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For the Fiscal Year Beginning

**January 1, 2004**

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*Jeffrey R. Egan*

Executive Director

**The City of South Bend**  
**2005 Program / Performance Based Budget**  
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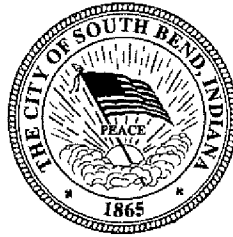
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CITY OF SOUTH BEND STEPHEN J. LUECKE, MAYOR

## DEPARTMENT OF ADMINISTRATION AND FINANCE

FREDERICK B. OLLETT, III  
CONTROLLER

April 8, 2005

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 2005 Performance Based Budget. The City has been publishing a budget in this format for eight 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 January 24, 2005. 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 2005 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 2005 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 2005 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 2005 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 2005 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 2004 of 163,410 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 4.7% which compares favorably to the December 2004 national and State of Indiana rates of 5.0% and 4.8%, respectively.

The 2004 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</u>	<u>% of Total</u>
Construction	7,241	5.62%
Manufacturing	21,569	16.74%
Transportation, Communication & Public Utilities	4,638	3.60%
Wholesale Trade	8,556	6.64%
Retail Trade	25,461	19.76%
Finance, Insurance & Real Estate	6,391	4.96%
Services	41,644	32.32%
Governmental (excluding Federal)	11,932	9.26%

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 2004 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:	16.1% 18-24 years of age; 13% 25-34 years of age; 14.8% 35-44 years of age; 13.1% 45-54 years of age; 7.8% 55-64 years of age; and 13.6% 65 years or older
Race:	82.4% White; 11.5% Black/African American; 4.7% Hispanic/Latino; 1% Asian; and 1% Other
Marital Status:	59% Married; 18% Widowed/Divorced/Separated; and 23% Single
Home Ownership:	78% own; 22% rent
Type of Dwelling:	84% single unit; 16% 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 2004, 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 2004 was 95.3, which was 10.8% below the nationwide average. A further breakdown of South Bend's cost of living index for this period was as follows: grocery items - 87.8; housing costs - 91.5; utilities - 108.5; transportation - 96.8; health care - 102.3; and miscellaneous goods and services - 96.8.

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 all of the 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 28,893. 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 fourteen years (years ended December 31, 1990 through 2003) the City has received an unqualified audit opinion. The audit of the City's financial reports for the year ended December 31, 2004 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 same percentage that the total assessed valuation of the unit increases, with a maximum increase of 5% per year. 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 2004**

We are pleased to announce that we have **underspent** the 2004 General Fund Expenditure Budget by **\$2,371,471** while General Fund Revenue has **exceeded** the 2004 Budget by **\$491,912**. 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 **\$2.8 million** excess over budget has provided additional funds for the City's 2005 Capital Budget as well as increased cash reserves.

The 2004 results are a continuation of past successes. Last year the City was able to announce that it had underspent the 2003 General Fund Expenditure Budget by \$1,722,401 while General Fund Revenue exceeded the 2003 Budget by \$3,319,755. In 2002, General Fund Expenditure Budget was unspent by \$3,932,000 and revenue was exceeded by \$920,949. In 2001, the General Fund Budget was underspent by \$ 2,873,000, and revenues came in at \$1,066,000 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 2004. The City also issued one bond in 2004, Sewage Works Revenue 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 2005 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 six years, the City has been able to more than double its \$12.1 million General Fund reserves, which stood at \$4.2 million (11% of the operating budget) at the start of 1997. In 2003 the County began the daunting task of reassessment. Under State legislation, Indiana will be under new rules when calculating assessment value. At the beginning of 2005 the City, as well as all other cities in Indiana, are still not sure of the full effect reassessment will have on property tax revenues. Due to these fiscal constraints in 2005 and beyond, the 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 2005 the City received, for the fourteenth 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, 2003. 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 2004 CAFR during 2005 for consideration of this prestigious award.

### **Building South Bend in 2005 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 2005 budget. There were five areas of concentration that became or remained budget priorities for 2005.

- ***We're Building Neighborhoods*** - Mayor Luecke and the City's elected officials continued their strong commitment to neighborhoods. The City will invest \$5.2 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. This year we will start work on new administrative offices for the Fire Department and Central Fire Station. 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 fifth 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 2004** - 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 2004** - 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 2004** - Departmental review of individual operating budgets; update projections and requests where necessary.

**Late August 2004** - Review of entire City 2005 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 2004** - 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 2004** - Official filing of the 2005 Operating Budget with the City Clerk's Office for placement on the Council agenda.

**Late August 2004** - First reading of the 2005 Operating Budget at Common Council Meeting.

**Early September 2004** - Second reading of the 2005 Operating Budget and formal public hearing at the Common Council meeting. Members of the public may speak at this meeting.

**Late September 2004** - Third reading and adoption at the Common Council meeting. Comments on the 2005 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 2004** - On-sight review of 2005 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 2005** - Determination of year-end cash balances and preparation of the 2005 Capital Budget.

**Mid January 2005** - Official filing of the 2005 Capital Budget with the City Clerk's Office for placement on the Council agenda.

**Late January 2005** - First reading of the 2005 Capital Budget at Common Council Meeting.

**Mid February 2005** - Final budget order from the State Tax Commissioners 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 2005** - Second reading of the 2005 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 2005 Capital Budget. Comments on the budget are limited to the Council Members during this portion of the meeting.

**Early March 2005** - Appropriation approval from the Department of Local Government Finance for the 2005 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 2005 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,



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	290
Special Officer Groups:	
K-9 Patrols	8
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	8
Bomb Squad	7
Crime Prevention Officers	3
2004 Crime Data:	
Murders	10
Rapes	71
Robbery	344
Aggravated Assault	377
Residential Burglary	933
Non-residential Burglary	622
Larceny	4,475
Theft - Auto	539
Arson	63
Calls for Service	446,575
Dispatches	100,150
Miles Driven	3,894,011

**SEWER UTILITY**

Customers	40,183
Dry Tons of Sludge produced per year	4,024 *
*(English Tons)	
Miles of Sanitary Sewer Lines	550
Miles of Storm Sewer Lines	240

**SOUTH BEND REGIONAL AIRPORT**

Year	Passenger Volume
1995	832,918
1996	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

The South Bend Regional Airport had over 65,000 take-offs and landings in 2004. Approximately 40 commercial airline flights per day fly to nine hub airports.

Commercial airlines with operations at SB Regional Airport:

Delta Connection	U.S. Air Express
ATA Connection	Continental Express
American Connection	
Northwest	
United Express	

**DEPARTMENT OF PUBLIC WORKS**

Traffic Lights	259
Street Lights (City maintained)	1,633
Miles of Streets	500
Miles of Sidewalks	680
Miles of Alleys	398
Miles of Sanitary Sewers and Storm Drain:	560
City Owned Vehicles	890
Trash Picked Up Per Week (in tons)	700 /wk
(Organic Resource-Leaves Composted )	(100,000 Cu.Yd)

**SIGN SHOP**

Work orders for sign maintenance, installation or removal	2,900
Gallons of traffic paint for street markings	3,300
Pre-formed plastic arrows used for street markings	52
Built Portables	0
Railroad Crossings	0
Built Barricades	0
Special Signs Built	650

Barricades set up for 2003 events (# of events):

Block Parties	84
Parades	4
Run/Walkathons & Special Events	70
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**

Paired Department established 1687	
Sworn Firefighters	248
(51 of which are Paramedics)	
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	29,361
Ambulance Runs	10,739

**WATER UTILITY**

Customers/Meters	43,145
Wells/Pumps In service	32
Pumping Capacity	65 m.g.d.
Daily Consumption	19.4 m.g.d.
Peak Demand	34.1 m.g.d.
Miles of Distribution Systems	538

**COLLEGES AND UNIVERSITIES**

Universities and Colleges	Enrollment
The University of Notre Dame	11,479
Indiana University at South Bend	7,500
Bethel College	1,949
St. Mary's College	1,640
Holy Cross College	489
Purdue Program (IUSB)	229
Tri-State University	148
Technical Colleges	
Indiana Vocational Technical	3,080
Michiana College/Brown Mackie	502
Davenport College	565

**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
2004 Ridership	2.6 million
2004 Miles of Service	1.5 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
1994/1995	450,571,020	1,351,713,060	155,508,460	466,525,380	26,946,050	80,838,150	633,025,530	1,899,076,590
1995/1996	416,771,801	1,250,315,403	168,912,208	506,736,624	23,587,030	70,761,090	609,271,039	1,827,813,117
1996/1997	412,196,114	1,236,588,342	175,914,981	527,744,943	23,734,800	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	78,650,690	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	651,779,817	1,955,338,851	74,065,200	222,195,600	2,968,102,614	8,904,307,842
2003/2004*	2,215,693,806	6,647,081,718	488,027,130	1,467,081,390	103,129,310	309,387,930	2,807,850,346	8,904,307,842
2004/2005**								

**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
1994/1995	\$5.8983	\$2.7700	\$5.1500	\$0.4030	\$0.1941	\$0.6674	\$0.4104	\$15.4932
1995/1996	6.5528	2.9274	5.8055	0.0892	0.2085	0.7061	0.3639	16.6534
1996/1997	6.6702	3.2256	5.8594	0.0920	0.0743	0.7106	0.3726	17.0047
1997/1998	6.9125	3.0079	6.0293	0.0967	0.1255	0.6886	0.3622	17.2427
1998/1999	7.2297	3.5002	5.8978	0.1020	0.0795	0.6933	0.4371	17.9386
1999/2000	7.3307	3.1142	5.9365	0.2256	0.0954	0.7059	0.4313	17.8386
2000/2001	7.7513	3.1402	6.3673	0.1123	0.3050	0.7366	0.4511	18.8638
2001/2002*	2.6664	0.9473	2.1725	0.0382	0.0883	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**								

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 affect 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.



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South Bend, IN 46601

219-235-9216

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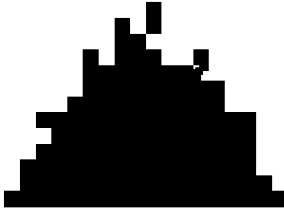


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# **ORGANIZATIONAL CHANGE: Strategic Planning, Citywide Goals and Program Budgeting**

## **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's 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.
- **2001-05 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 7.5 percent (increasing to 15 percent within two years) of the Park and Recreation Department Operating Budget. Reserves for Enterprise Funds will be targeted between 10 and 25 percent (increasing to 15 and 25 percent in 2003) 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.

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Good evening Council President Pfeifer, Councilmembers, City Clerk Voorde, City staff and Department Heads, South Bend residents and taxpayers. I am honored to present this 2005 State of the City address which will highlight accomplishments of 2004 and propose actions for the coming year.

Though this address will focus on our community, I feel that it is important to reflect on the unthinkable disasters and tragedies which have gripped this world in recent months. Please join me in a moment of silence to remember the victims of genocide in Darfur, Sudan; victims of earthquakes and tsunamis in the Indian Ocean; victims of mudslides in California; and victims of war and terrorism around the globe. Let us be grateful for the relief and rescue workers who are struggling to bring them aid and comfort. Let us also remember our young men and women in the Armed Forces who are fighting in Afghanistan and Iraq, especially those who have lost their lives or have been wounded. Thank you.

In the face of catastrophe, the human spirit endures. It is resilient and strong and creative. It is persistent and positive. It is tenacious. It is the mark of a champion. That spirit exists here in South Bend. Though our challenges have paled by comparison to world events, we are a City of Champions. We have the spirit, the energy, the enthusiasm to respond to adversity and to create a world class city. Muhammad Ali said that "Champions aren't made in the gyms. Champions are made from something they have deep inside them: a desire, a dream, a vision." We are building that vision here in South Bend. We are a Championship City.

How do you spell C-H-A-M-P-I-O-N? Young David Tidmarsh knows. He won the Scripps National Spelling Bee last year by correctly spelling "autochthonous" (and hundreds of other words). He has been a great ambassador for South Bend and the South Bend School Corporation. He shows what talent, determination, hard work and vision can do. So too, the East Side Junior Girls Softball Team – World Champs! They know the value of good coaching, teamwork, friendship, practice and single-minded focus on a goal. Their coaches had promised to do cartwheels if the team was successful. Their form is a little suspect, but the spirit is good. On the west side of town, a team of young girls from the Martin Luther King Center competed in



the AAU National Basketball Tourney in Louisiana. The Lady Tru Soldiers placed in the top sixteen in the 14 and under Division I. They overcame adversity to excel!

Earlier tonight, the Council honored the Notre Dame Women's National Champion Soccer Team. What a season! They showed perseverance and mental toughness. Each had her specific assignment, but also provided backup when a teammate took a chance. They were innovative. They didn't rely on stars, they relied on each other. These very same characteristics



are part of the fabric of our community, part of why I remain so optimistic about our future. This City is fielding a championship team, from frontline workers to department heads, from Boards and Commissions to all the volunteers who enrich our efforts. Tonight I want to focus on some of the championship efforts that we have made.

Thanks to our Sports Commission, Parks & Recreation staff and local USCKT members other champions visited South Bend in 2004. In April, the Olympic Kayak and Canoe Slalom Trials were held at the East Race to determine qualifiers for the Summer Olympics. Rebecca Giddens went on to win a Silver medal in Greece. When she was growing up, she would travel to the East Race every weekend from her home in Green Bay, Wisconsin to practice. Her persistence paid off. It was a great weekend for spectators as well as competitors at our world class whitewater facility. On July 2, the US Women's Olympic Softball Team warmed up for their undefeated run to the Gold medal by playing an exhibition game at the Belleville Softball complex. This facility was also host to the Men's National Fast Pitch Softball Tournament. Thousands of fans turned out for both events. Our staff and facilities got championship marks. Belleville is the only facility to host the premier men's and women's softball teams in the same year.

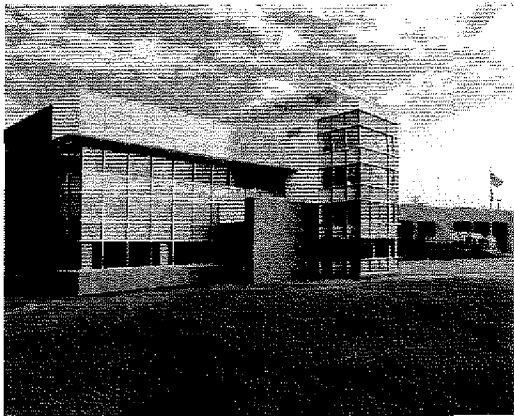


Opportunities to cheer on championship efforts will continue in 2005. At the end of March the McDonald's All American High School Basketball Game will bring top notch young athletes to our city. Please consider volunteering, so that this will be a memorable event for all involved. And, by all means, come out to watch some championship basketball. The East Race

will again be the focus of attention in July when we host the Junior Olympics Slalom US Cup 4 (the final competition before the World Cup in Germany). Come out and enjoy the competition. You'll be impressed by the championship spirit.

It has been inspiring to recall the feats of these remarkable athletes (and one very special scholar). They are part of the story that makes South Bend a City of Champions, but the title goes further. It includes the men and women who deliver the goods every day, in freezing cold and sweltering heat, providing the services that our customers expect. It includes the partners that extend our efforts and fill the voids that government can't, or shouldn't, cover. This speech is the story of their achievements and of our dreams for the future.

### **Public Safety**



When we think of champions, our thoughts immediately go to the courageous men and women of the Police and Fire Departments. Last year was a banner year for the Fire Department. We opened the new Central Fire Station and Administrative Headquarters at 1222 S. Michigan Street. This sparkling 56,000 s.f. facility with 7 equipment bays has training rooms and workout space. We have created an emergency Command Center. We also have the capacity to provide backup for our Communication Center. A flag which was flown at Ground Zero and was given to us by two New York City Firefighters is on permanent display in the lobby.

We are grateful to IVY Tech for welcoming us to the neighborhood. They provided the land for our new Central. We are developing an exciting partnership with them for Fire Science training and will share the use of classrooms in both buildings. We now have connections to fiber optic lines for use in long distance learning. This new facility will enhance our ability to provide the best training for firefighters. It will help to make our community safer in many different ways.

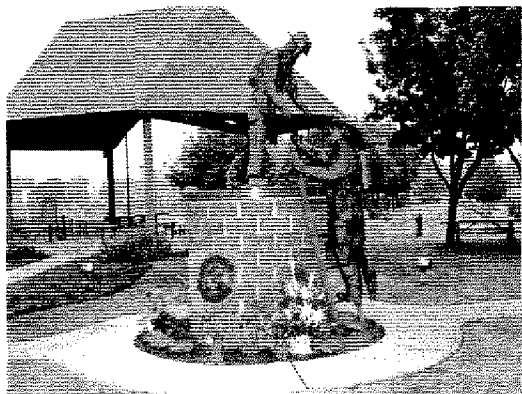
Speaking of training and being well prepared, last year the Fire Department hired ten recruits. They went through an exhaustive five month training program to be ready to serve this community. Perhaps the most exhaustive part of the training was the fitness sessions at the

O'Brien Center. Various departments work hard to support one another as we strive to reach our potential.

We are adding a third bay to Station 10 on York Road. It will house two ambulances moved from Station 13. This change was required to make way for the retail development at Erskine Commons on Ireland. The new location will provide better quarters for the medics and will enhance service for our community. During 2005 we will complete plans to replace and relocate Stations 2 and 9. This goes hand in hand with a redistricting study to ensure that we have the best possible coverage for fire and ambulance runs. Other efforts to enhance public safety include an initiative to make all apparatus ALS qualified. This will provide better care at the scene before an ambulance arrives. Homeland Security funding has provided a new trailer and tow vehicle equipped for use at a chemical or biological incident and a Hazmat Command Vehicle.



The department follows a strategy of continuous improvement in order to have the best equipment and apparatus for firefighter safety and effectiveness. Last year we refurbished two Medic Units and Engine 8 at a cost of \$246,000. Replacing these vehicles was estimated to cost \$620,000. Purchasing good quality vehicles and providing top notch maintenance has helped us to save \$374,000. Other department measures also focused on firefighter safety. With assistance of a \$262,000 federal grant, we were able to acquire 78 SCBA with protection against chemical, biological, radiological and nuclear contaminants. We have added another radio frequency for a fire ground channel that will enhance firefighter communications and safety at an incident scene.



To remind us of the hazards of firefighting and the dedication of those men and women who have committed themselves to this career, and as a special tribute to our firefighters who have given their lives in the line of duty, South Bend Firefighters Local 362 created a poignant monument at Seitz Park.

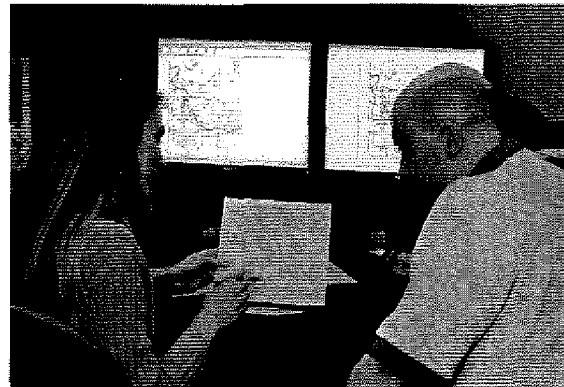
Dedicated on July 30, 2004, this beautiful sculpture

has a prominent place on the riverfront. My thanks to all who helped make this homage to heroes possible.



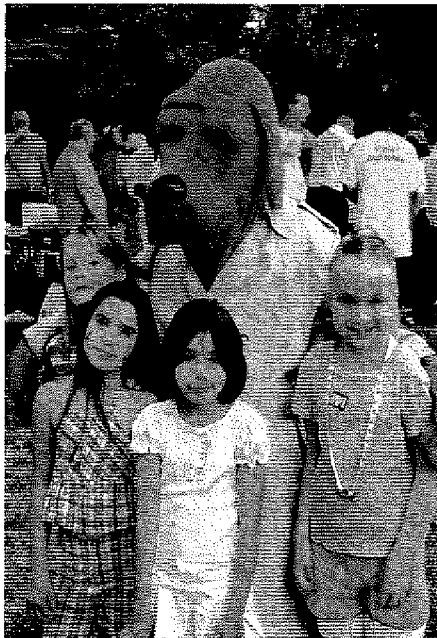
If 2004 was the year of the new Central Fire Station, 2005 is the year that we will finally complete the major renovation of Police Headquarters. It has been a long process, and officers and staff have had to endure much disruption as construction crews worked around them, but it will be worth it. The renewed facility will include an indoor shooting range, large classrooms, conference space, and better public access. It will be a model training facility as well as provide comfortable, efficient work space. It will be a facility that matches the professionalism of our department. It's about time. My thanks to the Council for your support of the funding streams needed to bring these two facilities on line. We're proud to say that we did it within the budget limits that you established.

The new Police HQ supports our investment in crime fighting technology. Advances in lab tools have been a significant factor in the progress we are making to keep South Bend a Safe City. The Automated Fingerprint Identification System and Firearms Comparative Macroscope are online. We have added equipment for forensic investigation including a Mobile Evidence Recovery Vehicle. Our Regional Crime Intelligence Unit has become a power user of the city's GIS. Their crime mapping helps us spot trends and devise better strategies to capture criminals. It is also used to make presentations to neighborhood groups. We are also taking advantage of technological advances for officer safety and Domestic Preparedness. A Bomb Disposal Robot is expected in Feb 2005. We have also acquired a Bomb Squad Response Truck, Bomb Disposal Suit, an x-ray unit, Self Contained Breathing Apparatus and Personal Protective Equipment. We want to provide officers with the tools they need to be successful and safe.



Partnerships with the Department of Justice, the US Attorney for the Northern District, and other law enforcement agencies have been effective ways to target resources and remove violent offenders from the streets. We have established a Federal, State and Local Firearms and Violent Crimes Task Force. Project Disarm has taken 27 cases for federal prosecution. We are implementing a two year Youth Anti-violence grant. These efforts support the daily work of patrol officers and give us tools to act quickly and effectively. Partnerships with the community are another important component of our commitment to serve and protect. Neighborhood Watch, Weed & Seed, Commercial Corridor Action Teams, the COP Leadership Group and business and neighborhood associations provide good communication and teamwork. These efforts complement the excellent leadership and dedicated officers in our department. Together they are helping to bring down the crime rate in South Bend.

Major crimes are down 4% from 2003. Rapes were down 9%; Residential Burglary was down 7%; Arsons declined 15%. Robberies and Motor Vehicle Theft rose slightly; all other categories declined. Murder is the most violent and the most visible of crimes. The number can fluctuate significantly from year to year. In 2004 there were ten murders in South Bend. This is still too many, but it shows a positive trend, down 38% from 2003. Not since 1985 have there been fewer than ten murders in South Bend. By getting violent criminals off the streets and by enforcing additional penalties on gun related crimes, we are making headway. Since I became mayor, we have made impressive progress in improving the safety of our residents. Murder,



Burglary, and Arson rates are half what they were in 1996. Robbery is down a third. Other crimes are down 25%. Total Major Crimes have declined a third. We have much yet to do, but with good partnerships with the community and other agencies, we will continue to keep South Bend safe.

