFFICE

PROGRAM: CITY ADMINISTRATION

Program Purpose: To provide leadership for the City of South Bend through operational support for departments, policy development and implementation, promotion of community partnerships and accessibility for all residents

Clients: Residents, Council Members, Department Managers, City Employees, Community Organizations and Community Leaders

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • Interns and Volunteers • 2006 Budget: \$513,865 	<p>Coordinate interdepartmental communication</p> <p>Communicate with Department Managers</p>	<p>22 Department Head meetings held</p> <p>48 Strategic Action Team meetings held</p> <p>24 City Management Team meetings held</p> <p>46 Employee "Hot Sheets" distributed</p> <p>One-on-one meetings held as needed</p>	<p>Department Managers and City employees will receive information regarding community needs and issues.</p> <p>Department Managers will have access to key internal partnerships.</p>	<p>Goals E and H</p> <p>Goals E and H</p>	<p>Percent of participants in attendance</p> <p>Number of "Hot Sheets" distributed</p>
	<p>Coordinate strategic planning</p>	<p>City goals revised as needed</p> <p>Programs developed as needed</p> <p>Capital Improvement Plan (CIP) revised as needed</p> <p>Operational Budget Guidelines developed as needed</p>	<p>Department Managers will be provided information regarding the City's long-range plans.</p> <p>Department Managers will have financial resources to administer their programs consistent with the City's long-range plans.</p>	<p>Goals A, B, C, D, E, F, G and H</p> <p>Goals A, B, C, D, E, F, G and H</p>	<p>Number of City goals modified</p> <p>Percent of departmental budgets approved</p> <p>Number of CIP review meetings held</p> <p>Number of new programs implemented</p> <p>The level which residents rate the City government in the area of leadership - (1) low / (5) high</p>

-Continued-

MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Administer policy	Policies and procedures reviewed as needed Policies and procedures revised as needed Policies and procedures developed as needed	Department Managers will be knowledgeable of City policies and procedures. Department Managers will have clear direction on implementing daily activity.	Goals E and H Goals E and H	Number of policies and procedures revised Number of policies and procedures developed
	Communicate with Council Members	Meetings conducted as needed Correspondence written as needed Phone calls made as needed	Council Members will be informed of community needs and issues. Council Members will make informed decisions consistent with City goals.	Goals D and E Goals D and E	Number of City Council contacts made Number of ordinances approved by Mayor
	Coordinate inter-organizational communications	48 Neighborhood Task Force meetings coordinated 24 Community Religious Effort (CURE) meetings held Follow-up meetings coordinated as needed Correspondence written as needed Phone calls made as needed	Community organizations will be informed of City needs and issues. Community organizations will have access to key partnerships. Community organizations will work together to resolve City needs and issues.	Goals B, C, D and E Goals B, C, D and E Goals B, C, D and E	Number of Neighborhood Task Force meetings held Number of Neighborhood Task Force issues addressed Number of Neighborhood Task Force issues resolved Number of CURE meetings held Number of new community organizations involved

-Continued-

MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Respond to residents' concerns	Residents responded to as needed Referrals provided as needed 6 Mayor's Night Outs/Neighborhood Walks facilitated	Residents will have their concerns responded to in a timely manner. Residents will be informed of community programs and services.	Goals D and E Goals D and E	Number of concerns received Percent of responses made within 24 hours Number of concerns addressed The level which residents rate the City's employees (across departments) in the area of doing their job well - (1) low / (5) high
	Facilitate business meetings	12 Business Roundtable meetings facilitated Business meetings facilitated as needed	Community leaders will have the opportunity for dialogue on community needs and issues.	Goals A, B, C, D and E	Numbers of business meetings facilitated Number of community board meetings attended
	Represent City on community boards	32 Community boards represented			The level which residents rate the Mayor's office as satisfactory - (1) low / (5) high

**MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percent of participants in attendance	92%	92%	92%	92%	92%	92%
Number of "Hot Sheets" distributed	39	44	46	35	35	35
Number of City goals modified	As needed	As needed				
Percent of department budgets approved	100%	100%	100%	100%	100%	100%
Number of CIP review meetings held	8	8	8	8	8	10
Number of new programs implemented	As needed	As needed				
The level which residents rate the City government in the area of leadership - (1) low / (5) high	N/A	N/A	N/A	4.8	4.8	4.8
Number of policies and procedures revised	As needed	As needed				
Number of policies and procedures developed	As needed	As needed				
Number of City Council contacts made	750	1,000	900	1,000	1,000	1,000
Number of ordinances approved by Mayor	100%	100%	100%	100%	100%	100%
Number of Neighborhood Task Force meetings held	45	43	43	42	46	46
Number of Neighborhood Task Force issues addressed	300	300	305	350	350	350
Number of Neighborhood Task Force issues resolved	300	300	300	350	350	350

--Continued--

MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION
(Continued)

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of CURE meetings held	22	20	19	20	22
Number of new community organizations involved	4	4	4	4	4
Number of concerns received	7,100	7,100	* 8,000	6,500	7,000
Percent of responses made within 24 hours	93%	94%	94%	100%	100%
Number of concerns addressed	100%	100%	100%	100%	100%
The level which residents rate the City's employees (across departments) in the area of doing their job well - (1) low / (5) high	N/A	N/A	N/A	4.5	4.5
Number of business meetings facilitated	42	45	45	100	50
Number of community board meetings attended	335	350	375	375	375
The level which residents rate the Mayor's office as satisfactory	N/A	N/A	N/A	4.5	4.5

* Time zone and toll road increased concerns.

MAYOR'S OFFICE
PROGRAM: COMMUNICATIONS & PUBLIC RELATIONS

Program Purpose: To enhance and promote City relations within our immediate community and beyond
Clients: Residents, Community Agencies and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • 2006 Budget: \$197,629 	<p>Coordinate media opportunities</p> <p>Coordinate public relations opportunities</p> <p>Coordinate speeches</p>	<p>104 Media alerts produced</p> <p>104 Media releases produced</p> <p>104 Media conferences scheduled</p> <p>5 Media contacts developed</p> <p>104 Media follow ups completed</p> <p>2 Written materials produced to promote the City</p> <p>4 Written materials produced to educate the community</p> <p>50 Updates made to webpage</p> <p>12 Speeches scheduled</p> <p>12 Speeches delivered</p>	<p>Residents will be informed of City services and programs.</p> <p>City affiliated agencies will gain increased community awareness.</p> <p>Residents will be provided with information regarding the Mayor's vision and policies.</p>	<p>Goals D and E</p> <p>Goals C and D</p> <p>Goals D and E</p>	<p>Number of times the City, Mayor or Department is covered by the media</p> <p>Number of times City affiliated agencies are covered by the media as a result of City efforts</p>
	<p>Participate in recognition and community events</p>	<p>100 Proclamations prepared</p> <p>25 Proclamations presented</p> <p>50 Letters of recommendation, support and welcome prepared</p> <p>300 Recognition events attended</p> <p>40 Keys to the City presented</p> <p>50 Meetings attended</p> <p>32 Dinners/luncheons attended</p> <p>24 Community events attended</p>	<p>Residents and community agencies will benefit from City participation in community sponsored events.</p> <p>Residents will be made aware of community contributions leading to enhanced quality of life.</p>	<p>Goals C and D</p> <p>Goals C and D</p>	<p>Number of formal public relation opportunities per week</p> <p>Number of people and organizations recognized by the City</p>

-Continued--

MAYOR'S OFFICE
PROGRAM: COMMUNICATIONS & PUBLIC RELATIONS
 (Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Participate in state, national and international events	4 State events attended 2 National events attended 1 International events attended	City will receive recognition at broader levels.	Goal D	Number of state, national and international events in which the City participates
	Coordinate City employees' participation in community events	10 Fund raising events coordinated 4 Other events coordinated 100 Employee participants	Community agencies will benefit from staff support provided by City employees. Community agencies will gain financial support through donations.	Goals C, D and E Goals C, D and E	Amount of funds collected through City involvement Number of volunteer hours donated by City employees Number of agencies receiving support

**MAYOR'S OFFICE
PROGRAM: COMMUNICATIONS & PUBLIC RELATIONS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of times the City, Mayor or Department is covered by the media	292	300	300	300	300
Number of times City affiliated agencies are covered by the media as a result of City efforts	38	40	40	40	40
Number of formal public relation opportunities per week	4	4	4	4	4
Number of people and organizations recognized by the City	490	400	400	400	400
Number of state, national and international events in which the City participates	12	11	11	11	12
Amount of funds collected through City involvement	\$2,650	\$2,500	** \$10,500	\$3,000	\$3,000
Number of volunteer hours donated by City employees	* 250	TBD	300	1,000	*** 1,500
Number of agencies receiving support	10	10	10	10	10

* We are developing a tracking form for more accurate count of volunteer hours donated.

** Hurricane Katrina - \$8,000

*** Read to a Child Program

**MAYOR'S OFFICE
PROGRAM: EDUCATION AND YOUTH ISSUES**

Program Purpose: To provide leadership and support for youth service and program providers and to promote collaboration in providing education and recreational programming for youth
Clients: Youth, Local Schools and Youth Program Providers

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • Volunteers • 2006 Budget: \$79,023 	<p>Compile information on youth programs and providers</p> <p>Refer youth to community programs</p>	<p>40 Youth program providers identified</p> <p>60 Youth programs identified</p> <p>Database of program providers inventoried</p> <p>Referrals made as needed</p>	<p>Youth, local schools and youth program providers will have access to information on youth programs and their providers.</p> <p>Youth will be referred to appropriate youth service programs.</p> <p>Youth will participate in youth service programs.</p>	<p>Goals C and E</p> <p>Goals C and E</p> <p>Goal C</p>	<p>Number of youth service providers</p> <p>Number of youth service programs</p> <p>Number of youth participants</p>
<ul style="list-style-type: none"> • Staff: 1 FTE • Volunteers • 2006 Budget: \$79,023 	<p>Develop collaboration</p>	<p>10 Community meetings organized</p> <p>55 Community meetings attended</p> <p>40 Youth program providers participating</p>	<p>Youth program providers will have access to key partnerships.</p> <p>Youth programs providers will work together to address youth issues.</p>	<p>Goal C</p> <p>Goal C</p>	<p>Number of meetings held</p> <p>Number of youth program providers involved</p> <p>Number of new youth program providers involved</p>
<p>Provide after school grant programs</p>	<p>16 After school programs</p> <p>300 Youth participants</p>	<p>Youth will have access to safe and high quality after school programs.</p>	<p>Goal C</p>	<p>Number of after school grant applications distributed</p> <p>Number of after school grant applications received</p> <p>Number of after school grants awarded</p> <p>Dollar amount of after school programs awarded</p>	

**MAYOR'S OFFICE
PROGRAM: EDUCATION AND YOUTH ISSUES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of youth service providers	60	60	60	60	100	
Number of youth service programs	80	80	80	80	250	
Number of youth participants	2,000	2,000	2,000	2,000	2,500	
Number of meetings held	10	10	9	9	9	
Number of youth program providers involved	60	60	60	60	75	
Number of new youth program providers involved	30	30	30	30	50	
Number of after school grant applications distributed	400	400	400	400	400	
Number of after school grant applications received	30	30	30	30	40	
Number of after school grants awarded	20	20	20	20	20	
Dollar amount of after school programs awarded	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	

CITY CLERK'S OFFICE PROGRAM: LINKAGE BETWEEN RESIDENTS AND LOCAL GOVERNMENT

Program Purpose: To serve as a resource of information and referral; to serve as historian; to store and preserve records for future generations

Clients: Residents Seeking Information and Referral Services, Common Council and Petitioners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> Staff: 3.50 FTE External Providers: Common Council Legal Department Police Department Ampco Code Enforcement Petitioners Laws/Regulations: Federal, State and Local 2006 Budget: \$238,691 	<ul style="list-style-type: none"> Certify documents Notarize documents Answer inquiries and references Provide staff support for Common Council Administer oaths Prepare legal advertisements Maintain code books Maintain preservation of laws/records Perform marriages Prepare accounts payable/receivable for City Clerk/Common Council 	<ul style="list-style-type: none"> Certified documents issued, such as: <ul style="list-style-type: none"> 24 Minutes 230 Designating/confirming tax abatements 30 Rezoning 55 Annexations 25 Vacations 30 Court certifications 32 Compliance of benefit statements (CF1's) 40 Statement of Benefits Forms (SB1's) All ballots of election 40 "Oaths of Office" or member of Board/Commissions administered 120 Legal advertisements and notices prepared 115 Dispersal and money collection for Municipal Code book inserts made (four times a year) 15 Items recorded in the Recorder's Office All information and referrals served All petitioners served 24 Minutes of Common Council meetings 24 Council agendas and meeting packets prepared 100 Common Council Committee notices prepared 	<ul style="list-style-type: none"> Clients will have increased knowledge of information provided by our staff. Clients will have access to appropriate documents. Clients will have access to accurate and efficient record keeping of historical records. Clients will have access to complete information that incorporates the use of modern technology. Petitioners will have greater knowledge of the process on how to file a petition. Council will be provided with a number of viable petitioners. Council will be provided with appropriate information needed to conduct public meetings. Council will have recorded and preserved meeting minutes. Clients will have recorded and preserved laws passed by Council. Council will have tools and administrative support to do their jobs. 	<ul style="list-style-type: none"> Goal E Goal E Goal E Goal E Goal E Goals E and H Goals E and H Goal E Goals E and H Goal E 	<ul style="list-style-type: none"> Number of transactions that are preserved and stored Percentage of petitioners that file successfully Number of recorded laws passed by Council Number of meeting minutes recorded

CITY CLERK'S OFFICE
PROGRAM: LINKAGE BETWEEN RESIDENTS AND LOCAL GOVERNMENT

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of transactions that are preserved and stored	1,000	* 600	625	700	625
Percentage of petitioners that file successfully	100%	100%	100%	100%	100%
Number of recorded laws passed by Council	500	** 20	15	15	15
Number of meeting minutes recorded	75	34	34	34	34

* Items stored in vault.

** Items that amend the South Bend Municipal Code Book.

CITY CLERK'S OFFICE

PROGRAM: ORDINANCE VIOLATIONS BUREAU (OVV)

Program Purpose: Collection of ordinance violations, fines and penalties
Clients: City Departments, Residents and Visitors Cited for Violations

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> Staff: 1.50 FTE External Providers: Legal Department Code Enforcement Ampco Police Department Park Police Small Claims County Clerk Bureau of Motor Vehicles - Indiana and Michigan SBA HTE Laws/Regulations: Federal, State and Local 2006 Budget: \$77,609 	Collect fines and penalties Record violations Maintain files Send notices and letters Maintain payment plans Correspond with Bureau of Motor Vehicles Maintain reports Answer information and referral calls Service counter clients Balance deposits daily	18,312 Citations entered \$406,066 Generated 517 Voided violations processed 839 Letters sent \$160,680 Collected	Residents and visitors will have a place to pay citations and have their questions answered. Residents will have increased knowledge of OVB procedures. City Departments will have their outstanding citations collected and applied to proper accounts. Clients will have information and referral inquiries serviced appropriately.	Goal E Goal E Goal E Goal E	Percentage of citations voided to citations written Percentage decrease in the number of citations written Percentage decrease in number of client complaints Percentage of clients with repeat tickets
		12 Disks for request of license ownership with addresses sent to Bureau of Motor Vehicles in Indiana and Michigan 5,643 Notices sent	City Departments will have located and identified license owners who were previously unknown at time of issued citation.	Goal E	Percentage of citations collected from the efforts of identifying previously unknown offenders
	Reconcile records with Legal, Code Enforcement and Small Claims Forward appeals to Legal Department	All uncollected citations sent to Legal Department for collection through Small Claims Court: 637 Cases sent to Legal Department 742 Cases went to Small Claims 607 Appeal Forms sent to Legal Department	City Departments will have their citations paid. City Departments will be represented by Legal Department, which either pursues in court or works out payment agreement.	Goal E Goal E	Percentage of citations sent to Legal Department vs. citations collected

**CITY CLERK'S OFFICE
PROGRAM: ORDINANCE VIOLATIONS BUREAU (OVB)**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of citations voided to citations written	5%	5%	5%	5%	5%
Percentage decrease in the number of citations written per year	5%	5%	5%	5%	5%
Percentage decrease in number of client complaints per year	85%	85%	85%	85%	85%
Percentage of clients with repeat tickets	25%	25%	25%	25%	25%
Percentage of citations collected from the efforts of identifying previously unknown offenders	100%	100%	100%	100%	100%
Percentage of citations sent to Legal Department vs. citations collected	5%	5%	5%	5%	5%

COMMON COUNCIL PROGRAM: MUNICIPAL LEGISLATION / RESIDENT REPRESENTATION

Program Purpose: To pass legislation which serves the residents of South Bend and work cooperatively with the City administration in the overall best interests of the City

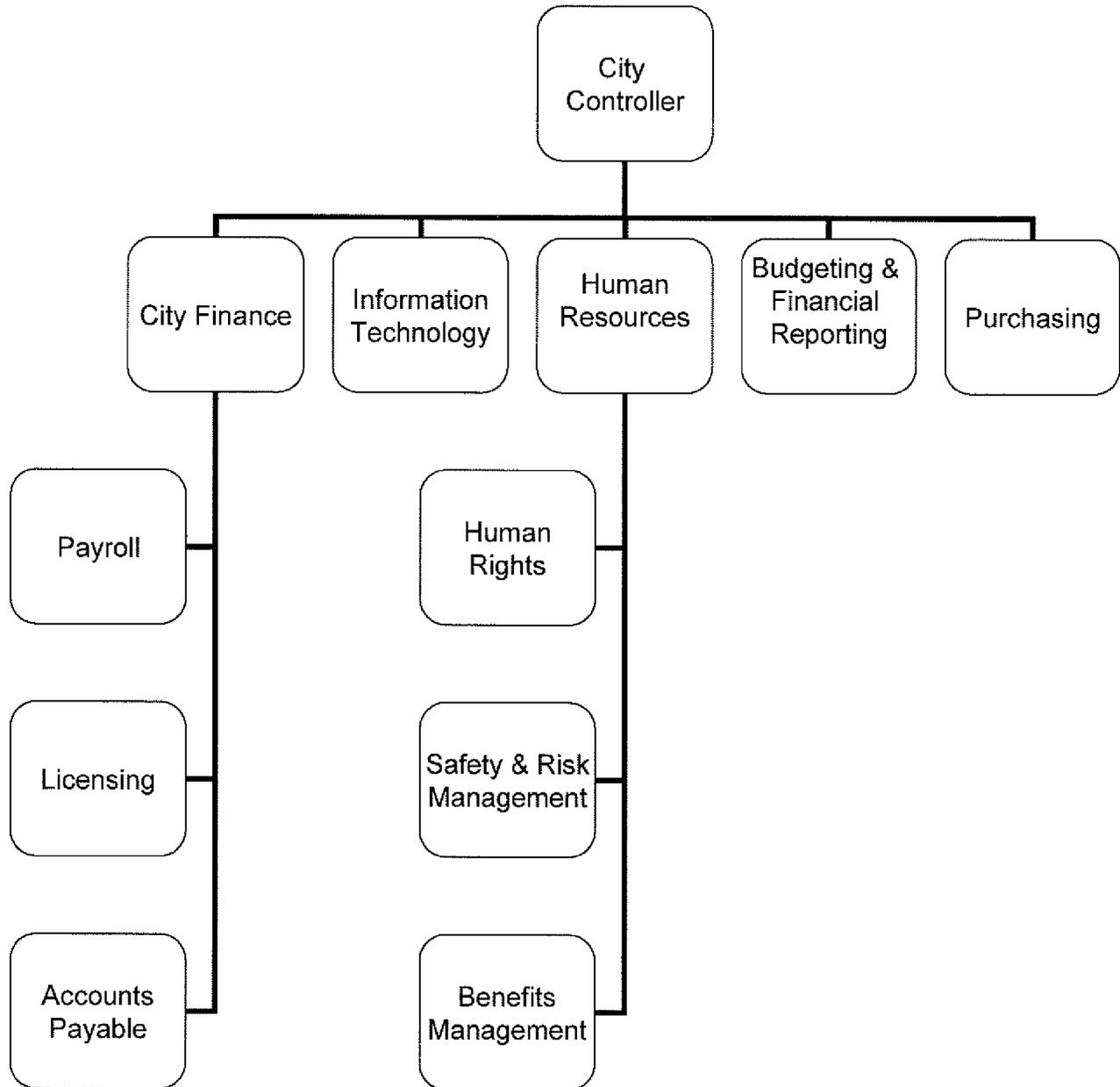
Clients: Residents of South Bend, Neighborhood Organizations and Business Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 9 FTE • External Providers: All Departments of the City of South Bend • Laws/Regulations: City Ordinances • 2006 Budget: \$351,416 	<p>Develop better communication with City administration and City Clerk</p> <p>Hold monthly Department Head/Council meeting</p> <p>Enact ordinances</p> <p>Develop better accountability to taxpayers</p> <p>Adopt resolutions</p> <p>Hold executive sessions to discuss strategy for public safety negotiations</p> <p>Hold public hearings</p> <p>Develop proactive activities</p> <p>Respond to residents regarding City operations</p> <p>Oversee City operations on behalf of residents</p> <p>Adopt policy and set priorities for City</p> <p>Conduct neighborhood meetings</p> <p>Hold standing committee hearings of Council's 11 standing committees</p> <p>Represent residents on boards, commissions, at events and activities</p> <p>Held time zone public forum</p> <p>Continued a youth advisory council</p> <p>Enhance Council web page</p> <p>Develop Council brochures</p> <p>Hold meeting with state legislators</p>	<p>3 Meetings held</p> <p>90 Proposed ordinances reviewed</p> <p>145 Resolutions reviewed and adopted</p> <p>14 Executive Session meetings held</p> <p>126 Committee hearings held: 8 Public Works & Property Vacations 8 Utilities 6 Parks & Recreation 4 Residential Neighborhoods 23 Zoning & Annexation 261 Community & Economic Development 22 Health & Public Safety 22 Personnel & Finance 2 Community Relations 4 Council Rules 1 Information Technology</p> <p>All neighborhood meetings held as needed</p> <p>1 Organizational Meeting held</p> <p>1 Special Common Council Meeting held</p> <p>4 Brochures developed</p> <p>22 Informal Meetings of the Council held</p> <p>1 Meeting held with state legislators</p>	<p>There will be better communication between Residents and Council.</p> <p>Due diligence will be carried out.</p> <p>Residents will have more outreach opportunities developed for them.</p> <p>Residents will have Council provide policy direction to the City Administration in the implementation and evaluation of various City programs.</p> <p>Residents will have Council preserve and improve the City's infrastructure and economic base.</p> <p>Residents, neighborhood organizations and business owners will have enhanced communications through meetings and other initiatives.</p>	<p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goal E</p>	<p>Improved cooperation</p> <p>Participation at Committee meetings and Council meetings</p> <p>City's bond rating</p> <p>City assessed valuation</p>

**COMMON COUNCIL
PROGRAM: MUNICIPAL LEGISLATION / RESIDENT REPRESENTATION**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Improved cooperation	N/A	N/A	N/A	N/A	N/A	N/A
Participation at Committee meetings and Council meetings	N/A	N/A	Improved	Improved	Improved	Greater Improvement
City's bond rating	N/A	AA	AA	AA	AA	AAA
City assessed valuation	N/A	N/A	N/A	N/A	N/A	N/A

ADMINISTRATION & FINANCE



ADMINISTRATION AND FINANCE DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Controller's Department					
Personal Services	1,104,373	1,020,441	1,217,048	1,291,508	21.00
Supplies	38,264	37,709	37,300	37,300	
Other Services	376,712	273,532	329,265	303,608	
Other Uses	1,239	4,305	4,305	3,784	
Capital	1,419,223	2,625,011	7,409,287	2,274,500	
	<u>2,939,811</u>	<u>3,960,998</u>	<u>8,997,205</u>	<u>3,910,700</u>	
Human Rights Commission					
Personal Services	209,546	240,059	246,242	257,968	5.00
Supplies	3,804	4,570	5,131	5,131	
Other Services	25,796	28,098	33,655	24,452	
Other Uses	154	141	141	85	
Capital	0	0	1,000	0	
	<u>239,300</u>	<u>272,868</u>	<u>286,169</u>	<u>287,636</u>	
SPECIAL REVENUE FUND:					
Human Rights - Federal Fund Programs					
Personal Services	76,874	79,771	88,383	82,281	2.00
Supplies	2,758	3,321	2,800	2,800	
Other Services	77,797	97,655	95,755	99,968	
Other Uses	3,248	3,570	3,570	4,390	
	<u>160,677</u>	<u>184,317</u>	<u>190,508</u>	<u>189,439</u>	
INTERNAL SERVICE FUNDS:					
Liability Insurance Premium (Safety & Risk Mgt)					
Personal Services	85,975	56,853	87,365	96,145	2.00
Supplies	2,505	4,222	5,837	5,583	
Other Services	1,308,001	1,493,181	1,409,517	1,459,924	
Other Uses	49,347	46,598	46,598	49,944	
	<u>1,445,828</u>	<u>1,600,854</u>	<u>1,549,317</u>	<u>1,611,596</u>	
Self-Funded Employee Benefits					
Personal Services	92,470	90,425	102,752	103,358	2.00
Supplies	2,264	2,891	7,612	7,612	
Other Services	9,172,326	10,709,992	11,235,077	12,824,851	
Other Uses	168,949	237,668	237,668	254,040	
	<u>9,436,009</u>	<u>11,040,976</u>	<u>11,583,109</u>	<u>13,189,861</u>	
TOTAL ADMINISTRATION & FINANCE	<u>14,221,625</u>	<u>17,060,013</u>	<u>22,606,308</u>	<u>19,189,232</u>	<u>32.00</u>

PROGRAM BUDGETS:

CITY FINANCE / BUDGETING AND REPORTING

Personal Services	385,349	437,393	552,992	474,408	8.50
Supplies	24,578	15,084	23,430	14,720	
Other Services	226,575	109,413	154,398	121,143	
Other Uses	1,239	1,722	4,305	1,514	
	<u>637,741</u>	<u>563,612</u>	<u>735,125</u>	<u>611,785</u>	

HUMAN RESOURCES

Personal Services	179,623	183,679	200,364	232,471	4.50
Supplies	9,223	6,788	8,760	6,714	
Other Services	91,898	49,236	101,050	54,649	
	<u>280,744</u>	<u>239,703</u>	<u>310,174</u>	<u>293,835</u>	

INFORMATION TECHNOLOGIES

Personal Services	404,417	408,176	445,172	516,603	7.00
Supplies	4,463	15,084	5,110	14,920	
Other Services	58,239	109,413	43,780	121,443	
	<u>467,119</u>	<u>532,673</u>	<u>494,062</u>	<u>652,966</u>	

PURCHASING

Personal Services	N/A	N/A	N/A	77,114	1.00
Supplies	N/A	N/A	N/A	200	
Other Services	N/A	N/A	N/A	300	
	<u>0</u>	<u>0</u>	<u>0</u>	<u>77,614</u>	

SAFETY & RISK MANAGEMENT

Personal Services	85,975	56,853	87,365	96,145	2.00
Supplies	2,505	4,222	5,837	5,583	
Other Services	1,308,001	1,493,181	1,409,517	1,459,924	
Other Uses	49,347	46,598	46,598	49,944	
	<u>1,445,828</u>	<u>1,600,854</u>	<u>1,549,317</u>	<u>1,611,596</u>	

BENEFITS MANAGEMENT

Personal Services	92,470	90,425	102,752	103,358	2.00
Supplies	2,264	2,891	7,612	7,612	
Other Services	9,172,326	10,709,992	11,235,077	12,824,851	
Other Uses	168,949	237,668	237,668	254,040	
	<u>9,436,009</u>	<u>11,040,976</u>	<u>11,583,109</u>	<u>13,189,861</u>	

HUMAN RIGHTS

Personal Services	286,420	319,830	334,625	340,249	7.00
Supplies	6,562	7,891	7,931	7,931	
Other Services	103,593	125,753	129,410	124,420	
Other Uses	3,402	3,711	3,711	4,475	
Capital	0	0	1,000	0	
	<u>399,977</u>	<u>457,185</u>	<u>476,677</u>	<u>477,075</u>	

CITY-WIDE EXPENDITURES (not included in above programs)

Personal Services	134,983	0	48,557	0	n/a
Capital	1,419,223	2,625,011	7,409,287	2,274,500	
	<u>1,554,206</u>	<u>2,625,011</u>	<u>7,457,844</u>	<u>2,274,500</u>	

TOTAL PROGRAMS

	<u>14,221,624</u>	<u>17,060,013</u>	<u>22,606,308</u>	<u>19,189,232</u>	<u>32.00</u>
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ADMINISTRATION & FINANCE DEPARTMENT PROGRAM: CITY FINANCE / BUDGETING AND REPORTING

Program Purpose: To provide quality financial management services for the City and to ensure prudent use and maintenance of the City's financial resources and physical assets
Clients: City Managers (Mayor, Department Heads and other Managers), Common Council, Residents, Financial Investors, All City Employees, Pensioners and Vendors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 9.5 FTE • Accounting Software and Personal Computers • Laws / Regulations / Accounting Standards: Federal, State and Local • 2006 Budget: \$689,399 	<p>Coordinate the preparation of the City's Annual Operating and Capital Budgets</p>	<p>1 City-wide Annual Operating Budget 1 City-wide Annual Capital Budget 1 City-wide Five Year Capital Plan</p>	<p>City Managers and Common Council will become better informed of the City's financial condition.</p>	<p>Goal G</p>	<p>Percentage of Funds that perform within budgetary guidelines</p>
	<p>Prepare annual financial reports and necessary supplemental information</p>	<p>1 Audited Comprehensive Annual Financial Report (CAFR)</p>	<p>City Managers and Common Council will make more informed decisions regarding financial efficiency.</p>	<p>Goal G</p>	<p>Adequate Cash Reserves as a percentage of operating expenditures are maintained</p>
	<p>Coordinate the issuance of City debt and monitor debt capacity</p>	<p>All financing needs addressed</p>	<p>Residents and Financial Investors will become better informed of the City's financial condition.</p>		<p>Average number of days needed to distribute the monthly Fund Cash Report</p>
	<p>Coordinate process of forecasting City-wide revenue and expenditures</p>	<p>4 Monthly forecasts performed for current year Ongoing multi-year forecast updated throughout the year</p>	<p>Financial Investors will become better informed of the City's financial condition.</p>	<p>Goal G</p>	<p>Percentage of Funds that accurately forecast actual results within a 5% margin</p>
	<p>Provide direction and support to City Managers and Common Council regarding all financial matters</p>	<p>Performed as needed</p>	<p>Residents and Financial Investors will become better informed of the City's financial condition.</p>	<p>Goals D, E and G</p>	<p>The City is awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its CAFR</p>
	<p>Provide staff assistance for a variety of special projects aimed at improving organizational performance</p>	<p>Performed as needed</p>	<p>Residents and Financial Investors will show acceptable levels of satisfaction in regards to the prudent use of the City's financial resources and physical assets.</p>	<p>Goals D, E and G</p>	<p>The City is presented the Distinguished Budget Presentation Award from the GFOA for its annual Budget Book</p>
	<p>Reconcile cash receipts and revenue to Treasury Dept./Bank Statements</p>	<p>12 Month-end Cash Balance Reports completed</p>			
	<p>Invest the City's available cash</p>	<p>All available cash is invested</p>			
	<p>Maintain fund accountability for all City Funds</p>	<p>37 Budgeted funds maintained</p>			
	<p>Maintain accountability for all City Fixed Assets</p>	<p>1 Listing of Fixed Assets prepared for Audit</p>			
<p>Calculate monthly telephone billing reimbursements</p>	<p>41 Departments billed on a monthly basis</p>				

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**ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: CITY FINANCE / BUDGETING AND REPORTING**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Prepare payroll checks and pension checks	26 Employee payroll runs completed 12 Pension payroll runs completed	Vendors, all City employees and pensioners will be paid on a timely and accurate basis.	Goal E	Number of errors and/or corrections needed to be made on payroll and accounts payable documents
	Process accounts payable invoices and debt service payments	52 Accounts payable runs completed			
	Comply with all state and federal tax withholding requirements and other payroll deductions	1,990 Year-end W-2 Forms filed 4 Quarterly 941-Forms filed 12 Monthly State and County Tax Forms filed 664 Year-end 1099-Forms filed			Number of accounts payable and payroll runs processed on time
	Coordinate the issuance of licenses for City regulated businesses	463 Restaurant licenses issued 100 Auto Repair & Service Center licenses issued 25 Entertainment licenses issued 480 Miscellaneous licenses issued	Residents will experience a safer environment as a result of enforcing the City's ordinances.	Goal B	Number of licenses revoked Number of licenses denied

**ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: CITY FINANCE / BUDGETING AND REPORTING**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of Funds that perform within budgetary guidelines	100%	100%	100%	100%	100%
Adequate Cash Reserves as a percentage of operating expenditures are maintained	15%	15%	15%	15%	15%
Average number of days needed to distribute the monthly Fund Cash Report	3 Days	3 Days	3 Days	3 Days	3 Days
Percentage of Funds that accurately forecast actual results within a 5% margin	100%	100%	100%	100%	100%
The City is awarded a certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its CAFR	Yes	Yes	Yes	Yes	Yes
The City is presented the distinguished Budget Presentation Award from the GFOA for its annual Budget Book	Yes	Yes	Yes	Yes	Yes
Maintain or improve the current "AA" credit rating for the City's General Obligation Bonds	"AA"	"AA"	"AA"	"AA"	"AAA"
The level which residents rate the City in the area of responsibility with tax dollars - (1) low / (5) high	N/A	N/A	N/A	N/A	4.8

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ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: CITY FINANCE / BUDGETING AND REPORTING
(Continued)

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of errors and/or corrections needed to be made on payroll and accounts payable documents	A/P: 25	25	24	15	0	
	Payroll: 22	11	12	10	0	
	Pensioners: 2	1	2	1	0	
Number of accounts payable and payroll runs processed on time	A/P: 52	52	52	52	52	
	Payroll: 26	27	26	26	26	
	Pensioners: 12	12	12	12	12	
Number of licenses revoked	4	2	2	0	0	
Number of licenses denied	12	8	6	8	5	

ADMINISTRATION & FINANCE DEPARTMENT

PROGRAM: HUMAN RESOURCES

Program Purpose: To serve our clients fairly and equitably while administering policies and procedures
Clients: City Employees, Applicants, Retirees, Former City Employees, City Managers and Community Hiring Program Participants

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 4.5 FTE • Personnel Policies and Procedures • Employment Law: State, Federal and Local • Labor Union - Teamsters' Contract • 2006 Budget: \$293,835 	<p>Facilitate employment-related training</p> <p>Respond to questions regarding City policies and procedures</p> <p>Coordinate Labor/Management meetings</p> <p>Facilitate grievances and appeal hearings for non-bargaining and Teamster employees</p> <p>Facilitate hiring process and record keeping for all non-bargaining and Teamster employees</p> <p>Implement ID card project involving all City Employees</p> <p>Investigate and resolve unemployment claims filed by former City employees</p> <p>Update and communicate all changes to personnel policies and procedures in order to maintain fair employment standards</p>	<p>4 New employee orientations held</p> <p>3 Policies and procedures review sessions held at City Management training sessions</p> <p>Individual Department meetings held as requested</p> <p>4 Diversity training sessions held</p> <p>All questions asked are addressed</p> <p>4 Labor/Management meetings coordinated</p> <p>All grievances and appeal hearings are heard</p> <p>All non-bargaining and Teamster positions are filled</p> <p>1,300 - 1,600 Employee files maintained</p> <p>All inquiries answered regarding employees' status</p> <p>1,300-1,500 ID cards made</p> <p>All claims filed are resolved</p> <p>All policies and procedures are updated as needed</p>	<p>City employees and retirees will become more knowledgeable regarding employment practices and retirement planning within the City.</p> <p>City employees and retirees will effectively utilize the knowledge gained to make informed decisions.</p> <p>City employees, applicants, retirees and former City employees will experience fair and equitable treatment.</p>	<p>Goal H</p> <p>Goal H</p> <p>Goal H</p>	<p>Number of City employees who receive training provided by Human Resources Staff</p> <p>Percentage of City employees that rate the training programs above average or better</p> <p>Number of Labor/Management meetings held</p> <p>Number of grievances filed at Human Resources Department level</p> <p>Number of grievances filed involving unfair and/or inequitable treatment</p> <p>Cost savings experienced through reduction of unemployment claims filed</p> <p>Number of changes to the Policy and Procedure Manual based upon unfair employment practices</p>

ADMINISTRATION & FINANCE DEPARTMENT

PROGRAM: HUMAN RESOURCES

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Recruit qualified applicants by marketing the City</p>	<p>4 Speaking engagements given 1 Internet site utilized 3 Job fairs attended Multiple media placements utilized: South Bend Tribune and other local newspapers Periodicals Professional and minority publications Universities, colleges and trade schools and high schools Neighborhood agencies/organizations</p>	<p>City Managers will have a diverse and qualified pool of applicants from which to fill vacant positions. Community Hiring Program participants will have exposure to City work experiences and general work skills.</p>	<p>Goal H</p>	<p>Number of applications received by the Human Resources Department Number of applicants hired Number of employees that leave the City during the initial orientation period Percentage of Community Hiring Program participants that rate the experience with the City as useful</p>
	<p>Participate in community hiring programs</p>	<p>5 Internships coordinated 0 Mock interviews coordinated for Workforce Development and Goodwill Industries</p>	<p>City employees will have access to training opportunities which enhances the quality of the City-wide workforce.</p>	<p>Goal H</p>	<p>Percentage of employees that take advantage of training programs</p>
	<p>Provide job-specific training guidance</p>	<p>Sr. Management and frontline supervisor training conducted throughout year</p>			

**ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: HUMAN RESOURCES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of City employees who receive employment training provided by the Human Resources Staff	1,000	950	203	950	950	950
Percentage of City employees that rate the training programs above average or better	100%	100%	100%	100%	100%	100%
Number of Labor/Management meetings held	4	4	4	4	4	4
Number of grievances filed at Human Resources Department level	10	6	5	6	6	0
Number of grievances filed involving unfair and/or inequitable treatment	1	12	6	6	6	0
Cost savings experienced through reduction of unemployment claims filed	0	\$28,000	\$38,000	\$39,000	\$40,000	\$40,000
Number of changes to the Policy and Procedure Manual based upon unfair employment practices	As deemed necessary					
Number of applications received by the Human Resources Department	3,862	4,102	4,129	4,000	4,000	4,000
Number of applicants hired	Full Time: 84	96	95	As needed	As needed	As needed
	Part Time: 459	477	442	As needed	As needed	As needed
Number of employees that leave the City during the initial orientation period	9	12	6	2	2	2
Percentage of Community Hiring Program participants that rate the experience with the City as useful	100%	100%	100%	100%	100%	100%
Percentage of employees that take advantage of training programs	80%	100%	100%	100%	100%	100%

ADMINISTRATION & FINANCE DEPARTMENT PROGRAM: INFORMATION TECHNOLOGIES

Program Purpose: To create higher levels of efficiency and cost effectiveness by providing an integrated computer network and telecommunications system

Clients: All City Employees, Residents, the City and Visitors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • External Providers: Technical Support Training Instructors • City-wide Hardware and Software: AS/400 Midframe HTE Accounting Software Personal Computer Software • Telephone System • 2006 Budget: \$652,966 	<p>Support computer software</p> <p>Support computer hardware</p> <p>Set up and install new computers</p> <p>Support AS/400 midframe computer and HTE software</p> <p>Administer programming of phones</p> <p>Coordinate phone installations and repairs</p> <p>Administer voice mail system</p>	<p>400 Software packages installed All support requests answered</p> <p>582 Computers maintained</p> <p>73 New computers installed</p> <p>280 Users on the AS/400 system 360 AS/400 backups performed 10 Upgrades performed</p> <p>All needed program changes completed</p> <p>All phone installations completed All phone repairs completed</p> <p>All needed voice mail boxes created 785 voice mail boxes maintained</p>	<p>City employees will have access to appropriate and working technology resources.</p>	<p>Goals E and H</p>	<p>Percentage of time the AS/400 is not available during normal working hours</p> <p>Number of times the AS/400 "crashes"</p> <p>Percentage of time the telephone system is not available</p> <p>Percentage of employees with appropriate computer equipment (excluding those employees that do not require such equipment)</p>

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ADMINISTRATION & FINANCE DEPARTMENT PROGRAM: INFORMATION TECHNOLOGIES

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Manage the City's computer networks including servers, printers, hubs, cables, modems, etc.</p>	<p>13 Local area networks supported 77 Printers connected 612 Computers connected 728 Network users 17 Departments connected 4,200 Network backups run per year All upgrades installed as needed</p>	<p>The City will experience an overall cost reduction as a result of City employees sharing network resources (i.e., hardware, software and expertise).</p>	<p>Goal G</p>	<p>Ratio of personnel required to maintain networks as a percentage of total number of users</p> <p>Percentage of time system is available during working hours</p>
	<p>Create Internet web pages</p>	<p>Web Pages totally redesigned</p>	<p>Residents and visitors will have access to information regarding departments and City-sponsored programs.</p>	<p>Goal E</p>	<p>Number of web "hits" per day</p>

**ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: INFORMATION TECHNOLOGIES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage of time the AS/400 is not available during normal working hours	0.01%	0.01%	0.01%	0.01%	0.01%	0%
Number of times the AS/400 "crashes"	0	0	0	0	0	0
Percentage of time the telephone system is not available	0.01%	0.01%	0.01%	0.01%	0.01%	0%
Percentage of employees with appropriate computer equipment (excluding those employees that do not require such equipment)	99%	99%	99%	99%	99%	100%
Ratio of personnel required to maintain networks as a percentage of total number of users	1/150	1/150	1/150	1/150	1/150	1/140
Percentage of time network system is available during working hours	99.9%	99.9%	99.99%	99.99%	99.9%	100%
Number of web "hits" per day	9,800	9,800	9,800	9,800	9,800	10,000

ADMINISTRATION & FINANCE DEPARTMENT

PROGRAM: PURCHASING

Program Purpose: To provide Purchasing services for all City Departments
Clients: City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • Vendors 	<p>Process purchase orders for City Departments</p>	<p>9,100 Purchase orders processed annually</p>	<p>City Departments will have access to goods and services.</p>	<p>Goals E and H</p>	<p>Percentage of purchases covered by purchase orders</p>
<ul style="list-style-type: none"> • Building and Equipment • Laws/Regulations: Federal, State and Local 	<p>Prepare and submit specifications for designated items to be bid</p>	<p>4 Bids awarded</p>	<p>City Departments will have required products at lowest cost. City Departments acquisitions will be in compliance with state laws and local policies.</p>	<p>Goals E and G Goal H</p>	<p>Percentage of bid prices savings to market prices</p>
<ul style="list-style-type: none"> • City Departments • 2006 Budget: \$77,614 	<p>Manage maintenance contracts for City Departments</p>	<p>\$78,000 Annual maintenance contracts done</p>	<p>City Departments will have working equipment. City Departments will experience lower cost.</p>	<p>Goal H Goal G</p>	<p>Comparison of cost savings to standard maintenance contracts (Average)</p>

**ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: PURCHASING**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of purchases covered by purchase orders	92%	92%	94%	94%	98%
Percentage of bid prices savings to market prices	21%	22%	23%	23%	24%
Comparison of cost savings to standard maintenance contracts (Average)	22%	23%	24%	24%	24%

ADMINISTRATION & FINANCE DEPARTMENT

PROGRAM: SAFETY/RISK MANAGEMENT

Program Purpose: To ensure a safe and drug/alcohol-free work environment for all City employees and to minimize the loss of City resources
Clients: All City Employees, the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • External Providers: Third Party Administrators Medical Providers Insurance Consultants • Laws/Regulations: Federal, State and Local • 2006 Budget: \$1,611,596 	<p>Perform inspections to assess safety and health hazards and to monitor compliance</p> <p>Conduct health and safety educational training programs and develop new training as needed</p>	<p>Indiana Occupational Safety and Health Administration (IOSHA) Safety Inspections performed: 15 Industrial Hygiene/noise sampling 28 Audits (Mock OSHA inspections) 15 Property/state boiler inspections</p> <p>Training programs conducted: New hire orientation as needed 2 Confined training sessions 15 Blood-borne pathogen sessions 15 Hazardous communications training sessions 15 Personal protective equipment training sessions 6 Industrial forklift training sessions 2 Tree cutting removal training session 4 Electrical training sessions 15 Emergency evacuation training sessions 10 Fire extinguisher training sessions 6 Hearing conservation training sessions 10 Work compensation training sessions 4 Trench & excavation training sessions 6 Sprain/strain education sessions held City-wide Public awareness education completed Ergonomics program being developed Workplace violence program being developed Orientation being reorganized 26 CPR/First aid training sessions</p>	<p>City employees will experience a safe and hazard-free work environment.</p> <p>City employees will have an increased knowledge of safety procedures.</p>	<p>Goals B and H</p> <p>Goals B and H</p>	<p>Number of violations cited by regulatory bodies</p> <p>Number of repeated violations</p> <p>Number of work-related accidents</p> <p>Total cost of workers' compensation claims</p>

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ADMINISTRATION & FINANCE DEPARTMENT

PROGRAM: SAFETY/RISK MANAGEMENT

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Initiate drug and medical testing/procedures	Drug and Medical Testing/ Procedures initiated: 120 Random drug tests (DOT) 24 Alcohol tests (DOT) 48 Random drug tests (Non-DOT) 12 Alcohol tests (Non-DOT) All post-accident drug tests 15 Ova parasite tests 15 Tuberculosis tests 100 Respiratory clearance reviews 150 Hepatitis B inoculations 210 Audio metric tests	City employees will experience a drug/alcohol-free and healthy work environment.	Goals B and H	Number of drug/alcohol related accidents Percent of employees tested negative
	Identify and minimize health hazards	All identified workplace health hazards are minimized			
	Identify and minimize safety hazards in the workplace	258 Claims processed 245 Claims paid Monthly reports made as needed 7 Policies monitored All post accidents are investigated All identified workplace safety hazards are minimized	City will experience cost-effective Safety/Risk program. City employees will experience prompt and necessary treatment when involved in work-related accidents.	Goals E and G Goal H	Average number of days employee takes to return to work Number of policies reprinted Number of modifications per program
	Monitor work performance of third party administrator (claims payer)	258 Claims monitored per year 245 Claims paid per year 12 Monthly reports made 4 Quarterly reports made 1 Annual Report made All case reviews completed as needed	All modifications will be made as needed. All policies will be reviewed and renewed as necessary to comply with regulatory standards.	Goal H	Average cost per accident Average number of months a claim is open
	Oversee various City-wide insurance policies	3 Policies monitored 1 Property/Boiler 1 Embezzlement 1 Bondable 7 Programs monitored 1 Loss control		Goal H	

**ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: SAFETY / RISK MANAGEMENT**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of violations cited by regulatory bodies	0	0	0	0	0	0
Number of repeated violations	0	0	0	0	0	0
Number of work-related accidents	258	292	332	250	250	250
Total cost of workers' compensation claims	\$453,403	\$466,705.31	\$363,939.33	\$275,000	\$275,000	\$275,000
Number of drug/alcohol related accidents	0	0	2	0	0	0
Percent of employees tested negative	96%	100%	98%	100%	100%	100%
Average number of days employee takes to return to work	30	0	30	0	0	0
Number of policies repriced	3	As Needed	As Needed	As Needed	As Needed	As Needed
Number of modifications per program	3	As Needed	As Needed	As Needed	As Needed	As Needed
Average cost per accident	\$1,757	\$1,598.30	\$1,096.20	\$1,100	\$1,100	\$1,100
Average number of months a claim is open	1 Month	1 Month	1 Month	1 Month	1 Month	1 Month

ADMINISTRATION & FINANCE DEPARTMENT

PROGRAM: BENEFITS MANAGEMENT

Program Purpose: To provide the highest quality of benefits and related services to all benefit participants while maintaining cost control

Clients: Current and Former City Employees Still Receiving Benefits (Benefit Participants) and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • External Providers: Third Party Administrators Insurance Consultant Employee Assistance Program (EAP) Preferred Provider Organization (PPO) • Laws/Regulations: Federal, State and Local • 2006 Budget: \$13,189,861 	<p>Provide benefits information</p> <p>Write informational articles and memos</p> <p>Distribute and update benefit plans</p> <p>Answer questions from benefit participants and their dependents regarding benefits offered by the City</p> <p>Facilitate the establishment of health and wellness programs</p>	<p>4 Employee orientation programs provided 2 Employee Assistance Program seminars provided All benefit participants provided with one-on-one enrollment meetings 1 Training session held for payroll clerks</p> <p>4 Benefit articles written 8 Payroll staffers prepared</p> <p>All new employees receive benefits binder All benefits participants receive benefits binder updates as necessary</p> <p>All questions asked will be answered</p> <p>3 Health club choices made available 1 EAP Program made available 1 Weight Watcher Program Wellness Benefits – Health Plan</p>	<p>Benefit participants will become more knowledgeable of the benefits program offered by the City.</p> <p>Benefit participants will make informed decisions regarding the betterment of their health.</p>	<p>Goal H</p> <p>Goal H</p>	<p>Number of participants enrolled in optional benefits program as of the first quarter of the year</p> <p>Percentage of claims filed within PPO network</p> <p>Number of preventative procedures performed upon benefit participants</p> <p>Number of people participating in health and wellness programs</p> <p>Average cost per participant of health plan</p> <p>Number of employees who exceed the \$125,000 for total individual claims</p>

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ADMINISTRATION & FINANCE DEPARTMENT PROGRAM: BENEFITS MANAGEMENT

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Monitor performance of third party administrator (claims payer)	All case reviews completed as needed 12 Monthly report packages reviewed 24,000 Claims monitored per year			Average number of days to process and pay health claims per year
	Monitor cost effectiveness of programs and policies	All modifications made to policies and programs as needed 6 Policies monitored 1 Life policy 1 Long-term disability policy 1 Dental policy 1 Vision policy 2 Volunteer Life policies 6 Programs monitored 1 Self-insured medical program 1 Self-insured short-term disability program 1 Flex program 2 Deferred compensation programs 1 AFLAC program 8 Policies rebid 2 Program modified	Benefit participants and the City will experience cost-effective benefit programs. Benefits participants will experience timely processed claims.	Goals G and H Goals E and H	Average number of days to process and pay flex claims per year Dollars saved by monitoring policies and programs Number of policies repriced Number of modifications to programs

**ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: BENEFITS MANAGEMENT**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of participants enrolled in optional benefits program as of the first quarter of the year	1,300	1,206	1,200	1,269	All employees
Percentage of claims filed within PPO network	85%	95%	90%	90%	90%
Number of preventative procedures performed upon benefit participants	1,000	1,000	1,000	1,250	1,000
Number of people participating in health and wellness programs	500	660	500	800	500
Average cost per participant of health plan	\$5,624.04	\$6,550	\$6,867	\$6,900	\$7,500
Number of employees who exceed the \$125,000 for total individual claims	11	4	8	4	2
Average number of days to process and pay health claims per year	7	7	7	7	10
Average number of days to process and pay flex claims per year	7	7	7	7	7
Dollars saved by monitoring policies and programs	\$140,000	\$2,000,000	\$600,000 Without HRG	\$500,000	All savings available
Number of policies repriced	2	8	5	As needed	As needed
Number of modifications to programs	10	2	2	As needed	As needed

ADMINISTRATION & FINANCE DEPARTMENT

PROGRAM: HUMAN RIGHTS

Program Purpose: To enforce the City's Human Rights Ordinance with the purpose of eliminating discrimination for all City residents

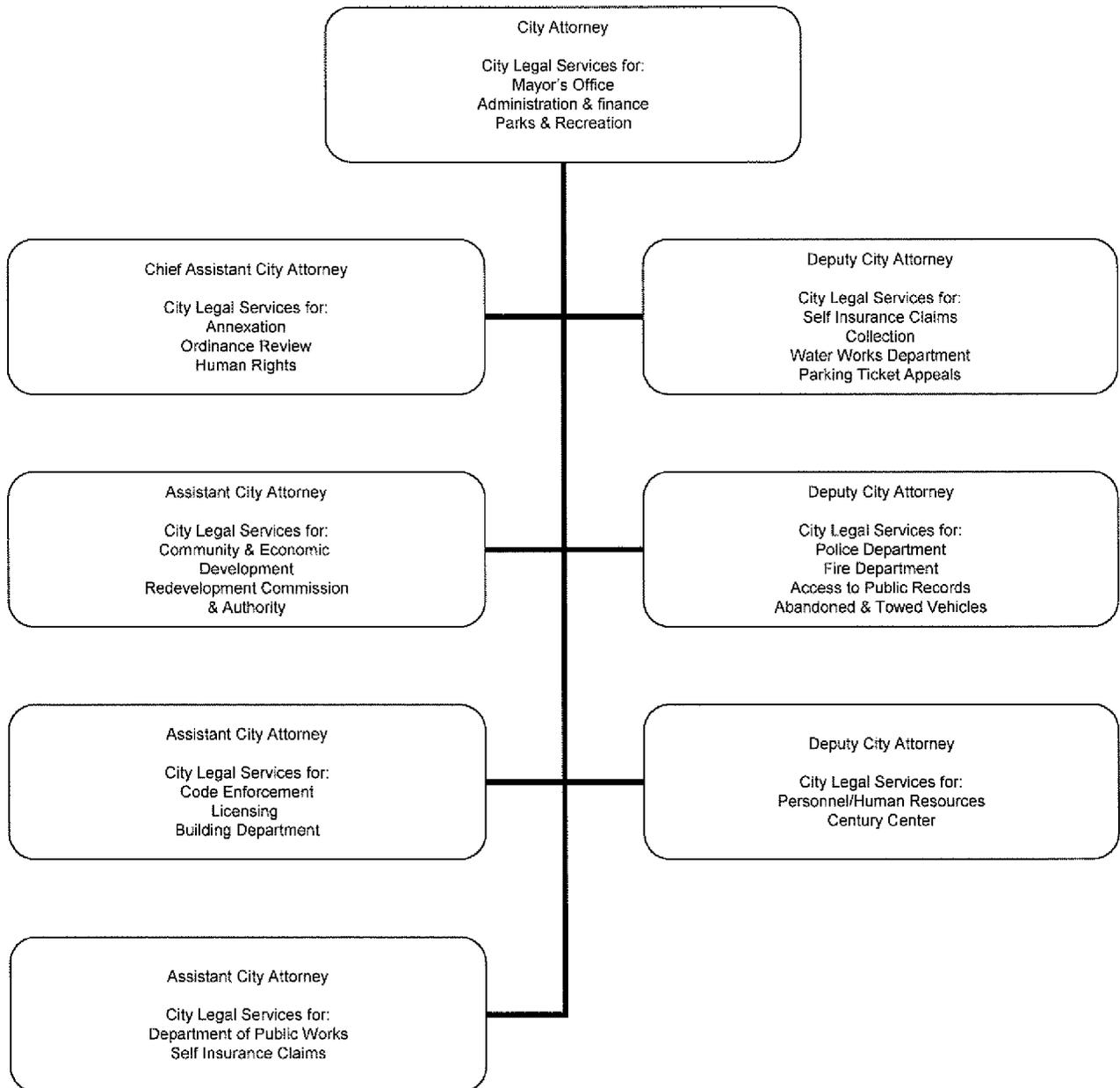
Clients: Residents, Businesses (Employers, Landlords and other Organizations that do Business in South Bend) and Non-Resident Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • External Providers: Human Rights Commissioners Equal Employment Opportunity Commission (EEOC) Department of Housing and Urban Development (HUD) Indiana Civil Rights Commission (ICRC) Indiana Consortium Commission Attorney Staff Attorney Hearing Officers • Laws: City Ordinance State Statutes Federal Laws • 2006 Budget: \$477,075 	<p>Provide educational opportunities</p>	<p>15 Speaking engagements held 6 Seminars provided 4 Workshops facilitated 102 Businesses participated 512 Individuals participated 1,006 Brochures distributed</p>	<p>Residents and businesses will be more knowledgeable concerning all areas of Human Rights.</p>	<p>Goal C</p>	<p>Number of charges filed by individuals that have previously been exposed to the department's educational opportunities</p> <p>Number of charges filed against individuals/businesses that have previously been exposed to the department's educational opportunities</p>
	<p>Investigate allegations of discrimination</p>	<p>1,526 Inquires received 462 Interviews performed 152 Cases investigated 7 Complaints settled</p>	<p>Residents and businesses will adhere to the City's Human Rights Ordinance.</p>	<p>Goal C</p>	<p>Number of repeat offenders</p> <p>Number of non-jurisdictional referrals made to other agencies</p> <p>Percentage of cases investigated where discrimination occurred</p>
	<p>Convene Human Rights Commissioners for case rulings</p>	<p>13 Commission meetings held</p>	<p>Non-resident employees will be provided an avenue to seek information and remedies.</p>	<p>Goal C</p>	<p>Average length of time to complete investigation of a case (months)</p> <p>Number of cases that exceed 1 year (staff)</p>
	<p>Facilitate the resolution of charges</p>	<p>22 Discrimination cases resolved 130 Cases where no discrimination was found</p>	<p>Residents and businesses will experience a discrimination-free community.</p>	<p>Goal C</p>	<p>Number of cases that exceed 1 year (legal)</p> <p>Number of cases that exceed 5 years</p> <p>Average length of time between department completion and resolution (months)</p>

**ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: HUMAN RIGHTS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of charges filed by individuals that have previously been exposed to the department's educational opportunities	Valid: 17	12	20	20	All as needed
	Invalid: 11	95	128	120	0
Number of charges filed against individuals/businesses that have previously been exposed to the department's educational opportunities	114	88	90	100	0
Number of repeat offenders	71	66	42	42	0
Number of non-jurisdictional referrals made to other agencies	657	380	315	328	As needed
Percentage of cases investigated where discrimination occurred	8%	8%	7%	8%	0%
Average length of time to complete investigation of a case (months)	10	8	8	6	6
Number of cases that exceed 1 year (staff)	8	11	7	5	0
Number of cases that exceed 1 year (legal)	4	9	9	5	0
Number of cases that exceed 5 years	0	0	0	0	0
Average length of time between department completion and resolution (months)	8	8	8	6	As needed

LEGAL DEPARTMENT



LEGAL DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Legal Department					
Personal Services	764,474	767,654	800,726	824,429	14.00
Supplies	11,517	15,518	15,543	15,543	
Other Services	58,474	37,260	50,457	47,793	
Other Uses	228	265	265	141	
	<u>834,693</u>	<u>820,697</u>	<u>866,991</u>	<u>887,906</u>	
INTERNAL SERVICE FUNDS:					
Liability Insurance Premium (Self-Insurance Portion)					
Personal Services	52,104	52,042	68,136	70,670	1.00
Supplies	64	238	254	254	
Other Services	336,703	834,492	659,800	659,800	
	<u>388,871</u>	<u>886,772</u>	<u>728,190</u>	<u>730,724</u>	
TOTAL LEGAL DEPARTMENT	<u>1,223,564</u>	<u>1,707,469</u>	<u>1,595,181</u>	<u>1,618,630</u>	<u>15.00</u>
PROGRAM BUDGET:					
CITY LEGAL SERVICES					
Personal Services	816,578	819,696	868,862	895,099	15.00
Supplies	11,581	15,756	15,797	15,797	
Other Services	58,474	37,260	50,457	47,793	
Other Services (Claims)	336,703	834,492	659,800	659,800	
Other Uses	228	265	265	141	
TOTAL PROGRAM	<u>1,223,564</u>	<u>1,707,469</u>	<u>1,595,181</u>	<u>1,618,630</u>	<u>15.00</u>

LEGAL DEPARTMENT PROGRAM: CITY LEGAL SERVICES

Program Purpose: To provide high quality counsel, advice and representation to all City Departments in the daily operations of City business and in any litigation in which the City is a litigant or has a stake in the outcome

Clients: All City Departments, Department Boards and Commissions, Residents and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 15 FTE • Laws/Regulations: Federal, State and Local • Legal Software, Computers and Legal Reference Materials • 2006 Budget: \$1,618,630 	<p>Represent City Boards and Commissions</p> <p>Respond to questions</p> <p>Render written legal opinions</p> <p>Advise City Departments, Boards or Commission of changes in law</p> <p>Draft changes in procedures and policies</p>	<p>Meetings attended:</p> <ul style="list-style-type: none"> 26 Board of Public Works 26 Board of Works Agenda Sessions 12 Park Board 12 Human Rights Commission 12 Board of Public Safety 24 Redevelopment Commission 12 Alcoholic Beverage Commission 12 Historic Preservation Commission 70 Code Enforcement Proceedings 50 Neighborhood Task Force Committee 12 Board of Zoning Appeals 12 Urban Enterprise <p>All questions are responded to as needed</p> <p>Legal opinions rendered as needed</p> <p>All new/modified laws are reviewed as needed</p> <p>All necessary changes in City procedures and policies are drafted as needed</p>	<p>City Departments, Boards and Commissions will be informed of appropriate legal requirements.</p> <p>City Departments, Boards and Commissions will operate within the scope of the law.</p>	<p>Goals D and E</p> <p>Goals D and E</p>	<p>The level which residents rate the City in the area of responsibility with tax dollars - (1) low / (5) high</p> <p>Number of opinions rendered</p> <p>Number of property or non-tort cases filed against City</p> <p>Number of cases resolved in favor of the City</p>

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LEGAL DEPARTMENT PROGRAM: CITY LEGAL SERVICES

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Review and render opinions on legislation</p> <p>Initiate ordinances</p>	<p>All opinions rendered as needed</p> <p>All ordinances initiated or drafted</p>	<p>City Departments will propose or recommend legislation that is consistent with appropriate laws.</p>	<p>Goals B and C</p>	<p>Number of times a City ordinance is used as a model for other cities and towns</p> <p>Number of instances when constitutional or other challenges are successfully initiated against City ordinances</p>
	<p>Promote and enforce compliance with City ordinances</p>	<p>All collection letters written</p> <p>All collection suits filed in court</p> <p>All directives issued as needed</p> <p>All lawsuits filed to enforce compliance with City codes - non monetary, compliance suits</p>	<p>City Departments will be supported in efforts to enforce City ordinances.</p> <p>Residents will experience a standard code in enforcement of ordinances.</p>	<p>Goals D, E and H</p> <p>Goals D and E</p>	<p>Percentage of collection rate</p> <p>Number of ordinance violations that are filed to collect penalties</p> <p>Number of legal suits generated to compel corrective action or to defend hearing officer</p> <p>Number of violations settled (Penalty collections and enforcement proceedings)</p>
	<p>Initiate litigation where necessary to protect City interests or to foster City policy</p>	<p>All lawsuits filed</p>	<p>City Departments, Boards and Commissions will have their policies fully implemented and enforced.</p>	<p>Goals B, C, E and F</p>	<p>Number of concluded cases in which City is successful or effective in litigation which involves its interests or policies</p> <p>Percentage of successful litigated cases</p>

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LEGAL DEPARTMENT PROGRAM: CITY LEGAL SERVICES

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Review claims filed against the City</p> <p>Defend City in all claims against it which result in lawsuits</p>	<p>All claims reviewed</p> <p>All lawsuits defended (new cases)</p> <p>26 Prior pending lawsuits defended</p> <p>\$813,482* (\$138,706 on 2005 claims) Claims paid for City-wide incidents (83% were 2004 or earlier claims).</p> <p>\$23,596 (All on 2005 claims) Claims paid for Police Take Home Cars</p>	<p>City will have claims resolved in a fiscally responsible manner.</p>	<p>Goal G</p>	<p>Number of claims and lawsuits made or filed against City resolved</p>
	<p>Initiate policy</p>	<p>150 Memoranda sent</p>	<p>City Departments will have access to information that will reduce financial risk to City.</p>	<p>Goal G</p>	<p>Percentage of decrease in repeat claims by department</p>
	<p>Review contracts, leases and any other written documents</p> <p>Prepare contracts, leases and other written documents</p>	<p>300 Contracts, leases or written undertakings reviewed</p> <p>200 Contracts, leases or written documents prepared</p> <p>150 Deeds, easements and other instruments prepared</p>	<p>City Departments, Boards and Commissions will be bound with fair, reasonable and appropriate documents.</p>	<p>Goals E and G</p>	<p>Number of lawsuits initiated to challenge matters of contract</p>
	<p>Respond to resident requests</p> <p>Distribute public records</p>	<p>Requests responded to as needed</p> <p>Public records distributed as needed</p>	<p>Residents will have their inquiries addressed promptly.</p> <p>Residents will have access to public records.</p>	<p>Goal D</p> <p>Goal D</p>	<p>The level which residents rate the City in the area of responsibility with tax dollars - (1) low / (5) high</p> <p>Percentage of public records responded to within 48 hours</p>

* This represents an increase over 2004 due to settlement of several problematic cases which had been pending more than two years ... 13 settlements were made of cases in litigation.

**LEGAL DEPARTMENT
PROGRAM: CITY LEGAL SERVICES**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
The level which residents rate the City in the area of "responsibility with tax dollars" - (1) low / (5) high	4.8	4.8	4.8	4.8	4.8
Number of opinions rendered	100% As needed				
Number of property or non-tort cases filed against the City	1	0	0	0	0
Number of cases resolved in favor of the City	100%	100%	100%	100%	100%
Number of times a City ordinance is used as a model for other cities and towns	2	2	2	Not predictable	Not predictable
Number of instances when constitutional or other challenges are successfully initiated against City ordinances	1	0	0	0	0
Percentage of collection rate	35%	50%	* 32%	75%	75%
Number of ordinance violations that are filed to collect penalties	746	1,033	742	100% As needed	100% As needed
Number of legal suits generated to compel corrective action or to defend hearing officer **	43	90	20	100% As needed	100% As needed

* This percentage reflects claims filed in 2005 that have been paid in full. An additional 50 claims (6%) of total are being paid on an installment basis.