One way the Police Department is working to break barriers is through expanded contact with youth in positive situations. For the 11<sup>th</sup> year the Police Youth Recreation Program brought more than 1,450 young people to various youth centers. This program allows police to establish positive relationships with young students from diverse

backgrounds. It also provides a police presence at the participating centers. A Graffiti blitz on June 5<sup>th</sup> with more than 50 students from Washington High School covered 79 vandalized sites; another effort took place in September with rookie officers painting 20 sites. In the Weed & Seed area students participated in a contest to design an Anti-Peer Pressure message. Winning artwork was displayed on billboards. 3500 students have received safety lessons from Safetyville and with the support of a federal grant, we were able to place School Resource Officers in intermediate schools.



Other outreach efforts include starting an Explorer Post for youth 14-18 and creating a Cadet program to help with college costs for young people who want to become South Bend police officers. In May we held a Town Hall meeting on minority recruitment. These efforts, in conjunction with the work of our Recruitment and Community Outreach Officers will help us to be more successful in diversifying our department. In 2004 we hired nine new police officers: 6 Caucasian, 2 African-American, and 1 Hispanic. This ratio reflects the mix of diversity in South Bend. We also hired two additional bilingual Communications Specialists. All officers receive diversity training as part of the 28,000 hours of training provided throughout the year. In 2005 we will introduce “Tools for Tolerance” as another way to help our officers respond effectively in a multi-cultural community. We have also taken a lead creating liaisons with the area’s mental health, geriatric and adult protective service agencies. This outreach demonstrates our commitment to serving special needs populations.



It was a busy year for the department. The Communications Center broadcast roughly 100,000 police dispatches; we issued 15,900 traffic citations and investigated 2,700 car crashes. The Investigative Division reviewed 26,000 cases. We are providing extended public service hours at records – full service 7am-6pm; limited service at other times. The Uniform Division uses multiple tactics from School Zone patrols and traffic blitzes, to directed patrols,

walking and bike patrols, to attending neighborhood and business association meetings, as a way to remind people that we are here and that small matters are important too. We are grateful for assistance provided by VIPS and CVOs. They volunteered over 13,500 hours at various events, freeing up police officers for other duties.

I am thankful for the dedicated service of the men and women of the South Bend Police Department. They are true champions for our community as they help to build a safer city.

### **Code Enforcement**

The other strong partner in neighborhood upkeep is Code Enforcement. In 2004, thirty homes were saved from demolition by working with prospective buyers; these structures were fully renovated and their neighborhoods enhanced. 819 abandoned, unwanted and unsightly vehicles were removed from neighborhoods.

Dedicated staff conducted 45,000 inspections of public nuisance, housing, zoning, and vehicle violations; we sent 17,581 notice letters; and the crew cleaned 6,384 properties. An improved personalized approach to owners brought better compliance: over 10,000 properties were cleaned by the owner or



tenant. Participation has doubled in Adopt-a-Block in the Near Northwest Neighborhood; in 2005 River Park will join this innovative effort to keep neighborhoods clean. We will also introduce graffiti and Code education programs for our elementary schools in 2005.

Animal Control responded to 993 calls for service. We found new homes for 712 animals and 459 animals were returned to their owners. Our partnership with Pet Refuge



brought Neuter Scooter to town. 1043 cats were spayed or neutered. This service helps stop overpopulation and reduce the spread of disease. It also decreases the need for euthanasia. We have many good pets that need homes. Will you take one?



## **Public Participation**

Adopting a pet is one way to get involved in making our city better. There are many others. My administration believes in the power of public participation. It can sometimes be messy and take a little longer, but in the long run it produces the best results. Over the years we have involved residents in making public policy decisions through DTSB and the Commercial Corridor program. Our city engages residents at neighborhood organizations and partnership centers. We have a Neighborhood Resource Corporation which provides advice, training and support to grass roots groups. Police and Fire both offer "academies" to inform residents about the operations of these key departments. Two special initiatives bring this commitment to a new level: the Local Government Academy and City Plan.

In 2004 The Legal Department designed a ten week Local Government Academy to introduce residents to City operations and encourage them to participate in local government. The Academy is a way to communicate the broad responsibilities of the City to community leaders and the public at large. City employees served as the faculty and the "classroom" traveled to the Street, Police and Fire Departments,



O'Brien Center, Century Center, the Morris Performing Arts Center, the Palais Royale and Human Rights Office, the Near Northwest Neighborhood Center, Rose Brick & Material, and the Common Council Chambers, where class members presented a resolution at a mock Council meeting. The class also took a bus tour of several redevelopment, public works and neighborhood projects. The Academy showed people parts of the City they had never seen and how the City is working to serve them. The next session begins January 26.



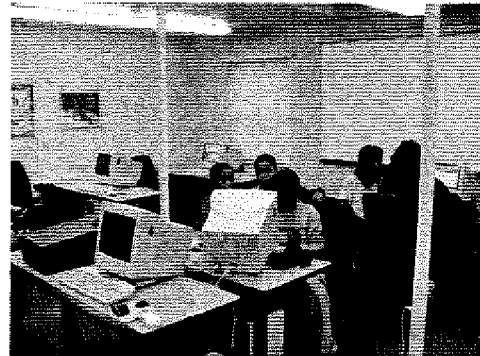
City Plan is an inclusive comprehensive planning effort that is creating a blueprint for South Bend's growth during the next twenty years. It has involved the most intense outreach effort in the history of the city. Hundreds of citizens have come together to make this process and lecture series a resounding success. Involvement and collaboration between the public and private sectors are

central to our goal: making South Bend a city that will continue to grow and offer the best services and opportunities for its residents. In 2004 our second lecture series added more material for discussions on what our city can become. We held report back sessions in each Council District on the Phase I vision. Then civic alliance panel members embarked on an analysis of current conditions, identifying issues that need to be addressed to achieve our vision. They divided into various topic areas and met with 500 stakeholders to do an in depth assessment. These results will be presented to the community in March. As Phase II of City Plan gives way to Phase III in 2005, goals and objectives for the achievement of the vision will take shape to serve as a guide to our future growth. I am excited about City Plan and delighted at the amount and quality of involvement. Our residents and businesses clearly want to be part of the team that is building South Bend. We're glad to have them on board.

### **Community Development**

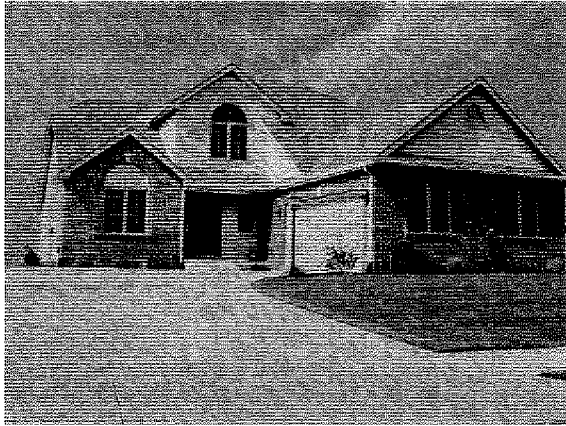
Our Community Development staff provides a direct link between city government and residents through their work with neighborhood and business organizations. They help to create targeted plans and manage programs that have significant impact on neighbors' lives. The last two years, they have also taken on the immense task of shepherding the City Plan process. Here is a sampling of the many activities they are engaged in:

We awarded nineteen After School grants (\$157,548) and ten Youth grants (\$16,747); 462 Building Block grants (\$73,681) helped to beautify our neighborhoods; façade matching grants brought almost ½ million dollars in investments to four commercial corridors; housing rehab grants totaled more than half a million dollars; several hundreds of volunteers helped



Rebuilding Together restore twenty-six homes and the pride of the homeowners; as part of the Model Block effort, 1237 Kinyon was rehabbed, curbs and walks were installed on Dunham and one property was bought, work will begin on Kenmore Street in 2005; \$1.5 million for curb & sidewalk work for Corridors, Model Block, NPC and neighborhood areas, including a half-million dollars for 151 customers in the shared cost curb and sidewalk program; Weed & Seed established 7 Safe Havens and a developed video "The Choice is Yours"; the billboard contest,

coloring book contest, and graffiti blitz were also on the agenda. We keep this staff busy and out in direct contact with neighbors.

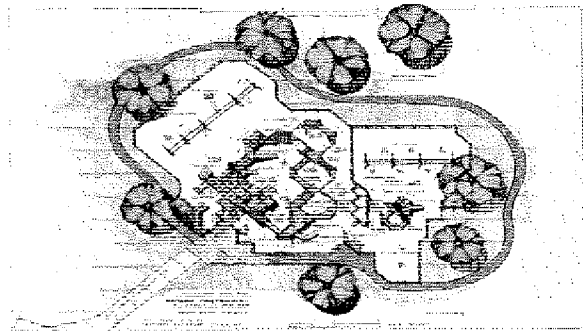


The Building Department reports that construction started on 147 new homes, worth \$20,000,000, in 2004 – this is a 5% increase from 2003. These homes were built in existing neighborhoods and in new subdivisions. It is the ninth consecutive year with greater than 100 new home starts and totals over 1100 new homes during my tenure. This was also our fourth consecutive year with greater than \$100,000,000

in total building construction. The new Zoning Ordinance should be a great tool for development. It is more user friendly and includes zoning districts and architectural features, landscape standards, signage requirements, and lighting requirements for softer impact. Some fine tuning may be needed, but it is a great improvement over the previous one. The Legal Department, Building Department and Area Plan Commission spent significant time developing this ordinance with good input from builders and developers. I appreciate the Council's thorough review and passage of this important tool.

### **Parks & Recreation**

This has been a year of partnerships for Parks & Recreation, allowing us to accomplish more with limited resources. Our partnership with South Bend Heritage Foundation brought new play equipment and a picnic pavilion to Coquillard Park. We will add walking paths and a spray playground in 2005. Our partnership with Rotary will create a new "Friendship Station" play structure at Belleville Park. This is South Bend Rotary's Centennial project. It has already involved hundreds of students at Harrison, Wilson, St. Adalbert's and Holy Family Schools in the design of the structure.



On May 17-22, an army of volunteers will converge on the park to turn the dream into reality. Many friendships will be enriched there during construction and for years to come.

Our long term partnership with Memorial Health System has helped us to develop health and wellness programs at all three recreation centers. This complements the efforts of our Hearts N Parks program which completed its third year of helping kids, city employees and seniors learn a healthier lifestyle – and have fun doing it. Despite these efforts, *Self* magazine reported that South Bend ranks low for women’s health. I generally don’t put much stock in these rankings that are primarily intended to sell magazines. Especially since they won’t reveal the



criteria for the study. They clearly were not aware of all our local efforts to promote healthy living. Both hospitals, the Healthy Communities Initiative, Women in Touch and the Women and Minority Health Coalition are among many groups committed to making our community healthier. We even have the nationally acclaimed HealthWorks Kids Museum.

Nevertheless, there is a word of caution here, not just for South Bend but for America in general. As a nation we are overweight and out of shape. We ought to do something about it. As I stand before you tonight, I can truthfully say that I have grown in this job in many ways. One of them is size – and I don’t mean that I’m taller. I weigh 260 pounds. That’s well above my playing weight. It is also twenty pounds less than I weighed two years ago at my all time high. I pledge to you that I will lose twenty pounds before my next State of the City address. And I ask you to join me in improving our health. Not everyone needs to lose weight, of course.

But if you do, let’s do it together. Let’s do it sensibly by eating less and exercising more. Let’s encourage one another in this effort. There are 1300 city employees. If we each lost an average of 8 pounds, we would shed a collective five tons! Let’s get healthy! Let’s do it for ourselves, but also for our families. We’ll have more energy and a new spring in our steps. We’ll be able to dance all

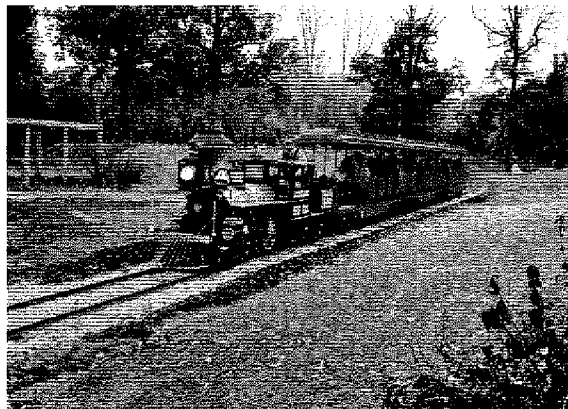


night. I already have good news to report. A Weight Watchers group here at work has lost 423 pounds in a little over a year. That's inspirational!

Our three recreation centers are places where you can get needed exercise. Increased programming at all three centers provide expanded opportunities to participate. We recently completed renovation of the King Center, upgrading the gym, kitchen facilities, and the fitness center – with weights and cardio equipment. We have computer labs and wide screen projection movies. The renewed facility won an Indiana Parks & Recreation Association award for Best Facility/Program.



Potawatomi Zoo is another award winner. It was recognized by Child Magazine as one of the Top 20 Zoos for kids in the country! The Zoo exhibits over 400 animals, including 18 species that are critically endangered and are part of national species survival plans. The zoo may soon be ranked as one of the most romantic as well due to the success that our staff has had breeding approved animals. The Red Pandas had twins last year, their second year for successful birthing; and we have received recommendation to breed Snow leopards and Amur leopards (less than 150 survive in the wild). So be on the watch for leopard cubs in the next two years. A new attraction at the zoo is the result of another special partnership. The Zoological Society acquired a 1/3 scale model C.P. Huntington Train. It lights up children's eyes as it carries visitors on a half mile loop through the grounds featuring animal and zoo facilities along the way. It was funded by generous contributions from families in our South Bend community. Come out and enjoy the ride!



For the eighth year in a row, South Bend has been designated a Tree City USA. During the August storm of 2003 we lost 94 trees in Rum Village Park. Last year we planted 100 trees to replace them. We also planted over 100 trees in other parks around the city, and 400 trees in the Karl Stevens nursery. Many people don't know that we have a Memorial Tree program. By

making a donation to the parks, one can have a tree planted to commemorate a special occasion or a loved one who has died. This is a wonderful way to create a living memorial.

The decision to drop Summer in the City was difficult. Staff worked hard to provide a family friendly atmosphere with good food and lots to do. Despite accommodations that were made for nearby business owners, there were still complaints. It had also become too costly to provide sufficient security to ensure a safe event. We will continue to look for other ways to bring people together to celebrate the diversity of our community and to maximize use of our wonderful parks. On a positive note, I am pleased to announce that the parade will continue. It will become an exciting addition to the Hall of Fame Enshrinement festivities. This partnership should allow the parade to become even better.

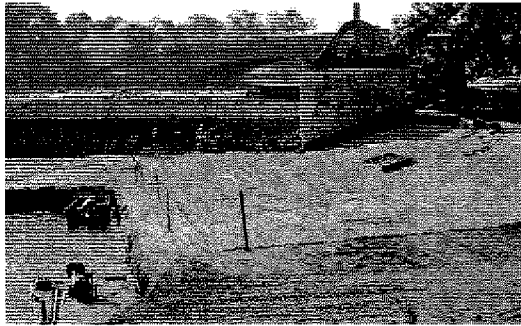


2004 was a good year for the park system. Over 1,000,000 people attended events and programs that we sponsored from the Daddy-Daughter dance to Kids Triathlon. Our staff is expert at getting people moving. We also generated \$3.6 million in user fee revenue and half a million dollars in non-reverting fees. The Park Board completed an update of the five-year master plan. One of the most exciting prospects is the purchase of the Art Iron building to centralize maintenance operations. This will allow for demolition of the Howard Park facility, opening up new park space in 2005. We are already receiving imaginative proposals for use of that space. This city is truly blessed to have so many wonderful parks along our riverfront, including the linear parks created by our 5.4 miles of river trail system. In 2005 we will begin construction of the new Riverside Trail moving north from Angela toward Pinhook Park. It will eventually connect with the Darden Bridge at the north end of the city. This is a great place to live!

### **Public Works**

Champions know the value of teamwork, each person doing their part. Our Engineering Division provides critical behind the scenes support to many other city departments. It helps neighborhoods by overseeing curb and sidewalk work throughout the city. In 2004 we started a

new lamppost shared cost program. 83 customers signed up to light up their neighborhoods. Engineering manages the GIS for the city, providing an effective tool for neighborhood planners and police. We use it to keep track of infrastructure and determine acreage for field application of biosolids from the wastewater treatment plant. It holds a wealth of information. You can see this technology at [www.macoggis.com](http://www.macoggis.com). Our staff designs and oversees various construction projects, saving the cost of consultants. We are currently analyzing downtown traffic signals in consideration of establishing two-way traffic. One of our major projects in 2004 was phase II of

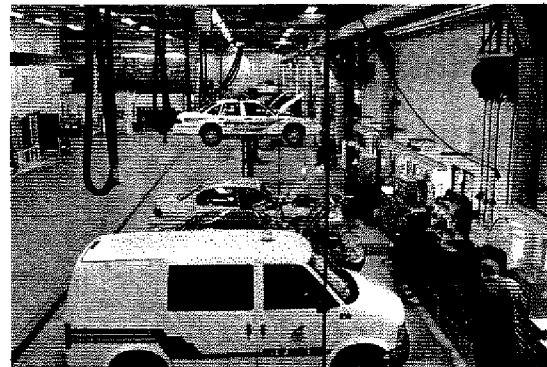


SB dam repairs. This work stabilized the structure, redirected water flow, and secured the base for Keepers of the Fire. Staff also worked with the Army Corps of Engineers on stabilization and restoration of Leeper Park Island wall, preserving this 1930's public works project. Even more visible will be the historic

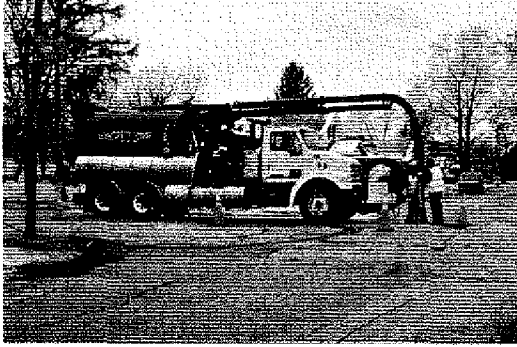
streetlights that we negotiated on the Michigan Street bridge when the State rebuilds it in 2005-6. Engineering has played a key role in development and construction of the new Studebaker Museum building. We are eager to hold the grand opening this fall.

Central Services also stars in a support role.

We have our own body shop (unusual for a municipality), that can do complete collision repairs, prep work on new vehicles and restoration on certain units. It is also responsible for maintenance of snow equipment, which is critical this time of year. Equipment Services maintains more than 1100 pieces of equipment from small

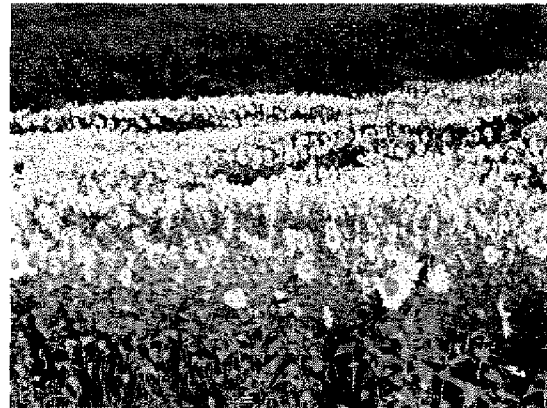


engine units to loaders and graders; it achieved 98.5% fleet availability in 2004. All city vehicle repair locations have received 5 star rating (highest) for waste management from IDEM. Radio Communications is responsible for all two-way communications for the city; it also maintains equipment in our 911 Dispatch Center; and services and installs overhead light bars, sirens and laptops on police cruisers. We are studying the technical and economic feasibility of changing all city radio communications to 800 megahertz trunking to allow city and county public safety and resource personnel to communicate better.



Our Sewer crew maintains the complete system of sewer lines and retention basins. We do TV inspection for early detection of structural problems, possible root infiltration, or possible collapse. We clean lines to allow maximum flow and reduce back-ups. Last year we cleaned 7.9 miles with drag line and bucket. This is for the

worst lines. Our jet rodder (hydraulic cleaning) uses high pressure water to move dirt and debris which is then vacuumed out at the manhole. 68 miles were cleaned using this method. We would like to be able to clean the entire system every five years. We also cleaned 4,796 catch basins. This is part of our stormwater management plan. Combined with regular street sweeping, it helps to keep pollutants out of our combined sewers and, more importantly, out of the river. We began a pilot program to plant wildflowers in retention basins. This holds down mowing costs, saving equipment wear and tear; it also looks nice. Providing a natural habitat is a win-win situation.



Our Wastewater Treatment Plant processed 11.8 billion gallons in 2004 = 32.2 million gal/day; this produced 4,000 tons of high quality biosolids that are rich in fertilizer and soil conditioning value and can be land applied. Modifications to secondary aeration tanks will allow the plant to run in different modes depending on weather conditions. Because of these improvements we will be able to handle higher volume wet weather flow and reduce overflows into the river. In December, we submitted our Long Term Control Plan to IDEM for review. Phase I will install storm sewers at locations that are prone to backup and basement flooding during rain events. It will cost \$118 million and take 7-10 years to implement. This action will reduce CSO events by 40%. Phase II of the plan has analyzed several alternatives. Before moving ahead, we need better information to make the best decision. Improvements in technology could provide a more cost effective fix. Toward that goal, we are partnering with Notre Dame and the State 21<sup>st</sup> Century Technology Fund on a project to develop embedded sensor networks that would create "smart valves" in the system. This research could



be an important part of solving the national CSO challenge. It could also lead to new jobs by entrepreneurial companies meeting a societal need in a new and innovative way.

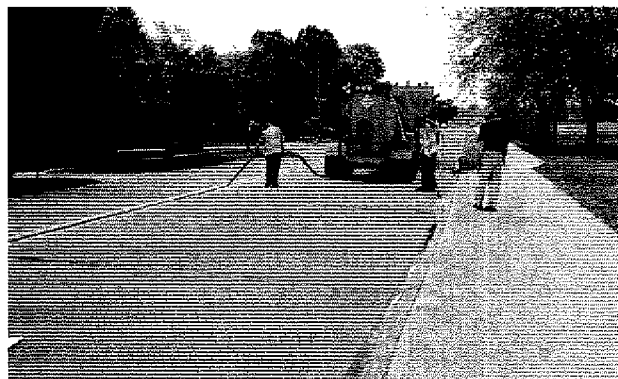
In a related matter, last July New Energy went online with equipment to reduce solids in its waste stream. This cut their discharge by 75%. In connection with the improvements at New Energy, we improved the Euclid Avenue sewer line. These actions should help reduce the sewer odor problem that we have experienced. New Energy also spent millions of dollars to install new pollution control equipment on its smokestack. A side benefit of this investment will be a reduction in the air borne odors that have frequently plagued the area. I am grateful for these improvements to the plant.



Solid Waste will take its automated container program city-wide in 2005. Pilot areas with the new containers have celebrated cleaner alleys. Because this allows for more efficient pick up, there is no added charge to customers. Our Organic Resources Facility processed 84,000 cubic yards of leaves and 25,500 cubic yards of other yard waste. Crews also collected 9,648 cubic yards of brush, wood and wood

chips. We sold and distributed 4500 cubic yards of compost and 8200 yards of mulch.