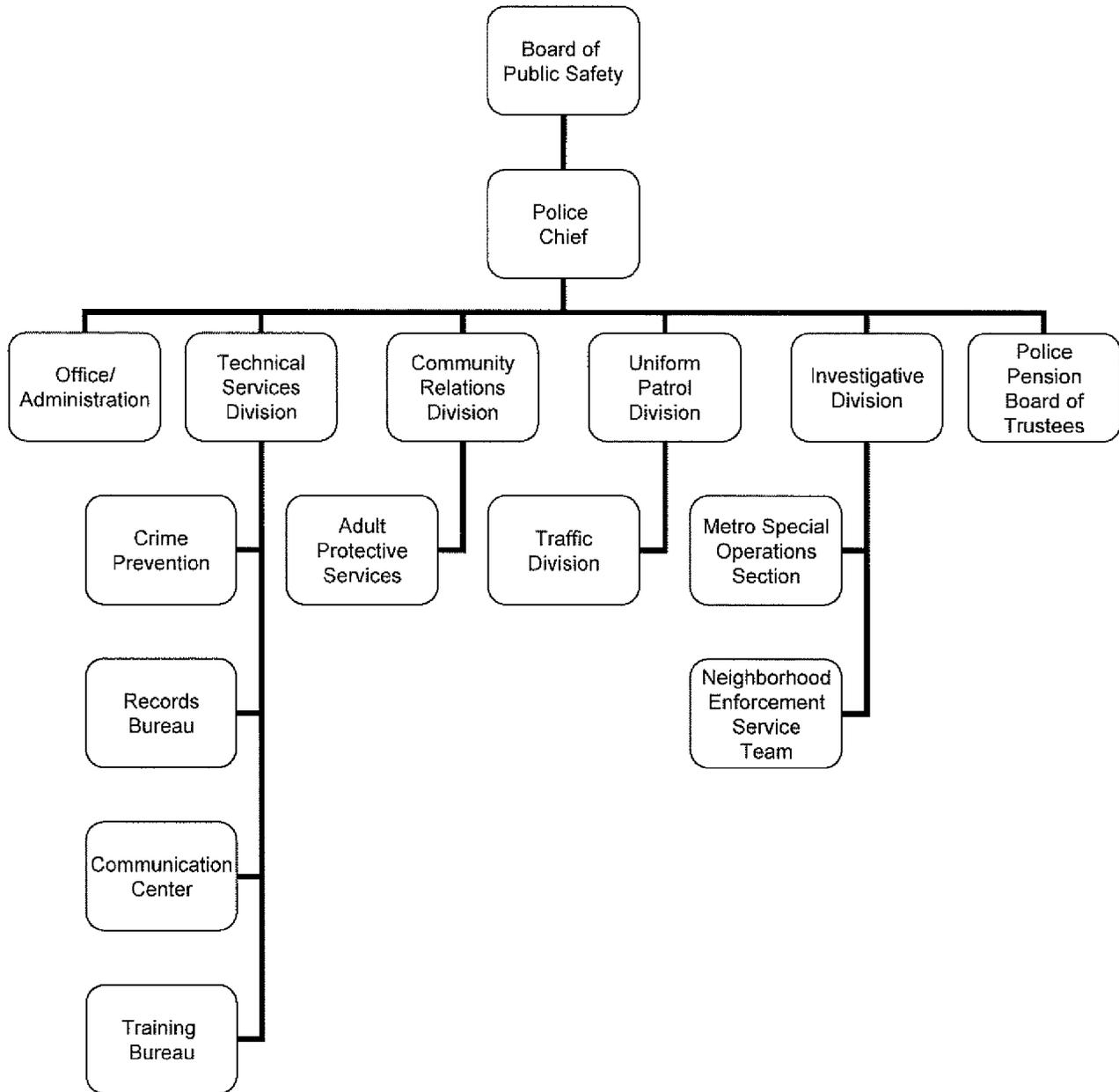
** Based on private sector collection case effectiveness, and considering the low income status of many defendants, a 35% collection rate target is more appropriate and realistic.

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LEGAL DEPARTMENT
PROGRAM: CITY LEGAL SERVICES
(Continued)

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of violations settled (Penalty collections and enforcement proceedings)	150	150	82	* 35% of filings	* 35% of filings
Number of concluded cases in which City is successful or effective in litigation which involved its interests or policies	16	15	Unknown	100%	100%
Percentage of successful litigated cases	66%	66%	75%	75%	75%
Number of claims and lawsuits made or filed against City resolved	191 (91% of total)	200 (75% of total)	180 (92% of total)	85 % of total	85 % of total
Percentage of decrease in repeat claims by department	100%	100%	100%	100%	100%
Number of lawsuits initiated to challenge matters of contract	0	0	0	0	0
The level which residents rate the City in the area of "responsibility with tax dollars" - (1) low / (5) high	N/A	N/A	4.8	4.8	4.8
Percentage of public records responded to within 48 hours	99%	99%	100%	100%	100%

POLICE DEPARTMENT



POLICE DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Police Department					
Personal Services	20,094,269	20,605,634	21,150,725	22,174,932	317.00
Supplies	681,376	803,080	766,724	767,024	
Other Services	1,942,004	2,162,952	2,165,525	2,249,870	
Other Uses	12,597	13,259	13,259	1,307,074	
Capital	933,601	402,537	377,000	350,000	
	<u>23,663,847</u>	<u>23,987,462</u>	<u>24,473,233</u>	<u>26,848,900</u>	
Communication Center					
Personal Services	1,349,348	1,391,470	1,428,086	1,517,472	31.00
Supplies	1,839	672	4,029	4,029	
Other Services	28,749	29,862	30,524	30,718	
Other Uses	273	121	121	74	
Capital	0	0	0	8,000	
	<u>1,380,209</u>	<u>1,422,125</u>	<u>1,462,760</u>	<u>1,560,293</u>	
PENSION TRUST FUNDS:					
Police Pension Fund					
Personal Services (benefits)	4,738,026	5,170,146	5,492,156	5,693,208	n/a
Supplies	620	600	1,100	1,100	
Other Services	4,007	19,162	2,710	2,575	
	<u>4,742,653</u>	<u>5,189,908</u>	<u>5,495,966</u>	<u>5,696,883</u>	
TOTAL POLICE DEPARTMENT	<u>29,786,709</u>	<u>30,599,495</u>	<u>31,431,959</u>	<u>34,106,076</u>	<u>348.00</u>

PROGRAM BUDGETS:

POLICE CHIEF'S OFFICE / ADMINISTRATION

Personal Services	345,240	411,306	422,186	463,327	6.00
Other Services	0	500	500	500	
	<u>345,240</u>	<u>411,806</u>	<u>422,686</u>	<u>463,827</u>	

TECHNICAL SERVICES DIVISION

Personal Services	452,744	460,333	472,510	490,554	8.00
Supplies	616,175	752,176	718,124	696,724	
Other Services	1,747,191	1,956,362	1,958,689	2,056,534	
Other Uses	12,597	13,259	13,259	1,307,074	
Capital	933,601	402,537	377,000	350,000	
	<u>3,762,308</u>	<u>3,584,667</u>	<u>3,539,582</u>	<u>4,900,886</u>	

CRIME PREVENTION

Personal Services	251,806	415,794	426,793	469,586	7.00
Other Services	3,083	2,748	2,751	3,000	
	<u>254,889</u>	<u>418,542</u>	<u>429,544</u>	<u>472,586</u>	

RECORDS BUREAU

Personal Services	805,532	819,945	841,635	883,437	21.00
Supplies	26,754	15,188	14,500	21,300	
Other Services	3,888	4,295	4,300	1,151	
	<u>836,174</u>	<u>839,428</u>	<u>860,435</u>	<u>905,888</u>	

COMMUNICATION CENTER

Personal Services	1,349,348	1,391,470	1,428,086	1,517,472	31.00
Supplies	1,839	672	4,029	4,029	
Other Services	28,749	29,862	30,524	30,718	
Other Uses	273	121	121	74	
Capital	0	0	0	8,000	
	<u>1,380,209</u>	<u>1,422,125</u>	<u>1,462,760</u>	<u>1,560,293</u>	

TRAINING BUREAU

Personal Services	233,492	298,975	306,884	414,544	6.00
Supplies	3,018	1,047	1,000	500	
Other Services	10,479	11,037	11,050	8,100	
	<u>246,989</u>	<u>311,059</u>	<u>318,934</u>	<u>423,144</u>	

COMMUNITY RELATIONS DIVISION

Personal Services	547,526	639,917	656,846	729,949	10.00
Other Services	1,612	4,095	4,100	3,400	
	<u>549,138</u>	<u>644,012</u>	<u>660,946</u>	<u>733,349</u>	

LIAISON MENTAL HEALTH & GERIATRIC/ADULT PROTECTIVE SERVICES

Personal Services	72,587	73,362	75,303	79,716	1.00
Other Services	474	599	600	100	
	<u>73,061</u>	<u>73,961</u>	<u>75,903</u>	<u>79,816</u>	

D.A.R.E. / SAFETYVILLE

Personal Services	103,366	0	0	0	0.00
Supplies	101	0	0	0	
Other Services	1,707	0	0	0	
	<u>105,174</u>	<u>0</u>	<u>0</u>	<u>0</u>	

UNIFORM PATROL DIVISION

Personal Services	11,236,951	11,078,100	11,371,154	11,814,176	162.00
Supplies	24,146	18,120	17,300	38,000	
Other Services	26,599	29,515	29,550	21,000	
	<u>11,287,696</u>	<u>11,125,735</u>	<u>11,418,004</u>	<u>11,873,176</u>	

TRAFFIC DIVISION

Personal Services	607,078	573,312	588,478	452,684	11.00
Supplies	0	314	300	0	
Other Services	4,267	4,494	4,500	0	
	<u>611,345</u>	<u>578,120</u>	<u>593,278</u>	<u>452,684</u>	

INVESTIGATIVE DIVISION

Personal Services	3,718,864	3,864,867	3,967,106	4,203,259	57.00
Supplies	9,674	13,093	12,500	9,000	
Other Services	20,578	25,170	25,200	19,300	
	<u>3,749,116</u>	<u>3,903,130</u>	<u>4,004,806</u>	<u>4,231,559</u>	

METRO SPECIAL OPERATIONS SECTION (MSOS)

Personal Services	1,242,859	1,490,183	1,529,604	1,671,745	21.00
Supplies	1,509	3,142	3,000	1,200	
Other Services	120,702	122,639	122,785	122,435	
	<u>1,365,070</u>	<u>1,615,964</u>	<u>1,655,389</u>	<u>1,795,380</u>	

NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)

Personal Services	476,225	479,540	492,226	516,105	7.00
Other Services	1,422	1,498	1,500	500	
	<u>477,647</u>	<u>481,038</u>	<u>493,726</u>	<u>516,605</u>	

POLICE PENSION - BENEFIT PAYMENTS

Personal Services (benefits)	4,738,026	5,170,146	5,492,156	5,693,208	n/a
Supplies	620	600	1,100	1,100	
Other Services	4,007	19,162	2,710	2,575	
	<u>4,742,653</u>	<u>5,189,908</u>	<u>5,495,966</u>	<u>5,696,883</u>	

TOTAL PROGRAMS

	<u>29,786,709</u>	<u>30,599,495</u>	<u>31,431,959</u>	<u>34,106,076</u>	<u>348.00</u>
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POLICE DEPARTMENT PROGRAM: POLICE CHIEF'S OFFICE / ADMINISTRATION

Program Purpose: To promote leadership for the South Bend Police Department through research and planning, policy development, departmental philosophy and ethics; provide information and educate the public concerning Law Enforcement issues

Clients: South Bend Police Personnel (Sworn and Civilian), Residents, News Media, City Managers (Mayor, Department Heads and other City Managers), Common Council and Board of Public Safety

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 6 FTE • External Providers: Department of Justice Indiana Criminal Justice Agency • Laws/Regulations: Federal, State, Local, Police Contract and Duty Manual • 2006 Budget: \$463,327 	<p>Administer departmental policy</p> <p>Report to Board of Public Safety</p> <p>Provide direction and support to command staff</p>	<p>All policies written 1 Annual departmental report made</p> <p>18 Meetings with Board of Public Safety attended 12 Monthly Uniform Crime Reports submitted All policy changes made All officer disciplinary actions made</p> <p>67 Superior Officer meetings attended 67 Command Staff meetings attended</p>	<p>South Bend Police Personnel will have information regarding rules, regulations and programs governing the South Bend Police Department.</p> <p>Board of Public Safety will become knowledgeable of Police Department.</p> <p>Board of Public Safety will make informed decisions about the Police Department.</p> <p>South Bend Police will have information regarding departmental changes.</p>	<p>Goals B and H</p> <p>Goals B and E</p> <p>Goals B and E</p> <p>Goals B and H</p>	<p>Number of departmental policy changes</p> <p>Number of Officer Disciplinary Actions reported</p> <p>Number of disciplinary actions taken</p> <p>Total number of Superior Officer and Command Staff meetings</p>

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**POLICE DEPARTMENT
PROGRAM: POLICE CHIEF'S OFFICE / ADMINISTRATION**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Plan and research technology projects	All projects researched All projects planned	South Bend Police personnel will have access to new technologies.	Goals B and H	Number of new technologies projects installed
	Develop technology procedures and policy	All new policies implemented All new projects implemented	South Bend Police personnel will increase productivity.	Goals B and H	Number of technology policies implemented Number of FTE redeployed due to technology implementations
	Investigate public and internal concerns	All public investigations and reviews made All internal investigations and reviews made All firearm usage reviews made All use of force reviews made	Residents and police personnel will have all conduct investigations resolved. Residents will have standardized police conduct that is acceptable to community standards.	Goals D and H Goal D	Number of valid internal and external complaints and inquiries reported Number of internal and external complaints and inquiries resolved
	Provide administrative and command staff support	All informational inquiries answered All outside correspondence answered All internal correspondence answered 60 Permits issued	Residents, City Managers, Common Council, and South Bend Police personnel will have timely and accurate information from the Chief's Office regarding the Police Department.	Goals B, D, E and H	Total number of correspondence and contacts with South Bend Police personnel and residents, City Managers and Common Council

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POLICE DEPARTMENT
PROGRAM: POLICE CHIEF'S OFFICE / ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Inform public	12 Public service announcements made 2 Lectures regarding public information office at Citizen Police Academy held 12 Mayor's Night In/Out held 1 Media Police Academy held All news releases made	Residents will have greater understanding of Police Department. Residents will have access to accurate information about Law Enforcement activities.	Goals B and D Goals B, D and E	Total number of meetings, news releases and lectures with the public concerning Law Enforcement activities
	Inform the media	All written news releases made All Law Enforcement stories for electronic media arranged All contacts with media made	Media will have a greater understanding about the Police Department. Media will have access to accurate information regarding City Law Enforcement.	Goals B and D Goals B and E	Number of meetings, news releases and lectures with the media concerning Law Enforcement issues
	Inform South Bend law enforcement personnel	All meetings with officers held All meetings with the Fraternal Order of Police held	Officers will have access to information regarding administrative changes.	Goals B and H	Number of meetings with police officers and law enforcement organizations
	Administer departmental personnel files and voice mail system	All officer personnel files administered All voice mail records made	Officers will have access to well-maintained personnel records and voice mail.	Goals B, E and H	Number of personnel files maintained Number of voice mail records

**POLICE DEPARTMENT
PROGRAM: POLICE CHIEF'S OFFICE / ADMINISTRATION**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of policy changes	3	16	6	30	25	
Number of Officer Disciplinary Actions reported	26	32	40	25	15	
Number of disciplinary actions taken	26	32	40	25	15	
Total number of Superior Officer and Command Staff meetings	118	50	100	70	60	
Number of new technologies projects installed	7	5	5	5	5	
Number of technology policies implemented	7	5	6	6	8	
Number of FTE redeployed due to technology implementations	10	5	12	12	10	
Number of valid internal and external complaints and inquiries reported	60	74	11725	75	25	
Number of internal and external complaints and inquiries resolved	52	65	113	75	25	
Total number of correspondence and contacts with South Bend Police personnel and residents, City Managers and Common Council	4,200	3,000	3,000	3,000	7,000	
Total number of meetings, news releases and lectures with the public concerning Law Enforcement activities	33	40	50	50	24	
Number of meetings, news releases and lectures with the media concerning Law Enforcement issues	265	125	400	400	300	
Number of meetings with police officers and law enforcement organizations	370	150	150	150	125	
Number of personnel files maintained	258	255	262	262	258	
Number of voice mail records	289	307	285	285	315	

POLICE DEPARTMENT PROGRAM: TECHNICAL SERVICES DIVISION

Program Purpose: To provide quality financial management services and responsible use and maintenance of the Department's physical assets

Clients: All Police Department Employees, Retired Officers, Fire Department Employees, Federal Bureau of Investigation, City Managers (Mayor, Controller and other Managers), Common Council, Citizens and Vendors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 8 FTE • Accounting Software and Personal Computers • NCR Mainframe Computer/ADSI Software • Police Department Fleet • Federal and State Grants • 2006 Budget: \$4,900,886 	<p>Coordinate the preparation of the Police Department's Annual Operating and Capital Budgets</p> <p>Prepare monthly and annual account balance sheets</p> <p>Maintain accountability for all Police Department accounts</p> <p>Maintain all of the Police Department's equipment inventory records</p>	<p>1 Annual Police Department Operating Budget</p> <p>1 Annual Police Department Capital Budget</p> <p>1 Five-Year Police Department Capital Plan</p> <p>12 Month-end account balance reports</p> <p>1 Year-end account balance report</p> <p>85 Budgeted accounts</p> <p>1 Listing of equipment inventory</p>	<p>Police Department employees, City Managers, Common Council Members and residents will have financial accountability and guideline reports to make better informed decisions regarding financial efficiency.</p> <p>Police Department employees will have appropriate and properly maintained equipment records.</p>	<p>Goals G and H</p> <p>Goals E and H</p>	<p>Percentage of accounts that perform within budgetary guidelines</p> <p>Number of discrepancies between actual counts and inventory records</p>

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**POLICE DEPARTMENT
PROGRAM: TECHNICAL SERVICES DIVISION**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Invest the Police Department's Federal Grant funds and seizure funds	All available cash is invested in short-term investments	Police Department employees will have an increased amount of funds available for necessary equipment purchases.	Goals G and H	Percentage of available funds invested Dollar amount of interest earned on funds
	Prepare payroll and pension payroll	26 Employee payroll runs completed 12 Pension payroll runs completed	Vendors, Police Department employees and retired officers will be paid in an accurate and timely manner.	Goals E and H	Total number of complaints received from vendors, employees and retired officers
	Process accounts payable invoices	52 Accounts payable runs completed			
	Oversee the maintenance of the Police Department fleet	1300 Preventative maintenance jobs requested 930 Mechanical repair jobs requested 50 Body repair jobs requested	Officers will have access to efficient, safe and properly maintained vehicles.	Goals B and H	Number of vehicles taken out of service as a result of mechanical breakdowns and not preventative maintenance
	Facilitate software and computer training	All training classes performed	Employees will have access to computer and software training.	Goal H	Number of employees trained
	Support NCR 4300 mainframe computer and ADSI software	All files backed up daily All system maintenance files performed daily All application maintenance files performed daily All downloads to system files performed	Police and Fire Department employees will have an efficiently run and maintained computer system enabling access to accurate information and records.	Goals E and H	Number of times computer system is out of service

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POLICE DEPARTMENT
PROGRAM: TECHNICAL SERVICES DIVISION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Compile uniform crime report statistics	12 Monthly reports compiled	Police, City Managers, Council Members, residents and Federal Bureau of Investigation will have accurate statistics reported to them concerning Part I Crime Statistics in South Bend.	Goals D, E and H	Number of errors on the monthly reports
	Compile daily reports	365 Reports for Police Department 365 Reports for Fire Department	Police and Fire Departments will have an accurate listing and summary of all of the previous day's reports for review and evaluation.	Goals B and H	Percentage of errors on daily reports
	Compile periodic batch reports	All case status reports performed All active stolen auto reports performed All found property reports performed All crime offense activity by hour of day reports performed All case assignments reports performed	Police Department employees will have access to specific information related to crime activity and cases. Police Department employees will have the ability to evaluate accurate information in an efficient manner.	Goals B and H Goals B and H	Percentage of errors on batch reports run
	Compile special runs	All special runs pertaining to case reports generated in a particular geographic grid, zone or police beat performed	All clients will have access to the breakdown of case reports by specific geographic areas to evaluate and review police reported activities.	Goal B	Total number of special runs executed Percentage of errors on special run reports

**POLICE DEPARTMENT
PROGRAM: TECHNICAL SERVICES DIVISION**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage of accounts that perform within budgetary guidelines	100%	100%	100%	100%	100%	100%
Number of discrepancies between actual counts and inventory records	0	0	0	0	0	0
Percentage of available funds invested	100%	100%	100%	100%	100%	100%
Dollar amount of interest earned on funds	\$12,000	\$9,537	\$18,518	\$15,000	\$15,000	\$15,000
Total number of complaints received from vendors, employees and retired officers	0	0	0	0	0	0
Number of vehicles taken out of service as a result of mechanical breakdowns and not preventative maintenance	6	7	4	5	5	5
Number of employees trained	20	11	10	10	10	10
Number of times computer system is out of service	3	1	1	0	0	0
Number of errors on the monthly reports	0	0	0	0	0	0
Percentage of errors on daily reports	0	0	0	0	0	0
Percentage of errors on batch reports run	0	0	0	0	0	0
Total number of special runs executed	160	165	160	160	160	160
Percentage of errors on special run reports	0	0	0	0	0	0

POLICE DEPARTMENT PROGRAM: CRIME PREVENTION / COP

Program Purpose: To reduce or prevent crime through the coordination of safe programs and by promoting information and training to the public and private sectors

Clients: Police, Community Organizations, Volunteers, Neighborhood Residents, Neighborhood Watch Participants, Residents and Business Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • Grants • Volunteers/ Volunteer Organizations • 2006 Budget: \$472,586 	<p>Provide safety information to public</p>	<p>67 Safety presentations 32,086 Crime information phone messages 29 Fraud messages faxed 441 Homes received information handouts</p>	<p>Residents and police will have access to information regarding appropriate safety practices.</p> <p>Clients will engage in appropriate safety practices.</p> <p>Clients will have their security assessed.</p> <p>Clients will have safer homes and businesses.</p>	<p>Goal B</p>	<p>Number of safety presentations held with number of residents in attendance</p> <p>Number of crime messages given to public</p> <p>Number of homes contacted with information packets</p> <p>Number of properties receiving security improvement</p> <p>Percentage of properties remaining free of burglaries</p>
	<p>Assess security needs of private homes and businesses</p>	<p>39 Residential security assessments 22 Business security assessments</p>		<p>Goal B</p>	
	<p>Coordinate South Bend's Neighborhood Watch Program</p>	<p>212 Neighborhood watch groups 1,333 Neighborhood watch captains 7,068 Neighborhood watch participants (homes)</p>	<p>Neighborhood watch groups will have gained knowledge that can assist in making their neighborhoods safer.</p>	<p>Goal B</p>	<p>Number of neighborhood watch captains</p>
	<p>Recruit volunteers</p>	<p>318 Volunteers recruited 318 Volunteers trained 110 Neighborhood watch participants recruited 249 Volunteer events held 8,400 Volunteer hours served</p>	<p>Volunteers will increase their involvement with anti-crime efforts.</p>	<p>Goals B and D</p>	<p>Number of neighborhood watch volunteers</p> <p>Number of volunteer activities</p> <p>Number of volunteers recruited</p>

**POLICE DEPARTMENT
PROGRAM: CRIME PREVENTION / COP**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of safety presentations held with number of residents in attendance	58 / 1,512	73 / 2,548	60 / 8,021	70 / 8,100	70 / 8,500	
Number of crime messages given to public	8,736	6,270	32,086	27,560	27,560	
Number of homes contacted with information packets	295	550	441	600	600	
Number of properties receiving security improvement	46	40	46	55	46	
Percentage of properties remaining free of burglaries	100%	100%	98%	99%	100%	
Number of neighborhood watch captains	1,347	1,360	1,331	1,370	1,400	
Number of neighborhood watch volunteers	6,735	6,750	7,068	7,250	8,000	
Number of volunteer activities	150	654	249	300	300	
Number of volunteers recruited	110	338	318	320	320	

POLICE DEPARTMENT PROGRAM: RECORDS BUREAU

Program Purpose: The systematic collection and maintaining of all police reports as a matter of public record
Clients: Residents, Criminal Justice System (Local, State and National), City, Insurance Companies and Alarm Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 21 FTE • 2006 Budget: \$905,888 	Collect reports	All reports collected	Residents and the Criminal Justice System will have factual information.	Goal B	Number of reports on file Number of Part 1 crimes reported to F.B.I.
	Disseminate	All daily summaries typed and disseminated All individual reports disseminated			
	File	All cases classified and filed			
	Collect fees	Amount of fees collected for accident reports, summaries, records checks, finger prints and photographs	City will have extra revenue.	Goal B	Amount of money collected
	Develop film	All photographs developed and all digital images processed	Criminal Justice System will have access to current investigative identifiers to further their investigations.	Goal E	Amount of film processed and digital photos managed
	Classify finger prints	All finger prints classified			Number of finger prints on file
	Record false alarm responses	All alarms responded to All false alarm letters mailed	Alarm owners will be notified of false alarm problems. City will have financial compensation as a result of false alarm responses.	Goal E	Number of false alarms Dollar amount collected from false alarm charges Number of alarm letters mailed
	Respond to insurance requests	All insurance requests filled	Insurance agencies will receive their needed copies to process claims.	Goal B	Percentage of insurance requests filled

**POLICE DEPARTMENT
PROGRAM: RECORDS BUREAU**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of reports on file	27,958	27,027	27,308	35,000	35,000
Number of Part 1 crimes reported to F.B.I.	7,160	7,394	7,496	7,500	10,000
Amount of money collected	\$50,528.15	\$45,952.99	\$72,129.41	\$80,000	Amount Collected
Amount of film processed and digital photos managed	1,572 Rolls	1,480 Rolls	1,227 Rolls 221 CD's	500 Rolls 1,300 CD's	1,200 Rolls
Number of finger prints on file	110,000	115,000	122,800	130,000	100,900
Number of false alarms	6,984	8,457	7,442	7,900	11,250
Dollar amount collected from false alarm charges	\$43,550	\$92,822	\$60,310	\$65,000	\$15,000
Number of alarm letters mailed	7,059	6,420	* 3,899	1,400	1,400
Percentage of insurance requests filled	100%	100%	100%	100%	100%

* Letters were previously sent for every alarm but are now sent for first alarm only.

POLICE DEPARTMENT PROGRAM: COMMUNICATIONS CENTER

Program Purpose: To provide the City of South Bend and our surrounding communities with effective dispatching of police, fire and emergency medical services

Clients: Residents, City of South Bend Police and Fire Departments, Outside Police, Fire and Emergency Medical Services

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 31 FTE • External Providers: St. Joseph County E911 Funds • St. Joseph County E911 Specialized Telephone Equipment • Specialized Computer Aided Dispatch (CAD) Software • Radio Equipment: ACU 1000 Interoperability Equipment Voice Logger System Emergency Warning System • 2006 Budget: \$1,560,293 	<p>Receive calls</p> <p>Dispatch calls</p> <p>Disseminate information</p> <p>Document incidents</p>	<p>292,090 Calls received 121,711 Calls dispatched</p> <p>2,049 Referrals and requests for outside departments and agencies services given</p> <p>365 Daily tape radio and telephone data documented</p>	<p>Residents will have dispositions on dispatches.</p> <p>Police, fire and emergency medical services agencies will have supporting case evidence through stored data.</p> <p>Police, fire and emergency medical services agencies will have documented records of requests for services from other departments or agencies.</p> <p>Residents will be referred to correct agency.</p>	<p>Goals B and E</p> <p>Goals B, E and H</p> <p>Goals B, E and H</p> <p>Goals B and E</p>	<p>Total number of dispatches generated</p> <p>Total number of calls for service</p> <p>Total number of stored audio records</p> <p>Total number of 911 calls</p> <p>Total number of non- emergency calls</p> <p>Total number of referred CAD incidents</p> <p>Total number of outside referrals</p>

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**POLICE DEPARTMENT
PROGRAM: COMMUNICATIONS CENTER**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Provide emergency pre-arrival instructions</p> <p>Provide emergency response times</p>	<p>9,098 Emergency medical calls received</p> <p>107,106 Computer and audio records of emergency units response times provided</p>	<p>Residents will have immediate medical or safety instructions.</p> <p>Police, fire, and emergency medical systems agencies will have access to emergency units response times.</p>	<p>Goals B and E</p> <p>Goals B, E and H</p>	<p>Total number of documented critical incidents</p> <p>Total number of medical emergencies</p> <p>Total number of computer incidents documenting emergency response times</p>
	<p>Make entries into NCIC/IDACS (National Crime Information Center and Indiana Data and Communications Systems)</p>	<p>361,350 NCIC/IDACS records entered</p>	<p>Police agencies will have NCIC/IDACS records that conform with federal regulations.</p>	<p>Goal E</p>	<p>Successful completion of FBI and Indiana State Police NCIC/IDACS audits</p> <p>Total number of NCIC/IDACS stored computer records</p>
	<p>Educate public on proper use of 911 emergency service</p>	<p>5,507 "911" calls transferred to non-emergency telephone lines</p>	<p>Residents will become more knowledgeable on how to properly use the emergency 911 service.</p>	<p>Goal B</p>	<p>Total number of 911 calls transferred to non-emergency telephone lines</p>

**POLICE DEPARTMENT
PROGRAM: COMMUNICATIONS CENTER**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Total number of dispatches generated	102,860	100,150	121,711	122,000	122,000	122,000
Total number of calls for service	277,162	290,571	292,090	293,000	293,000	298,000
Total number of stored audio records	13,104	12,410	12,775	12,900	12,900	12,410
Total number of 911 calls	75,662	78,004	84,727	85,000	85,000	90,000
Total number of non-emergency calls	201,500	212,571	207,363	208,000	208,000	208,000
Total number of referred CAD incidents	1,412	1,170	1,339	1,400	1,400	3,000
Total number of outside referrals	3,127	2,617	2,049	2,100	2,100	3,000
Total number of documented critical incidents	77	89	63	70	70	80
Total number of medical emergencies	8,363	7,942	9,098	9,100	9,100	9,000
Total number of computer incidents documenting emergency response times	89,944	86,731	107,106	108,000	108,000	100,000
Successful completion of FBI and Indiana State Police NCIC/IDACS audits	1	1	1	1	1	1
Total number of NCIC/IDACS stored computer records	228,061	247,357	361,350	365,000	365,000	210,000
Total number of 911 calls transferred to non-emergency telephone lines	10,808	6,232	5,507	6,000	6,000	18,000

POLICE DEPARTMENT PROGRAM: TRAINING BUREAU

Program Purpose: To screen, hire, process and train qualified police applicants and coordinate the training of the Department's police and civilian personnel. To train officers from area police departments through the South Bend Police Department's Regional Police Academy. To review individual applications for handgun licenses

Clients: Police (South Bend Officers and Officers from Regional Departments), Civilian Personnel, Police Applicants, Handgun Applicants, Residents and City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 6 FTE • Instructors • Trainers • Specialized Training Equipment • Membership Fees • Testing Materials • Applications and Recruitment Materials • 2006 Budget: \$423,144 	<p>Provide in-service and specialized classes</p>	<p>54 In-service classes provided 152 Classes provided by outside agencies All Officers trained through in-service classes</p>			<p>Number of South Bend police officers completing classes</p>
	<p>Provide specialized training</p>	<p>24 Classes provided through the regional academy 31 Area police departments are members of the regional academy 704 Police officers enrolled in academy classes</p>	<p>Police officers who attend classes will have access to updated information and job skills training. Police officers will have a greater understanding of the training skills needed.</p>	<p>Goals E and H Goals E and H</p>	<p>Number of training hours provided Number of area officers completing classes Number of area police departments enrolling officers for classes Number of specialized classes offered by academy</p>

**POLICE DEPARTMENT
PROGRAM: TRAINING BUREAU**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain South Bend Police Department's training records	491 Training files maintained 152 Files of class completions Average of 45 hours of training per officer	Officers will have their training compiled for certification and future training needs.		Number of officers certified
	Maintain training records for the South Bend regional academy	24 Regional academy classes provided 31 Departments accepted as members of the regional academy \$12,610 in regional academy fees accepted		Goals E and H	Number of officers completing various training courses Number of area departments renewing regional academy memberships Number of regional academy classes provided Number of police officers completing the regional classes
	Process police applications	220 Police applications received 204 Police applicants screened 16 Police applicants hired	Department will have qualified applicants to hire.	Goals E and H	Number of officers graduating from State Law Enforcement Academy Number of officers completing the probationary training program
	Provide training reports to outside agencies	4 Quarterly reports provided to Board of Safety Yearly report provided to Chief and Mayor Yearly report provided to Indiana Law Enforcement Academy 4 Reports confirming officers' training 1 Report (mid year)	City Departments will provide reports of financial accountability. Clients will have reports confirming officers' training.	Goals B and H Goals B and E	Number of City departments receiving training reports Number of training reports generated

**POLICE DEPARTMENT
PROGRAM: TRAINING BUREAU**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of South Bend police officers completing classes	259	261	261	261	258
Number of training hours provided	24,683	27,817.5	29,494.5	30,000	25,000
Number of area officers completing classes	480	497	476	500	500
Number of area police departments enrolling officers for classes	29	33	31	32	33
Number of specialized classes offered by academy	29	24	24	28	33
Number of officers certified	255	259	261	261	258
Number of officers completing various training courses	2,293	3,128	2,673	2,800	3,200
Number of area departments renewing regional academy memberships	27	30	28	31	30
Number of regional academy classes provided	29	24	24	28	30
Number of police officers completing the regional classes	760	619	704	775	775
Number of officers graduating from State Law Enforcement Academy	12	4	14	6	12
Number of officers completing the probationary training program	17	15	7	15	17
Number of City departments receiving training reports	3	3	3	3	3
Number of training reports generated	11	11	11	11	11

POLICE DEPARTMENT PROGRAM: COMMUNITY RELATIONS DIVISION

Program Purpose: To provide information, programming and support to youth and adults while maintaining a positive relationship with the community at large

Clients: Residents, Youth, Community Organizations, Local Schools, Police Department and Media

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 10 FTE • Transportation • South Bend Community School Corporation • Recreation Department • Community and Neighborhood Centers • Media • Volunteers • Instructors • 2006 Budget: \$733,349 	Teach classes	4 Sessions taught 62 Classes taught 2,880 Students attending classes	Residents will have greater understanding of the working operation of the Police Department.	Goals B and C	Number of residents completing classes
	Counsel youth	Youth counseled as needed	Youth will develop a positive relationship with police officers. Youth will receive information to help make good life choices.	Goals B and C Goals B and C	Number of youth served
	Generate case reports	165 Reports filed 125 Reports investigated	Local schools will have access to Police Department personnel. Youth will have access to Police Department personnel. Youth will report inappropriate activity to Police personnel that may lead to juvenile or adult charges.	Goals B and D Goals B and D Goals B and D	Percentage of cases charged due to youth reports
	Develop collaboration	70 Community meetings organized 185 Community meetings attended 20 Other Community groups involved	Community organizations will develop strategies to better serve the community. Police Department and community organizations will have information for solving crimes and community problems.	Goals B, C and D Goals B, C and D	Number of community groups involved Number of projects worked on

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**POLICE DEPARTMENT
PROGRAM: COMMUNITY RELATIONS DIVISION**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Provide Crime Stoppers tips</p> <p>Coordinate Crime Stoppers Program</p>	<p>50 Crime Stoppers "Tips of the Week" provided</p> <p>1,062 Tips received</p> <p>260 Crimes solved</p> <p>\$27,250 paid out</p> <p>240 Arrests made</p>	<p>Media will receive information to provide community with correct information.</p> <p>Police Department will receive information leading to arrest or indictments of offenders.</p>	<p>Goals D and E</p> <p>Goals B, D and E</p>	<p>Number of Crime Stoppers tips provided vs. number of tips received</p> <p>Percentage of crimes solved through Crime Stoppers Program</p>
	<p>Coordinate youth activities</p>	<p>Eight-week summer program sponsored (20 hours a week)</p> <p>A variety of recreational and educational activities and field trips for community youth provided as needed</p>	<p>Youth will have exposure to experiences outside their neighborhood.</p> <p>Youth will have an opportunity to interact with youth from different neighborhoods.</p> <p>Youth will interact with police in a positive way.</p>	<p>Goals B and C</p> <p>Goals B and C</p> <p>Goals B and C</p>	<p>Number of youth served</p> <p>Number of community sites involved</p>

**POLICE DEPARTMENT
PROGRAM: COMMUNITY RELATIONS DIVISION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of residents completing classes	80	94	100	90	90
Number of youth served	8,000	8,000	8,200	5,500	5,500
Percentage of cases charged due to youth reports	65%	65%	65%	70%	100%
Number of community groups involved	25	22	30	32	35
Number of projects worked on	75	60	100	110	110
Number of Crime Stoppers tips provided vs. number of tips received	50 vs. 1,062	50 vs. 1,100	50 vs. 1,100	50 vs. 1,200	50 vs. 1,150
Percentage of crimes solved through Crime Stoppers Program	24.48%	30.92%	34%	30%	100%
Number of youth served	1,300	1,450	1,325	1,400	1,400
Number of community sites involved	6	8	7	7	7

POLICE DEPARTMENT PROGRAM: LIAISON - MENTAL HEALTH AND GERIATRIC / ADULT PROTECTIVE SERVICES

Program Purpose: To provide quality assistance in the areas of mental health, geriatrics and adult protective services and to promote police services to the public

Clients: Police Personnel (Officers and Civilians), Senior Citizens and Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • Adult Protective Services Volunteers Mental Health Agencies Medical Professionals Criminal Justice Agencies Civic Organizations • 2006 Budget: \$79,816 	<p>Conduct training programs</p>	<p>15 Stress management classes presented 15 Adult Protective Service classes given 5 Infectious/communicable disease classes given 5 Exploitation/fraud classes presented</p>	<p>Police personnel will have a greater understanding of health and safety issues.</p>	Goal H	<p>Number of health and safety classes presented</p> <p>Percentage of participants completing classes</p>
	<p>Receive resident referrals Assess residents for services Refer residents in need of services to appropriate agencies Review filed mental health/Adult Protective Service cases</p>	<p>* All resident referrals performed 100 Residents assessed for services 50 Mental health referrals made 12 Mental health commitments made</p>	<p>Residents will be assessed and referred for mental, social or medical services. Residents will be directed to appropriate service agencies.</p>	<p>Goal B</p> <p>Goal E</p>	<p>Number of residents evaluated for appropriate service</p> <p>Number of residents referred for services</p> <p>Percentage of residents committed due to referral services</p> <p>Number of cases reviewed</p>
	<p>Participate in public events</p>	<p>20 Public events participated in</p>	<p>Residents will have information on public safety and police programs.</p>	Goal B	<p>Number of special events attended</p>
	<p>Provide safety and anti-crime information</p>	<p>15 TRIAD presentations provided 8 TRIAD meetings held</p>	<p>Seniors and residents will have safety information. Seniors and residents will become more knowledgeable of safety and anti-crime issues.</p>	<p>Goal B</p> <p>Goal B</p>	<p>Number of meetings</p>

* Estimated
Re: Outputs - All classes/speeches presented included topics of Stress Management, Frauds, TRIAD, Mental Health, Geriatrics.

**POLICE DEPARTMENT
PROGRAM: LIAISON MENTAL HEALTH AND GERIATRIC / ADULT
PROTECTIVE SERVICES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of health and safety classes presented	25	56	29	30	30	30
Percentage of participants completing classes	100	100	100	100	100	100
Number of residents evaluated for appropriate service	* 100	* 110	* 110	150	150	150
Number of residents referred for services	* 100	* 110	* 150	150	150	150
Percentage of residents committed due to referral services	Only those that need to be committed					
Number of cases reviewed	350	350	369	400	400	400
Number of special events attended	11	19	51	30	30	20
Number of meetings	100	96	76	75	75	75

* Estimated

NOTE: Several meetings and classes involved organization and training of new Senior Citizens' Police Academy.

POLICE DEPARTMENT PROGRAM: UNIFORM PATROL DIVISION

Program Purpose: To provide for public safety through uniform patrol, enforcement and neighborhood service
Clients: Residents and Police Officers

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 162 FTE • Equipment: Fully-Equipped Squad Cars Mountain Bikes and Related Equipment SWAT Truck and Related Equipment Bomb Truck and Related Equipment • 2005 Budget: \$11,873,176 	<p>Patrol streets and neighborhoods</p> <p>Make arrests</p> <p>Issue citations</p> <p>Respond to non-emergency telephone calls</p>	<p>24 Uniform beats units per shift 140,000 Incident reports documented</p> <p>5,300 Suspects arrested</p> <p>16,000 Citations issued</p> <p>All non-emergency calls responded to All dispatches generated All incident reports documented</p>	<p>Residents will have increased police in their neighborhoods.</p> <p>Residents will have a more orderly community through enforcement of laws.</p> <p>Residents will have their requests for service documented.</p> <p>Residents will have their service requests responded to.</p>	<p>Goal B</p> <p>Goal B</p> <p>Goals B and E</p> <p>Goals B and E</p>	<p>Number of police officers assigned to patrol streets</p> <p>Total number of reports taken</p> <p>Number of miles patrolled</p> <p>Number of suspect arrests</p> <p>Total number of citations</p> <p>Number of calls received</p> <p>Number of incident reports filed and dispatches forwarded by front desk</p>

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**POLICE DEPARTMENT
PROGRAM: UNIFORM PATROL DIVISION**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Make agency referrals</p> <p>Resolve disputes</p>	<p>All tracking referral forms filled out</p> <p>All disputes resolved</p>	<p>Residents will have their referrals sent to correct agency.</p> <p>Residents will receive help in conflict resolutions.</p>	<p>Goal B</p> <p>Goal B</p>	<p>Number of tracking referral forms resolved</p>
	<p>Train field trainee officers</p> <p>Train in roll calls</p>	<p>All field trainees taught</p> <p>All roll call training sessions attended</p>	<p>Probationary officers will have on-the-job training in law enforcement techniques.</p> <p>Officers will have ongoing training in law enforcement techniques and procedures.</p>	<p>Goals B and H</p> <p>Goals B and H</p>	<p>Total number of field trainee officers taught</p> <p>Number of roll call training sessions conducted</p>

**POLICE DEPARTMENT
PROGRAM: UNIFORM PATROL DIVISION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of police officers assigned to patrol streets	21	18	18	18	18
Total number of reports taken	27,958	27,027	27,308	30,000	30,000
Number of miles patrolled *	3,877,777	3,650,000	3,600,000	3,600,000	3,500,000
Number of suspect arrests	3,848	3,996	Adult: 3,724 Juvenile: 1,336	Adult: 4,000 Juvenile: 1,400	Adult: 4,000 Juvenile: 1,400
Total number of citations (warnings are no longer included as of 2000)	17,742	15,549	11,008	14,600	16,000
Number of calls received	200,000	106,716	107,869	200,000	300,000
Number of incident reports filed and dispatches forwarded by front desk	45,991	22,510	** 22,968	25,000	26,000
Number of tracking referral forms resolved	1,656	1,460	1,400	1,000	875
Total number of field trainee officers taught	8	4	20	25	25
Number of roll call training sessions conducted	10	40	256	300	300

* These are take-home cars.

** Of these, 17,111 were dispatches

POLICE DEPARTMENT PROGRAM: TRAFFIC DIVISION

Program Purpose: To provide enforcement of traffic laws and City ordinances related to the movement of vehicles and pedestrians, parking laws, crash investigation, traffic enforcement and related events

Clients: Residents, School Children, Police Officers, Police Department and Engineering Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 11 FTE • External Providers: State of Indiana Grant Event Sponsors • Equipment: Specialized Traffic Equipment • Traffic Supplies: Moving Traffic Tickets Warning Tickets Parking Tickets • 2006 Budget: \$452,684 	<p>Receive traffic complaints</p> <p>Investigate traffic crashes</p> <p>Review traffic crashes for errors</p> <p>Correct traffic crash errors</p> <p>Tabulate traffic crash causation factors</p>	<p>120 Complaints received</p> <p>5,018 Traffic crashes investigated</p> <p>5,018 Traffic crashes reviewed for errors</p> <p>1,500 Errors corrected on traffic crashes</p> <p>5,018 Traffic crash causation factors tabulated</p>	<p>Residents will have response to their traffic complaints.</p> <p>Residents will have correct crash reports.</p> <p>Residents will have access to crash causes.</p> <p>Engineering Department will have traffic crash information for evaluation.</p> <p>Residents will have safer traffic flow patterns.</p>	<p>Goals B and E</p> <p>Goal B</p> <p>Goal B</p> <p>Goal H</p> <p>Goal B</p>	<p>Number of complaints serviced</p> <p>Number of traffic crashes</p> <p>Number of amended reports</p> <p>Number of cause factors in traffic accidents</p> <p>Number of crashes at specific locations submitted</p>

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**POLICE DEPARTMENT
PROGRAM: TRAFFIC DIVISION**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Conduct traffic enforcement activities	15,148 Traffic movers issued 3,842 Traffic warnings issued 4,642 Parking tickets issued	Residents will have access to factual enforcement information. Residents will have traffic enforcement on their roadways.	Goal B Goal B	Total number of traffic citations issued
	Administer Enforcement Grant for driving under the influence (D.U.I.) and seat belt program	16 Driving under the influence (D.U.I.) patrol shifts 100 Seat belt citations given	Police Department will have additional staff to enforce alcohol-related traffic incidents. Residents will have additional enforcement of seat belt laws.	Goals B and H Goal B	Total number of grant citations Number of vehicle alcohol arrests Number of seat belt violation tickets
	Coordinate with City towing services	5 Towing companies contracted	Residents will have towing services. Police officers will have towing services.	Goal B Goals B and H	Number of towing services used Number of police-requested towing jobs
	Coordinate traffic and security needs for City special events	Special events traffic and security details provided as needed	Residents will have security and traffic control for special events.	Goals B and C	Total number of events for which security and traffic details are provided

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**POLICE DEPARTMENT
PROGRAM: TRAFFIC DIVISION**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Conduct traffic education classes	14 Traffic education classes	Residents will become more knowledgeable about traffic information.	Goal B	Number of participants instructed in traffic education classes
	Coordinate response to civil emergencies	Staff provided to respond to emergencies as needed 12 Emergency strategy meetings held Public service announcements related to civil emergencies provided as needed	Residents will have a greater understanding about information on preparedness for civil emergencies (tornados, floods, snow, etc.). Residents will have response to civil emergencies.	Goal B Goal B	Number of public service announcements distributed Number of civil emergencies responded to
	Provide traffic control assistance at school crossing zones	40 Intersections for traffic control	School children will have school crossing traffic control.	Goal B	Number of intersections covered Number of accidents involving school children during covered period

**POLICE DEPARTMENT
PROGRAM: TRAFFIC DIVISION**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of complaints serviced	75	75	70	70	70	100
Number of traffic crashes	3,881	3,470	3,308	3,308	3,300	5,000
Number of amended reports	85	85	10	10	0	0
Number of cause factors in traffic accidents	4,734	3,100	3,300	3,300	3,300	5,000
Number of crashes at specific locations submitted	3,881	3,470	3,308	3,308	3,300	5,000
Total number of traffic citations issued	16,222	15,287	13,401	13,401	14,000	20,000
Total number of grant citations	8,330	5,590	6,599	6,599	6,700	1,000
Number of vehicle alcohol arrests	116	294	300	300	300	20
Number of seat belt violation tickets	3,726	2,679	1,599	1,599	2,000	1,000
Number of towing services used	5	5	5	5	5	6
Number of police-requested towing jobs	3,532	6,236	6,476	6,476	6,000	6,000
Total number of events for which security and traffic details are provided	69	60	103	103	100	60
Number of participants instructed in traffic education classes	55	90	500	500	600	55
Number of public service announcements distributed	25	25	25	25	25	25
Number of civil emergencies responded to	1	2	0	0	0	5
Number of intersections covered	34	32	32	32	33	28
Number of accidents involving school children during covered period	0	0	0	0	0	0

POLICE DEPARTMENT PROGRAM: INVESTIGATIVE DIVISION

Program Purpose: To deliver effective analysis and investigation of criminal cases and provide the prosecution and judicial arms of the criminal justice system with accurate information concerning criminal activity

Clients: Residents, Detectives and Uniform Police Officers, Outside Agencies, Prosecutors and Courts

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 57 FTE • Technical (Forensic Science) Equipment • 2005 Budget: \$4,231,559 	Provide case analysis	30,000 Cases analyzed	Detectives will have investigations that are crime related.	Goals E and H	Percentage of accurately assigned cases
	Investigate cases	10,500 Investigations documented 8,000 Items analyzed	Prosecutors will have properly investigated and chargeable cases. Prosecutors and courts will have analyzed evidence in court.	Goals B and E Goals B and E	Number of submitted cases for charges Number and percent of cases returned from Prosecutor's Office for additional investigation Number of crime lab analysis reports
	Forward completed cases	1,400 Court-ready cases forwarded	Courts and prosecutors will have accurate information.	Goals B and E	Number of subpoenas issued to investigative personnel
	Gather property	3,600 Personal property items recovered	Residents will have recovery of lost property.	Goals B and E	Number of property items released
	Arrest offenders	1,300 Offenders arrested	Residents will have identified offenders placed into the criminal justice system.	Goal B	Number of investigative division arrests
	Disseminate crime information	350 Crime information bulletins disseminated	Police and outside agencies will have access to information regarding criminal activity.	Goal B	Number of crime bulletins issued by the Detective Bureau

**POLICE DEPARTMENT
PROGRAM: INVESTIGATIVE DIVISION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of accurately assigned cases	99%	99%	99%	99%	100%
Number of submitted cases for charges	2,310	1,108	1,673	1,800	1,400
Number and percent of cases returned from Prosecutor's Office for additional investigation	15 1%	14 1%	17 1%	15 1%	0 0%
Number of crime lab analysis reports	582	753	842	850	800
Number of subpoenas issued to investigative personnel	820	832	825	850	750
Number of property items released	650	530	535	550	650
Number of investigative division arrests	307	420	335	300	1,400
Number of crime bulletins issued by the Detective Bureau	124	113	110	150	400

* Lab not open yct.

POLICE DEPARTMENT PROGRAM: METRO SPECIAL OPERATIONS SECTIONS (MSOS)

Program Purpose: To prevent and reduce the importation and sales of illegal drugs through effective investigations, utilizing both State and Federal narcotic laws

Clients: Residents, South Bend Police Department (Investigative and Uniform Divisions), Outside Police Agencies, Federal and State Prosecutors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 21 FTE • Outside Agency Staff: St. Joseph County Police Department - 6 FTE • Mishawaka Police Department - 2 FTE • 2006 Budget: \$1,795,380 	<p>Conduct drug enforcement activities</p>	<p>1,000 Drug arrests 575 Drug cases 200 Search warrants 215 Crime scenes processed 10 Stolen items recovered Illegal drugs seized (in grams): Total: 211,000 Currency seized: \$125,000</p>	<p>Investigators will properly investigate illegal drug and theft cases.</p> <p>Federal and State prosecutors will have properly investigated illegal drug and theft cases in order to make appropriate charges.</p> <p>Residents will have a reduction in community drug traffic.</p>	<p>Goals B, C and E</p> <p>Goals B, C and E</p> <p>Goals B, C and E</p>	<p>Number of drug cases</p> <p>Number of drug arrests</p> <p>Number of search warrants</p> <p>Number of crime scenes processed</p> <p>Number of theft arrests</p> <p>Number of recovered stolen items</p> <p>Number of crime scene cases filed</p> <p>Dollar amount of currency seized</p> <p>Number of grams of illegal drugs seized</p>
	<p>Conduct training programs</p>	<p>10 Drug house programs 8 Drug identification programs 350 Residents attending training programs 125 Police officers attending training programs</p>	<p>Outside police agencies and residents will have access to information on illegal drug trends and activities.</p> <p>Outside police agencies and residents will become more knowledgeable of illegal drug trends and activities.</p>	<p>Goal B</p> <p>Goal B</p>	<p>Number of drug house programs</p> <p>Number of drug identification programs</p> <p>Number of residents attending training programs</p> <p>Number of police officers attending training programs</p>

**POLICE DEPARTMENT
PROGRAM: METRO SPECIAL OPERATIONS SECTIONS (MSOS)**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of drug cases	660	750	523	425	425
Number of drug arrests	1,295	1,651	1,190	550	550
Number of search warrants	250	244	190	200	200
Number of crime scenes processed	269	291	200	200	200
Number of theft arrests	0	2	3	3	3
Number of recovered stolen items	15	15	90	15	15
Number of crime scene cases filed	244	230	195	175	175
Dollar amount of currency seized	\$230,000	\$140,000	\$130,000	\$150,000	\$150,000
Number of grams of illegal drugs seized	531,600 gr.	192,000 gr.	136,000 gr.	250,000 gr.	250,000 gr.
Number of drug house programs	6	6	8	10	10
Number of drug identification programs	9	11	10	10	10
Number of residents attending training programs	350	290	300	300	300
Number of police officers attending training programs	125	130	125	200	200

POLICE DEPARTMENT PROGRAM: NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)

Program Purpose: To improve the quality of our neighborhoods by enhancing the operations of the department through specifically targeted enforcement and investigations

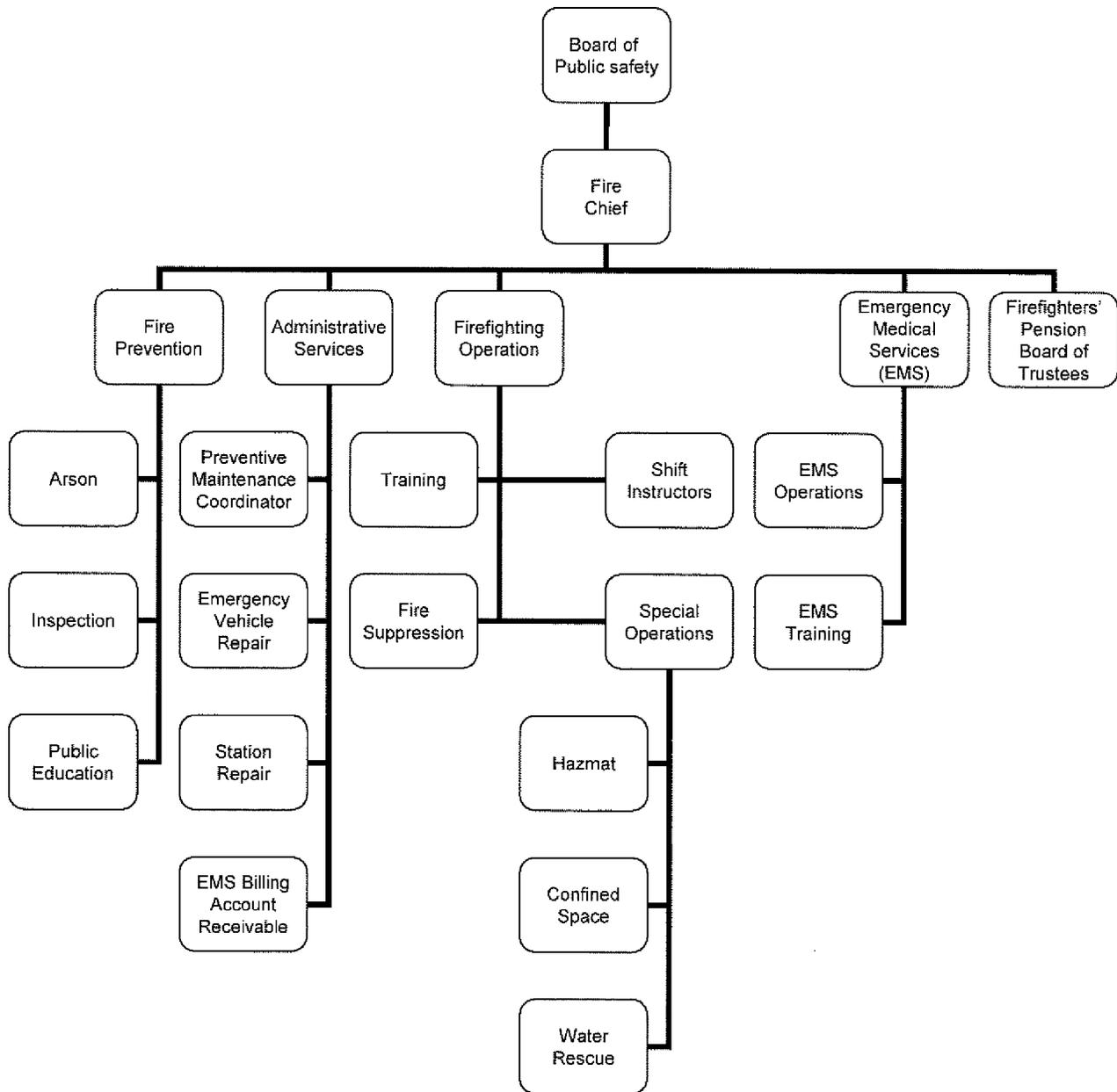
Clients: Residents, Police Officers, Private Businesses and other Public Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • Specialized Equipment • 2006 Budget: \$516,605 	Enforce laws and ordinances	20 Gang-related arrests 50 Prostitution-related arrests 150 Narcotic-related arrests 50 Fugitive-related arrests 25 Traffic-related arrests 400 Citations issued	Residents will have offenders placed into the criminal justice system.	Goal B	Number of arrests made Number of citations issued
	Conduct searches	200 Narcotics-related searches 15 Stolen property-related searches	Residents will have stolen property returned. Businesses will have stolen property returned. Residents will have contraband removed from their neighborhoods.	Goal B Goal B Goal B	Amount of property recovered Percentage of property returned Number of searches conducted Number of weapons recovered
	Investigate complaints	All complaints investigated	Residents will have response to complaints of criminal activity.	Goals B and E	Number of cases sent for prosecution because of resident complaints

**POLICE DEPARTMENT
PROGRAM: NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2005		
Number of arrests made	709	1,093	437	450	450	450
Number of citations issued	865	1,425	873	1,000	1,000	1,000
Amount of property recovered	\$100,000	\$20,000	\$50,000	\$50,000	\$50,000	\$30,000
Percentage of property returned	85%	85%	85%	85%	85%	90%
Number of searches conducted	207	45	20	50	50	125
Number of weapons recovered	58	40	17	20	20	25
Number of cases sent for prosecution because of resident complaints	175	195	100	100	100	150

FIRE DEPARTMENT



FIRE DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Fire Department					
Personal Services	16,482,233	17,755,432	18,332,119	19,147,083	255.00
Supplies	254,890	280,939	265,600	265,600	
Other Services	981,936	1,166,393	1,120,470	1,225,496	
Other Uses	4,145	4,687	4,687	1,102,963	
Capital	0	0	0	1,800,000	
	<u>17,723,204</u>	<u>19,207,451</u>	<u>19,722,876</u>	<u>23,541,142</u>	
CAPITAL FUND:					
EMS / Fire Department Capital Fund					
Other Services	405,356	273,796	277,867	184,202	
Other Uses	250,000	866,112	250,000	250,000	
Capital	460,428	250,000	625,000	911,597	
	<u>1,115,784</u>	<u>1,389,908</u>	<u>1,152,867</u>	<u>1,345,799</u>	
PENSION TRUST FUNDS:					
Firefighters' Pension Fund					
Personal Services (benefits)	4,364,699	4,715,925	4,921,111	5,578,958	n/a
Supplies	0	26	200	200	
Other Services	2,682	12,126	4,841	4,591	
	<u>4,367,381</u>	<u>4,728,077</u>	<u>4,926,152</u>	<u>5,583,749</u>	
TOTAL FIRE DEPARTMENT	<u>23,206,369</u>	<u>25,325,436</u>	<u>25,801,895</u>	<u>30,470,690</u>	<u>255.00</u>
PROGRAM BUDGETS:					
ADMINISTRATIVE SERVICES					
Personal Services	515,430	453,139	539,956	484,034	9.00
Supplies	116,600	145,104	121,600	123,500	
Other Services	1,292,042	1,384,989	1,303,087	1,328,998	
Other Uses	254,145	870,799	254,687	1,352,963	
Capital	460,428	250,000	625,000	2,711,597	
	<u>2,638,645</u>	<u>3,104,031</u>	<u>2,844,330</u>	<u>6,001,092</u>	
FIRE PREVENTION					
Personal Services	426,345	458,506	458,286	485,354	7.00
Supplies	1,000	1,000	1,000	1,000	
Other Services	6,000	6,000	6,000	6,000	
	<u>433,345</u>	<u>465,506</u>	<u>465,286</u>	<u>492,354</u>	
FIREFIGHTING OPERATIONS					
Personal Services	12,119,212	12,765,992	13,245,082	13,909,843	187.00
Supplies	68,134	64,969	73,134	71,234	
Other Services	75,250	48,200	75,250	60,700	
	<u>12,262,596</u>	<u>12,879,161</u>	<u>13,393,466</u>	<u>14,041,777</u>	

FIRE DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

EMERGENCY MEDICAL SERVICES

Personal Services	3,421,246	4,077,795	4,088,795	4,267,852	52.00
Supplies	69,156	69,866	69,866	69,866	
Other Services	14,000	1,000	14,000	14,000	
	<u>3,504,402</u>	<u>4,148,661</u>	<u>4,172,661</u>	<u>4,351,718</u>	

FIREFIGHTERS' PENSION - BENEFIT PAYMENTS

Personal Services (benefits)	4,364,699	4,715,925	4,921,111	5,578,958	n/a
Supplies	0	26	200	200	
Other Services	2,682	12,126	4,841	4,591	
	<u>4,367,381</u>	<u>4,728,077</u>	<u>4,926,152</u>	<u>5,583,749</u>	

TOTAL PROGRAMS

	<u>23,206,369</u>	<u>25,325,436</u>	<u>25,801,895</u>	<u>30,470,690</u>	<u>255.00</u>
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FIRE DEPARTMENT PROGRAM: ADMINISTRATION SERVICES

Program Purpose: Provide the highest level of life in an efficient and cost-effective manner for City residents
Clients: Residents, Fire Department Employees and Users of Emergency Medical Services (E.M.S.)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 9 FTE • Equipment/Supplies • Fire Stations • External Providers: Equipment Services Federal, State and Local Emergency Management Agencies • Laws/Regulations: Federal, State and Local • Collective Bargaining Agreement • Leadership • Billing • 2006 Budget: \$6,001,092 	<p>Supervise and direct programs with the Fire Department</p> <p>Process applicants for employment</p> <p>Maintain and inventory department equipment</p> <p>Provide building maintenance</p> <p>Process Emergency Medical Services billing</p> <p>Process payroll, accounts receivable and accounts payable</p> <p>Prepare yearly budget</p>	<p>11 Monthly staff meetings held</p> <p>1 Officers' meeting held</p> <p>24 Mayor's staff meetings held</p> <p>24 Team Management meetings</p> <p>6 Monthly Pension Board meetings held</p> <p>4 Office meetings held</p> <p>Yearly budget prepared</p> <p>16,638 E.M.S. bills processed</p> <p>All equipment and inventory records updated</p> <p>252 Applications processed</p> <p>71 Vehicles maintained</p> <p>72 Random drug tests made</p>	<p>Residents will have an aggressive and efficient response force capable of providing effective control of hazards within the community.</p> <p>Fire Department employees will be informed as to the direction of the department.</p> <p>Fire Department employees will have a drug-free workplace.</p> <p>Fire Department employees will have new equipment and supplies available as budgeted.</p> <p>Fire Department employees will have assigned equipment and proper training to conduct their jobs.</p> <p>Fire Department prospects will be identified and hired.</p> <p>Fire Department employees (firefighters) will have benefits according to the Collective Bargaining Agreement and salary ordinance.</p> <p>Users of E.M.S. will be aware of E.M.S. bills.</p> <p>Users of E.M.S. will pay E.M.S. bills.</p>	<p>Goal H</p> <p>Goals B and H</p> <p>Goal B</p> <p>Goal B</p> <p>Goal B</p>	<p>Number of Fire Department employees who filed complaints regarding knowledge of departmental policies or activities</p> <p>Number of claims paid due to Fire Department negligence</p> <p>Number of drug tests</p> <p>Number of job-related injuries</p> <p>Number of firefighters hired</p> <p>Number of firefighters that are receiving correct benefits according to agreement</p>

**FIRE DEPARTMENT
PROGRAM: ADMINISTRATION SERVICES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of Fire Department employees who filed complaints regarding knowledge of departmental policies or activities	2	1	1	2	0	
Number of claims paid due to Fire Department negligence	6	2	4	5	0	
Number of drug tests	80	82	84	80	72	
Number of job-related injuries	127	119	149	120	25	
Number of firefighters hired	9	10	8	6	6	
Number of firefighters that are receiving correct benefits according to agreement	248	248	248	248	248	

FIRE DEPARTMENT PROGRAM: FIRE PREVENTION

Program Purpose: Quality management of the inspection, education, investigation and site / building plan review functions for the City Fire Department

Clients: Owners and Occupants of Commercial Businesses in the City, Residents' Organizations, South Bend Community School Corporation, High Risk Residents and Households, Prosecutor's Office, Police Department, Insurance Companies, Planners and Fire Inspectors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • Indiana Building Codes • Indiana Fire Codes • NFPA Codes • 3 Part-Time Firefighters 	<ul style="list-style-type: none"> • Inspect commercial buildings for life/safety hazards • Conduct fire inspections • Observe fire sprinkler tests • Observe fire pump tests 	<ul style="list-style-type: none"> • 5,585 Commercial building inspections performed • 1,582 life/safety hazards found in buildings • 849 Follow-up inspections conducted 	<ul style="list-style-type: none"> • Owners and occupants will be in compliance with City code. • Owners and occupants will have a safe building. • Occupants will have a safe environment. • Owners and occupants will have an increased general knowledge of fire safety. • Owners and occupants will become aware of hazards. • Owners will correct hazards. 	<ul style="list-style-type: none"> • Goal B 	<ul style="list-style-type: none"> • Number of fire safety violations issued • Percentage decrease in number of fire safety violations • Number of commercial fires due to safety hazards
-	-	-	-	-	-

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FIRE DEPARTMENT PROGRAM: FIRE PREVENTION