Our Street crews don't get an off season. They go from plowing snow to patching potholes; then comes paving, sweeping and street repairs, leaf pick up, and back to plowing. They also pick up Christmas trees, do alley reconstruction and grading and storm cleanup. In 2004 we acquired a second Road Patcher unit to respond more quickly and effectively when weather conditions provide a banner crop of potholes. We also used 560 tons of cold patch in 2004 to fill these nuisances. Crack sealing 475 blocks, used 16,500 gallons of asphalt emulsion to reduce moisture infiltration in the pavement. Crews also did 1179 inlays – ranging from full depth, to rotomilling one or two inches, to infrared technology which superheats the existing asphalt so it can be rejuvenated and creates a seamless repair. All these efforts prolong the life of our streets. In

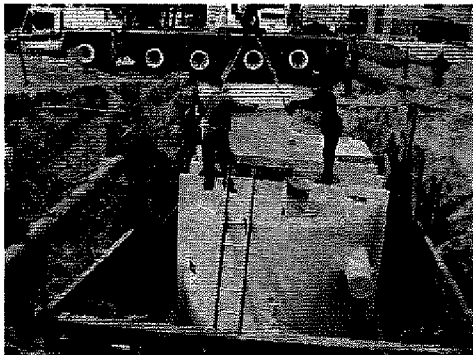


2004 we used 60,000 tons of material to pave over 30 miles of streets. This was a 30% increase from 2003. It was a record year for the city. Thanks to the resources provided by the Wheel Tax, we are able to begin catching up and provide the paving program which our residents and businesses deserve. We also graded 136 miles of alleys and completed five miles of alley base stabilization. In our 16<sup>th</sup> year of leaf pickup, we collected 78,800 cubic yards of leaves and transported them to Organic Resources to be composted.

Traffic & Lighting is a quiet partner in keeping the city safe. In 2004 we painted 320 miles of yellow and white stripes on city streets. We installed 30,000 feet of thermoplastic markings that are longer lasting and more reflective than paint, concentrating on school crossings. T&L staff installed or repaired 868 street signs. We are now 90% complete replacing older signs with new, larger,



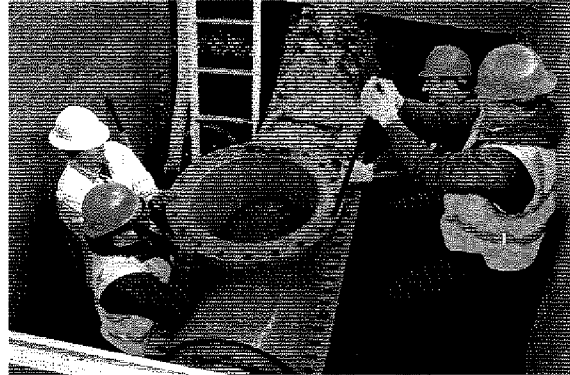
more reflective signs. The department bought two new message boards to provide better information for motorists. The division maintains over 1300 light fixtures owned by the city. They also changed 9,000 bulbs at traffic signals throughout the city. In 2005 we will use an energy saving contract to upgrade all traffic signals to LED lights. Key intersections will have walk lights with a countdown feature and UPS to keep them running during power outages. Savings in energy and manpower for these new signal heads will pay for their purchase and installation.



Water Works does a superb job providing high quality water. To keep up with demand and to provide sufficient pressure requires new investments and ongoing maintenance. In 2004 we installed a new well at Pinhook and added two more at Cleveland Road (2.1 million gal/day); we also added two booster stations to the distribution system. At the Edison Filtration Plant we

replaced chlorine gas with sodium hypochlorite, which is generated on site; a fire suppression system was added. This setup is much safer for employees and the neighborhood. We also replaced a 1948 well at this site. Our most unusual challenge was replacing four large diameter

main line valves that were over 100 years old. Using line stopping technology, we were able to minimize disruption and get the lines back in service quickly. The Council has just passed a rate increase to provide funds to implement the next phase of the Master Plan. This will allow us to meet the community's need for water supply, treatment, storage, pumping, and distribution. The new rate structure will be reviewed by the IURC to guarantee that the dollars are needed. South Bend still maintains one of the most affordable water systems in the state.



### **Financial Status/Challenges**

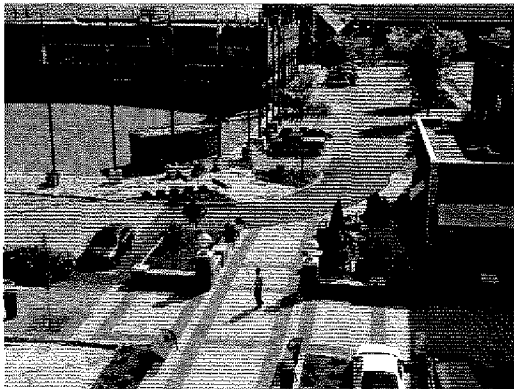
Our City remains in solid financial shape. We have been able to maintain reserves that help us to cover cash flow needs and provide a cushion for the unexpected. However, there are serious challenges as we look ahead. Delays in distribution of property tax revenues because of complications from reassessment caused us to issue tax anticipation warrants. This resulted in interest payments of \$89,000 in 2003 and \$110,000 in 2004 that we normally would not have faced. Our expenses have grown faster than our revenues as we have worked with police and firefighter unions to improve the pension base, while also providing decent salary hikes for active duty officers. This trend has been exacerbated by record increases in medical insurance costs. The good news is that we finished 2004 \$2 million below budget. The sobering news is that it was still our second most expensive year since we have been self-insured. Savings in that fund will be used to replenish the reserve account which had been depleted. Because operating expenses are rising, fewer dollars are available for capital needs and projects. With Council's guidance, we will prioritize projects so that we continue to invest in critical infrastructure and development projects. The best measure of our fiscal status is review by outside agencies. We have again won awards for both our budget process and our financial reports, and our AA bond rating is among the best in the state.

There are other issues outside our control which may put additional pressure on our budget. Speculation about cutting or eliminating the Community Development Block Grant program is worrisome. We would be hard pressed to replace the \$3 million that we receive each

year from the federal government. Those funds are used for housing programs, social service support and neighborhood revitalization efforts. The Federal Government used to offer grants or loans for Clean Water and infrastructure improvements, but those days are long gone even though the need is greater than ever across the country. I am also concerned about proposals to limit state property tax relief and MediCare expenses. The people affected by these changes live in our communities. When there are cuts at the state and federal level, responsibility falls to local units of government. We will respond to meet the challenges. We will continue to provide the services that our residents expect from us. We are resilient and resourceful.

### **Downtown**

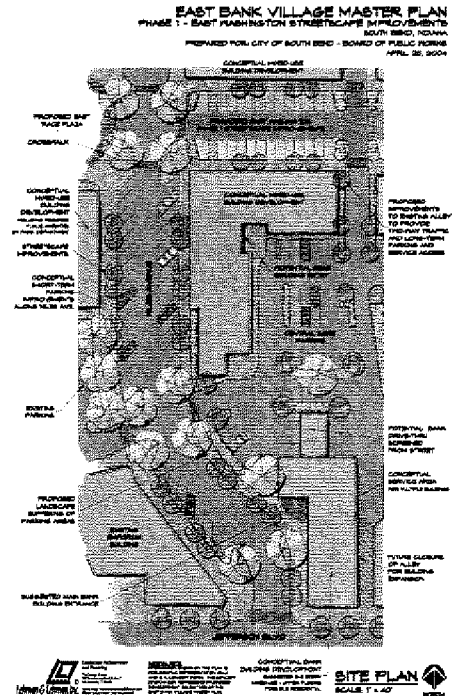
The heart of our city is beating strong. Continued growth of downtown is essential to the health and welfare of our entire community. 2004 brought a flurry of new activity. City Center has been undergoing extensive renovations to the Holiday Inn and to office space. Bank One is its newest tenant. The Marriott is also upgrading its facilities. Relocation of the Vine and the expansion of the South Bend Chocolate Café are examples of continued vitality downtown. We expect to see more restaurants and new development along Michigan Street as part of the mix of



attractions. The pedestrian plaza on Gridiron Row creates a public gathering space for family activities like Santa's House and music on Friday nights before home football games. It will also be home to the new Rockne statue. Our collaboration with DTSB has renewed downtown with spaces to relax and enjoy exciting events. There are beautiful flowers, planters, new benches and trash receptacles.

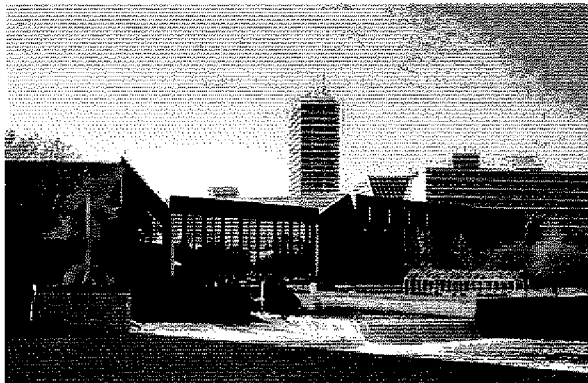
The South Bend Community School Corporation is moving its headquarters to the heart of our city. Their investment in an old, underutilized building will become an asset to the new look of downtown. We will complete renovation of the Main at Colfax garage and are working with a developer on plans for a new office as part of a parking structure at Jefferson and St. Joseph. First floor retail spaces will be included in the design. Memorial Hospital and Madison Center continue expansion of medical services with major growth of their campuses. The County did a wonderful job renovating the Jefferson Bridge proving that even infrastructure can

be beautiful. This bridge is a great asset for our community. 2005 will see start of construction on the LaSalle Street Bridge. We have acquired the Rink building and the LaSalle Hotel as sites for new residential development. Planning partnerships with the East Bank and Howard Park neighborhoods have been formed to build synergies between both sides of the downtown river bank. In conjunction with Notre Dame's School of Architecture, planning charettes were held for Wells Fargo Park and the Coveleski Neighborhood. Partnerships between the public and private sectors have led to renewed interest in retail, commercial and housing projects that will continue to make our downtown a premier place to work, play and live. Downtown is on the move!



### Century Center

For community events and conventions, Century Center is still the premier place to be. Whether hosting the Enshrinement Dinner for the Hall of Fame or Martin Luther King Day events, this facility shines. The structure and the staff are superb. They exhibit flexibility and adaptability, handling everything from RV and Marine shows to service club luncheons and



intimate weddings. Last year 683 events brought 216,000 people to the Center. The Chamber of Commerce held its second successful Business Expo, and the City held a Safety Fair. We also reclaimed the Christian Educators Association Annual Conference. In 2003, they had left for a larger facility, having grown so successfully here that they no longer

fit. But they missed the service and the hospitality that they had grown accustomed to, so they split their conference into two sessions in 2004 so they could return to Century Center. Over 2,000 people attended those conferences.

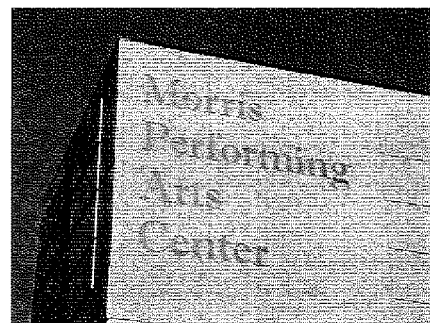
Bendix Theater provides additional multi-use space. From the School Corporation award ceremony that recognizes excellence in student achievement to “Princess and the Magic Pea”, this was a place for celebration and entertainment. South Bend Civic Theater staged “Holes” as part of their children’s theater productions. Later this year, Holy Cross College in conjunction with the National Endowment for the Arts will bring the Indianapolis Repertory Theater here. It will perform and teach Shakespeare to young students from throughout the region. We are grateful for this new community outreach by Holy Cross College and encourage everyone to support their efforts to introduce young people to theater.

The Century Center Board takes great pride and ownership of this fine facility. They are always looking for ways to save dollars. Phase I of the Energy Management System has saved over \$1,000,000 during 11 years; Phase II (started in 2003) saves at least \$74,000 per year. The Board has recently revised the strategic plan for the Center and benchmarked our facility against several other communities to see how to stay competitive and keep this precious gem shining brightly.

### **MPAC/Palais**

The Morris Performing Arts Center and the Palais Ballroom are key anchors for the downtown and prime examples of the championship results to be gained through strong public-private partnerships. The Morris booked 97 events in 2004 and continues to be listed among top 50 Theater Venues with 2500 seats or less by Pollstar, an industry publication. We gained four new promoters in 2004, expanding the range of shows available to the community. Staff also continues to seek non-theatrical uses for the theater: the Sisters of St. Francis held their annual meeting here, bringing their 500 members to the Palais for lunch as well. We are partnering with local restaurants to offer dinner & show packages to enhance the entertainment experience. The Bistro, in the lower level, is popular dining spot before shows and is used for special events; it is open for lunch M-F 11-2.

In 2004 we highlighted the facility name on west side of building for greater visibility. One final touch remains to finish the edifice – installation of a new state of the art marquee. South Bend Entertainment is close to completing fundraising for this signage. They are still



accepting contributions. The new marquee will not only echo the original look of the building, but will be a marketing tool as well. The Palais is also planning new signage – a vertical Palais sign that will bring added attention to this fine facility. The Palais hosted 91 events in 2004! From weddings to fundraisers, fashion shows to ballroom dancing, the Palais is the class place to be. Recently, it was the site for a community celebration of the 160<sup>th</sup> anniversary of St. Mary’s College and the installation of Carol Ann Mooney as its 11<sup>th</sup> president. We are grateful for the renewed sense of partnership with the St. Mary’s community.



Jon Hunt Plaza in front of the Morris is a great gathering spot. From Fridays by the Fountain to Santa’s arrival downtown and lighting the Christmas tree, many memories are being created here. Improvements to the Jon Hunt plaza include relocating Violin Woman, new lights and decorative concrete, and a landscaping “makeover”.

This is a great public space honoring a great public servant.

### ArtsEverywhere

With the success of the Morris, with the enthusiasm for ArtBeat, with the energy that is generated by the arts community, we see the vitality that a commitment to arts can create. The Fire Arts studio on East Colfax is a new home for a group of local artists. It builds on other artistic ventures and reinforces downtown as the center of creativity for our region. There is a new initiative that can take all this activity to a higher level. The Community Foundation has launched a \$6 million drive to increase local resources for the arts. These new resources will be used to expand the quality, variety, and accessibility of arts opportunities throughout St. Joseph County. The ArtsEverywhere Fund will nurture not only the community's cultural vitality but its economic vitality as well. Richard Florida suggests that our ability to thrive may be proportional to our willingness to foster a creative, diverse, culturally rich community. The arts are central to this effort. During our capital budget deliberations I will propose that the City make a pledge to support this fund. We have been strong supporters of the arts through our subsidy for the Morris and the Museum of Art, the Studebaker Museum and



various programs. We should be a lead player in this initiative which will improve the quality of life in our community by making access to the arts more universal. It will touch lives with the beauty and the inspiration that only the arts can provide.

### **Economic Development**

It is also important for us to continue to provide development opportunities in a planned and orderly manner at the edge of town. Our challenge is to ensure that growth is planned wisely and carried out effectively. One section of the city that has grown successfully is the Blackthorn



development area. Last year was the tenth anniversary of Blackthorn Golf Club a key anchor for the area. Since 1991, we have seen almost a half billion dollars of investment in the area. This includes \$14.4 million in public investment in 2004. Every dollar of public investment has resulted in \$6 in private investment. This public-private teamwork has

resulted 3,000 new jobs, and 8,000 jobs retained. Today, the area includes 400 businesses utilizing 4,000 acres in 11 industrial and corporate parks. United Fixtures is bringing new life to the former Accuride Building. FiServe has relocated into the Trinity Building. And companies like Federal Mogul and The Woodwind and The Brasswind continue to grow. Blackthorn has been a great asset to the City. Because of its location we expect continued growth, but we are also excited about the new development nearby. The Villas at Lake Blackthorn provide a great complement to the variety of housing in South Bend. And we are pleased to work with Holladay Corporation as it creates plans for a mixed use development on the Waggoner Farm site.

On the south side, retail prospects look bright as construction continues at Erskine Village (formerly Scottsdale Mall). Target and Hacienda are doing banner business and Kohl's will be a welcome addition to the mix.



Construction should begin soon for the anchor tenants at Erskine Commons at the corner of Michigan and Ireland. We will make road improvements to Michigan and Ireland to support this



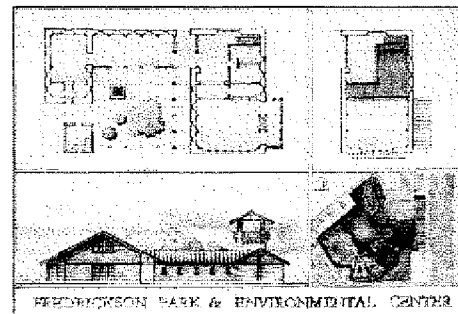
development. We anticipate that more retail development will follow these major investments. The selection of a route for an improved US 31 gives us the opportunity to plan for new growth that will include residential, retail and commercial. We are also looking at ways to encourage new retail development on the West Side and in downtown.

Master planning for the Northeast Development area calls for new retail nodes at the corner of Eddy and Edison and at the intersection of the new SR 23 at Corby. This is part of our partnership with the Northeast Neighborhood Council (NENC), the Northeast Neighborhood Revitalization Organization (NNRO), the University of Notre Dame and other area stakeholders. Our goal is to build on the area's existing assets to spur residential and commercial development.



Strong emphasis will be placed on the newly configured intersection of Edison and Eddy. Infill housing will strengthen existing blocks of homes, while targeted demolition will make way for new residential development in the triangle area north of SR 23. Fredrickson Park will be a major asset to this renovation. By reclaiming a former landfill and turning it into an open green space and

environmental center, we are creating a welcoming entry along South Bend Avenue and a place to learn and refresh the spirit. Notre Dame students and faculty have helped to create the vision for the park. The Boy Scouts will build their new headquarters adjacent to the park; it will have classrooms that will be available to school groups and the public. South Bend Schools are developing a curriculum for use here. This has been a real team effort.



Nearby, in the area known as the Notre Dame Woods, we are promoting creation of a Certified Technology Park. This facility will attract high-tech companies that want to tie into the creativity and research capacity on local campuses. It will help to build the energy and synergy of a strong research community. When done right, tech parks can provide the seeds for new ideas and new products. Spin-off businesses and jobs enrich the local economy and help to keep talented young people in our community – a brain gain rather than a brain drain. Public-private partnerships will ensure the success of such a park and the growth of new companies to

strengthen our economy. The Northeast Neighborhood Council has offered its support for this location as a complement to the other investment planned for their neighborhood.

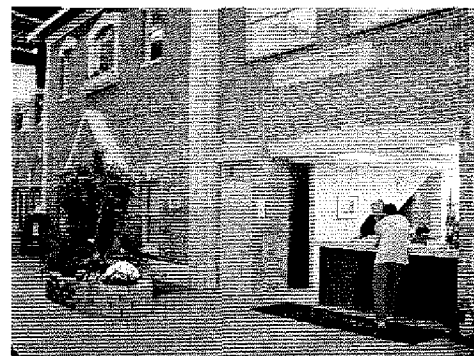
### Thanks: Teachers, Students & Community



We are looking for innovative ways to support other neighborhoods as well. In 2002, South Bend was designated a Weed and Seed Community by the U.S. Department of Justice. Bounded by Arnold Street on the East, the Norfolk Southern Rail Road on the

North, Sheridan Street on the West and Sample Street on the South, this area, under the direction of the Weed and Seed Coordinator, has worked to control violent crime and drug activity. Seven Safe Haven centers have been established for the residents' use. Cooperative programs for the weeding out of crime have been established with law enforcement agencies and prosecutors. Prevention, intervention, treatment, and neighborhood revitalization services have been instituted to seed social and economic revitalization in the area through infrastructure restoration, housing restoration, neighborhood organization, and supportive communication. In 2004, the Common Council adopted the Neighborhood Restoration Plan. Building strong neighborhoods is a critical foundation to the success of the city. We have been recognized nationally for our revitalization efforts. Two years ago we won the National League of Cities Howland Gold Award for our partnership with South Bend Heritage Foundation on the West Side. This past year we were invited to participate in the NLC Showcase of Cities at its national convention in Indianapolis. Our comprehensive redevelopment effort on the Southeast Side was featured as a model for other cities across the country.

We are also focused on reclaiming our industrial core. Studebaker and Oliver Plow were once proud companies that provided good jobs for many families in this community. But the old dinosaur structures have become blights on our landscape, taking up valuable space and inhibiting other investment in the area. We are committed to reclaiming this land for new investment and growth. In May of 2004, Rose Brick & Materials opened its new facility in the Oliver Industrial Park at Chapin and Sample Streets. This industrial park has risen, like a Phoenix from the



dust and rubble, to become the future home of light industrial, warehouse and distribution facilities. The final 19 acres were cleared this fall as the final structure was demolished. Of the remaining parcels in the park, only two are still available. The success of the Oliver Industrial Park is just the beginning of our brownfield efforts.

This project is the first phase of a 10-15 year program to completely revitalize the Studebaker Corridor. We now own the former stamping plant. Several other buildings in the old complex are on our acquisition list. The EPA Emergency Response Team came in to remediate environmental hazards at stamping plant, saving us \$4-500,000. We are now developing bid specs for demolition. We continue to seek federal and state funds to help pay for this major undertaking. We have received several grants through the efforts of our Congressmen. Our CRED District has generated over \$600,000 for reinvestment in the area. That revenue stream will increase as we clear more land and new development fills in. To envision what this area can become, we need only look to the west at the new AJ Wright facility, which opened on February 2. It already employs over 300 people and will eventually employ 6-800. With planning and perseverance, we will return over 120 acres of abandoned industrial land to productive use, creating new private investment, new jobs, and additional tax base for our city.



Cities prep the ground for investment by the private sector. We do this with tax abatements and Tax Increment Financing. We build traditional infrastructure like new roads, water and sewer lines. We clear brownfield sites. But, if our community is to be successful helping local companies grow and attracting vibrant new jobs, we need to be creative about providing new types of infrastructure. I believe that development of the MetroNet will be important to securing our economic future.

Throughout our history, transportation systems have been essential to our growth. First it was the river that brought explorers and traders here. It also provided power for developing industry. Then railroads became our central link to other cities and economic regions. Currently our location on the interstate highway system is a key to attracting just-in-time manufacturers and distribution centers. Our airport is a vital link for business. As we look to the future, the transportation of ideas will be just as critical to our economic health. Affordable access to

communications systems that transport huge amounts of data quickly and securely will be a top item on every company's checklist of requirements.