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> (Continued) • Bureau of Alcohol, Tobacco and Firearms (ATF) • Indiana Laws and Statues • City Municipal Code • Insurance Companies • Computer and Printer • 2006 Budget: \$492,354 	<p>Conduct fire safety programs</p> <p>Conduct educational training programs</p>	<p>4 Juvenile fire setters taught</p> <p>959 Preschool/daycare children taught</p> <p>6,615 First graders, fourth graders and super setters were taught fire safety</p> <p>1,670 Employees/residents were taught fire safety</p> <p>120 Tours given</p> <p>200 Smoke detectors installed</p> <p>45 Career day classes given</p> <p>396 Hospital/school fire drills conducted</p> <p>94 Public educations meetings held</p> <p>1,175 People taught on fire extinguisher training</p>	<p>Clients will have increased knowledge of fire safety.</p> <p>Clients will have smoke detectors in their homes.</p> <p>Clients will have increased knowledge of specific hazards in their homes, centers or facilities.</p> <p>Clients will be able to develop a safety and escape plan.</p> <p>Clients will be able to execute a safety and escape plan.</p> <p>Clients will know how to use a fire extinguisher.</p> <p>Clients will acquire or maintain fire extinguishers.</p> <p>Clients will understand basic responses to emergencies.</p>	<p>Goal B</p>	<p>Number of participants who receive instruction on fire safety</p> <p>Number of smoke detectors installed by Fire Department</p>

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FIRE DEPARTMENT PROGRAM: FIRE PREVENTION

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Conduct fire investigations</p> <p>Work with prosecutor</p> <p>Work with Police Department</p> <p>Attend the following schools: National Fire Academy Ohio Fire Academy Indiana Fire Marshal's School</p>	<p>All fires investigated</p> <p>All cases sent to prosecutor for prosecution</p> <p>All cases sent to Police Department for criminal investigation</p> <p>All classes attended by inspectors</p>	<p>Clients will understand the cause of all fires.</p> <p>Insurance companies will have the information necessary to process claims.</p> <p>Police Department will have the physical evidence and analysis needed to conduct investigations and close cases.</p> <p>Prosecutor's Office will have the physical evidence necessary to determine the value of a prosecution.</p> <p>Insurance companies will have the information necessary to determine premiums when fires are properly classified.</p> <p>Planners will have the information necessary to reduce hazards, define risk areas and combat arson when fires are properly classified.</p> <p>Prosecutor's Office will have the physical evidence and analyses necessary to conduct a viable prosecution.</p> <p>Owners of commercial businesses will have the information necessary to pursue claims when fires are properly classified.</p> <p>Fire inspectors will be properly trained and gain certification.</p>	<p>Goals B and E</p>	<p>Percentage of fires properly classified</p> <p>Number of arson fire arrests</p> <p>Percentage of fire prosecutions to fire arrests</p> <p>Percentage of investigators maintaining certifications</p>

**FIRE DEPARTMENT
PROGRAM: FIRE PREVENTION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of fire safety violations issued	1,494	1,307	1,582	1,400	1,500
Percentage decrease in number of fire safety violations	9%	8%	9%	8%	10%
Number of commercial fires due to safety hazards	41	24	46	40	30
Number of participants who receive instruction on fire safety	9,388	5,833	11,473	14,500	14,000
Number of smoke detectors installed by Fire Department	382	222	200	300	375
Percentage of fires properly classified	100%	100%	100%	100%	100%
Number of arson fire arrests	4	1	2	3	4
Percentage of fire prosecutions to fire arrests	Maintain 86%	Maintain 86%	Maintain 86%	Maintain 86%	Maintain 86%
Percentage of investigators maintaining certifications	100%	100%	100%	100%	100%

FIRE DEPARTMENT

PROGRAM: FIREFIGHTING OPERATIONS

Program Purpose: To provide quality and efficient fire operations, rescue, extrication, hazmat, tactical rescue and training of all Fire Department personnel

Clients: Those in Need of Emergency Services, Residents, Firefighters, Fire Truck Companies and Specific Public Safety Employees from Other Agencies

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 187 FTE • Fire Apparatus/Specialized Equipment • 3 Classrooms/Audio Visual Equipment • Fire Stations • Unit 511 (Fire Buffs Volunteers) • Collective Bargaining Agreement • Federal, State and Local Laws • 2006 Budget: \$14,041,777 	Perform Special Operations: Confined space rescue Hazmat clean up Water rescue Extrication	All specialized rescues attempted	Clients requiring rescue will have access to responsive and timely rescue services.	Goal B	Number of specialized rescues attempted
	Educate and train firefighters on fire suppression	228 Firefighters attended fire fighting classes	New firefighters will increase job knowledge and skills. Firefighters will increase skills to fight fires safely and effectively.	Goal B Goal B	Average number of hours a firefighter spent on fire suppression training Number of firefighters with certification in various levels of fire suppression

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**FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide special rescue operations training in house	Firefighters trained for special operations which include: 36 Hazmat 36 Tactical 18 Swift water 15 Divers	Firefighters on the special rescue operations teams will become more knowledgeable in their specialty due to monthly training. Firefighters on specialty teams will successfully complete training. Clients in need of emergency services will have special rescue operations teams available when needed.	Goal B Goal B Goal B	Number of firefighters that successfully complete special operations training Percentage of firefighters that maintain special operations certifications Average number of hours per month spent in special operations training
	Provide emergency medical services training	228 CPR/emergency medical services first-responder training provided	Firefighters will obtain annual certification in CPR. Firefighters will maintain their state emergency medical certifications.	Goal B Goal B	Number of firefighters that successfully complete training Percentage of firefighters that maintain certification
	Perform hiring application procedure Educate and train new firefighters	6 Firefighters hired 1 Twenty-week rookie school attended each year by new firefighters	Firefighter applicants will be processed and ranked for employment. New firefighters will obtain state firefighters' certification.	Goal H Goal H	Percentage of new firefighters that make it through rookie school

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FIRE DEPARTMENT PROGRAM: FIREFIGHTING OPERATIONS

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
		<p>100 Firefighters attending state fire schools, conferences or special meetings</p> <p>64 Officers attending fire department officer training</p> <p>200 Firefighters attending fire apparatus emergency vehicle operation</p> <p>0 Firefighters attending fire truck driver/operator pumping course</p> <p>228 Firefighters attending self-contained breathing apparatus training</p> <p>0 Firefighters attending hazardous materials incident first-responder training</p> <p>200 Firefighters attending fire truck hose testing</p>	<p>Firefighters will have increased knowledge of fire suppression, prevention, special operation and emergency medical operations.</p> <p>Firefighters will improve specialized skills.</p> <p>Firefighters will know emergency vehicle operations.</p> <p>Firefighters will obtain fire truck driver/operator training.</p> <p>Firefighters will be able to use their self-contained breathing apparatus through annual training.</p> <p>Firefighters will know hazardous materials incident first responder procedures through annual training.</p> <p>Firefighters will test all fire truck hoses.</p>	<p>Goal B</p>	<p>Number of firefighters that successfully attend fire schools, conferences, and special meetings</p> <p>Number of officers that successfully complete annual officer training</p> <p>Number of firefighters that successfully complete fire apparatus emergency vehicle training</p> <p>Number of drivers/operators that successfully complete training</p> <p>Number of firefighters that successfully complete self-contained breathing apparatus training</p> <p>Number of firefighters that successfully complete hazardous material training</p> <p>Number of firefighters that participate in annual hose test training</p>

**FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of specialized rescues attempted	55	30	35	45	55	
Average number of hours a firefighter spent on fire suppression training	48	60	60	60	60	
Number of firefighters with certification in various levels of fire suppression	248	248	248	248	248	
Number of firefighters that successfully complete special operations training	106	106	106	106	106	
Percentage of firefighters that maintain special operations certifications	100%	100%	100%	100%	100%	
Average number of hours per month spent in special operations training	3	3	4	4	4	
Number of firefighters that successfully complete training	228	228	228	228	228	
Percentage of firefighters that maintain certification	100%	100%	100%	100%	100%	

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FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS
(Continued)

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage of new firefighters that make it through rookie school	100%	100%	100%	100%	100%	100%
Number of firefighters that successfully attend fire schools, conferences, and special meetings	80	80	50	75	80	80
Number of officers that successfully complete annual officer training	64	64	64	64	64	64
Number of firefighters that successfully complete fire apparatus emergency vehicle training	200	200	200	200	200	200
Number of drivers/operators that successfully complete training	10	10	10	40	10	10
Number of firefighters that successfully complete self-contained breathing apparatus training	228	228	228	228	228	228
Number of firefighters that successfully complete hazardous material training	228	228	0	228	228	228
Number of firefighters that participate in annual hose test training	200	200	200	200	200	200

FIRE DEPARTMENT PROGRAM: EMERGENCY MEDICAL SERVICES

Program Purpose: Provide the highest level of pre-hospital care to residents and visitors of the City and St. Joseph County

Clients: Residents and Visitors of the City and St. Joseph County in Need of Emergency Medical Services (EMS) and Firefighters/Paramedics

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> Staff: 52 FTE External Providers: Local Law Enforcement Agencies City and Township Fire Departments Municipal, Private and Volunteer Ambulance Services Local Medical Institutions University of Notre Dame South Bend Community School Corporation Prosecutor's Office Laws/Regulations: Federal, State and Local Collective Bargaining Agreement 2006 Budget: \$4,351,718 	<p>Respond to all emergency calls for medical assistance</p> <p>Respond to other emergency calls</p> <p>Assist fire suppression</p> <p>Assist other government agencies</p>	<p>11,228 Calls by City ambulances responded to</p> <p>5,213 Calls by County ambulances responded to</p> <p>4 City / 3 County ambulances provided</p> <p>1 Support vehicle provided</p> <p>543 Residential and commercial fires responded to</p> <p>187 Specialized rescues responded to</p> <p>All residents unable to care for themselves assisted</p> <p>All residents involved with adult and child abuse cases assisted</p> <p>17,171 Total calls responded to</p>	<p>Residents and visitors will have pre-hospital care in accordance to state and national standards.</p> <p>Residents and visitors will have access to responsive and timely EMS service.</p> <p>Residents and visitors will have referrals to other proper facilities and agencies.</p>	<p>Goals B and C</p> <p>Goals B and C</p> <p>Goals B and C</p> <p>Goal C</p>	<p>Number of EMS-related incidents</p> <p>Number of non-EMS calls responded to</p> <p>Number of specialized rescues responded to</p> <p>Average time it takes to respond to accident scene</p> <p>Number of specialized health care transports</p>
	<p>Assist Memorial Hospital with special transport ambulance</p>	<p>Driver provided 24 hours a day/7 days per week - Memorial</p> <p>All vehicles driven safely (EVOC certified)</p> <p>All outlying hospital routes known</p> <p>Vehicles kept in ready-to-respond condition</p> <p>316 Calls-in supported</p>	<p>Residents and visitors requiring intra-hospital transportation will have rapid and safe care consistent with certification levels.</p>		

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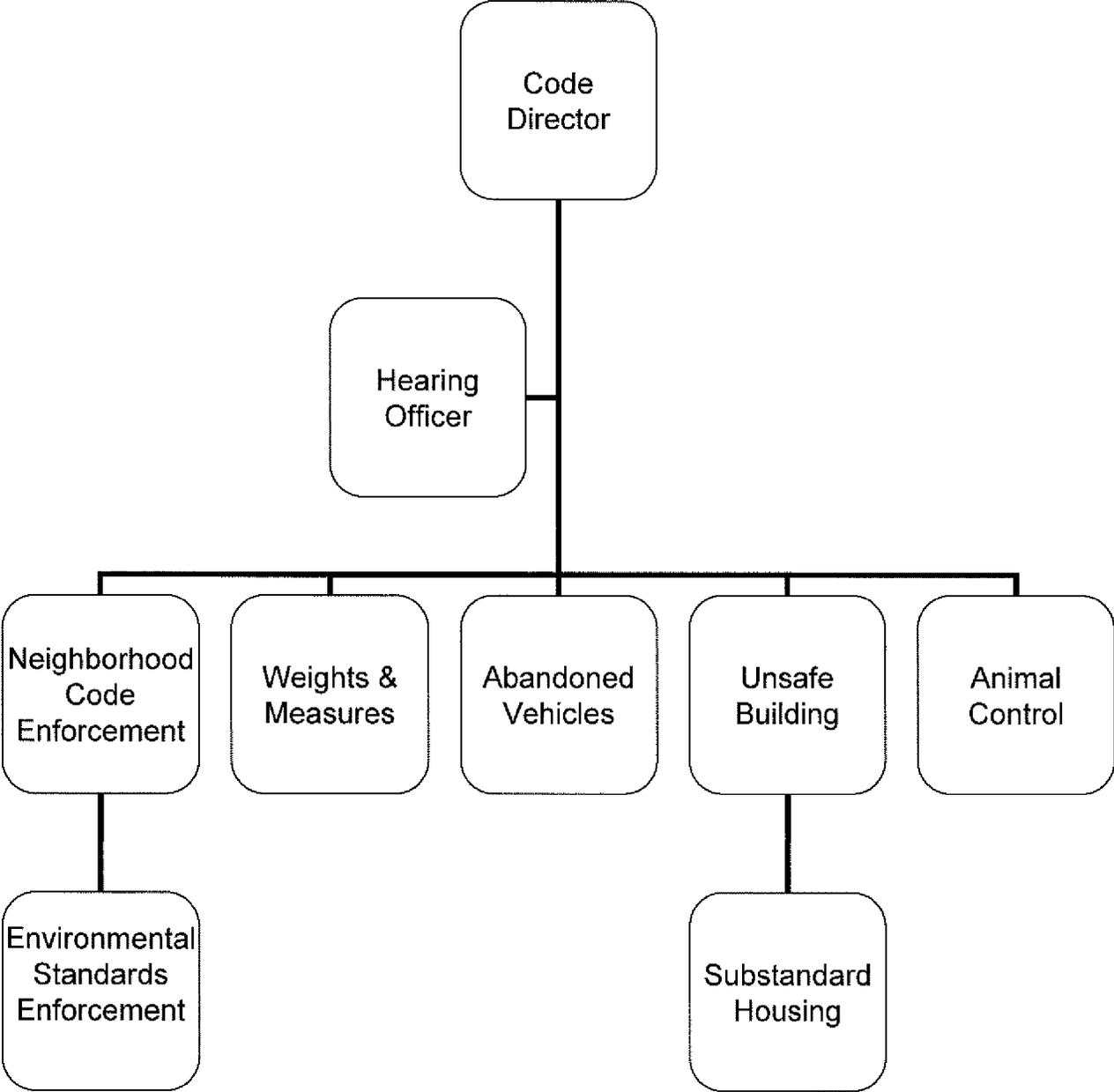
**FIRE DEPARTMENT
PROGRAM: EMERGENCY MEDICAL SERVICES**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Conduct medical education training</p> <p>Attend classes sponsored by Memorial and Saint Joseph Hospitals</p>	<p>Training programs provided: 24 Hours monthly of combined didactic and skills review 18 CPR classes to fire suppression</p> <p>Educational programs attended: 8 Hours monthly in-service and quality improvements classes sponsored by the hospitals 16 Hours advanced cardiac life support 12 Hours pediatric life support All courses sponsored by the hospitals 231 Firefighters certified in EMS</p>	<p>Firefighters/Paramedics will maintain their state emergency medical certifications.</p> <p>Residents and visitors will have proper EMS care.</p> <p>Firefighters/Paramedics will maintain their proficiency in delivering care.</p> <p>Firefighters/Paramedics will maintain the state EMS certifications.</p>	<p>Goals B and C</p> <p>Goals B and C</p> <p>Goals B and C</p> <p>Goals B and C</p>	<p>Number of firefighters holding medical certification</p>

**FIRE DEPARTMENT
PROGRAM: EMERGENCY MEDICAL SERVICES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of EMS-related incidents	10,583	10,405	16,228	11,500	11,000	
Number of non-EMS calls responded to	655	757	707	700	600	
Number of specialized rescues responded to	19	8	23	15	10	
Average time it takes to respond to accident scene	6.21 min.	6.3 min.	6.58 min.	6.5 min.	6.5 min.	
Number of specialized health care transports	344	362	316	350	400	
Number of firefighters holding medical certification	230	230	231	236	248	

CODE ENFORCEMENT



CODE ENFORCEMENT DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Neighborhood Code Enforcement					
Personal Services	851,385	861,234	883,699	915,786	19.00
Supplies	106,059	103,607	143,267	133,974	
Other Services	225,369	248,980	238,540	237,416	
Other Uses	3,039	2,763	2,763	52,933	
Capital	158,050	92,249	32,400	0	
	<u>1,343,902</u>	<u>1,308,833</u>	<u>1,300,669</u>	<u>1,340,109</u>	
Weights and Measures:					
Other Services	42,000	41,482	43,000	43,000	
	<u>42,000</u>	<u>41,482</u>	<u>43,000</u>	<u>43,000</u>	
Code Hearing Officer					
Other Services	43,271	37,505	56,976	56,976	
	<u>43,271</u>	<u>37,505</u>	<u>56,976</u>	<u>56,976</u>	
Junk Vehicle					
Personal Services	45,408	45,343	47,710	50,253	1.00
Supplies	2,357	2,985	3,768	3,768	
Other Services	13,379	18,493	18,586	17,657	
	<u>61,144</u>	<u>66,821</u>	<u>70,064</u>	<u>71,678</u>	
Unsafe Building					
Other Services	221,602	182,576	195,000	195,000	
	<u>221,602</u>	<u>182,576</u>	<u>195,000</u>	<u>195,000</u>	
Animal Control					
Personal Services	307,514	317,159	332,266	348,461	8.00
Supplies	61,773	59,015	38,823	44,286	
Other Services	68,522	75,138	83,244	72,765	
Other Uses	354	423	423	261	
Capital	0	0	0	3,500	
	<u>438,163</u>	<u>451,735</u>	<u>454,756</u>	<u>469,273</u>	
ENTERPRISE FUND:					
Solid Waste Fund (Code Enforcement only)					
Personal Services	379,174	370,676	393,898	394,110	9.00
TOTAL CODE ENFORCEMENT	<u>2,529,256</u>	<u>2,459,628</u>	<u>2,514,363</u>	<u>2,570,146</u>	<u>37.00</u>

CODE ENFORCEMENT DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

PROGRAM BUDGETS:

ENVIRONMENTAL STANDARDS ENFORCEMENT

Personal Services	715,066	709,085	745,401	718,649	16.00
Supplies	36,101	35,150	40,194	44,941	
Other Services	130,272	128,234	126,920	153,768	
Other Uses	720	676	661	13,133	
Capital	33,526	19,580	32,400	0	
	<u>915,685</u>	<u>892,725</u>	<u>945,576</u>	<u>930,491</u>	

SUBSTANDARD HOUSING

Personal Services	444,554	445,728	460,514	435,532	7.00
Supplies	47,780	46,296	54,101	60,311	
Other Services	394,019	351,477	351,471	401,356	
Other Uses	953	891	889	17,625	
Capital	44,372	25,789	0	0	
	<u>931,678</u>	<u>870,181</u>	<u>866,975</u>	<u>914,824</u>	

ABANDONED VEHICLES

Personal Services	133,424	133,947	137,617	135,493	6.00
Supplies	11,817	12,188	14,330	15,572	
Other Services	47,515	52,068	51,938	58,044	
Other Uses	189	177	171	3,449	
Capital	8,785	5,126	0	0	
	<u>201,730</u>	<u>203,506</u>	<u>204,056</u>	<u>212,558</u>	

ANIMAL CONTROL

Personal Services	307,514	317,159	332,266	348,461	8.00
Supplies	61,773	59,015	38,823	44,286	
Other Services	68,522	75,138	83,244	72,765	
Other Uses	354	423	423	261	
Capital	0	0	0	3,500	
	<u>438,163</u>	<u>451,735</u>	<u>454,756</u>	<u>469,273</u>	

WEIGHTS AND MEASURES (services performed by the County)

Other Services	42,000	41,482	43,000	43,000	
	<u>42,000</u>	<u>41,482</u>	<u>43,000</u>	<u>43,000</u>	

TOTAL PROGRAMS	<u>2,529,256</u>	<u>2,459,629</u>	<u>2,514,363</u>	<u>2,570,146</u>	<u>37.00</u>
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CODE ENFORCEMENT DEPARTMENT PROGRAM: ENVIRONMENTAL STANDARDS ENFORCEMENT

Program Purpose: To provide clean and safe properties by inspecting those properties and working with property owners to ensure that the properties meet the environmental standards set forth in the City Ordinance

Clients: Residents and Property Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 16 FTE • Laws: City and State • Educational Materials • Vehicles • Client Complaints • 2006 Budget: \$930,491 	<p>Conduct Inspections</p> <hr/> <p>Resolve Violations</p> <hr/> <p>Educate Clients</p>	<p>27,051 Inspections performed</p> <p>16,602 Violation letters sent</p> <hr/> <p>7,570 Properties cleaned by the City</p> <p>9,024 Properties cleaned by the owner</p> <p>All tickets written</p> <hr/> <p>3,000 Educational brochures distributed</p> <p>Neighborhood meetings attended</p> <p>Residents contacted as needed</p>	<p>Residents and property owners will experience cleaner neighborhoods.</p>	<p>Goals B and C</p>	<p>Number of violation letters sent</p> <p>Number of properties cleaned by City</p> <p>Number of properties cleaned by owner</p>

**CODE ENFORCEMENT DEPARTMENT
PROGRAM: ENVIRONMENTAL STANDARDS ENFORCEMENT**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of violation letters sent	14,880	15,900	16,609	14,000	0	
Number of properties cleaned by City	6,933	6,384	7,578	6,500	0	
Number of properties cleaned by owner	7,947	10,016	9,024	7,500	All	

**CODE ENFORCEMENT DEPARTMENT
PROGRAM: SUBSTANDARD HOUSING**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of inspections performed	7,035	7,032	8,760	6,000	6,500	
Number of structures repaired	1,700	676	1,206	1,700	All	
Number of structures demolished	52	117	71	100	10	
Number of hearings held	550	683	757	725	700	

CODE ENFORCEMENT DEPARTMENT PROGRAM: ABANDONED VEHICLES

Program Purpose: To promote a better living environment for all residents
Clients: Residents and Vehicle Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS										
<ul style="list-style-type: none"> • Staff: 6 FTE • Tow Truck • Impound Lot • 2006 Budget: \$212,558 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="496 1312 613 1604">Conduct inspections</td> <td data-bbox="496 877 613 1312">8,899 Inspections performed</td> </tr> <tr> <td data-bbox="613 1312 669 1604">Tow vehicles</td> <td data-bbox="613 877 669 1312">3,930 Vehicles tagged</td> </tr> <tr> <td data-bbox="669 1312 847 1604" rowspan="3">Handle the disposition of towed vehicles</td> <td data-bbox="669 877 724 1312">563 Vehicles towed</td> </tr> <tr> <td data-bbox="724 877 779 1312">50 Vehicles reclaimed</td> </tr> <tr> <td data-bbox="779 877 847 1312">385 Vehicles scrapped</td> </tr> <tr> <td data-bbox="847 1312 1018 1604">Educate public</td> <td data-bbox="847 877 1018 1312">186 Vehicles sold at auction</td> <td data-bbox="847 611 1018 877">600 Brochures distributed</td> <td data-bbox="847 457 1018 611">Residents will become knowledgeable about state laws regarding abandoned vehicles.</td> <td data-bbox="847 182 1018 457">Goals B and C</td> <td data-bbox="847 182 1018 457">Number of vehicles sold at auction</td> </tr> </table>	Conduct inspections	8,899 Inspections performed	Tow vehicles	3,930 Vehicles tagged	Handle the disposition of towed vehicles	563 Vehicles towed	50 Vehicles reclaimed	385 Vehicles scrapped	Educate public	186 Vehicles sold at auction	600 Brochures distributed	Residents will become knowledgeable about state laws regarding abandoned vehicles.	Goals B and C	Number of vehicles sold at auction
Conduct inspections	8,899 Inspections performed														
Tow vehicles	3,930 Vehicles tagged														
Handle the disposition of towed vehicles	563 Vehicles towed														
	50 Vehicles reclaimed														
	385 Vehicles scrapped														
Educate public	186 Vehicles sold at auction	600 Brochures distributed	Residents will become knowledgeable about state laws regarding abandoned vehicles.	Goals B and C	Number of vehicles sold at auction										

**CODE ENFORCEMENT DEPARTMENT
PROGRAM: ABANDONED VEHICLES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2005		
Number of vehicles tagged	4,852	4,664	3,930		3,000	1,000
Number of vehicles towed	1,018	819	563		800	100
Number of vehicles scrapped	882	1,661	385		700	50
Number of vehicles sold at auction	91	113	186		100	50

CODE ENFORCEMENT DEPARTMENT PROGRAM: ANIMAL CONTROL

Program Purpose: To promote and educate the public on the humane treatment of animals and to foster respect, understanding and compassion for all creatures while insuring that all pet owners adhere to the City ordinance

Clients: Residents, Pet Owners and Animals

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> Staff: 8 FTE Laws: City and State Guidelines: Humane Society of the United States, The American Humane Association & National Animal Control Association Educational Materials Revenue Capture Equipment Shelter Vans 2006 Budget: \$469,273 	<p>Educate the public on proper animal care</p> <p>Educate the public on nuisance pets</p> <p>Educate the public on animal overpopulation</p> <p>Control domestic animals</p> <p>Provide shelter for domestic animals</p> <p>Euthanize unadoptable domestic animals</p> <p>Control Wildlife</p> <p>Resolve abuse and neglect situations</p>	<p>2,500 Educational brochures distributed</p> <p>2 School programs attended</p> <p>2,452 Adoptable domestic animals handled</p> <p>1,199 Unadoptable domestic animals handled</p> <p>389 Domestic animals adopted</p> <p>382 Domestic animals returned to their owner</p> <p>76 Pets euthanized at owner's request</p> <p>1,534 Adoptable domestic animals euthanized</p> <p>1,059 Unadoptable domestic animals euthanized</p> <p>259 Wild animals picked up</p> <p>158 Wild animals euthanized</p> <p>90 Wild animals rehabbed or released</p> <p>11 D.O.A.s</p> <p>Resident contacts performed as needed</p>	<p>Pet owners will have access to proper animal care guidelines.</p> <p>Residents will live in neighborhoods free of stray and unwanted animals.</p> <p>Pet owners will have access to adoptable pets.</p> <p>Pet s will experience a decrease in abuse or neglect.</p>	<p>Goal C</p> <p>Goals B and C</p> <p>Goal C</p> <p>Goal C</p>	<p>Number of educational brochures distributed</p> <p>Number of school programs attended</p> <p>Number of domestic animals handled</p> <p>Number of adoptable domestic animals handled</p> <p>Number of adoptable domestic animals euthanized</p> <p>Number of wild animals euthanized</p> <p>Number of domestic animals dropped off</p> <p>Number of unadoptable domestic animals handled</p> <p>Number of pets adopted through the program</p>

**CODE ENFORCEMENT DEPARTMENT
PROGRAM: ANIMAL CONTROL**
(Continued)

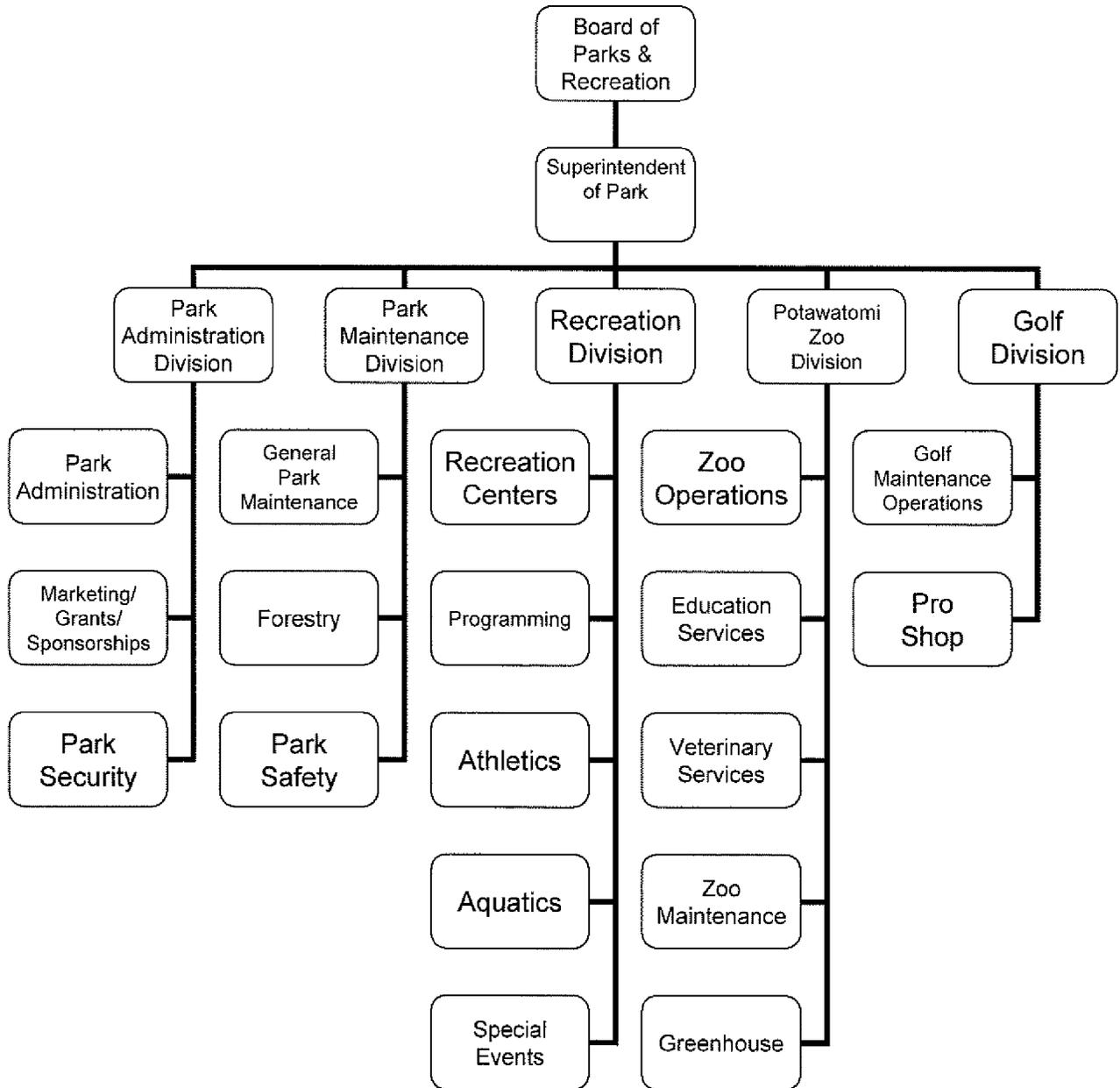
INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	License domestic animals	2,369 Pet licenses sold	Residents will have access to vaccinated pets.	Goals B and C	Number of pet licenses issued
	License pet stores	2 Inspections performed	Pet owners will have access to licensed pet stores.	Goal C	Number of licenses issued to pet stores

**CODE ENFORCEMENT DEPARTMENT
PROGRAM: ANIMAL CONTROL**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of educational brochures distributed	2,500	2,000	2,500	2,500	2,500	3,000
Number of school programs attended	2	3	2	2	6	12
Number of domestic animals handled	* N/A	* N/A	3,646	3,646	* N/A	* N/A
Number of adoptable domestic animals handled	2,427	3,035	2,452	2,452	2,400	100
Number of adoptable domestic animals euthanized	1,139	1,685	1,534	1,534	1,000	0
Number of wild animals euthanized	85	123	158	158	50	Only sick and injured
Number of domestic animals dropped off	* N/A	* N/A	2,078	2,078	* N/A	All unadoptable
Number of unadoptable domestic animals handled	823	1,409	1,194	1,194	900	All unadoptable
Number of pets adopted through the program	863	534	389	389	900	All adoptable
Number of pet licenses issued	2,555	2,576	2,369	2,369	3,000	All pets in City
Number of licenses issued to pet stores	3	3	1	1	2	All pet stores in the City

* Numbers are now being kept to reflect the amount of adoptable animals only.

PARKS & RECREATION



PARKS AND RECREATION DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
SPECIAL REVENUE FUND:					
Parks and Recreation					
Personal Services	6,903,336.00	6,997,116.00	7,003,436	7,207,617	122.00
Supplies	1,212,294.00	1,296,949.00	1,276,532	1,338,947	
Other Services	2,000,883.00	2,171,382.00	2,087,066	2,092,677	
Other Uses	249,894.00	274,085.00	274,085	267,458	
Capital	831,302.00	429,019.00	71,600	300,000	
	<u>11,197,709</u>	<u>11,168,551</u>	<u>10,712,719</u>	<u>11,206,699</u>	
Recreation Non-reverting Operating Fund					
Personal Services	375,647	404,130	481,591	461,791	0.00
Supplies	256,833	210,831	216,802	201,016	
Other Services	146,838	204,536	112,123	164,192	
Capital	88,893	29,714	45,000	112,000	
	<u>868,211</u>	<u>849,211</u>	<u>855,516</u>	<u>938,999</u>	
Special Events					
Personal Services	1,562	0	0	0	0.00
Supplies	9,240	88	3,700	6,150	
Other Services	118,007	5,319	102,000	14,050	
Other Uses	4,328	4,017	4,017	2,632	
	<u>133,137</u>	<u>9,424</u>	<u>109,717</u>	<u>22,832</u>	
Park Non-reverting Capital					
Capital	291,048	242,915	255,600	274,500	
	<u>291,048</u>	<u>242,915</u>	<u>255,600</u>	<u>274,500</u>	
TOTAL PARKS AND RECREATION	<u>12,490,105</u>	<u>12,270,101</u>	<u>11,933,552</u>	<u>12,443,030</u>	122.00

PROGRAM BUDGETS:

PARK ADMINISTRATION

Personal Services	513,020	500,643	532,969	521,938	9.00
Supplies	17,747	15,690	17,600	17,700	
Other Services	348,208	380,384	323,665	312,679	
Other Uses	24,002	27,631	27,631	28,321	
	<u>902,977</u>	<u>924,348</u>	<u>901,865</u>	<u>880,638</u>	

MARKETING / GRANTS / SPONSORSHIPS

Personal Services	161,581	169,013	161,448	177,749	3.00
Supplies	309	35	700	600	
Other Services	30,557	31,052	41,050	41,050	
	<u>192,447</u>	<u>200,100</u>	<u>203,198</u>	<u>219,399</u>	

PARK SECURITY

Personal Services	157,220	147,930	158,650	153,090	3.00
Supplies	140	0	900	900	
	<u>157,360</u>	<u>147,930</u>	<u>159,550</u>	<u>153,990</u>	

PARKS AND RECREATION DEPARTMENT
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

GENERAL PARK MAINTENANCE

Personal Services	2,473,343	2,554,194	2,485,900	2,615,750	48.00
Supplies	363,929	389,827	418,365	418,365	
Other Services	1,186,681	1,270,180	1,257,295	1,245,077	
Capital	853,398	452,867	100,600	334,000	
	<u>4,877,351</u>	<u>4,667,068</u>	<u>4,262,160</u>	<u>4,613,192</u>	

GREENHOUSE

Personal Services	168,082	151,280	170,643	181,221	4.00
Supplies	8,013	7,252	8,200	8,200	
Other Services	81,070	99,356	87,515	87,515	
	<u>257,165</u>	<u>257,888</u>	<u>266,358</u>	<u>276,936</u>	

FORESTRY

Personal Services	342,499	332,169	353,695	364,196	7.00
Supplies	18,437	6,020	14,050	14,050	
Other Services	4,934	7,909	9,710	9,710	
Capital	6,682	6,385	10,000	0	
	<u>372,552</u>	<u>352,483</u>	<u>387,455</u>	<u>387,956</u>	

PARK SAFETY

Personal Services	25,499	27,024	1,272	24,435	1.00
Supplies	2,226	6,607	3,400	3,400	
Other Services	513	116	1,200	1,200	
	<u>28,238</u>	<u>33,747</u>	<u>5,872</u>	<u>29,035</u>	

RECREATION CENTERS

Personal Services	602,650	628,604	618,356	629,913	12.00
Supplies	44,123	62,365	92,505	77,575	
Other Services	77,355	118,997	92,312	130,965	
Capital	43,254	1,306	45,000	112,000	
	<u>767,382</u>	<u>811,272</u>	<u>848,173</u>	<u>950,453</u>	

PROGRAMMING

Personal Services	364,683	362,513	361,606	288,823	2.00
Supplies	116,024	65,746	53,275	40,840	
Other Services	50,274	65,862	21,271	25,805	
	<u>530,981</u>	<u>494,121</u>	<u>436,152</u>	<u>355,468</u>	

ATHLETICS

Personal Services	360,262	385,798	481,620	515,173	2.00
Supplies	147,878	151,806	176,331	181,735	
Other Services	54,215	77,402	62,471	68,821	
Capital	65,446	29,714	0	0	
	<u>627,801</u>	<u>644,720</u>	<u>720,422</u>	<u>765,729</u>	

AQUATICS

Personal Services	229,090	222,433	225,687	228,548	1.00
Supplies	13,567	16,109	18,150	18,240	
Other Services	9,337	8,054	8,940	8,940	
	<u>251,994</u>	<u>246,596</u>	<u>252,777</u>	<u>255,728</u>	

PARKS AND RECREATION DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

SPECIAL EVENTS					
Personal Services	105,369	92,287	94,488	91,180	2.00
Supplies	32,019	19,421	15,285	17,485	
Other Services	168,937	51,802	151,359	60,492	
Capital	0	0	0	2,632	
	<u>306,325</u>	<u>163,510</u>	<u>261,132</u>	<u>171,789</u>	
POTAWATOMI ZOO OPERATIONS					
Personal Services	641,714	696,194	574,487	631,131	11.00
Supplies	203,364	244,103	215,650	230,650	
Other Services	178,217	199,418	183,551	185,804	
Capital	158,260	111,526	109,600	127,500	
	<u>1,181,555</u>	<u>1,251,241</u>	<u>1,083,288</u>	<u>1,175,085</u>	
POTAWATOMI ZOO EDUCATION SERVICES					
Personal Services	24,026	42,297	68,161	69,668	1.00
Supplies	0	93	200	200	
Other Services	2,280	2,497	6,670	6,670	
	<u>26,306</u>	<u>44,887</u>	<u>75,031</u>	<u>76,538</u>	
POTAWATOMI ZOO VETERINARY SERVICES					
Personal Services	102,891	106,939	106,643	111,800	2.00
Supplies	17,647	16,387	15,973	15,973	
Other Services	16,110	15,757	17,000	17,000	
	<u>136,648</u>	<u>139,083</u>	<u>139,616</u>	<u>144,773</u>	
POTAWATOMI ZOO MAINTENANCE					
Personal Services	95,466	60,623	122,636	126,896	2.00
Supplies	37,910	33,367	30,800	37,800	
Other Services	18,788	2,522	16,200	9,200	
	<u>152,164</u>	<u>96,512</u>	<u>169,636</u>	<u>173,896</u>	
GOLF MAINTENANCE OPERATIONS					
Personal Services	557,020	532,682	558,805	522,763	8.00
Supplies	222,058	222,934	229,950	235,950	
Other Services	106,904	122,376	141,740	144,462	
Capital	104,008	99,850	107,000	113,000	
	<u>989,990</u>	<u>977,842</u>	<u>1,037,495</u>	<u>1,016,175</u>	
GOLF PRO SHOP					
Personal Services	355,778	393,907	390,651	415,134	4.00
Supplies	227,182	249,421	202,700	226,450	
Other Services	147,908	173,419	130,021	154,666	
	<u>730,868</u>	<u>816,747</u>	<u>723,372</u>	<u>796,250</u>	
TOTAL PROGRAMS	<u>12,490,105</u>	<u>12,270,096</u>	<u>11,933,553</u>	<u>12,443,031</u>	<u>122.00</u>

PARKS & RECREATION DEPARTMENT PROGRAM: PARK ADMINISTRATION

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide customer service	All resident inquiries resolved	Residents will have their requests responded to in an accurate and timely manner.	Goals D and E	Favorable rating from survey Percentage of complaint calls Number of calls
	Rent park facilities	100 Rentals of Pinhook Pavilion rented 567 Rentals of Potawatomi Park picnic areas and shelters rented 134 Rentals of picnic shelter at Rum Village Park rented	Residents will have access to recreational facilities for public use. Residents will show a level of satisfaction when using City rental facilities. Park Department will benefit from additional revenue.	Goal C Goals C and E Goal G	Number of rentals Increased rental income Number of repeat customers
	Provide Park Board support	12 Monthly meetings arranged 12 Monthly financial information statements compiled 12 Monthly meeting minutes taken 12 Monthly Board information packets mailed	Park Board Members will be provided with accurate and timely information on which to base their decisions.	Goal E	Park Board materials mailed to members in advance of meeting Financial statements compiled for members Meeting minutes compiled for members

**PARKS & RECREATION DEPARTMENT
PROGRAM: PARK ADMINISTRATION**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Amount of budgets approved by Council	Capital: \$774,087	\$4,453,541	\$1,835,400	To be determined	As needed	
	Operating: \$10,567,979	\$11,405,042	\$11,933,552	\$11,756,530	As needed	
Number of paycheck errors	0%	0%	0%	0%	0%	
Number of Divisions that operate within budget	6	5	5	5	5	
Number of audit comments	0	0	0	0	0	
Favorable rating from survey	98%	98%	98%	98%	98%	
Percent of complaint calls	2%	2%	2%	2%	2%	
Number of calls	27,000	25,000	25,000	25,000	27,000	
Number of rentals	819	850	837	900	1,000	
Increased rental income	(\$3,200)	\$414	(\$47)	\$500	\$1,000	
Number of repeat customers	70%	70%	70%	70%	70%	
Park Board materials mailed to members in advance of meeting	12	12	12	12	12	
Financial statements compiled for members	12	12	12	12	12	
Meeting minutes compiled for members	12	12	12	12	12	

PARKS & RECREATION DEPARTMENT PROGRAM: MARKETING / GRANTS / SPONSORSHIPS

Program Purpose: Increase the Park Department's public visibility while supplementing divisional budgets with grants and sponsorships

Clients: Parks and Recreation Divisions, Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3 FTE • 2006 Budget: \$219,399 	Issue press releases	83 Press releases issued 30 Media alerts issued	Residents will be knowledgeable about Park Department services.	Goal C	Number of stories covered by the media
	Develop print media	3 Recreation guides produced	Residents will be aware of special events and recreation programs.	Goal C	Number of attendees at special events
	Write grants	10 Grants written	Park Department Divisions will have access to grant writing and production.	Goal G	Number of grants submitted
	Seek event sponsorships	500 Sponsors contacted Find new guide sponsors	Park Department Divisions will have budgets supplemented by grant funds.	Goal G	Dollar amount of grants received
	Develop special projects	Complete policy implementation	Park Department Divisions will have sponsorship funds for their special events.	Goal G	Dollar amount of sponsorships received
	Apply for non-alcoholic beverage RFP (Request for Proposal)	Beverage contract renewed one year (2006 only)	Park Department will have overall plan of action. Potential three-year agreement with one or more non-alcoholic beverage companies to provide funds to South Bend Parks & Recreation Department Marketing NR fund in exchange for an exclusivity agreement with said vendor(s).	Goal E	Implementation of Marketing Division procedures Call for request for proposal three year for 2007
	Apply for accreditation	Gather all data Accreditation process to be completed	Park Department will gain greater access to grants and programs.	Goals E and G	Certification by NRPA

**PARKS & RECREATION DEPARTMENT
PROGRAM: MARKETING / GRANTS / SPONSORSHIPS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of stories covered by the media	110	92	113	100	90
Number of attendees at special events	150,000	150,000	150,000	150,000	150,000
Number of grants submitted	7	8	6	8	10
Dollar amount of grants received	\$70,000	\$10,000	\$20,000	\$30,000	\$50,000
Dollar amount of sponsorships received	\$58,000	\$60,000	\$70,000	\$70,000	\$80,000
Implementation of Marketing Division procedures	N/A	Process underway	Department has better understanding / grasp of process	Department has better understanding / grasp of process	Clear definition of roles and policy
Call for request for proposal three year for 2007	3 year agreement \$17,000 per year	N/A	N/A	1 year extended agreement	Call for request for proposal/3 year agreement for '07
Certification by National Recreation & Parks Association (NRPA)	N/A	Application submitted and research started	Become/near NRPA	Become/near NRPA	Complete NRPA accreditation

PARKS & RECREATION DEPARTMENT

PROGRAM: PARK SECURITY

Program Purpose: To ensure that the City's parks are regularly patrolled and to ensure safe transfer of the Park Department's cash collected from operations
Clients: City Park Visitors and Park Department Divisions

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3 FTE • 4 Vehicles • 2006 Budget: \$153,990 	Patrol parks	2 - 3 Patrols daily	City park visitors will have access to regularly patrolled parks.	Goal B	Number of crime reports generated from City parks Number of complaints received from park users relating to illegal activities
	Inspect playground equipment	15 Playgrounds inspected weekly	City park visitors will have sturdy play equipment on which to play.	Goals B and C	Number of injuries reported on play equipment
	Pick up and deposit park revenues	2,946 Deposits made yearly	Park Department Divisions will have safely deposited revenue.	Goal G	Percentage of deposits made without error
	Close bathrooms	11 Bathrooms closed daily (seasonal)	City park visitors will have access to undamaged bathrooms during the day.	Goal C	Number of vandalism reported

**PARKS & RECREATION DEPARTMENT
PROGRAM: PARK SECURITY**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of crime reports generated from City parks	14	17	10	5	2
Number of complaints received from park users relating to illegal activities	6	9	5	5	2
Number of injuries reported on play equipment	0	1	0	0	0
Percentage of deposits made without error	100%	100%	100%	100%	100%
Number of vandalisms reported	34	67	58	40	10

PARKS & RECREATION DEPARTMENT PROGRAM: GENERAL PARK MAINTENANCE

Program Purpose: To maintain and develop pleasant parks and green spaces for residents and visitors while maximizing the City's investment

Clients: Residents and All Visitors Utilizing Parks and Green Spaces, Maintenance Division Employees and Other Departments within the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff 48 FTE • Marketing Department • Other City Departments • Grants • CDBG Funds • Good Neighbor/Good Neighborhood Funds • Non-Reverting Funds • 2006 Budget: \$4,613,192 	<p>Maintain parks, facilities and green spaces owned by the City</p>	<ul style="list-style-type: none"> 1 Four-diamond softball complex maintained 2 Municipal pool maintained 1 Outdoor ice rink facility maintained East Race Waterway maintained 15 Baseball diamonds maintained 22 Restroom facilities maintained 25 Miscellaneous fields maintained 69 Tennis courts maintained 76 Park properties maintained 120 Street islands maintained 1,600 Acres maintained 13,200 Acres mowed annually 	<p>Residents and visitors will have access to well-maintained parks and park facilities.</p> <p>Residents and visitors will utilize the parks and park facilities.</p> <p>Residents and visitors will have an enjoyable experience when using the parks and park facilities.</p>	<p>Goal C</p> <p>Goal C</p> <p>Goal C</p>	<p>Average number of exceptions on inspection reports</p> <p>Number of work orders processed annually</p> <p>Number of complaints received</p> <p>Percentage of capital projects completed</p>
	<p>Develop new projects</p>	<ul style="list-style-type: none"> 8 - 10 Project drafts prepared 8 Blue prints solicited 8 Permits obtained 6 Sites prepared 6 Projects completed 			

-Continued-

**PARKS & RECREATION DEPARTMENT
PROGRAM: GENERAL PARK MAINTENANCE**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain small equipment and fleet	10 Toro mowers maintained 15 Pieces of snow equipment maintained 20 Wheel horses maintained 41 Pieces of miscellaneous equipment maintained 5 Dixie choppers maintained 43 Weedeaters maintained 46 Lawnboys maintained 7 Heavy equipment maintained 23 Large equipment maintained 32 Other equipment maintained 63 Small equipment maintained	Maintenance Division employees will have access to well-maintained equipment.	Goal H	Number of fleet repairs performed
	Support other departments throughout the City	Storm damage pick up performed as needed Snow removal performed as needed Leaf pick up performed as needed Olive Road Bridge maintained	Other divisions benefit from the assistance of more equipment and staff support.	Goal E	Number of hours spent assisting other departments Number of truck hours and miles used

**PARKS & RECREATION DEPARTMENT
PROGRAM: GENERAL PARK MAINTENANCE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Average number of exceptions on inspection reports	5	4	3	3	1
Number of work orders processed annually	1,115	1,039	1,200	1,100	1,000
Number of complaints received	40	30	15	10	0
Percentage of capital projects completed	75%	70%	80%	90%	100%
Number of fleet repairs performed	893	843	812	800	800
Number of hours spent assisting other departments	1,800	Part Time: 425 Regular Hrs.: 400		1,000	800
Number of truck hours and miles used	Hours: 13,542 Miles: 569,225	11,158 482,662	11,063 466,574	10,500 450,000	10,500 450,000

PARKS & RECREATION DEPARTMENT PROGRAM: GREENHOUSE

Program Purpose: To provide residents with beautiful plantings in parks and City green space and the opportunity to enjoy seasonal shows at the greenhouse
Clients: Greenhouse Visitors, Schools, Organizations and Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 4 FTE • Marketing Department • Maintenance Support • 2006 Budget: \$276,936 	Grow plants and flowers	900 - 1,000 Plants grown 30,000 - 35,000 Flowers grown	Residents will experience seasonal plants and flower-filled parks and green spaces.	Goal C	Number of flowers produced
	Distribute plants and flowers	3 Floral displays 25,000 Flowers and plants dispersed in City parks and green spaces			Number of flowerbeds maintained in parks
	Maintain flowerbeds	20 Flowerbed sites maintained	Schools and other organizations will have the opportunity to increase knowledge of botany.	Goal C	Number of visitors
	Coordinate school groups' and educational organizations' use of facility	10 Group visits			
	Maintain Muessel Ellison and Ella Morris Conservatories facilities	3 Facilities cleaned daily 35,000 - 40,000 Plants and flowers watered daily 6 Pieces of specialized equipment maintained 200 - 300 Repairs made 35,000 - 40,000 Trimming as needed	Visitors will have access to a well-maintained facility.	Goal C	Number of visits by organizations Number of total visitors

**PARKS & RECREATION DEPARTMENT
PROGRAM: GREENHOUSE**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of flowers produced	24,000	24,000	24,000	26,500	26,500	26,500
Number of flowerbeds maintained in parks	98	98	98	100	100	100
Number of visitors	7,500	7,500	3,500	4,000	4,000	4,000
Number of visits by school groups	50	50	50	60	60	60
Number of visits by organizations	15	15	15	20	20	20
Number of total visitors	14,000	14,000	4,480	20,000	20,000	5,000

PARKS & RECREATION DEPARTMENT PROGRAM: FORESTRY

Program Purpose: To maintain trees in all park and City tree lawn areas
Clients: Residents Utilizing Parks and Green Spaces and Forestry Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • Marketing Department • Equipment • 2006 Budget: \$387,956 	<p>Maintain trees in all parks and tree lawn areas</p>	<p>346 Tree removal letters sent 288 Tree permits issued 332 Trees removed / 2,115 hours 2,637 Trees trimmed / 3,370 hours 174 Stumps removed / 119 hours 247 Hours of brush removal 864 Hours of limb pickup 476 Trees for planting / 670 hours 237 Hours of weed spraying 25 Miscellaneous fields maintained 75 Park properties maintained 85 Street islands maintained 1,550 Acres maintained 553 Miles of City tree lawn areas maintained 400 Miles of city alleys right-of-ways maintained</p>	<p>Residents will have access to parks and green spaces that have well-maintained trees and tree lawn areas.</p> <p>Residents will experience unobstructed parks and green spaces.</p>	<p>Goal C</p> <p>Goal C</p>	<p>Number of complaint calls received from the public</p> <p>Forestry-related revenue generated</p> <p>Forest revenue collected</p> <p>Number of permits issued</p> <p>Number of tree removal letters sent</p>

**PARKS & RECREATION DEPARTMENT
PROGRAM: FORESTRY**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of complaint calls received from the public	70	50	25	20	20
Forestry-related revenue generated	\$30,232	\$53,041	\$60,995	\$30,000	\$30,000
Forestry revenue collected	\$22,272	\$46,760	\$44,580	\$15,000	\$15,000
Number of permits issued	969	308	288	250	300
Number of tree removal letters sent	384	340	346	300	300

PARKS & RECREATION DEPARTMENT

PROGRAM: PARK SAFETY

Program Purpose: To provide employees and residents with a safe environment to work and play
Clients: Users of all Park Grounds and Facilities, Park Department Employees and Park Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • Maintenance Office Support Staff • Indiana Occupational Safety and Health Administration (I.O.S.H.A.) • J.W.F. (Worker's Compensation) • Park Security • Safety & Risk Management Division • 2006 Budget: \$29,035 	<p>Provide safety training</p> <hr/> <p>Enforce all health and safety issues</p>	<p>3 - 7 Safety classes provided 10 - 40 Participants</p> <hr/> <p>Violations cited as needed Violations resolved as needed</p>	<p>Park Department employees will be more knowledgeable regarding safety in the work place.</p> <p>Park Department employees will experience fewer on-the-job injuries.</p> <p>Park Department will be in compliance with Federal laws.</p>	<p>Goal H</p> <hr/> <p>Goal H</p> <hr/> <p>Goals B and H</p> <hr/> <p>Goals B and C</p>	<p>Percentage of employees in safety sensitive jobs that participate in class</p> <p>Percentage of class participants that become certified</p> <p>Number of accidents within the Park Department</p> <p>Amount spent on Worker's Compensation claims within the Park Department</p> <p>Number of Occupational Safety and Health Administration (OSHA) violations</p> <p>Number of safety issues addressed</p> <p>Number of accidents involving the public</p> <p>Number of safety park repairs completed</p> <p>Number of complaint calls received</p> <p>Number of safety inspections passed</p>
		<p>Necessary repairs performed as needed 4 Inspections performed All identified safety hazards minimized</p>	<p>Users of park grounds and facilities will experience a safe environment.</p>		

**PARKS & RECREATION DEPARTMENT
PROGRAM: PARK SAFETY**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of employees in safety sensitive jobs that participate in class	100%	98%	100%	100%	100%
Percentage of class participants that become certified	100%	80%	90%	90%	100%
Number of accidents within the Park Department	5	15	12	0	0
Amount spent on worker's compensation claims within the Park Department	\$73,105	\$23,625.75	\$17,332.75	\$18,000	0
Number of Occupational Safety and Health Administration (OSHA) violations	0	0	0	0	0
Number of safety issues addressed	23	20	10	12	All safety issues
Number of accidents involving the public	11	32	8	0	0
Number of safety park repairs completed	392	400	460	All repairs	All repairs
Number of complaint calls received	11	5	2	1	0
Number of safety inspections passed	500	502	528	All inspections	All inspections

PARKS & RECREATION DEPARTMENT PROGRAM: RECREATION CENTERS

Program Purpose: To provide age-appropriate recreational and educational activities at neighborhood and recreation centers

Clients: Residents that Participate in Center Activities

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 12 FTE • 20 to 40 Volunteers • Marketing Department • Facilities and Equipment: 2 Neighborhood Centers Rum Village Nature Center Howard Park Senior Center Various Equipment • Program Fees • 2006 Budget: \$950,453 	<p>Provide educational activities</p>	<p>75 - 95 School field trips to Nature Center 35 - 45 Migratory naturalist programs Six-week Nature Detective Camp 192 Computer classes 192 Violence prevention classes 12 - 20 Educational speakers 790 Health screens 5 Ten-week Thinking, Reliable, Understanding (TRU) Soldier sessions 12 Teen Talk/Girl Circle Sessions at Charles Black Center</p>	<p>Participants will have access to a variety of organized activities.</p> <p>Participants will have access to a positive learning experience.</p>	<p>Goal C</p> <p>Goal C</p>	<p>Number of participants in each program</p> <p>Number of different activities offered</p> <p>Percentage of participants that rate the activities as positive on evaluations</p>
	<p>Provide recreational activities</p>	<p>10 - 15 Senior recreational trips provided 10 - 20 Special events organized 110 "Open recreation" hours provided per week 6 - 10 Gym rentals scheduled per week 8 - 12 Tournaments held 8 - 12 Clinics held 4 - 6 Recreation leagues offered 10 - 12 Fitness classes offered at Charles Black Center</p>	<p>Participants will have access to a variety of structured athletic activities.</p> <p>"Seniors" participants will have opportunities to interact with other seniors.</p> <p>Participants will have a positive recreational experience.</p>	<p>Goal C</p> <p>Goal C</p> <p>Goal C</p>	<p>Number of participants in each program</p> <p>Percentage of participants that rate the activities as positive on evaluations</p>

**PARKS & RECREATION DEPARTMENT
PROGRAM: RECREATION CENTERS**

INDICATORS	BENCHMARK			2006 FORECAST		TARGET
	2003	2004	2005			
Number of participants in each program	Nature Center Field Trips: Spring: 1,400 Fall: 700	Spring: 1,648 Fall: 858	2,452	2,500	2,600	
	Migratory Naturalist Programs: 860	1,345	1,224	1,250	1,300	
	Nature Detective Camp: 86	72	62	72	75	
	Computer Classes: 5,000	* 1,000	3,000	3,000	5,000	
	Violence Prevention Classes: 6,500	* 3,000	5,000	5,000	6,000	
	Senior Recreation Trips: 200	394	610	630	650	
	Senior Open Recreation Hours: 18,042	16,960	19,045	20,000	25,000	
	Senior Special Events: 2,550	1,599	1,156	1,200	1,900	
	Senior Health & Wellness Seminars: 242	554	973	1,000	1,100	
	Senior Center: 70	80	147	90	175	
Percentage of participants that rate the activities as positive on evaluations	Seniors: 80%	85%	95%	96%	97%	
	Open Rec. Hours: 65,000	* 15,870	35,000	35,000	50,000	
Number of participants in each program	Tournaments: 3,500	* 0	500	500	500	
	Clinics: 700	* 0	12 / 360	12 / 360	12 / 360	
Percentage of participants that rate the activities as positive on evaluations	85%	90%	90%	100%	100%	

* Martin Luther King Center closed for renovation January – October.

PARKS & RECREATION DEPARTMENT PROGRAM: PROGRAMMING

Program Purpose: To provide fun and safe recreational activities for youth and families
Clients: Residents that Participate in Programs Provided

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • 3 to 140 Volunteers • Facilities and Equipment: Park Facilities School Facilities Private Facilities Universities Various Equipment • Mental Health Association Grant • Program Fees • 2006 Budget: \$355,468 	<p>Provide recreational activities experiences</p>	<p>8 Weeks Camp Awareness provided 22 Summer playground park sites staffed 39 Days of activities provided at 20 school sites 2 City-wide youth basketball leagues provided 1 Spring preschool t-ball league provided</p>	<p>Participants will have access to supervised activities. Participants are provided safe recreational sites.</p>	<p>Goal C</p>	<p>Number of participants Number of accident reports Number of participant and care givers evaluations</p>
	<p>Provide child care</p>	<p>9 - 10 Weeks Summer Kids World provided 3 One-week Holiday Camps provided</p>	<p>Participants will have access to a positive learning experience.</p>	<p>Goal C</p>	<p>Percentage of participants that rate the activities as positive</p>
	<p>Provide instructional classes</p>	<p>25 Educational classes provided 25 Creative arts classes provided 100 Athletic classes provided</p>	<p>Participants will have access to information regarding safe recreational activities for children. Participants will experience an increase in care giver/child activities.</p>	<p>Goal C</p>	<p>Number of participants Percentage of participants that rate the activities as beneficial Percentage of participants that rate the activities as enjoyable Number of evaluations</p>

**PARKS & RECREATION DEPARTMENT
PROGRAM: PROGRAMMING**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of participants	115,989	130,500	120,920	115,000	130,000
Number of accident reports	8	20	20	8	0
Number of participant and care givers evaluations	1,353	1,300	1,300	1,300	1,500
Percentage of participants that rate the activities as positive	90%	90%	90%	90%	90%
Number of participants	1,681	1,376	1,019	1,200	2,500
Percentage of participants that rate the activities as beneficial	90%	90%	90%	90%	100%
Percentage of participants that rate the activities as enjoyable	90%	90%	90%	90%	100%
Number of evaluations made	200	200	400	500	1,700

PARKS & RECREATION DEPARTMENT PROGRAM: ATHLETICS

Program Purpose: To provide age-appropriate recreational, instructional and competitive sports programs for youth and adults

Clients: Residents that Participate in Athletic Activities

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • 2 - 70 Volunteers • Marketing Department • General Maintenance Department • Facilities and Equipment: Leeper Tennis Center Table Tennis Facility Park Buildings and Grounds School Buildings and Grounds O'Brien Skate Park • Program Fees • 2006 Budget: \$765,729 	<p>Provide instructional classes</p> <p>Provide competitive sport programs</p> <p>Provide recreational activities</p> <p>Coordinate field usage</p>	<p>4 Six-week dance sessions provided 5 Six-week aerobic sessions provided 3 Six-hour hunter safety classes provided 3 Home firearm safety classes provided 4 Seven-week baseball sessions provided 3 Seven-week track and field sessions provided 10 Nine-week tennis sessions provided</p> <p>6 Track and field meets held 1 City track and field meet held 10 Softball tournaments held 3 Tennis tournaments held 1 Basketball tournament held</p> <p>8 Hours per week of open volleyball provided (seasonal) 30 Hours per week of open tennis provided (seasonal) 20 Walk-on tennis courts available 8 Tracks available for open use</p> <p>50 - 60 Fields coordinated</p>	<p>Participants will have access to demonstrations of basic skills.</p> <p>Participants will demonstrate appropriate basic skills.</p> <p>Participants will have access to structured athletic competition.</p> <p>Participants will have access to a variety of recreational activities.</p> <p>Participants will have opportunity to exercise.</p> <p>Participants will be provided with equal access to recreational facilities.</p>	<p>Goals C and D</p> <p>Goal C</p> <p>Goal C</p> <p>Goal C</p> <p>Goal C</p> <p>Goal C</p>	<p>Number of participants in each class</p> <p>Percentage of participants that meet basic skills</p> <p>Number of participants in each event</p> <p>Number of activities offered</p> <p>Number of participants</p> <p>Number of reservations taken</p>

**PARKS & RECREATION DEPARTMENT
PROGRAM: ATHLETICS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of participants in each class	Dance: 352	360	300	250	250
	Hunter Safety: 50	40	50	50	50
	Track: 200	230	456	500	500
	Tennis: 1,100	1,096	1,100	1,500	15000
Percentage of participants that meet basic skills	90%	90%	90%	100%	100%
Number of participants in each event	City Track Meet: 1,00	712	3,532	3,582	3,582
	Softball Tournament: 1,000	1,000	1,800	1,800	1,800
	Tennis Tournament: 790	1,396	1,000	1,000	1,000
Number of activities offered	8	8	9	9	9
Number of participants	Volleyball: 675	672	1,200	1,200	1,200
	Tennis: 1,627	1,494	2,376	3,000	3,000
	Track: 200	266	456	500	500
	Skate Park: 5,915	5,352	3,403	4,500	4,500
	Flag Football: 0	0	75	125	125
Number of reservations taken	3,400	3,400	3,400	5,000	5,000

**PARKS & RECREATION DEPARTMENT
PROGRAM: AQUATICS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of participants in attendance	Rafting: 8,765	8,200	5,151	7,000	8,000
	Potawatomi Pool: 10,326	8,330	10,389	10,000	9,000
	Kennedy Pool: 5,263	6,000	7,901	8,000	5,500
	Open Swimm: 720	730	730	750	750
	90%	90%	90%	100%	100%
Number of participants that reach goal	Learn to Swimm: 870	600	806	800	800
	Aqua Aerobics: 190	180	290	200	200
	Lifeguarding: 110	80	70	80	100
	Lifeguard Awareness: 75	75	70	80	100
Number of participants in attendance					

PARKS & RECREATION DEPARTMENT PROGRAM: SPECIAL EVENTS

Program Purpose: To provide recreational and leisure opportunities
Clients: Residents and Visitors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • 2 - 100 Volunteers • Marketing Department • General Maintenance Department • Facilities and Equipment: Parks and Facilities School Facilities City Facilities Private Facilities Various Equipment • Program Fees • 2006 Budget: \$171,789 	<p>Coordinate special events</p>	<p>Events coordinated: Senior Celebration and Picnic World's Largest Garage Sale 10 East Race concerts 11 Potawatomi concerts 10 Children's Arts Programs Downtown for the Holidays program Fall Family Fun Fair Daddy/Daughter Dance Mom/Son Dance Kids Triathlon</p> <p>80 Sponsorships solicited 15 - 20 Sponsorships obtained 85 Vendors solicited 20 Vendors obtained</p>	<p>Residents and visitors will have access to a variety of recreational and leisure activities.</p>	<p>Goal C</p>	<p>Number of participants per event Number of events held</p>

**PARKS & RECREATION DEPARTMENT
PROGRAM: SPECIAL EVENTS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of participants per event / Number of events held	Summer in the City: 120,000 / 1	25,000 / 1	* 2,500	0	0
	Senior Picnic: 500 / 2	361 / 1	500 / 1	500 / 1	500 / 1
	World's Largest Garage Sale: 5,000 / 1	5,000 / 1	5,000 / 1	5,000 / 1	5,000 / 1
	East Race Concerts: 600 / 14	800 / 10	800 / 10	800 / 10	800 / 10
	Potawatomi Concerts: 600 / 10	636 / 11	700 / 11	800 / 10	1,000 / 11
	Children's Arts in the Park: 75 / 10	150 / 10	100 / 10	100 / 10	100 / 10
	Downtown for the Holidays Program: 1,500 / 3	1,750 / 3	1,050 / 3	2,000 / 3	2,000 / 3
	Fall Family Fun Fair: N/A	1,500 / 1	3,000 / 1	3,000 / 1	1,000 / 1
	Daddy / Daughter Dance: 1,200 / 1	1,200 / 1	972 / 1	1,000 / 1	1,000 / 1
	Mom / Son Dance: 250 / 1	600 / 1	550 / 1	600 / 1	600 / 1
Kids Triathlon: N/A	N/A	600 / 1	600 / 1	600 / 1	

* Old Fashion Summer at Rum Village - 2005

PARKS & RECREATION DEPARTMENT

PROGRAM: POTAWATOMI ZOO - ZOO OPERATIONS

Program Purpose: To provide enrichment for the community by promoting wildlife conservation and captive propagation of threatened and endangered species as well as providing a scientific and recreational center

Clients: Residents, Zoo Visitors, Zoo Staff and Zoo

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 11 FTE • Volunteers • AZA Members • Potawatomi Zoological Society • Laws/Regulations: Federal, State and Local • 2006 Budget: \$1,175,085 	<p>Solicit outside funding</p>	<p>Grants written Sponsorships received Donations received from Potawatomi Zoological Society Other donations received</p>	<p>Zoo will receive financial support in addition to City funds for exhibits, animals and education opportunities.</p>	<p>Goals E and G</p>	<p>Number of grants written Number of grants received Dollars in sponsorships received Dollars donated from Potawatomi Zoological Society Value received in-kind donations</p>
	<p>Provide food and beverage service</p>	<p>Seasonal counter service provided</p>	<p>Visitors will receive enhanced service. Zoo will receive increased revenue.</p>	<p>Goal C Goals E and G</p>	<p>Average revenue per person at Zoo concessions Total revenue from Zoo concessions Amount of profit from Zoo concessions</p>
	<p>Maintain zoo exhibits</p>	<p>All exhibits cleaned daily All animals fed and observed daily Exhibits renovated Exhibits constructed</p>	<p>Residents will have access to well-maintained exhibits and a variety of animals.</p>	<p>Goal C</p>	<p>Percentage of full exhibits Number of animals Number of species</p>

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**PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO OPERATIONS**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Cooperate with other Association of Zoos and Aquariums (AZA) institutions</p>	<p>Wildlife conservation programs promoted Related exhibit signs produced Taxon Advisory Group (TAG) breeding programs supported Species Survival Plan (SSP) species represented SSP-related educational efforts produced</p>	<p>Visitors will observe zoo support of conservation and research. Visitors and zoo staff will have access to opportunities for exhibit and work with endangered and rare animals. Visitors will have information on endangered animals.</p>	<p>Goal C Goal C Goal C</p>	<p>Number of conservation programs contributed to Number of research programs initiated Number of research programs completed Number of TAG breeding programs supported Number of animal births Number of SSP animals and species displayed Number of SSP educational signs</p>
	<p>Provide special events</p>	<p>1 Earth Day provided 1 ZooBoo provided 1 Zoofari provided</p>	<p>Residents will have access to special events on zoo grounds. Residents will have access to zoo knowledge and programs through these events.</p>	<p>Goals A, C and G Goals A, C and G</p>	<p>Number of events held Number of participants per event</p>

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**PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO OPERATIONS**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Operate gift shop	\$70,000 in merchandise ordered \$110,000 in merchandise sold 450 Item types offered	Visitors will have access to a variety of zoo-related merchandise on site. Zoo will have increased financial support.	Goal C Goal C	Amount of sales revenue for gift shop Sales per visitor at gift shop
	Provide staff training	In-house training programs provided 22 Off-site training programs attended	Zoo staff will have access to job-related information and skills.	Goal H	Number of in-house training programs Number of staff trained in CPR Number of staff trained in first aid Percentage of zoo staff participating
	Develop safety policies	1 Manual of emergency and animal safety plans written	Zoo staff will have access to knowledge on how to handle animal and facility emergencies.	Goals B and H	Written emergency plans, contingency plans and animal safety plans, procedures and policies in place
	Provide first aid	1 Staff first-aid station provided 1 Public first-aid station provided 2 First-aid responder kits available for staff use 1 First-aid emergency protocol established 1 AED Defibrillator unit provided	Visitors and zoo staff will have access to first aid and timely emergency response while on zoo grounds.	Goal B	Number of first aid stations provided Number of first aid responder kits provided Written protocols for first aid and emergency medical response

**PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO OPERATIONS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of grants written	2	4	8	8	8
Number of grants received	1	4	1	2	2
Dollars in sponsorships received	\$6,000	\$67,000	\$55,000	\$50,000	\$50,000
Dollars donated from Potawatomi Zoological Society	\$150,000	\$420,000	\$125,000	\$150,000	\$150,000
Value received in-kind donations	\$5,000	\$5,000	\$2,500	\$5,000	\$5,000
Average revenue per person at Zoo concessions	\$.55	\$.70	\$1.08	\$1.00	\$1.00
Total revenue from Zoo concessions	\$95,000	\$132,662	\$129,000	\$150,000	\$150,000
Amount of profit from Zoo concessions	\$40,000	\$45,000	\$30,900	\$40,000	\$40,000
Percentage of full exhibits	95%	95%	95%	100% (All)	100% (All)
Number of animals	450	450	450	450	450
Number of species	140	145	145	145	145
Number of conservation programs contributed to	4	6	8	6	6
Number of research programs initiated	2	2	2	2	2
Number of research programs completed	2	3	2	2	2
Number of TAG breeding programs supported	18	18	18	14	14
Number of animal births	7	N/A	N/A	N/A	N/A

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PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO OPERATIONS
(Continued)

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of SSP animals and species displayed	18	17	17	18	18	18
Number of SSP educational signs	18	17	17	18	18	18
Number of events held	5	4	3	3	3	3
Number of participants per event	ZooBoo: 3,000	3,500	3,500-10,000	4,000	4,000	4,000
Amount of sales revenue for gift shop	\$115,000	\$120,000	\$157,335	\$150,000	\$150,000	\$150,000
Sales per visitor at gift shop	\$.65	\$.80	\$1.32	\$1.30	\$1.30	\$1.30
Number of in-house training programs	4	4	2	3	3	3
Number of staff trained in CPR	6	8	8	8	8	8
Number of staff trained in first aid	6	8	8	8	8	8
Percentage of zoo staff participating	30%	50%	50%	60%	60%	60%
Written emergency plans, contingency plans and animal safety plans, procedures and policies in place	2	3	3	4	4	4
Number of first aid stations provided	2	2	2	2	2	2
Number of first aid responder kits provided	3	3	5	5	5	5
Written protocols for first aid and emergency medical response	1	1	1	1	1	1

PARKS & RECREATION DEPARTMENT PROGRAM: POTAWATOMI ZOO - EDUCATION SERVICES

Program Purpose: To provide public education to all audiences about the zoo and the natural world
Clients: Residents, Education Program Participants, Interns, Zoo Society Members and Zoo

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • External Providers: Volunteers • Donated Funds and Materials • Equipment • Facilities • 2006 Budget: \$76,538 	<p>Provide educational programs</p> <p>Coordinate special events</p> <p>Provide career assistance</p>	<p>13 Zoo camp sessions provided 140 On-site programs provided 15 Off-Site programs provided 10 Nursing home visits provided 10 Scout programs provided 10 Flashlight safaris provided</p> <p>2 Zoo Snooze coordinated 1 Zoo Stampede, 1K and 2K Fun Run coordinated 1 Walk on the Wildside race coordinated 2 Volunteer Christmas and appreciation party coordinated</p> <p>6 Career presentations made 3 Individual career counseling sessions held 10 One-on-one counseling provided 6 Student internships provided</p>	<p>Participants will have access to knowledge of zoo and wildlife.</p> <p>Participants will have access to unique opportunities in which to experience animals and zoos in a relaxed and fun environment.</p> <p>Participants will have access to knowledge of careers in zoo. Interns will have access to knowledge of zoo operations and purpose.</p>	<p>Goal C</p> <p>Goal C</p> <p>Goal C</p> <p>Goal C</p>	<p>Number of on-site programs Number of off-site programs</p> <p>Number of two-day, weekend trips to other animal facilities Number of volunteer Christmas and appreciation parties</p> <p>Number of career presentations Number of participants in career presentations Number of individual career counseling sessions</p>

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**PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - EDUCATION SERVICES**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Solicit funding	3 Grants received \$3,000 cash or in-kind donations received 6 Sponsorships received \$12,000 received from Key Bank 6,000/\$8,500 "Keys" sold	Zoo will have additional financial support. Participants will have access to quality and affordable programs.	Goals C and E Goals C and E	Number of keys sold and dollar amount generated through "Key Box" program
	Market programs	15 Press releases issued 30 Education program booklets sent 3 Television spots secured 5 Newspaper articles written 4 Radio show spots secured 4 "Uproar" newsletters produced	Residents and Zoo Society members will have access to information about the zoo, animals and education programs.	Goal C	Number of press releases Number of education program booklets sent Number of television spots Number of articles Number of radio spots Number of newsletters distributed
	Maintain educational interpretives	30 Informational signs produced 15 Directional signs produced 40 Exhibit interpretives, including 5 public interpretives, updated 17 Educational "Key" boxes maintained	Visitors will have access to knowledge about all animals exhibited at zoo.	Goal C	Number of informational signs Number of exhibit interpretives, including number of public interactives.

**PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - EDUCATION SERVICES**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	* 2003	** 2004	2005		
Number of on-site programs	110	100	215	500	500
Number of off-site programs	40	40	60	60	60
Number of two-day, weekend trips to other animal facilities	1	2	0	1	1
Number of volunteer Christmas and appreciation parties	1	1	1	1	1
Number of career presentations	6	10	6	10	10
Number of participants in career presentations	125	200	180	200	200
Number of individual career counseling sessions	4	6	10	10	10
Number of keys sold and dollar amount generated through "Key Box" program	2,000/\$4,000	2,000/\$4,000	*** 0	2,000/\$4,000	2,000/\$4,000

* No education curator since 7/03.

** Projected new education curator. Forecasted numbers are lower for first year of position.

*** System in repair.

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PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - EDUCATION SERVICES

(Continued)

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of press releases	30	15	4	6	6
Number of education program booklets sent	0	20	* 4	4	4
Number of television spots	100	15	12	10	10
Number of articles	20	20	6	8	8
Number of radio spots	50	20	9	8	8
Number of newsletters distributed	4	4	7,500	1,420	1,420
Number of informational signs	20	20	20	25+	25+
Number of exhibit interpretives, including number of public interactives	20	15	15	20	20

* Now included in newsletter (3,700 each mailing).

PARKS & RECREATION DEPARTMENT

PROGRAM: POTAWATOMI ZOO - VETERINARY SERVICES

Program Purpose: To maintain animal and staff health, animal records and animal collection
Clients: Zoo Visitors, Zoo Staff, Zoo and Park Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • External Providers: Volunteers Interns Animal and Human Physicians • Laws/Regulations: Federal, State and Local • Equipment • Facilities • 2006 Budget: \$144,773 	<p>Maintain zoo animals</p>	<p>1 Physical exam per animal performed as needed 1 Fecal exam per animal performed Emergency care provided as needed Dead animals are necropsied as needed</p>	<p>Visitors will have access to healthy animals.</p>	<p>Goals C and E</p>	<p>Number of annual physical exams per animal (as needed) Number of annual fecal exams per animal Percentage of animals receiving emergency care as needed Percentage of dead animals necropsied</p>
	<p>Maintain operational inventory Maintain equipment</p>	<p>Inventory maintained as needed Veterinary equipment maintained as needed Animal escape equipment maintained as needed</p>	<p>Zoo staff will have access to inventory in order to perform daily function. Zoo staff will have access to well-maintained equipment.</p>	<p>Goal H Goal B</p>	<p>Percentage of inventory/equipment functional daily</p>
	<p>Maintain zoonotic disease prevention program</p>	<p>1 TB test on all animal-related staff provided Staff vaccinations provided as needed</p>	<p>Zoo staff will have access to zoonotic disease prevention and screening.</p>	<p>Goal H</p>	<p>Percentage of staff receiving appropriate preventative health measures</p>

-Continued-

**PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - VETERINARY SERVICES**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain computer records	Animal Record Keeping System (ARKS) records maintained as needed MedARKS (medical) records maintained as needed	Zoo staff will have access to current animal records.	Goal H	Percentage of animal records current
	Maintain USDA standards	2 Yearly USDA inspections passed	Visitors and zoo staff will have access to mammals kept at optimal standards.	Goals C and H	Number of yearly USDA inspections passed
	Maintain permanent animal identification system	Animal collection permanently identified as needed	Zoo staff will have access to knowledge of individual animals.	Goal H	Percentage of animal collection permanently identified
	Direct Safety Team	4 Safety Team meetings 1 Safety manual developed	Zoo staff and visitors will have access to safe environment at zoo.	Goals B and H	Number of Safety Team meetings
	Solicit funding	\$5,000 in equipment and supplies donated \$5,000 worth of service donated by medical personnel (veterinarians, human doctors, dentists)	Zoo and Park Department will have access to financial support in addition to City funds for veterinarian services.	Goals E and G	Dollar amounts of equipment and supplies donated Dollar amount of service donated by medical personnel (veterinarians, human doctors, dentists)

**PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - VETERINARY SERVICES**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of annual physical exams per animal (as needed)	0.85	0.9	.50 - 75	.75	.75
Number of annual fecal exams per animal	2	2	2	2	2
Percentage of animals receiving emergency care as needed	100%	100%	100%	100%	100%
Percentage of dead animals necropsied	99%	100%	100%	100%	100%
Percentage of inventory/equipment functional daily	99%	100%	95%	100%	100%
Percentage of staff receiving appropriate preventative health measures	100%	100%	100%	100%	100%
Percentage of animal records current	99%	100%	100%	100%	100%
Number of yearly USDA inspections passed	1	1	1	1	1
Percentage of animal collection permanently identified	97%	97%	100%	100%	100%
Number of Safety Team meetings	4	4	4	4	4
Dollar amounts of equipment and supplies donated	\$150,000	\$10,000	\$11,000	\$10,000	\$10,000
Dollar amount of service donated by medical personnel (veterinarians, human doctors, dentists)	\$15,000	\$7,000	\$4,000	\$5,000	\$5,000

PARKS & RECREATION DEPARTMENT

PROGRAM: POTAWATOMI ZOO - ZOO MAINTENANCE

Program Purpose: To keep all zoo facilities and equipment safe, operational and clean; plan and construct new buildings and exhibits

Clients: Zoo Visitors, Zoo Staff and Park Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • External Providers: Indiana Department of Corrections Volunteers Trades Apprentices • Laws/Regulations: Federal, State and Local • Equipment • Vehicles and Tools • Facilities • 2006 Budget: \$173,896 	Construct and renovate exhibits	1 Major exhibits constructed/renovated 4 Minor exhibits constructed/renovated	Visitors will have access to updated and new facilities.	Goals B, C and H	Number of major exhibits constructed Number of minor exhibits renovated
	Maintain zoo grounds and public buildings	20 Acres mowed as needed 4 Restrooms maintained as needed 19 Buildings maintained as needed	Visitors will have access to well-maintained grounds and buildings.	Goal C	Percentage of grounds cleaned daily
	Maintain zoo equipment	6 Mowers maintained as needed 50 Animal security devices maintained as needed	Zoo staff will have access to well-maintained equipment.	Goals C and H	Percentage of equipment functioning Percentage of animal security devices operating
	Solicit in-kind donations	\$1,000 in equipment donated \$1,000 in materials donated \$5,000 in plants/supplies donated	Zoo and Park Department will have access to in-kind support in addition to City funds for grounds and maintenance.	Goals E and G	Dollar value of donated equipment/services Dollar value of donated materials Dollar value of donated plants and supplies

**PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO MAINTENANCE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of major exhibits constructed	0	0	1	1	1
Number of minor exhibits renovated	3	2	4	2	2
Percentage of grounds cleaned daily	100%	100%	100%	100%	100%
Percentage of equipment functioning	80%	90%	90%	95%	95%
Percentage of animal security devices operating	100%	100%	100%	100%	100%
Dollar value of donated equipment/services	\$3,000	\$3,000	\$9,000	\$5,000	\$5,000
Dollar value of donated materials	\$3,500	\$3,000	\$2,000	\$1,000	\$1,000
Dollar value of donated plants and supplies	\$2,000	\$2,000	\$300	\$600	\$600

PARKS & RECREATION DEPARTMENT PROGRAM: GOLF MAINTENANCE OPERATIONS

Program Purpose: To provide the golfers with well-maintained golf courses and facilities

Clients: Residents and Visitors that Utilize the Golf Course Facilities and Golf Division Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 8 FTE • General Maintenance Department • 2006 Budget: \$1,016,175 	Maintain 3 Golf Courses	5 Greens cuttings per week 2 Tees, fairways and roughs cuttings per week Courses watered (by irrigation or rainfall) 3 times per week Each course aerated and topdressed once a year 5 Fertilizer/chemical applications annually Additional chemical applied as needed 3 Irrigation systems maintained and repaired as needed	Golfers will have access to well-maintained courses.	Goal C	Average maintenance rating from customer survey Number of rounds played
	Maintain buildings	6 Buildings maintained and repaired as needed Ongoing building review	Golfers will have access to well-maintained facilities.	Goals C and H	Percentage of necessary repairs completed
	Maintain maintenance equipment	108 Pieces of maintenance equipment maintained and repaired as needed Ongoing equipment review	Golf Division employees will have well-maintained equipment to perform duties. Golfers will have well-maintained courses on which to play.	Goal H Goal C	Average length of time equipment remains in use Number of repairs
	Maintain golf carts	110 Golf carts maintained and repaired as needed	Golfers will have access to well-maintained golf carts.	Goal C	Percentage of cart rentals to rounds played

**PARKS & RECREATION DEPARTMENT
PROGRAM: GOLF MAINTENANCE OPERATIONS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Average maintenance rating from customer survey	93%	93%	93%	94%	95%
Number of rounds played	94,324	90,714	91,117	94,000	100,000
Percentage of necessary repairs completed	94%	95%	94%	95%	100%
Average length of time equipment remains in use	5.5 Years	5.5 Years	5.5 Years	5 Years	4 Years
Number of repairs	630	618	598	575	All repairs that are needed
Percentage of cart rentals to rounds played	47%	48%	51%	53%	54%

PARKS & RECREATION DEPARTMENT

PROGRAM: GOLF PRO SHOP

Program Purpose: To provide golfers with access to a quality golf experience
Clients: Residents and Visitors that Utilize the Golf Course Facilities

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS	
<ul style="list-style-type: none"> • Staff: 4 FTE • Marketing Department • Outside Agencies • Volunteers • Corporate Support • Program Fees • 2006 Budget: \$796,250 	Provide special events	25 Participating golf leagues provided 25 Golf outings booked 15 Golf tournaments scheduled	Golfers will have access to organized recreational activities.	Goal C	Number of league players Number of outings hosted Number of tournaments hosted	
	Monitor speed of play	Speed of play monitored on an ongoing basis	Golfers will experience efficient, well-managed play.	Goal C	Average speed of play	
	Enforce rules and regulations	Rules and regulations enforced as needed				Percentage of golfers that rate their experience as average or above
	Provide customer service	Customer questions are answered on a daily basis Conflicts are resolved as they arise Staff orientation as needed	Golfers will have access to a customer responsive pro shop.	Goal C	Percentage of golfers that rate pro shop as average or above Number of rounds played	
	Staff golf pro shops	All daily fees collected All tee times taken 200 Season passes sold Golf carts rented as needed	Golfers will have access to golf merchandise on premises.	Goal C	Mid-season inventory level	
	Offer golf merchandise	\$90,000 in merchandise ordered \$120,000 in merchandise sales	Golfers will receive reasonably priced food and beverage service.	Goal C	Average concessions revenue per round Total concessions revenue per location	
	Provide food and beverage service	Counter service and beverage cart service provided				

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**PARKS & RECREATION DEPARTMENT
PROGRAM: GOLF PRO SHOP**

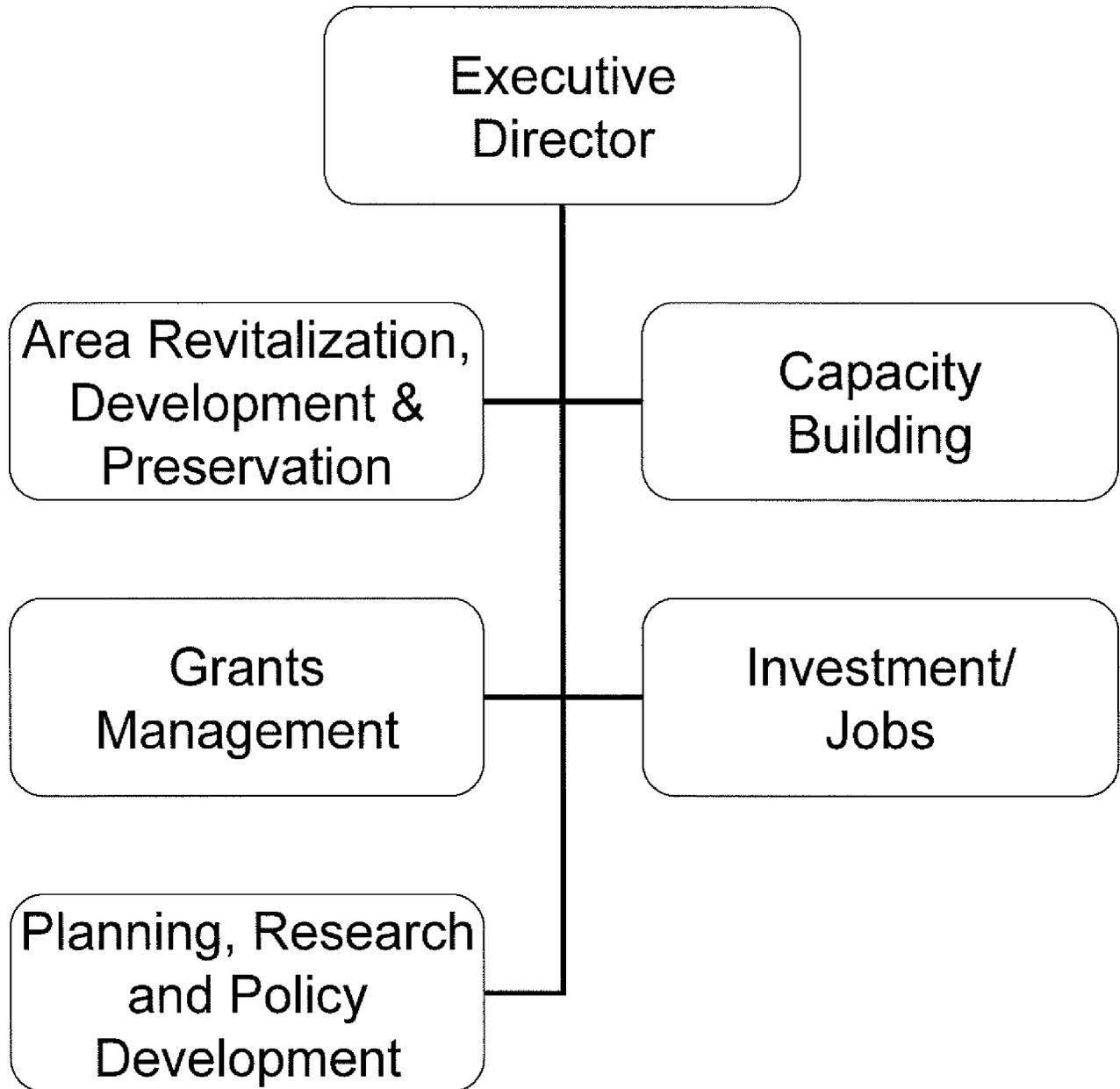
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INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide golf instruction	2 Golf clinics held 8 Junior League days provided	Participants will have access to golf knowledge. Participants will have an opportunity to increase skills. Participants will increase awareness of City facilities.	Goal C Goal C Goal C	Number of clinic participants Number of Junior League participants
	Provide a Junior Tour	8 Junior Tour tournaments provided	Participants will experience tournament golf. Participants will have opportunities to play on private courses.	Goal C Goal C	Number of Junior Tour participants Number of Junior Tour tournaments

**PARKS & RECREATION DEPARTMENT
PROGRAM: GOLF PRO SHOP**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of league players	509	500	533	535	540
Number of outings hosted	36	32	33	32	32
Number of tournaments hosted	18	18	17	18	18
Average speed of play	4 hr. 2 min.	4 hr. 0min.	4 hr. 0min.	4 hr. 0 min.	4 hr. 0 min.
Percentage of golfers that rate their experience as average or above	87%	88%	91%	93%	95%
Percentage of golfers that rate pro shop as average or above	88%	90%	90%	93%	95%
Number of rounds played	94,324	90,714	91,117	94,000	100,000
Mid-season inventory level	\$48,000	\$46,000	\$46,000	\$45,000	\$45,000
Number of clinic participants	327	325	298	310	325
Number of Junior League participants	287	290	287	290	300
Number of Junior Tour participants	182	190	189	190	200
Number of Junior Tour tournaments	9	9	8	8	89
Average concessions revenue per round played	Erskine: \$1.94 Elbel: \$303	\$1.99 \$3.18	\$2.06 \$3.32	\$2.20 \$3.50	\$2.50 \$3.75
Total concessions revenue per location	Erskine: \$74,276 Elbel: \$118,705	\$75,576 \$113,259	\$74,268 \$118,833	\$80,000 \$125,000	\$90,000 \$130,000

COMMUNITY & ECONOMIC DEVELOPMENT



COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
SPECIAL REVENUE FUND:					
Community & Economic Development -					
Administrative Costs					
Personal Services	2,089,157	2,077,920	2,383,154	2,432,186	42.00
Supplies	37,432	37,130	39,925	39,450	
Other Services	257,059	237,455	305,971	285,492	
Other Uses	13,475	23,616	23,616	23,114	
TOTAL COMM & ECONOMIC DEV	2,397,123	2,376,121	2,752,666	2,780,242	42.00

PROGRAM BUDGETS:

AREA REVITALIZATION, DEVELOPMENT AND PRESERVATION

Personal Services	1,175,151	1,209,456	1,272,322	1,325,251	21.66
Supplies	21,056	21,942	21,174	21,301	
Other Services	144,596	146,334	171,513	162,248	
Other Uses	7,580	14,771	12,830	12,856	
	1,348,383	1,392,503	1,477,839	1,521,656	

CAPACITY BUILDING

Personal Services	86,491	82,274	103,596	104,403	1.63
Supplies	1,550	1,475	1,594	1,589	
Other Services	10,642	12,477	16,171	15,306	
Other Uses	558	1,016	1,037	1,016	
	99,241	97,242	122,398	122,314	

GRANTS MANAGEMENT

Personal Services	268,457	265,931	291,537	303,203	5.66
Supplies	4,810	3,763	4,221	4,069	
Other Services	33,032	20,726	30,278	27,658	
Other Uses	1,732	285	840	791	
	308,031	290,705	326,876	335,721	

INVESTMENT / JOBS

Personal Services	365,811	325,677	458,737	441,470	8.63
Supplies	6,554	6,468	9,253	8,817	
Other Services	45,011	28,701	50,996	45,246	
Other Uses	2,359	5,166	6,471	6,064	
	419,735	366,012	525,457	501,597	

PLANNING, RESEARCH AND POLICY DEVELOPMENT

Personal Services	193,247	194,583	256,960	257,858	4.42
Supplies	3,462	3,481	3,684	3,674	
Other Services	23,778	29,216	37,013	35,033	
Other Uses	1,246	2,378	2,437	2,387	
	221,733	229,658	300,094	298,952	

TOTAL PROGRAMS	2,397,123	2,376,120	2,752,664	2,780,240	42.00
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COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT PROGRAM: AREA REVITALIZATION, DEVELOPMENT AND PRESERVATION

Program Purpose: To create and increase opportunities for private investment and reinvestment in targeted areas by using public investment and actions

Clients: Developers, Target Area Residents, Businesses and Institutions

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 21.66 FTE • Redevelopment Commission / Redevelopment Authority • Laws/Regulations: Federal, State and Local • Other City Departments • Neighborhood and Business Organizations • Development Incentives • Federal, State, Local Resources • Non-Profit Boards • 2006 Budget: \$1,521,656 	<p>Plan for target areas Develop private/public partnerships Develop community support Develop programs Develop resources</p> <p>Acquire property Relocate residents/businesses Demolish structures Assemble land Negotiate sale of property Sell land</p> <p>Coordinate public improvements Manage contracts Market areas/properties</p>	<p>All target area plans produced as needed All resource proposals written as needed All programs created as needed All presentations made as needed</p> <p>47 Parcels acquired 13 Structures demolished 5 Relocations completed 11 Sites assembled 43.5 Acres sold</p> <p>15,911 Lineal Ft. of curb constructed 8,751 Sq. Yds. of sidewalk constructed 10 Buildings rehabbed</p>	<p>Target area residents, businesses, institutions and developers will have the opportunity to actively participate in planning discussions/decisions.</p> <p>Existing businesses, residents and institutions will remain in target areas.</p> <p>Existing businesses, residents, institutions and developers will reinvest in target areas.</p> <p>Businesses, residents, institutions and developers will relocate to target areas.</p> <p>New businesses, residents, institutions and developers will invest in target areas.</p> <p>Residents, businesses, institutions and developers will become less dependent upon public investment and subsidies in targeted areas.</p>	<p>Goals D and E</p> <p>Goal A</p> <p>Goals A and F</p> <p>Goal A</p> <p>Goals A and F</p> <p>Goal A</p>	<p>Amount of net assessed value increased</p> <p>Number of acres of vacant land developed</p> <p>Occupancy rate in downtown office space</p> <p>Amount of new private investment</p> <p>Number of start-up businesses</p>

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**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: AREA REVITALIZATION, DEVELOPMENT AND PRESERVATION**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Manage application process Inspect units Close loans Develop financing packages Provide certifications	39 Mortgages financed All applications processed 100 Inspections performed 1,500 Volunteers recruited	Customers will have an opportunity to become a home buyer. Customers will have access to safe and decent housing. Financial institutions will have an opportunity to serve low/moderate home buyers. Homeowners will take advantage of opportunities to make repairs and improvements to their properties. Tenants will have access to decent, safe housing.	Goals A and C Goal C Goals A and C Goal C	Number of low to moderate income home buyers Number of homes rehabilitated
	Manage rental properties	62 Rental units managed	Tenants will have access to decent, safe housing.	Goal C	Occupancy rate of rental properties
	Manage tax abatement program	All applications processed	Homeowners will have access to increased resources to improve their financial condition. Homeowners will improve their financial condition.	Goals A and C Goals A and C	Number of new housing units for which tax abatement is approved

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: AREA REVITALIZATION, DEVELOPMENT AND PRESERVATION**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Amount of net assessed value increased	28 M	46M	60M	10M	25 M	
Number of acres of vacant land developed	18.35	40	0	40	60	
Occupancy rate in downtown office space	Class A: 87%	91%	89%	90%	96%	
	Class B: 79%	83%	83%	85%	95%	
Amount of new private investment	65 M	36M	89M	30M	50 M	
Number of start-up businesses	6	3	8	5	10	
Number of low to moderate income home buyers	19	14	17	35	100	
Number of homes rehabilitated	139	50	103	104	200	
Occupancy rate of rental properties	80%	84.31%	89%	85%	95%	
Number of new housing units for which tax abatement is approved	304	148	330	50	100	

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT PROGRAM: CAPACITY BUILDING

Program Purpose: To provide opportunities that address obstacles impeding individual and organizational self-sufficiency

Clients: Enterprise Zone Residents, Neighborhood Organizations, Future Homebuyers, Individuals with Credit Issues and Business Organizations (Participants), Target Area Residents, Neighborhood Partnership Center (NPC) Service Area Residents, Commercial Corridor Organizations

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1.63 FTE • Laws/Regulations: Federal, State and Local • Federal/State Funding Sources • Non-Profit Boards • External Providers: Banks and Social Services Agencies • 2006 Budget: \$122,314 	<p>Verify eligibility for child care, educational and/or transportation subsidies</p>	<p>100 Subsidies provided \$80,000 of Subsidies provided</p>	<p>Enterprise Zone residents will be better positioned to take advantage of employment and/or training opportunities. Enterprise Zone residents will take advantage of educational and/or training opportunities.</p>	<p>Goals A and C Goal C</p>	<p>Number of zone residents pursuing education Number of zone residents in on-the-job training Number of zone residents placed in jobs Number of ZREP clients gaining assets</p>
	<p>Provide financial/credit counseling Provide educational information</p>	<p>380 Financial counseling sessions held 2 Financial counseling workshops held</p>	<p>Participants will receive information that better position them to improve their financial condition. Participants will increase their assets. Participants will stabilize their financial status.</p>	<p>Goal C Goals A and C Goals A and C</p>	<p>Number of people attending counseling sessions Number of down payment stipends provided</p>
	<p>Provide home-ownership training Provide post-purchase training Provide tenant training Remediate potential foreclosures</p>	<p>12 Tenant training classes held 10 Home-ownership training sessions held 12 Post-purchase training classes held 2 Homebuyer workshops held</p>	<p>Participants will have access to information that better position them to become homeowners. Participants will increase their knowledge of the financial requirement of home ownership. Participants will become homeowners. Participants will experience a reduced chance of losing their homes to foreclosures.</p>	<p>Goal C Goal C Goals A and C Goal C</p>	

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: CAPACITY BUILDING**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of zone residents pursuing education	34	16	6	6	35
Number of zone residents in on-the-job training	42	11	9	7	60
Number of zone residents placed in jobs	29	37	52	30	150
Number of ZREP clients gaining assets	9	10	0	5	28
Number of people attending counseling sessions	315	292	248	380	50
Number of down payment stipends provided	22	15	18	100	100

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT PROGRAM: GRANTS MANAGEMENT

Program Purpose: To provide the process and monitoring required to assure compliance with all funding sources and effective, efficient use of these public resources

Clients: Non-Profit Boards and Potential Grant Recipients

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 5.66 FTE • Laws/Regulations: Federal, State and Local • Non-Profit Boards • Federal, State and Local Funding Sources/Agencies • Committee Volunteers • 2006 Budget: \$335,721 	<p>Design program guidelines Provide information Market program</p>	<p>All programs designed as needed 20 Meetings held 4 Mailings sent 3 Presentations provided 16 Site visits</p>	<p>Non-profit boards will receive information to facilitate program decisions. Potential grant recipients will have increased knowledge of grant funds available. Potential grant recipients will understand grant process. Potential grant recipients will submit applications that are successfully funded.</p>	<p>Goal E Goal C Goal C Goal C</p>	<p>Percent of allocated dollars expended Percent of grants meeting contract objectives</p>
	<p>Process applications Recommend grant awards Foster public participation in grant process Facilitate decisions Coordinate volunteer services</p>	<p>All applications processed 1,071 Grant awards recommended 771 Grant awards approved 18 Agency contracts executed</p>	<p>Non-profit boards/volunteer review committees will award specific grant dollars to chosen applicants.</p>	<p>Goals C and E</p>	

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**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: GRANTS MANAGEMENT**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Negotiate grant agreements Monitor grant agreements for compliance</p>	<p>475 Grant agreements negotiated and monitored All compliance reports submitted as required</p>	<p>Grant recipients will understand contractual obligations. Grant recipients will manage grants to improve their organization, neighborhood and/or community through documented activities and outputs. Grant recipients will comply with grant agreements.</p>	<p>Goals E Goals C and F Goal C</p>	<p>Number of audit findings due to grant recipients who did not follow contractual obligations</p>

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: GRANTS MANAGEMENT**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percent of allocated dollars expended	50%	62%	58%	65%	85%	
Percent of grants meeting contract objectives	70%	83%	70%	82%	95%	
Number of audit findings due to grant recipients who did not follow contractual obligations	0	0	0	0	0	

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT PROGRAM: INVESTMENT AND JOB RETENTION / CREATION

Program Purpose: To provide investment, employment and growth opportunities to existing and new businesses

Clients: Developers who buy land from Redevelopment, Realtors, Non-Profit Boards, Redevelopment Commission, Sample Street Business Complex Tenants, Loan Recipients, Tax Abatement Recipients, Trustees, Bondholders, Economic Development Commission

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 8.63 FTE • Laws/Regulations: Federal, State and Local • Non-Profit Boards • 2006 Budget: \$501,597 	<p>Market programs Process program applications</p> <p>Service loans Coordinate development process Acquire land Relocate residences/businesses Sell/convey land Manage environmental processes</p>	<p>5 Presentations provided Material created/distributed as needed All applications processed 30 Loans originated All annual reports completed \$600,000 Collected from Urban Enterprise Association Program</p> <p>All payments processed when collected All outstanding loans serviced 8 Parcels acquired 5,000 Lineal feet of infrastructure improvements completed</p>	<p>Clients will be better informed through increased awareness of programs.</p> <p>Businesses/developers will realize additional funds.</p> <p>Businesses/developers will reinvest in their businesses.</p> <p>Non-profit boards will receive loan revolving funds for reinvestment.</p> <p>Businesses/developers will be better positioned to invest.</p> <p>Businesses/developers will have access to environmentally viable investment opportunities.</p> <p>Redevelopment Commission will achieve highest and best use of land in accordance with plans.</p> <p>Developers will comply with plans.</p> <p>Redevelopment Commission will realize improved quality of development.</p>	<p>Goals D and E</p> <p>Goal A</p> <p>Goal A</p> <p>Goal A</p> <p>Goal A</p> <p>Goals A and F</p> <p>Goals A and F</p> <p>Goals A and F</p> <p>Goals A and F</p>	<p>Amount of private funds invested</p> <p>Increase in assessed value</p> <p>Number of jobs created/retained</p>

-Continued-

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: INVESTMENT AND JOB RETENTION / CREATION**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Manage property Negotiate contracts Provide technical assistance	All tenant services provided	Sample Street Business Complex tenants will increase their knowledge of "best" business practices. Sample Street Business Complex tenants will maintain and grow their businesses.	Goal A Goal A	Percentage of current and former tenants in Sample Street Business Complex still operating after five years

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: INVESTMENT AND JOB RETENTION / CREATION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Amount of private funds invested	60 M	51 M	5 M	20 M	50 M
Increase in assessed value	40 M	32 M	3 M	13 M	30 M
Number of jobs created/retained	1,108	150	142	175	500
Percentage of current and former tenants in Sample Street Business Complex still operating after five years	64%	64%	65%	70%	85%

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT PROGRAM: PLANNING, RESEARCH & POLICY DEVELOPMENT

Program Purpose: To assist community and government leaders by addressing physical and social decay, incompatible land uses, inefficient traffic circulation, low public participation, decline in population, static tax base, insufficient land for development and lack of infrastructure

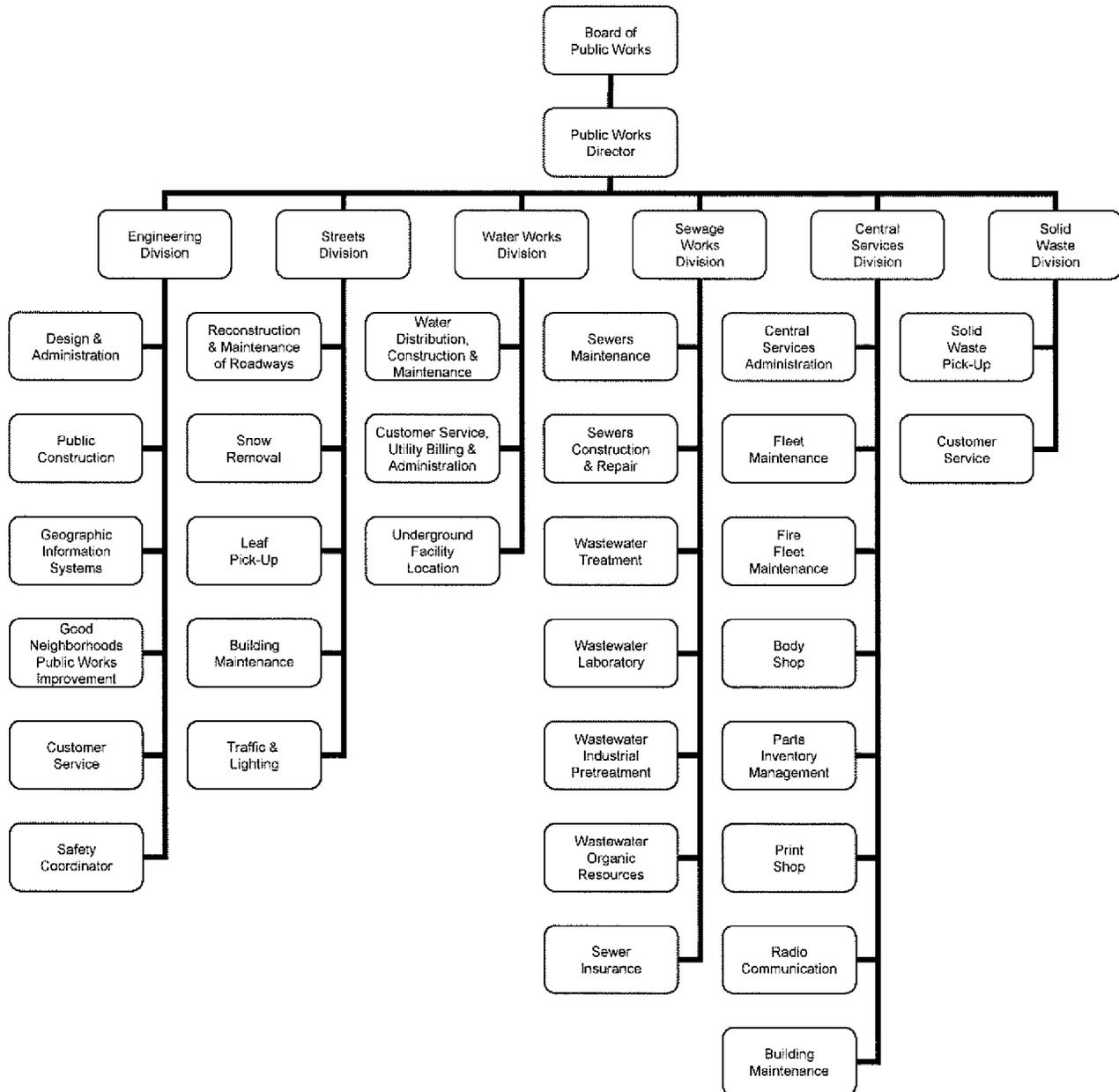
Clients: Neighborhoods, Business Organizations, Mayor, Council, Redevelopment Commission, Consultants, State and Federal Government, Developers, Contracted Non-Profit Boards

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 4.42 FTE • Laws/Regulations: Federal, State and Local • Other City Departments • Non-Profit Boards • Federal, State and Local Funding Sources • 2006 Budget: \$298,952 	<p>Coordinate meetings Facilitate meetings Provide public presentations Gather public input</p>	<p>335 Meetings held 3 Newsletters provided</p>	<p>Clients will have increased awareness of projects. Clients will participate in discussions.</p>	<p>Goals D and E Goals C, D and E</p>	<p>Dollar amount funding approved Number of proposals approved for funding</p>
	<p>Facilitate consultant-led planning processes Collect data Analyze data Prepare plans</p>	<p>Mapping products developed Land use/GIS data base developed Plans developed as needed Actions/Strategies developed as needed</p>	<p>Clients will have a better understanding of patterns and conditions in a given area.</p>	<p>Goal F</p>	
	<p>Research data/other programs</p>	<p>1 Policy paper produced 1 Policy recommendations made 1 Program recommendations made</p>	<p>Mayor, Council and non-profit boards will have access to information that will allow them to make decisions. Mayor, Council and non-profit boards will develop policy. Mayor, Council and non-profit boards will allocate resources.</p>	<p>Goal E Goal E Goal E</p>	
	<p>Research funding opportunities</p>	<p>10 Reports prepared</p>	<p>Mayor, Council and non-profit boards will have access to information that allows them to decide upon submitting funding requests.</p>	<p>Goals A, B, C, E and F</p>	

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: PLANNING, RESEARCH & POLICY DEVELOPMENT**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Dollar amount funding approved	225,000	198,345	224,900	200,000	5 M
Number of proposals approved for funding	1	1	1	1	8

PUBLIC WORKS



PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DIVISION TOTAL:					
GENERAL FUND:					
Engineering					
Personal Services	1,092,959	981,538	1,029,623	1,096,593	19.00
Supplies	144,591	145,721	214,434	214,434	
Other Services	2,370,208	1,970,541	2,394,783	2,361,798	
Other Uses	9,146	33,901	33,899	29,870	
Capital	127,104	113,757	195,000	1,540,000	
TOTAL ENGINEERING DIVISION	3,744,008	3,245,458	3,867,739	5,242,695	19.00

PROGRAM BUDGETS:

DESIGN AND ADMINISTRATION

Personal Services	441,264	405,931	405,838	439,274	7.00
Supplies	126,630	125,485	180,000	184,656	
Other Services	1,053,870	667,997	994,021	1,002,312	
Other Uses	9,146	33,901	33,899	29,870	
Capital	127,104	658	195,000	1,435,000	
	<u>1,758,014</u>	<u>1,233,972</u>	<u>1,808,758</u>	<u>3,091,112</u>	

PUBLIC CONSTRUCTION

Personal Services	322,553	281,181	291,852	299,900	5.00
Supplies	14,643	17,472	13,219	25,710	
Other Services	39,316	26,544	70,438	39,829	
	<u>376,512</u>	<u>325,197</u>	<u>375,509</u>	<u>365,439</u>	

TRAFFIC AND LIGHTING

Other Services	1,272,009	1,269,564	1,310,000	1,310,000	
	<u>1,272,009</u>	<u>1,269,564</u>	<u>1,310,000</u>	<u>1,310,000</u>	

G.I.S.

Personal Services	115,175	83,238	119,345	121,475	2.00
Supplies	994	14	7,931	21	
Other Services	2,658	809	18,783	1,216	
Capital	0	113,099	0	105,000	
	<u>118,827</u>	<u>197,160</u>	<u>146,059</u>	<u>227,712</u>	

SAFETY COORDINATOR

Personal Services	55,551	55,518	56,417	62,026	1.00
Supplies	416	0	2,644	0	
Other Services	810	3,222	777	4,834	
	<u>56,777</u>	<u>58,740</u>	<u>59,838</u>	<u>66,860</u>	

CUSTOMER SERVICE

Personal Services	40,882	41,350	42,313	46,197	1.00
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PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

Supplies	1,042	1,026	3,966	1,509
Other Services	1,545	705	764	1,058
	<u>43,469</u>	<u>43,081</u>	<u>47,043</u>	<u>48,764</u>

GOOD NEIGHBORHOODS PUBLIC WORKS IMPROVEMENT

Personal Services	35,325	34,181	37,973	38,188	1.00
Other Services	0	1,699	0	2,549	
	<u>35,325</u>	<u>35,880</u>	<u>37,973</u>	<u>40,737</u>	

UNDERGROUND FACILITY LOCATION (program budget located in Water Works)

Personal Services	82,209	80,139	75,947	89,533	2.00
Supplies	866	1,725	6,612	2,538	
	<u>83,075</u>	<u>81,864</u>	<u>82,559</u>	<u>92,071</u>	

TOTAL PROGRAMS	<u>3,744,008</u>	<u>3,245,458</u>	<u>3,867,739</u>	<u>5,242,695</u>	<u>19</u>
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PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION

PROGRAM: DESIGN AND ADMINISTRATION

Program Purpose: Assure the quality of public facilities built as public projects by the City or as public facilities provided by private developers and plans for growth
Clients: Contractors, City Departments and Vendors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • Secretary of the Board • Personal Computers and Network • 600 Sq. Feet C-C Office • 2 Storage Vaults • As-Builts • Office Supplies • Automobile • Photocopier • Engineering Copier • --Continued-- 	<p>Administer the activities of the Board of Public Works</p> <p>Administer bid process for City-wide purchasing programs</p> <p>Administer bid process for construction programs</p>	<p>24 Meetings held per year</p> <p>60 Purchasing bids administered per year</p> <p>6,000 Notices for construction mailed to bidders per year</p> <p>6,000 Notices for City purchasing administered</p> <p>50 Construction programs administered per year</p> <p>25 Specifications prepared for construction bidding</p>	<p>Contractors and vendors will have their activities finalized by the Board of Public Works.</p> <p>Contractors and vendors will have knowledge of the bidding process.</p> <p>Contractors and vendors will bid on City projects.</p>	<p>Goal A and H</p> <p>Goals E and F</p> <p>Goals E and F</p>	<p>Number of appeals</p> <p>Number of contractors bidding on projects</p> <p>Number of vendors bidding on purchasing specifications</p> <p>Percentage of responsive bidders</p>

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**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: DESIGN AND ADMINISTRATION**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<p>(Continued)</p> <ul style="list-style-type: none"> • Plotter • Scanner • Digital Camera • Design Professionals • Developers • Contractors • Laws/Regulations: State and Federal • 2006 Budget: \$3,091,112 	<p>Issue permits for sewer taps, sidewalks, excavation and occupancy</p> <p>Review drainage plans for new facilities - public and private</p> <p>Develop and maintain "Standards for Design and Construction"</p>	<p>2,000 Permits issued</p> <p>All plans reviewed</p>	<p>Contractors will know the proper City standard for design and construction.</p> <p>Contractors will purchase permits and specifications.</p> <p>Contractors will have the proper permits.</p> <p>Contractors will have their plans reviewed for proper City standards.</p>	<p>Goals E and F</p> <p>Goals E and F</p> <p>Goals E and F</p> <p>Goals E and F</p>	<p>Number of permits issued</p> <p>Number of design and construction reviews</p> <p>Number of copies of standards sold or distributed</p>
	<p>Review subdivisions and replats</p> <p>Prepare plans and specifications for public improvement</p> <p>Maintain as-built drawings and archive records of public works construction</p> <p>Participate in the St. Joseph Geographic Information System (GIS)</p>	<p>10 Subdivision and replats reviewed</p> <p>25 Plans and specifications prepared for public improvement</p> <p>All drawings maintained</p> <p>All records archived</p> <p>24 Meetings held for GIS</p>	<p>City departments and contractors will have better knowledge of the City's infrastructure.</p> <p>Contractors will have plans and specifications reviewed on a timely basis.</p> <p>Contractors will receive professional and timely assistance.</p>	<p>Goals F and H</p> <p>Goal E</p> <p>Goal E</p>	<p>Percentage of plans and specifications completed on time</p>

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: DESIGN AND ADMINISTRATION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of appeals	0	0	0	0	0
Number of contractors bidding on projects	500	300	400	400	500
Number of vendors bidding on purchasing specifications	40	40	40	40	20
Percentage of responsive bidders	100%	100%	100%	100%	100%
Number of permits issued	2,000	2,823	2,600	2,500	2,000
Number of design and construction reviews	100	100	100	125	200
Number of copies of standards sold or distributed	15	10	10	10	10
Percentage of plans and specifications completed on time	90%	80%	100%	100%	100%

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION

PROGRAM: PUBLIC CONSTRUCTION

Program Purpose: Inspection of public construction
Clients: Contractors, Indiana Department of Transportation (INDOT), Utility Companies, Public Construction Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 5 FTE • 6.5 Vehicles • 700 Sq. Feet Office Space • Office Equipment • Surveying Equipment • Testing Equipment • Computers • Laws/Regulations: Federal, State, and Local Specifications and Standards • Training • 2006 Budget: \$365,439 	<p>Provide inspection of construction on public facilities</p> <p>Provide surveys</p> <p>Provide inspections on Federal Aid projects</p> <p>Provide utility excavation inspections</p> <p>Attend construction-related courses and seminars</p>	<p>60 Sites inspected</p> <p>15 Surveys completed</p> <p>2 Federal Aid project monitored</p> <p>500 Utility excavations provided</p> <p>4 Classes attended</p>	<p>Contractors, INDOT and utility companies will adhere to specifications of contractual documents.</p> <p>Contractors and utility companies will adhere to City construction standards.</p> <p>Public construction employees will increase knowledge to provide competent inspection skills to our clients.</p>	<p>Goals C, F and H</p> <p>Goal E</p> <p>Goals E, F and H</p>	<p>Percentage of construction projects completed in compliance</p> <p>Temporary pavement patches made permanent by July 1</p> <p>Number of job-related complaints Legal Department receives</p> <p>Indiana Department of Transportation approved project engineers</p>

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: PUBLIC CONSTRUCTION**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage of construction projects completed in compliance	100%	100%	100%	100%	100%	100%
Temporary pavement patches made permanent by July 1	* 200	All temporary pavement patches made	400	100	All temporary pavement patches made	
Number of job-related complaints Legal Department receives	2	5	0	0	0	0
Indiana Department of Transportation approved project engineers	0	0	5	6	6	6

* Emphasizing permanent repairs over temporary patches.

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION

PROGRAM: GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Program Purpose: To provide and maintain the mapping of the City's infrastructure and its corresponding database

Clients: City Departments, County Departments, General Public and Contractors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • Personal Computers and Network • County Developed GIS System • Computer/Test Equipment • Global Positioning System (GPS) Base Station • Office Space • 2006 Budget: \$227,712 	<p>Provide software training</p> <p>Design and maintain GIS and GPS database</p> <p>Provide technical support for user departments</p> <p>Coordinate user meetings on a regular basis</p>	<p>All user department staff to have working knowledge of software</p> <p>GIS staff to have working knowledge of database and software</p> <p>Database current based on update cycle assignment</p> <p>Find practical applications for GIS</p>	<p>User departments will be able to maintain specific data.</p> <p>Data will be accessible to departments as needed.</p> <p>All employees and public will have access to current and correct data per update cycle.</p> <p>Communication between departments on use of GIS.</p>	<p>Goals A, C, E and F</p> <p>Goals A, C, E and F</p> <p>Goal F</p>	<p>Number and satisfaction of City staff being trained</p> <p>Satisfaction of users of system</p> <p>Satisfaction of technical support</p> <p>Number and satisfaction of attendees at meetings</p>
	<p>Participate in the St. Joseph County Geographic Information System (GIS)</p> <p>Analysis of sites for specific purposes</p>	<p>4 Meetings held for GIS</p> <p>Maps and data created to reflect analysis</p>	<p>Will allow sharing of data between County and City departments.</p> <p>Cost savings in time and effort. The ability to support decisions.</p>	<p>Goal E</p> <p>Goal D, E and F</p>	<p>Ease of access to data and satisfaction of data given</p> <p>Percentage of current and accurate data per update cycle</p>

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number and satisfaction of City staff being trained	10 90%	30 90%	5 95%	10 95%	20 95%	
Satisfaction of users of system	70%	75%	75%	75%	80%	
Satisfaction of technical support	70%	80%	85%	85%	87%	
Number and satisfaction of attendees at meetings	32 72% (1 meeting)	30 73% (2 meetings)	6 74% (1 meeting)	20 75% (2 meetings)	30 80% (2 meetings)	
Ease of access to data and satisfaction of data given	65%	71.5%	75%	75%	85%	
Percentage of current and accurate data per update cycle	67.5%	72.8%	74.9%	78.6%	80%	

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION

PROGRAM: SAFETY COORDINATOR

Program Purpose: To ensure traffic safety and work zone safety and other Public Works safety needs are addressed for Public Works City employees

Clients: Public Works, All City Employees and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • Work Zone Safety Laws/Regulations: Federal, State and Local • 2006 Budget: \$66,860 	<p>Perform inspections of work in the public ROW (right of way) to assess safety and health hazards and to monitor compliance</p> <p>Work Zone Safety: Conduct health and safety educational training programs and develop new training as needed</p>	<p>Daily observation and assistance as well as periodic training and facilitation of work zone safety certifications - 22 days/month</p> <p>Assists Safety & Risk Specialist with training programs conducted: 2 Confined training sessions 10 Personal protective equipment training sessions 2 Industrial forklift training sessions 2 Tree cutting removal training sessions 10 Emergency evacuation training sessions 10 Fire extinguisher training sessions 4 Hearing conversation training sessions 2 Trench and excavation training sessions 4 Annual OSHA training sessions 6 Traffic safety training sessions</p> <p>Monthly reports as needed All post accidents are received Accident investigations performed All identified workplace safety hazards are minimized Create training presentations in Power Point and Core! Presentations</p>	<p>City employees will experience a safe and hazard-free work environment.</p> <p>City employees will have an increased knowledge of safety procedures.</p> <p>City employees will experience prompt and necessary treatment when involved in work-related accidents.</p>	<p>Goals B and H</p> <p>Goals B and H</p> <p>Goal H</p>	<p>Number of violations cited by regulatory bodies</p> <p>Number of repeated violations</p> <p>Number of work-related accidents or injuries</p> <p>Total cost of workers' compensation claims</p> <p>Average cost per accident/injury</p>

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: SAFETY COORDINATOR**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of violations cited by regulatory bodies	0	0	0	0	0
Number of repeated violations	0	0	0	0	0
Number of work-related accidents or injuries	82	134	67	100	75
Total cost of workers' compensation claims	\$89,422	\$151,057.46	\$59,182.99	\$130,000	\$75,000
Average cost per accident/injury	\$1,090	\$1,127.29	\$883.33	\$1,300	\$1,000

These numbers reflect City (excluding Police Department/Fire Department)

Fire: 2005 Actual – 142 Claims – Average Claim \$729

Police: 2005 Actual – 60 Claims – Average Claim \$2,428

Total Incurred: \$253,234.50

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION

PROGRAM: CUSTOMER SERVICE - PUBLIC WORKS

Program Purpose: To inform and resolve customer concerns that deal with construction and emergency repair to public streets by working with various departments in Public Works

Clients: Residents, Contractors, Indiana Department of Transportation (INDOT), Utility Companies, Public Construction Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1.0 FTE • Other City Departments • Vehicle • Customer/Neighborhood Input • Laws/Regulations: Federal, State, and Local • 2006 Budget: \$48,764 	<p>Coordinate meetings</p> <p>Prepare fact sheets for every project in Engineering</p> <p>Notify all City Departments/neighborhoods of emergency street work done by Water Works and Construction</p>	<p>40 Meetings with neighbors held (Based on number of projects)</p> <p>60 Meetings with neighbors held (Based on number of projects)</p>	<p>Neighbors will participate in discussions</p> <p>Neighbors and all City Departments will have a better understanding of conditions in a given area.</p>	<p>Goals C, D and E</p> <p>Goal F</p>	<p>Percentage of people attending meetings</p> <p>Percentage of calls rerouted to Engineering Office</p>

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: CUSTOMER SERVICE - PUBLIC WORKS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of people attending meetings	60%	63%	65%	68%	100%
Percentage of calls from residents inquiring about projects	28%	10%	10%	8%	10%
Percentage of calls rerouted to Engineering Office	30%	10%	8%	8%	0
Percentage of surveys collected from neighbors and business organizations	N/A	N/A	N/A	N/A	100%

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION

PROGRAM: GOOD NEIGHBORHOODS PUBLIC WORKS IMPROVEMENT

Program Purpose: Administer construction contracts and negotiate agreements with homeowners for Public Works improvement

Clients: Residents, Homeowners and Contractors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1.0 FTE • 1 Secretary • Interns • Capital • Customers • Contractors • 2006 Budget: \$40,737 	Improve homeowner's infrastructure	250 Contracts with homeowners collected	Residents and contractors will have access to direct assistance from the City.	Goals C, E, F and G	Number of applicants
	Negotiate work program with homeowners		Homeowners will share in the cost of improved infrastructure.	Goals C, E, F and G	Dollar amount contributed by homeowners
	Collect homeowners' share of cost	16 Plans and specifications developed	Homeowners will have an improved infrastructure.	Goals C, E, F and G	Number of complaints filed with Mayor's Office
	Develop plans and specifications to attract construction bidders		Contractors will be awarded construction contracts.	Goals C, E, F and G	Percentage of zones completed by contractors
Bid and administer construction contracts	2 Zones awarded				

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: GOOD NEIGHBORHOODS PUBLIC WORKS IMPROVEMENT**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of applicants	181	151	162	160	All applicants needing curb and sidewalk repairs	
Dollar amount contributed by homeowners	\$124,500	\$200,000	\$216,000	\$200,000	\$200,000	
Number of complaints filed with Mayor's Office	0	0	0	0	0	
Percentage of zones completed by contractors	100%	100%	100%	100%	100%	

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DIVISION TOTAL:					
GENERAL FUND:					
Building Maintenance					
Personal Services	258,213	269,511	305,384	336,381	7.00
Supplies	46,612	42,279	41,131	41,131	
Other Services	273,738	152,884	324,963	301,464	
Other Uses	1,646	1,903	1,903	847	
Capital	15,769	17,790	30,200	0	
	<u>595,978</u>	<u>484,367</u>	<u>703,581</u>	<u>679,823</u>	
Traffic & Lighting					
Personal Services	560,527	544,526	594,740	614,904	11.00
Supplies	396,103	263,863	325,371	325,371	
Other Services	38,006	38,962	42,889	40,953	
Other Uses	1,243,215	1,142,672	1,281,633	1,280,787	
Capital	26,565	44,159	2,000	11,000	
	<u>2,264,416</u>	<u>2,034,182</u>	<u>2,246,633</u>	<u>2,273,015</u>	
SPECIAL REVENUE FUND:					
Motor Vehicle Highway (Street Department)					
Personal Services	3,243,634	3,245,515	3,402,533	3,403,162	66.00
Supplies	102,275	52,589	78,480	78,480	
Other Services	145,444	144,232	149,257	128,982	
Other Uses	87,819	105,783	105,783	108,545	
	<u>3,579,172</u>	<u>3,548,119</u>	<u>3,736,053</u>	<u>3,719,169</u>	
Project Releaf					
Personal Services	53,439	59,214	60,381	64,740	n/a
Supplies	4,165	1,764	4,637	4,637	
Other Services	29,503	34,857	35,472	35,472	
Other Uses	5,476	164,935	163,670	169,025	
Capital	0	15,312	47,600	0	
	<u>92,583</u>	<u>276,082</u>	<u>311,760</u>	<u>273,874</u>	
TOTAL STREET DIVISION	<u>6,532,149</u>	<u>6,342,750</u>	<u>6,998,027</u>	<u>6,945,881</u>	<u>84</u>

PROGRAM BUDGETS:

RECONSTRUCTION & MAINTENANCE OF ROADWAYS

Personal Services	2,421,164	2,422,568	2,520,178	2,520,644	43.00
Supplies	76,341	39,254	58,096	58,096	
Other Services	108,564	107,659	110,489	95,480	
Other Uses	65,551	78,960	78,307	80,352	
	<u>2,671,620</u>	<u>2,648,441</u>	<u>2,767,070</u>	<u>2,754,572</u>	

SNOW REMOVAL

Personal Services	822,470	822,947	882,355	882,518	18.00
Supplies	25,934	13,335	20,384	20,384	
Other Services	36,880	36,573	38,768	33,502	
Other Uses	22,268	26,823	27,476	28,193	
	<u>907,552</u>	<u>899,678</u>	<u>968,983</u>	<u>964,597</u>	

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

LEAF PICK-UP

Personal Services	53,439	59,214	60,381	64,740	5.00
Supplies	4,165	1,764	4,637	4,637	
Other Services	29,503	34,857	35,472	35,472	
Other Uses	5,476	164,935	163,670	169,025	
Capital	0	15,312	47,600	0	
	<u>92,583</u>	<u>276,082</u>	<u>311,760</u>	<u>273,874</u>	

TRAFFIC & LIGHTING

Personal Services	560,527	544,526	594,740	614,904	11.00
Supplies	396,103	263,863	325,371	325,371	
Other Services	38,006	38,962	42,889	40,953	
Other Uses	1,243,215	1,142,672	1,281,633	1,280,787	
Capital	26,565	44,159	2,000	11,000	
	<u>2,264,416</u>	<u>2,034,182</u>	<u>2,246,633</u>	<u>2,273,015</u>	

MUNICIPAL SERVICE FACILITY - BUILDING MAINTENANCE

Personal Services	258,213	269,511	305,384	336,381	7.00
Supplies	46,612	42,279	41,131	41,131	
Other Services	273,738	152,884	324,963	301,464	
Other Uses	1,646	1,903	1,903	847	
Capital	15,769	17,790	30,200	0	
	<u>595,978</u>	<u>484,367</u>	<u>703,581</u>	<u>679,823</u>	

TOTAL PROGRAMS

	<u>6,532,149</u>	<u>6,342,750</u>	<u>6,998,027</u>	<u>6,945,881</u>	<u>84.00</u>
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PUBLIC WORKS DEPARTMENT - STREETS DIVISION PROGRAM: RECONSTRUCTION AND MAINTENANCE OF ROADWAYS

Program Purpose: Provide safe and efficient operation and maintenance of the City's transportation system
Clients: Residents, Motorists and Pedestrians Using Streets, Employees of the Bureau of Streets

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 43 FTE • Equipment • Dump Trucks • Pick Up Trucks 	<p>Maintain and repair streets in the City</p>	<p>293 Blocks of City streets asphalt overlaid 1,017 Inlays cut and filled per year 412 Blocks of City streets cracksealed Entire City swept 12 times per year</p>	<p>Motorists will have smoother roadways and rideability on City streets. Motorists will have less chuck holes in the streets. Motorists, residents and visitors to the City will have a cleaner environment.</p>	<p>Goals E and F Goals E and F Goals C and E</p>	<p>Number of customer complaints regarding City streets Number of legal claims submitted or successful Number of violations due to improperly maintained streets</p>
<ul style="list-style-type: none"> • Asphalt Paving Equipment • Street Sweeping Equipment • Street Maintenance Equipment • Alley and Berm Grading Equipment --Continued-- 	<p>Educate employees</p>	<p>Employee education provided: 3 Heavy equipment Apprentices programs All employees attending Diversity classes All Occupational Safety and Health Administration (OSHA) regulations and municipal codes reviewed</p>	<p>Employees and staff will be trained and experienced in department operations. Employees will be able to work in compliance with OSHA standards, municipal codes and federal and local regulations. Street repairs will meet industry standards. Employees and staff will complete tasks in compliance with industry standards.</p>	<p>Goal H Goal H Goals E, F and H Goal H</p>	<p>Number of violations made due to improperly trained employees Percent of staff trained in accordance with OSHA and industry standards</p>

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**PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: RECONSTRUCTION AND MAINTENANCE OF ROADWAYS**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
(Continued) <ul style="list-style-type: none"> • Miscellaneous Power Tools • Traffic Control Equipment • Other Departments • Material Suppliers • Equipment Suppliers • Contractors • Laws & Regulations • Media • Weather Restraints • 2006 Budget: \$2,754,572 	Grade alleys and berms in the City Respond to customer needs and complaints Educate residents Assist other departments as needed	253 Blocks of streets rotomilled 1,335 Blocks of alleys and berms graded 1,100 work orders completed per year Over 1,500 informal letters distributed Publish weekly schedules of department programs	Residents will have smoother accessibility to garages and property. Residents will have a better knowledge of scheduled street repairs. Residents will be satisfied with services provided.	Goals E and F Goal E Goal E	Number of customer complaints regarding the City's alleys and berms Percentage of customers complying with information requested

**PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: RECONSTRUCTION AND MAINTENANCE OF ROADWAYS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of customer complaints regarding City streets	60	75	70	50	0
Number of legal claims submitted or successful	Submitted: 17	14	7	10	0
	Paid: 4	5	0	5	0
Number of violations due to improperly maintained streets	0	0	0	0	0
Number of violations made due to improperly trained employees	0	0	0	0	0
Percent of staff trained in accordance with OSHA and industry standards	100%	100%	100%	100%	100%
Number of customer complaints regarding the City's alleys and berms	150	155	165	0	0
Percentage of customers complying with information requested	90%	90%	90%	100%	100%

PUBLIC WORKS DEPARTMENT - STREETS DIVISION

PROGRAM: SNOW REMOVAL

Program Purpose: Provide snow and ice control for the City and provide Christmas tree pick up and disposal service during the holiday season

Clients: Motorists and Pedestrians using City Streets, Residents of Households

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 18 FTE • Dump Trucks • Pick Up Trucks • Snow Removal Equipment • Asphalt Heating Units • Other Departments • Equipment Suppliers • Material Suppliers • Contractors • Laws and Regulations • 2006 Budget: \$964,597 	<p>Keep roadways clear of snow and ice</p> <p>Patch chuck holes</p> <p>Assist other departments</p> <p>Pick up Christmas trees</p> <p>Educate public</p> <p>Train employees on proper snow removal</p>	<p>2,200 Lane miles cleared of snow and ice</p> <p>372.06 Tons of cold patch used to patch chuck holes</p> <p>45 Packer loads of discarded Christmas trees picked up</p> <p>Media alerts when needed informing public of road conditions</p> <p>40,000 Snow-related informational handouts sent to City residents</p> <p>98 Employees trained in safe and proper plowing procedures</p>	<p>Motorists will have safer roadways during the winter months.</p> <p>Motorists will have smoother rideability on City streets.</p> <p>Pedestrians will have safer walkways.</p> <p>Residents will reduce waste going to land fill.</p> <p>Residents will have easy disposal of their Christmas trees.</p> <p>Residents will be more knowledgeable on parking ordinances when in effect.</p> <p>Residents will have more efficient snow removal service.</p>	<p>Goals E and F</p> <p>Goals E and F</p> <p>Goals E and F</p> <p>Goals C and F</p> <p>Goals C and E</p> <p>Goal E</p> <p>Goals E and F</p>	<p>Number of customer complaints regarding City streets</p> <p>Number of legal claims filed and paid against the City</p> <p>Customers are happy with the Christmas tree pick up provided by the City</p> <p>Number of cars parked on City streets during parking bans</p> <p>Number of employees qualified to plow snow</p>

**PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: SNOW REMOVAL**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of customer complaints regarding City streets	25	35	50	30	0
Number of legal claims filed and paid against the City	Submitted: 17	19	13	6	0
	Paid: 8	7	9	3	0
Customers are happy with the Christmas tree pick up provided by the City	100%	100%	100%	100%	100%
Number of cars parked on City streets during parking bans	Parked: ***	***	***	0	0
	Towed: ***	***	***	0	0
Number of employees qualified to plow snow	** 120	** 120	** 120	100	130

* Snow removal - additional departments' employees included:

- 72 - Street
- 27 - Sewer
- 5 - Water Works
- 5 - Parks Department
- 3 - Organic Resources
- 6 - Traffic & Lighting

** Additional departments not utilized until 3" or more of snow falls.

*** No parking bans were implemented since 2001.

PUBLIC WORKS DEPARTMENT - STREETS DIVISION

PROGRAM: LEAF PICK UP

Program Purpose: Provide leaf pick up service for the City
Clients: City Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 5 FTE • Dump Trucks • Pick Up Trucks • Leaf Boxes • Leaf Vacuum Machines • Street Sweeping Equipment • Other Departments • Equipment Suppliers • Materials Suppliers • Laws and Regulations • Media • Weather Restraints • 2006 Budget: \$273,874 	<p>Collect leaves raked by City residents</p> <p>Sweep streets after leaves are collected</p> <p>Inform residents of re-leaf schedules and no-burn ordinance</p>	<p>59,120 Cubic yards of compacted leaves collected</p> <p>Daily schedules publicized in all media categories with maps. Handouts available at multiple outlets.</p>	<p>Residents will have a higher quality of air.</p> <p>Residents will have a cleaner environment.</p> <p>Residents will have less ponding of water on City streets.</p> <p>Residents will live in a City in compliance with the clean air standard.</p> <p>Residents will stay in compliance with the no-burn ordinance.</p> <p>Residents will be informed on scheduled leaf pick-up by date and area.</p>	<p>Goals C and E</p> <p>Goals C and E</p> <p>Goals E and F</p> <p>Goals C and E</p> <p>Goals C and E</p> <p>Goal E</p>	<p>Amount of leaves collected</p> <p>Number of residents' complaints</p> <p>Percentage of residents utilizing the pick-up schedule</p> <p>Number of burnings reported</p>

**PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: LEAF PICK UP**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Amount of leaves collected	71,768 cu yds.	78,806 cu yds.	*59,120 cu yds.	75,000 cu. yds.	80,000 cu. yds.
Number of residents' complaints	20	20	*40	10	0
Percentage of residents utilizing the pick-up schedule	95%	95%	95%	95%	100%
Number of burnings reported	0	0	0	0	0

* Due to inclement weather (snow), unusually late dropping of leaves, and reconstructing of crews and program, complaints have increased and amount of leaves decreased. We are still in the process of collecting leaves for the 2005 season, which will increase the cubic yard total.