That is why I am a proponent of development of the St. Joseph Valley MetroNet. The City is not entering the communications business, but we are allowing a local not-for-profit corporation to install fiber optic cable in existing city conduit. The MetroNet is carrier neutral. It will allow multiple communication companies to provide service through the fiber, connecting business to the vast array of transcontinental fiber pipes that run through South Bend. These fibers will also connect local colleges and universities, medical facilities and public institutions. They will allow businesses to access a variety of service providers at competitive prices. This ability to share large amounts of data quickly and securely is our transportation system for future growth – it is the backbone for economic vitality in our region. I am committed to making South Bend the city of choice for companies that move large amounts of data. We should be the first choice for corporate data centers. If we want good jobs for our children, if we want local business to thrive, if we truly want to be a 21<sup>st</sup> Century City, we must not sit back and wait. We must lead, not follow. I am committed to providing that leadership.

I began my presentation tonight by speaking about champions; about desire, and dreams and vision; about teamwork, creativity and resiliency; about tenacity and focus; about friendship. I see these qualities in abundance in our workforce, in our institutions and organizations; in our volunteers. I believe that we are a City of Champions. We have the spirit and determination to accomplish anything we put our minds to. The energy and effort which is critical to success is evident in the many achievements that I spoke about tonight. We will bring it to bear on the agenda I have proposed: from becoming a healthier city to expanding the arts; from reclaiming



brownfields to implementing our Long Term Control Plan for sewers; from MetroNet and Tech Park to retail growth and downtown development. City Plan will help to inform and guide our decisions as we move forward. Still, what I have heard most frequently in City Plan meetings, what I hear consistently throughout the community, what is foremost in my heart tonight, is that we must all unite to nurture a championship spirit in our children – in all our children! We must help them to see their potential, and to achieve it. If we let them fail, we

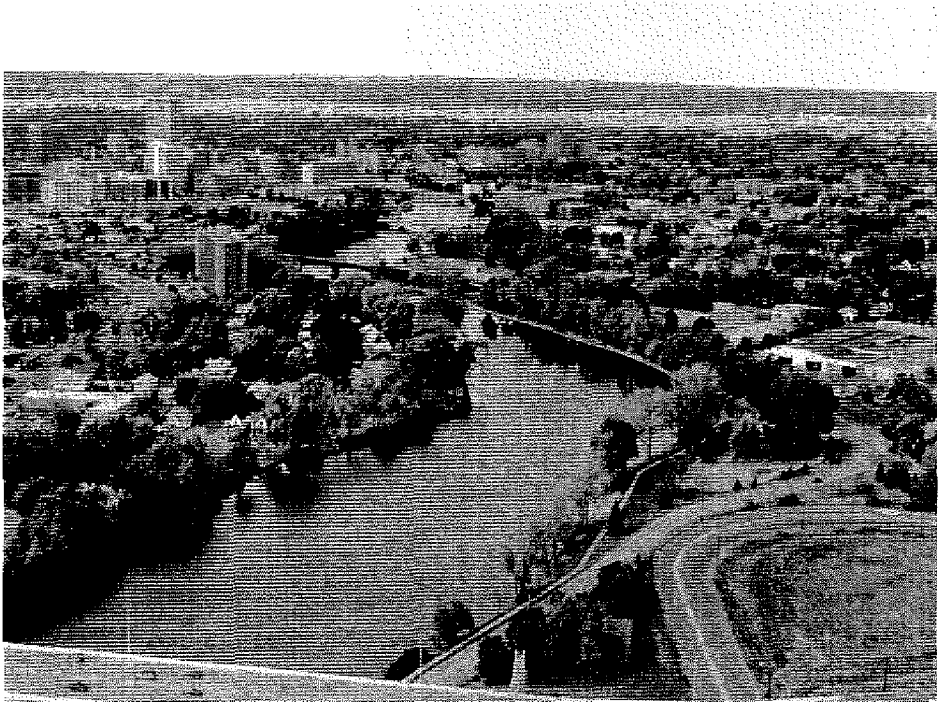
have failed. A child is a terrible thing to waste. That is why I am closing tonight's speech with a plea to support a once in a lifetime opportunity for our county.

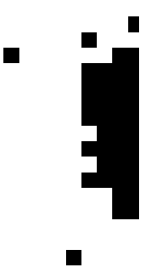
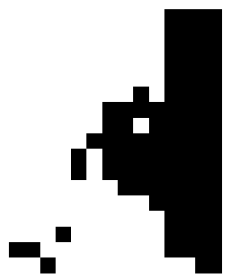
This opportunity is the result of the largest single gift to human services in the history of philanthropy. Mrs. Joan B. Kroc donated \$1.5 billion to the national Salvation Army to build and equip new, innovative community centers across the country. Her vision was that these state-of-the-art facilities will provide programs and services which encourage life-changing experiences for children and adults, which strengthen families and enrich the lives of seniors. These centers will engage the promise of every child and be model centers for excellence and achievement. In San Diego, the first Kroc Center has swimming pools, including a therapy pool, a performing arts center, a fitness center, a child care center, an education center, with craft and photography room, an outdoor challenge (ropes) course, an indoor skate park and multi-use spaces. More than 2,400 people use the facility each day. Each facility across the country will be different, designed to meet the needs of the local community.

Competition for these funds was intense. The St. Joseph County Salvation Army, with strong community support from many sectors, put together an outstanding application. It has been pre-qualified for a \$35 million grant to build a state-of-the-art Ray and Joan Kroc Corps Community Center to provide youth and family enrichment. We are the only community in Indiana to be selected. Now the real work begins. Our community must raise an additional \$8.75 million dollars in order for the project to move forward. We must have commitments by August for this vision to become a reality.

Community advisory groups are working with local Salvation Army officials to develop specific programming components. There will be programs for Early Childhood Excellence, for Arts & Technology and for Leadership Development. A Peace Project will develop mentoring and violence prevention programs. The Center will foster excellence, achievement, learning and the exceptional experience of achieving one's full potential. Our St. Joseph County Kroc Center will be a regional destination for culture and the arts, where youth will have the opportunity to explore art, music and theater. Our community will thrive as a place where creative expression is nurtured and developed. There will also be investment in the workforce and in technology. Entrepreneurship will be encouraged and supported. Our children will be prepared not only to compete, but also to lead in the 21<sup>st</sup> century and beyond. The Kroc Center will also strengthen families.

What better investment can we make? The South Bend Park Department will make Alonzo Watson Park available as the site for this new center. During capital budget discussions next month, I will propose additional support for this effort. Tonight I call upon our entire St. Joseph County community to participate. It is a formidable goal, but an exceptional opportunity to secure millions of dollars to support our children. We can create a holistic facility which will become a beacon of hope and an agent of change! I know that we have the championship spirit, the vision and the desire that can make this dream a reality. Let's get to it! Thank you.









## EXECUTIVE SUMMARY

This Executive Summary has been prepared as a general overview of the City of South Bend's 2005 Budget. The 2005 Budget for all City funds totals \$154.9 million for operating expenditures and \$30.5 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-one separate funds. These thirty-one budgets are grouped into six major fund types as follows: General Fund, seven Special Revenue Funds, three Internal Service Funds, nine 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-five 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 State Board of Tax Commissioners.

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:

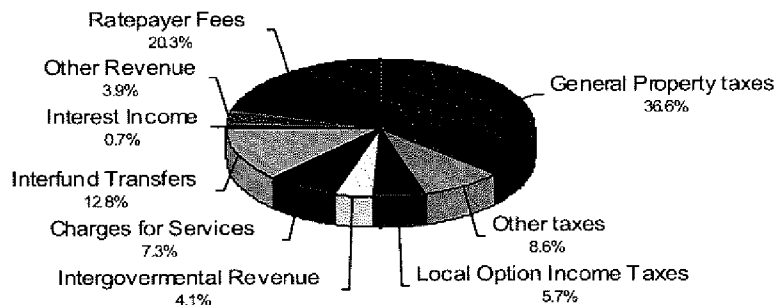
- Encumbrances are recorded as expenditures for budgetary purposes when purchase orders are issued.
- Revenues are recorded when received in cash (budgetary) as opposed to when they are subject to accrual (GAAP).
- Expenditures are recorded when paid in cash (budgetary) as opposed to when the liability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

Included in this Financial Summary section is a historical comparison of both 2005 Capital and Operating Budgets and 2004 Original (excluding additional appropriations approved during the year) Operating and Capital Budgets along with actual results for the years 2002, 2003 and 2004. 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 2004 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 2004.

## 2005 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 2005 and 2004 expenditures (with a more detailed revenue source reported by fund found in the charts located later in this section):

### 2005 Revenue Budget



	<u>005 Budget</u>	<u>2004 Budget</u>
General Property Taxes	\$ 61,712,349	\$ 59,616,683
Local Option Income Taxes	9,570,628	10,671,904
Other Taxes	14,549,404	14,372,941
Fees Paid by Ratepayers (Water, Sewer, Solid Waste)	34,308,890	32,519,815
Charges for Services (User Fees)	12,362,720	12,305,648
Intergovernmental Revenue	6,857,019	6,449,847
Interest Income	1,208,775	1,337,586
Other Miscellaneous Revenue	6,496,657	5,860,485
Interfund Revenue Transferred In (from other City Funds)	21,552,679	21,240,745
Total Citywide Revenue	\$ 168,619,121	\$ 164,375,654

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 \$61.7 million for 2005 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>2005 Budget</u>	<u>2004 Budget</u>	<u>2003 Budget</u>
General Fund	\$ 47,678,892	46,169,437	43,494,702
Parks and Recreation Fund	8,054,012	7,714,571	7,347,210
Police Pension Fund	1,289,172	1,289,172	1,227,783
Firefighters Pension Fund	1,499,712	1,436,506	1,368,101
Cumulative Capital Dev. Fund	1,345,896	1,003,664	974,431
Total Civil City Property Taxes	\$ 59,867,684	57,613,350	54,412,227
Studebaker Corridor Bond	644,403	636,401	606,096
Football Hall of Fame Bond	1,421,609	1,366,932	1,301,840
Total Property Taxes	\$ 61,933,696	59,616,683	56,616,683
Total Property Taxes Collected	n/a	51,430,824	58,271,966
% of Property Taxes Collected	n/a	86.3%	103.4%

Total budgeted property taxes have increased annually by the full 5% allowable by state law over the past several years (not including 2005). Due to state wide reassessment and changes in state law on how property taxes are collected this projection will not be reached for the 2005 budget.

For future years, 2006 and 2007, the City has been informed to use a property tax increase of 3.8% and 3.4% respectively. Although 2003 actual collections of the total tax levy hit over 100%, prior years' past due amounts collected during 2003 made up the significant amount of the shortfall as is reflected in the above amounts collected. As a result, the tax levy is a reliable number to use when estimating the City's anticipated property tax revenue. As more fully discussed below, the City's Common Council has recently 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 76% 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 "certified 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 2001, 2002, 2003 and 2004 were \$3,417,763, \$5,462,867, \$3,689,202 and \$3,448,688 respectively. The 2005 Budget projects receipts to be \$3,582,215 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 2005 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 2001, 2002, 2003 and 2004 were \$4,491,922, \$9,531,190, \$8,015,302 and \$7,001,198 respectively. The 2005 Budget includes receipts of \$5,988,413. 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. Future annual collections (based upon the increasing COIT rate) are projected as follows: 2006 and beyond - \$7,160,858 per year. Again, these projected revenue streams do not include any growth rate assumptions for years beyond 2005. The projected increase in 2005 and beyond reflects the impact from the annual tax rate increase only.

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 2005 include the following: auto and commercial vehicle excise taxes (\$4,416,348), gasoline tax (\$4,676,297), cigarette tax (\$514,153), financial institutions tax (\$133,188), alcohol gallonage/state liquor excise taxes (\$318,812) 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 has adopted a local wheel tax which is based upon vehicle registration. The dollars allocated to the City, \$2,035,000 budgeted in 2005, 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. The 2005 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 \$1,775,916 for 2005. 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 3 to 4% 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 \$34.3 million anticipated revenue for 2005 breaks down as follows: \$16,155,935 for Sewage Works, \$13,237,482 for Water Works, \$3,897,150 for the Solid Waste Removal and Recycling Program, \$1,382,000 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 2005. 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 December 2005. The average water rate increase was approximately 15% 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 15% increase. 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 2006 and beyond.

In January 2003, a Sewer rate increase was enacted for 2003 and 2004, the first in 15 years. The overall revenue enhancement with the rate increase is 24 percent. The City engaged independent consultants in 2002 to perform a Cost of Service Study which adjusted fixed vs variable costs and other allocations. These rates are intended to be revised with new rates effective in 2005 to assure that the municipal sewer system has sufficient revenue. The City's sewer rates ranked right in the middle of the nineteen largest cities in Indiana as of year-end 2000, while its combined sewer and water rates ranked fourth lowest in the state. With this rate increase, the City's sewer rates remain in the middle of the nineteen largest cities.

This increase in rates was requested in light of the need to issue Sewer revenue bonds totaling \$21.3 million for capital improvements over five years. The purpose of issuing this debt is to finance the cost of necessary capital additions, improvements and extensions to the City's municipal sewer and wastewater infrastructure. 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 that will be issued is 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 2005 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 \$6.9 million budgeted in 2005 mainly consists of pension relief distributions received from the State of Indiana for city-funded police and firefighters' pension plans (\$5.1 million) plus grants received from local, state or federal agencies (\$1.8 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 2001, 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 2007. Also enacted in 2001 is SEA 524 that distributes the interest earned on the Public Deposit Insurance Fund. The total budgeted, for both pension funds in 2005 is \$455,000 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 2005 revenues from investment income of approximately \$1.2 million. The City has assumed an overall investment rate of 1.2% for 2005. 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 2005 interest income budget will be met and exceeded.

## **2005 EXPENDITURE BUDGET - SIGNIFICANT ISSUES AND HIGHLIGHTS**

The 2005 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 2005 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 zero growth in expenditures for the other services category (unless new services were to be provided). As a result, the City has 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 47.7% of the total 2005 Operating & Capital Budget.

The remaining portion of this summary identifies significant items and/or highlights that are worth noting when reviewing the City's 2005 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 the full five percent property tax levy increase for the civil city funds that has been discussed earlier in this document. Starting in 2003, assessed valuations for all cities state wide converted their assessed values from 33 2 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 \$738,428 (5.0%). Payment in Lieu of Taxes (which is paid by South Bend Water Works and Sewage Works to the General Fund) reflects a decrease of (\$219,420 or -7.8%). Fees collected from the County for EMS services (recorded as revenue) have increased by \$107,888 (6.5%) reflecting the increased cost for that service. Revenue from the newly renovated Palais Royale Ballroom Center, which opened December 31, 2002, is projected to be \$445,000, this is an increase of \$35,000 (8.5%). The Ballroom expenses increased \$60,804 (12%). The Ballroom's operational deficit is budgeted to be \$109,506 in 2005. This operational subsidy is funded by the General Fund.
- Increased personnel costs in 2005 include an overall average increase in base salary of 5.9% for all Police Officers (fourth year of a four-year contract), an average increase of 12.92% for all Firefighters (one year contract ) both Police and Firefighters salary contracts will be negotiated in 2005. A 4.0% base pay increase for the Teamsters (third year of a four-year Teamster contract) and salary increases for non-bargaining employees of 4.0% (with some exceptions identified in the salary ordinance).
- The number of full-time equivalent (FTE) employees has decreased by 4 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 2005 general budget guidelines for expenditures included no increase for supplies and no increase for 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 2004 budget the City increased the “the employer” portion by 76% charged to each City department. This aggressive increase along with City wide education on wellness has allowed this fund to decrease its “employer” portion of each employee’s cost for this health insurance by approximately 18% in 2005 for all Teamsters and non-bargaining employees. Similar changes to the health coverage plan have been negotiated with the Firefighters’ and Police Union (affecting both active and retired members) these changes went into effect on 1/1/01 for the Firefighters’ and 1/01/02 for the Police. 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 2% 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 2005 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 \$2,418,449 as of December 31, 2004.
- The 2005 Budget includes four funds, Motor Vehicle Highway, Fire & Police Pension and Century Center, that is not “balanced” (revenues equal to or in excess of expenditures) for the year and thus this fund will need to rely on existing fund cash balances to support the projected 200 deficiency.

#### 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. The enactment of two new State pension laws, described earlier, in 2001 will have an effect on any amount transferred from General Fund to support the Pension Funds. The 2002 Budgeted interfund transfers from the General Fund (\$840,000 to the Police Pension Fund and \$459,000 to the Fire Pension Fund), were not necessary due to the one time "catch-up" funding from the State Pension Relief Funds in 2002. However, these "catch-up" dollars have quickly been used up and additional General Fund transfers are will be needed for 2006 and 2007. The estimates of the interfund transfers for both Fire and Police Pension are \$1.3 million for 2006 and \$3.8 million for 2007.

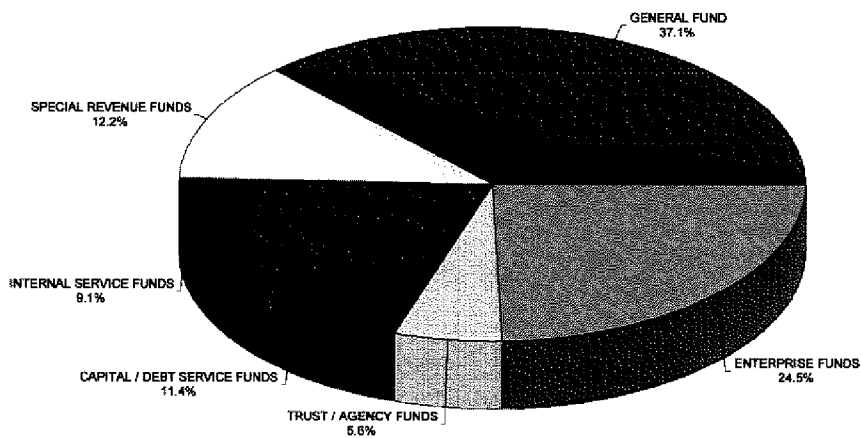
- The new state law that was passed in early 1998 has had the effect of shifting the responsibility for pension payments for certain police and firefighters from the City's pay-as-you-go pension plan to the State's 1977 Pension Plan. The pensioners that are impacted are those police and firefighters 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 2005 Budget Summary, along with each fund's projected annual revenue. A fund description summary precedes the 2005 Expenditure Budget by major classification as it was adopted by the City's Common Council. Following the 2005 Budget by Fund, a historical comparison of each fund's revenue and expenditures for the years 2002, 2003, and 2004 along with the 2004 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  
2005 BUDGET SUMMARY - REVENUE AND EXPENDITURES**

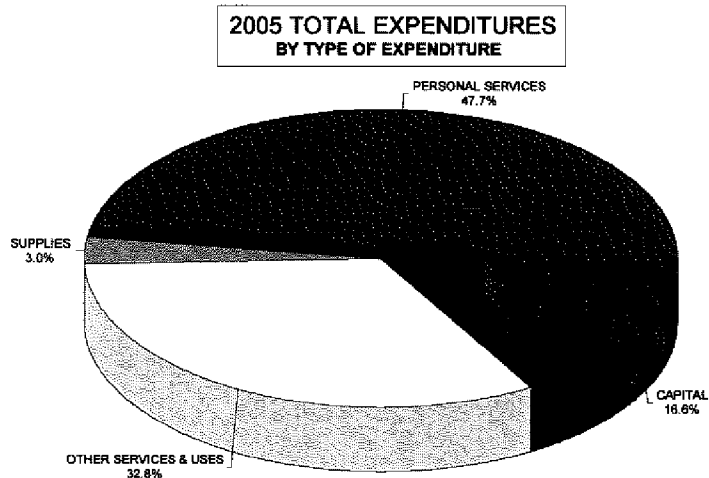
	2005 ANTICIPATED REVENUE	2005 OPERATING BUDGET	2005 OPERATING SURPLUS / (DEFICIENCY)	2005 CAPITAL BUDGET	2005 OPERATING & CAPITAL BUDGET
<b>GENERAL FUND</b>	\$83,044,975	60,835,264	2,209,711	8,084,887	68,920,151
<b>SPECIAL REVENUE FUNDS:</b>					
Park and Recreation Department (4 funds)	12,431,018	11,561,142	869,876	136,600	11,697,742
Motor Vehicle Highway Fund	3,644,556	3,736,053	(91,497)	0	3,736,053
Community & Economic Development Admin	2,783,492	2,752,666	30,826	0	2,752,666
Human Rights - Federal Grants	217,300	190,508	26,792	0	190,508
Local Roads and Streets	3,245,681	0	3,245,681	4,260,516	4,260,516
<b>INTERNAL SERVICE FUNDS:</b>					
Liability Insurance Premium Reserve	2,293,154	2,277,253	15,901	0	2,277,253
Self-Funded Employee Benefits	11,795,983	11,583,109	212,874	0	11,583,109
Central Services	3,176,638	3,111,953	64,685	0	3,111,953
<b>CAPITAL / DEBT SERVICE FUNDS:</b>					
Studebaker Corridor Bond	706,789	667,346	39,443	0	667,346
College Football Hall of Fame Bond	1,511,085	1,405,900	105,185	0	1,405,900
College Football Hall of Fame (transfer)	835,923	631,425	204,498	0	631,425
County Option Income Tax	6,108,413	2,608,184	3,500,229	8,572,848	11,181,032
Cumulative Capital Development Fund	1,202,536	193,532	1,009,004	848,701	1,042,233
Cumulative Capital Improvement Fund	605,287	588,984	16,303	0	588,984
Economic Development Income Tax	3,732,215	3,337,732	394,483	824,000	4,161,732
Emergency Medical Services Capital	1,404,800	527,867	876,933	625,000	1,152,867
Morris Performing Arts Center Capital	n/a	0	0	35,000	35,000
Park Department Non-Reverting Capital	306,000	0	306,000	255,600	255,600
Coveleski Stadium Capital	n/a	0	0	100,000	100,000
<b>TRUST / AGENCY FUNDS:</b>					
Fire Pension Fund	4,350,745	4,926,152	(575,407)	0	4,926,152
Police Pension Fund	4,475,150	5,495,966	(1,020,816)	0	5,495,966
City Cemetery Trust Fund	n/a	0	0	0	0
<b>ENTERPRISE FUNDS:</b>					
Consolidated Building Fund	1,372,403	1,312,508	59,895	0	1,312,508
Parking Garage Fund	777,054	567,284	209,770	0	567,284
Solid Waste	3,997,660	4,446,838	(449,178)	58,200	4,505,038
Water Works	13,336,482	12,495,971	840,511	284,700	12,780,671
Utility Insurance Funds	1,468,000	1,528,552	(60,552)	0	1,528,552
Sewage / Wastewater Works	16,570,309	14,759,518	1,810,791	6,432,590	21,192,108
Project Releaf	154,440	264,180	(109,720)	47,600	311,760
Century Center	3,071,053	3,184,271	(113,218)	0	3,184,271
	<u>\$168,619,121</u>	<u>154,990,138</u>	<u>13,628,983</u>	<u>30,566,242</u>	<u>185,556,380</u>