PUBLIC WORKS DEPARTMENT - STREETS DIVISION

PROGRAM: TRAFFIC AND LIGHTING

Program Purpose: Maintain and install pavement markings and other traffic control devices at traffic signals and street lighting systems

Clients: Residents, Indiana Department of Transportation (INDOT), Motorists, Pedestrians and Engineering Division

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 11 FTE • MSF Shop 3,820 Sq. Feet • MSF Storage 1,100 Sq. Feet • ESF Office 2,400 Sq. Feet • Shop Storage 3,200 Sq. Feet • Traffic 600 Sq. Feet • Outside Storage • Traffic Counting Equipment • Computer/Test Equipment • Indiana Manual for Uniform Traffic Control Devices • International Municipal Signal Association (IMSA) Regulations 	<p>Provide, operate and maintain traffic control devices for specific use of streets</p> <p>Set up detours during street closures</p>	<p>2,059 Signs installed or replaced</p> <p>25 Major detours installed</p>	<p>Residents will have the opportunity to drive on safe and regulated streets.</p>	<p>Goals B, C, E and F</p>	<p>Percentage decrease of crashes per vehicle mile traveled from prior year</p>
<ul style="list-style-type: none"> • Traffic Counting Equipment • Computer/Test Equipment • Indiana Manual for Uniform Traffic Control Devices • International Municipal Signal Association (IMSA) Regulations 	<p>Maintain traffic signals and devices</p> <p>Maintain Indiana Department of Transportation signals per contract</p>	<p>93 State, 168 City traffic signals and devices maintained each year</p> <p>2 New signalized intersections put on line this year</p> <p>7 Signalized intersections rehabilitated each year</p> <p>8,000 Signal bulbs changed each year</p>	<p>Residents will have non-congested roadways.</p> <p>Indiana Department of Transportation (INDOT), residents and motorists shall benefit from modernized signals.</p>	<p>Goals B, C, E and F</p> <p>Goals B, C, E and F</p>	<p>Percentage of downtime for signal devices from prior year</p>

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PUBLIC WORKS DEPARTMENT - STREETS DIVISION PROGRAM: TRAFFIC AND LIGHTING

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
(Continued)	Maintain City-owned roadway lighting Recover credits from American Electric Power (AEP) for outages	\$24,137.25 Credited from American Electric Power (AEP) per year 4 New City-owned street lighting systems on line this year	Residents will be safer because of adequate street lighting.	Goals B, C, E and F	Percentage decrease in street light outage days from prior year
<ul style="list-style-type: none"> • Federal Manual Uniform Traffic Central Devices (MUTCD) • Lift Trucks • Repair Van • Pick-Up Trucks • Trailers • Flatbed Truck • Sign Utility Truck • Cargo Van • Paint Stripping Machine 	Investigate traffic control requests	3 Residential parking studies done per year 6 Warrant studies done	Motorists will have safer intersections due to traffic control studies.	Goals B, C, E and F	Percentage decrease in accidents at high risk intersections after study and appropriate action has taken place
<ul style="list-style-type: none"> • Signal Test Equipment • Spare Signal Equipment • Sign Blank Inventory • Sign Making Equipment • 2006 Budget: \$2,273,015 	Recover damages to City infrastructure due to crashes Apply road markings to pavement	\$31,756.50 recovered from infrastructure damage 4 Tons thermoplastic applied on crosswalk 75 Turn arrows applied 3,950 Gallons of traffic paint applied 50 Crosswalk intersections painted or thermoplastic	Engineering Division will recover cost of repairing City guard rails and light poles. Motorists will have safer roadways due to properly marked streets. Pedestrians will have safer walkways due to properly marked intersections.	Goals F, G and H Goals B, E and F	Percentage of dollar reimbursement from infrastructure damage Number of miles of road remarked each year Number of intersections remarked for pedestrian use

**PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: TRAFFIC AND LIGHTING**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage decrease of crashes per vehicle mile traveled from prior year	35%	45%	45%	40%	80%	
Percentage of downtime for signal devices from prior year	1%	1%	1%	1%	Below 5%	
Percentage decrease in street light outage days from prior year	50%	60%	60%	65%	30%	
Percentage decrease in accidents at high risk intersections after study and appropriate action has taken place	50%	55%	55%	60%	100%	
Percentage of dollar reimbursement from infrastructure damage	85%	85%	85%	85%	All reimbursement resulting from infrastructure damage	
Number of miles of road remarked each year	290 Miles	300 Miles	300 Miles	305 Miles	321 Miles	
Number of intersections remarked for pedestrian use	300	300	300	300	All intersections	

PUBLIC WORKS DEPARTMENT - STREETS DIVISION PROGRAM: MUNICIPAL SERVICE FACILITY (M.S.F) - BUILDING MAINTENANCE

Program Purpose: Supply exceptional janitorial service, routine maintenance repairs and support various equipment inside and outside of MSF Building

Clients: City Employees at M.S.F. Building, Other City Departments and Visitors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 7 FTE • Building • Material Vendors • Equipment Vendors • Contractors • Laws, Regulations and Municipal Codes • Other Departments • Weather Restraints • 2006 Budget: \$679,823 	<p>Provide quality janitorial services</p> <p>Maintain the grounds at S.B.P.D. and P.W.S.C.</p> <p>Maintain the building and support equipment (i.e. motors, pumps, generators, boiler, etc.)</p> <p>Train employees</p> <p>Assist other facilities with maintenance when needed</p>	<p>8,000 Hours devoted to janitorial services</p> <p>1,800 Hours spent on the upkeep of the grounds</p> <p>1,400 Scheduled repairs made</p> <p>100 Emergency repairs made</p> <p>100 Review hours of current Occupational Safety and Health Administration and environmental procedures provided</p> <p>200 Hours spent assisting other City departments with maintenance</p>	<p>City employees will have access to a cleaner workplace.</p> <p>City employees and visitors will have access to a safer environment.</p> <p>City employees and visitors will have a hazard-free environment.</p> <p>City employees will have equipment that runs efficiently.</p> <p>City employees and visitors will have a building that will be in compliance with all laws, regulations and municipal codes.</p> <p>City departments will have a facility in good operating condition.</p>	<p>Goal H</p> <p>Goals E and H</p> <p>Goals E and H</p> <p>Goal H</p> <p>Goals E and H</p> <p>Goal H</p>	<p>Number of complaints due to physical condition of the building and grounds</p> <p>Percentage of time equipment is out of service</p> <p>Number of violations (not in compliance with ADA)</p> <p>Number of hours assisting other facilities</p>

**PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: MUNICIPAL SERVICE FACILITY (M.S.F.) - BUILDING MAINTENANCE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of complaints due to physical condition of the building and grounds	275	* 250	200	200	0
Percentage of time equipment is out of service	0.5%	0.2%	0.2%	0%	0%
Number of violations (not in compliance with ADA)	0	0	0	0	0
Number of hours assisting other facilities	200	200	200	100	0

* Expect complaints to possibly be a little higher due to building remodel.

PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DIVISION TOTAL:					
ENTERPRISE FUNDS:					
Water Works Operations & Capital					
Personal Services	4,132,676	4,014,858	4,230,131	4,391,381	86.00
Supplies	514,172	455,024	530,150	532,700	
Other Services	2,480,576	2,412,956	2,529,435	2,436,882	
Other Uses	1,734,069	1,712,856	1,810,748	1,891,369	
Capital	1,289,051	546,996	284,700	549,400	
	<u>10,150,544</u>	<u>9,142,690</u>	<u>9,385,164</u>	<u>9,801,732</u>	
Water Works Sinking Fund					
Other Services	3,380,049	3,431,972	3,395,547	3,772,612	
	<u>3,380,049</u>	<u>3,431,972</u>	<u>3,395,547</u>	<u>3,772,612</u>	
Water Repair / Insurance Fund					
Other Uses	868,985	709,413	813,120	942,833	
	<u>868,985</u>	<u>709,413</u>	<u>813,120</u>	<u>942,833</u>	
TOTAL WATER WORKS	<u>14,399,578</u>	<u>13,284,075</u>	<u>13,593,831</u>	<u>14,517,177</u>	<u>86.00</u>

PROGRAM BUDGETS:

WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE

Personal Services	2,644,913	2,449,063	2,700,784	2,722,656	55.00
Supplies	489,154	431,881	502,400	505,250	
Other Services	5,099,890	4,964,082	5,121,553	5,471,129	
Other Uses	1,943,313	1,780,509	1,912,208	2,114,014	
Capital	1,256,637	518,742	261,924	549,400	
	<u>11,433,907</u>	<u>10,144,277</u>	<u>10,498,869</u>	<u>11,362,449</u>	

CUSTOMER SERVICE, UTILITY BILLING AND ADMINISTRATION

Personal Services	1,487,763	1,565,795	1,529,347	1,668,725	31.00
Supplies	25,018	23,143	27,750	27,450	
Other Services	760,734	844,341	803,429	738,366	
Other Uses	659,741	678,264	711,660	720,188	
Capital	32,414	28,255	22,776	0	
	<u>2,965,670</u>	<u>3,139,798</u>	<u>3,094,962</u>	<u>3,154,729</u>	

UNDERGROUND FACILITY LOCATION

(Budgeted for in the Engineering Division)

TOTAL PROGRAMS	<u>14,399,577</u>	<u>13,284,075</u>	<u>13,593,831</u>	<u>14,517,178</u>	<u>86.00</u>
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PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION

PROGRAM: WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE

Program Purpose: To produce and distribute water in quantities sufficient to satisfy residential and fire demand
Clients: City Residents and Businesses, City Visitors, South Bend Fire Department and Water Works Division

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 55 FTE • External Providers: Contractors Lab Technicians Engineers Consultants • Laws/Regulations: Federal, State and Local • 2006 Budget: \$11,362,449 	<p>Install new water mains</p> <p>Maintain water mains</p>	<p>47,500 Feet of new water mains installed</p> <p>546 Miles of mains maintained</p>	<p>Residents and Fire Department will gain multiple sources of water.</p> <p>Businesses and residents will have increased water availability.</p>	<p>Goals E and F</p> <p>Goals E and F</p>	<p>Number of new customers</p>
	<p>Install new water meters</p> <p>Maintain existing water meters</p>	<p>1,700 Obsolete meters replaced</p> <p>1,251 Automated meter reading units installed</p>	<p>Residents and businesses will receive accurate water quantity accountability on billing statements.</p>	<p>Goals E and F</p>	<p>Number of new meters placed into service per year</p> <p>Percentage of meters incorrectly charging residents or businesses</p>
	<p>Replace broken or malfunctioning valves</p> <p>Exercise existing valves</p>	<p>26 Main line valves replaced</p> <p>1,419 Existing valves exercised</p>	<p>Clients will experience less inconvenience from water interruptions.</p>	<p>Goals E and F</p>	<p>Number of hours of water loss due to breakage</p> <p>Percentage increase/decrease in damages and repair costs from prior year (street cuts)</p>

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PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Ensure an adequate supply of water</p> <p>Maintain water delivery equipment, i.e. pumps, wells and reservoirs</p>	<p>7,350,576,000 Gallons of water pumped annually</p> <p>1 Well motor reconditioned</p> <p>0 Wells cleaned</p> <p>1 Large pump and 1 small pump reconditioned</p>	<p>Clients will have water available.</p> <p>Clients will have constant water pressure.</p> <p>Well pumps will be maintained for maximum efficiency.</p>	<p>Goals C and F</p> <p>Goals C, E and F</p>	<p>Total water pumpage</p> <p>Percentage increase/decrease in maintenance costs from prior year</p> <p>Percentage increase/decrease in water production costs from prior year</p>
	<p>Treat pumped water with disinfectant and sequestering compounds</p> <p>Provide testing to ensure quality drinking water</p>	<p>Water treated with 123,450 pounds of chlorine; 12,000 gallons of phosphate; 34,240 gallons of fluoride and 5,280 gallons of KMN04 annually</p> <p>Continuous monitoring of water quality at pump sites and throughout the distribution system</p>	<p>City residents, businesses and visitors will have clean, potable drinking water available.</p> <p>City residents, businesses and visitors will have water in compliance with Federal drinking water regulations, including the Safe Drinking Water Act.</p>	<p>Goals B, C and E</p> <p>Goals C and E</p>	<p>Number of violations</p>

**PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of new customers	250	300	400	550	Provide service for all who need it and expand
Number of new meters placed into service per year	2,000	2,000	1,701	4,500	Exchange all meters over 10 years old
Percentage of meters incorrectly charging residents or businesses	2.1%	3%	3%	0%	0%
Number of hours of water loss due to breakage	180 hrs.	185 hrs.	109 hrs.	0	0
Percentage increase/decrease in damages and repair costs from prior year (street cuts)	(25%)	20%	10%	(10%)	Minimal repairs required
Total water pumpage	7,398,362,000 gallons	7,103,205,000 gallons	7,350,576,000 gallons	7,100,000,000 gallons	Increase pumpage as dictated by demand
Percentage increase/decrease in maintenance costs from prior year	10%	25%	(9.5%)	(10%)	Use periodic maintenance to avoid large costs
Percentage increase/decrease in water production costs from prior year	15%	(18%)	(10%)	10%	Lower costs with new well-maintained equipment
Number of violations	0	0	0	0	0

PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: CUSTOMER SERVICE, UTILITY BILLING AND ADMINISTRATION

Program Purpose: To provide service to customers, accurate billing, accounting functions and administration of City and County utilities

Clients: City Residents and Businesses; City Sewer, Solid Waste and Water Works Departments;
 County Recycling Program and Water Works Division Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 31 FTE • External Providers: Contractors Lab Technicians Engineers Consultants • Laws/Regulations: Federal, State and Local • 2006 Budget: \$3,154,729 	<p>Provide data processing for utility billing and customer accounts</p> <p>Accurately read metering devices</p>	<p>All data for the various City utilities processed into billable information</p> <p>41,471 Meters read monthly</p>	<p>City residents and businesses will have their utility payments processed.</p> <p>City residents and businesses will have accurately billed utility statements.</p>	<p>Goal E</p> <p>Goal E</p>	<p>Total dollar amount of revenue processed</p> <p>Total number of bills sent to customers</p> <p>Total number of meters read</p> <p>Number of errors made on meter reading</p>
<p>Number of various customer work orders initiated</p> <p>Number of complaints about service (all types)</p> <p>Number of clients' concerns unresolved by second call</p>					

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**PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: CUSTOMER SERVICE, UTILITY BILLING AND ADMINISTRATION**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Provide financial accounting for City utilities, i.e. water, sewer, solid waste and County recycling</p> <p>Provide accounts receivable, accounts payable, budget maintenance and payroll functions</p>	<p>12 Utility reports generated per year</p> <p>26 Payrolls processed per year</p> <p>All accounts receivable posted</p> <p>All budget adjustments made</p> <p>All accounts payable processed</p>	<p>City Sewer, Solid Waste and Water Works Departments will have financial accountability and guideline reports to make better informed decisions regarding financial efficiency.</p> <p>Water Works employees will be paid in an accurate and timely manner.</p> <p>Clients will be paid on a timely and error-free basis.</p>	<p>Goal E</p> <p>Goals E and H</p> <p>Goals E and H</p>	<p>Favorable audits by State Board of Accounts</p> <p>Percentage of accounts that perform within budgetary guidelines</p> <p>Percentage of time financial statements completed within ten days</p> <p>Number of errors on payroll</p> <p>Percentage of errors reported on accounts payable</p>

**PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: CUSTOMER SERVICE, UTILITY BILLING AND ADMINISTRATION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Total dollar amount of revenue processed	\$12,393,999	\$11,904,023	\$12,580,652	\$14,501,217	\$13,336,482
Total number of bills sent to customers	519,000	496,049	499,318	503,000	Same as meters read
Total number of meters read	498,285	491,873	492,433	500,000	All meters installed
Number of errors made on meter reading	175	576	257	200	0
Number of various customer work orders initiated	25,209	21,415	24,769	30,000	All work orders as required
Number of complaints about service (all types)	50	25	39	0	0
Number of clients' concerns unresolved by second call	0	0	0	0	0
Favorable audits by State Board of Accounts	Yes	Yes	Yes	Yes	Yes
Percentage of accounts that perform within budgetary guidelines	100%	100%	100%	100%	100%
Percentage of time financial statements completed within ten days	100%	100%	100%	100%	100%
Number of errors on payroll	3	2	3	0	0
Percentage of errors on accounts payable reported	0	0	0	0	0

PUBLIC WORKS DEPARTMENT – WATER WORKS DIVISION PROGRAM: UNDERGROUND FACILITY LOCATION

Program Purpose: Provide protection for underground facilities by marking location
Clients: Contractors, Utilities and Other City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • 2 Automobiles • 1 Teleprinter • 1 Lap Top Computer • Locating Equipment • As-Built Drawing • "Holey Moley" Statute • Construction Industry • Utility Industry • 2006 Budget: \$92,071 	<p>Maintain communication with construction industry and utility crews</p> <hr/> <p>Review and evaluate underground utilities notifications</p>	<p>Average of 600 notifications reviewed per month</p> <p>20 Notifications marked per day</p>	<p>Contractors, utilities and City departments will receive underground locates in a timely fashion.</p> <p>Contractors, utilities and City departments will excavate with confidence.</p> <p>Contractors, utilities and City department employees will not be injured.</p> <p>Contractors, utilities and City departments will preserve City's underground facilities.</p>	<p>Goals E and F</p> <p>Goals E and F</p> <p>Goals C, D, E and H</p> <p>Goals C, D, E, F and H</p>	<p>Percentage of locates done within the required amount of time</p> <p>Number of accidental dig-ins due to mis-markings</p> <p>Number of locates requested</p>

**PUBLIC WORKS DEPARTMENT – WATER WORKS DIVISION
PROGRAM: UNDERGROUND FACILITY LOCATION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of locates done within the required amount of time	44%	55%	60%	65%	100%
Number of accidental dig-ins due to mis-markings	0	0	0	0	0
Number of locates requested	11,770	12,723	12,859	12,900	12,800

PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DIVISION TOTAL:					
ENTERPRISE FUNDS:					
Sewage Works Operations & Capital					
Personal Services	4,221,453	4,077,571	4,346,871	4,641,580	80.00
Supplies	943,837	916,274	957,300	967,250	
Other Services	2,532,386	2,850,048	2,833,701	2,701,149	
Other Uses	3,317,406	2,687,738	2,938,871	2,977,185	
Capital	520,878	1,264,729	6,432,590	3,296,000	
	<u>11,535,960</u>	<u>11,596,360</u>	<u>17,509,333</u>	<u>14,583,164</u>	
Sewage Works Sinking Fund					
Other Services	2,783,273	3,586,587	3,682,775	3,593,553	
	<u>2,783,273</u>	<u>3,586,587</u>	<u>3,682,775</u>	<u>3,593,553</u>	
Sewer Insurance Fund					
Personal Services	101,195	102,007	104,578	109,299	2.00
Supplies	1,781	2,003	1,834	2,084	
Other Services	577,710	520,284	587,308	521,900	
Other Uses	22,823	20,698	21,712	23,950	
	<u>703,509</u>	<u>644,992</u>	<u>715,432</u>	<u>657,233</u>	
TOTAL SEWAGE WORKS	<u>15,022,742</u>	<u>15,827,939</u>	<u>21,907,540</u>	<u>18,833,950</u>	<u>82.00</u>

PROGRAM BUDGETS:

SEWERS - MAINTENANCE OF CITY COLLECTION SYSTEM

Personal Services	879,962	864,296	921,809	985,961	15.00
Supplies	434,954	434,634	454,307	449,137	
Other Services	314,055	295,563	316,194	323,009	
Other Uses	105,719	133,136	145,644	193,509	
Capital	323,032	943,206	4,799,525	537,800	
	<u>2,057,722</u>	<u>2,670,835</u>	<u>6,637,480</u>	<u>2,489,416</u>	

SEWERS - CONSTRUCTION AND REPAIR OF COLLECTION SYSTEM

Personal Services	594,838	576,198	608,316	657,309	14.00
Supplies	148,658	144,879	151,437	149,713	
Other Services	169,258	159,149	170,258	173,928	
Other Uses	105,719	133,135	145,643	193,510	
Capital	30,458	0	0	0	
	<u>1,048,931</u>	<u>1,013,361</u>	<u>1,075,654</u>	<u>1,174,460</u>	

WASTEWATER TREATMENT

Personal Services	2,223,551	2,080,343	2,218,776	2,365,315	38.00
Supplies	272,104	233,608	244,182	255,556	
Other Services	1,609,459	1,766,746	1,890,069	1,773,889	
Other Uses	3,042,575	1,854,890	2,027,190	1,984,117	
Capital	26,931	215,840	1,098,307	2,758,200	
	<u>7,174,620</u>	<u>6,151,427</u>	<u>7,478,525</u>	<u>9,137,077</u>	

PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

WASTEWATER LABORATORY

Personal Services	276,933	261,428	278,824	297,238	6.00
Supplies	47,555	58,257	60,894	63,730	
Other Services	37,738	48,592	51,984	48,789	
Other Uses	2,956	121,501	132,916	129,966	
Capital	24,782	7,310	37,197	0	
	<u>389,964</u>	<u>497,088</u>	<u>561,815</u>	<u>539,723</u>	

WASTEWATER INDUSTRIAL PRETREATMENT

Personal Services	58,763	58,357	62,240	66,351	1.00
Supplies	858	1,379	1,441	1,509	
Other Services	35,271	51,118	54,686	51,325	
Other Uses	0	33,193	36,311	35,505	
	<u>94,892</u>	<u>144,047</u>	<u>154,679</u>	<u>154,690</u>	

WASTEWATER - ORGANIC RESOURCES

Personal Services	187,374	236,949	252,716	269,407	5.00
Supplies	39,737	43,518	45,488	47,607	
Other Services	366,604	328,879	351,836	330,209	
Other Uses	60,441	411,883	450,579	440,578	
Capital	115,675	98,373	500,573	0	
	<u>769,831</u>	<u>1,119,602</u>	<u>1,601,192</u>	<u>1,087,800</u>	

SEWER INSURANCE

Personal Services	101,195	102,007	105,703	109,299	2.00
Supplies	1,781	2,003	1,834	2,084	
Other Services	577,710	520,285	587,308	521,900	
Other Uses	22,823	20,698	21,712	23,950	
	<u>703,509</u>	<u>644,993</u>	<u>716,557</u>	<u>657,233</u>	

SEWAGE WORKS SINKING FUND

Debt Service	2,783,273	3,586,587	3,682,775	3,593,553	
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TOTAL PROGRAMS

	<u>15,022,742</u>	<u>15,827,940</u>	<u>21,908,676</u>	<u>18,833,952</u>	<u>81.00</u>
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PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION PROGRAM: SEWERS - MAINTENANCE OF CITY COLLECTION SYSTEM

Program Purpose: To maintain and repair sanitary sewers and storm drains plus mow two creeks and forty-three retention basins in the City

Clients: City Residents and Sewer Division

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 15 FTE • 720 Square Feet Storage Building • Safety Equipment • Education • Education Materials • Fleet • Other Departments • 540 Miles of System • 200 Miles of Storm Line • 2006 Budget: \$2,489,416 	<ul style="list-style-type: none"> Clean lines Inspect lines Keep system flowing without interruption Control roots Mow and clean retention basins Manage wild flower program Inspect sewer lines by television Maintain equipment 	<ul style="list-style-type: none"> 415 Responses to back-up complaints made per day 38.05 Cubic Feet of grit removed per day 10,220 Feet cleaned per day 94 Catch basins cleaned per day 7 Lift stations cleaned per week Odor controlled as needed 355 Feet of root controlled per day 1,142 Man hours per year spent mowing and cleaning 5 Miles televised a year All equipment maintained 	<ul style="list-style-type: none"> City residents will have increased confidence in sewage system. City residents will have fewer sewer backups. City residents will have unrestricted flow to treatment plant. City residents will have 24 hour emergency service. City residents will have wild flowers in retention basin. City residents will have preventative maintenance program. Sewer Division will have low maintenance costs. 	<ul style="list-style-type: none"> Goals E and F Goal F Goals E and F Goals E and F Goal F Goal F Goal H 	<ul style="list-style-type: none"> Percentage decrease in blockages from previous year Number of complaints Number of actual backup complaints Percentage of response time within the first hour of complaint Percentage of retentions with wild flowers Number of problems identified before becoming major Percentage of clean and dependable equipment

**PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION
PROGRAM: MAINTENANCE OF CITY COLLECTION SYSTEM**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage decrease in blockages from previous year	0%	0%	0%	0%	15%	15%
Number of complaints	(515)	476	415	300	300	300
Number of actual backup complaints	(35)	32	32	30	30	35
Percentage of response time within the first hour of complaint	97%	98%	98%	99%	99%	99%
Percentage of retentions with wild flowers	15%	15%	20%	50%	50%	50%
Number of problems identified before becoming major	3,000	3,000	3,000	All problems	All problems	All problems
Percentage of clean and dependable equipment	99%	99%	99%	100%	100%	100%

PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION

PROGRAM: SEWERS - CONSTRUCTION AND REPAIR OF CITY COLLECTION SYSTEM

Program Purpose: Construction programs set up to do spot repairs in sewer mains and trunk lines, consisting of an excavation to the sewer lines and repair damage to the mains
Clients: Residents, City Departments, City Employees and Contractors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 14 FTE • 720 Square Feet Storage Building • Safety Equipment • Education • Education Materials • Fleet • Other City Departments • 540 Miles of System • 200 Miles of Storm Line • 2006 Budget: \$1,174,460 	Repair manholes Repair catch basins Repair main line Repair storm line Repair culvert Complete new installation Inspect lines, basins, etc	3 Manholes repaired per day 5 Catch basins repaired per day 35 Mains repaired per year 100% of main cave-ins repaired 211 Manholes raised for paving per year	Residents have fewer back-up problems. Residents have unrestricted flow to treatment plant.	Goal F Goal F	Number of blockages Number of repeat repairs
	Assist other City Departments Provide educational materials to clients Assist contractors	All departments assisted All educational material provided All contractors assisted	Residents, City Departments and contractors will have increased knowledge of services. Residents, City Departments and contractors will have increased confidence in staff. Residents, City Departments and contractors will have increased knowledge of collection system.	Goals E and F Goals E and F Goals E and F	Number of complaints
	Train for confined space biannually Train for excavation annually	All educational material provided	City employees will have access to be trained and certified in house.	Goal H	Number of employees certified Number of employees trained

**PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION
PROGRAM: SEWERS - CONSTRUCTION AND REPAIR OF CITY COLLECTION SYSTEM**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of blockages	35	32	32	30	35
Number of repeat repairs	1%	1%	1%	0%	0%
Number of complaints	515	476	415	300	300
Number of employees certified	25	17	14	All employees	All employees
Number of employees trained	2	10	13	All employees	All employees

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION

PROGRAM: WASTEWATER TREATMENT

Program Purpose: To provide cost-effective treatment of wastewater that meets or exceeds all federal, state, and local requirements generated by customers of the City of South Bend

Clients: Residents, Businesses and Industries in South Bend and in the Neighboring Communities, Organic Resources and Wastewater Division Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 38 FTE • Supplies • Outside Contractors • Motor Vehicles: <ul style="list-style-type: none"> 1 Boom Truck 1 Utility Vehicle 4 Pick Ups 1 Loader • Laws/Regulations: <ul style="list-style-type: none"> Federal - 33 U.S.C. 1251 Sections 402 and 405 State - IC 13-7 Local -Chapter 17 of the South Bend Municipal Code Book • 2006 Budget: \$9,137,077 	<p>Maintain the biological process to remove pollutants from the wastewater</p> <p>Monitor and adjust all process equipment to provide efficient operation of the plant</p> <p>Maintain and repair all equipment, buildings, and grounds of the Wastewater Treatment Plant and lift stations</p> <p>Train staff on safe use, care and repair of equipment</p> <p>Provide stabilized bio-solids to Organic Resources Facility</p>	<p>32.8 Million gallons of wastewater treated per day</p> <p>12 Monthly reports of operation (MRO) in compliance with permits and regulations</p> <p>24 Hours a day / 7 days a week staffed operation at the plant</p> <p>6,000 Preventative maintenance work orders completed</p> <p>1,280 Scheduled repairs completed</p> <p>0 Emergency repairs completed</p> <p>50 Hours of training for staff</p> <p>20,675 Wet tons of stabilized bio-solids delivered to Organic Resource Facility</p>	<p>Clients will have treated wastewater equal to or beyond the federal, state and local requirements.</p> <p>Wastewater Division employees will have usable equipment available.</p> <p>Wastewater Division employees will operate equipment safely.</p> <p>Organic Resources will receive more manageable bio-solids for land application and composting.</p>	<p>Goals C, F and G</p> <p>Goal H</p> <p>Goal H</p> <p>Goal C</p>	<p>Number of continuous months the MRO indicates that the treatment meets or exceeds the federal, state, and local requirements (NPDES Permit)</p> <p>Comparison of South Bend sewage rate to the top 20 cities in Indiana</p> <p>Percentage of work orders that are preventative</p> <p>Number of equipment failures</p> <p>Increase/decrease in accidents from previous year</p> <p>Number of continuous months that volatile solid reduction meets or exceeds federal, state, and local requirements</p>

**PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: WASTEWATER TREATMENT**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of continuous months the MRO indicates that the treatment meets or exceeds the federal, state and local requirements (NPDES Permit)	43 (11/12)	7 (10/12)	19 (12/12)	31 (12/12)	Every month	
Comparison of South Bend sewage rate to other cities in Indiana	10 out of top 20 largest cities in the state	11 out of top 23 largest cities in Indiana	11 out of top 24 largest cities in Indiana	18 out of top 24 largest cities in Indiana	2 nd lowest rate of top 24 cities in Indiana	
Percentage of work orders that are preventative	77%	71%	73%	73%	85%	
Number of equipment failures	0	0	0	0	0	
Increase/decrease in accidents from previous year	Increase	Same	Decrease	Decrease	Decrease	
Number of continuous months that volatile solid reduction meets or exceeds federal, state and local requirements	42	54	66	66	Every month	

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION

PROGRAM: LABORATORY

Program Purpose: Provide accurate and timely analytical results for our customers

Clients: South Bend Wastewater Operations, Administration and Organic Resources, South Bend Water Works and South Bend Park Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 6 FTE • Equipment and Supplies • Vehicle • Laboratory Facility • Constraints: Analytical Methods Approved by State and Environmental Protection Agency (EPA) • 2006 Budget: \$539,723 	<p>Collect samples at Wastewater Treatment Plant, Water Works wells and Organic Resources wells</p> <p>Perform analyses for Environmental Services, Water Works, Park Department and St. Joseph County Health Department</p> <p>Analyze Discharge Monitoring Report (DMR) Samples and keep quality control records</p> <p>Prepare State and Federal monitoring reports for clients</p>	<p>129 Sampling events conducted for Environmental Services, Water Works and Park Department</p> <p>457 Reports produced for Water Works, Park Department, Wastewater, Organic Resources and St. Joseph County Health Department</p> <p>84 Unknown samples analyzed 11 Samples analyzed</p> <p>12 State and Federal reports prepared</p>	<p>Clients will have timely reports.</p> <p>Clients will have accurate analytical data with which to make process decisions.</p>	<p>Goals E and H</p> <p>Goal E</p>	<p>Percentage of lab reports completed on time</p> <p>Percentage of reports completed with erroneous results</p> <p>Percentage of out of range results with unknown test samples</p> <p>Percentage of out of range DMR results</p> <p>Number of reports completed each year</p>

**PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: LABORATORY**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage of lab reports completed on time	100%	92%	100%	100%	100%	100%
Percentage of reports completed with erroneous results	0%	1%	0%	0%	0%	0%
Percentage of out of range results with unknown test samples	4%	9%	6%	10%	10%	0%
Percentage of out of range DMR results	0%	0%	0%	0%	0%	0%
Number of reports completed each year	133	115	83	82	82	106

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION

PROGRAM: INDUSTRIAL PRETREATMENT

Program Purpose: Enforcement of federal, state and local regulations of industrial pollutant discharges to the sewer, thereby protecting City workers and the South Bend Wastewater Treatment Plant and preventing pass through of untreatable pollutants to the St. Joseph River

Clients: Industrial Sewer Users Discharging to the South Bend Wastewater Treatment Plant

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • Sampling Equipment • Sampling Vehicle • Laws/Regulations: Federal - 40CFR403 State - IAC 327-5 Local - South Bend Municipal Code Chapter 17 • 2006 Budget: \$154,690 	Write discharge permits	1 New discharge permit written	Industrial community will have increased knowledge of pretreatment standards and regulations.	Goals C and E	Number of permitted industries in significant non-compliance of pretreatment regulations
	Inspect permitted industries annually	20 Inspections conducted			
	Evaluate self-monitoring reports submitted by industries	418 Self-monitoring reports evaluated	Industrial community will be compliant with pretreatment regulations.	Goals C and E	Number and concentration of industrial pollutants detected in semi-annual tests of influent to the South Bend Wastewater Treatment Plant
	Sample and monitor discharge from permitted industries				
	Calculate excessive strength surcharges	6 Enforcement actions initiated	Industrial community will not harm the South Bend Wastewater Treatment Plant with industrial pollutants.	Goals C and E	Number and concentration of industrial pollutants present in bio-solids produced by the South Bend Wastewater Treatment Plant
	Initiate enforcement action against non-compliant industry				
Reporting to USEPA and IDEM annually	6 Reports submitted to State and EPA				

**PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: INDUSTRIAL PRETREATMENT**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of permitted industries in significant non-compliance of pretreatment regulations	3	1	0	0	0	0
Number of concentration of industrial pollutants detected in semi-annual tests of influent to the South Bend Wastewater Treatment Plant	6 at 377 parts per billion	7 at 247 parts per billion	5 at 512 parts per billion	4 at 200 parts per billion	0 Detected	0 Detected
Number and concentration of industrial pollutants present in bio-solids produced by the South Bend Wastewater Treatment Plant	2 at 285 parts per billion	5 at 1,231 parts per billion	9 at 6,363 parts per billion	1 at 75 parts per billion	0 Detected	0 Detected

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION

PROGRAM: ORGANIC RESOURCES

Program Purpose: To provide a quality recycling center for yard waste, leaves, brush and bio-solids generated by residents, various City departments and contracted businesses

Clients: Residents of South Bend, Contracted Businesses and Other Walk-In Customers, City Departments and Farmers Participating in Land Application Program

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 5 FTE • Heavy Equipment: Tub Grinder Loaders Compost Windrow Turner • Compost Screen Machines Bio-Solids Applicators Semi Tractor/Trailer Crew Truck Pick Up • Farm Fields • Laws/Regulations: Federal - 40 CFR 503 State - IAC 327-6 Local - South Bend Municipal Code Chapter 17 • 2006 Budget: \$1,087,800 	<p>Compost yard waste and leaves</p> <p>Grind brush to produce mulch</p> <p>Screen compost</p> <p>Produce Class A bio-solids</p>	<p>125,000 Cubic yards of materials (yard waste and leaves) composted</p> <p>8,000 Cubic yards of brush processed</p> <p>8,000 Cubic yards of compost screened</p> <p>3,000 Cubic yards of Class A compost produced</p>	<p>Residents, contracted businesses and City Departments will have cost-effective alternatives to land filling yard waste.</p> <p>Residents, contracted businesses and City Departments will have increased knowledge of alternative ways of recycling.</p> <p>Residents will have alternatives to burning which helps keep air cleaner.</p> <p>Clients will have access to recycled materials (compost, mulch and bio-solids).</p>	<p>Goal C</p> <p>Goal C</p> <p>Goal C</p> <p>Goals C and E</p> <p>Goal C</p>	<p>Number of cubic yards of materials (yard waste, bio-solids, leaves, brush) received</p> <p>Customer cost/cubic yard of compost</p> <p>Customer cost/cubic yard of mulch</p> <p>Ratio of bio-solids landfill costs vs. land applications costs vs. Class A composting costs</p> <p>Bio-solids fertilizer value: dollar per day</p>

**PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: ORGANIC RESOURCES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of cubic yards of materials (yard waste, bio-solids, leaves, brush) received	186,522.5	128,420	136,260	135,000	150,000	
Customer cost/cubic yard of compost	\$4/yard	\$4/yard	1 st 2 yards \$4, thereafter \$8	1 st 2 yards \$4, thereafter \$8	\$4/yard	
Customer cost/cubic yard of mulch	\$4/yard	\$4/yard	1 st 2 yards \$4, thereafter \$8	1 st 2 yards \$4, thereafter \$8	\$4/yard	
Ratio of bio-solids landfill costs vs. land applications costs vs. Class A composting costs	17 / 11 / 5	17 / 10 / 5	17 / 10 / 5	17 / 10 / 5	17 / 9 / 2	
Bio-solids fertilizer value: dollar per acre	\$176 at 150 lbs. of nitrogen per acre	\$190 at 150 lbs. of nitrogen per acre	\$190 at 150 lbs. of nitrogen per acre	\$190 at 150 lbs. of nitrogen per acre	\$275 at 150 lbs. of nitrogen per acre	

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION

PROGRAM: SEWER INSURANCE

Program Purpose: To provide residents with sewer insurance protection which covers all costs to the resident, less \$500 deductible, associated with the repair by an outside contractor of a lateral sewer connecting a residence with the sewer system

Clients: Residents of the City of South Bend

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • External contractors • Guidelines of Insurance Program • Public Education • 2006 Budget: \$657,233 	Receive potential sewer repair calls	740 Repair inquiries responded to	Residents will have professional and timely assistance with lateral sewer problems.	Goal E	Average time of repair from the initial call to completion of repair
	Inspect and determine need and responsibility	450 Sewer repair inspections made	Residents will have a cost-effective lateral sewer insurance program.	Goal C	Percentage of repairs made from all calls to sewer insurance program
	Schedule repairs Provide inspection of repairs Manage repair costs	277 Repairs documented with address, contractor and summary of repair and cost			Average cost of sewer repair

**PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: SEWER INSURANCE**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Average time of repair from the initial call to completion of repair	1 / 2 days	1 / 2 days				
Percentage of repairs made from all calls to sewer insurance program	35%	65%	65%	65%	65%	65%
Average cost of sewer repair	\$2,087	\$2,543	\$3,009	\$2,500	\$2,500	\$2,500

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DIVISION TOTAL:					
INTERNAL SERVICE FUND					
Central Services					
Personal Services	2,310,771	2,272,837	2,567,658	2,618,271	49.00
Supplies	176,157	185,378	189,503	189,503	
Other Services	268,856	277,275	292,248	296,881	
Other Uses	62,446	62,544	62,544	76,722	
	<u>2,818,230</u>	<u>2,798,035</u>	<u>3,111,953</u>	<u>3,181,377</u>	
TOTAL CENTRAL SERVICES	<u>2,818,230</u>	<u>2,798,035</u>	<u>3,111,953</u>	<u>3,181,377</u>	<u>49.00</u>

PROGRAM BUDGETS:

CENTRAL SERVICES ADMINISTRATION

Personal Services	280,528	281,160	310,228	334,802	3.00
Supplies	16,198	11,149	16,231	16,231	
Other Services	34,087	35,091	35,924	37,050	
Other Uses	7,657	7,578	7,578	9,451	
	<u>338,470</u>	<u>334,978</u>	<u>369,961</u>	<u>397,534</u>	

FLEET MAINTENANCE

Personal Services	991,198	993,434	1,116,542	1,182,968	22.50
Supplies	57,232	39,394	57,351	57,351	
Other Services	120,442	123,990	126,930	130,910	
Other Uses	27,056	26,775	26,775	33,395	
	<u>1,195,928</u>	<u>1,183,593</u>	<u>1,327,598</u>	<u>1,404,624</u>	

FIRE FLEET MAINTENANCE

Personal Services	149,615	149,952	172,171	178,561	3.50
Supplies	8,639	5,946	8,657	8,657	
Other Services	18,180	18,715	19,159	19,760	
Other Uses	4,084	4,041	4,041	5,041	
	<u>180,518</u>	<u>178,654</u>	<u>204,028</u>	<u>212,019</u>	

BODY SHOP

Personal Services	112,211	112,464	129,128	133,921	3.50
Supplies	6,479	4,460	6,493	6,493	
Other Services	13,635	14,037	14,369	14,820	
Other Uses	3,063	3,031	3,031	3,781	
	<u>135,388</u>	<u>133,992</u>	<u>153,021</u>	<u>159,015</u>	

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

PURCHASING / CENTRAL STORES

Personal Services	111,759	76,785	121,299	69,262	2.50
Supplies	0	39,069	4,393	4,393	
Other Services	3,868	7,717	5,772	5,465	
Other Uses	2,538	2,676	2,676	2,962	
	<u>118,165</u>	<u>126,247</u>	<u>134,140</u>	<u>82,082</u>	

PARTS INVENTORY MANAGEMENT

Personal Services	243,124	243,673	279,778	290,162	5.00
Supplies	14,038	9,663	14,067	14,067	
Other Services	29,543	30,413	31,134	32,110	
Other Uses	6,636	6,567	6,567	8,191	
	<u>293,341</u>	<u>290,316</u>	<u>331,546</u>	<u>344,530</u>	

PRINT SHOP

Personal Services	98,574	92,465	101,047	74,770	2.00
Supplies	42,965	45,171	47,800	47,800	
Other Services	26,125	26,772	33,190	31,370	
Other Uses	3,582	3,754	3,754	4,682	
	<u>171,246</u>	<u>168,162</u>	<u>185,791</u>	<u>158,622</u>	

RADIO COMMUNICATIONS

Personal Services	226,211	229,184	229,858	242,224	4.00
Supplies	29,250	26,809	29,100	29,100	
Other Services	11,613	8,843	13,796	13,046	
Other Uses	5,277	5,597	5,596	6,068	
	<u>272,351</u>	<u>270,433</u>	<u>278,350</u>	<u>290,438</u>	

BUILDING MAINTENANCE

Personal Services	93,509	93,720	107,607	111,601	3.00
Supplies	5,399	3,717	5,411	5,411	
Other Services	11,363	11,697	11,974	12,350	
Other Uses	2,552	2,526	2,526	3,151	
	<u>112,823</u>	<u>111,660</u>	<u>127,518</u>	<u>132,513</u>	

TOTAL PROGRAMS

	<u>2,818,230</u>	<u>2,798,035</u>	<u>3,111,953</u>	<u>3,181,377</u>	<u>49.00</u>
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PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

PROGRAM: ADMINISTRATION

Program Purpose: To provide quality financial management and support to all Central Service programs
Clients: Central Services Division and Employees, Director of Public Works, Controller's Office, All Authorized Users of the City Fueling Islands, City Cab Companies and Operators

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3 FTE • Director of Public Works • Controller's Office • Building and Equipment • Laws/Regulations: Federal, State and Local • 2006 Budget: \$397,534 	<p>Provide timely and accurate financial reports</p> <p>Maintain vehicle inventory list</p> <p>Prepare budget</p> <p>Process division's accounts payable</p> <p>Input division's payroll</p> <p>License all City taxi cabs</p> <p>License any person driving a City taxi cab</p>	<p>12 Financial statements prepared</p> <p>1 Vehicle inventory list maintained</p> <p>1 Annual budget prepared</p> <p>11,400 Bills processed annually</p> <p>1,202 Payroll checks requested</p> <p>108 City taxi cabs licensed (Cars)</p> <p>118 Individual licenses issued (People)</p>	<p>Central Services Division will have accurate projections.</p> <p>Vehicle inventory list will be kept on file with City Clerk's Office per City Ordinance.</p> <p>Director of Public Works and Controller's Office will have accurate financial statements and budget information.</p> <p>Central Services Division will be in good standing with vendors.</p> <p>Central Services employees will be paid timely and correctly.</p> <p>Taxi cab companies and operators will be in compliance with licensing requirements.</p>	<p>Goal G</p> <p>Goal E</p> <p>Goal G</p> <p>Goals E and H</p> <p>Goal H</p> <p>Goals B, D and E</p>	<p>Number of monthly financial statements completed in ten working days after closing</p> <p>Vehicle inventory on file per ordinance</p> <p>Percentage of vendors paid on a timely basis</p> <p>Number of payroll errors reported</p> <p>Number of taxi cabs in compliance</p> <p>Number of license renewals</p> <p>Number of licenses - new issues</p>

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PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain a full inventory Resolve any fuel-related problems	943,000 Gallons of fuel supplied annually 12 Fuel pumps repaired annually	City fueling users will have fuel available for use. City fueling users will have uninterrupted service.	Goals E and H Goals E and H	Dollars spent on normal fuel pump repairs
	Provide staff training	156 Seminars and training hours provided	Division staff will have increased skills and knowledge.	Goal H	Number of training hours provided for non-union employee
	Acquire new vehicles	15 Vehicle specifications prepared 59 Vehicles purchased	User department will have properly equipped new vehicles.	Goals B, F and H	Number of new vehicles purchased

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: ADMINISTRATION**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of monthly financial statements completed in ten working days after closing	10	10	11	12	12
Vehicle inventory on file per ordinance	Once per year				
Percentage of vendors paid on a timely basis	98%	98%	98%	98%	100%
Number of payroll errors reported	8	8	7	3	0
Number of taxi cabs in compliance	132	111	108	100	All
Number of license renewals	98	100	93	100	Those who need them
Number of licenses - new issues	25	30	25	25	Those who need them
Dollars spent on fuel pump repairs	\$2,237	\$1,037	\$3,773	\$2,500	\$1,000
Number of training hours provided for non-union employees	95	110	156	110	90
Number of new vehicles purchased	96	60	46	50	Number allowed by budget

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

PROGRAM: FLEET MAINTENANCE

Program Purpose: To provide quality repair and maintenance service on all City-owned and operated equipment, along with prompt City taxi cab inspections

Clients: All Equipment Users in South Bend City Departments, City Cab Owners and Operators

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 22.5 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • City Fleet Operators • Taxi Cab Owners/Operators • 2006 Budget: \$1,404,624 	<p>Maintain equipment owned and operated by the City</p> <p>Repair tires</p>	<p>13,000 Equipment repairs</p> <p>1,881 Preventative maintenance inspections</p> <p>177 Tires repaired annually</p>	<p>City Departments will have increased access to operational equipment.</p> <p>City Departments will have convenient repairs.</p> <p>City Departments will have lower repair costs.</p>	<p>Goals E and H</p> <p>Goals E and H</p> <p>Goals G and H</p>	<p>Percentage of fleet availability</p> <p>Number of customer complaints</p> <p>Cost per mile / per hour</p> <p>Amount of savings incurred through tire repair vs. replacement</p>
	<p>Prepare and award bids on fleet and related equipment</p> <p>Dispose of obsolete equipment</p>	<p>59 Units properly purchased using the competitive bid process</p> <p>64 Units disposed</p>	<p>City Departments will receive the proper equipment at the best possible cost.</p> <p>City Departments' obsolete units will be disposed of properly.</p>	<p>Goals E, H and G</p> <p>Goals E and H</p>	<p>Number of requested units purchased within projected costs/Total number purchased</p> <p>Dollars reimbursed to departments from the disposal of equipment</p>
	<p>Inspect City taxi cabs</p>	<p>95 City taxi cabs inspected</p>	<p>City taxi cab owners and operators will be in compliance with licensing requirements.</p>	<p>Goals B and E</p>	<p>Number of taxi cab re-inspections</p>

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: FLEET MAINTENANCE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of fleet availability	98.5%	98.5%	98.5%	97.7%	100%
Number of customer complaints	6 / Year	6 / Year	6 / Year	5 / Year	0 / Month
Cost per mile / per hour	\$.41 per mile	\$.39 per mile	\$.40 per mile	\$.41 per mile	* \$.35 per mile
	\$31 per hour	\$30 per hour	\$13.50 per hour	\$13.85 per hour	\$25 per hour
Amount of savings incurred through tire repair vs. replacement	\$21,000	\$21,500	\$22,200	\$22,500	\$24,000
Number of requested units purchased within projected costs / Total number purchased	125	63	137	62	All ordered
Dollars reimbursed to departments from the disposal of equipment	\$72,957	\$87,885	All reimbursable dollars	All reimbursable dollars	All reimbursable dollars
Number of taxi cab re-inspections	57	50	32	25	10

* Target reduced \$.05 per mile from previous year

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

PROGRAM: FIRE FLEET MAINTENANCE

Program Purpose: To provide quality maintenance on all fire emergency vehicles
Clients: South Bend City Fire Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3.5 FTE • Operators • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2006 Budget: \$212,019 	<p>Maintain all emergency fire vehicles and ambulances</p>	<p>1,307 Vehicle repairs 132 Preventative maintenance inspections</p>	<p>Fire Department will have increased access to operational vehicles. Fire Department will have convenient repairs. Fire Department will have lower costs.</p>	<p>Goals E and H Goals E and H Goals G and H</p>	<p>Percentage of fleet availability Percentage of vehicles with approved pumps</p>
			<p>Fire Department's pumps will meet State standards on fire trucks.</p>	<p>Goals B, E and H</p>	

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: FIRE FLEET MAINTENANCE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of fleet availability	98.5%	98.2%	97.7%	98.2%	100%
Percentage of vehicles with approved pumps	94.5%	94.5%	100%	100%	100%

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

PROGRAM: BODY SHOP

Program Purpose: To provide body repair services to all City Departments along with preparing vehicles for service

Clients: All Equipment Users in South Bend City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3.5 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2006 Budget: \$159,015 	<p>All vehicles involved in accidents will be repaired and returned to service if deemed cost effective</p>	<p>268 Vehicle body repairs provided 121 Vehicle estimates provided</p>	<p>City Departments will get a useable vehicle back in service. City Departments will have a lower cost. City Departments will have convenient repairs.</p>	<p>Goals E and H Goals E, G, and H Goals E and H</p>	<p>Number of hours spent on vehicle repairs Percentage of total fleet of vehicles repaired Actual costs vs. estimates</p>
	<p>All restorations made deemed cost effective</p>	<p>0 Equipment/vehicles restored</p>	<p>City Departments will have equipment with an extended life. City Departments will save money on new equipment.</p>	<p>Goal H Goal G</p>	<p>Percentage of savings of vehicle/equipment restorations vs. replacement</p>
	<p>All new or transferred units will be prepped for use</p>	<p>88 Equipment/vehicles prepared</p>	<p>City Departments will have equipment and identification added or transferred as required.</p>	<p>Goals E and H</p>	<p>Number of equipment added or transferred</p>

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: BODY SHOP**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2005		
Number of hours spent on vehicle repairs	4,358	2,557	4,385.5		3,200	3,500
Percentage of total fleet of vehicles repaired	35%	34%	30.1%		38%	35%
Percentage of actual cost vs. estimates	33%	32%	11.7%		10%	0%
Percentage of savings of vehicle/equipment restoration vs. replacement	50%	40%	40%		40%	25%
Number of equipment added or transferred	0	0	0		0	65
	1	2	12		10	30

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

PROGRAM: CENTRAL STORES

Program Purpose: To provide Central Stores services for all City Departments
Clients: City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2.5 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • City Departments • 2006 Budget: \$82,082 	<p>Operate Central Stores for volume buying</p> <p>Deliver items on a timely basis</p> <p>Distribute interoffice mail</p>	<p>1,300 Items stocked</p> <p>\$328,187 Annual cost of sales made</p> <p>50-60 Stores deliveries made per week</p> <p>85 Mail stops made per week</p>	<p>City Departments will have lower costs.</p> <p>City Departments will have goods in a timely manner.</p> <p>City Departments will have mail daily.</p>	<p>Goal G</p> <p>Goals E and H</p> <p>Goals E and H</p>	<p>Percentage of stores cost savings to current market prices</p> <p>Percentage of deliveries made the day after orders are approved</p> <p>Number of non-delivery mail complaints</p>

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: CENTRAL STORES**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of stores cost savings to current market prices	20%	20%	22%	23%	25%
Percentage of deliveries made the day after orders are approved	98%	98%	99%	99.5%	100%
Number of non-delivery mail complaints	2 / Year	2 / Year	0 / Year	0 / Year	0

January 2005 – Central Stores and Purchasing split.
All items purchased for Central Stores inventory are purchase orders.

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: PARTS INVENTORY MANAGEMENT**

Program Purpose: To support the fleet maintenance function by having parts available for immediate use
Clients: Fleet Maintenance Program

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 5 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2006 Budget: \$344,530 	Maintain an accurate inventory	2 Annual inventory counts	Fleet maintenance will have inventory items available for use.	Goals E and H	Percentage of stock keeping unit errors
	Provide parts to support repair function	3 Units down per day for parts 27,000 Parts issued annually	Fleet maintenance will have parts in a timely manner.	Goals E and H	Percentage of parts utilized from inventory

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: PARTS INVENTORY MANAGEMENT**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of stock keeping unit errors	23.0%	24%	23%	22%	10%
Percentage of parts utilized from inventory	84%	82%	84%	86%	90%

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

PROGRAM: PRINT SHOP

Program Purpose: To provide efficient, cost-effective printing services for City departments
Clients: All City Departments Requiring Printing or Duplicating Services

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • Vendors • Building Equipment • Other City Departments • 2006 Budget: \$158,622 	<p style="text-align: center;">Provide printing services</p> <p style="text-align: center;">Provide duplicating services</p>	<p style="text-align: center;">856 Printing requests</p> <p style="text-align: center;">3,383,602 Pages duplicated</p>	<p>City departments will have convenient printing and duplicating services.</p> <p>City departments will have lower printing and duplicating costs.</p> <p>City departments will have printing and duplicating services completed by the agreed time.</p>	<p>Goals E and H</p> <p>Goals G and H</p> <p>Goals E and H</p>	<p>Percentage of jobs repeated due to print shop error</p> <p>Price list comparison savings vs. commercial printers</p> <p>Percentage of jobs completed within the agreed upon time</p>

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: PRINT SHOP**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage of jobs repeated due to print shop error	.3%	.3%	.1%	.1%	0%	
Price list comparison savings vs. commercial printers	12%	12.75%	12.75%	13.0%	15%	
Percentage of jobs completed within the agreed upon time	99.5%	99.7%	99.8%	99.8%	100%	

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

PROGRAM: RADIO COMMUNICATIONS

Program Purpose: To provide effective and reliable radio communications along with ensuring the safety of the residents of South Bend with consistent 911 service

Clients: All City Departments using City Two-Way Radio Communications Equipment and 911 Users

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 4 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2006 Budget: \$290,438 	<p>Provide radio communication repairs</p> <p>Provide radio installations</p> <p>Provide maintenance for 911 dispatch</p> <p>Provide computer and related equipment installations for police vehicles</p>	<p>1,319 Radios repaired</p> <p>245 Radios installed</p> <p>40 "911" Service calls</p> <p>26 Computer installations</p>	<p>City departments will have operating equipment available.</p> <p>City departments will have equipment available with communication capabilities.</p> <p>911 users will experience uninterrupted, clear 911 service.</p> <p>City departments will have the proper equipment available.</p>	<p>Goals B, E and H</p>	<p>Percentage of available equipment</p> <p>Number of equipment installations provided in vehicles</p> <p>Percentage of time 911 Dispatch Center is not operable</p> <p>Percentage of computer equipment available</p>

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: RADIO COMMUNICATIONS**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage of available equipment	99%	99%	99%	98%	100%	
Number of equipment installations provided in vehicles	436	411	245	250	250	
Percentage of time 911 Dispatch Center is not operable	1%	1%	1%	1%	0	
Percentage of computer equipment available	99%	99%	99%	99%	100%	

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

PROGRAM: BUILDING MAINTENANCE

Program Purpose: To provide a clean and safe work environment for all Central Services employees
Clients: Central Services Employees and Fire Department Building Maintenance

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3 FTE • Vendors • Contractors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2006 Budget: \$132,513 	<p>Provide maintenance service</p> <p>Maintain support equipment, i.e. motors, pumps, generators, etc.</p> <p>Participate in environmental meetings</p> <p>Provide building repairs and maintenance</p>	<p>3,756 Hours devoted to maintenance service</p> <p>270 Repairs performed</p> <p>12 Reviews of current environmental procedures</p> <p>1,886 Hours general maintenance of Sample Street Garage, Also maintenance of gas pumps at 701 Sample.</p>	<p>Central Services and Fire Department Building Maintenance employees will have a cleaner and safer work environment.</p> <p>Central Services and Fire Department Building Maintenance employees will have equipment in operating condition.</p> <p>Central Services and Fire Department Building Maintenance employees will maintain compliance with environmental regulations (5 Star rating from Indiana Department of Environmental Management - IDEM).</p> <p>Central Service and Fire Department Building Maintenance employees will maintain general overall building maintenance, including electrical, plumbing and heating.</p>	<p>Goal H</p> <p>Goal H</p> <p>Goal H</p> <p>Goal H</p>	<p>Number of janitorial complaints</p> <p>Average number of days equipment is out of service per year</p> <p>Number of environmental violations</p> <p>Number of days heating, plumbing, electrical, etc. are not operational</p>

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: BUILDING MAINTENANCE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of janitorial complaints	12	15	12	9	0
Average number of days equipment is out of service per year	7	5	6	4	0
Number of environmental violations	0	0	0	1	0
Number days heating, plumbing, electrical, etc. are not operational	1	3	3	2	0

PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DIVISION TOTAL:					
ENTERPRISE FUND:					
Solid Waste					
Personal Services	1,510,869	1,499,792	1,594,790	1,635,259	31.00
Supplies	130,930	195,601	149,800	194,800	
Other Services	2,148,798	1,822,386	2,523,547	2,361,634	
Other Uses	140,829	586,379	178,701	166,669	
Capital	477,727	451,268	58,200	0	
TOTAL SOLID WASTE DIVISION	4,409,153	4,555,426	4,505,038	4,358,362	31.00

PROGRAM BUDGETS:

SOLID WASTE PICK-UP

Personal Services	1,099,005	1,075,610	1,157,014	1,113,578	21.00
Supplies	130,360	195,601	148,727	194,800	
Other Services	2,144,689	1,819,904	2,517,068	2,358,418	
Other Uses	138,997	580,427	105,379	164,977	
Capital	477,727	451,268	58,200	0	
	3,990,778	4,122,810	3,986,388	3,831,772	

CUSTOMER SERVICE

Personal Services	41,641	72,801	40,474	75,371	1.00
Supplies	570	0	966	0	
Other Services	4,108	5,952	14,442	3,216	
Other Uses	1,832	2,482	73,194	1,692	
	48,151	81,235	118,625	80,279	

CODE ENFORCEMENT (staff functions included with Code)

Personal Services	370,223	351,381	400,025	446,311	9.00
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TOTAL PROGRAMS

	4,409,152	4,555,426	4,505,038	4,358,362	31.00
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PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION

PROGRAM: SOLID WASTE PICK UP

Program Purpose: To provide quality collection and disposal of solid waste generated by residents, various City Departments and contracted businesses

Clients: Residents who live in single-family through four-unit dwellings in South Bend and City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 21 FTE • Fleet: Twenty-five Cubic Yard Packers Twenty Cubic Yard Packers Boom Trucks Loader Roll-off Truck Pick Ups • Landfill • Supplies • Laws/Regulations: South Bend Municipal Code Chapter 16 • 2006 Budget: \$3,831,772 	<p>Collect and disposal of residential solid waste</p> <p>Collect and disposal of solid waste from various departments</p>	<p>38,000 Tons solid waste collected and landfilled</p>	<p>Residents and City Departments will have a quality and cost effective solid waste collection and disposal service.</p>	<p>Goals C and E</p>	<p>Number of tons of solid waste collected and disposed</p>
	<p>Collect yard waste and deliver to Organic Resource Facility for composting</p>	<p>24,000 Tons of yard waste collected and diverted from landfill</p>	<p>Residents and City Departments will have quality yard waste collection that will lead to a reduction in landfill usage.</p> <p>Residents and City Departments will have access to a large item collection and disposal service.</p>	<p>Goals C and E</p>	<p>Number of tons diverted from landfill</p> <p>Dollars saved vs. landfilling (yard waste)</p>

**PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION
PROGRAM: SOLID WASTE PICK UP**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of tons of solid waste collected and disposed	36,808	40,971	31,723	37,000	30,000
Number of tons diverted from landfill *	22,339	14,269	17,800	23,000	25,000
Dollars saved vs. landfilling (yard waste)	\$469,119	\$299,649	\$356,000	\$483,000	\$525,000

* Fluctuation is due to residents not participating in recycling program.

PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION

PROGRAM: SOLID WASTE - CUSTOMER SERVICE

Program Purpose: To respond to customers who call the Division of Environmental Services

Clients: Everyone who calls in to Division of Environmental Services

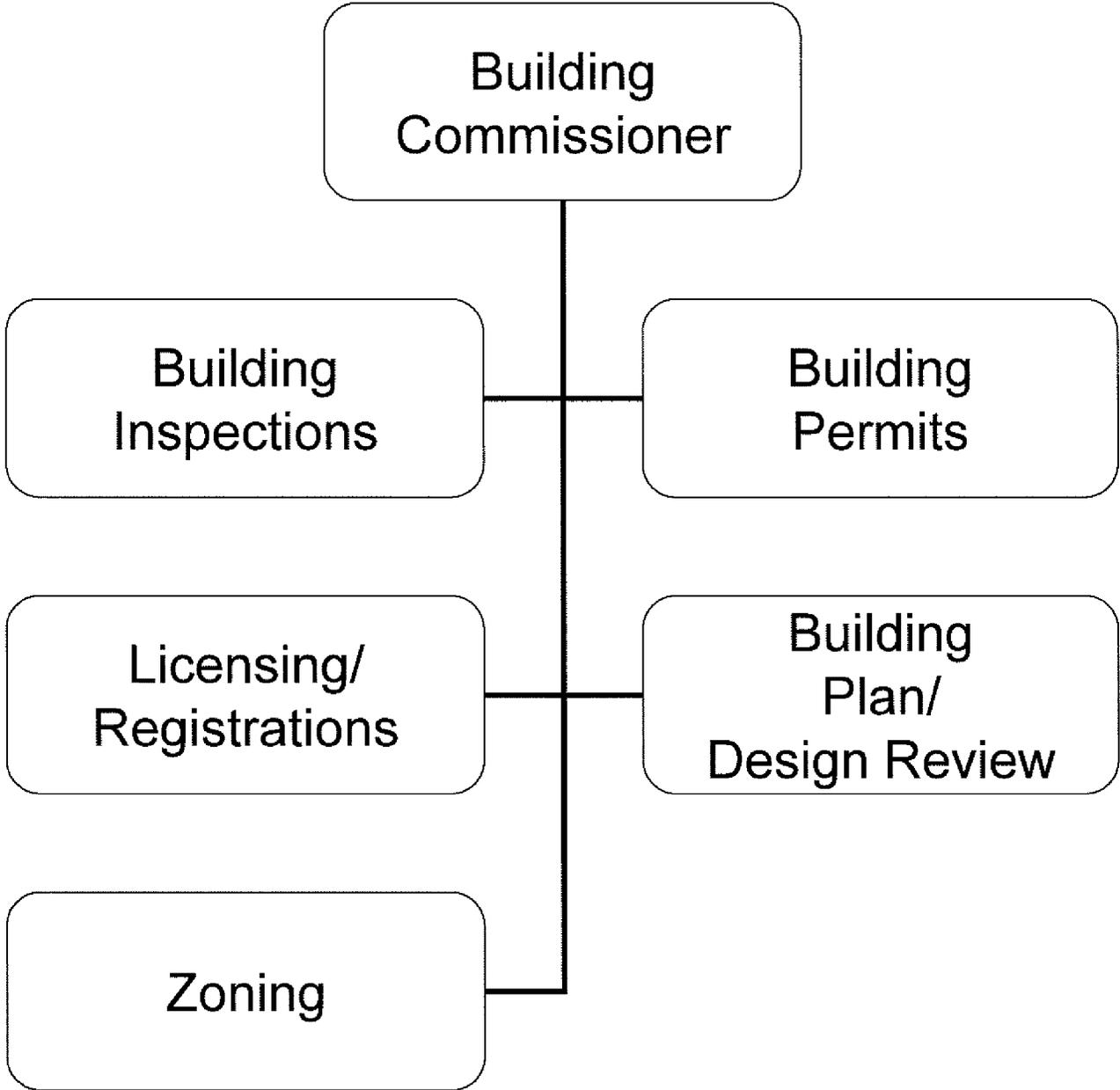
INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • Office Supplies • Office Equipment • Route Book • City Directory • City Map • 2006 Budget: \$80,279 	Inform customers	31,000 Inquiries from customers answered	Clients will have their phone calls answered efficiently.	Goal E	Number of compliments
	Respond to all customers' needs and requests	49,000 Customer concerns responded to	Clients will have their problems resolved. Clients will be satisfied with services offered by Division of Environmental Services.	Goal E	Number of complaint calls Number of extra pickups scheduled
	Educate customers	200 Door hangers placed 5 Newsletters distributed per year 900 Guidelines distributed	Clients will be referred to the appropriate respondents. Clients will have a better knowledge of department guidelines. Clients will have an increased knowledge of available services. Clients will assist the department by using proper containers and placing solid waste in proper collection area on day of pick up.	Goal E	Numbers of door hangers placed Number of newsletters distributed Number of guidelines distributed

**PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION
PROGRAM: CUSTOMER SERVICE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of compliments	329	463	480	500	600
Number of complaint calls	4,467	6,177	4,100	3,800	0
Number of extra pick ups scheduled	18,820	22,766	19,908	29,000	35,000
Numbers of door hangers placed	200	200	200	500	1,000
Number of newsletters distributed	5	5	* 27,000	5	5
Number of guidelines distributed	783	1,065	* 27,000	1,100	1,750

* Newsletters and guidelines distributed with new containers.

CONSLIDATED BUILDING DEPARTMENT



CONSOLIDATED BUILDING DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
ENTERPRISE FUND:					
Building Department					
Personal Services	983,672	897,583	1,152,052	1,195,525	22.00
Supplies	33,489	28,458	33,280	33,280	
Other Services	83,084	78,733	109,284	104,937	
Other Uses	15,726	17,892	17,892	18,489	
Capital	27,600	4,900	0	40,400	
TOTAL BUILDING DEPARTMENT	1,143,571	1,027,566	1,312,508	1,392,631	22.00

PROGRAM BUDGETS:

BUILDING INSPECTIONS

Personal Services	542,905	461,526	583,976	606,644	11.00
Supplies	18,316	17,168	17,656	17,656	
Other Services	40,012	40,304	49,161	47,849	
Other Uses	3,146	3,578	3,579	3,698	
Capital	23,460	490	0	34,340	
	627,839	523,066	654,372	710,187	

BUILDING PERMITS

Personal Services	162,208	157,618	192,391	198,290	3.00
Supplies	6,855	4,148	6,573	6,573	
Other Services	6,939	7,995	11,254	9,838	
Other Uses	3,145	3,579	3,578	3,698	
Capital	2,760	980	0	4,040	
	181,907	174,320	213,796	222,439	

LICENSING / REGISTRATIONS

Personal Services	78,485	79,048	87,084	92,302	2.00
Supplies	964	620	964	964	
Other Services	1,760	1,954	2,705	2,404	
Other Uses	3,145	3,578	3,578	3,697	
Capital	1,380	1,470	0	2,020	
	85,734	86,670	94,331	101,387	

BUILDING PLAN / DESIGN REVIEW

Personal Services	59,243	56,014	70,021	71,413	2.00
Supplies	2,903	2,516	3,495	3,495	
Other Services	4,019	3,575	6,389	6,050	
Other Uses	3,145	3,579	3,578	3,698	
Capital	0	490	0	0	
	69,310	66,174	83,483	84,656	

ZONING

Personal Services	140,832	143,377	218,580	226,876	4.00
Supplies	4,452	4,006	4,592	4,592	

CONSOLIDATED BUILDING DEPARTMENT

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

Other Services	24,452	24,905	29,775	28,796
Other Uses	3,145	3,578	3,579	3,698
Capital	0	1,470	0	0
	<u>172,881</u>	<u>177,336</u>	<u>256,526</u>	<u>263,962</u>

DEMOLITIONS (Expenses incurred by County)

Other Services	5,900	0	10,000	10,000
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TOTAL PROGRAMS

<u>1,143,571</u>	<u>1,027,566</u>	<u>1,312,508</u>	<u>1,392,631</u>	<u>22.00</u>
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CONSOLIDATED BUILDING DEPARTMENT PROGRAM: BUILDING INSPECTIONS

Program Purpose: To assure code compliance on all projects
Clients: Building Professionals, Utility Companies, Property Owners and Renters Engaged in Construction and Staff

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 11 FTE • Internal: Permits Vehicles/Radios • External Providers: Seminars • Laws/Regulations: Code Books Zoning Ordinances • 2006 Budget: \$710,187 	Make all required inspections and record information	36,000 Inspections performed	Building professionals, utility companies, property owners and renters will have code compliance on all projects, which will provide safer buildings.	Goal C	Number of citations issued
	Enforce the building codes	300 Citations issued	Building professionals, utility companies, property owners and renters will remain knowledgeable on codes.	Goals C and E	Number of complaints received
	Educate the customer	20 Classes and seminars held	Building professionals, property owners and renters will be aware of non-compliance to zoning regulations.	Goals C and E	Number of zoning referrals made
	Monitor for zoning compliance	17 Referrals to the zoning administrator made	Building professionals, property owners and renters will interact with zoning procedures.	Goals C and E	
	Continue education of inspectors	50 Classes and seminars attended 4 Certification examinations taken	Staff will become more knowledgeable of codes. Staff will be more skilled in handling processes.	Goal H Goal H	Number of certifications held by inspectors Number of certified inspectors

**CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING INSPECTIONS**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of citations issued	307	383	434	300	0	
Number of complaints received	559	652	668	475	0	
Number of zoning referrals made	19	21	53	17	0	
Number of certifications held by inspectors	19	20	15	19	26	
Number of certified inspectors	9	10	9	13	13	

CONSOLIDATED BUILDING DEPARTMENT PROGRAM: BUILDING PERMITS

Program Purpose: Managing and maintaining permit fee collection and records for the customers
Clients: Contractors, Property Owners and Renters Engaged in Construction, Staff, Building Department and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3 FTE • Internal: Forms Licensing/Registrations Plan/Design Reviews • External Providers: Other Governmental Units • Laws/Regulation: Zoning Ordinances • 2006 Budget: \$222,439 	Issue permits	14,000 Permits issued	Contractors, property owners and renters will have increased knowledge of city and county codes.	Goal C	Number of citations issued for code violations
	Educate the customers	12 Classes held	Contractors, property owners and renters will obtain permits.	Goal C	Number of citations issued for lack of permits
	Monitor fee activities	\$1,414,240 Fees collected	Contractors, property owners and renters will be in compliance with city and county codes.	Goal C	Goal C
	Educate staff	20 Classes attended	Contractors, property owners and renters will be more knowledgeable on permit requirements.	Goal C	Goal C
			Building Department will be financially self-supporting.	Goals E and G	Amount of revenues collected in excess of expenditures Cost per permit issued
			Staff will have increased knowledge of code. Staff will have increased skills in processing permits.	Goal H Goals E and H	Complaints filed on permits issued

**CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING PERMITS**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of citations issued for code violations	52	98	122	60	0	
Number of citations issued for lack of permits	255	285	312	275	0	
Amount of revenues collected in excess of expenditures	(\$16,895)	(\$158,506)	\$112,686	\$62,009	50% cash reserve	
Cost per permit issued	\$12.12	\$13.99	\$13.70	\$15.89	\$10.00	
Complaints filed on permits issued	4	4	8	3	0	

CONSOLIDATED BUILDING DEPARTMENT PROGRAM: LICENSING/REGISTRATIONS

Program Purpose: To assure work throughout the community is being performed by legitimate contractors
Clients: Licensed Heating and Electrical Contractors, Registered Contractors, Review Boards, Insurance Companies, Bonding Companies, Property Owners and Renters Engaged in Construction

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • Internal: Forms • Exterior Providers: Exterior (Block & Assts) • Electrical and Heating Review Boards • Insurance and Bonding Companies • Laws/ Regulations: Ordinances • 2006 Budget: \$101,387 	<p>Issue licenses for contractors</p> <hr/> <p>Maintain registration on contractors</p>	<p>460 Licenses issued to contractors</p> <hr/> <p>1,500 Contractors registered</p>	<p>Contractors will have a greater understanding of licensing requirements.</p> <p>Contractors will become registered.</p> <p>Contractors will comply with licensing requirements through testing.</p> <p>Licensed and registered contractors will have the right to perform work in compliance with code.</p> <p>Owners and renters will have access to a pool of licensed and registered contractors.</p> <p>Owners and renters will utilize licensed and registered contractors.</p> <p>Review boards, insurance companies and bonding companies will have access to information about the status of contractors.</p> <p>Review boards, insurance companies and bonding companies will be better able to make informed professional and business decisions.</p>	<p>Goal C</p> <hr/> <p>Goal C</p> <hr/> <p>Goal C</p> <hr/> <p>Goal C</p> <hr/> <p>Goals C and D</p>	<p>Number of classes given on contractors registration and licensing</p> <hr/> <p>Number of non-registered contractors cited</p> <hr/> <p>Number of tests performed</p>
	<p>Test for heating and electrical licensing</p> <hr/> <p>File claims on bonds</p>	<p>40 Tests performed</p> <hr/> <p>3 Claims filed</p>	<p>Owners and renters will have access to system for levying claims.</p> <p>Owners and renters will have projects brought into compliance ensuring proper and safe construction.</p>	<p>Goals C, D and E</p> <hr/> <p>Goals C, D and E</p>	<p>Number of claims awarded</p>

**CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: LICENSING / REGISTRATIONS**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of classes given on contractors registration and licensing	9	9	2	10	12	
Number of non-registered contractors cited	41	40	64	35	0	
Number of tests performed	35	58	43	40	* 50	
Number of claims awarded	6	4	3	3	0	

* Economically Related

CONSOLIDATED BUILDING DEPARTMENT PROGRAM: BUILDING PLAN / DESIGN REVIEW

Program Purpose: To assure design standards and code compliance at the earliest stage of a project
Clients: Architects, Engineers, Contractors and Construction Managers, Developers, Property Owners and Renters Engaged in Construction and Staff

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • Internal: Vehicles/Radios • External Providers: Seminars Other Governmental Units West Washington Design Review Board News Media • Laws/Regulations: Zoning Ordinances Code Books Design Standards • 2006 Budget: \$84,656 	Review plans for class 1 buildings	300 Plan reviews performed	<p>Clients will comply with design standards and code at the earliest stages of a project.</p> <p>Clients will be knowledgeable of minimum requirements on plan reviews.</p> <p>Clients will comply with minimum requirements.</p> <p>Staff will be knowledgeable on review process.</p> <p>Staff will be skilled in handling reviews.</p>	Goals C and E	Number of citations issued on reviewed projects
	Review plans for compliance to design standards	100 Design reviews performed		Goals C and E	Goals C and E
	Make inspections for design reviews	100 Inspections made			
	Educate customers	6 Seminars and meetings held		Goals C and E	Goals C and E
	Educate staff	3 Departmental meetings held		Goal H	Revisions required after the review process
				Goal H	

**CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING PLAN / DESIGN REVIEW**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of citations issued on reviewed projects	4	3	5	5	0	
Number of plan reviews that were tabled due to insufficient information	25	56	65	25	0	
Revisions required after the review process	5	7	8	4	0	

CONSOLIDATED BUILDING DEPARTMENT PROGRAM: ZONING

Program Purpose: To assure the proper development and use of all properties
Clients: Property Owners and Renters, Building and Zoning Professionals, Other Governmental Units Engaged in Building Process and Staff

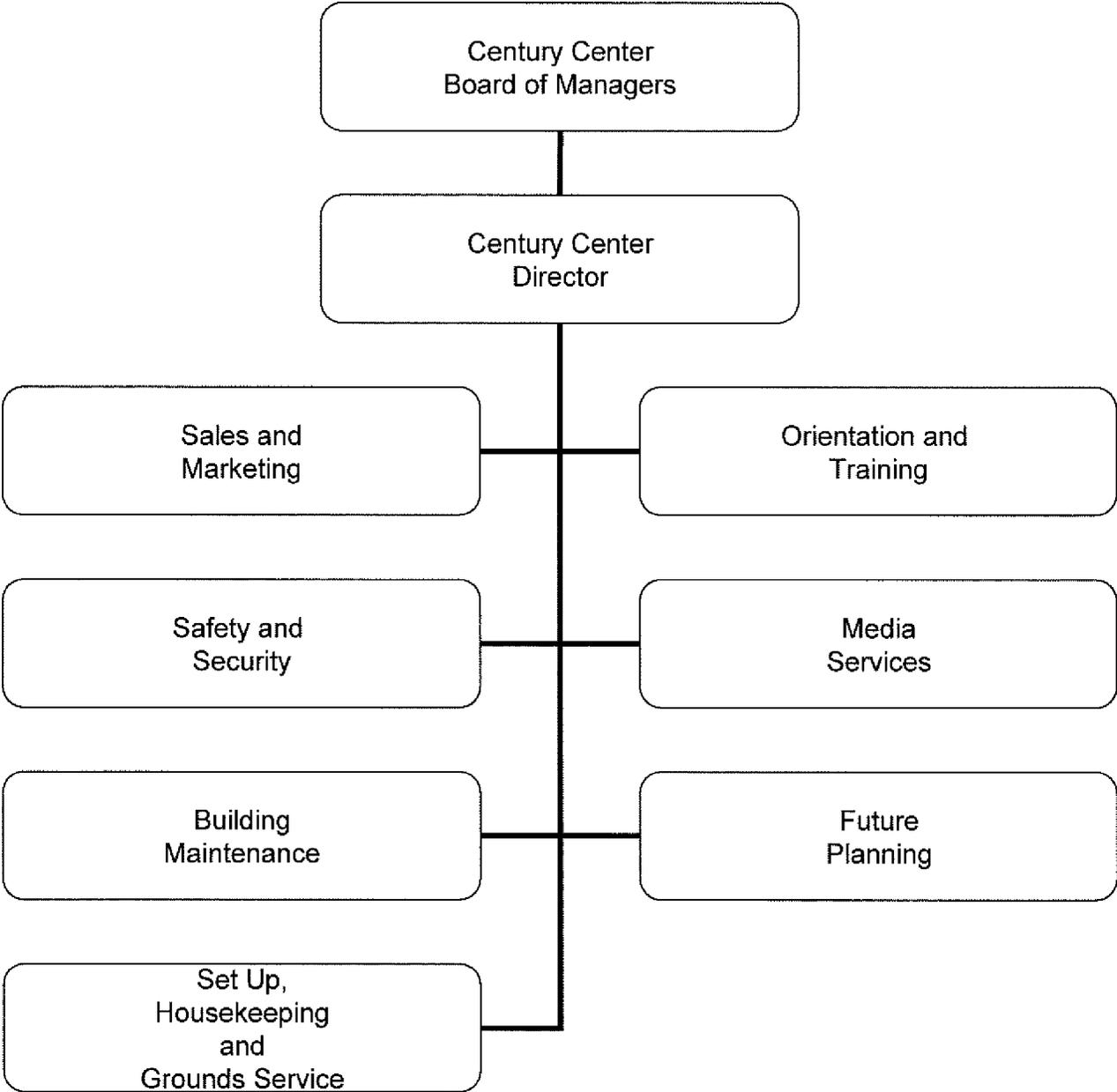
INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 4 FTE • Internal: Permits Vehicles/Radios Plan Review • External Providers: Seminars Board of Zoning Appeals Area Board of Zoning Appeals News Media Other Governmental Units Complaints • Laws/Regulations: Zoning Ordinances • 2006 Budget: \$263,962 	Educate customers on zoning regulations	15 Seminars held for the professional community	Property owners, building and zoning professionals and other governmental units will be more knowledgeable of zoning regulations.	Goal C	Number of citations issued
	Administer the zoning ordinances	100 Zoning compliance letters written	Property owners, building and zoning professionals and other governmental units will be in compliance with zoning ordinance.	Goal C	Percentage of resolved citations
		800 City's business licenses reviewed	Property owners and building and zoning professionals will receive Building Department's recommendation on licenses applications.	Goal C	Number of license applications rejected compared to total
	Enforce zoning ordinances	1,300 Inspections performed 170 Citations issued	Property owners and building and zoning professionals will be aware of how to comply. Property owners will avoid building citations.	Goal C Goal C	Percentage of resolved citations
	Receive and process petitions	175 Petitions received and processed	Property owners and building and zoning professionals will understand variance appeals procedures.	Goals C and D	Number of petitions processed
	Educate staff	4 Departmental meetings held	Staff will be knowledgeable on zoning.	Goal H	Complaints received on zoning information given

**CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: ZONING**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of citations issued	172	137	193	170	100
Number of license applications rejected compared to total	12:679	7:620	9:792	8:800	0:Total
Percentage of resolved citations	32%	58.5%	79%	80%	100%
Number of petitions processed	186	180	198	175	* 100
Complaints received on zoning information given	5	7	6	5	0

* Economically Related

CENTURY CENTER



CENTURY CENTER

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
ENTERPRISE FUND:					
Century Center					
Personal Services	1,922,662	1,806,036	2,017,722	1,931,917	34.00
Supplies	96,343	85,449	121,695	121,695	
Other Services	1,032,408	1,014,228	976,688	973,240	
Other Uses	66,516	68,166	68,166	43,765	
TOTAL CENTURY CENTER	3,117,929	2,973,879	3,184,271	3,070,617	34.00

PROGRAM BUDGETS:

SALES AND MARKETING

Personal Services	195,653	195,356	198,606	217,759	4.00
Supplies	387	351	500	500	
Other Services	88,648	89,478	85,459	85,459	
Other Uses	9,502	9,736	9,738	6,252	
	<u>294,190</u>	<u>294,921</u>	<u>294,303</u>	<u>309,970</u>	

ORIENTATION AND TRAINING

Personal Services	179,466	185,509	188,759	205,238	4.00
Supplies	7,585	6,873	9,790	9,790	
Other Services	101,278	102,223	97,634	97,634	
Other Uses	9,502	9,738	9,738	6,252	
	<u>297,831</u>	<u>304,343</u>	<u>305,921</u>	<u>318,914</u>	

SAFETY AND SECURITY

Personal Services	56,162	77,064	77,564	64,510	1.00
Supplies	2,479	2,246	3,200	3,200	
Other Services	179,250	180,922	172,800	172,800	
Other Uses	9,502	9,738	9,738	6,252	
	<u>247,393</u>	<u>269,970</u>	<u>263,302</u>	<u>246,762</u>	

MEDIA SERVICES

Personal Services	223,748	234,438	236,938	204,112	3.00
Supplies	11,932	10,811	15,400	15,400	
Other Services	56,101	56,624	54,082	54,082	
Other Uses	9,502	9,738	9,738	6,252	
	<u>301,283</u>	<u>311,611</u>	<u>316,158</u>	<u>279,846</u>	

BUILDING MAINTENANCE

Personal Services	167,205	198,654	201,154	176,493	3.00
Supplies	30,217	27,578	39,000	39,000	
Other Services	548,524	525,634	510,219	501,997	
Other Uses	9,502	9,738	9,738	6,252	
	<u>755,448</u>	<u>761,604</u>	<u>760,111</u>	<u>723,742</u>	

CENTURY CENTER

2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

SET UP, HOUSEKEEPING AND GROUNDS SERVICES

Personal Services	963,868	779,678	976,864	912,554	17.00
Supplies	40,606	34,947	49,755	49,755	
Other Services	39,398	39,765	37,980	42,754	
Other Uses	9,504	9,738	9,738	6,252	
	<u>1,053,376</u>	<u>864,128</u>	<u>1,074,337</u>	<u>1,011,315</u>	

FUTURE PLANNING

Personal Services	136,560	135,336	137,836	151,252	2.00
Supplies	3,138	2,843	4,050	4,050	
Other Services	19,205	19,384	18,514	18,514	
Other Uses	9,502	9,739	9,737	6,251	
	<u>168,405</u>	<u>167,302</u>	<u>170,137</u>	<u>180,067</u>	

TOTAL PROGRAMS

	<u>3,117,926</u>	<u>2,973,879</u>	<u>3,184,269</u>	<u>3,070,616</u>	<u>34.00</u>
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CENTURY CENTER PROGRAM: SALES AND MARKETING

Program Purpose: To increase business and revenue for the Center
Clients: Meeting Planners and Event Planners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 4 FTE • External Sales Staff: CVB Sales Department Hotel/Motel Sales Staff Centerplate Sales Staff • Sales and Marketing Collateral: Century Center Brochure Food & Beverage Brochure Trade Show Booth Promotional Video Century Center Website • Membership to Industry- Related Organizations: Membership Directories Industry Convention Directories 	<p>Research industry directories and convention calendars to identify potential new business</p> <p>Perform sales solicitation activities: Outside sales calls Site visits Proposals</p>	<p>20 New leads from directories and calendars identified</p> <p>80 Site visits conducted</p> <p>30 Proposals submitted</p> <p>1 Sales blitz in Indianapolis conducted</p> <p>1 Telephone blitz conducted</p>	<p>Meeting and event planners will be aware of Century Center as a meeting facility.</p> <p>Meeting and event planners will be knowledgeable of the Center's services and facilities.</p> <p>Meeting and event planners will use Century Center as a meeting facility.</p> <p>Meeting and event planners will bring more business to the Center, creating more economic impact to the community.</p>	<p>Goal A</p> <p>Goal A</p> <p>Goal A</p> <p>Goal A</p>	<p>Percentage increase/decrease in new business contracted</p> <p>Percentage increase/decrease in the number of events held at the Center</p> <p>Percentage increase in operations revenue: Room rental Equipment rental Parking revenue Commissions</p>
<p>-Continued-</p>	<p>Host food and beverage promotional activities</p>	<p>2 Chef's Roundtables held</p> <p>2 Bridal shows held</p>	<p>Meeting and event planners will be more familiar with our food and beverage capabilities.</p> <p>Meeting and event planners will use Century Center's food and beverage service.</p>	<p>Goal A</p> <p>Goal A</p>	<p>Percentage increase in food and beverage revenue</p>

-Continued-

CENTURY CENTER PROGRAM: SALES AND MARKETING

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<p>(Continued)</p> <ul style="list-style-type: none"> • Constraints: Room Availability Hotel Room Competition Economy City Ordinances • 2006 Budget: \$309,970 	<p>Participate in promotional activities with CVB and hotels: Attend industry trade shows</p>	<p>6 Trade shows attended</p>	<p>Meeting planners will be aware of Century Center as a meeting site and South Bend as a destination.</p>	<p>Goal A</p>	<p>Percentage increase in business contracted as a result of our joint sales effort with the CVB and hotels</p>
	<p>Conduct pre-conference meetings</p>	<p>All clients' needs are reviewed and finalized prior to the event</p>	<p>Meeting and event planners will have fewer on-site changes. Meeting and event planners will have a better understanding of how all the departments work together.</p>	<p>Goal A Goal A</p>	<p>Percentage responding positively on the evaluation forms</p>
	<p>Create customer follow-up plan: Thank-you notes sent by sales manager Evaluation form sent to client Follow-up call to re-book event</p>	<p>Thank-you notes sent for each major event All evaluation forms sent for each event Follow-ups made for each major event</p>	<p>Meeting planners will have opportunities to express their perspectives. Meeting and event planners will re-book their events with the Center.</p>	<p>Goal A Goal A</p>	<p>Number of repeat events</p>

**CENTURY CENTER
PROGRAM: SALES AND MARKETING**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage increase/decrease in new business contracted	6%	4%	6%	4%	6%	
Percentage increase/decrease in the number of events held at the Center	2%	10%	6%	4%	6%	
Percentage increase in operations revenue: room rental, equipment rental, parking revenue, commissions	(7%)	5%	5%	2%	5%	
Percentage increase in food and beverage revenue	(9%)	10%	6%	2%	6%	
Percentage increase in business contracted as a result of our joint sales effort with the CVB and hotels	0%	0%	2%	1%	1%	
Percentage responding positively on the evaluation forms	98%	99%	99%	99%	99%	
Number of repeat events	525	579	604	550	590	

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME PROGRAM: ORIENTATION AND TRAINING

Program Purpose: To train and educate all Century Center staff to create a state-of-the-art regional convention center

Clients: Century Center / College Football Hall of Fame Staff

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 4 FTE • City Personnel and Policy Manual • External Providers: Personnel Publications Personnel Agencies • Internal Providers: Century Center Management Staff • Constraints: Funds for Outside Training City Policies that Limit Growth Limited Number of Positions Available to Advance Staff • 2006 Budget: \$318,914 	<p>Create Century Center orientation booklet</p> <p>Provide internal training videos</p> <p>Create a questionnaire to get insight on what employees' future goals are</p> <p>Provide outside training for staff members</p> <p>Improve staff skills and knowledge</p>	<p>35 Orientation booklets distributed</p> <p>6 Videos shown</p> <p>10 Outside trainings attended</p> <p>50 Questionnaires distributed</p> <p>50 Employees actively participating in program</p> <p>12 Internal educational/training opportunities offered as needed</p>	<p>Staff will be contributing to the operation of the Center.</p> <p>Staff will be more confident with their job responsibilities.</p> <p>Staff will show increased morale, which will enhance the work environment of the Center.</p> <p>Staff will have increased knowledge of career ladders.</p> <p>Staff will have improved job skills.</p>	<p>Goal H</p> <p>Goal H</p> <p>Goal H</p> <p>Goal H</p> <p>Goal H</p>	<p>Percentage increase in productivity from employees</p> <p>Percentage reduction in labor costs</p> <p>Percentage decrease in absenteeism</p> <p>Percentage decrease in disciplinary notices</p> <p>Percentage responding positively on the Century Center survey</p>

**CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: ORIENTATION AND TRAINING**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage increase in productivity from employees	20%	5%	25%	5%	50%
Percentage reduction in labor costs	10%	5%	10%	15%	15%
Percentage decrease in absenteeism	15%	5%	40%	10%	40%
Percentage decrease in disciplinary notices	20%	25%	50%	25%	50%
Percentage responding positively on the Century Center survey	98%	99%	99%	99%	99%

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME PROGRAM: SAFETY AND SECURITY

Program Purpose: To create a secure and safe environment for everyone at the Century Center and College Football Hall of Fame

Clients: Meeting Planners, Patrons, Employees and Tenants of the Century Center and College Football Hall of Fame

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1 FTE • External Security Staff: Contracted Director Contracted Building Security • Laws/Regulations: Federal, State and Local Occupational Safety and Health Administration (OSHA) Compliance Indiana Occupational Safety and Health Administration (IOSHA) Compliance Americans with Disabilities Act (ADA) Compliance Fire Code Regulations Alcohol Regulations • Workmen's Compensation Insurance • Reports: Incident Reports Accident Reports Investigative Reports • 2006 Budget: \$246,762 	<p>Meet clients in pre-event planning meetings</p> <p>Identify clients' security needs</p> <p>Monitor buildings 24 hours per day</p> <p>Inspect for safety and health hazards</p> <p>Conduct safety educational training programs</p> <p>Identify and advise on facility regulations requirements for clients</p> <p>Test safety equipment</p>	<p>All pre-event planning meetings attended as needed</p> <p>3 Training programs offered</p> <p>Monthly inspections performed on equipment</p>	<p>All clients will have access to a hazard-free facility.</p> <p>All clients will have access to a safe facility.</p> <p>Employees will have an increased knowledge of safety/security procedures.</p> <p>Employees will be certified to operate equipment safely and effectively.</p> <p>Employees will maximize use of safety equipment.</p>	<p>Goal E</p> <p>Goal E</p> <p>Goal H</p> <p>Goal H</p> <p>Goal H</p>	<p>Number of work-related accidents</p> <p>Number of client/customer accidents</p> <p>Number of safety inspection violations</p> <p>Percentage decrease in total cost of Workmen's Compensation claims</p>

**CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: SAFETY AND SECURITY**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of work-related accidents	9	7	3	0	0
Number of client/customer accidents	19	9	3	0	0
Number of safety inspection violations	0	0	0	0	0
Percentage decrease in total cost of Workmen's Compensation claims	100%	50%	0%	0%	100%

CENTURY CENTER PROGRAM: MEDIA SERVICES

Program Purpose: To be a state-of-the-art audio/visual provider
Clients: Users and Occupants of the Center and Other City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3 FTE • Training • Audio/visual Rental Equipment • Constraints: Keeping Current on New Technology Competition • 2006 Budget: \$279,846 	<p>Contact clients prior to event to bid on event</p> <p>Contact clients prior to event to assist with any audio/visual-related questions and concerns</p> <p>Assist College Football Hall of Fame and other City Departments with audio/visual-related issues</p> <p>Track usage from audio/visual link on the Century Center web page</p> <p>Produce audio/visual brochure to send out with sales information package</p>	<p>150 Clients using in-house audio/visual services</p> <p>All audiovisual set ups made as needed</p> <p>25 Audio/visual contacts made</p> <p>10 Other City Departments assisted with audio/visual services</p> <p>All audio/visual brochures distributed as needed</p>	<p>Users and occupants will have increased knowledge of audio/visual alternatives.</p> <p>Users and occupants will use Century Center's Audio/visual Department.</p> <p>Users and occupants will have audio/visual needs met as requested.</p> <p>Users and occupants will have their audio/visual needs satisfied.</p> <p>City Departments will receive reliable audio/visual support.</p> <p>Users and occupants will have increased awareness of in-house audio/visual service provided by Century Center.</p>	<p>Goal C</p> <p>Goals C and D</p> <p>Goals E and C</p> <p>Goals C and E</p> <p>Goal H</p> <p>Goal E</p>	<p>Percentage increase in the number of clients using in-house audio/visual services</p> <p>Percentage decrease in the number of outside rentals required to satisfy client needs</p> <p>Percentage responding positively on the Century Center survey</p> <p>Percentage of City Departments using Century Center's Audio/visual Department</p> <p>Percentage increase in the number of clients who become aware of Century Center audio/visual services</p>

**CENTURY CENTER
PROGRAM: MEDIA SERVICES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage increase in the number of clients using in-house audio/visual services	5%	9%	10%	10%	10%	10%
Percentage decrease in the number of outside rentals required to satisfy client needs	10%	(40%)	5%	5%	5%	5%
Percentage responding positively on the Century Center survey	99%	99%	99%	99%	99%	100%
Percentage of City Departments using Century Center's Audio/visual department	95%	95%	25%	25%	25%	95%
Percentage increase in the number of clients who become aware of Century Center audio-visual services	15%	5%	5%	5%	5%	15%

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME PROGRAM: BUILDING MAINTENANCE

Program Purpose: Perform building and equipment maintenance to ensure a better state of repair and readiness and to increase the lifetime of the facility

Clients: Meeting Planners, Patrons, Employees and Tenants of the Center

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 3 FTE • Constraints: Weather Age of Equipment • 2006 Budget: \$723,742 	<p>Perform a regular schedule of inspection and maintenance for all components of the facilities and installed equipment</p> <p>Perform troubleshooting</p> <p>Respond to maintenance requests</p> <p>Monitor and control environmental conditions in the facilities</p> <p>Evaluate the use of energy to light, heat and cool the facilities</p> <p>Set up utilities as required for events</p>	<p>1 Maintenance activities for each piece of major equipment performed</p> <p>16 Outside contractors used for maintenance</p> <p>\$20,000 In utility services to meeting planners and patrons generated</p> <p>Johnson Controls Energy Management System ongoing</p>	<p>All clients will experience a facility that is in top operational condition.</p> <p>All clients will have operating equipment.</p> <p>All clients will meet in a facility with appropriate environmental conditions.</p> <p>All clients will have a safe event.</p>	<p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goal E</p>	<p>Dollar increase/decrease in maintenance budget</p> <p>Dollar increase in failure of major equipment</p> <p>Percentage of clients satisfied with room temperature</p> <p>Percentage increase/decrease in utility costs</p>

**CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: BUILDING MAINTENANCE**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Dollar increase/decrease in maintenance budget	\$1,212	\$5,000	\$50,000	\$50,000	(\$20,000)
Dollar increase in failure of major equipment	0	\$5,000	\$25,000	\$25,000	\$25,000
Percentage of clients satisfied with room temperature	95%	95%	97%	95%	95%
* Percentage increase/decrease in utility costs	(10%)	(6%)	20%	20%	0%

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME PROGRAM: SET UP, HOUSEKEEPING AND GROUNDS SERVICES

Program Purpose: To serve the clients through efficient, well-trained staff
Clients: Users and Occupants of the Century Center

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 17 FTE • 2006 Budget: \$1,011,315 	<p>Perform room setups</p> <p>Clean the facility</p> <p>Maintain cleaning for large shows and events while in progress</p> <p>Provide electric used as required for an event</p> <p>Maintain the outside grounds and landscaping</p>	<p>1,200 Room set ups made</p> <p>All electric sets made as needed</p> <p>All inspections and cleaning performed</p> <p>All landscaping additions made as needed</p> <p>All lawn maintenance activities (weeding, cutting, mowing) performed</p> <p>All landscape maintenance activities (pruning, shaping, etc.) performed</p>	<p>Users and occupants will have rooms set as requested.</p> <p>Users and occupants will have a clean room(s).</p> <p>Users and occupants will have a clean event/show.</p> <p>Users and occupants will have electricity available in a safe and timely manner.</p> <p>Users and occupants will have a clean, well-kept and landscaped grounds appearance.</p>	<p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goal E</p>	<p>Percentage of rooms set up on time</p> <p>Percentage increase in repeat business</p> <p>Percentage of clients rating satisfactory or greater on customer satisfaction cards</p>

**CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: SET UP, HOUSEKEEPING AND GROUNDS SERVICES**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of rooms set up on time	98%	98%	97%	100%	100%
Percentage increase in repeat business	0%	0%	2%	2%	2%
Percentage of clients rating satisfactory or greater on customer satisfaction cards	98%	98%	99%	99%	99%

CENTURY CENTER PROGRAM: FUTURE PLANNING

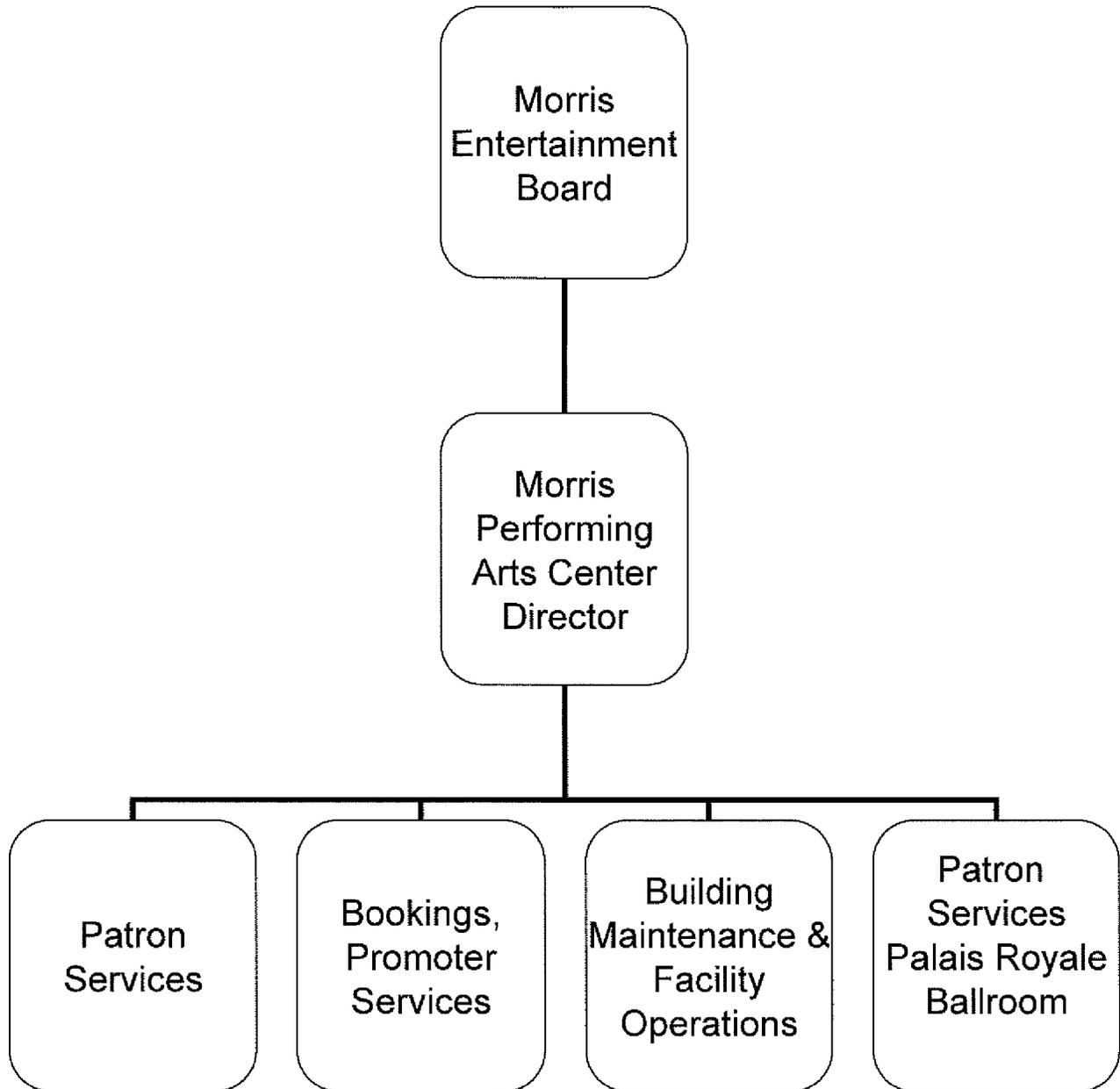
Program Purpose: To guide the direction of the Center for five to ten years to benefit City residents
Clients: Residents, Users of the Center, Century Center Board and City Administration

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • Century Center Board: Nine Members • City Administration: Mayor, Controller, Redevelopment and Board of Public Works • Tenants: Art Museum South Bend Community School Corporation • 2006 Budget: \$180,067 	<p>Convene community representatives to assist in clarifying mission and vision statements</p> <p>Assess present business of the Center to develop a marketing plan</p> <p>Provide direction to staff for action planning to create strategic plans with a framework for implementation for each vision</p> <p>Meet appropriate decision makers regarding the budgets for marketing/sales and capital acquisitions</p> <p>Participate in downtown development planning and determine the Center's role in an overall downtown activity plan</p>	<p>2 Meetings to develop a list of ideas and suggestions to be categorized by topics/visions held</p> <p>1 Vision to be identified with action plans for 1999 and beyond</p> <p>1 Budget appropriated for marketing/sales and capital acquisition</p> <p>12 Meetings attended for downtown development planning</p>	<p>Residents will benefit from more convention business, resulting in increased economic impact and more jobs.</p> <p>All clients will have information that will increase the awareness of the Center's mission.</p> <p>Century Center Board and City Administration will have information to plan budgets.</p>	<p>Goals A and C</p> <p>Goals C and D</p> <p>Goal H</p>	<p>Percentage increase/decrease in number of conventions</p> <p>Percentage increase/decrease in revenue from out-of-area patrons</p> <p>Percentage increase in clients' ratings of service</p> <p>Percentage increase/decrease in repeat business</p> <p>Percentage increase in dollars spent on capital improvements</p>

**CENTURY CENTER
PROGRAM: FUTURE PLANNING**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage increase/decrease in number of conventions	(1%)	(1%)	10%	(10%)	1%
Percentage increase/decrease in revenue from out-of-area patrons	(5%)	(5%)	5%	10%	5%
Percentage increase in clients' ratings of service	1%	1%	5%	1%	1%
Percentage increase/decrease in repeat business	(5%)	(5%)	5%	5%	5%
Percentage increase in dollars spent on capital improvements	0%	0%	0%	5%	5%

MORRIS PEFORMING ARTS CENTER



MORRIS & PALAIS ROYALE PERFORMING ARTS CENTER
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2004 Actual	2005 Actual	2005 Budget	2006 Budget	2006 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Morris Performing Arts Center					
Personal Services	495,551	483,152	501,596	523,153	9.40
Supplies	27,600	25,955	25,853	25,853	
Other Services	280,524	299,879	321,054	306,659	
Other Uses	1,118	1,265	1,265	742	
	<u>804,793</u>	<u>810,251</u>	<u>849,768</u>	<u>856,407</u>	
Palais Royale					
Personal Services	224,348	239,272	265,743	261,460	5.60
Supplies	13,099	8,810	11,500	11,500	
Other Services	194,975	211,378	238,416	243,978	
Other Uses	385	847	847	534	
Capital	26,667	37,109	38,000	13,000	
	<u>459,474</u>	<u>497,416</u>	<u>554,506</u>	<u>530,472</u>	
TOTAL MORRIS PERFORMING ARTS	<u>1,264,267</u>	<u>1,307,667</u>	<u>1,404,274</u>	<u>1,386,879</u>	<u>15.00</u>

PROGRAM BUDGETS:

TICKET SERVICES

Personal Services	140,381	133,897	177,450	148,978	2.41
Supplies	2,339	2,270	2,141	2,141	
Other Services	50,070	54,132	60,557	57,485	
Other Uses	224	253	253	148	
	<u>193,014</u>	<u>190,552</u>	<u>240,401</u>	<u>208,752</u>	

PROMOTER/PERFORMER SERVICES

Personal Services	103,274	100,322	98,737	105,677	1.49
Supplies	2,910	2,820	2,726	2,726	
Other Services	42,472	44,854	49,218	46,815	
Other Uses	224	253	253	148	
	<u>148,880</u>	<u>148,249</u>	<u>150,934</u>	<u>155,366</u>	

FACILITY MARKETING & BOOKING

Personal Services	66,327	61,316	65,537	59,298	1.18
Supplies	1,352	1,253	1,251	1,251	
Other Services	45,723	48,976	52,296	48,808	
Other Uses	224	253	253	148	
	<u>113,626</u>	<u>111,798</u>	<u>119,337</u>	<u>109,505</u>	

PATRON SERVICES

Personal Services	54,698	50,980	48,856	49,528	1.33
Supplies	5,427	5,316	5,031	5,031	

MORRIS & PALAIS ROYALE PERFORMING ARTS CENTER
2006 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

Other Services	69,089	74,594	81,168	78,882
Other Uses	224	253	253	148
	<u>129,438</u>	<u>131,143</u>	<u>135,308</u>	<u>133,589</u>

BLDG. MAINTENANCE & FACILITY OPERATIONS

Personal Services	130,871	136,638	108,146	159,672	2.00
Supplies	15,571	14,297	14,706	14,706	
Other Services	73,139	77,322	79,351	74,670	
Other Uses	224	253	253	148	
	<u>219,805</u>	<u>228,510</u>	<u>202,456</u>	<u>249,196</u>	

EVENTS SERVICES (PALAIS ROYALE)

Personal Services	137,878	141,024	162,010	162,281	4.03
Supplies	8,873	6,153	7,555	8,215	
Other Services	119,187	136,156	146,498	160,999	
Other Uses	193	424	424	267	
Capital	0	18,555	0	13,000	
	<u>266,131</u>	<u>302,312</u>	<u>316,487</u>	<u>344,762</u>	

SALES & MARKETING (PALAIS ROYALE)

Personal Services	86,469	98,248	104,374	99,180	2.56
Supplies	4,227	2,656	3,945	3,285	
Other Services	75,788	75,221	92,608	82,979	
Other Uses	193	424	424	267	
Capital	26,696	18,554	38,000	0	
	<u>193,373</u>	<u>195,103</u>	<u>239,351</u>	<u>185,711</u>	

TOTAL PROGRAMS

	<u>1,264,267</u>	<u>1,307,667</u>	<u>1,404,274</u>	<u>1,386,881</u>	<u>15.00</u>
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MORRIS PERFORMING ARTS CENTER

PROGRAM: TICKET SERVICES

Program Purpose: To efficiently and courteously handle all event-related phone calls and ticket sales and utilize proper accounting methods

Clients: Ticket-buyers and Patrons

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2.41 FTE • Website • Temp. Box Office Staff • Ticketing equipment and licenses • Multi-line phones • Constraints: Limited ticketing support 	<p>Update and keep current the box office policies & procedures manual</p>	<p>12 (once monthly) Reviews of the box office policies & procedures manual</p>	<p>Box office policies stay relevant to ongoing operations.</p>	<p>Goal H</p>	<p>Number of updates / changes made to box office policies & procedures manual</p>
<ul style="list-style-type: none"> • Website • Temp. Box Office Staff 	<p>Create and provide training programs for all box office staff</p>	<p>12 (once monthly) Initial and ongoing training sessions for temporary and permanent box office staff</p>	<p>Box office staff feels comfortable in their abilities to effectively serve patrons.</p>	<p>Goal H</p>	<p>Number of complaints received regarding box office staff</p>
<ul style="list-style-type: none"> • Ticketing equipment and licenses • Multi-line phones • Constraints: Limited ticketing support 	<p>Sell tickets by phone, over the internet and at the box office windows</p>	<p>Tickets sold at the Box Office</p>	<p>Patrons have been able to choose a variety of ways in which to purchase tickets.</p>	<p>Goal E</p>	<p>Number of tickets sold by internet, phone, and at window</p>
<ul style="list-style-type: none"> • Constraints: Inadequate promoter event marketing • 2006 Budget: \$208,752 	<p>Handle ticketing complaints</p>	<p>Ticketing complaints handled to customer's satisfaction</p>	<p>Patrons experience good customer service and will return to purchase tickets in the future.</p>	<p>Goal E</p>	<p>Number of ticketing complaints received</p>
	<p>Provide more timely and accurate accounting reports to accounting manager for daily sales and event reconciliations</p>	<p>600 Accurate reports (including daily sales and event reports) provided to accounting manager</p>	<p>Box Office accounting will become more trouble free.</p>	<p>Goal E</p>	<p>Percentage of non-problematic accounting reconciliations</p>

**MORRIS PERFORMING ARTS CENTER
PROGRAM: TICKET SERVICES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of updates / changes made to box office policies & procedures manual	8	2	6	2	2	2
Number of complaints received regarding box office staff	3	3	3	2	2	0
Number of tickets sold	Internet: 22,416	12,628	21,777	28,000	28,000	35,000
	Phone: 36,466	17,839	23,961	40,000	40,000	50,000
	Window: 85,162	19,964	32,888	50,000	50,000	95,000
Number of ticketing complaints received	247	23	4	4	4	0
Percentage of non-problematic accounting reconciliations	80%	* 75%	95%	95%	958	99%

* Due to "learning curve" of new Box Office Ticketing Service.

MORRIS PERFORMING ARTS CENTER

PROGRAM: PROMOTER / PERFORMER SERVICES

Program Purpose: To maintain a client-friendly atmosphere at the Morris regarding event services (event-related services provided after booking) to encourage repeat business

Clients: Promoters and Performers

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1.49 FTE • Local Stage Crew (I.A.T.S.E.) • Theater / Staging Equipment • Catering • Accounting Programs • Constraint: Catering new to site • 2006 Budget: \$155,366 	Interpret and expedite show riders	Average of 20 production-related calls made per event	Event and production crews will have the equipment and labor they require.	Goal E	* Percentage of positive responses on production evaluations
	Manage event-related activities	Events managed properly	Event will run smoothly.	Goal E	Percentage of trouble-free performances regarding stage crews, catering and runners
	Maintain accurate financial and ticket sale statements and reports to provide in a timely fashion	Average of 3 Ticket & Financial statements presented to promoters per event	Promoters will feel satisfied with the accuracy and timeliness of reports.	Goal E	* Percentage of positive responses on Box Office & Settlement evaluations
	Training sessions held with stage crews	IATSE (Stage hand union) ongoing training sessions given for stage personnel	Promoters and performers will feel comfortable with the efficiency and safety of the stage personnel.	Goal E	* Percentage of positive responses on stage crew evaluations
	Perform checks to ensure quality maintenance of stage facilities and equipment	Random quality-control checks performed by Morris management	Promoters and performers will feel satisfied with the product they received at the Morris.	Goal E	* Percentage of positive responses on overall facility evaluation

* Refers to an evaluation of 4 or higher on a 1 - 5 scale.

**MORRIS PERFORMING ARTS CENTER
PROGRAM: PROMOTER / PERFORMER SERVICES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Percentage of positive responses on production evaluations	92%	98%	99%	99%	100%	99%
Percentage of trouble-free performances regarding stage crews, catering and runners	99%	99%	99%	99%	100%	99%
Percentage of positive responses on Box Office & Settlement evaluations	100%	100%	99%	99%	100%	100%
Percentage of positive responses on stage crew evaluations	99%	98%	99%	99%	100%	99%
Percentage of positive responses on overall facility evaluation	99%	99%	100%	100%	100%	99%

MORRIS PERFORMING ARTS CENTER

PROGRAM: FACILITY MARKETING & BOOKINGS

Program Purpose: To book a variety of events through quality marketing and readily available booking information

Clients: Potential Lessees (Promoters, Presenters)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1.18 FTE • On-Line Event Booking Service • Graphic Designers & Printers • Constraints: • Limited Web Support • Non-Staff Graphic Designers • 2006 Budget: \$109,505 	<p>Network with current and potential lessees</p> <p>Research and create advertising campaign for national trade publications</p> <p>Keep in touch with potential clients</p> <p>Make sales calls to potential lessees</p>	<p>2 Staff attending booking-related industry conferences</p> <p>2 National trade publication advertisements purchased</p> <p>Christmas cards sent</p> <p>400 Sales calls made</p>	<p>The Morris will maintain its recognition within the industry.</p> <p>Promoters will remember the Morris.</p> <p>New promoters or existing promoters will have awareness about what services, shows, dates are available at the Morris.</p>	<p>Goal E</p> <p>Goal E</p>	<p>Number of promoters / presenters that return to facility that have leased the facility in previous years</p> <p>Number of shows booked</p>

-Continued-

MORRIS PERFORMING ARTS CENTER
PROGRAM: FACILITY MARKETING & BOOKINGS
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Implement strategies to expand visibility at concert industry-related trade shows, including attendance	2 Staff attending concert venue industry conferences	The Morris will gain more recognition in the concert venue industry.	Goal C	Increase in number of concerts booked vs. previous year actual
Book a variety of events		14 Symphony performances booked 19 Broadway performances booked 6 Dance performances booked 3 Ethnically diverse performance booked 48 Concerts, comedy shows, family/children's performances, private events and other shows booked	Promoters will recognize the flexibility of the venue and the diversity of the demographic.	Goal E	Number of promoters that present different genres of shows in one year

**MORRIS PERFORMING ARTS CENTER
PROGRAM: FACILITY MARKETING & BOOKINGS**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of promoters / presenters that return to facility that have leased the facility in previous years	13	17	21	21	21	21
Number of shows booked	136	90	103	110	145	145
Increase in number of concerts booked vs. previous year actual	3	46	13	7	17	17
Number of promoters that present different genres of shows in one year	3	3	4	4	4	4

MORRIS PERFORMING ARTS CENTER

PROGRAM: PATRON / EVENT SERVICES

Program Purpose: To provide quality event service and to create awareness of the facility and facility programs
Clients: Patrons

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 1.33 FTE • Contracted Services: Security, Catering • Multiple bars • Lounge marketing • Customer compliment / complaint box • Usher corps: including volunteer ushers, ticket takers and house manager • Website • Constraints: • Location of bars / Traffic flow • Usher Turnover • 2006 Budget: \$133,589 	<p>Update and keep current all event staff training manuals</p> <p>Courteously and effectively serve Morris patrons</p> <p>Quality concessions available and efficient service by catering at each event</p> <p>Provide a safe environment in which patrons may enjoy events</p>	<p>1 (annual) Revision and update to event staff training & emergency preparedness manual made</p> <p>24 Event services staff initial and ongoing training sessions held</p> <p>12 (monthly) Reviews conducted with catering service to update and improve concessions sales</p> <p>Events properly staffed with security</p> <p>12 Patron-oriented event marketing pieces created and distributed</p>	<p>Event staff will feel confident in their abilities to effectively serve Morris patrons.</p> <p>Appropriate number and type of concessions will be available at each event.</p> <p>Facility and patrons will enjoy a secure environment.</p> <p>Patrons will know about events happening at the Morris.</p>	<p>Goal H</p> <p>Goal C</p> <p>Goal C</p> <p>Goal A</p>	<p>Number of patron complaints received regarding event services</p> <p>Amount of catering commission revenue (front of house)</p> <p>Number of serious incident reports</p> <p>Number of ticket sales</p>

-Continued-

**MORRIS PERFORMING ARTS CENTER
PROGRAM: PATRON / EVENT SERVICES**
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain website, including event descriptions and on-line ticket purchasing capabilities	Quarterly updates made and ticket information as provided to website	Patrons will have easy on-line access to event information.	Goal C	Number of hits on the Morris website
	Create effective ways of marketing the Morris as an entertainment and events center	Special events hosted Facility tours conducted 6 Free outdoor summer concerts held (during off-season)	Patrons will remember the Morris as a center of entertainment and a place in which to enjoy a variety of events.	Goal C	Number of patrons/guests/visitors to the Morris (includes all events: special events, ticketed events, tours, summer concerts, free events) Number of Morris/Hunt Plaza events Number of Morris scheduled tours
	Solicit new volunteer ushers and continually build usher corps through program incentives	Adequate usher staffing provided for events	Patrons will always have adequate usher service available at all shows.	Goal C	Number of ushers working at the Morris

**MORRIS PERFORMING ARTS CENTER
PROGRAM: PATRON / EVENT SERVICES**

INDICATORS	BENCHMARK				2006 FORECAST	TARGET
	2003	2004	2005	2006		
Number of patron complaints received regarding event services	4	17	1	2	0	0
Amount of catering commission revenue (front of house)	\$40,000	\$33,334.57	\$33,764.09	\$40,000	\$50,000	
Number of serious incident reports	7	1	4	0	0	0
Number of ticket sales	144,044	79,908	78,626	125,000	180,000	
Number of hits on the Morris website	65,945	64,755	83,055	90,000	250,000	
Number of patrons/guests/visitors to the Morris	158,374	90,436	106,215	110,000	165,000	
Number of Morris/Hunt Plaza events	N/A	22	13	15	24	
Number of Morris scheduled tours	N/A	14	20	25	12	
Number of ushers working at the Morris	230	169	193	250	200	

MORRIS PERFORMING ARTS CENTER PROGRAM: BUILDING MAINTENANCE & FACILITY OPERATIONS

Program Purpose: To create a safe and pleasant environment through the maintenance and repair of the building and its equipment

Clients: Patrons and Performers

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2 FTE • Theatrical and Building Equipment • Maintenance Equipment and Supplies • Contracted Housekeeping Staff • Constraints: Lack of funds to purchase hydraulic pit lift • Lack of funds to purchase LED Marquee • 2006 Budget: \$249,196 	<p>Create and update a preventative maintenance schedule for facility equipment and soft goods</p> <p>Respond to maintenance requests</p> <p>Maintain and update a complete building maintenance and facility operations policy & procedures manual</p> <p>Monitor and control facility environmental conditions</p> <p>Maintain and update safety policies and procedures for stage personnel</p> <p>Initiate ongoing training sessions with stage personnel</p>	<p>2 (semi annual) Reviews of the preventative maintenance schedule conducted</p> <p>Maintenance / repair orders received and executed</p> <p>Ongoing review of the building maintenance and facility operations policy & procedures manual conducted</p> <p>Unscheduled emergency repairs performed</p> <p>2 (semi-annual) Reviews of the safety policies & procedures for stage personnel</p> <p>Quarterly training sessions with stage personnel conducted</p>	<p>Patrons and performers will enjoy a well-maintained facility.</p> <p>Facility staff will have access to information regarding the proper operations of the building.</p> <p>Patrons will enjoy a comfortable and safe facility.</p> <p>Stage personnel knowledge and use of equipment and, therefore, safety will be increased.</p>	<p>Goal C</p> <p>Goal H</p> <p>Goal C</p> <p>Goal H</p>	<p>Number of maintenance/repair orders received and executed</p> <p>Number of updates made to the building maintenance and facility operations policy & procedures manual</p> <p>Number of patron incidents regarding environmental (non-climate) conditions</p> <p>Number of stage-related safety incidents</p>

**MORRIS PERFORMING ARTS CENTER
PROGRAM: BUILDING MAINTENANCE & FACILITY OPERATIONS**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of maintenance/repair orders received and executed	43	92	101	115	150
Number of updates made to the building maintenance and facility operations policy & procedures manual	1	4	4	2	2
Number of patron incidents regarding environmental (non-climate) conditions	6	0	3	0	0
Number of stage-related safety incidents	2	0	2	0	0

MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM)

PROGRAM: EVENT SERVICES

Program Purpose: To provide quality event services to lessees after booking to encourage repeat business
Clients: Lessees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 4.03 FTE • Contracted Services: Food & Beverage Service Housekeeping Security Preferred Providers • In-House Technical Crews • 2006 Budget: \$344,762 	<p>Create an atmosphere of consistent, high quality event service</p>	<p>Weekly reviews with food and beverage provider regarding event services staff</p>	<p>Event staff will be aware and understand that efficient, quality service is the highest priority.</p>	<p>Goal H</p>	<p>Percentage of high positive responses received on service surveys regarding food and beverage</p>
	<p>Easy-to-manage and accurate administrative system</p>	<p>1 Proper accounting system maintained 1 Preferred provider promotional system maintained 1 Manageable event filing system maintained 1 General filing system maintained 1 Office inventory system maintained</p>	<p>Staff will have increased productivity to service clients more efficiently.</p>	<p>Goal H</p>	<p>Percentage of high positive responses received on staff helpfulness</p>
	<p>Create a sense of attention to detail (including visual, informational and service) in administrative staff</p>	<p>2 (semi-annual) Staff reviews with management</p>	<p>Administrative staff will excel in their presentations and services provided.</p>	<p>Goal H</p>	
	<p>Manage the event so that it runs smoothly</p>	<p>90 Trouble-free events hosted</p>	<p>Clients will be satisfied with the product they received.</p>	<p>Goal E</p>	<p>Percentage of high positive responses received on general satisfaction Number of repeat clients/referrals from previous events</p>

**MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM)
PROGRAM: EVENT SERVICES**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Percentage of high positive responses received on service surveys regarding food and beverage	86%	90%	96%	100%	100%
Percentage of high positive responses received on staff helpfulness	86%	99%	100%	100%	100%
Percentage of high positive responses received on general satisfaction	95%	98%	100%	100%	100%
Number of repeat clients/referrals from previous events	22	35	45	50	45

MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM) PROGRAM: SALES & MARKETING

Program Purpose: To develop relationships with potential clients and to create and increase rental business and revenue for the ballroom

Clients: Potential Lessees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> • Staff: 2.56 FTE • Sales and Marketing Collateral: Tickler Brochure Food / Beverage Brochure Proposal Materials • Industry-related Organizations • Fraternal Organization (Kiwanis or Rotary) • Masterpiece Creations (catering) In-house Sales Staff • 2006 Budget: \$185,711 	<p>Research industry directories and interview meeting coordinators to identify potential business</p> <p>Perform sales solicitation activities to Meeting & Event planners</p>	<p>New meeting leads from directories and coordinators identified</p> <p>250 Sales calls made On-site tours conducted</p>	<p>Meeting and event planners will be aware of the capabilities and services available at the Palais.</p>	<p>Goal A</p>	<p>Number of meeting and event planners who booked the Palais after a sales call</p>

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MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM)
PROGRAM: SALES & MARKETING

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Increase awareness of the Palais to the general public	Promotional brochures printed and distributed	General public will have a greater knowledge of the Palais.	Goal A	Number of private events booked through various print marketing efforts
	Network with community leaders	1 Active membership in a fraternal organization maintained	Community leaders will have a greater knowledge of the Palais.	Goal A	Number of events booked through inquiries related to business relationships
	Appeal to a wide variety of potential users	Through general community awareness	Wide variety of potential users will have knowledge of the Palais and its services.	Goal A	Total number of events hosted

**MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM)
PROGRAM: SALES & MARKETING**

INDICATORS	BENCHMARK			2006 FORECAST	TARGET
	2003	2004	2005		
Number of meeting and event planners who booked the Palais after a sales call	30	39	12	15	50
Number of private events booked through various marketing efforts	15	50	Cold Calls: 6 Web: 11 Ads: 11 Yellow Pages: 5 Word of Mouth: 15	60	80
Number of events booked through inquiries related to business relationships	5	8	30	35	15
Total number of events hosted	77	97	90	110	145



THE OCEANOGRAPHY

OF THE
ATLANTIC OCEAN

AND THE
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CAPITAL IMPROVEMENT PLAN

INTRODUCTION

The City of South Bend is facing the same key issues that many other entities our size across the nation are facing. That is how to meet the daily needs of its customers from an operational standpoint; while at the same time, how to allocate resources to a long list of very critical capital needs. The list of capital expenditures that need to be done is endless and, when combined with the list of capital expenditures that should be done, is staggering. Our responsibility to maintain what we have been given, and to pass it on in better shape than it was when we received it, is a sacred trust. That responsibility must be balanced with the ongoing responsibility of keeping the organization financially sound.

That important balance is being addressed through the help of two recent changes, one in the form of the City's budgeting procedures (described below), the other in the form of additional resources available to the City. As mentioned in the Executive Summary found in Section A, within the past several years the City has passed various ordinances that have provided for much needed additional resources in the form of County Option Income Taxes (COIT) and Economic Development Income Taxes (EDIT). These new taxes have and will continue to provide a new and expanded source of funds for capital needs. These new sources of revenue will begin to take the pressure off of the General Fund as the primary source of funding for citywide capital expenditures. In other words, it allows the City to shift part of the financial burden away from the property taxpayer by establishing other sources of revenue.

POLICY AND PROCEDURES

The City's operating and capital budgets are prepared and approved at separate times of the year. It has been the City's policy for the past several years to separate these budgets for two reasons. First, it ensures that each department or fund is operating with a surplus budget, which is when anticipated revenues exceed budgeted expenditures. This demonstrates that current operational costs are being funded through revenue collected during that same period. Second, it allows the City to prepare a separate consolidated capital budget for Council adoption after they understand the operational needs of each department or fund. The timing of that adoption and the determination of the resources available to fund the capital plans are the two key components of this policy. The 2006 Capital Budget was presented to the Common Council in February 2006 after the City knew its actual year-end 2005 financial position. The available resources for the City's 2006 Capital Budget were determined by taking each fund's year-end cash balance and adjusting this balance for current receivables and outstanding payables. After determining the adjusted year-end cash balance, a minimum cash reserve balance of between 10% and 25% was further subtracted from this balance. The resulting "excess," after the reserve requirement was met and other miscellaneous reserves were established, was deemed available for capital expenditures for the current year. This calculation for 2006 can be found immediately following this introduction.

This policy has allowed the City to modify its previous practice of spending anticipated revenue for capital needs. This means, with a few exceptions, that we are spending money we know we have and not money we believe will be available at the time the expenditure occurs. (The exceptions to this policy involve COIT, EDIT and Local Roads and Streets funding which are appropriated for use in the same year these funds are received.) This change in philosophy led to difficult decisions in the first several years regarding citywide capital priorities. However, as a result of this capital spending policy, our financial stability has been further strengthened with the protection provided by the cash reserves that were established prior to appropriating dollars for capital expenditures. The City will continue its philosophy to use “pay as you go” funding whenever feasible and practical.

The City’s Capital Improvement Plan (CIP) is an ongoing, five year program for the planning and funding of capital improvements that meet one or more of the following criteria: (1) the asset has a life expectancy greater than one year; (2) costs incurred to acquire the asset (or group of assets) are in excess of \$5,000; and/or (3) the expenditure is a non-recurring expense that does not appropriately fall within the operating budget. This third category includes the City’s “Good Neighbor/Good Neighborhood” Program which covers a wide variety of expenditures including various community agencies’ subsidies, neighborhood partnership centers, targeted neighborhood programs, curb and sidewalk improvement partnership programs, youth grants and various targeted safety programs initiated throughout the City.