**2005 TOTAL EXPENDITURES  
BY FUND TYPE**



**THE CITY OF SOUTH BEND  
2005 BUDGET SUMMARY - TOTAL EXPENDITURES BY TYPE**

	<b>PERSONAL SERVICES</b>	<b>SUPPLIES</b>	<b>OTHER SERVICES &amp; USES</b>	<b>CAPITAL</b>	<b>TOTAL</b>
<b>GENERAL FUND</b>	\$48,141,603	1,933,970	10,759,691	8,084,887	68,920,151
<b>SPECIAL REVENUE FUNDS:</b>					
Park and Recreation Department (4 funds)	7,485,017	1,497,034	2,579,091	136,600	11,697,742
Motor Vehicle Highway Fund	3,402,533	78,480	255,040	0	3,736,053
Community & Economic Development Admin	2,383,154	39,925	329,587	0	2,752,666
Human Rights - Federal Grants	88,383	2,800	99,325	0	190,508
Local Roads and Streets	0	0	0	4,260,516	4,260,516
<b>INTERNAL SERVICE FUNDS:</b>					
Liability Insurance Premium Reserve	155,501	5,837	2,115,915	0	2,277,253
Self-Funded Employee Benefits	102,752	7,612	11,472,745	0	11,583,109
Central Services	2,567,658	189,503	354,792	0	3,111,953
<b>CAPITAL / DEBT SERVICE FUNDS:</b>					
Studebaker Corridor Bond	0	0	667,346	0	667,346
College Football Hall of Fame Bond	0	0	1,405,900	0	1,405,900
College Football Hall of Fame (transfer)	0	0	631,425	0	631,425
County Option Income Tax	0	0	2,608,184	8,572,848	11,181,032
Cumulative Capital Development Fund	0	0	193,532	848,701	1,042,233
Cumulative Capital Improvement Fund	0	0	588,984	0	588,984
Economic Development Income Tax	0	0	3,337,732	824,000	4,161,732
Emergency Medical Services Capital	0	0	527,867	625,000	1,152,867
Morris Performing Arts Center Capital	0	0	0	35,000	35,000
Park Department Non-Reverting Capital	0	0	0	255,600	255,600
Coveleski Stadium Capital	0	0	0	100,000	100,000
<b>TRUST / AGENCY FUNDS:</b>					
Fire Pension Fund	4,921,111	200	4,841	0	4,926,152
Police Pension Fund	5,492,156	1,100	2,710	0	5,495,966
City Cemetery Trust Fund	0	0	0	0	0
<b>ENTERPRISE FUNDS:</b>					
Consolidated Building Fund	1,152,052	33,280	127,176	0	1,312,508
Parking Garage Fund	226,375	13,794	327,115	0	567,284
Solid Waste	1,594,790	149,800	2,702,248	58,200	4,505,038
Water Works	4,230,131	530,150	7,735,890	284,700	12,780,671
Utility Insurance Funds	104,578	1,834	1,422,140	0	1,528,552
Sewage / Wastewater Works	4,346,871	957,300	9,455,347	6,432,590	21,192,108
Project Relief	60,381	4,637	35,472	211,270	311,760
Century Center	2,017,722	121,695	1,044,854	0	3,184,271
	<u>\$88,472,768</u>	<u>5,568,951</u>	<u>60,784,749</u>	<u>30,729,912</u>	<u>185,556,380</u>



**2005 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
<b>Revenues by Type</b>							
Property taxes	\$47,678,892	\$8,054,012	\$0	\$3,133,837	\$2,845,608	\$0	\$81,712,349
<b>Other taxes:</b>							
Auto Excise Tax	2,760,369	466,346	0	183,755	164,729	0	3,575,199
Commercial Vehicle Excise Tax	663,772	112,125	0	25,638	39,614	0	841,149
Gasoline Tax	0	3,475,616	0	1,200,681	0	0	4,876,297
Cigarette Tax	108,866	0	0	405,287	0	0	514,153
Gaming Proceeds	679,690	0	0	0	0	0	679,690
Financial institution	106,465	17,984	0	2,385	6,354	0	133,188
Alcohol tax	318,812	0	0	0	0	0	318,812
Wheel Tax	0	0	0	2,035,000	0	0	2,035,000
Hotel/Motel Tax	0	0	0	611,423	0	1,164,493	1,775,916
<b>Total Other Taxes</b>	<b>4,637,974</b>	<b>4,072,071</b>	<b>0</b>	<b>4,464,169</b>	<b>210,697</b>	<b>1,164,493</b>	<b>14,549,404</b>
Local Income Taxes (COIT & EDIT)	0	0	0	9,570,628	0	0	9,570,628
Intergovernmental Revenue	318,000	974,074	0	370,000	5,194,945	0	6,857,019
Charges for services (excluding Utilities)	2,833,765	4,610,062	0	1,400,000	0	3,518,893	12,362,720
Interfund transfers (for services provided)	4,318,736	1,631,147	14,786,940	0	10,000	805,859	21,552,682
Interest Income	300,000	3,500	10,000	234,275	455,000	206,000	1,208,775
Other Revenue	2,957,808	37,500	2,468,835	179,800	109,645	743,269	6,496,657
Utility Ratepayer fees	0	0	0	0	0	34,308,887	34,308,887
<b>TOTAL REVENUE</b>	<b>63,044,975</b>	<b>19,382,366</b>	<b>17,265,775</b>	<b>19,352,709</b>	<b>8,825,895</b>	<b>40,747,401</b>	<b>168,819,121</b>
<b>Expenditures by Category</b>							
Personal Services	48,141,603	13,359,087	2,825,911	0	10,413,267	13,732,900	88,472,768
Supplies	1,933,970	1,618,239	202,952	0	1,300	1,812,490	5,568,951
Other Charges	9,412,419	2,851,972	13,596,642	9,069,144	7,551	16,987,601	51,925,329
Other Uses	1,347,272	411,071	346,810	891,826	0	6,026,111	9,023,090
Capital	8,084,887	4,397,116	0	11,261,149	0	6,823,090	30,566,242
<b>TOTAL EXPENDITURES</b>	<b>68,920,151</b>	<b>22,637,485</b>	<b>16,972,315</b>	<b>21,222,119</b>	<b>10,422,118</b>	<b>45,382,192</b>	<b>186,556,360</b>
<b>Excess of Revenues Over(Under) Expenditures</b>	<b>(5,875,176)</b>	<b>(3,255,119)</b>	<b>293,460</b>	<b>(1,869,410)</b>	<b>(1,596,223)</b>	<b>(4,634,791)</b>	<b>(16,937,259)</b>
<b>Beginning Fund/Equity Balance</b>	<b>11,278,482</b>	<b>2,139,092</b>	<b>956,639</b>	<b>4,935,293</b>	<b>2,478,255</b>	<b>115,724,480</b>	<b>137,512,238</b>
<b>Ending Fund/Equity Balance</b>	<b>\$5,403,306</b>	<b>(\$1,116,027)</b>	<b>\$1,250,099</b>	<b>\$3,065,883</b>	<b>\$882,032</b>	<b>\$111,089,689</b>	<b>\$120,574,979</b>

## 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.

**FUND DESCRIPTION SUMMARY**  
(Continued)

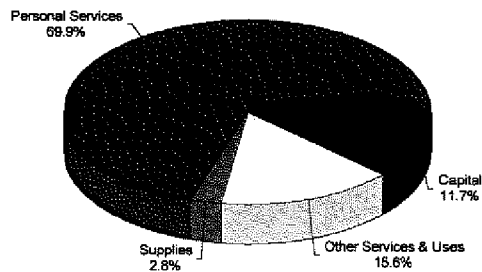
Project Relief - To account for operational costs incurred in the City's leaf pick-up program. Financing of this activity is funded through monthly assessments included with utility billings.

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.

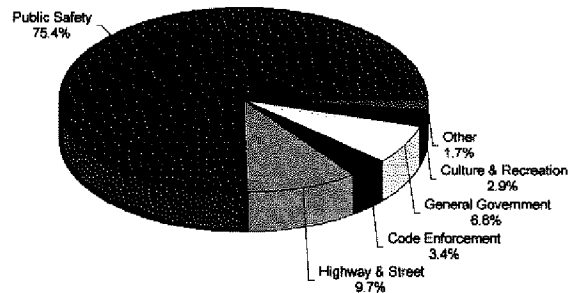
**THE CITY OF SOUTH BEND  
2005 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
<b>GENERAL FUND:</b>					
<b>Public Safety:</b>					
Police Department	\$ 21,150,725	766,724	2,178,784	377,000	\$ 24,473,233
Fire Department	18,245,319	265,600	1,125,157	0	19,636,076
Communications Center	1,428,086	4,029	30,645	0	1,462,760
Building Maintenance	305,384	41,131	326,866	30,200	703,581
Board of Safety	0	0	17,000	0	17,000
	<u>41,129,514</u>	<u>1,077,484</u>	<u>3,678,452</u>	<u>407,200</u>	<u>46,292,650</u>
<b>Highway and Streets:</b>					
Engineering Division	1,029,623	214,434	2,428,682	195,000	3,867,739
Traffic & Lighting Division	594,740	325,371	1,324,522	2,000	2,246,633
	<u>1,624,363</u>	<u>539,805</u>	<u>3,753,204</u>	<u>197,000</u>	<u>6,114,372</u>
<b>Code Enforcement:</b>					
Neighborhood Code Enforcement	883,699	143,267	241,303	32,400	1,300,669
Animal Control	332,266	38,823	83,667	0	454,756
Junk Vehicle	47,710	3,768	18,586	0	70,064
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>1,263,675</u>	<u>185,856</u>	<u>638,532</u>	<u>32,400</u>	<u>2,120,465</u>
<b>General Government:</b>					
Mayor's Office	835,007	22,343	112,942	0	770,292
City Clerk's Office	239,206	8,600	55,167	0	302,973
Common Council	218,483	4,553	120,232	0	343,268
Controller's Department	1,217,048	37,300	333,570	7,409,287	8,997,205
Legal Department	800,726	15,543	50,722	0	866,991
Human Rights Commission	246,242	5,131	33,796	1,000	286,169
	<u>3,356,712</u>	<u>93,470</u>	<u>706,429</u>	<u>7,410,287</u>	<u>11,566,898</u>
<b>Culture &amp; Recreation:</b>					
Morris Performing Arts Center	501,596	25,853	322,319	0	849,768
Palais Royale Ballroom	265,743	11,500	239,263	38,000	554,506
SB Regional Museum of Art Grant	0	0	125,000	0	125,000
Studebaker National Museum Grant	0	0	247,842	0	247,842
	<u>767,339</u>	<u>37,353</u>	<u>934,424</u>	<u>38,000</u>	<u>1,777,116</u>
<b>Other:</b>					
Community & Economic Develop Grant	0	0	973,650	0	973,650
Youth Services Bureau Grant	0	0	75,000	0	75,000
	<u>0</u>	<u>0</u>	<u>1,048,650</u>	<u>0</u>	<u>1,048,650</u>
<b>TOTAL GENERAL FUND</b>	<b>\$ 48,141,603</b>	<b>1,933,970</b>	<b>10,759,691</b>	<b>8,084,887</b>	<b>\$ 68,920,151</b>

**General Fund Expenditures by Classification**



**General Fund Operating Expenditures by (excluding Capital Expenditures)**

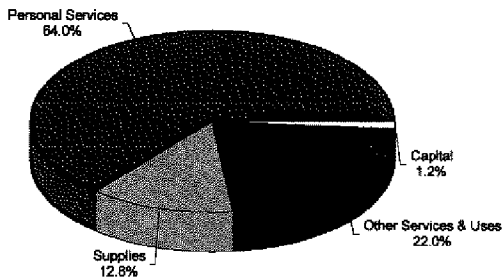


**THE CITY OF SOUTH BEND  
2005 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

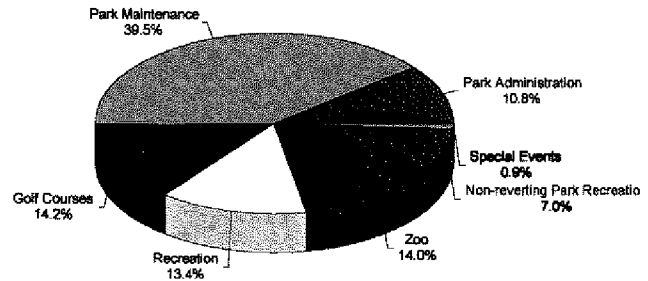
**SPECIAL REVENUE FUNDS:**

PARK DEPARTMENT (including Special Events and Non-reverting Funds)	PERSONAL	SUPPLIES	OTHER	CAPITAL	TOTAL
	SERVICES		SERVICES & USES		
Park Administration	\$ 842,323	19,200	392,346	0	\$ 1,253,869
Park Maintenance	2,860,285	435,815	1,268,205	71,600	4,635,905
Golf Courses	958,096	415,650	271,251	0	1,644,997
Recreation	1,300,165	135,044	118,213	0	1,553,422
Potawatomi Zoo	1,042,567	270,823	310,936	0	1,624,326
Non-reverting Park Recreation	481,581	216,802	112,123	45,000	855,506
Special Events	0	3,700	106,017	0	109,717
East Race Waterway	0	0	0	20,000	20,000
	<u>\$ 7,485,017</u>	<u>1,497,034</u>	<u>2,579,091</u>	<u>136,600</u>	<u>\$ 11,697,742</u>

**Park Department Expenditures by Classification**



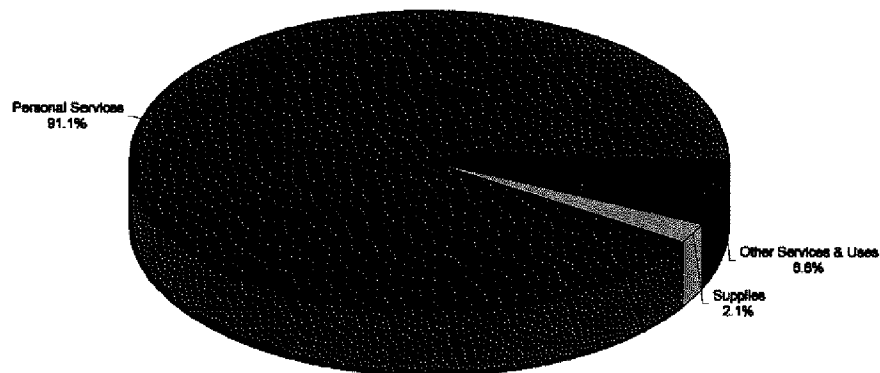
**Park Department Operating Expenditures (excluding Capital Expenditures)**



**SPECIAL REVENUE FUNDS (continued):**

MOTOR VEHICLE HIGHWAY: Street Division	PERSONAL	SUPPLIES	OTHER	CAPITAL	TOTAL
	SERVICES		SERVICES & USES		
Street Division	\$ 3,402,533	78,480	255,040	0	\$ 3,736,053

**Motor Vehicle Highway Expenditures by Classification**

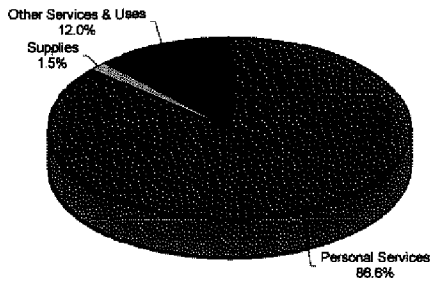


**THE CITY OF SOUTH BEND  
2005 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

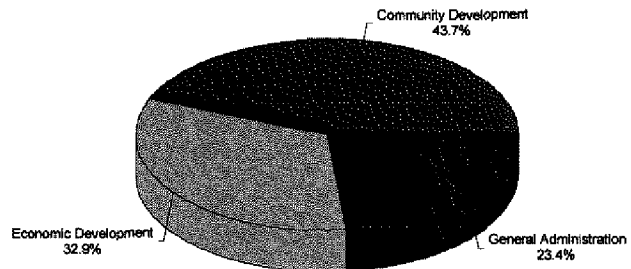
**SPECIAL REVENUE FUNDS (continued):**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT:</b>					
Community Development	\$ 997,970	16,950	188,244	0	\$ 1,203,164
Economic Development	810,839	13,150	81,469	0	905,458
General Administration	574,345	9,825	59,874	0	644,044
	<u>\$ 2,383,154</u>	<u>39,925</u>	<u>329,587</u>	<u>0</u>	<u>\$ 2,752,666</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
<b>HUMAN RIGHTS - FEDERAL PROGRAMS</b>	\$ 88,383	2,800	99,325	0	\$ 190,508
<b>LOCAL ROADS AND STREETS FUND</b>	\$ 0	0	0	4,260,516	\$ 4,260,516

**INTERNAL SERVICE FUNDS:**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
<b>LIABILITY INSURANCE PREMIUM</b>	\$ 155,501	5,837	2,115,915	0	\$ 2,277,253
<b>SELF-FUNDED EMPLOYEE BENEFITS</b>	\$ 102,752	7,612	11,472,745	0	\$ 11,583,109
<b>CENTRAL SERVICES:</b>					
Equipment Services	\$ 2,119,003	108,210	290,008	0	\$ 2,517,221
Central Stores	122,212	4,393	8,448	0	135,053
Print Shop	99,740	47,800	36,944	0	184,484
Radio Shop	226,703	29,100	19,392	0	275,195
	<u>\$ 2,567,658</u>	<u>189,503</u>	<u>354,792</u>	<u>0</u>	<u>\$ 3,111,953</u>

**THE CITY OF SOUTH BEND  
2005 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	667,346	0	\$ 667,346
COLLEGE FOOTBALL HALL OF FAME BOND	\$ 0	0	1,405,900	0	\$ 1,405,900
COLLEGE FOOTBALL HALL OF FAME TRANSFER	\$ 0	0	631,425	0	\$ 631,425
COUNTY OPTION INCOME TAX	\$ 0	0	2,608,184	8,572,848	\$ 11,181,032
CUM CAPITAL DEVELOPMENT FUND	\$ 0	0	193,532	848,701	\$ 1,042,233
CUM CAPITAL IMPROVEMENT FUND	\$ 0	0	588,984	0	\$ 588,984
ECONOMIC DEVELOPMENT INCOME TAX	\$ 0	0	3,337,732	824,000	\$ 4,161,732
EMS CAPITAL IMPROVEMENT	\$ 0	0	527,867	625,000	\$ 1,152,867
MORRIS PERFORMING ARTS CENTER CAPITAL	\$ 0	0	0	35,000	\$ 35,000
PARK DEPT NON-REVERTING CAPITAL	\$ 0	0	0	255,600	\$ 255,600
COVELESKI STADIUM CAPITAL	\$ 0	0	0	100,000	\$ 100,000

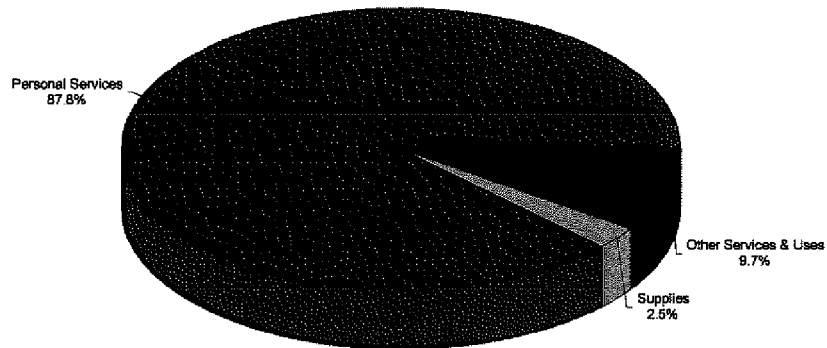
**TRUST/AGENCY FUNDS:**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
FIRE PENSION FUND	\$ 4,921,111	200	4,841	0	\$ 4,926,152
POLICE PENSION FUND	\$ 5,492,156	1,100	2,710	0	\$ 5,495,966

**ENTERPRISE FUNDS:**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
CONSOLIDATED BUILDING FUND	\$ 1,152,052.00	33,280.00	127,176.00	0.00	\$ 1,312,508.00

**Consolidated Building Expenditures by Classification**

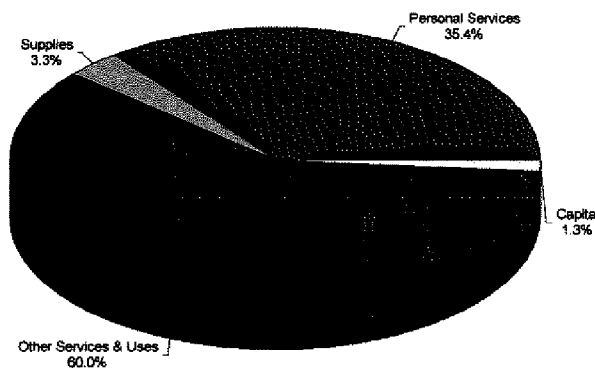


**THE CITY OF SOUTH BEND  
2005 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

**ENTERPRISE FUNDS (continued):**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
<b>PARKING GARAGE FUND</b>	\$ 226,375	13,794	327,115	0	\$ 567,284
<b>SOLID WASTE</b>					
Operations	\$ 1,594,790	149,800	2,079,886	0	\$ 3,824,476
Capital Financing	0	0	622,362	58,200	680,562
	\$ 1,594,790	149,800	2,702,248	58,200	\$ 4,505,038

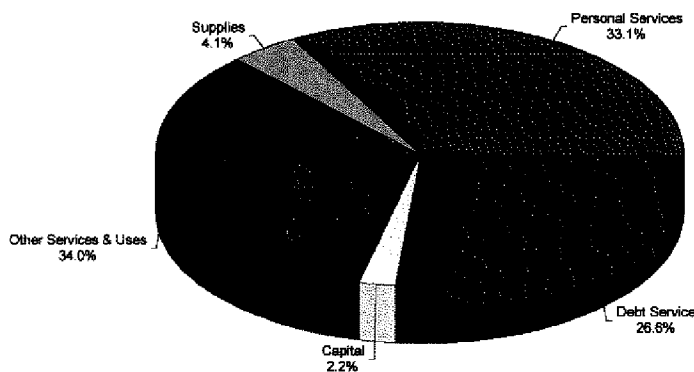
**Solid Waste Expenditures by Classification**



**ENTERPRISE FUNDS (continued):**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
<b>WATER WORKS</b>					
Operations and Capital	\$ 4,230,131.00	530,150.00	4,340,143.00	284,700.00	\$ 9,385,124.00
Sinking Fund	0.00	0.00	3,395,547.00	0.00	3,395,547.00
	\$ 4,230,131.00	530,150.00	7,735,690.00	284,700.00	\$ 12,780,671.00