CAPITAL PLANS

The pages that follow summarize and detail the City’s 2006 Capital Budget that was approved by the Common Council in February 2006. This budget was developed by City Management and was based upon a great deal of feedback received from a variety of sources both internally and externally. Many factors were taken into account when determining which projects would be included in the current year’s budget. The overriding theme utilized throughout the process was making sure that we were building a better South Bend by:

- Improving basic city services through investment in new equipment and facilities that will increase productivity save in long-term costs and increase levels of service.
- Building better neighborhoods using a number of funding services, including the 2006 Capital Budget. This effort includes community partnerships and not just direct city services.
- Building a better local economy (attracting and/or retaining jobs and business) by providing infrastructure and facilities investment.
- Building a more attractive community by investing in efforts to improve community amenities and appearances.
- Building a healthier fiscal situation by using a “pay-as-you-go” approach where possible, protecting fund reserves and using an integrated approach to developing the Capital Budget.

It is important to note that any operating costs associated with these new capital improvements

have either been specifically included in the 2006 Operating Budget or can be absorbed by the current budget if specific allocations were not made at the time the operating budget was prepared. If debt issuance was deemed necessary to fund any capital expenditures, the impact of this debt on current and future operations was considered before including this capital project in the current capital budget.

The 2006 Capital Budget represents the first year of the City's five year Capital Improvement Plan (CIP). The budget identifies the source of funding for each expenditure. The first two pages that follow this introduction summarize, by funding source, the cash available (after reserves) for capital projects as described earlier. The remaining portion of the 2006 Capital Budget document details all expenditures approved by the Council. Consistent with the City's general financing policy, all capital expenditures included in the 2006 Capital Budget will be funded on a "pay as you go" basis.

Following that information is the remainder of the City's Five Year Capital Improvement Plan through the year 2010. The projected capital expenditures for the years 2007 through 2010 have been divided into five categories: vehicle replacement/upgrade program; computer, office and other operational equipment; routine/minor capital expenditures; ongoing infrastructure expenditures; and major capital expenditures. These expenditures have been further broken down on this schedule by the City Department requesting the capital expenditure and the potential funding source for these future expenses (which would include the General Fund and various other citywide capital funds, Special Revenue Funds and Enterprise Funds).

It is anticipated that four of the five categories mentioned above (excluding the major capital expenditure category) would be funded on a "pay as you go" basis with a few exceptions. This is consistent with the City's current funding policies. The vehicle replacement/upgrade program represents the systematic upgrading and/or scheduled replacement for the City's existing fleet of cars, trucks and specialized vehicles. The Fire Department and the Police Department vehicles are currently on a financing schedule that would allow the City to continue to finance the replacement of these vehicles if necessary. The computer, office and other operational equipment expenditures represent routine costs anticipated to either maintain or enhance current operations with minimal or no additional operational costs associated with these expenditures. The same is true with the routine (minor) capital expenditures. These minor capital costs (i.e., building and equipment repairs, minor remodeling costs, park property enhancements, etc.) represent ongoing costs incurred in daily operations and would not have an additional impact on the annual operating budget once included in the capital budget. The ongoing infrastructure expenditures included in the City's Five Year CIP represents the current levels incurred for such expenditures. These expenses also are anticipated to be funded on a "pay as you go" basis and represent the systematic upgrading of the City's infrastructure.

The major capital expenditure category is further detailed by project on a separate report following the summary of the City's overall CIP. Included with this summary is the anticipated funding source for each major project. Following this summary is a detailed description of each major project, the features and benefits anticipated by the expenditure and the impact the capital project may have on the City's ongoing operational expenditures. Several of these major projects will be dependent upon partnerships with outside organizations. When this is the case, timing of the project implementation will be subject to available funding. Resources needed for some of

these major projects will be funded outside of the City's current revenues. At this time the total costs associated with the list of all major expenditures exceed the projected resources that are currently available to meet them. Over the course of 2007 and beyond, the prioritization of needs will be analyzed, the source of additional revenue will be identified and pursued, and our capital plan will be updated accordingly.

**CITY OF SOUTH BEND
2006 CAPITAL BUDGET (by funding source)**

	GENERAL FUND	CUMULATIVE CAPITAL DEVELOPMT FUND	CUMULATIVE CAPITAL IMPROVMT FUND	COIT FUND	EDIT FUND
Cash balance as of 1/1/05	3,248,264	1,485,874	308,752	11,034,243	2,538,180
Add: 2005 cash receipts/revenue	66,473,625	1,157,192	533,711	7,447,645	3,645,345
Less: 2005 cash expenditures (operating only)	(58,272,238)	(176,780)	n/a	n/a	n/a
Less: 2005 cash expenditures (capital only)	(3,332,612)	(830,187)	n/a	(8,574,709)	(1,129,824)
Less: 2005 debt service for outstanding bonds	n/a	n/a	(594,000)	(2,612,183)	(3,112,686)
Add/Less: Net adjustments to balance sheet accounts	20,530,053	404,816	n/a	245	1
Cash balance as of 12/31/05	<u>28,647,092</u>	<u>2,039,915</u>	<u>248,463</u>	<u>7,295,241</u>	<u>1,941,016</u>
Less: Encumbrances as of 12/31/05	(9,691,171)	(580,836)	0	(5,139,520)	(879,988)
Less: Parking Garages - negative cash balance at 12/31/05	(827,315)	n/a	n/a	n/a	n/a
Less: Central Services - negative cash balance at 12/31/05	(691,492)	n/a	n/a	n/a	n/a
Less: Reserve balances required for bond debt service	n/a	n/a	n/a	n/a	(550,000)
Adjusted cash balance as of 12/31/05	<u>17,437,114</u>	<u>1,459,079</u>	<u>248,463</u>	<u>2,155,721</u>	<u>511,028</u>
Adjustments to cash available for capital projects:					
Cash reserve as a % of 2006 Operating Expenditure Budget	(13,067,866) 20%	n/a	n/a	n/a	n/a
Total projected budget surplus for 2006	n/a	n/a	n/a	2,570,039	338,901
Operating budget deficit for 2006	n/a	n/a	(16,777)	n/a	n/a
Reserve as a % of 2006 Anticipated Revenue	n/a	n/a	n/a	(1,133,024) 20%	(366,179) 10%
One time distributions for specific capital projects	3,000,000	n/a	n/a	n/a	n/a
Cash available for 2006 Capital Budget (excluding reserves)	<u>7,369,248</u>	<u>1,459,079</u>	<u>231,686</u>	<u>3,692,736</u>	<u>483,750</u>
CAPITAL PROJECTS FOR 2006:					
Land Improvements	0	0	0	1,546,250	151,000
Buildings and Building Improvements	2,156,000	0	0	735,770	0
Motor Vehicles / Equipment	60,000	365,000	0	0	0
Computer Equipment and Networking	155,000	470,200	0	0	0
Materials and Equipment	90,000	101,475	0	0	0
Office Equipment and Furniture	47,500	0	0	0	0
Community and Neighborhood Development	3,491,500	0	0	1,267,754	75,000
Total Capital Budget for 2006	<u>6,000,000</u>	<u>936,675</u>	<u>0</u>	<u>3,549,774</u>	<u>226,000</u>
Cash (excluding reserves) not appropriated for Capital Budget	<u>1,369,248</u>	<u>522,404</u>	<u>231,686</u>	<u>42,982</u>	<u>257,750</u>

	EMS CAPITAL FUND	MORRIS PERF ARTS CAPITAL FUND	PARK AND RECREATION FUND	PARK NON- REVERTING CAPITAL FUND	PARK RECREATION NON- REVERTING FUND
Cash balance as of 1/1/05	630,772	201,679	74,616	417,651	451,362
Add: 2005 cash receipts/revenue	1,727,887	103,303	11,216,399	257,721	838,754
Less: 2005 cash expenditures (operating only)	(523,796)	0	(10,739,532)	0	(819,497)
Less: 2005 cash expenditures (capital only)	(866,112)	(44,206)	(429,018)	(242,915)	(29,714)
Add/Less: Net adjustments to balance sheet accounts	(41,250)	0	1,822,089	1	(468)
Cash balance as of 12/31/05	<u>927,471</u>	<u>260,776</u>	<u>1,944,553</u>	<u>432,658</u>	<u>440,437</u>
Less: Encumbrances as of 12/31/05	(160,898)	(9,754)	(375,340)	(11,237)	(26,051)
Adjusted cash balance as of 12/31/05	<u>766,573</u>	<u>251,022</u>	<u>1,569,213</u>	<u>421,421</u>	<u>414,386</u>
Adjustments to cash available for capital projects:					
Cash reserve as a % of 2006 Operating Expenditure Budget	(65,130) 15%	n/a	(1,090,670) 10%	n/a	(124,050) 15%
One time distribution	327,800	n/a	n/a	n/a	n/a
Cash reserve reduction	n/a	(37,653) 15%	n/a	n/a	n/a
Cash available for 2006 Capital Budget (excluding reserves)	<u>1,029,243</u>	<u>213,369</u>	<u>478,543</u>	<u>421,421</u>	<u>290,336</u>
CAPITAL PROJECTS FOR 2006:					
Land Improvements	0	0	19,000	69,000	62,000
Buildings and Building Improvements	50,000	76,250	135,000	26,000	0
Motor Vehicles / Equipment	148,205	0	125,000	0	0
Computer Equipment and Networking	220,000	0	5,000	0	0
Materials and Equipment	493,392	0	16,000	177,500	50,000
Total Capital Budget for 2006	<u>911,597</u>	<u>76,250</u>	<u>300,000</u>	<u>274,500</u>	<u>112,000</u>
Cash (excluding reserves) not appropriated for Capital Budget	<u>117,646</u>	<u>137,119</u>	<u>178,543</u>	<u>146,921</u>	<u>178,336</u>

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CITY OF SOUTH BEND 2006 CAPITAL BUDGET (by funding source)

(continued)

	SPECIAL EVENTS FUND	EAST RACE WATERWAY CAPITAL FUND	COVELESKI STADIUM CAPITAL FUND	CITY CEMETERY TRUST FUND	LOCAL ROADS & STREETS FUND
Cash balance as of 1/1/05	16,115	44,043	369,567	36,688	1,305,646
Add: 2005 cash receipts/revenue	3,944	15,650	28,396	1,108	3,249,552
Less: 2005 cash expenditures (operating only)	(9,424)	(14,043)	0	0	0
Less: 2005 cash expenditures (capital only)	0	0	(129,246)	0	(2,609,583)
Add/less: Net adjustments to balance sheet accounts	0	0	0	0	0
Cash balance as of 12/31/05	10,635	46,650	268,719	37,794	1,945,615
Less: Encumbrances as of 12/31/05	(1,420)	(10)	(42,172)	0	(1,032,450)
Adjusted cash balance as of 12/31/05	9,215	46,640	226,547	37,794	913,165
Adjustments to cash available for capital projects:					
Cash reserve as a % of 2005 Operating Expenditure Budget	(3,425) 15%	n/a	n/a	n/a	n/a
Cash reserve reduction	n/a	n/a	(33,982) 15%	(25,864) 15%	n/a
Operating budget deficit for 2006	(9,812)	n/a	n/a	n/a	n/a
L.RSA project balances carried forward to 1/1/06	n/a	n/a	n/a	n/a	(890,166)
Total projected budget surplus for 2006	n/a	n/a	n/a	n/a	3,123,005
Cash available for 2006 Capital Budget (excluding reserves)	(4,022)	46,640	192,565	11,930	3,146,004
CAPITAL PROJECTS FOR 2005:					
Land Improvements	0	0	0	0	3,023,000
Buildings and Building Improvements	0	0	0	0	0
Materials and Equipment	0	16,000	0	0	0
Total Capital Budget for 2005	0	16,000	0	0	3,023,000
Cash (excluding reserves) not appropriated for Capital Budget	(4,022)	30,640	192,565	11,930	123,004

	PROJECT RELEASE FUND	BUILDING DEPT FUND	SOLID WASTE FUND	WATER WORKS FUNDS	SEWAGE WORKS FUNDS
Cash balance as of 1/1/05	421,333	75,036	721,801	2,683,960	9,441,233
Add: 2005 cash receipts/revenue	148,150	1,140,251	4,445,600	16,435,923	18,759,941
Less: 2005 cash expenditures (operating only)	(260,773)	(1,022,666)	(4,583,076)	(12,420,259)	(14,049,698)
Less: 2005 cash expenditures (capital only)	(15,312)	(4,900)	(27,650)	(546,997)	(1,264,729)
Less: 2005 debt service for outstanding bonds	n/a	n/a	n/a	(3,431,972)	(3,586,587)
Add/less: Net adjustments to balance sheet accounts	226	(221)	48,895	1,409,897	(1,696)
Cash balance as of 12/31/05	293,624	187,500	605,570	4,130,552	9,296,464
Less: Encumbrances as of 12/31/05	0	(4,912)	(91,257)	(121,030)	(1,227,100)
Adjusted cash balance as of 12/31/05	293,624	182,588	514,313	4,009,522	8,071,364
Adjustments to cash available for capital projects:					
Cash reserve as a % of 2005 Operating Expenditure Budget	(41,081) 15%	(135,223) 15%	(589,656) 15%	(2,313,083) 25%	(2,821,791) 25%
Operating budget deficit for 2006	(119,434)	n/a	(234,018)	n/a	n/a
Cash available for 2006 Capital Budget (excluding reserves)	133,109	47,365	(309,361)	1,696,439	5,249,573
CAPITAL PROJECTS FOR 2006:					
Land Improvements	0	0	0	200,000	1,285,000
Buildings and Building Improvements	0	0	0	150,000	352,000
Motor Vehicles / Equipment	0	40,400	0	106,100	427,300
Computer Equipment and Networking	0	0	0	0	20,000
Materials and Equipment	0	0	0	82,000	1,202,700
Office Equipment and Furniture	0	0	0	11,300	9,000
Total Capital Budget for 2006	0	40,400	0	549,400	3,296,000
Cash (excluding reserves) not appropriated for Capital Budget	133,109	6,965	(309,361)	1,147,039	1,953,573

GRAND TOTAL - CAPITAL PROJECTS FOR 2006:

Land Improvements	6,355,250
Buildings and Building Improvements	3,683,020
Motor Vehicles / Equipment	1,288,005
Computer Equipment and Networking	870,200
Materials and Equipment	2,213,067
Office Equipment and Furniture	67,800
Community and Neighborhood Development	4,834,254
Grand Total Capital Budget for 2006	19,311,596

**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

**ESTIMATED
COST**

GENERAL FUND

BUILDINGS AND BUILDING IMPROVEMENTS:

Palais Royale	
Dumpster Gate Repair	3,500
Foyer Décor Upgrade	2,500
Engineering	
Demo Building	20,000
Demo former Studebaker National Museum	300,000
Fire	
Fire Station 2	1,800,000
Central Services:	
Shop Lighting	5,000
Upgrade Heating	25,000
Total Buildings and Building Improvements for General Fund	<u>2,156,000</u>

MOTOR VEHICLES / EQUIPMENT:

Police Department:	
Equipment	30,000
Installation	30,000
Total Motor Vehicles for General Fund	<u>60,000</u>

COMPUTER EQUIPMENT & NETWORKING:

Engineering Department:	
GPS/Engineering Data Collection (Includes City-Wide Training)	105,000
Police Department:	
Computer Replacement in Vehicles	50,000
Total Computer Equipment & Networking for General Fund	<u>155,000</u>

MATERIALS AND EQUIPMENT:

Traffic/Lighting	
Paint Machine	7,000
Utility Trailer	12,000
Central Service:	
Floor Scrubber	7,000
Tire Balancer	4,000
Police Department:	
Portable Radio Replacement	60,000
Total Materials & Equipment for General Fund	<u>90,000</u>

OFFICE EQUIPMENT & FURNITURE:

Palais Royale	
AV Equipment	1,000
Banquet Chair Repair	1,750
Banquet Tables	1,500
Lectern	500
Walkie Talkies	1,250
Digital Camera/Photo Printer	1,000
Total Palais Royale Office Equipment & Furniture	<u>7,000</u>
Animal Control	
Washer/Dryer	3,500
Police Department:	
Chair Replacement - 9 Dispatcher Chairs	8,000
Central Services	
Copier	24,000

**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Office Furniture	5,000
Total Office Equipment and Furniture for General Fund	<u>47,500</u>
 COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:	
Organizational Support / Capacity Building:	
Near Northwest Neighborhood (NNN) operating funds	30,000
NNRO	37,500
Neighborhood Youth Grants	31,520
Police/Youth Recreation Program - serving 6 sites	90,000
Work force Diversity Initiative	208,000
Minority & Women's Business Development Council (grant for general operations)	33,333
Urban League (grant for general operations)	20,000
HCI - Healthy Community Initiative	20,000
Alley Stabilization	9,000
Historic Preservation	25,000
Arts Everywhere (2nd of two year commitment)	200,000
South Bend Civic Theatre	100,000
Charles Black Center Director (yr3)	40,000
Curb and Sidewalk Program	500,000
Curb and Sidewalk Upgrades	50,000
Downtown South Bend, Inc.	250,000
LaCasa De Amistad	20,000
Lamppost Program	60,000
Residential Lighting	75,000
Various Projects Based Upon Feasibility	31,149
Public Improvements / Maintenance:	
Maintenance for city-owned property (neighborhood centers) plus mtce for improvements	20,000
Rails to Trails Program - cost of surveys & deed preparation fees for donated property	5,000
Neighborhood Planning / Development:	
Neighborhood Partnership Centers - 6 centers	241,998
Neighborhood Plan Implementation Fund - Implementation of currently completed plans	
Northeast Neighborhood Operating Funds	75,000
Neighborhood Resources Corporation, Inc	5,000
River Park - curbs/walks	12,000
Weed & Seed Neighborhoods	100,000
Rebuilding Together	45,000
LaSalle Park Community Reembrance Garden	15,000
Michawaka Avenue Façade Grant	40,000
Michawaka Avenue Streetscape	75,000
Oliver School Predevelopment Activities	7,000
Property Acquistition & Maintenance	5,000
Residential Enchancement Grant Program	137,000
Decorative Identity Sign (Neighborhoods)	16,000
Wenger Homestead Renovation	32,000
Riverside Trail Project Phase 1	480,000
Keller Park Sherman Ave. Streetscape	80,000
Leeper Park	50,000
City Plan	50,000
Special Projects - Mayor's Office	50,000
Public Safety:	
Volunteers in Policing	20,000
East Race/Special Events Overtime	10,000
Extra Downtown Patrols	55,000
Security Costs County-City Building	30,000

**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Community Oriented Policing Leadership Council Program	5,000
Total Community and Neighborhood Development for General Fund	<u>3,491,500</u>
TOTAL GENERAL FUND CAPITAL BUDGET	<u>6,000,000</u>

CUMULATIVE CAPITAL DEVELOPMENT FUND (CCDF)

MOTOR VEHICLES / EQUIPMENT:

City Wide

Debt Service Payment	365,000
Total Motor Vehicles / Equipment for CCDF	<u>365,000</u>

COMPUTER EQUIPMENT & NETWORKING:

Information Technology Department - for departments with capital needs funded by the General Fund:

Computer Refresh	46,000
Network Hardware	15,000
Printer Refresh	9,000
Infrastructure Improvements	34,000
Building Permits Software	23,000
Click2Gov Maintenance	14,000
IBM Supportline	24,000
Netware MLA's	62,500
Software Maintenance	15,000
System Maintenance	83,600
Projector	5,700
Acom Software	10,000
Looking Glass Software	17,400
Document Imaging	71,000
Qrep Software	20,000
Web Trends Software	5,000
Wireless Inspections	15,000
Total Computer Equipment & Networking for General Fund	<u>470,200</u>

MATERIALS AND EQUIPMENT:

Street Department:

Salt Spreader	4,425
Underbody (snow removal)	8,850
Air Compressor w/ 2 Jackhammers	13,700
Plate Compactor	2,000
Vehicle Tracking System (10)	22,500
Various Emergency Equipment	50,000
Total Materials and Equipment for CCDF Fund	<u>101,475</u>

TOTAL CCDF CAPITAL BUDGET	<u>936,675</u>
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COUNTY OPTION INCOME TAX FUND (COIT)

LAND IMPROVEMENTS:

Major Projects - Based upon priority and financial feasibility	
Main & Lafayette Crossover Project	500,000
Northeast Neighborhood Development Area	500,000
Fredrickson Park Phase III	350,000
Anchor IDFA debt payment	81,250
Fredrickson Park Loan Payment (repayment for one million loan from the state)	115,000
Total Land Improvements for COIT Fund	<u>1,546,250</u>

**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

**ESTIMATED
COST**

BUILDINGS AND BUILDING IMPROVEMENTS:

Sample Ewing Development Area	
TJX Bond Payment	391,970
TJX - VRP Participation	87,800
Colfax Garage Debt Service	256,000
Total Buildings and Buildings Improvements for COIT Fund	<u>735,770</u>

COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:

Commercial Corridors Improvement Fund - Western, LLW, So Michigan, Portage & Miami	
Lincolnway West (Not Used prior year requested to carry forward)	
South Gateway Avenue (Not Used in prior year requested to carry forward)	1,017,403
Downtown Lighting	
Good Neighbors / Good Neighborhoods - Building Block Grants	80,000
Community-based After-School Programs	170,351
Total Community and Neighborhood Development for COIT Fund	<u>1,267,754</u>

TOTAL COIT CAPITAL BUDGET	3,549,774
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ECONOMIC DEVELOPMENT INCOME TAX FUND (EDIT)

LAND IMPROVEMENTS:

Portage Avenue	100,000
Ford Properties Demolition	46,280
West Ireland Road Improvement Project	4,720
Total Land Improvements for EDIT Fund	<u>151,000</u>

COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:

Various Emergency Projects	75,000
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TOTAL EDIT CAPITAL BUDGET	226,000
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MORRIS PERFORMING ARTS CENTER CAPITAL FUND

BUILDING IMPROVEMENTS:

Bistro Ventilation	11,500
Elevator Door Upgrade	6,000
Misc & Unexpected Repair Projects	25,000
Morris Office Renovations	15,000
Plumbing Upgrade	9,500
Security Cameras	1,500
Stage Door Security	750
Stage Wall Painting	1,000
Phone System Upgrade	6,000
Total Building Improvements for Morris Performing Arts Center Capital Fund	<u>76,250</u>

TOTAL MORRIS PERFORMING ARTS CENTER CAPITAL BUDGET	76,250
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PARK & RECREATION DEPARTMENT

MOTOR VEHICLES / EQUIPMENT:

3/4 Ton Pickup (2)	44,000
Midsized Auto	15,000
Compact Cargo Van (2)	42,000
60" Radius Mower	9,000
Concession Trailer	15,000

**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Total Motor Vehicles / for Park Department	<u>125,000</u>
BUILDING IMPROVEMENTS:	
Security Doors - O'Brien Center	5,000
Security Doors - Charles Black Center	3,000
Activity Room Renovation - Howard Park Senior Center	6,000
Window and Door Replacement - Howard Park Senior Center	25,000
Exterior Renovation - Pinhook Pavilion	75,000
Locker Room Roof Repair - Potawatomi Pool	11,000
Storage Facility Installation - Park Maintenance	10,000
Total Building Improvements for Park Department	<u>135,000</u>
LAND IMPROVEMENTS:	
Landscaping and Parking Lot Upgrades - O'Brien Center	10,000
Sidewalk Instalation - Maintenance Facility	4,000
Fencing and Shelter Repairs - Meighborhood Parks	5,000
Total Land Improvements for Park Department	<u>19,000</u>
COMPUTER EQUIPMENT & NETWORKING:	
Computer Upgrades/Repairs	5,000
MATERIALS AND EQUIPMENT:	
Benches and Trash Cans - O'Brien Center	4,000
Benches and Trash Cans - Howard Park	4,000
Tables, Chairs, Interior Upgrades - Pinhook Park	8,000
Total Materials and Equipment for Park Department	<u>16,000</u>
TOTAL PARK & RECREATION DEPT CAPITAL BUDGET	<u>300,000</u>

PARK DEPARTMENT NON-REVERTING CAPITAL FUND

FORESTRY - MATERIALS AND EQUIPMENT:	
Forestry Equipment	10,000
Total Forestry - Park Non-reverting Funds	<u>10,000</u>
ICE RINK - MATERIALS AND EQUIPMENT:	
Replace Brine Tank	24,000
Total Ice Rink - Park Non-reverting Funds	<u>24,000</u>
GOLF - LAND IMPROVEMENTS:	
Elbel - Bunker Program	5,000
Erskine - Cart Path Improvements	10,000
Elbel - Tree Replacement	4,000
Elbel- Septic System Repairs	5,000
Total Land Improvements for Golf Non-reverting Fund	<u>24,000</u>
GOLF - MATERIALS AND EQUIPMENT:	
Toro Groundmaster	18,000
Tractor - 4wd w/ Bucket	25,000
Greens Mower	22,000
Royal Links	15,000
Cencessions Tent	1,000
Beverage Cart	8,000
Total Golf - Material and Equipment for Park Non-reverting Funds	<u>89,000</u>

**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

**ESTIMATED
COST**

POTAWATOMI ZOO - LAND IMPROVEMENTS:

Zoo Pond Improvements	22,000
Landscaping Supplies	5,000
Zoo Graphics	2,000
Zoo Visitor Path Improvements	6,000
Parking Lot Improvements	10,000
Total Zoo - Land Improvements for Park Non-reverting Funds	<u>45,000</u>

POTAWATOMI ZOO - BUILDING IMPROVEMENTS:

Renovate Exit Area	6,000
Exhibit Improvements	16,000
Zoo Concession Air Conditioning	4,000
Greenhouse Structural Improvements	2,000
Total Zoo - Building Improvements for Park Non-reverting Funds	<u>28,000</u>

POTAWATOMI ZOO - MATERIALS & EQUIPMENT:

Concession Window and Floor Improvements	2,200
Office Upgrades - Furniture, Internet & Computers	3,500
Benches, Picnic Tables & Trash Cans	8,000
Zoo Key Player Replacement	16,000
Utility Vehicles	6,000
Strollers & Wheelchairs	3,000
Generator	1,000
Tools	2,800
Painting Supplies	2,000
Water Conservation Project	4,000
Animal Purchase/Shipping	6,000
Total Zoo - Materials & Equipment for Park Non-reverting Funds	<u>54,500</u>

TOTAL PARK NON-REVERTING FUND CAPITAL BUDGET 274,500

RECREATION - NON-REVERTING OPERATING FUND

MATERIALS AND EQUIPMENT:

Fitness Center Equipment	50,000
Total Materials and Equipment for Recreation Nonreverting Fund	<u>50,000</u>

LAND IMPROVEMENTS:

Skate Park	10,000
Softball Field Upgrades	52,000
Total Land Improvements for Recreation Nonreverting Fund	<u>62,000</u>

TOTAL RECREATION - NON-REVERTING OPERATING FUND CAPITAL BUDGET 112,000

EAST RACE WATERWAY

MATERIALS AND EQUIPMENT:

Phone Box	6,000
Rafts	5,000
East Race Signage	5,000
TOTAL EAST RACE WATERWAY CAPITAL BUDGET	<u>16,000</u>

EMS

MOTOR VEHICLES / EQUIPMENT:

Refurbish Program	100,000
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**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Vehicle Replacement	48,205
Total Motor Vehicles for EMS	<u>148,205</u>
COMPUTER EQUIPMENT & NETWORKING:	
EMS Billing Software	50,000
Mobile Data Terminals	170,000
Total Computers for EMS	<u>220,000</u>
BUILDING IMPROVEMENTS:	
Roof	50,000
Total Building Improvements for EMS	<u>50,000</u>
MATERIALS AND EQUIPMENT:	
Bedding	24,192
Equipment Replacement	25,000
Equipment Mandated by EMS	10,000
Fire Hose	25,000
Turnout Equipment	409,200
Total Materials and Equipment for EMS	<u>493,392</u>
TOTAL EMS CAPITAL BUDGET	<u>911,597</u>

LOCAL ROADS AND STREETS ACCOUNT (LRSA)

LAND IMPROVEMENTS:

Eddy Street HES	385,000
Miami Road	125,000
Michigan St. Right of Way	670,000
Western/Olive	20,000
Jefferfferson/Ironwood Signal	53,000
Traffic Consulting	70,000
Paving Materials	1,500,000
Concrete Pavement Repairs	200,000
Total Land Improvements for LRSA	<u>3,023,000</u>
TOTAL LRSA CAPITAL BUDGET	<u>3,023,000</u>

WATER WORKS

LAND IMPROVEMENTS:

Main Extensions	200,000
Total Land Improvements for Water Works	<u>200,000</u>

BUILDINGS AND BUILDING IMPROVEMENTS:

Edison Park Well	150,000
Total Building and Building Improvements for Water Works	<u>150,000</u>

MOTOR VEHICLES:

Small Dumt Truck	32,000
3/4 Ton 2WD Truck w/ Body	23,600
3/4 Ton 2WD Truck (2)	37,000
Compact Size Car	13,500
Total Motor Vehicles for Water Department	<u>106,100</u>

**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

**ESTIMATED
COST**

MATERIALS AND EQUIPMENT:

Stainless Steel Pipe Replacement	57,000
Various Pumps & Motors (Distrib Equip Repairs)	25,000
Total Materials & Equipment for Water Works	<u>82,000</u>

OFFICE EQUIPMENT & FURNITURE:

Postage Equipment	6,000
Miscellaneous office needs (upgrades & maint contracts)	5,300
Total Office Equipment and Furniture for Water Works	<u>11,300</u>

TOTAL WATER WORKS CAPITAL BUDGET	549,400
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SEWAGE WORKS

SEWER DEPARTMENT:

MOTOR VEHICLES:

2 Ton Crew Truck	60,000
Refurbish Jef Rodder	50,000
S/A Dump Beds (2)	46,800
Total Motor Vehicles for Sewer Department/Sewage Works	<u>156,800</u>

LAND IMPROVEMENTS:

Unanticipated Sewer Repair	280,000
Control Gate	30,000
Mowing of City Retention Basins	25,000
Total Land Improvements for Sewer	<u>335,000</u>

MATERIALS AND EQUIPMENT:

Quick Camera	16,000
Salt Box	3,000
TV and Projector	7,000
Message Board	20,000
Total Computer Materials & Equipment Sewer Department/Sewage Works	<u>46,000</u>

TOTAL SEWER DEPARTMENT/SEWAGE WORKS CAPITAL BUDGET	537,800
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WASTEWATER:

MOTOR VEHICLES:

6yd Rubber Tire Front End Loader	225,000
Lab Van	23,500
3/4 Ton Extended Cab Pick Up	22,000
Total Motor Vehicles for Wastewater/Sewage Works	<u>270,500</u>

LAND IMPROVEMENTS:

Disposal of Lagoon Biosolids	800,000
Paving at Riverside	60,000
Resurface Biosolids Pad	60,000
Concrete	30,000
Total Land Improvements for Wastewater	<u>950,000</u>

BUILDINGS AND BUILDING IMPROVEMENTS:

Digester Brick Work	150,000
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**CITY OF SOUTH BEND
2006 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Ceiling Work	100,000
Roof Coasting/digesters	40,000
Roof Inspection & Repair	30,000
Lift Station Upgrades	25,000
Auto Gate w/ Keypad	7,000
Total Building and Building Improvements for Wastewater	352,000
 OFFICE EQUIPMENT & FURNITURE:	
Copy Machine	9,000
 COMPUTER EQUIPMENT & NETWORKING:	
GPS System	8,000
SCADA Computers	5,000
Desktop Computer	7,000
Total Computer Equipment & Networking for Wastewater	20,000
 MATERIALS AND EQUIPMENT:	
#2 Pump Engine Replacement	500,000
Polymer Feed Systems	300,000
Top End Overhaul	133,000
Scale	80,000
Primary - Plug Valves	30,000
Replacement of Chlorine Piping	25,000
SCADA Monitoring	25,000
Large Fumehood	13,000
Utility Cart	13,000
Pump Replacements	10,000
Replace Samplers	10,000
Plant Air Compressors	7,500
Pretreatment Sampler	5,000
Warm Air Incumbator	3,200
ISE Meter	2,000
Total Materials and Equipment for Wastewater/Sewage Works	1,156,700
TOTAL WASTEWATER/SEWAGE WORKS CAPITAL BUDGET	2,758,200
TOTAL SEWAGE WORKS CAPITAL BUDGET	3,296,000

BUILDING DEPARTMENT

MOTOR VEHICLES:	
Vehicle Replacement	40,400
TOTAL BUILDING DEPARTMENT CAPITAL BUDGET	40,400

**THE CITY OF SOUTH BEND
SUMMARY OF THE MULTI-YEAR CAPITAL IMPROVEMENT PLAN**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>TOTAL</u>
<u>VEHICLE REPLACEMENT / UPGRADE PROGRAM</u>					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
City Administration	\$ 14,700	33,000	24,600	0	72,300
Police Department	1,084,600	1,105,000	1,189,600	1,038,000	4,417,200
Fire Department	999,000	356,000	833,600	536,100	2,724,700
Code Enforcement & Animal Control Department	131,400	70,200	137,700	95,000	434,300
Engineering and Traffic & Lighting Division	140,500	142,000	116,800	226,500	625,800
Street Division	1,416,700	1,296,400	725,800	568,400	4,007,300
Central Services Division	51,000	42,600	21,100	21,100	135,800
Community & Economic Development Department	0	10,900	11,300	51,400	73,600
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	290,600	316,900	244,000	231,000	1,082,500
ENTERPRISE FUNDS:					
Building Department	31,500	21,800	33,900	35,300	122,500
Solid Waste Division					0
Water Works	248,000	144,400	316,600	150,600	859,600
Sewage Works - Sewer Division	368,800	74,000	88,700	130,000	661,500
Sewage Works - Wastewater & Organic Resources	297,150	529,600	401,000	325,000	1,552,750
	<u>\$ 5,073,950</u>	<u>4,142,800</u>	<u>4,144,700</u>	<u>3,408,400</u>	<u>16,769,850</u>
<u>OTHER CAPITAL EQUIPMENT, PROJECTS AND UPGRADES</u>					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
City Administration	\$ 270,985	273,000	276,000	278,000	1,097,985
Police Department	320,000	270,000	334,400	295,000	1,219,400
Fire Department	115,000	215,000	203,600	181,100	714,700
Code Enforcement & Animal Control Department					0
Building Maintenance	33,600	25,800	19,300	20,200	98,900
Engineering and Traffic & Lighting Division	184,500	194,000	175,600	196,000	750,100
Street Division	660,350	633,560	262,275	323,225	1,879,410
Central Services Division	152,750	32,350	32,850	54,600	272,550
Morris Performing Arts Center	25,000	25,000	25,000	25,000	100,000
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	153,000	113,000	54,000	54,000	374,000
ENTERPRISE FUNDS:					
Building Department					0
Water Works	600,000	308,000	129,999	130,000	1,167,999
Sewage Works - Sewer Division	424,691	172,667	143,010	150,900	891,268
Sewage Works - Wastewater & Organic Resources	1,088,960	1,535,558	493,400	1,139,000	4,256,918
Century Center					0
	<u>\$ 4,028,836</u>	<u>3,797,935</u>	<u>2,149,434</u>	<u>2,847,025</u>	<u>12,823,230</u>
<u>ONGOING INFRASTRUCTURE EXPENDITURES</u>					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
Curb & Sidewalk Repairs	\$ 500,000	500,000	500,000	500,000	2,000,000
Street Lighting Replacement	75,000	75,000	75,000	75,000	300,000
Street Division Paving Material	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Concrete Pavement Repairs	300,000	300,000	300,000	300,000	1,200,000
ENTERPRISE FUNDS:					
Water Works - Main Extensions	650,000	650,000	650,000	650,000	2,600,000
	<u>\$ 3,025,000</u>	<u>3,025,000</u>	<u>3,025,000</u>	<u>3,025,000</u>	<u>12,100,000</u>

**THE CITY OF SOUTH BEND
SUMMARY OF THE MULTI-YEAR CAPITAL IMPROVEMENT PLAN**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>TOTAL</u>
MAJOR CAPITAL EXPENDITURES					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
Police Department	\$ 115,000	65,000	80,000	90,000	350,000
Fire Department	4,000,000	667,800	1,700,000	1,700,000	8,067,800
Code Enforcement & Animal Control Department	1,000,000	0	0	0	1,000,000
Engineering and Traffic & Lighting Division	2,400,000	2,303,000	5,908,000	2,833,000	13,444,000
Community & Economic Development Department	25,225,000	28,275,000	12,575,000	7,325,000	73,400,000
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	14,416,500	16,650,000	1,335,000	910,000	33,311,500
ENTERPRISE FUNDS:					
Water Works	750,000	8,833,334	2,333,334	2,333,333	14,250,001
Sewage Works	14,128,490	14,020,967	12,598,625	13,407,145	54,155,227
Century Center	0	75,000	31,676,000	0	31,751,000
	<u>\$ 62,034,990</u>	<u>70,890,101</u>	<u>68,205,959</u>	<u>28,598,478</u>	<u>229,729,528</u>

GRAND TOTAL OF CAPITAL EXPENDITURES

GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
City Administration	\$ 285,685	306,000	300,600	278,000	1,170,285
Police Department	1,519,600	1,440,000	1,604,000	1,423,000	5,986,600
Fire Department	5,114,000	1,238,800	2,737,200	2,417,200	11,507,200
Code Enforcement & Animal Control Department	1,131,400	70,200	137,700	95,000	1,434,300
Building Maintenance	33,600	25,800	19,300	20,200	98,900
Engineering and Traffic & Lighting Division	3,600,000	3,514,000	7,075,400	4,130,500	18,319,900
Street Division	3,577,050	3,429,960	2,488,075	2,391,625	11,886,710
Central Services Division	203,750	74,950	53,950	75,700	408,350
Community & Economic Development Department	25,225,000	28,285,900	12,586,300	7,376,400	73,473,600
Morris Performing Arts Center	25,000	25,000	25,000	25,000	100,000
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	14,860,100	17,079,900	1,633,000	1,195,000	34,768,000
ENTERPRISE FUNDS:					
Building Department	31,500	21,800	33,900	35,300	122,500
Solid Waste Division	0	0	0	0	0
Water Works	2,248,000	9,935,734	3,429,933	3,263,933	18,877,600
Sewage Works - Sewer Division	793,491	246,667	231,710	280,900	1,552,768
Sewage Works - Wastewater & Organic Resources	15,514,600	16,086,125	13,493,025	14,871,145	59,964,895
Century Center	0	75,000	31,676,000	0	31,751,000
Total Capital Program Expenditures	<u>\$ 74,162,776</u>	<u>81,855,836</u>	<u>77,525,093</u>	<u>37,878,903</u>	<u>271,422,608</u>
Good Neighbors / Good Neighborhood Programs	3,200,000	3,300,000	3,300,000	3,300,000	13,100,000
Total Capital & Good Neighbors Program Expenditur	<u>\$ 77,362,776</u>	<u>85,155,836</u>	<u>80,825,093</u>	<u>41,178,903</u>	<u>284,522,608</u>

**THE CITY OF SOUTH BEND
SUMMARY OF MAJOR CAPITAL EXPENDITURES FOR YEARS 2006-2009**

	<u>FUNDING SOURCE**</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>TOTAL</u>
POLICE DEPARTMENT:						
Police Vehicles & Equipment Installation	General Capital	\$ 1,084,600	1,105,000	1,189,600	1,038,000	4,417,200
Mobile Data Computer Replacements	Federal/Gen'l Capital	50,000	50,000	50,000	50,000	200,000
Radio Replacement	General Capital	50,000	0	0	0	50,000
Computer Equipment	General Capital	15,000	15,000	30,000	40,000	100,000
		<u>1,199,600</u>	<u>1,170,000</u>	<u>1,269,600</u>	<u>1,128,000</u>	<u>4,767,200</u>
FIRE DEPARTMENT:						
Instruction / Training Facility	COIT/EMS - finance	2,000,000	0	0	0	2,000,000
Fire Station # 9 Relocation	COIT/EMS	2,000,000	0	0	0	2,000,000
Fire Station # 3 Relocated	COIT/EMS	0	0	1,700,000	0	1,700,000
Fire Station # 5 Renovations	COIT/EMS	0	301,790	0	0	301,790
Fire Station # 8 Renovations	COIT/EMS	0	366,010	0	0	366,010
New Fire Station # 12 - additional station	COIT/EMS - finance	0	0	0	1,700,000	1,700,000
		<u>4,000,000</u>	<u>667,800</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>8,067,800</u>
CODE ENFORCEMENT & ANIMAL CONTROL DEPARTMENT:						
Kennel and Treatment Room (in Animal Shelter)	General Capital	1,000,000	0	0	0	1,000,000
		<u>1,000,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,000,000</u>
ENGINEERING AND TRAFFIC & LIGHTING DIVISION:						
Miami Street Widening (Kern to Jackson)	Federal / LRSA	500,000	0	0	0	500,000
Ironwood Drive Widening (Kern to US 20)	Federal / LRSA	0	1,000,000	2,500,000	2,500,000	6,000,000
Kern Road Widening (design only)	LRSA	0	0	75,000	0	75,000
Darden Road Widening	LRSA	0	750,000	0	0	750,000
Riverside Trail - Angela Blvd to Darden Bridge	Gen'l/COIT/Federal	1,700,000	0	0	0	1,700,000
Olive Street Improvements	Federal / LRSA/TIF	0	220,000	3,000,000	0	3,220,000
Ewing Avenue Improvements	Federal / LRSA	200,000	333,000	333,000	333,000	1,199,000
		<u>2,400,000</u>	<u>2,303,000</u>	<u>5,908,000</u>	<u>2,833,000</u>	<u>13,444,000</u>
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT:						
Neighborhood Partnership Center Public Works	CDBG	700,000	700,000	700,000	700,000	2,800,000
Neighborhood Improvement Program	CDBG/HOME/COIT	750,000	750,000	800,000	800,000	3,100,000
Commercial Corridor Improvement Program	COIT	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
Downtown Streetscape & Gateway Improvements	SBC TIF / COIT	1,000,000	1,050,000	1,200,000	1,100,000	4,350,000
South Side Development Area	TIF/COIT/EDIT	3,050,000	3,050,000	100,000	100,000	6,300,000
Northeast Development Area	TIF/COIT/EDIT	575,000	575,000	575,000	575,000	2,300,000
Sample/Ewing TIF - Studebaker Corridor/Oliver Plow	Federal Loan/Grants	4,200,000	4,900,000	1,250,000	250,000	10,600,000
Douglas Road Economic Development Area	TIF	0	2,000,000	0	0	2,000,000
AEDA TIF (Blackthorn Area) - Small Scale Projects	AEDA TIF	10,000,000	13,800,000	6,500,000	2,350,000	32,650,000
West Washington/Chapin District	TIF	250,000	250,000	250,000	250,000	1,000,000
Downtown Medical Services District	Rev Bd/LRSA/SW	3,500,000	0	0	0	3,500,000
		<u>25,225,000</u>	<u>28,275,000</u>	<u>12,575,000</u>	<u>7,325,000</u>	<u>73,400,000</u>
PARK AND RECREATION DEPARTMENT:						
South East Basketball Complex	Park Capital/COIT	400,000	350,000	0	0	750,000
Coveleski Stadium Upgrades	Stadium Capital	250,000	75,000	75,000	100,000	500,000
East Race Waterway & Walkway Extensions	COIT / Federal / Park	2,000,000	0	0	0	2,000,000
Belleville / Sheridan Upgrades	Park Capital	250,000	0	0	0	250,000
New Proshop/concession - Elbel Golf Course	Park Capital	0	0	500,000	0	500,000
Regional Aquatics Facility	G O Bond	0	15,000,000	0	0	15,000,000
Potawatomi Zoo - African Savannah Exhibit	Grants/Donations	0	0	400,000	450,000	850,000
Howard Park Senior Center	CDBG/Park Capital	1,900,000	0	0	0	1,900,000
Potawatomi Zoo - Miscellaneous Upgrades	Park Capital	531,500	65,000	0	0	596,500
Pinhook Improvements	COIT/Grants	3,000,000	0	0	0	3,000,000
O'Brien Recreation Center	Park Capital/COIT	3,000,000	0	0	0	3,000,000
Greenhouse/Conservatory Renovation	Park Capital/Bond	2,500,000	0	0	0	2,500,000
Miscellaneous Park Upgrades	Park/Grants/Other	585,000	1,160,000	360,000	360,000	2,465,000
		<u>14,416,500</u>	<u>16,650,000</u>	<u>1,335,000</u>	<u>910,000</u>	<u>33,311,500</u>
WATER WORKS:						
Building - Customer Service Center	Water Works	0	1,500,000	0	0	1,500,000
Meter Replacement Program	Water Works Bond	450,000	2,033,334	2,033,334	2,033,333	6,550,001
Well Replacement	Water Works Bond	300,000	300,000	300,000	300,000	1,200,000
South Wellfield - Storage Reservoir	Water Works	0	5,000,000	0	0	5,000,000
		<u>750,000</u>	<u>8,833,334</u>	<u>2,333,334</u>	<u>2,333,333</u>	<u>14,250,001</u>

**THE CITY OF SOUTH BEND
SUMMARY OF MAJOR CAPITAL EXPENDITURES FOR YEARS 2006-2009**

	<u>FUNDING SOURCE**</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>TOTAL</u>
SEWAGE WORKS:						
Wastewater Treatment Plant Building Improvements	Sewage Works	840,000	205,000	75,000	75,000	1,195,000
Land Improvements - Wastewater/Sewer Department	Sewage Works	375,750	1,376,525	327,325	873,145	2,952,745
Wastewater Treatment Plant Equipment	Sewage Works	912,740	439,442	196,300	459,000	2,007,482
Combined Sewer Overflow Long-Term Control Plan	SW / State RF Loan	12,000,000	12,000,000	12,000,000	12,000,000	48,000,000
		<u>14,128,490</u>	<u>14,020,967</u>	<u>12,598,625</u>	<u>13,407,145</u>	<u>54,155,227</u>
CENTURY CENTER:						
Elevator in the Main Lobby	Century Ctr	0	0	0	0	0
Convention Hall "C" Upgrades	Century Ctr	0	0	0	0	0
Fire Alarm System Replacement	Century Ctr	0	0	176,000	0	176,000
Replace Building Boilers	Century Ctr	0	0	500,000	0	500,000
Water Balancing	Century Ctr	0	75,000	0	0	75,000
Replace Chilled Water System	Century Ctr	0	0	1,000,000	0	1,000,000
Major Expansion of Century Center	G O Bond	0	0	30,000,000	0	30,000,000
		<u>0</u>	<u>75,000</u>	<u>31,676,000</u>	<u>0</u>	<u>31,751,000</u>
TOTAL MAJOR CAPITAL EXPENDITURES		\$ <u>63,119,590</u>	<u>71,995,101</u>	<u>69,395,559</u>	<u>29,636,478</u>	<u>234,146,728</u>

****Funding Source abbreviations:**

AEDA TIF - Airport Tax Incremental Financing
 CDBG - Community Development Block Grants
 Century Ctr - Century Center Revenue
 COIT - County Option Income Tax
 County - St. Joseph County funding
 Donations - donated funds to be received
 EDIT - Economic Development Income Tax
 Federal - Various federal funding sources

G O Bond - General Obligation Bonds
 General Capital - General Fund & other Capital Funds
 Grants - grant funds to be received
 HOME - Federal Home Fund Grants
 LRSA - Local Roads and Streets Fund (Gas Tax)
 Park Capital - Park Dept Revenue
 Rev Bd - Revenue Bond
 SBC TIF - South Bend Central Tax Incr Financing

Stadium Capital - Coveleski Stadium Fund
 State RF Loan - Revolving Fund Loan
 S/E TIF - Sample/Ewing Tax Incr Financing
 SW - Sewage Works Revenue
 TFA - Transportation Finance Authority
 UEA - Urban Enterprise Association
 Water Works - Water Works Revenue

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

POLICE DEPARTMENT

<i>Project Title</i>	<i>Project Amount</i>
<u>Police Vehicles, Vehicle Equipment and Installation</u>	\$4,417,200 (2007-2010)

This would include replacement of police vehicles for the Uniform and Investigative Divisions. Equipment would include replacement/upgrade vehicle equipment for take-home cars, including light bars, sirens, speakers and graphics.

		<u>Funding Source</u>
		General Capital Funds
<u>Activity Date</u>		
2007	\$1,084,600	
2008	1,105,000	
2009	1,189,600	
2010	<u>1,038,000</u>	
TOTAL	\$4,417,200	

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated.

<u>Mobile Data Computer Replacements</u>	\$200,000 (2007-2010)
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This would be for an upgrade of over 200 laptop computers and modems that function as mobile data computers in squad cars.

		<u>Funding Source</u>
		General Capital Funds
<u>Activity Date</u>		
2007	\$ 50,000	
2008	50,000	
2009	50,000	
2010	<u>50,000</u>	
TOTAL	\$200,000	

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated.

<u>Radio Replacement Upgrade</u>	\$ 50,000 (2007)
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Replacement of hand-held radios is needed for older model radios that are being used by the officers.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$ 50,000	General Capital Funds
TOTAL	\$ 50,000	

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated.

Computer Equipment \$100,000 (2007-2010)

Project replacement of equipment for ongoing computerization of department and upgrades for aging equipment and servers.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$ 15,000	Federal Funds/General Capital Funds
2008	15,000	
2009	30,000	
2010	<u>40,000</u>	
TOTAL	\$100,000	

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated.

FIRE DEPARTMENT

Instruction / Training Facility \$2,000,000 (2007)

The Instruction Bureau as it currently exists does not meet the needs of a department this size. Currently, at this training facility, there are no provisions for a drill tower, burn building, smoke building and space for outside activities. According to the National Fire Protection Agency (NFPA) Standards, a fully adequate facility should include one or more drill towers. The need for a hands-on training facility exists today more so than ever.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$2,000,000	County Option Income Tax (COIT) EMS Capital Fund
TOTAL	\$2,000,000	

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Fire Station #9

\$2,000,000 (2007)

Due to the 1998 Fire District survey and the needs of Memorial Hospital, Station #9 needs to be relocated due to the age and inability to house new fire apparatus. It is anticipated that the existing Fire Station #9 (after a new station has been built) will be utilized by an organization within the community which will become responsible for all operating costs of the old building. The new station's square footage will be larger than the current station's, which will reflect some increase in the utility cost.

		<u>Funding Source</u>
		General Fund,
		County Option Income Tax (COIT)
		EMS Capital Fund
<u>Activity Date</u>		
2007	\$2,000,000	
TOTAL	\$2,000,000	

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

Fire Station #5 Renovations

\$301,790 (2008)

In order to meet the current needs of the Fire Department, renovation work will need to occur at this facility. This building is more than 40 years old and improvements are needed to update the station. It is recommended that the City build a new apparatus bay addition that is able to house more modern equipment. Interior renovations will need to take place in the living quarters, and expansion into the existing apparatus bay will need to occur to meet the current space demands. These changes are essential to maintain high quality fire protection services well into the future.

		<u>Funding Source</u>
		County Option Income Tax (COIT)
		EMS Capital Fund
<u>Activity Date</u>		
2008	\$301,790	
TOTAL	\$301,790	

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated. Any increased utility costs are expected to be offset by reduced maintenance costs.

Fire Station #8 Renovations

\$366,010 (2008)

In order to meet the current needs of the Fire Department, renovation will need to occur at this facility. This building is 40 years old and improvements are required to update the station. It is recommended that the City build a new apparatus bay addition that is able to house more modern

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

<u>Activity Date</u>		<u>Funding Source</u>
2009	\$1,700,000	County Option Income Tax (COIT)
TOTAL	\$1,700,000	EMS Capital Fund

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated.

CODE ENFORCEMENT

Code and Animal Control Facility \$1,000,000 (2007)
and City Impound Lot

A new multi-use facility would incorporate an animal shelter, a facility for clean-up crew and a storage lot for impounded abandoned vehicles as well as those towed by the Police Department. The City continues to annex and expand, which in turn increases the pets that must be dealt with on a daily basis. Because of the limited kenneling space and the required holding time, adoptable animals are being euthanized in order to free up space for incoming ones. There have been major innovations in animal kenneling systems that provide a more efficient means of cleaning, better durability, better control of the spread of disease/illness, rodent infestation and all but eliminates the odor typically associated with a shelter. While the current shelter could be renovated, the building is more than 100 years old and there is no room for expansion. This will project a more professional image and appearance for the City-run Animal Control operation. We are currently developing a fund raising campaign to help offset the cost of a new shelter but feel this issue needs to be addressed now and any future monies collected could be returned to the City to help offset the cost.

The adjoining impound lot would serve a dual purpose, accommodating both Code and the South Bend Police Department. Both departments currently rent a space from separate private towing companies to store the vehicles that are impounded. Both departments have trouble with vandalism, which results in claims being filed against the City. An impound lot adjacent to the shelter and crew quarters could be monitored by our staff and would eliminate access by people other than those authorized to be there.

The Code clean-up crew currently rents a building with an adjoining parking lot to store our equipment, dumps, loaders, tractors, etc. In addition to the building being old and constantly needing repair, the location is fairly isolated and has had break ins resulting in the theft of several thousand dollars worth of equipment. As with the impound lot, this facility would be better monitored.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

	<u>Funding Source</u>
	General Capital Funds
<u>Activity Date</u>	
2007	\$1,000,000
TOTAL	\$1,000,000

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated.

ENGINEERING AND TRAFFIC & LIGHTING DIVISIONS

Miami Street Widening - Kern to Jackson \$500,000 (2007)

Traffic growth requires expanded roadway and pedestrian facilities due to the nearby established residential neighborhoods. These neighborhoods are projected to continue to experience future growth. This project will be funded on an 80% basis using federal funds with the remaining 20% funded by the City.

		<u>Funding Source</u>
		Federal Funds and
		LRSA
<u>Activity Date</u>		
2007	\$500,000	
TOTAL	\$500,000	

Projected Ongoing Operating Cost Impact
Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

Ironwood Drive Widening - Kern Road to U.S. 20 \$6,000,000 (2008-2010)

Residential growth in this area warrants roadway improvements and pedestrian facilities. This project will be developed jointly with St. Joseph County unless additional land is annexed to the east side of Ironwood. The combined scope of both City and County expense is \$4.2 million for 1.5 miles of four lanes. This is planned as a two-year project to be started in 2005, and it will be funded on an 80% basis using federal funds with the remaining 20% funded by the City and County.

		<u>Funding Source</u>
		Federal Funds and
		Local Roads and Streets Fund (LRSA)
<u>Activity Date</u>		
2008	\$1,000,000	
2009	2,500,000	
2010	<u>2,500,000</u>	
TOTAL	\$6,000,000	

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Projected Ongoing Operating Cost Impact

Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

Kern Road Widening (design only) \$75,000 (2009)

This project entails the design cost only for reconstruction and widening of Kern Road from Miami to Ironwood. Residential development in this area warrants the improvements. This will be developed jointly with St. Joseph County.

Funding Source

Local Roads and Streets Fund (LRSA)

<u>Activity Date</u>	
2009	\$75,000
TOTAL	\$75,000

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated. This existing road is currently maintained by the City and County.

Darden Road Widening \$750,000 (2008)

This project entails the widening of this section of road to handle the increased traffic due to the large amount of residential development in this area along with the new bridge construction. This is a joint project with St. Joseph County.

Funding Source

Local Roads and Streets Fund (LRSA)

<u>Activity Date</u>	
2008	\$750,000
TOTAL	\$750,000

Projected Ongoing Operating Cost Impact

Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

Riverside Trail - Angela Boulevard to Darden Bridge \$1,700,000 (2007)

This Transportation Enhancement Activity (TEA) will provide riverfront access and recreation opportunities in the City which will be enhanced by development of a bike/pedestrian facility. This would include a link to the Darden Road historic pedestrian bridge with two boat launch sites as well as existing Brownfield Park, Keller Park and the Riverside Drive Local Historic District. This trail would follow the riverbank where possible. Amenities to be developed would include fishing

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

platforms for the disabled and security lighting plus other similar amenities.

Funding Source
County Option Income Tax (COIT),
General and Federal Funds

<u>Activity Date</u>	
2007	\$1,700,000
TOTAL	\$1,700,000

Projected Ongoing Operating Cost Impact

The Parks and Recreation Department currently mows about half of this route. The upgraded landscape will likely add 0.5 full-time employees (FTE) to the Parks= labor requirement with the attendant capitalization needed to support that additional labor activity.

Olive Street Improvements \$3,220,000 (2008, 2009)

The TJX development in the Sample-Ewing TIF area will require an upgrade to an old roadway on Olive Street from Prairie Avenue to Sample Street.

Funding Source
LRSA, TIF, Federal

<u>Activity Date</u>	
2008	\$ 220,000 - LRSA, TIF
2009	3,000,000 - LRSA, TIF, Federal
TOTAL	\$3,220,000

Projected Ongoing Operating Cost Impact

Lane widening will be done, but no new traffic lanes will be constructed. New pavement and separated drainage system will reduce overall operating and maintenance costs.

Ewing Avenue Improvements \$5,200,000 (2007-2010)

Ewing Avenue pavement has deteriorated and is in need of replacement, improved drainage facilities and intersection improvements.

Funding Source
LRSA, Federal

<u>Activity Date</u>	
2007	\$ 200,000
2008	333,000
2009	333,000
2010	333,000
(2008-2010)	\$4,000,000 Federal Funds
TOTAL	\$5,200,000

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Projected Ongoing Operating Cost Impact

Lane widening will be done, but no new traffic lanes will be constructed. New pavement and separated drainage system will reduce overall operating and maintenance costs

COMMUNITY AND ECONOMIC DEVELOPMENT

Neighborhood Partnership Center Public Works **\$2,800,000** (2007-2010)

This project consists of small-scale neighborhood public improvements (i.e., curbs, sidewalks, lighting, alley work, etc.) in 5-8 block areas around each Neighborhood Partnership Center (NPC). Small area improvement plans will be developed for each area and, as plans are completed, the NPC will be moved to another site within the neighborhood.

Funding Source
Community Development Block
Grants (CDBG)

<u>Activity Date</u>	
2007	\$ 700,000
2008	700,000
2009	700,000
2010	<u>700,000</u>
TOTAL	\$2,800,000

Projected Ongoing Operating Cost Impact

No operating cost impact projected for this activity. The small-scale public improvements may reduce service costs by removing diseased/dead trees and improving street drainage with better curbs, gutters and inlets.

Neighborhood Implementation Fund **\$3,100,000** (2007-2010)

This project will consist of acquisition, relocation and clearance activities, coupled with public improvements, housing rehabilitation and site improvements as part of a community effort to implement detailed neighborhood revitalization and improvement plans. Special emphasis will be placed on targeted, small scale housing development and rehabilitation projects and the development of model blocks. This effort will require the development of private-public partnerships with both private for-profit and not-for-profit housing organizations.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

		<u>Funding Source</u>
		Community Development Block Grants (CDBG), County Option Income Tax (COIT)
<u>Activity Date</u>		
2007	\$ 750,000	
2008	750,000	
2009	800,000	
2010	<u>800,000</u>	
TOTAL	\$3,100,000	

Projected Ongoing Operating Cost Impact

No operating cost impact projected for this activity. The acquisition and demolition of deteriorated or substandard houses could reduce service costs by reducing the need for code, building and fire suppression services.

Commercial Corridor Improvement Program

\$4,800,000 (2007-2010)

This project consists of various public improvements along South Bend=s major commercial strips, including overhead street signs, new traffic signals, improved lighting, curbs and sidewalks, street trees and street furniture. Limited acquisition, relocation, clearance and site prep and improvements will be conducted on a case-by-case basis. Special programs including facade improvements, business assistance, marketing, public safety and related activities will also be used on a targeted basis. Improvements to commercial strips are part of the City=s long term Commercial Corridor Improvement Initiative. The public improvements will complement our business retention/attraction efforts and our commercial revolving loan program. Commercial corridors and specific projects will be selected from the South Bend Commercial Corridor Action Plans that have been developed for Lincoln Way West, Portage, Miami, Western and South Michigan.

		<u>Funding Source</u>
		County Option Income Tax (COIT)
<u>Activity Date</u>		
2007	\$1,200,000	
2008	1,200,000	
2009	1,200,000	
2010	<u>1,200,000</u>	
TOTAL	\$4,800,000	

Projected Ongoing Operating Cost Impact

There will be no additional operating costs projected for this activity. Acquisition and demolition of substandard buildings and improvements to streets, curbs and sidewalks and drainage may reduce basic service costs. Increased street lighting costs may result if additional street lights are added. The costs are minor and difficult to project. This item will be monitored on an annual basis.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Downtown & East Bank (SBCDA) Improvements **\$4,350,000 (2007-2010)**

This project will be conducted in conjunction with Downtown South Bend and East Bank residents/businesses and can include: development of plans for various portions of the SBCDA and may also consist of improvements and repairs to curbs and sidewalks, planting of street trees, installation or replacement of pedestrian and street lights, street furniture, landscaping, and, where appropriate, street bricks and a special material treatment as well as potential development assistance for major projects as necessary. The projected improvements will occur in the center of downtown to establish a distinct identity, image and arrival point for downtown South Bend and the East Bank.

		<u>Funding Source</u>
		South Bend Central Development Area Tax Increment Fund (SBCDA TIF), County Option Income Tax (COIT) and County Economic Development Income Tax (CEDIT)
	<u>Activity Date</u>	
	2007	\$1,000,000
	2008	1,050,000
	2009	1,200,000
	2010	<u>1,100,000</u>
	TOTAL	\$4,350,000

Projected Ongoing Operating Cost Impact

Operating costs may increase due to the street tree planting program. However, the first phase of improvements is scheduled for an area already covered by the downtown maintenance crews. Therefore, additional costs will be minor.

Sample-Ewing Development Area (SEDA) **\$10,600,000 (2007-2010)**
Studebaker Corridor/Oliver Plow Works Project & Neighborhood Projects

This project includes the large scale acquisition, relocation, and clearance of major obsolete industrial buildings and incompatible land uses. The project also includes the reconstruction or construction of major streets, curbs, sidewalks, and parking lots in the project area. In addition, new streets will be constructed when necessary, and street and pedestrian lights will be upgraded. Construction of new water, sanitary and storms sewers will be included in this project. The Studebaker Corridor/Oliver Plow Works is a mix of building types and conditions and a mix of businesses and is located in the merged and expanded Sample-Ewing Development Area (SEDA).

The Redevelopment Plan calls for the revitalization of the project area by protecting existing businesses and attracting new businesses and industrial development to assembled and cleared sites. Obsolete buildings and incompatible land uses must be eliminated in order to allow for continued development that will create new jobs and increase the tax base.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

In addition, this project will continue the redevelopment and revitalization of the residential sections of the Southeast Neighborhood as funding allows.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$4,200,000	Federal Sec. 108 Loan and Federal Grant Funds, TIF Revenue Bond, County Option Income Tax (COIT), County Economic Development Income Tax (CEDIT), and Community Revitalization Enhancement District (CREED)
2008	4,900,000	
2009	1,250,000	
2010	<u>250,000</u>	
TOTAL	\$10,600,000	

Projected Ongoing Operating Cost Impact

Operating costs may increase slightly due to the acquisition and clearance of deteriorated buildings. Given our experience in the balance of the Sample-Ewing Development Area (SEDA) project, operating costs for maintenance, clean-up and mowing costs will be required while the City holds the property. These costs will be funded by the Sample-Ewing Tax Increment Fund (TIF). This will not be an ongoing cost and, as sites are sold, the operating costs will be reduced.

Airport Economic Development Area (AEDA TIF)/ Blackthorn Area - Small Scale & Major Projects **\$32,650,000 (2007-2010)**

This project consists of the development of infrastructure and other public improvements in the 2300 acres of land surrounding the South Bend Regional Airport. Activities to be undertaken include the construction of interior streets and roads, including all utilities, lighting, signage, and landscaping elements. Construction and preservation of wetland and other open space amenities, project area signage, and golf course improvements are also included under this category as these projects support the large scale projects and correspond to specific, detailed project area land use plans and specific private-public sector development projects.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$10,000,000	Airport Economic Development Area (Blackthorn) Tax Increment Fund (AEDA TIF) and TIF Revenue Bond
2008	13,800,000	
2009	6,500,000	
2010	<u>2,350,000</u>	
TOTAL	\$32,650,000	

Projected Ongoing Operating Cost Impact

We would expect operating costs associated with long term maintenance of new roads and other public infrastructure as necessary. In the short term, there may be some additional holding costs if new land is acquired, but reduced costs as land is sold for new development in the area.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Downtown Medical Services District

\$3,500,000 (2007)

This project consists of acquisition, relocation and demolition activities and improvements to the street system, traffic control, streetscape and related public improvements adjacent to and serving the Memorial Health Systems (MHS) Campus. The project area is bound by Leeper Park (north), LaSalle Avenue (south), Lafayette Blvd. (west) and St. Joseph Street (east). The City will undertake public improvements and site assemblage activities in conjunction with MHS expansion and development plans and related health and medical service providers. The City's improvement plan would also be implemented to improve and preserve the surrounding residential neighborhoods.

		<u>Funding Source</u>
		Redevelopment Commission Revenue
		Bonds (Private Placement), Local
		Roads and Streets Fund (LRSA),
		Water Works and Sewage Works
		Capital Funds, Project Bond(s)
	<u>Activity Date</u>	
	2007	\$3,500,000
	TOTAL	\$3,500,000

Projected Ongoing Operating Cost Impact

No increased operating cost impact is projected for this project. Several proposed street closings could reduce ongoing City operating costs.

West Washington/Chapin District

\$1,600,000 (2007-2010)

This project consists of acquisition, relocation and demolition activities and improvements to the infrastructure, street system, traffic control, streetscape and related public improvements adjacent to and serving the West Washington/Chapin area. The project area is bound generally by LaSalle/Linden Avenues (north), Western Avenue (south), Olive Street (west) and William Street (east). The City will undertake public improvements and site assemblage activities in conjunction with neighborhood improvement efforts and development plans. The City's improvement plan would also be implemented to improve and preserve the surrounding residential neighborhoods.

		<u>Funding Source</u>
		West Washington/Chapin Area TIF
		funds
	<u>Activity Date</u>	
	2007	\$ 250,000
	2008	250,000
	2009	450,000
	2006	<u>650,000</u>
	TOTAL	\$1,600,000

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Projected Ongoing Operating Cost Impact

No increased operating cost impact is projected for this project. There may be some on-going property maintenance costs until land sold for future development.

South Side Development Area

\$6,300,000 (2007-2010)

This project consists of acquisition, relocation and demolition activities and improvements to the infrastructure, street system, traffic control, streetscape and related public improvements adjacent to and serving the new retail centers developing in Erskine Village and Erskine Commons. The project area is bound generally by Ewing (north), U.S. 20 bypass (south), Burnett Drive (west) and Ironwood (east). The City will undertake public improvements and site assemblage activities in conjunction with commercial improvement efforts and development plans. The City=s improvement plan would also be implemented to improve and preserve the surrounding residential neighborhoods.