**Water Works Expenditures by Classification**

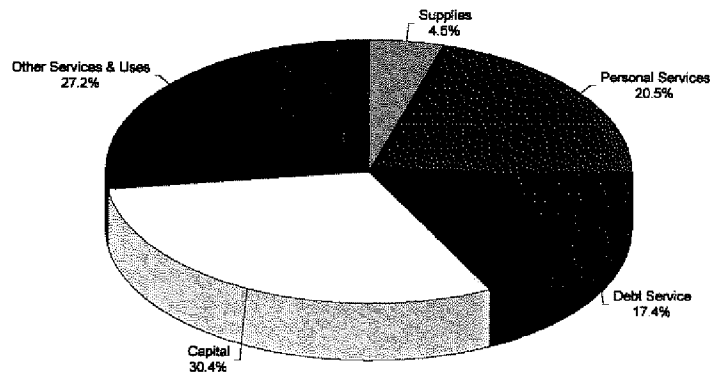


**THE CITY OF SOUTH BEND  
2005 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

**ENTERPRISE FUNDS (continued):**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
<b>WATER/SEWER REPAIR/ INSURANCE FUNDS</b>					
Water Repair / Insurance	\$ 0	0	813,120	0	\$ 813,120
Sewer Repair / Insurance	104,578	1,834	609,020	0	715,432
	<u>\$ 104,578</u>	<u>1,834</u>	<u>1,422,140</u>	<u>0</u>	<u>\$ 1,528,552</u>
<b>SEWAGE/WASTEWATER</b>					
Operations - Sewage	\$ 1,505,841	588,850	783,407	5,464,200	\$ 8,342,298
Operations - Wastewater	2,841,030	368,450	4,989,165	968,390	9,167,035
Sinking Fund	0	0	3,682,775	0	3,682,775
	<u>\$ 4,346,871</u>	<u>957,300</u>	<u>9,455,347</u>	<u>6,432,590</u>	<u>\$ 21,192,108</u>

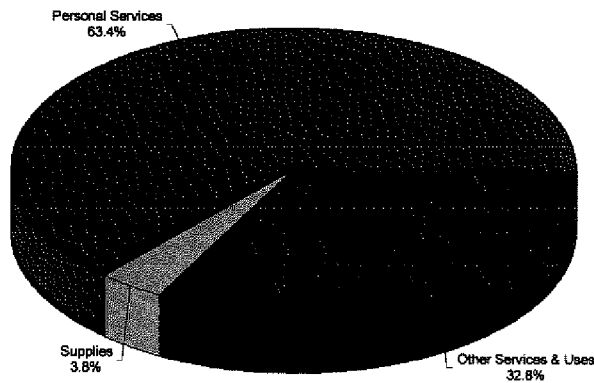
**Sewage/Wastewater Expenditures by Classification**



**ENTERPRISE FUNDS (continued):**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
<b>PROJECT RELEAF</b>	<u>\$ 60,381</u>	<u>4,637</u>	<u>199,142</u>	<u>47,600</u>	<u>\$ 311,760</u>
<b>CENTURY CENTER</b>	<u>\$ 2,017,722</u>	<u>121,695</u>	<u>1,044,854</u>	<u>0</u>	<u>\$ 3,184,271</u>

**Century Center Expenditures by Classification**

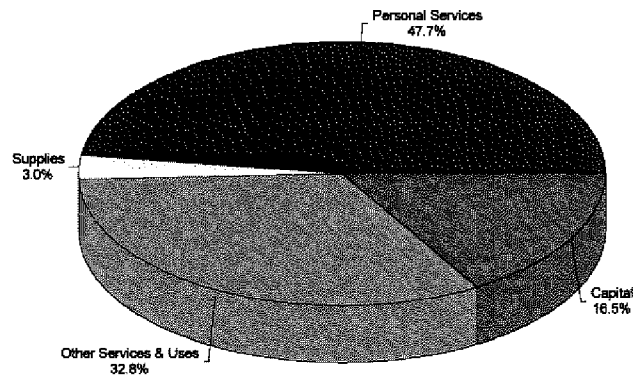




**THE CITY OF SOUTH BEND  
2005 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE**

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
<b>SUMMARY:</b>					
General Fund	\$ 48,141,603	1,933,970	10,759,691	8,084,887	\$ 68,920,151
Special Revenue Funds	13,359,087	1,618,239	3,263,043	4,397,116	22,637,485
Internal Service Funds	2,825,911	202,952	13,943,452	0	16,972,315
Capital/Debt Service Funds	0	0	9,960,970	11,261,149	21,222,119
Trust/Agency Funds	10,413,267	1,300	7,551	0	10,422,118
Enterprise Funds	13,732,900	1,812,490	23,013,712	6,823,090	45,382,192
<b>CITYWIDE TOTAL</b>	<b>\$ 88,472,768</b>	<b>5,568,951</b>	<b>60,948,419</b>	<b>30,566,242</b>	<b>\$ 185,556,380</b>

**City Wide Expenditures by Classification**



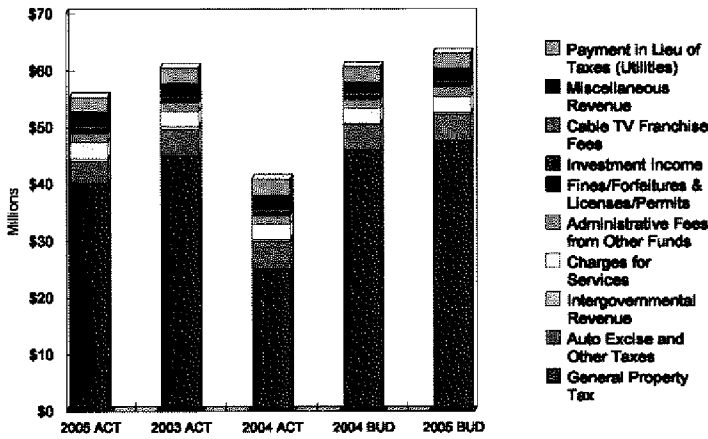
**THE CITY OF SOUTH BEND  
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

**GENERAL FUND:**

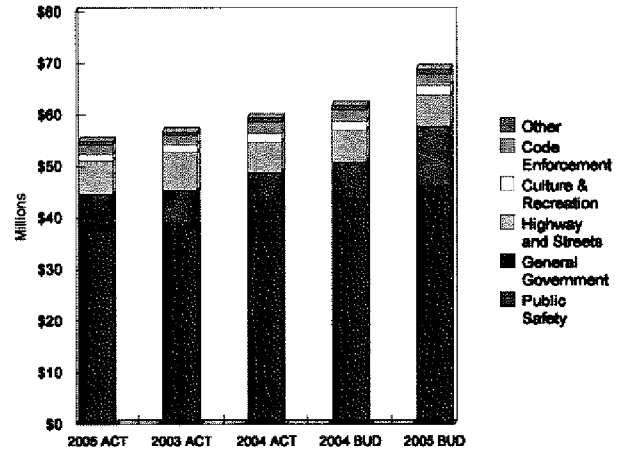
	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 ORIGINAL BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>Revenue:</b>							
General Property Tax	\$ 40,301,341	44,986,015	25,204,688	46,169,437	47,678,892	\$ 1,509,455	3%
Auto Excise and Other Taxes	3,815,525	4,845,725	4,705,909	4,352,686	4,637,974	285,288	7%
Intergovernmental Revenue	491,995	362,944	348,638	272,000	318,000	46,000	17%
Charges for Services	2,887,098	2,667,584	2,641,279	2,601,356	2,833,765	232,409	9%
Payment in Lieu of Taxes (Utilities)	2,499,311	2,737,408	2,805,073	2,805,073	2,585,653	(219,420)	-8%
Administrative Fees from Other Funds	1,481,994	1,553,009	1,573,317	1,573,316	1,733,083	159,767	10%
Fines/Forfeitures & Licenses/Permits	437,109	424,442	413,612	322,710	382,035	59,325	18%
Investment Income	405,523	217,017	210,897	350,000	300,000	(50,000)	-14%
Cable TV Franchise Fees	654,591	595,388	629,681	525,000	550,000	25,000	5%
Miscellaneous Revenue	2,315,532	2,096,892	2,365,581	1,825,517	2,025,573	200,056	11%
<b>Total General Fund Revenue</b>	<b>55,290,019</b>	<b>60,486,424</b>	<b>40,898,475</b>	<b>60,797,095</b>	<b>63,044,975</b>	<b>2,247,880</b>	<b>4%</b>
<b>Expenditures:</b>							
<b>Public Safety:</b>							
Police Department	20,486,738	20,834,649	23,663,847	23,754,558	24,473,233	718,675	3%
Communications Center	1,121,915	1,213,516	1,380,209	1,410,896	1,462,760	51,864	4%
Fire Department / EMS	15,832,254	15,816,158	17,723,204	18,007,230	19,636,076	1,628,846	9%
Building Maintenance	538,605	645,635	595,978	785,278	703,581	(81,697)	-10%
Board of Safety	10,200	10,200	8,783	10,200	17,000	6,800	67%
<b>Total Public Safety Expenditures</b>	<b>37,989,712</b>	<b>38,520,158</b>	<b>43,372,021</b>	<b>43,968,162</b>	<b>46,292,650</b>	<b>2,324,488</b>	<b>5%</b>
<b>Highway and Streets:</b>							
Engineering Department	6,529,169	3,696,777	3,744,008	3,956,294	3,867,739	(88,555)	-2%
Traffic & Lighting	n/a	3,635,295	2,264,416	2,290,115	2,246,633	(43,482)	-2%
<b>Total Highway &amp; Streets Expenditures</b>	<b>6,529,169</b>	<b>7,332,072</b>	<b>6,008,424</b>	<b>6,246,409</b>	<b>6,114,372</b>	<b>(132,037)</b>	<b>-2%</b>
<b>General Government:</b>							
Mayor's Office	642,783	664,720	763,435	755,525	770,292	14,767	2%
City Clerk's Office	242,042	263,943	300,477	305,615	302,973	(2,642)	-1%
Common Council	253,562	260,335	402,011	496,276	343,268	(153,008)	-31%
Controller's Department	4,643,047	4,786,443	2,939,811	4,302,006	8,997,205	4,695,199	109%
Legal Department	659,678	735,105	834,693	837,131	866,991	29,860	4%
Human Rights Commission	236,223	246,717	239,300	276,295	286,169	9,874	4%
<b>Total General Govt Expenditures</b>	<b>6,677,335</b>	<b>6,957,263</b>	<b>5,479,727</b>	<b>6,972,848</b>	<b>11,566,898</b>	<b>4,594,050</b>	<b>66%</b>
<b>Code Enforcement:</b>							
Neighborhood Code Enforcement	1,214,828	1,190,549	1,343,902	1,361,824	1,300,669	(61,155)	-4%
Code Hearing Officer	43,152	42,152	43,271	432,073	56,976	(375,097)	-87%
Junk Vehicle	55,531	55,853	61,144	68,726	70,064	1,338	2%
Unsafe Building	197,613	123,830	221,602	56,976	195,000	138,024	242%
Weights and Measures	38,042	39,503	42,000	180,638	43,000	(137,638)	-76%
Animal Control	369,602	360,872	438,163	42,150	454,756	412,606	979%
<b>Total Code Enforcement Expenditures</b>	<b>1,918,768</b>	<b>1,812,759</b>	<b>2,150,082</b>	<b>2,142,387</b>	<b>2,120,465</b>	<b>(21,922)</b>	<b>-1%</b>
<b>Culture &amp; Recreation:</b>							
Morris Performing Arts Center	706,121	796,222	804,793	817,684	849,768	32,084	4%
Palais Royale Ballroom	155,948	396,908	459,474	493,702	554,506	60,804	12%
SB Regional Art Museum - grant	125,000	125,000	125,000	125,000	125,000	0	0%
Studebaker National Museum - grant	212,021	210,812	218,132	222,932	247,842	24,910	11%
<b>Total Culture &amp; Rec Expenditures</b>	<b>1,199,090</b>	<b>1,528,942</b>	<b>1,607,399</b>	<b>1,659,318</b>	<b>1,777,116</b>	<b>117,798</b>	<b>7%</b>
<b>Other:</b>							
Youth Services Bureau - grant	80,417	75,000	75,000	75,000	75,000	0	0%
Comm & Economic Development - grant	546,868	596,874	767,701	767,701	973,650	205,949	27%
<b>Total Other Expenditures</b>	<b>627,285</b>	<b>671,874</b>	<b>842,701</b>	<b>842,701</b>	<b>1,048,650</b>	<b>205,949</b>	<b>24%</b>
<b>Total General Fund Expenditures</b>	<b>54,941,359</b>	<b>56,823,068</b>	<b>59,460,354</b>	<b>61,831,825</b>	<b>68,920,151</b>	<b>7,088,326</b>	<b>11%</b>
Revenue Over / (Under) Expenditures	348,660	3,663,356	(18,561,879)	(1,034,730)	(5,875,176)	\$ (4,840,446)	
Cash to Modified Accrual Adjustment	(1,381,629)	(212,251)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	18,087,891	17,054,922	20,506,027	20,506,027	1,944,148		
<b>Fund Balance - End of Year</b>	<b>\$ 17,054,922</b>	<b>20,506,027</b>	<b>1,944,148</b>	<b>19,471,297</b>	<b>(3,931,028)</b>		

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

**General Fund Revenue**



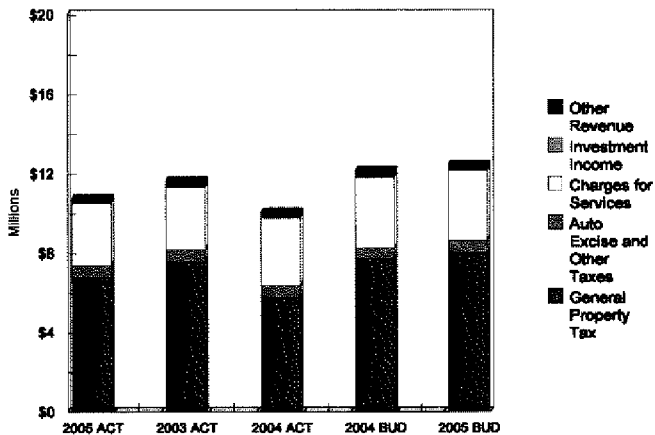
**General Fund Expenditures**



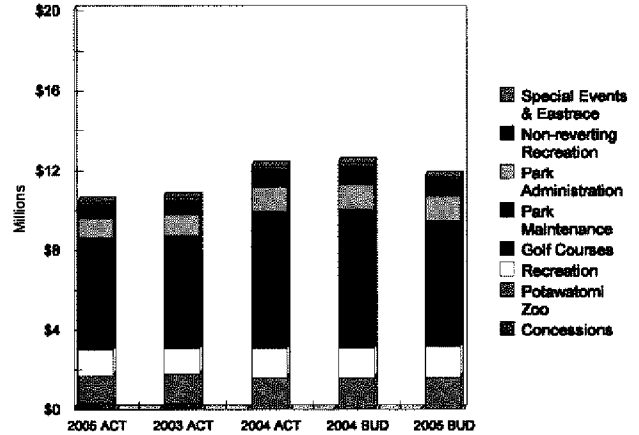
**SPECIAL REVENUE FUNDS:**

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>PARK &amp; RECREATION DEPARTMENT</b>							
<b>Revenue:</b>							
General Property Tax	\$ 6,795,363	7,602,784	5,786,388	7,714,571	8,054,012	\$ 339,441	4%
Auto Excise and Other Taxes	610,875	616,337	610,030	550,245	596,455	46,210	8%
Charges for Services / User Fees	3,138,586	3,137,020	3,410,589	3,553,637	3,536,151	(17,486)	-0%
Investment Income	6,797	4,789	10,635	6,500	5,500	(1,000)	-15%
Other Revenue	186,677	271,109	230,085	326,750	241,900	(84,850)	-26%
<b>Total Park &amp; Recreation Revenue</b>	<b>10,738,298</b>	<b>11,632,039</b>	<b>10,047,727</b>	<b>12,151,703</b>	<b>12,434,018</b>	<b>282,315</b>	<b>2%</b>
<b>Expenditures:</b>							
Park Administration	988,475	1,051,621	1,251,486	1,274,658	1,253,869	(20,789)	-2%
Park Maintenance	4,185,952	4,314,095	5,248,374	5,310,489	4,635,905	(674,584)	-13%
Golf Courses	1,440,026	1,341,595	1,616,252	1,611,319	1,644,997	33,678	2%
Recreation	1,321,784	1,313,800	1,481,458	1,527,618	1,553,422	25,804	2%
Potawatomi Zoo	1,319,099	1,440,107	1,595,530	1,587,418	1,624,326	36,908	2%
Concessions	373,569	340,761	4,609	0	0	0	n/a
Non-reverting Recreation	666,866	682,733	868,211	906,718	855,506	(51,212)	-6%
Special Events & Eastrace	159,590	187,210	139,315	167,643	129,717	(37,926)	-23%
<b>Total Park &amp; Recreation Expenditures</b>	<b>10,455,361</b>	<b>10,671,922</b>	<b>12,205,235</b>	<b>12,385,863</b>	<b>11,697,742</b>	<b>(688,121)</b>	<b>-6%</b>
Revenue Over / (Under) Expenditures	282,937	960,117	(2,157,508)	(234,160)	736,276	\$ 970,436	
Cash to Modified Accrual Adjustment	73,344	42,371	n/a	n/a	n/a		
Fund Balance - Beginning of Year	1,154,007	1,510,288	2,512,776	2,512,776	355,268		
Fund Balance - End of Year	\$ 1,510,288	2,512,776	355,268	2,278,616	1,091,544		

**Park Department Revenue**



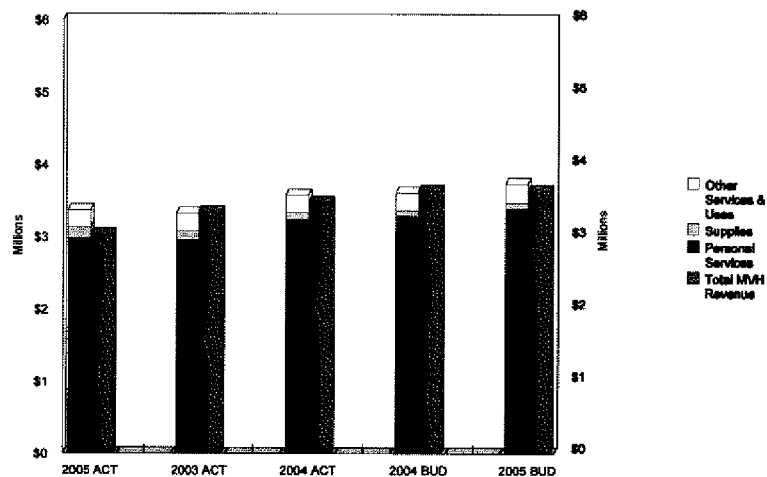
**Park Department Expenditures**



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

MOTOR VEHICLE HIGHWAY FUND	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>Revenue:</b>							
State MVH Distribution (Gas Tax)	\$ 2,996,407	3,334,298	3,461,563	3,633,769	3,475,616	\$ (158,153)	-4%
Charges for Services	8,940	8,940	8,940	8,940	8,940	0	0%
Investment Income	2,735	86	2,035	2,000	0	(2,000)	-100%
Other Revenue	27,885	2,223	4,285	0	160,000	160,000	n/a
<b>Total Motor Vehicle Highway Revenue</b>	<b>3,035,967</b>	<b>3,345,547</b>	<b>3,476,823</b>	<b>3,644,709</b>	<b>3,644,556</b>	<b>(153)</b>	<b>-0%</b>
<b>Expenditures:</b>							
Street Dept Personal Services	2,978,445	2,957,533	3,243,634	3,299,416	3,402,533	103,117	3%
Street Dept Supplies	160,631	132,338	102,275	78,480	78,480	0	0%
Street Dept Other Services & Uses	235,321	240,328	233,263	243,659	255,040	11,381	5%
<b>Total Motor Vehicle Highway Expenditures</b>	<b>3,374,397</b>	<b>3,330,199</b>	<b>3,579,172</b>	<b>3,621,555</b>	<b>3,736,053</b>	<b>114,498</b>	<b>3%</b>
Revenue Over / (Under) Expenditures	(338,430)	15,348	(102,349)	23,154	(91,497)	\$ (114,651)	
Cash to Modified Accrual Adjustment	(38,329)	25,400	n/a	n/a	n/a		
Fund Balance - Beginning of Year	822,725	445,966	486,714	486,714	384,365		
Fund Balance - End of Year	\$ 445,966	486,714	384,365	509,668	292,868		

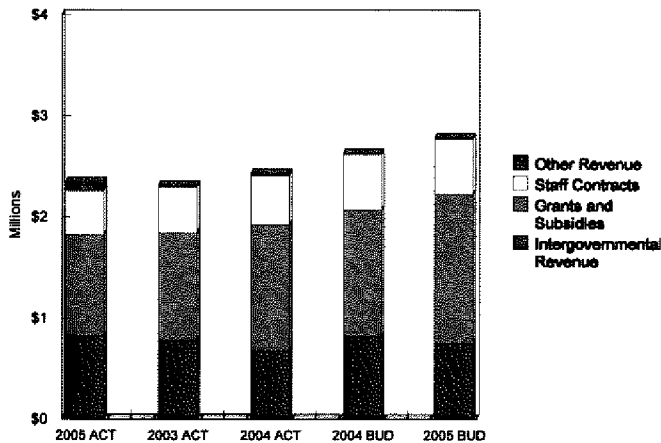
**M.V.H. Revenue and Expenditures**



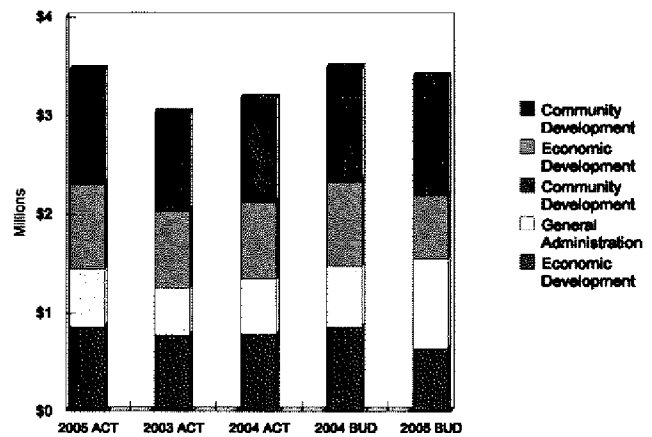
COMMUNITY & ECONOMIC DEVELOPMENT (ADMIN SUPPORT ONLY)	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>Revenue:</b>							
Intergovernmental Revenue	\$ 826,280	780,255	680,214	826,775	756,774	\$ (70,001)	-8%
Staff Contracts	438,282	456,457	484,815	552,071	552,071	0	0%
Grants and Subsidies	997,770	1,061,303	1,246,063	1,246,063	1,471,145	225,082	18%
Other Revenue	81,899	14,268	15,854	3,500	3,500	0	0%
<b>Total Comm &amp; Econ Dev Revenue</b>	<b>2,344,231</b>	<b>2,312,283</b>	<b>2,426,946</b>	<b>2,628,409</b>	<b>2,783,490</b>	<b>155,081</b>	<b>6%</b>
<b>Expenditures:</b>							
Community Development	1,160,369	994,780	1,050,477	1,149,696	1,203,164	53,468	5%
General Administration	587,736	480,541	566,637	622,979	905,458	282,479	45%
Economic Development	857,867	774,530	780,009	855,732	644,044	(211,688)	-25%
<b>Total Comm &amp; Econ Dev Expenditures</b>	<b>2,605,972</b>	<b>2,249,851</b>	<b>2,397,123</b>	<b>2,628,407</b>	<b>2,752,666</b>	<b>124,259</b>	<b>5%</b>
Revenue Over / (Under) Expenditures	(261,741)	62,432	29,823	2	30,824	\$ 30,822	
Cash to Modified Accrual Adjustment	2,993,066	(2,574,721)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	4,323,177	7,054,502	4,542,213	4,542,213	4,572,036		
Fund Balance - End of Year	\$ 7,054,502	4,542,213	4,572,036	4,542,215	4,602,860		

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

**Community & Econ Dev Revenue**



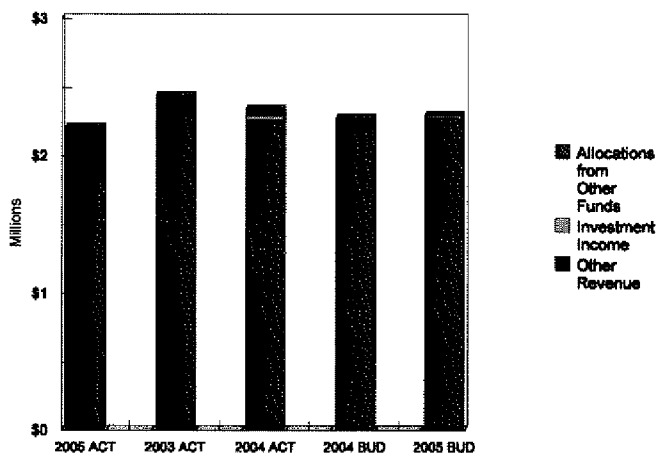
**Community & Econ Dev Expenditures**



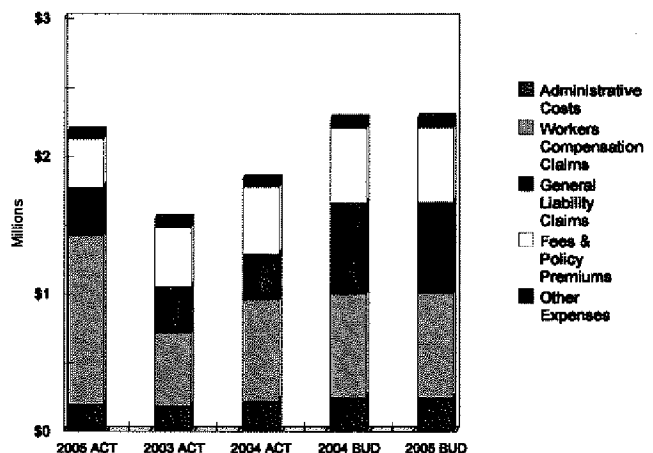
**INTERNAL SERVICE FUNDS:**

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>LIABILITY INSURANCE RESERVE</b>							
<b>Revenue:</b>							
Allocations from Other Funds	\$ 1,838,636	2,320,184	2,266,094	2,203,654	2,283,154	\$ 79,500	4%
Investment Income	9,717	12,936	27,596	10,000	10,000	0	0%
Other Revenue	356,873	104,469	44,820	59,800	0	(59,800)	-100%
<b>Total Liability Insur Reserve Revenues</b>	<b>2,205,226</b>	<b>2,437,589</b>	<b>2,338,510</b>	<b>2,273,454</b>	<b>2,293,154</b>	<b>19,700</b>	<b>1%</b>
<b>Expenditures:</b>							
Administrative Costs	199,481	191,474	228,498	248,852	249,793	941	0%
Workers Compensation Claims	1,227,263	525,574	728,883	754,000	759,000	5,000	1%
General Liability Claims	346,511	340,822	336,490	659,800	659,800	0	0%
Fees & Policy Premiums	352,580	428,206	486,386	541,000	541,000	0	0%
Other Expenses	54,802	57,466	54,442	67,660	67,660	0	0%
<b>Total Liability Insur Reserve Expenditures</b>	<b>2,180,637</b>	<b>1,543,542</b>	<b>1,834,699</b>	<b>2,271,312</b>	<b>2,277,253</b>	<b>5,941</b>	<b>0%</b>
Revenue Over / (Under) Expenditures	24,589	894,047	503,811	2,142	15,901	\$ 13,759	
Cash to Accrual Adjustment	131,339	(46,067)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	504,688	660,616	1,508,596	1,508,596	2,012,407		
Equity Balance - End of Year	\$ 660,616	1,508,596	2,012,407	1,510,738	2,028,308		

**Liability Insurance Reserve Revenue**



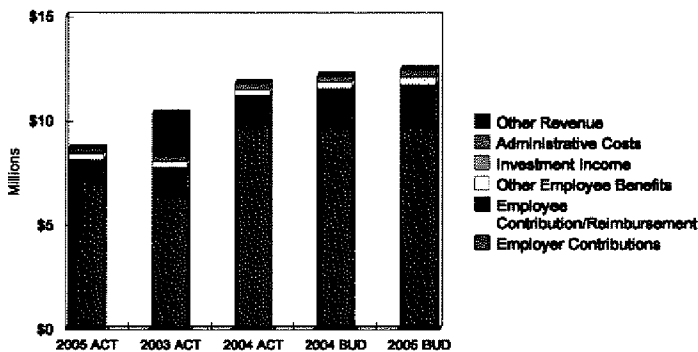
**Liability Insurance Reserve Expenditures**



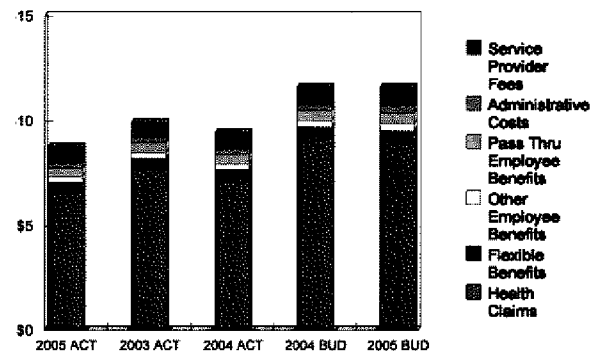
**THE CITY OF SOUTH BEND  
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>SELF-FUNDED EMPLOYEE BENEFITS</b>							
<b>Revenue:</b>							
Employer Contributions	\$ 7,037,676	6,424,714	9,782,172	9,681,840	9,615,611	\$ (66,229)	-1%
Employee Contribution/Reimbursement	1,150,275	1,390,407	1,495,327	1,922,347	2,180,372	258,025	13%
Investment Income	8,999	0	14,667	0	0	0	n/a
Other Revenue	13,613	2,003,468	0	0	0	0	n/a
<b>Total Self-Funded Benefits Revenue</b>	<b>8,210,563</b>	<b>9,818,589</b>	<b>11,292,166</b>	<b>11,604,187</b>	<b>11,795,983</b>	<b>191,796</b>	<b>2%</b>
<b>Expenditures:</b>							
Administrative Costs	224,057	255,470	269,910	285,061	356,032	70,971	25%
Service Provider Fees	773,808	670,187	743,268	792,722	842,977	50,255	6%
Pass Thru Employee Benefits	397,112	460,637	446,787	483,700	498,700	15,000	3%
Other Employee Benefits	267,260	268,319	265,324	298,000	325,400	27,400	9%
Flexible Benefits	451,025	536,400	529,064	525,000	525,000	0	0%
Health Claims	6,642,828	7,713,528	7,181,656	9,200,000	9,035,000	(165,000)	-2%
<b>Total Self-Funded Benefits Expenditures</b>	<b>8,756,090</b>	<b>9,904,541</b>	<b>9,436,009</b>	<b>11,584,483</b>	<b>11,583,109</b>	<b>(1,374)</b>	<b>-0%</b>
Revenue Over / (Under) Expenditures	(545,527)	(85,952)	1,856,157	19,704	212,874	\$ 193,170	
Cash to Accrual Adjustment	(242,141)	129,034	n/a	n/a	n/a		
Equity Balance - Beginning of Year	(37,812)	(825,480)	(782,398)	(782,398)	1,073,759		
Equity Balance - End of Year	\$ (825,480)	(782,398)	1,073,759	(762,694)	1,286,633		

**Self-Funded Employee Benefits Revenue**



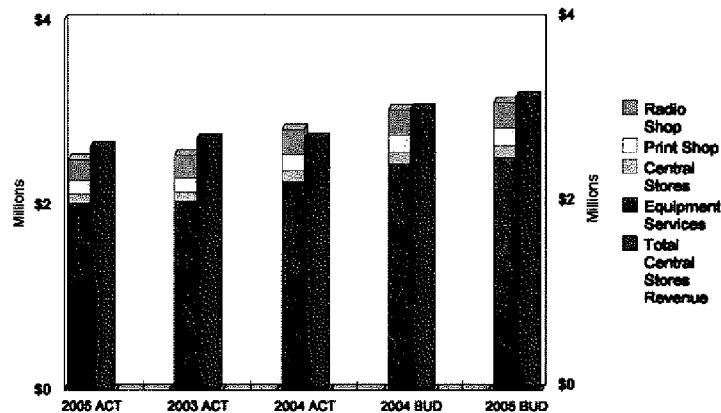
**Self-Funded Employee Benefits Expenditures**



	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>CENTRAL SERVICES</b>							
<b>Revenue:</b>							
Labor Charges	\$ 1,689,795	1,725,519	1,640,417	2,028,738	2,112,320	\$ 83,582	4%
Parts Mark-up	306,355	323,671	339,196	346,100	330,500	(15,600)	-5%
Fuel Mark-up	28,362	34,906	32,620	34,300	35,330	1,030	3%
Print Shop Receipts	156,476	154,111	174,556	183,024	185,800	2,776	2%
Central Stores Allocation	113,536	118,656	124,445	124,444	135,658	11,214	9%
Radio Shop Allocation	243,013	267,707	310,604	279,515	295,455	15,940	6%
Other Revenue	92,206	86,182	102,493	44,240	81,575	37,335	84%
<b>Total Central Services Revenue</b>	<b>2,629,743</b>	<b>2,710,752</b>	<b>2,724,331</b>	<b>3,040,361</b>	<b>3,176,638</b>	<b>136,277</b>	<b>4%</b>
<b>Expenditures:</b>							
Equipment Services	2,020,764	2,046,966	2,256,470	2,447,378	2,517,221	69,843	3%
Central Stores	96,985	94,234	118,164	130,440	135,053	4,613	4%
Print Shop	148,794	157,049	171,246	182,985	184,484	1,499	1%
Radio Shop	223,643	241,448	272,350	270,763	275,195	4,432	2%
<b>Total Central Services Expenditures</b>	<b>2,490,186</b>	<b>2,539,697</b>	<b>2,818,230</b>	<b>3,031,566</b>	<b>3,111,953</b>	<b>80,387</b>	<b>3%</b>
Revenue Over / (Under) Expenditures	139,557	171,055	(93,899)	8,795	64,885	\$ 55,890	
Cash to Accrual Adjustment	(228,520)	266,511	n/a	n/a	n/a		
Equity Balance - Beginning of Year	2,055,791	1,966,828	2,404,394	2,404,394	2,310,495		
Equity Balance - End of Year	\$ 1,966,828	2,404,394	2,310,495	2,413,189	2,375,180		

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

**Central Services Revenue & Expenditures**



**CAPITAL / DEBT SERVICE FUNDS:**

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>STUDEBAKER CORRIDOR BOND</b>							
<b>Revenue:</b>							
General Property Tax	\$ 598,759	673,281	367,338	636,401	664,403	\$ 28,002	4%
Auto & Commercial Vehicle Excise Taxes	46,876	43,212	41,530	40,172	42,386	2,214	6%
Investment Income	0	0	0	0	0	0	n/a
Other Revenue	0	0	0	0	0	0	n/a
<b>Total Studebaker Bond Revenue</b>	<b>645,435</b>	<b>716,493</b>	<b>408,868</b>	<b>676,573</b>	<b>706,789</b>	<b>30,216</b>	<b>4%</b>
<b>Total Debt Service Expenditures</b>	<b>656,588</b>	<b>656,588</b>	<b>662,182</b>	<b>661,375</b>	<b>667,346</b>	<b>5,971</b>	<b>1%</b>
<b>Revenue Over / (Under) Expenditures</b>	<b>(11,153)</b>	<b>59,905</b>	<b>(253,314)</b>	<b>15,198</b>	<b>39,443</b>	<b>\$ 24,245</b>	
Cash to Modified Accrual Adjustment	0	(2,172)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	317,492	306,339	364,072	364,072	110,758		
Fund Balance - End of Year	\$ 306,339	364,072	110,758	379,270	150,201		

**COLLEGE FOOTBALL HALL OF FAME - BOND FUND and TRANSFER FUND**

<b>Revenue:</b>							
General Property Tax	\$ 1,263,835	1,301,840	783,550	1,366,932	1,421,609	\$ 54,677	4%
Auto & Commercial Vehicle Excise Taxes	98,524	91,157	137,686	86,285	89,456	3,171	4%
Hotel / Motel Tax	433,185	460,991	461,423	474,820	461,423	(13,397)	-3%
Professional Sports Development Tax & Mis	348,590	341,786	378,001	350,000	374,000	24,000	7%
<b>Total Hall of Fame Bond Revenue</b>	<b>2,142,134</b>	<b>2,195,784</b>	<b>1,758,660</b>	<b>2,278,037</b>	<b>2,346,488</b>	<b>68,451</b>	<b>3%</b>
<b>Expenditures:</b>							
Debt Service	1,406,500	1,409,100	1,413,384	1,407,400	1,405,900	(1,500)	-0%
Funds Transfer to the NFF	778,457	712,584	852,851	825,000	631,425	(193,575)	-23%
<b>Total Hall of Fame Expenditures</b>	<b>2,184,957</b>	<b>2,121,684</b>	<b>2,266,235</b>	<b>2,232,400</b>	<b>2,037,325</b>	<b>(195,075)</b>	<b>-9%</b>
<b>Revenue Over / (Under) Expenditures</b>	<b>(42,823)</b>	<b>74,100</b>	<b>(507,575)</b>	<b>45,637</b>	<b>309,163</b>	<b>\$ 263,526</b>	
Cash to Modified Accrual Adjustment	0	(21,653)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	779,127	736,304	788,751	788,751	281,176		
Fund Balance - End of Year	\$ 736,304	788,751	281,176	834,388	590,339		

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

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>COUNTY OPTION INCOME TAX</b>							
<b>Revenue:</b>							
County Option Income Tax	\$ 9,531,190	8,015,302	7,001,198	7,089,689	5,988,413	\$ (1,101,276)	-16%
Investment Income	114,650	119,802	146,338	120,000	120,000	0	0%
Other Revenue	8,129,243	1,939,379	1,012,613	0	0	0	n/a
<b>Total COIT Revenue</b>	<b>17,775,083</b>	<b>10,074,483</b>	<b>8,160,149</b>	<b>7,209,689</b>	<b>6,108,413</b>	<b>(1,101,276)</b>	<b>-15%</b>
<b>Expenditures:</b>							
Neighborhood/Community Programs	740,202	2,037,084	2,029,349	2,693,868	1,703,985	(989,883)	-37%
Capital Projects	13,912,778	7,599,800	7,517,053	11,164,081	9,477,047	(1,687,034)	-15%
<b>Total COIT Expenditures</b>	<b>14,652,980</b>	<b>9,636,884</b>	<b>9,546,402</b>	<b>13,857,949</b>	<b>11,181,032</b>	<b>(2,676,917)</b>	<b>-19%</b>
Revenue Over / (Under) Expenditures	3,122,103	437,599	(1,386,253)	(6,648,260)	(5,072,619)	\$ 1,575,641	
Cash to Modified Accrual Adjustment	(89,619)	1,110,660	n/a	n/a	n/a		
Fund Balance - Beginning of Year	8,204,063	11,236,547	12,784,806	12,784,806	11,398,553		
<b>Fund Balance - End of Year</b>	<b>\$ 11,236,547</b>	<b>12,784,806</b>	<b>11,398,553</b>	<b>6,136,546</b>	<b>6,325,934</b>		
<b>CUMULATIVE CAPITAL DEVELOPMENT FUND</b>							
<b>Revenue:</b>							
General Property Tax	\$ 946,166	1,022,511	595,024	1,003,664	1,047,825	\$ 44,161	4%
Auto Excise & Fin'l Institution Taxes	85,057	82,892	80,227	158,252	141,711	(16,541)	-10%
Investment Income	16,436	12,971	18,158	13,000	13,000	0	0%
<b>Total CCDF Revenue</b>	<b>1,047,659</b>	<b>1,118,374</b>	<b>693,409</b>	<b>1,174,916</b>	<b>1,202,536</b>	<b>27,620</b>	<b>2%</b>
<b>Total Capital Expenditures</b>	<b>604,759</b>	<b>883,116</b>	<b>951,924</b>	<b>1,701,912</b>	<b>1,042,233</b>	<b>(659,679)</b>	<b>-39%</b>
Revenue Over / (Under) Expenditures	442,900	235,258	(258,515)	(526,996)	160,303	\$ 687,299	
Cash to Modified Accrual Adjustment	(42,107)	35,157	n/a	n/a	n/a		
Fund Balance - Beginning of Year	1,074,648	1,475,441	1,745,856	1,745,856	1,487,341		
<b>Fund Balance - End of Year</b>	<b>\$ 1,475,441</b>	<b>1,745,856</b>	<b>1,487,341</b>	<b>1,218,860</b>	<b>1,647,644</b>		
<b>CUMULATIVE CAPITAL IMPROVEMENT FUND</b>							
<b>Revenue:</b>							
State Cigarette Tax Distribution	\$ 498,162	389,665	402,239	410,676	405,287	\$ (5,389)	-1%
Investment Income	226	1,714	453	0	0	0	n/a
Other Revenue	200,000	175,000	225,000	200,000	200,000	0	0%
<b>Total CCIF Revenue</b>	<b>698,388</b>	<b>566,379</b>	<b>627,692</b>	<b>610,676</b>	<b>605,287</b>	<b>(5,389)</b>	<b>-1%</b>
<b>Expenditures:</b>							
Neighborhood/Community Programs	28,000	99,695	0	0	0	0	n/a
Capital Projects	594,000	594,000	594,000	590,110	588,984	(1,126)	-0%
<b>Total CCIF Expenditures</b>	<b>622,000</b>	<b>693,695</b>	<b>594,000</b>	<b>590,110</b>	<b>588,984</b>	<b>(1,126)</b>	<b>-0%</b>
Revenue Over / (Under) Expenditures	76,388	(127,316)	33,692	20,566	16,303	\$ (4,263)	
Cash to Modified Accrual Adjustment	(25,900)	24,981	n/a	n/a	n/a		
Fund Balance - Beginning of Year	351,958	402,446	300,111	300,111	333,803		
<b>Fund Balance - End of Year</b>	<b>\$ 402,446</b>	<b>300,111</b>	<b>333,803</b>	<b>320,677</b>	<b>350,106</b>		
<b>ECONOMIC DEVELOPMENT INCOME TAX</b>							
<b>Revenue:</b>							
Economic Development Income Tax	\$ 5,462,867	3,689,202	3,448,688	3,582,215	3,582,215	\$ 0	0%
Investment Income	33,039	26,721	20,597	35,000	25,000	(10,000)	-29%
Private Donations	0	0	0	0	0	0	n/a
Other Revenue	119,068	105,655	124,664	108,000	125,000	17,000	16%
<b>Total EDIT Revenue</b>	<b>5,614,974</b>	<b>3,821,578</b>	<b>3,593,949</b>	<b>3,725,215</b>	<b>3,732,215</b>	<b>7,000</b>	<b>0%</b>

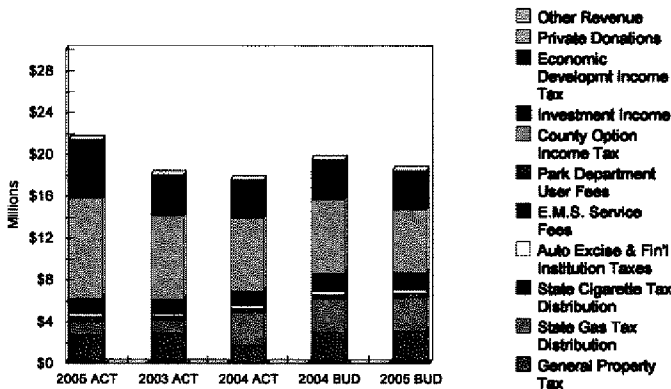


**THE CITY OF SOUTH BEND  
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

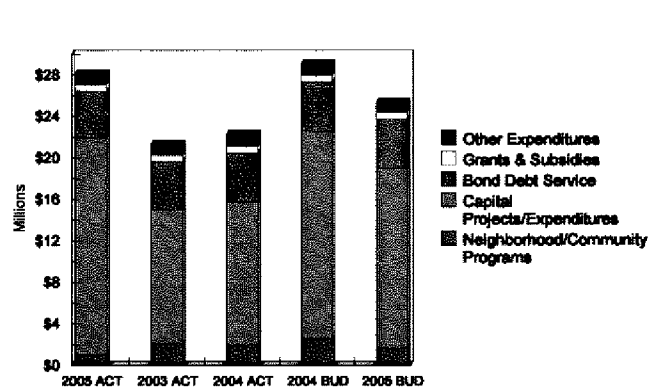
	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>ECON DEVELOPMENT INCOME TAX (cont)</b>							
<b>Expenditures:</b>							
Grants and Subsidies	600,902	614,429	588,362	638,362	607,496	(30,866)	-5%
Neighborhood/Community Programs	375,193	0	0	0	0	0	n/a
Debt Service	2,426,481	2,575,316	2,692,567	2,725,442	2,730,236	4,794	0%
Capital Projects	2,049,809	1,573,262	501,118	1,654,201	824,000	(830,201)	-50%
Total EDIT Expenditures	<u>5,452,385</u>	<u>4,763,007</u>	<u>3,782,047</u>	<u>5,018,005</u>	<u>4,161,732</u>	<u>(856,273)</u>	<u>-17%</u>
Revenue Over / (Under) Expenditures	162,589	(941,429)	(188,098)	(1,292,790)	(429,517)	\$ 863,273	
Cash to Modified Accrual Adjustment	(369,121)	383,005	n/a	n/a	n/a		
Fund Balance - Beginning of Year	3,493,100	3,286,568	2,728,144	2,728,144	2,540,046		
Fund Balance - End of Year	<u>\$ 3,286,568</u>	<u>2,728,144</u>	<u>2,540,046</u>	<u>1,435,354</u>	<u>2,110,529</u>		
<b>EMS CAPITAL IMPROVEMENT</b>							
<b>Revenue:</b>							
Charges for Services	\$ 1,213,667	1,114,606	1,106,574	1,401,800	1,401,800	\$ 0	0%
Investment Income	2,326	5,310	8,346	0	0	0	n/a
Other Revenue	15,747	158,944	35,506	3,000	3,000	0	0%
Total EMS Capital Revenue	<u>1,231,740</u>	<u>1,278,860</u>	<u>1,150,426</u>	<u>1,404,800</u>	<u>1,404,800</u>	<u>0</u>	<u>0%</u>
<b>Expenditures:</b>							
Capital Purchases/Financing	555,800	863,465	851,584	798,155	882,867	84,712	11%
Collection Fees	16,708	19,100	14,200	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>822,508</u>	<u>1,132,565</u>	<u>1,115,784</u>	<u>1,068,155</u>	<u>1,152,867</u>	<u>84,712</u>	<u>8%</u>
Revenue Over / (Under) Expenditures	409,232	144,295	34,642	336,645	251,933	\$ (84,712)	
Cash to Modified Accrual Adjustment	(240,398)	(166,539)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	495,071	663,905	641,661	641,661	676,303		
Fund Balance - End of Year	<u>\$ 663,905</u>	<u>641,661</u>	<u>676,303</u>	<u>978,306</u>	<u>928,236</u>		
<b>PARK NON-REVERTING CAPITAL</b>							
<b>Revenue:</b>							
Charges for Services / User Fees	\$ 318,585	263,929	260,642	302,000	296,000	\$ (6,000)	-2%
Investment Income	1,817	1,456	3,941	4,000	6,000	2,000	50%
Total Park Capital Revenue	<u>320,402</u>	<u>265,385</u>	<u>264,583</u>	<u>306,000</u>	<u>302,000</u>	<u>(4,000)</u>	<u>-1%</u>
<b>Total Capital Expenditures</b>	<u>317,519</u>	<u>234,345</u>	<u>291,048</u>	<u>312,300</u>	<u>255,600</u>	<u>(56,700)</u>	<u>-18%</u>
Revenue Over / (Under) Expenditures	2,883	31,040	(26,465)	(6,300)	46,400	\$ 52,700	
Cash to Modified Accrual Adjustment	49,609	(21,668)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	382,557	435,049	444,421	444,421	417,956		
Fund Balance - End of Year	<u>\$ 435,049</u>	<u>444,421</u>	<u>417,956</u>	<u>438,121</u>	<u>464,356</u>		
<b>LOCAL ROADS AND STREETS (Special Revenue Fund used for capital purposes)</b>							
<b>Revenue:</b>							
State Gas Tax Distribution/Wheel Tax	\$ 1,213,106	1,186,193	3,145,655	3,242,408	3,235,681	\$ (6,727)	-0%
Investment Income	16,344	6,648	19,300	10,000	10,000	0	0%
Other Revenue	347,876	11,487	466,251	0	0	0	n/a
Total LRSA Revenue	<u>1,577,326</u>	<u>1,204,328</u>	<u>3,631,206</u>	<u>3,252,408</u>	<u>3,245,681</u>	<u>(6,727)</u>	<u>-0%</u>
<b>Total Capital Expenditures</b>	<u>2,835,310</u>	<u>1,192,950</u>	<u>3,079,263</u>	<u>3,700,000</u>	<u>4,260,516</u>	<u>560,516</u>	<u>15%</u>
Revenue Over / (Under) Expenditures	(1,257,984)	11,378	551,943	(447,592)	(1,014,835)	\$ (567,243)	
Cash to Modified Accrual Adjustment	439,282	345,800	n/a	n/a	n/a		
Fund Balance - Beginning of Year	1,740,593	921,891	1,279,069	1,279,069	1,831,012		
Fund Balance - End of Year	<u>\$ 921,891</u>	<u>1,279,069</u>	<u>1,831,012</u>	<u>831,477</u>	<u>816,177</u>		