Funding Source

South Side Area TIF funds; Project Bonds; COIT; EDIT

<u>Activity Date</u>	
2007	\$3,050,000
2008	3,050,000
2009	100,000
2010	<u>100,000</u>
TOTAL	\$6,300,000

Projected Ongoing Operating Cost Impact

No increased operating cost impact is projected for this project. There may be some on-going property maintenance costs until land sold for future development.

Northeast Development Area

\$2,300,000 (2007-2010)

This project consists of acquisition, relocation and demolition activities and improvements to the infrastructure, street system, traffic control, streetscape and related public improvements adjacent to and serving the neighborhood just south of the Notre Dame campus to 5-points area. The project area is bound generally by Napoleon/Angela/South Bend Avenue (north), LaSalle Avenue (south), Niles Avenue/St. Joseph River (west) and Twyckenham (east). The City will undertake public improvements and site assemblage activities in conjunction with neighborhood residential/commercial improvement efforts and development plans, including the potential of a technology park. The City=s improvement plan would also be implemented to improve and preserve the surrounding residential neighborhoods.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Funding Source

North East Area TIF funds; Project Bonds; COIT; EDIT

<u>Activity Date</u>	
2007	\$ 575,000
2008	575,000
2009	575,000
2010	<u>575,000</u>
TOTAL	\$2,300,000

Projected Ongoing Operating Cost Impact

No increased operating cost impact is projected for this project. There may be some on-going property maintenance costs until land sold for future development.

Douglas Road Economic Development Area

\$2,000,000 (2007-2010)

This project consists of acquisition, relocation, and demolition activities and improvements to the infrastructure, street system, traffic control, streetscape and related public improvements adjacent to and serving the area adjacent to the State Road 23/Douglas Road intersection. The project area is a 33 acre tract of land east of State Road 23 and adjacent to the Mishawaka City limits. The City will undertake public improvements and site assemblage activities in conjunction with commercial improvement efforts and development plans.

Funding Source

TIF Bonds

<u>Activity Date</u>	
2008	<u>\$2,000,000</u>
TOTAL	\$2,000,000

Projected Ongoing Operating Cost Impact

No increased operating cost impact is projected for this project.

PARK AND RECREATION DEPARTMENT

Southeast Park Basketball Complex

\$750,000 (2007, 2008)

South Bend is 45 basketball courts below standards set by the National Recreation and Parks Association. This complex seeks to address this deficit and the objection neighbors have with putting basketball courts in their neighborhoods by establishing this complex in a park away from residential areas.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Funding Source
Park Department Capital Funds
County Option Income Tax (COIT)

<u>Activity Date</u>	
2007	\$400,000
2008	<u>350,000</u>
TOTAL	\$750,000

Projected Ongoing Operating Cost Impact

The Park operating budget will be impacted by additional costs for programming (\$20-25,000) and security (\$25,000). Revenues of \$10-20,000 will help offset this expense.

This is a major capital project and will rely on funding outside of Park funds.

Coveleski Stadium Improvements

\$500,000 (2007-2010)

The stadium was opened in 1987. Needed improvements will include window replacements, joint and concrete repairs, stadium flashing sealants, lighting upgrades, water repellent sealer, extensive interior upgrades and replacement of the roof over the administration offices and replacement of current air conditioning systems.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$250,000	Coveleski Stadium Capital Fund
2008	75,000	
2009	75,000	
2010	<u>100,000</u>	
TOTAL	\$500,000	

Projected Ongoing Operating Cost Impact

The current operating cost of the stadium is beginning to increase due simply to the age of the facility. Though the stadium is in great shape, more time and effort are required to meet current standards. More emphasis is needed in the area of preventive maintenance by either the team or the Park Department. Increased costs could be as high as \$25,000 to \$40,000 annually to implement needed maintenance concerns.

These projects are based on the comprehensive maintenance plan for the stadium as well as annual assessments by staff. They are funded by lease payments paid by the team owners to the City in Fund 401

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

East Race Waterway and Walkway Extensions \$2,000,000 (2007)

This project consists of a plan that will ultimately connect trails from South Bend to Michigan from the north and Mishawaka to the east. The second part of this project consists of constructing a much needed restroom facility and changing area for the East Race and river walk participants. Included in this project would be a concession area and ticket counter.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$2,000,000	Grants, County Option Income Tax
TOTAL	\$2,000,000	(COIT)

Projected Ongoing Operating Cost Impact

The existing river walks are used frequently and routine maintenance is required. Maintenance costs will increase an additional \$5,000 per year upon completion of the extensions. The construction of a restroom and concession area will greatly enhance the East Race Waterway. Increased operational costs of \$5,000 annually due to increased staffing and supplies may be partially offset by increased revenues from concession sales. These costs will be included in the Park Department operating budget.

This is a major capital project and will rely on funding outside of Park funds as well as Federal and State funds.

Belleville/Sheridan Upgrades \$250,000 (2007)

This project consists of the addition of a baseball and softball field to the existing complex. Due to increased league play there is a need to add fields to the park system. An additional softball field would also speed up tournament play.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$250,000	Park Capital Funds
TOTAL	\$250,000	Recreation Nonreverting

Projected Ongoing Operating Cost Impact

The requests for ball diamonds continue to outnumber the fields available. Upon completion of this project one more baseball and one softball diamond will be available for public play. Operating costs for the maintenance of this field will be \$3,000 annually. These additional costs will be included in the Park Department operating budget.

This project relies on funding from Park Capital funds and the availability of those funds based on annual priorities.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Regional Aquatics Facility

\$15,000,000 (2008)

This project consists of the acquisition of vacant land and construction of a 3,000 bather capacity family aquatics center. This facility will serve as a major recreational-entertainment center for South Bend and the surrounding area. The planning and construction of this facility will take two to three years to complete. The City is currently pursuing the possibility of this becoming a joint project with the County. This would be funded through the issuance of a general obligation bond (either by the City or by the County if it became a joint project) and thus would be subject to a petition/remonstrance process (allowing taxpayers to voice their level of support for this project prior to commencing with this major capital expenditure).

<u>Activity Date</u>		<u>Funding Source</u>
2008	\$15,000,000	Park General Obligation Bond,
TOTAL	\$15,000,000	Tax Increment Funds (TIF), Facility Capital Revenues

Projected Ongoing Operating Cost Impact

The projected operating cost of this facility, open from June 1 to September 1, and staffed by more than 250 people will total approximately \$1.25 million on an annual basis. The projected annual revenue is \$1.5 million with the net profit going to the facility=s non-reverting capital fund.

This is a major capital project and will rely on funding outside of Park funds, possibly a Park Bond or other major funding.

Potawatomi Zoo - African Savannah Exhibit

\$850,000 (2009, 2010)

This project would entail the renovation of three current African Hoofstock exhibits to accommodate giraffe and 2 - 4 other large animal species (i.e. antelope, ostrich, cattle). Construction includes a giraffe barn, fencing, observation deck and utilities.

<u>Activity Date</u>		<u>Funding Source</u>
2009	\$400,000	Potawatomi Zoological Society Fund
2010	450,000	Raising (P.Z.S.), Park Department
TOTAL	\$850,000	

Projected Ongoing Operating Cost Impact

Additional cost of staff and related supplies would total an annual cost of \$35,000 per year.

This is a major capital project and will rely on funding outside of Park funds as well as Zoo Non-reverting funds and donations. Because it impacts the operating budget also, consideration should be given to the revenue it could generate to offset increased expense.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Howard Park Renovation

\$1,900,000 (2008)

This project is designed to enlarge and update the existing Senior Center to a true community center and construct an amphitheater where the Park Maintenance Facility was. Special amenities such as a full-size kitchen and parking lot upgrade are part of the plans for the center. An amphitheater is planned to utilize park land along the river vacated when the Park Maintenance Facility is relocated.

<u>Activity Date</u>		<u>Funding Source</u>
2008	\$1,900,000	Park Department Capital Fund
TOTAL	\$1,900,000	County Option Income Tax (COIT),

Projected Ongoing Operating Cost Impact

Additional operating cost will be approximately \$10,000 per year due to increased staffing and supplies. These expenditures will be funded out of the Park Department operating budget when this project is completed.

This is a major capital project and will rely on funding outside of Park funds.

Potawatomi Zoo - South American Exhibits

\$134,000 (2007)

The first phase of construction is in the ASouth American@ section which has not been previously developed. It will also be an immersion display, meaning that the public can walk through the exhibit with the animals. Two smaller exhibits will be located on either side of the main exhibit. A walk-through aviary will be part of the experience.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$134,000	Park Department Capital Funds,
TOTAL	\$134,000	Donations

Projected Ongoing Operating Cost Impact

The only anticipated operating cost would be a minor increase in utilities.

This is a major capital project and will rely on funding outside of Park funds as well as Zoo Non-reverting funds being available.

O=Brien Recreation Center

\$3,000,000 (2007)

Construction of an indoor aquatics addition is planned. It would consist of a swimming pool and areas for therapeutic exercise and classes as well as locker facilities.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

<u>Activity Date</u>		<u>Funding Source</u>
2007	<u>\$3,000,000</u>	Park Department Capital Fund
TOTAL	\$3,000,000	County Option Income Tax (COIT)

Projected Ongoing Operating Cost Impact

Additional cost for staff and supplies for Aquatic addition would be \$75,000 annually. Additional revenue from program fees would be approximately \$50,000.

This is a major capital project and will rely on funding outside of Park funds.

Greenhouse/Conservatory Relocation \$2,500,000 (2007)

This project involves moving the operation of the greenhouse and construction of new facilities in Potawatomi Zoo. It would add rental and catering facilities and add new exhibits and educational opportunities. This project will put the facility in compliance with all OSHA and ADA requirements.

<u>Activity Date</u>		<u>Funding Source</u>
2007	<u>\$2,500,000</u>	Municipal Bond, County Option Income Tax (COIT)
TOTAL	\$2,500,000	

Projected Ongoing Operating Cost Impact

Additional cost of two part-time personnel would be covered by the increase in revenue. A reduction of heating cost could be significant in an upgrading.

This is a major capital project and will rely on funding outside of Park funds.

Miscellaneous Park Upgrades \$680,000 (2007-2010)

This project would allow the department to do numerous capital upgrades in neighborhood parks. These would consist of playground equipment, fencing and parking lot enhancements, construction and repair of walking paths, tennis and basketball court resurfacing, and ADA upgrades.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$170,000	County Option Income Tax (COIT), Park Non-Reverting, Grants
2008	170,000	
2009	170,000	
2010	<u>170,000</u>	
TOTAL	\$680,000	

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Projected Ongoing Operating Cost Impact

These projects would not impact our operating cost.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

Pinhook Improvements

\$3,000,000 (2007)

This project consists of the construction of a community recreation/sports center in Pinhook Park. It would consist of indoor gyms and outdoor basketball courts.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$3,000,000	County Option
TOTAL	\$3,000,000	Income Tax (COIT), Grants Bond

Projected Ongoing Operating Cost Impact

An increase in operating expense is anticipated due to the additional staff and increased utility expense. This expense will be offset by increased user fees. These revenues are to be determined. This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

Leeper Tennis Court Renovation

\$400,000 (2008)

This project involves the complete reconstruction of the tennis courts at Leeper Park Tennis Center. This needs to be done to maintain the integrity of the courts. Annual crack repair and maintenance is not keeping up with the deterioration.

<u>Activity Date</u>		<u>Funding Source</u>
2008	\$200,000	County Option
TOTAL	\$200,000	Fund 201

Projected Ongoing Operating Cost Impact

None is anticipated.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

**Potawatomi Zoo Walking Path
and Access Road Repaving** \$85,000 (2007)

This project involves the repaving of the visitor paths and access roads within the Zoo. Some areas have been repaved, while most have been patched over the years. Many areas are the original pavement from the 1980's.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$85,000	Park Capital Funds
TOTAL	85,000	

Projected Ongoing Operating Cost Impact
None anticipated.

Potawatomi Park Improvements \$250,000 (2007, 2008)

This project includes the addition of walking paths, upgrading the amphitheater, and improving picnic sites and amenities.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$125,000	Park Capital Funds
2008	<u>125,000</u>	COIT
TOTAL	\$250,000	

Projected Ongoing Operating Cost Impact
None are anticipated.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

Rum Village Park Improvements \$200,000 (2007-2010)

This project involves the upgrading and addition of picnic pavilions, the disc golf course, and walking paths and trails. It may also involve the expansion of the park through the purchase of additional acreage.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$50,000	Park Capital Funds
2008	50,000	COIT
2009	50,000	
2010	<u>50,000</u>	
TOTAL	\$200,000	

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Projected Ongoing Operating Cost Impact

No significant increase is expected.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

North American Exhibit Remodeling

\$141,000 (2007)

This project involves the remodeling of the existing North American animal exhibit. This would include the bison, tortoise, and alligator exhibits. An aviary would be constructed.

<u>Activity Date</u>		<u>Funding Source</u>
2007	<u>\$50,000</u>	Park Capital Funds
TOTAL	\$50,000	

Projected Ongoing Operating Cost Impact

No significant increase is expected.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

Shelter and Fence Improvements

\$160,000 (2007-2010)

This project involves upgrading, repairing, and installing new shelters and fencing throughout the park system. This is an ongoing project to maintain the quality of the parks. The park staff evaluates the fencing and shelter needs annually.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$40,000	Park Capital Funds
2008	40,000	
2009	40,000	
2010	<u>40,000</u>	
TOTAL	\$160,000	

Projected Ongoing Operating Cost Impact

No significant increase is expected.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

New Proshop/Concession at Elbel Golf Course \$500,000 (2009)

This project involves the construction of a new Proshop/Concession facility at Elbel Golf Course. The facilities were built in 1964 and are energy inefficient and not conducive to efficient customer service. The new facilities would enhance customer service and revenue through rental opportunities.

<u>Activity Date</u>		<u>Funding Source</u>
2009	\$500,000	Park Capital Funds
TOTAL	\$500,000	COIT

Projected Ongoing Operating Cost Impact

Possibly significant energy savings and enhanced revenue from catering and rentals.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

Leeper Park Restoration \$400,000 (2007-2010)

This project involves the restoration of Leeper Park based on the original Westerly Plan of the 19th century. It would be done in conjunction with Memorial Hospital and would add walkways, fountains, and gardens.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$100,000	Park Capital Funds
2008	100,000	Matching Grants
2009	100,000	
2010	<u>100,000</u>	
TOTAL	\$400,000	

Projected Ongoing Operating Cost Impact

No significant increase is expected.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

LaSalle Park Upgrades \$100,000 (2007)

This project involves the addition of walking paths, picnic pavilions, and associated fencing and amenities.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$100,000	Park Capital Funds
TOTAL	\$100,000	

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Projected Ongoing Operating Cost Impact

No significant increase is expected.

Zoo Pond Renovation

\$111,500 (2007)

This project involves transformation of the existing large zoo pond into an immersion style exhibit. Visitors will walk on a walkway over the water among the primate islands. Additional water features, fencing and islands will be added.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$111,500	Park Capital Funds
TOTAL	\$111,500	Zoo Society

Projected Ongoing Operating Cost Impact

No significant increase is expected.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

Newman Center Demolition

\$75,000 (2008)

This project involves the demolition of Newman Center in conjunction with the construction of a community recreation/sports center at Pinhook Park. Newman Center is an old center consisting of a gym, some classrooms, and unused offices. It is inefficient to heat and cool and in a deteriorating condition.

<u>Activity Date</u>		<u>Funding Source</u>
2008	\$75,000	Park Capital
TOTAL	\$75,000	

Projected Ongoing Operating Cost Impact

No significant increase is expected.

Potawatomi Zoo Parking Lot and Road Paving

\$125,000 (2007-2008)

This project involves repaving the parking lot and entrance roads in Potawatomi Park. The parking lot and road are deteriorating and in need of repaving and relining.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$60,000	Park Capital Funds
2008	65,000	COIT
TOTAL	\$125,000	

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Projected Ongoing Operating Cost Impact

No significant increase is expected.

This is a major capital project and will rely on funding outside of Park funds as well as Park Capital.

WATER WORKS

Building - Customer Service Center

\$1,500,000 (2008)

Demo existing structure and build new facility on current site.

<u>Activity Date</u>	<u>Funding Source</u>
2008	Conventional Business Loan
\$1,500,000	
TOTAL	
\$1,500,000	

Projected Ongoing Operating Cost Impact

Anticipated increase in utility cost.

Main Extensions

\$2,600,000 (2007-2010)

Extension of water main in accordance with Master Plan includes improvements and system looping.

<u>Activity Date</u>	<u>Funding Source</u>
2007	Water Works Revenue Bond
\$ 650,000	
2008	
650,000	
2009	
650,000	
2010	
650,000	
TOTAL	
\$2,600,000	

Projected Ongoing Operating Cost Impact

By providing service to new customers, additional revenues generated will cover the minimal operating cost.

Meter Replacement Program

\$6,550,000 (2007-2010)

Obsolete meters will be replaced. Automated radio read transponders will be installed on new meters and/or existing meters.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$ 450,000	Water Works Revenues
2008	2,033,334	Conventional Business Loan
2009	2,033,333	
2010	<u>2,033,333</u>	
TOTAL	\$6,550,000	

Projected Ongoing Operating Cost Impact

The program will increase operational efficiency and yield cost reductions. Better accounting of water use could increase revenue without billing rate change.

South Well Field 5 MG Storage Reservoir

\$5,000,000 (2008)

A 5 MG water storage reservoir is needed to level out source pumping while satisfying peak demands, fire flow and pressure without stressing the aquifer and potentially impacting water quality.

<u>Activity Date</u>		<u>Funding Source</u>
2008	\$5,000,000	State Revolving Loan
TOTAL	\$5,000,000	

Projected Ongoing Operating Cost Impact

The storage operation and maintenance of a concrete reservoir is nominal.

Well Replacement

\$1,200,000 (2007-2010)

Decrease in original well capacity contributes to a reduction in production. The total number of wells in the water system is thirty three. This program requires replacement of two annually and is also included in the Master Plan.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$ 300,000	Water Works Revenues
2008	300,000	
2009	300,000	
2010	<u>300,000</u>	
TOTAL	\$1,200,000	

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Projected Ongoing Operating Cost Impact

Replacement will reduce operating costs. Expense associated to cleaning a well is typically in the range of \$120k.

SEWAGE WORKS

Land Improvements - Sewers

\$ 107,745 (2007-2010)

This project deals with the maintenance of City owned retention basins.

Funding Source
Sewage Works Revenue

<u>Activity Date</u>	
2007	\$ 25,750
2008	26,525
2009	27,325
2010	<u>28,145</u>
TOTAL	\$107,745

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

Land Improvements - Sewer Rehabilitation

\$1,200,000 (2007-2010)

This project deals with the restoration of old sewers with ground water infiltration, cracked pipes, root intrusion and deteriorated manholes. The City needs to rehabilitate a certain amount to avoid sewer backup or collapses. This service is extended to residential as well as business areas.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$ 300,000	Sewage Works Revenue
2008	300,000	
2009	300,000	
2010	<u>300,000</u>	
TOTAL	\$1,200,000	

Projected Ongoing Operating Cost Impact

The purpose of sewer rehabilitation is to repair or renew a sewer. The typical manifestations for this need are collapse, excessive water and/or soil inflow, both expensive operational problems. Rehabilitation will always reduce operating cost.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Sewer - Miscellaneous Equipment \$73,482 (2007-2010)

Upgrades and replacement of a variety of equipment will be necessary over the next several years. This would include the following: Message Boards, salt boxes, training equipment and camera equipment for visualizing sewers.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$17,040	Sewage Works Revenue
2008	34,842	
2009	21,600	
2010	<u>0</u>	
TOTAL	\$73,482	

Projected Ongoing Operating Cost Impact

The purpose of this category is to replace equipment to protect employees as they inspect and prioritize sewers for rehabilitation.

Land Improvements - Wastewater Department \$1,645,000 (2007-2010)

This project includes the restoration of existing biosolids pad and roadways. In addition, miscellaneous site and drainage improvements will be made.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$ 50,000	Sewage Works Revenues
2008	1,050,000	
2009	0	
2010	<u>545,000</u>	
TOTAL	\$1,645,000	

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

Wastewater Treatment Plant Building Improvements \$1,195,000 (2007-2010)

Concrete restoration is needed for various walkways, tanks and buildings at the Wastewater Treatment Plant before further deterioration begins to affect the treatment process. Brick and roof restoration of the Anaerobic Digester Buildings will also be completed. Plans also include improvements in composting technology and enhancement of product quality.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

<u>Activity Date</u>	<u>Funding Source</u> Sewage Works Revenues
2007	\$ 840,000
2008	205,000
2009	75,000
2010	<u>75,000</u>
TOTAL	\$1,195,000

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated.

Wastewater Treatment Plant Equipment \$1,934,000 (2007-2010)

Upgrades and replacement of a variety of treatment plant equipment will be necessary over the next several years. This would include the following: clarifier drives, dewatering control equipment, waste gas burner, raw sludge valves, gas compressors, dissolved oxygen meters, handrail digester mixing equipment, disinfection equipment, filter press belt replacement, ceramic aeration diffusers, lab instrumentation, samplers and various pumps and drives. This category also includes replacement of office equipment, computer equipment necessary for office and remote monitoring and control of equipment.

<u>Activity Date</u>	<u>Funding Source</u> Sewage Works Revenues
2007	\$ 895,700
2008	404,600
2009	174,700
2010	<u>459,000</u>
TOTAL	\$1,934,000

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated. These upgrades and replacements are necessary to maintain levels of service currently being provided.

Combined Sewer Overflow (CSO) \$48,000,000 (2007-2010)
Long-Term Control Plan

This project is needed for implementation of the National Pollutant Discharge Elimination System permit attachment A requirements to reduce the frequency and severity of CSO events and prioritize elimination of basement flooding. This will need to ramp up to meet knee-of-the curve floor for water quality improvement. The total capital cost over the next 20 years is projected at \$400 million.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$12,000,000	Sewage Works Revenues, State
2008	12,000,000	Revolving Loan Funds and
2009	12,000,000	Sewage Works Bonds
2010	<u>12,000,000</u>	
TOTAL	\$48,000,000	

Projected Ongoing Operating Cost Impact

The capital projects will be complemented by companion Best Management Practices (BMP's). The nine minimum controls and maintenance of Long Term Control Plan projects will cost on the order of \$12,000,000 per year over the next 10 years.

CENTURY CENTER

Convention Hall AC@ Upgrades \$810,000 (2009)

When the Studebaker Museum Board was created and the original factory showroom in downtown South Bend was acquired, the Studebaker Museum was transferred from the Century Center. This transfer freed this space for convention use. Upgrades to this convention hall will transform the space from a museum atmosphere into a highly attractive gathering space for conventions.

<u>Activity Date</u>		<u>Funding Source</u>
2009	\$810,000	Century Center Revenue & County
TOTAL	\$810,000	Hotel/Motel Tax

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated over and above the renovation costs.

Elevator in the Main Lobby \$150,000 (2008)

An escalator was in the renovation plans four years ago at a projected cost of \$250,000. Since the opening of the College Football Hall of Fame, the client traffic does not call for moving as many people at once, as the escalator would have accommodated. The Century Center has a need to accommodate an increased number of clients to and from the lower level due to the addition of the ballroom on the north side of the Great Hall. An elevator in the Center's main lobby between these two levels would provide this service.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

		<u>Funding Source</u>
		Century Center Revenue & County
		Hotel/Motel Tax
<u>Activity Date</u>		
2008	<u>\$150,000</u>	
TOTAL	\$150,000	

Projected Ongoing Operating Cost Impact

The operating cost would be minimal. A service contract and energy costs are projected to cost \$2,000 or less per year.

Century Center Building - Water Balancing \$75,000 (2008)

This is for both heating and cooling systems. Balancing would make these systems more energy efficient, which would lower utility costs. It would ensure that the proper amounts of water would be available in the different areas of the facility that use water.

		<u>Funding Source</u>
		Century Center Revenue & County
		Hotel/Motel Tax
<u>Activity Date</u>		
2008	<u>\$75,000</u>	
TOTAL	\$75,000	

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

Replacement of Building Boilers \$500,000 (2009)

The replacement of new building boilers will prevent the failure of the system, as well as the prevention of loss of energy efficiency.

		<u>Funding Source</u>
		Century Center Revenue & County
		Hotel/Motel Tax
<u>Activity Date</u>		
2009	<u>\$500,000</u>	
TOTAL	\$500,000	

Projected Ongoing Operating Cost Impact

New boilers would not add significantly to energy savings; however, maintenance costs on existing boilers would decrease approximately \$12,000 annually.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

Replace Chilled Water System

\$1,000,000 (2009)

A replacement for the Center=s chilled water system is needed, as the current chilled water system has become obsolete. The water chillers use refrigerant R-11, and this refrigerant has not been manufactured since 1995.

Funding Source

Century Center Revenue & County
Hotel/Motel Tax

<u>Activity Date</u>	
2009	<u>\$1,000,000</u>
TOTAL	\$1,000,000

Projected Ongoing Operating Cost Impact

The replacement of both refrigerants could be as much as \$25,000 per machine. Given the advances in chiller technology, new chillers could provide the Center with as much as \$20,000 a year in savings in utility costs.

Upgrade of Fire Alarm System

\$176,000 (2009 or later)

This would bring the alarm system up to state-of-the-art technology and maintain high tech reliability within the Century Center.

Funding Source

Century Center Revenue & County
Hotel/Motel Tax

<u>Activity Date</u>	
2009	<u>\$176,000</u>
TOTAL	\$176,000

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

Major Expansion of Century Center

\$30,000,000 (2009 or later)

The convention business can be highly beneficial to South Bend with its economic impact, including the creation of hundreds of jobs. South Bend=s Century Center is very successful in servicing conventions. Since most convention groups in the United States do not require Amega@ centers, the expansion of the Century Center could host more of this beneficial business. An anticipated 60,000 square foot expansion would provide a highly attractive gathering space for conventions, while providing additional revenue to the City of South Bend. The expansion would generate revenue by expanding current conventions, adding additional trade shows and public shows, and increase banquet and meeting business. This expansion would also increase the economic impact for the community at an estimated \$20 million annually.

**MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2007 - 2010**

If expanded, anticipate additional hotel and parking accommodations.

<u>Activity Date</u>		<u>Funding Source</u>
2009	<u>\$30,000,000</u>	General Obligation Bond
TOTAL	\$30,000,000	

Projected Ongoing Operating Cost Impact

A 60,000 square foot expansion would increase the operating expense budget approximately \$750,000 annually. This would include additional labor, energy costs, supplies and services. The operating revenue impact would be estimated at \$750,000 annually. There are no impact numbers for hotel and parking expansion at this time.

LONG-TERM DEBT SUMMARY

INTRODUCTION

During 1996, the City's bond rating was upgraded from "A" to "AA" by two of the three national municipal bond rating agencies. As mentioned earlier in this document, this rating improvement was a significant accomplishment for the City. It meant the credit worthiness of the City increased dramatically. As a result of the lower borrowing costs afforded by this bond rating, the City of South Bend has been provided some choices as it attempts to meet the long list of needs outlined in its Capital Improvement Plan.

The only new debt issued during 2005 involves the construction of an addition to the Park's recreation center. The bond size was \$920,000 and will be paid over five years using COIT revenues.

As of December 31, 2005, the City had a number of debt issues outstanding. These issues included \$320,000 of general obligation bonds, \$50,680,988 of revenue bonds payable from Enterprise Funds, \$107,765,000 of revenue bonds payable from Governmental Funds and \$1,250,037 of first mortgage bonds. General obligation bonds are direct obligations of the City and are payable out of ad valorem taxes levied and collected on all of the taxable property in the City. Revenue bonds generally are obligations payable from the revenues of a particular project. First mortgage bonds are generally issued to finance costs associated with building structures and are secured by a mortgage against specified properties owned by the City. A listing of all outstanding debt as of year-end, along with pertinent information for each issue, follows this introduction. Also included in this section is a debt service schedule which identifies principal and interest payments (in some cases lease payments for debt issued by the South Bend Redevelopment Authority) due during each of the next five years and beyond and the funding source for each debt service payment.

The decision to issue bonds or to obtain financing from financial institutions is based upon which alternative would provide the City with the lower overall costs. This is decided on a case-by-case basis. For bond issues, the City generally uses competitive sales for all issues unless circumstances dictate otherwise. Negotiated sales are considered if the bond issue involves a complex financing structure (certain revenue issues, a combination of taxable/nontaxable issues, etc.) or if other factors involved would make a competitive sale less cost effective. If a negotiated sale is anticipated, the City Controller and City Bond Counsel establish a list of pre-qualified underwriters.

Under the Indiana Constitution and State Statute, the City's general obligation bonded debt issuances and debt issued by separate taxing units are subject to a legal limitation based upon 2% of total assessed value of real and personal property. Since Indiana's assessment statutes call for an assessed valuation of one-third of cost less depreciation, its general obligation debt limitation is one of the most conservative in the United States. As of December 31, 2005, the 2% debt limit

was \$18,792,699 based upon a total \$939 million net assessed value of taxable property within the City. The debt margin, which represents the amount of additional debt that can be issued prior to reaching the 2% limit, was \$8,395,000 for the Redevelopment Authority 2005. That computation is also included in this section.

The City's primary objective in debt management is to keep the level of indebtedness within its available resources while remaining below the 2% limit mentioned above. The necessity to incur debt in order to finance capital projects carries with it the obligation to manage the debt program effectively. As a result, the level of outstanding debt and the City's capacity to incur and repay additional debt requires careful examination on an ongoing basis. The balance between the need for a capital improvement and the ability to finance the associated expenditure (which includes the initial cost and any ongoing operational costs) must always be determined.

CITY OF SOUTH BEND, INDIANA
OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE
BONDS
December 31, 2005

Revenue Bonds payable from Enterprise Funds:

\$10,080,000 1993 Sewage Utility Refunding Revenue Bonds due in installments of \$450,000 to \$895,000, plus interest through December 1, 2008; interest at 3.0% to 4.0%	\$ 2,440,000
\$5,100,000 1993 Water Works Revenue Bonds due in installments of \$210,000 to \$535,000, plus interest through January 1, 2009; interest at 3.4% to 5.1%	1,490,000
\$22,500,000 1997 Water Works Revenue Bonds due in installments of \$1,120,000 to \$2,140,000, plus interest through January 1, 2012; interest at 4.35% to 4.75%	11,420,000
\$24,095,000 1998 Sewage Works Revenue bonds due in installments of \$1,040,000 to \$1,690,000, plus interest through December 1, 2018; interest at 2.9%. These bonds are being financed by the Indian State Revolving Loan Fund with a total amount authorized up to \$24,095,000. Funds are being received as construction costs are incurred. As of December 31, 2004, construction has not yet been completed. Interest did not begin accruing until December 1, 2000.	17934,056
\$6,135,000 1998 Redevelopment Authority Revenue Refunding Bonds (Blackthorn Golf Course) due in installments of \$120,000 to \$620,000, plus interest through March 1, 2013; interest at 3.25% to 4.8%	4,230,000
\$2,600,000 2000 Water Works Revenue Bonds due in installments of \$56,000 to \$182,165, plus interest through January 1, 2019; interest at 2.9%. These bonds are being financed by the Indiana State Revolving Loan Fund with a total amount authorized up to \$2,600,000. Funds are being received as construction costs are incurred. As of December 31, 2004, construction has not yet been completed. Interest does not begin accruing until mid-2002.	2,131,932
\$11,425,000 2004 Sewage Works Revenue Bonds due in installments of \$390,000 to \$860,000, plus interest through December 1, 2024; interest at 2.10% to 4.75%	<u>11,035,000</u>
Total Revenue Bonds Payable From Enterprise Funds	<u>50,680,988</u>

Revenue Bonds payable from Governmental Funds:

South Bend Redevelopment Authority Bonds:

\$7,160,000 2001 Redevelopment Authority Revenue Bonds (Century Center Improvements) due in installments of \$160,000 to \$550,000, plus interest through August 1, 2018; interest at 2.9% to 5.0%. Bonds are payable from the Redevelopment District Bond Fund.	5,545,000
\$3,790,000 1996 Redevelopment Authority Revenue Bonds (South Bend Central Development Area Refinancing) due in installments of \$10,000 to \$265,000, plus interest through February 1, 2012; interest at 4.0% to 7.15%. Bonds are payable from the Redevelopment District Bond Fund.	2,935,000

CITY OF SOUTH BEND, INDIANA
OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE
BONDS
December 31, 2005

\$13,300,000 1998 Redevelopment Authority Revenue Bonds (Morris Performing Arts Center) due in installments of \$250,000 to \$495,000, plus interest through August 1, 2017; interest at 4.5% to 5.1%. Bonds are payable from the Economic Development Income Tax Fund.	9,915,000
\$15,370,000 2000 Redevelopment Authority Revenue Bonds (College Football Hall of Fame) due in installments of \$250,000 to \$495,000, plus interest through August 1, 2017; interest at 4.45% to 6.0%. Bonds are payable from the College Football Hall of Fame Bond Fund.	12,565,000
\$9,250,000 2001 City of South Bend Building Corporation (Public Works Service Center) due in installments of \$315,000 to \$735,000, plus interest through February 1, 2021; interest at 4.625% to 5.3%. Bonds are payable from the County Option Income Tax & Sewage Works Funds.	8,260,000
\$6,620,000 2002 Redevelopment Authority Revenue Bonds (TJX Special District Bonds) due in installments of \$250,000 to \$500,000, plus interest through July 1, 2022; interest at 3.0% to 4.75%. Bonds are payable from the Redevelopment District Bond Fund.	6,115,000
\$21,335,000 2003 City of South Bend Building Corporation (Police/Fire Facility) due in installments of \$835,000 to \$1,610,000, plus interest through February 1, 2023; interest at 2.0% to 5.0%. Bonds are payable from the County Option Income Tax & Emergency Medical Fund.	20,500,000
\$14,420,000 2003 Redevelopment Authority Revenue Bonds (Downtown Central Development Area TIF) due in installments of \$245,000 to \$1,050,000, plus interest through February 1, 2025; interest at 1.6% to 5.2%. Bonds are payable from the Redevelopment District Bond Fund.	19,590,000
\$19,795,000 2003 Redevelopment Authority Revenue Bonds (Airport TIF) due in installments of \$80,000 to \$1,845,000, plus interest through February 1, 2025; interest at 1.6% to 5.2%. Bonds are payable from the Redevelopment District Bond Fund.	13,680,000

Economic Development Income Tax (EDIT) Bonds:

\$6,450,000 1997 EDIT Bond (Downtown Parking Facility and Plaza - Tax-Exempt Portion) due in installments of \$80,000 to \$265,000, plus interest through February 1, 2017; interest at 3.9% to 5.55%. Bonds are payable from the Economic Development Income Tax Fund.	4,600,000
\$5,420,000 1997 EDIT Bond (Downtown Parking Facility and Plaza - Taxable Portion) due in installments of \$75,000 to \$255,000, plus interest through February 1, 2017; interest at 6.0% to 7.25%. Bonds are Payable from the Economic Development Income Tax Fund.	<u>4,060,000</u>
Total Revenue Bonds Payable From Governmental Funds	<u>107,765,000</u>

**CITY OF SOUTH BEND, INDIANA
 OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE
 BONDS
 December 31, 2005**

First Mortgage Bonds payable from Governmental Funds:

\$1,388,858 1999 City of South Bend Building Corp Bonds Series A (Fire Station # 10) due in installments of \$121,768 including interest through September 30, 2006; interest at 5.0%	234,699
\$570,000 1999 City of South Bend Building Corp Bonds Series C (O'Brien Admin & Recreation Center) due in installments of \$52,196 including interest through November 28, 2006; interest at 5.53%	95,338
\$920,000 2005 City of South Bend Building Corp Bonds (O'Brien Admin & Recreation Center) due in installments of \$102,699 including interest through November 28, 2010; interest at 3.61%	<u>920,000</u>
Total First Mortgage Bonds Payable From Governmental Funds	<u>1,250,037</u>

General Obligation Bonds payable from Governmental Funds:

\$4,750,000 1997 Redevelopment Refunding General Obligation Bonds due in installments of \$220,000 to \$320,000, plus interest through February 1, 2006; interest at 4.0% to 5.1%. Bonds are payable from the Redevelopment Studebaker Bond Fund.	<u>320,000</u>
Total Revenue, GO & 1 st Mtg Bonds Payable From Governmental Funds	<u>109,335,037</u>
Total Revenue, GO & 1 st Mortgage Bonds Payable From All Funds	<u>\$160,016,025</u>

**CITY OF SOUTH BEND, INDIANA
OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE
BONDS**

December 31, 2005

Revenue Bonds payable from Enterprise Funds:

\$10,080,000 1993 Sewage Utility Refunding Revenue Bonds due in installments of \$450,000 to \$895,000, plus interest through December 1, 2008; interest at 3.0% to 4.0%	\$ 2,440,000
\$5,100,000 1993 Water Works Revenue Bonds due in installments of \$210,000 to \$535,000, plus interest through January 1, 2009; interest at 3.4% to 5.1%	1,490,000
\$22,500,000 1997 Water Works Revenue Bonds due in installments of \$1,120,000 to \$2,140,000, plus interest through January 1, 2012; interest at 4.35% to 4.75%	11,420,000
\$24,095,000 1998 Sewage Works Revenue bonds due in installments of \$1,040,000 to \$1,690,000, plus interest through December 1, 2018; interest at 2.9%. These bonds are being financed by the Indian State Revolving Loan Fund with a total amount authorized up to \$24,095,000. Funds are being received as construction costs are incurred. As of December 31, 2004, construction has not yet been completed. Interest did not begin accruing until December 1, 2000.	17934,056
\$6,135,000 1998 Redevelopment Authority Revenue Refunding Bonds (Blackthorn Golf Course) due in installments of \$120,000 to \$620,000, plus interest through March 1, 2013; interest at 3.25% to 4.8%	4,230,000
\$2,600,000 2000 Water Works Revenue Bonds due in installments of \$56,000 to \$182,165, plus interest through January 1, 2019; interest at 2.9%. These bonds are being financed by the Indiana State Revolving Loan Fund with a total amount authorized up to \$2,600,000. Funds are being received as construction costs are incurred. As of December 31, 2004, construction has not yet been completed. Interest does not begin accruing until mid-2002.	2,131,932
\$11,425,000 2004 Sewage Works Revenue Bonds due in installments of \$390,000 to \$860,000, plus interest through December 1, 2024; interest at 2.10% to 4.75%	<u>11,035,000</u>
Total Revenue Bonds Payable From Enterprise Funds	<u>50,680,988</u>

Revenue Bonds payable from Governmental Funds:

South Bend Redevelopment Authority Bonds:

\$7,160,000 2001 Redevelopment Authority Revenue Bonds (Century Center Improvements) due in installments of \$160,000 to \$550,000, plus interest through August 1, 2018; interest at 2.9% to 5.0%. Bonds are payable from the Redevelopment District Bond Fund.	5,545,000
\$3,790,000 1996 Redevelopment Authority Revenue Bonds (South Bend Central Development Area Refinancing) due in installments of \$10,000 to \$265,000, plus interest through February 1, 2012; interest at 4.0% to 7.15%. Bonds are payable from the Redevelopment District Bond Fund.	2,935,000

**CITY OF SOUTH BEND, INDIANA
OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE
BONDS**

December 31, 2005

\$13,300,000 1998 Redevelopment Authority Revenue Bonds (Morris Performing Arts Center) due in installments of \$250,000 to \$495,000, plus interest through August 1, 2017; interest at 4.5% to 5.1%. Bonds are payable from the Economic Development Income Tax Fund.	9,915,000
\$15,370,000 2000 Redevelopment Authority Revenue Bonds (College Football Hall of Fame) due in installments of \$250,000 to \$495,000, plus interest through August 1, 2017; interest at 4.45% to 6.0%. Bonds are payable from the College Football Hall of Fame Bond Fund.	12,565,000
\$9,250,000 2001 City of South Bend Building Corporation (Public Works Service Center) due in installments of \$315,000 to \$735,000, plus interest through February 1, 2021; interest at 4.625% to 5.3%. Bonds are payable from the County Option Income Tax & Sewage Works Funds.	8,260,000
\$6,620,000 2002 Redevelopment Authority Revenue Bonds (TJX Special District Bonds) due in installments of \$250,000 to \$500,000, plus interest through July 1, 2022; interest at 3.0% to 4.75%. Bonds are payable from the Redevelopment District Bond Fund.	6,115,000
\$21,335,000 2003 City of South Bend Building Corporation (Police/Fire Facility) due in installments of \$835,000 to \$1,610,000, plus interest through February 1, 2023; interest at 2.0% to 5.0%. Bonds are payable from the County Option Income Tax & Emergency Medical Fund.	20,500,000
\$14,420,000 2003 Redevelopment Authority Revenue Bonds (Downtown Central Development Area TIF) due in installments of \$245,000 to \$1,050,000, plus interest through February 1, 2025; interest at 1.6% to 5.2%. Bonds are payable from the Redevelopment District Bond Fund.	19,590,000
\$19,795,000 2003 Redevelopment Authority Revenue Bonds (Airport TIF) due in installments of \$80,000 to \$1,845,000, plus interest through February 1, 2025; interest at 1.6% to 5.2%. Bonds are payable from the Redevelopment District Bond Fund.	13,680,000

Economic Development Income Tax (EDIT) Bonds:

\$6,450,000 1997 EDIT Bond (Downtown Parking Facility and Plaza - Tax-Exempt Portion) due in installments of \$80,000 to \$265,000, plus interest through February 1, 2017; interest at 3.9% to 5.55%. Bonds are payable from the Economic Development Income Tax Fund.	4,600,000
\$5,420,000 1997 EDIT Bond (Downtown Parking Facility and Plaza - Taxable Portion) due in installments of \$75,000 to \$255,000, plus interest through February 1, 2017; interest at 6.0% to 7.25%. Bonds are Payable from the Economic Development Income Tax Fund.	<u>4,060,000</u>
Total Revenue Bonds Payable From Governmental Funds	<u>107,765,000</u>

**CITY OF SOUTH BEND, INDIANA
 OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE
 BONDS
 December 31, 2005**

First Mortgage Bonds payable from Governmental Funds:

\$1,388,858 1999 City of South Bend Building Corp Bonds Series A (Fire Station # 10) due in installments of \$121,768 including interest through September 30, 2006; interest at 5.0%	234,699
\$570,000 1999 City of South Bend Building Corp Bonds Series C (O'Brien Admin & Recreation Center) due in installments of \$52,196 including interest through November 28, 2006; interest at 5.53%	95,338
\$920,000 2005 City of South Bend Building Corp Bonds (O'Brien Admin & Recreation Center) due in installments of \$102,699 including interest through November 28, 2010; interest at 3.61%	<u>920,000</u>
Total First Mortgage Bonds Payable From Governmental Funds	<u>1,250,037</u>

General Obligation Bonds payable from Governmental Funds:

\$4,750,000 1997 Redevelopment Refunding General Obligation Bonds due in installments of \$220,000 to \$320,000, plus interest through February 1, 2006; interest at 4.0% to 5.1%. Bonds are payable from the Redevelopment Studebaker Bond Fund.	<u>320,000</u>
Total Revenue, GO & 1 st Mtg Bonds Payable From Governmental Funds	<u>109,335,037</u>
Total Revenue, GO & 1 st Mortgage Bonds Payable From All Funds	<u>\$160,016,025</u>

**THE CITY OF SOUTH BEND
SCHEDULE OF GENERAL OBLIGATION, REVENUE AND FIRST MORTGAGE BONDS**

	Debt Outstanding as of 12/31/05	PRINCIPAL PORTION DUE EACH YEAR					
		2006	2007	2008	2009	2010	2011 & BEYOND
GENERAL OBLIGATION BONDS							
South Bend Redevelopment District: 1997 Studebaker Corridor Bonds	\$ 320,000	320,000	0	0	0	0	0
REVENUE BONDS							
Payable from Enterprise Funds:							
1993 Sewage Works Revenue Bonds (refunded in 2001)	2,440,000	785,000	805,000	850,000	0	0	0
1993 Water Works Revenue Bonds	1,490,000	460,000	495,000	535,000	0	0	0
1997 Water Works Revenue Bonds	11,420,000	1,685,000	1,765,000	1,850,000	1,940,000	2,040,000	2,140,000
1998 Sewage Works Revenue Bonds - State Revolving Loan	17,934,056 *	1,195,000	1,230,000	1,270,000	1,305,000	1,345,000	11,845,000
1998 Blackthorn Golf Course	4,230,000	445,000	465,000	485,000	520,000	540,000	1,775,000
2000 Water Works Revenue Bonds - State Revolving Loan	2,131,932 *	125,622	129,265	133,014	136,871	140,640	1,466,620
2004 Sewage Works Revenue Bonds	11,035,000	395,000	405,000	420,000	435,000	450,000	8,930,000
	50,680,988	5,090,622	5,294,265	5,543,014	4,336,871	4,615,840	26,156,320
Payable from Governmental Funds:							
1990/1998 SB Central Devel Area Public Impr	2,935,000	390,000	410,000	435,000	455,000	475,000	770,000
1997 EDIT Bonds - Series A - Tax-Exempt (Leighton Garage)	4,600,000	305,000	315,000	335,000	355,000	365,000	2,925,000
1997 EDIT Bonds - Series B - Taxable (Leighton Garage)	4,060,000	235,000	255,000	275,000	295,000	315,000	2,685,000
1998 Morris Performing Arts Center	9,915,000	660,000	690,000	720,000	760,000	795,000	6,290,000
2000 College Football Hall of Fame	12,565,000	740,000	775,000	810,000	850,000	900,000	8,460,000
2001 COIT Bonds - SB Bldg Corp - Public Works Service Center	8,260,000	355,000	370,000	390,000	405,000	425,000	6,315,000
2001 Century Center (refunded 94 bond)	5,545,000	345,000	355,000	375,000	385,000	405,000	3,680,000
2002 TJX Special District Bonds of 2002	6,115,000	265,000	270,000	280,000	290,000	295,000	4,715,000
2003 Airport TIF	13,680,000	505,000	515,000	530,000	285,000	485,000	18,535,000
2003 Downtown Central Development Area TIF	19,590,000	90,000	95,000	100,000	545,000	565,000	11,020,000
2003 Police & Fire Building/Renovations	20,500,000	855,000	875,000	895,000	925,000	950,000	16,000,000
	107,765,000	4,745,000	4,925,000	5,145,000	5,550,000	5,975,000	81,425,000
FIRST MORTGAGE BONDS							
City of SB Building Corp Series 1999A (Fire Station #10)	234,699	234,699	0	0	0	0	0
City of SB Building Corp Series 1999C (O'Brien Admin/Rec Ctr)	95,338	95,338	0	0	0	0	0
City of SB Building Corp Series 2005 (O'Brien Admin/Rec Ctr)	920,000	161,312	179,618	186,160	192,941	199,969	0
	1,250,037	491,349	179,618	186,160	192,941	199,969	0
TOTAL OUTSTANDING BONDS	\$ 160,016,025	10,646,971	10,398,883	10,874,174	10,079,812	10,690,809	107,581,320

* Represents the draws on the \$24,095,000 State Revolving Loan for Sewage Works and on the \$2,600,000 State Revolving Loan for Water Works as of 12/31/05. These loans are in the construction phase and are anticipated to be fully funded during 2005.

	Debt Outstanding as of 12/31/05	INTEREST PORTION DUE EACH YEAR					
		2006	2007	2008	2009	2010	2011 & BEYOND
GENERAL OBLIGATION BONDS							
South Bend Redevelopment District: 1997 Studebaker Corridor Bonds	\$ 320,000	8,160	0	0	0	0	0
REVENUE BONDS							
Payable from Enterprise Funds:							
1993 Sewage Works Revenue Bonds (refunded in 2001)	2,440,000	97,600	66,200	34,000	0	0	0
1993 Water Works Revenue Bonds	1,490,000	75,990	52,530	27,285	0	0	0
1997 Water Works Revenue Bonds	11,420,000	538,115	460,605	377,650	290,700	198,550	101,650
1998 Sewage Works Revenue Bonds - State Revolving Loan	17,934,056 *	1,195,000	1,230,000	1,270,000	1,305,000	394,110	1,638,737
1998 Blackthorn Golf Course	4,230,000	445,000	465,000	485,000	520,000	97,608	130,299
2000 Water Works Revenue Bonds - State Revolving Loan	2,131,932 *	125,622	129,265	133,014	136,871	46,608	220,710
2004 Sewage Works Revenue Bonds	11,035,000	395,000	405,000	420,000	435,000	395,630	3,332,238
	50,680,988	2,872,327	2,808,600	2,746,948	2,687,571	1,132,706	5,423,833
Payable from Governmental Funds:							
1990/1998 SB Central Devel Area Public Impr	2,935,000	390,000	410,000	435,000	455,000	65,423	45,484
1997 EDIT Bonds - Series A - Tax-Exempt (Leighton Garage)	4,600,000	305,000	315,000	335,000	355,000	173,800	596,367
1997 EDIT Bonds - Series B - Taxable (Leighton Garage)	4,060,000	235,000	255,000	275,000	295,000	208,007	729,153
1998 Morris Performing Arts Center	9,915,000	660,000	690,000	720,000	760,000	342,981	1,189,401
2000 College Football Hall of Fame	12,565,000	740,000	775,000	810,000	850,000	504,870	2,015,715
2001 COIT Bonds - SB Bldg Corp - Public Works Service Center	8,260,000	355,000	370,000	390,000	405,000	334,241	1,981,059
2001 Century Center (refunded 94 bond)	5,545,000	345,000	355,000	375,000	385,000	187,818	753,233
2002 TJX Special District Bonds of 2002	6,115,000	265,000	270,000	280,000	290,000	207,573	1,408,273
2003 Airport TIF	13,680,000	505,000	515,000	530,000	285,000	527,579	4,271,587
2003 Downtown Central Development Area TIF	19,590,000	90,000	95,000	100,000	545,000	881,196	7,482,053
2003 Police & Fire Building/Renovations	20,500,000	855,000	875,000	895,000	925,000	765,981	5,487,170
	107,765,000	4,745,000	4,925,000	5,145,000	5,550,000	4,199,447	25,900,524
FIRST MORTGAGE BONDS							
City of SB Building Corp Series 1999A (Fire Station #10)	234,699	234,699	0	0	0	0	0
City of SB Building Corp Series 1999C (O'Brien Admin/Rec Ctr)	95,338	95,338	0	0	0	0	0
City of SB Building Corp Series 2005 (O'Brien Admin/Rec Ctr)	920,000	44,068	25,782	19,239	12,458	5,430	0
	1,250,037	374,125	25,782	19,239	12,458	5,430	0
TOTAL OUTSTANDING BONDS	\$ 160,016,025	7,999,612	7,759,382	7,911,186	8,250,029	5,337,583	31,324,157

* Represents the draws on the \$24,095,000 State Revolving Loan for Sewage Works and on the \$2,800,000 State Revolving Loan for Water Works as of 12/31/05. These loans are in the construction phase and are anticipated to be fully funded during 2005.

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	TOTAL PRINCIPAL & INTEREST / LEASE PAYMENTS DUE BY YEAR					
	2006	2007	2008	2009	2010	2011 & BEYOND
GENERAL OBLIGATION BONDS						
South Bend Redevelopment District: 1997 Studebaker Corridor Bonds	\$ 328,160	0	0	0	0	0
REVENUE BONDS						
Payable from Enterprise Funds:						
1993 Sewage Works Revenue Bonds (refunded in 2001)	882,600	671,200	884,000	0	0	0
1993 Water Works Revenue Bonds	535,990	547,530	582,285	0	0	0
1997 Water Works Revenue Bonds	2,223,115	2,225,605	2,227,650	2,230,700	2,238,550	2,241,850
1998 Sewage Works Revenue Bonds - when fully funded	1,734,110	1,734,456	1,738,786	1,736,956	1,739,110	13,898,700
1998 Blackthorn Golf Course	643,500	645,000	651,500	655,000	637,608	1,629,000
2000 Water Works Revenue Bonds - when fully funded	187,448	187,448	187,448	187,447	187,448	1,687,030
2004 Sewage Works Revenue Bonds	833,293	833,418	838,293	842,793	845,830	12,266,236
	<u>7,040,056</u>	<u>7,044,658</u>	<u>7,089,962</u>	<u>5,652,896</u>	<u>5,648,546</u>	<u>31,720,618</u>
Payable from Governmental Funds:						
1990/1998 SB Central Devel Area Public Impr	552,000	553,500	556,000	551,500	540,423	821,500
1997 EDIT Bonds - Series A - Tax-Exempt (Leighton Garage)	544,280	539,193	543,513	946,765	538,800	3,521,394
1997 EDIT Bonds - Series B - Taxable (Leighton Garage)	516,820	520,500	522,721	523,541	523,007	3,414,150
1998 Morris Performing Arts Center	1,138,000	1,137,500	1,138,500	1,142,500	1,137,961	7,481,000
2000 College Football Hall of Fame	1,404,500	1,404,000	1,401,500	1,403,500	1,404,870	10,533,000
2001 COIT Bonds - SB Bldg Corp - Public Works Service Center	775,500	776,500	776,000	774,500	759,241	8,130,500
2001 Century Center (refunded 94 bond)	591,883	598,720	594,588	589,288	592,818	4,433,233
2002 TJX Special District Bonds of 2002	507,490	504,465	506,215	507,375	502,573	6,094,273
2003 Airport TIF	1,091,867	1,090,353	1,091,720	1,090,807	1,012,579	15,291,587
2003 Downtown Central Development Area TIF	891,527	894,486	896,927	1,179,939	1,446,195	25,997,053
2003 Police & Fire Building/Renovations	1,719,579	1,718,597	1,718,597	1,719,102	1,715,981	21,467,170
	<u>9,833,426</u>	<u>9,827,814</u>	<u>9,846,281</u>	<u>10,027,827</u>	<u>10,174,447</u>	<u>107,184,959</u>
FIRST MORTGAGE BONDS						
City of SB Building Corp Series 1999A (Fire Station #10)	243,536	0	0	0	0	0
City of SB Building Corp Series 1999C (O'Brien Admin/Rec Ctr)	96,310	0	0	0	0	0
City of SB Building Corp Series 2005 (O'Brien Admin/Rec Ctr)	205,400	205,400	205,400	205,400	205,400	0
	<u>546,246</u>	<u>205,400</u>	<u>205,400</u>	<u>205,400</u>	<u>205,400</u>	<u>0</u>
TOTAL OUTSTANDING BONDS	\$ 17,749,888	17,077,872	17,141,643	15,886,123	16,028,392	138,905,477

**THE CITY OF SOUTH BEND
COMPUTATION OF LEGAL DEBT MARGIN
December 31, 2005**

CIVIL CITY

Net Assessed Value (2005 pay 2006) of Taxable Property in South Bend*	\$	939,634,939
Debt limit: 2% of net assessed value		18,792,699
Amount of debt applicable to limit:		
Total bonded debt subject to debt limit: EDIT Bonds	\$	8,660,000
Less: Cash on hand designated for debt service		<u>265,000</u>
Total debt applicable to debt limit		<u>8,395,000</u>
Legal debt margin - Civil City	\$	<u>10,397,699</u>

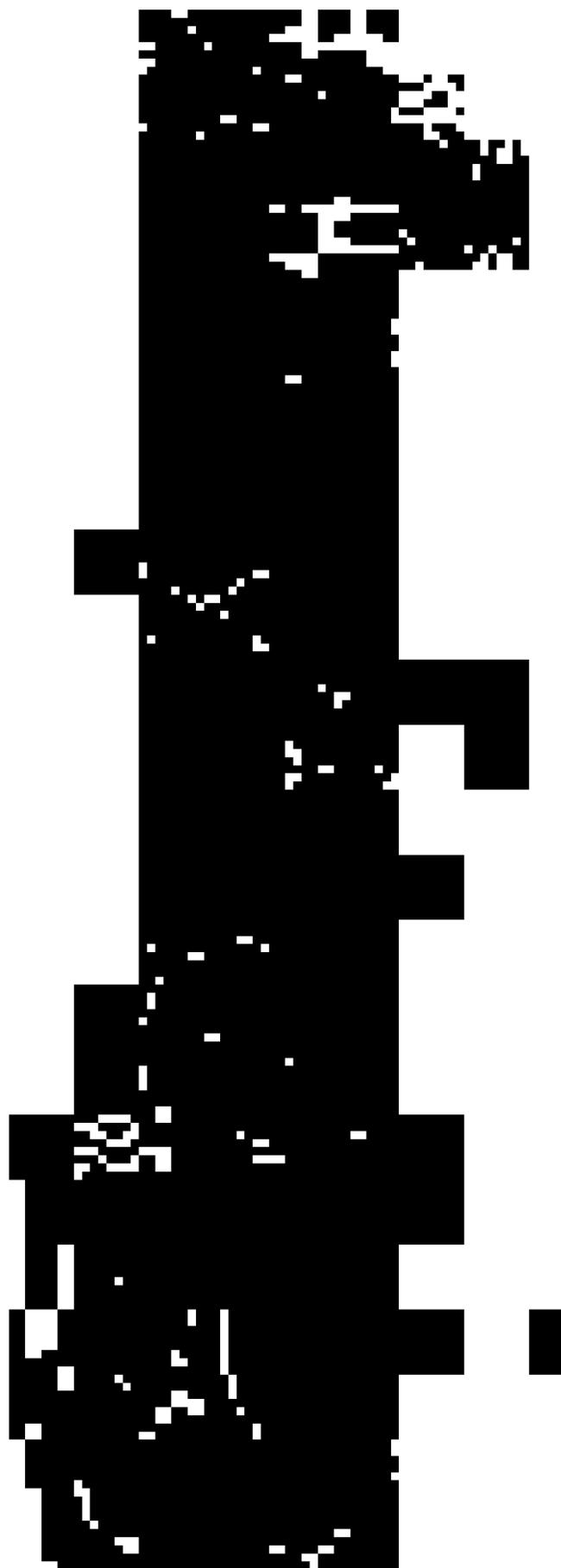
REDEVELOPMENT AUTHORITY

Net Assessed Value (2005 pay 2006) of Taxable Property in South Bend*	\$	<u>939,634,939</u>
Debt limit: 2% of net assessed value		18,792,699
Amount of debt applicable to limit:		
Total bonded debt subject to debt limit: Studebaker Bond	\$	320,000
Less: Cash on hand designated for debt service		<u>320,000</u>
Total debt applicable to debt limit		<u>0</u>
Legal debt margin - Redevelopment Authority	\$	<u>18,792,699</u>

*Estimated at time of Printing

A 2% debt limit is established by the Constitution of the State of Indiana. This limit is established for general obligation bonds, Economic Development Income Tax revenue bonds, tax revenue notes and other types of indebtedness. This limitation does not include revenue bonds payable from governmental funds (excluding EDIT bonds) shown on the previous debt schedules. Indiana law allows the creation of separate municipal corporations to provide vital governmental functions. Each of these municipal corporations (including the Redevelopment Authority and Redevelopment Commission) has its own 2% debt limit, even if they have the same or similar boundaries.





GLOSSARY

A/C L-P Bond	Redevelopment Authority / Commission Lease-Purchase Bond.
AEDA	Airport Economic Development Area (also known as the Blackthorn Development Area).
Accrual Basis	The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.
Administration Charges	Allocates the cost of general administrative departments which are required to manage the City and which provide support to all funds.
Appropriation	Authorization by the city council or town council by ordinance to make disbursements or to incur obligations for specific purposes. An appropriation may be accomplished by budget enactment or by subsequent modification of the budget by emergency appropriation. The source or moneys to finance the disbursement should always be stated in the appropriation ordinance.
Assessed Valuation	Basis for determining property taxes. Assessor determines assessed valuation of residential real property, actual valuation for commercial and industrial property.
Authority	A government or public agency created to perform a single function or a restricted group of related activities. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers. Example: Redevelopment Authority.
Balanced Budget	City's inflow of resources will be adequate to meet its needs, both anticipated and unanticipated.
Bond	Written promise to pay specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.
Budget	Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed

revenue estimates of financing them. Upon approval by Council, the budget appropriation ordinance is the legal basis for expenditures in the budget year.

Cash Basis

Basis of accounting differs from accounting principles generally accepted in the United States in that receipts are recognized when received in cash rather than when earned and disbursements are recognized when paid rather than when a liability is incurred.

Capital Project

Projects involving the purchase or construction of capital assets. Often a capital project encompasses the purchase of land and the construction of a building or facility, or major street construction or reconstruction. Design, engineering or architectural fees are often a part of a capital project.

Capital Projects Fund

A fund created to account for financial resources and the payment of the acquisition or construction of capital assets such as public facilities, streets, etc.

Capital Outlay/Assets

Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.

Capital Improvement

An annual, updated plan of capital expenditures for public program facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding and timing of work over a multiple period.

CBD

Central Business District is one of the project areas within the South Bend Central Development Area (SBCDA). The CBD is the historic commercial heart of the community and a priority redevelopment project area.

CDBG

Community Development Block Grant.

COIT

County Option Income Tax.

Contractual Services

Expenses that are usually incurred by entering into a formal agreement or contract with another party. Expenses in this category can include utilities, insurance, repairs, professional fees, or services.

Debt Service

Payment of principal and interest related to long-term debt.

Debt Service Fund	A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
Depreciation	Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements inadequacy and obsolescence.
Designated Fund Balance	That portion of the fund balance that has been set aside for a specific purpose by the City Council.
EBDA	East Bank Development Area is one of the project areas within the SBCDA and a priority redevelopment project area (90 acres) that is being revitalized as a mixed use district of residential, office, entertainment and recreational uses.
EDIT	Economic Development Income Tax.
Enterprise Fund	A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Example: Water Utility and Sewage Utility.
Encumbrance	An obligation incurred in the form of a purchase order or contract which is to be met from an appropriation and for which a part of the appropriation is reserved. It ceases to be an encumbrance when paid.
Fiscal Year	A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of South Bend's fiscal year is January 1 through December 31.
Fiduciary Funds	Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

Full-Time Equivalent (FTE)	The hourly equivalent of a full-time employee. An FTE can be made up of either one full-time employee or two or more part-time employees whose total hours equal 40 per week.
Fund Balance	The balance remaining in a fund after expenditures have been subtracted from revenues.
Fund	“Cash” or a group of accounts set aside for the purpose of accounting for moneys or other resources of general functions or specific activities such as utilities, construction projects or other activities of a city or town in accordance with a system of accounts prescribed by the State Board of Accounts or as required by statute.
GAAP	Generally accepted accounting principles.
General Fund	The fund used to account for all financial resources except those required to be accounted for in another fund. The general fund provides a majority of city services to the residents of South Bend.
GN/GN Program	Good Neighbors/Good Neighborhoods Program.
Grants	Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose or activity.
G O Bonds	General Obligation Bonds are obligations payable out of ad valorem taxes levied and collected on all of the taxable property in the political subdivision issuing the bonds.
Governmental Funds	Funds generally used to account for tax-supported activities. There are five different typed of governmental funds: the general fund, special revenue funds, debts services funds, capital projects funds and permanent funds.
Infrastructure	Facilities on which the continuance and growth of the community depend, such as streets, waterlines, etc.
Intergovernmental Revenue	Revenue from other governments (i.e., County, State, Federal) in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
Internal Service Fund	A fund used to account for the financing or services

provided by one department to other departments of the City. Internal service funds are usually operated like an enterprise fund.

ISTEA

Inter-Modal Surface Transportation Enhancement Act.

Lapsing Appropriation

An appropriation is made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or ends, unless otherwise provided by law.

Lease-Purchase Agreements

Contractual agreements which are termed Leases^o but which in substance amount to purchase contracts for equipment and machinery.

Long-Term Debt

Debt with a maturity of more than one year after the date of issuance.

LOIT

Local Option Income Tax (options include COIT - County Option Income Tax or EDIT - Economic Development Income Tax).

Major Budget Classification

One of the four major classifications of expenses for which appropriations are made under the uniform budget system prescribed for cities and towns. The major classifications are: personal services, supplies, other services and charges, capital outlay and other financing uses.

**Modified Accrual Basis
Of Accounting**

Funds that focus on current financial resources. This basis of accounting recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash.

NPC

Neighborhood Partnership Center - small, scattered site facilities run by neighborhood resident advisory boards which provide a variety of private, public and civil services and programs. The NPC is the focus of a small (4-6 block) neighborhood improvement effort.

**Ombudsman
concerns**

A public official appointed to investigate citizens= against local or national government agencies that may be infringing on the rights of individuals.

Ordinance	A formal legislative enactment by the council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City.
Organizational Unit	An office, department, board, commission or other agency or specific activity of city or town government. Hence, for purposes of budgeting, accounting and reporting, common council of a city, town council, park and recreation board, would constitute separate organization units.
Payment in Lieu of Taxes	An estimate of the amount of taxes that would be chargeable to a utility if owned privately.
Performance Indicator	Statistical measurements that help evaluate a program or service. Four categories of program evaluations are required to support a truly comprehensive evaluation of programs and municipal services: (1) productivity, (2) efficiency, (3) quality, and (4) workload.
Personal Services	Salaries, salary driven costs, and compensated benefits for classified, unclassified, hourly, and seasonal employees.
Program Performance Budget	A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.
Projection	Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.
Proprietary Funds	funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise and internal service funds.
Reserve	A portion of a fund balance which has been legally segregated for a specific use.

Resources	Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.
Revised Budget	Most recent estimate of revenue and expenditures including additional appropriations made throughout the year and encumbrances carried over from the prior year.
SBCDA	South Bend Central Development Area.
Seasonal	A City employee who works for a department during a specific season or a specific work project.
SEDA	Sample-Ewing Development Area.
Special Revenue Fund	A fund to account for the proceeds of specific revenue sources that are legally restricted to be spent for specified purposes. An example is the emergency medical service fund, which collects fees from users and is legally restricted to spend those fees for EMS & fire department purposes.
Tax Increment Financing (TIF)	A financing technique that requires creation of a district whose assessed property value is frozen. The tax collected on the growth of the district's incremental, or property value over the frozen value, is used to finance capital improvements in the district.
TFA	Transportation Finance Authority.
UEA	Urban Enterprise Association.
UEZ	Urban Enterprise Zone.
Unencumbered Appropriation	That portion of an appropriation not yet encumbered or balance expended.
User Fees	The payment of a fee for direct receipt of a public service by the party benefiting from the service.

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