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

**Total Capital/Debt Service Funds Revenue**



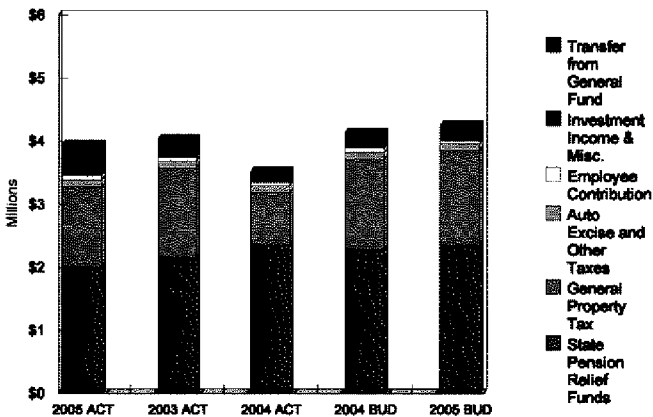
**Total Capital/Debt Service Funds Expenditures**



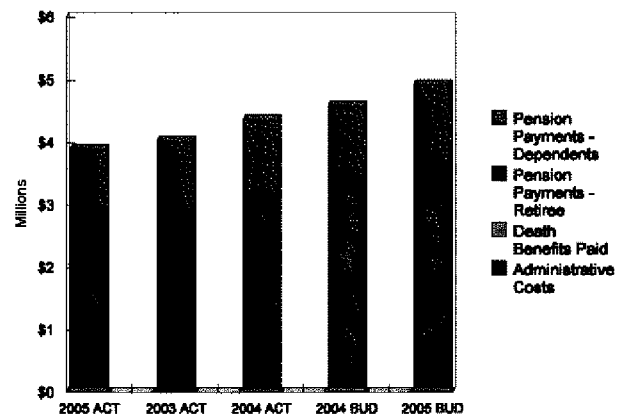
**TRUST / AGENCY FUNDS:**

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>FIRE PENSION FUND</b>							
<b>Revenue:</b>							
State Pension Relief Funds	\$ 2,014,048	2,165,111	2,361,019	2,290,150	2,361,020	\$ 70,870	3%
General Property Tax	1,265,971	1,416,008	835,107	1,436,506	1,499,712	63,206	4%
Auto Excise and Other Taxes	113,806	114,793	113,515	112,460	111,083	(1,377)	-1%
Employee Contribution	71,850	55,850	45,660	69,054	46,000	(23,054)	-33%
Investment Income & Misc.	477,378	278,336	174,077	230,000	240,000	10,000	4%
Transfer from General Fund	0	0	0	0	0	0	n/a
<b>Total Fire Pension Revenue</b>	<b>3,943,053</b>	<b>4,030,098</b>	<b>3,529,378</b>	<b>4,138,170</b>	<b>4,257,815</b>	<b>119,645</b>	<b>3%</b>
<b>Expenditures:</b>							
Administrative Costs	8,779	11,732	9,112	17,056	18,252	1,196	7%
Death Benefits Paid	72,000	36,000	54,000	72,000	72,000	0	0%
Pension Payments - Retirees	2,783,226	2,846,950	3,112,792	3,313,671	3,513,715	200,044	6%
Pension Payments - Dependents	1,035,618	1,133,156	1,191,477	1,194,628	1,322,185	127,557	11%
<b>Total Fire Pension Expenditures</b>	<b>3,899,623</b>	<b>4,027,838</b>	<b>4,367,381</b>	<b>4,597,355</b>	<b>4,926,152</b>	<b>328,797</b>	<b>7%</b>
Revenue Over / (Under) Expenditures	43,430	2,260	(838,003)	(459,185)	(668,337)	\$ (209,152)	
Cash to Accrual Adjustment	0	144,888	n/a	n/a	n/a		
Fund Balance - Beginning of Year	2,275,348	2,318,778	2,465,926	2,465,926	1,627,923		
Fund Balance - End of Year	\$ 2,318,778	2,465,926	1,627,923	2,006,741	959,586		

**Fire Pension Revenue**



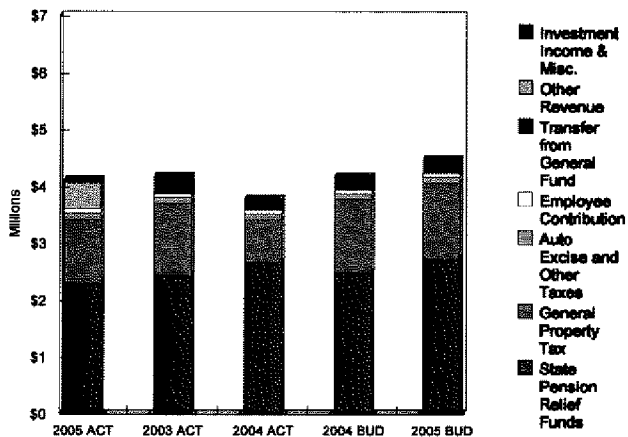
**Fire Pension Expenditures**



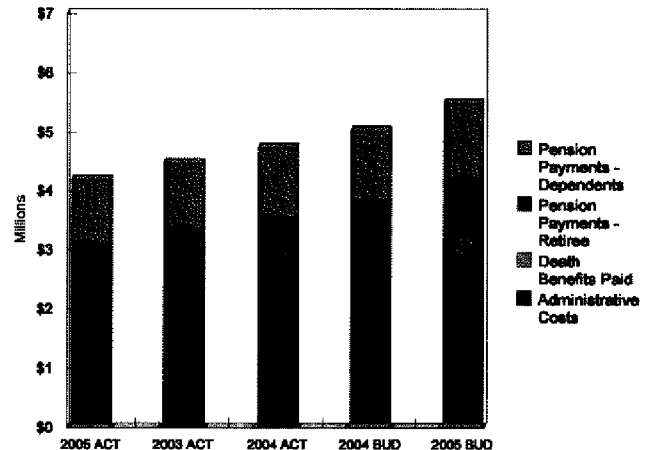
**THE CITY OF SOUTH BEND  
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>POLICE PENSION FUND</b>							
<b>Revenue:</b>							
State Pension Relief Funds	\$ 2,302,186	2,446,984	2,682,906	2,507,922	2,740,995	\$ 233,073	9%
General Property Tax	1,135,398	1,269,527	748,751	1,289,172	1,345,896	56,724	4%
Auto Excise and Other Taxes	102,069	102,917	101,778	91,951	99,614	7,663	8%
Employee Contribution	78,280	67,511	63,009	63,645	63,645	0	0%
Investment Income	16,544	276,571	172,279	225,000	225,000	0	0%
Transfer from General Fund	0	0	0	0	0	0	n/a
Other Revenue	468,729	23,107	5,001	0	0	0	n/a
<b>Total Police Pension Revenue</b>	<b>4,103,206</b>	<b>4,186,617</b>	<b>3,773,724</b>	<b>4,177,690</b>	<b>4,475,150</b>	<b>297,460</b>	<b>7%</b>
<b>Expenditures:</b>							
Administrative Costs	9,034	9,152	13,252	14,143	13,976	(167)	-1%
Death Benefits Paid	83,000	27,000	27,000	72,000	72,000	0	0%
Pension Payments - Retiree	3,021,840	3,283,477	3,465,342	3,720,605	4,074,097	353,492	10%
Pension Payments - Dependents	1,100,686	1,150,942	1,237,059	1,223,238	1,335,893	112,655	9%
<b>Total Police Pension Expenditures</b>	<b>4,194,560</b>	<b>4,470,571</b>	<b>4,742,653</b>	<b>5,029,986</b>	<b>5,495,966</b>	<b>465,980</b>	<b>9%</b>
Revenue Over / (Under) Expenditures	(91,354)	(283,954)	(968,929)	(852,296)	(1,020,816)	\$ (168,520)	
Cash to Accrual Adjustment	n/a	161,379	n/a	n/a	n/a		
Fund Balance - Beginning of Year	2,475,593	2,384,239	2,261,664	2,261,664	1,292,735		
Fund Balance - End of Year	\$ 2,384,239	2,261,664	1,292,735	1,409,368	271,919		

**Police Pension Revenue**



**Police Pension Expenditures**

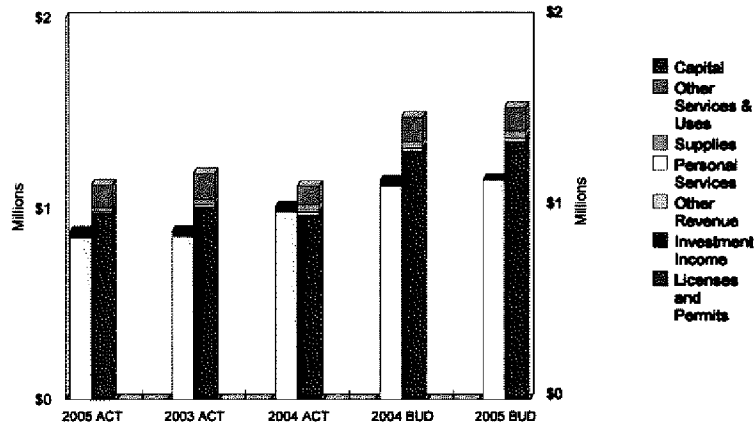


**ENTERPRISE FUNDS:**

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>CONSOLIDATED BUILDING FUND</b>							
<b>Revenue:</b>							
Licenses and Permits	\$ 974,911	1,008,352	966,579	1,301,363	1,350,663	\$ 49,300	4%
Investment Income	2,166	1,590	1,662	2,000	2,000	0	0%
Other Revenue	9,843	13,625	16,824	16,740	19,740	3,000	18%
<b>Total Consolidated Building Revenue</b>	<b>986,920</b>	<b>1,023,567</b>	<b>985,065</b>	<b>1,320,103</b>	<b>1,372,403</b>	<b>52,300</b>	<b>4%</b>
<b>Expenditures:</b>							
Personal Services	849,899	853,926	983,672	1,118,224	1,152,052	33,828	3%
Supplies	20,891	25,446	33,489	33,280	33,280	0	0%
Other Services & Uses	118,430	133,890	98,810	126,389	127,176	787	1%
Capital	28,026	27,200	27,600	27,900	0	(27,900)	-100%
<b>Total Consolidated Building Expenditures</b>	<b>1,017,246</b>	<b>1,040,462</b>	<b>1,143,571</b>	<b>1,305,793</b>	<b>1,312,508</b>	<b>6,715</b>	<b>1%</b>
Revenue Over / (Under) Expenditures	(30,326)	(16,895)	(158,506)	14,310	59,895	\$ 45,585	
Cash to Accrual Adjustment	92,579	(30,371)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	242,532	304,785	257,519	257,519	99,013		
Equity Balance - End of Year	\$ 304,785	257,519	99,013	271,829	158,908		

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

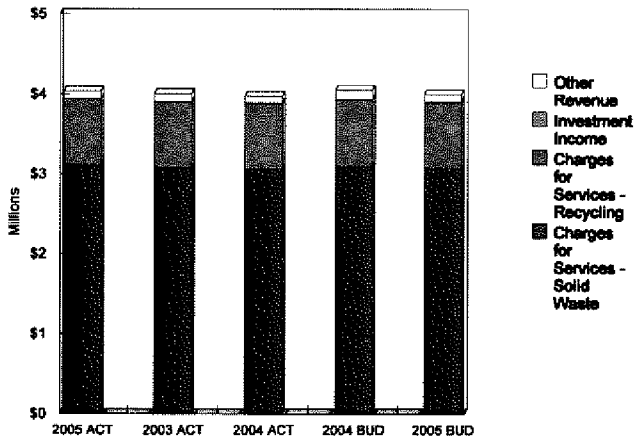
**Consolidated Building Revenue & Expenditures**



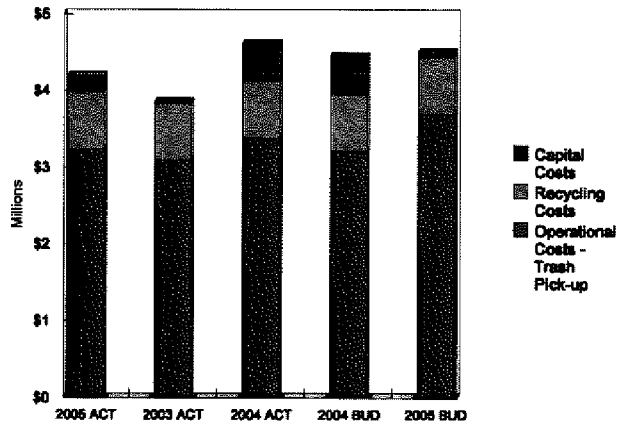
	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>PARKING GARAGE FUND</b>							
<b>Revenue:</b>							
Garage Parking Fees	\$ 548,798	689,136	507,786	697,485	567,494	\$ (129,991)	-19%
Downtown Parking Fines and Fees	163,845	220,194	233,535	200,000	208,720	8,720	4%
Other Revenue	15,760	301,937	27,194	840	840	0	0%
<b>Total Parking Garage Revenue</b>	<b>728,203</b>	<b>1,211,267</b>	<b>768,515</b>	<b>898,325</b>	<b>777,054</b>	<b>(121,271)</b>	<b>-13%</b>
<b>Expenditures:</b>							
Operating Costs	596,226	732,734	509,815	644,910	567,284	(77,626)	-12%
Capital Lease Payments	0	0	0	0	0	0	n/a
<b>Total Parking Garage Expenditures</b>	<b>596,226</b>	<b>732,734</b>	<b>509,815</b>	<b>644,910</b>	<b>567,284</b>	<b>(77,626)</b>	<b>-12%</b>
Revenue Over / (Under) Expenditures	131,977	478,533	258,700	253,415	209,770	\$ (43,645)	
Cash to Accrual Adjustment	0	11,407,977	n/a	n/a	n/a		
Equity Balance - Beginning of Year	(605,381)	(473,404)	11,413,106	11,413,106	11,671,806		
Equity Balance - End of Year	\$ (473,404)	11,413,106	11,671,806	11,666,521	11,881,576		
<b>SOLID WASTE</b>							
<b>Revenue:</b>							
Charges for Services - Solid Waste	\$ 3,119,678	3,083,840	3,071,046	3,104,000	3,080,524	\$ (23,476)	-1%
Charges for Services - Recycling	820,741	816,626	810,545	830,000	816,626	(13,374)	-2%
Investment Income	4,720	6,900	15,571	10,500	12,000	1,500	14%
Other Revenue	88,751	100,611	74,299	111,000	88,510	(22,490)	-20%
<b>Total Solid Waste Revenue</b>	<b>4,033,890</b>	<b>4,007,977</b>	<b>3,971,461</b>	<b>4,055,500</b>	<b>3,997,660</b>	<b>(57,840)</b>	<b>-1%</b>
<b>Expenditures:</b>							
Operational Costs - Trash Pick-up	3,240,235	3,106,956	3,396,440	3,226,887	3,706,838	479,951	15%
Recycling Costs	744,520	736,467	736,306	740,000	740,000	0	0%
Capital Costs	210,550	1,963	477,727	483,400	58,200	(425,200)	-88%
<b>Total Solid Waste Expenditures</b>	<b>4,195,305</b>	<b>3,845,386</b>	<b>4,610,473</b>	<b>4,450,287</b>	<b>4,505,038</b>	<b>54,751</b>	<b>1%</b>
Revenue Over / (Under) Expenditures	(161,415)	162,591	(639,012)	(394,787)	(507,378)	\$ (112,591)	
Cash to Accrual Adjustment	0	539,925	n/a	n/a	n/a		
Equity Balance - Beginning of Year	902,197	740,782	1,443,298	1,443,298	804,286		
Equity Balance - End of Year	\$ 740,782	1,443,298	804,286	1,048,511	296,908		

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

**Solid Waste Revenue**

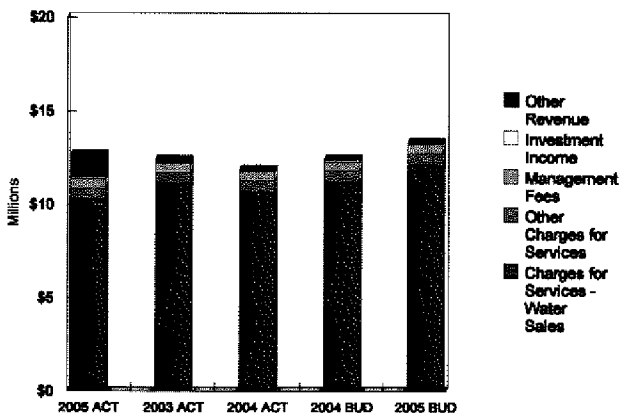


**Solid Waste Expenditures**

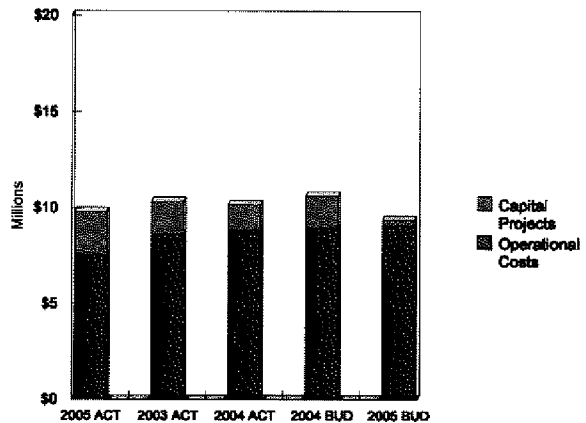


	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>SOUTH BEND WATER WORKS</b>							
<b>Revenue:</b>							
Charges for Services - Water Sales	\$ 10,302,639	11,142,748	10,659,890	11,202,000	12,160,850	\$ 958,850	9%
Other Charges for Services	588,935	582,290	622,036	612,515	594,500	(18,015)	-3%
Management Fees	482,132	482,132	482,132	482,132	482,132	0	0%
Investment Income	121,693	64,067	72,268	84,000	60,000	(24,000)	-29%
Other Revenue	1,190,284	122,763	67,697	34,000	39,000	5,000	15%
<b>Total Water Works Revenue</b>	<b>12,685,683</b>	<b>12,394,000</b>	<b>11,904,023</b>	<b>12,414,647</b>	<b>13,336,482</b>	<b>921,835</b>	<b>7%</b>
<b>Expenditures:</b>							
Operational Costs	7,530,471	8,626,519	8,861,657	8,968,944	9,100,424	131,480	1%
Capital Projects	2,282,300	1,714,053	1,289,051	1,669,228	284,700	(1,384,528)	-83%
Debt Service	2,988,335	3,380,275	3,380,048	3,380,058	3,395,547	15,489	0%
<b>Total Water Works Expenditures</b>	<b>12,801,106</b>	<b>13,720,847</b>	<b>13,530,756</b>	<b>14,018,230</b>	<b>12,780,671</b>	<b>(1,237,559)</b>	<b>-9%</b>
Revenue Over / (Under) Expenditures	(115,423)	(1,326,847)	(1,626,733)	(1,603,583)	555,811	\$ 2,159,394	
Cash to Accrual Adjustment	0	n/a	n/a	n/a	n/a		
Equity Balance - Beginning of Year	26,247,069	26,131,646	24,804,799	24,804,799	23,178,066		
Equity Balance - End of Year	\$ 26,131,646	24,804,799	23,178,066	23,201,216	23,733,877		

**Water Works Revenue**



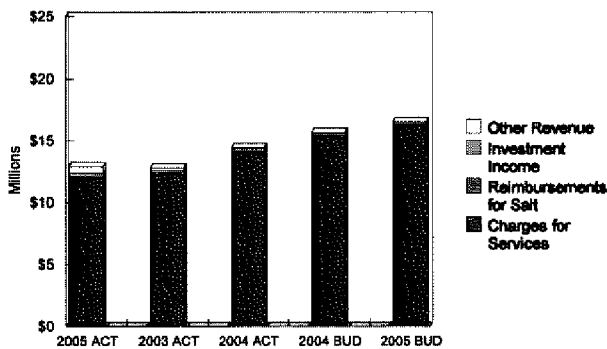
**Water Works Expenditures**



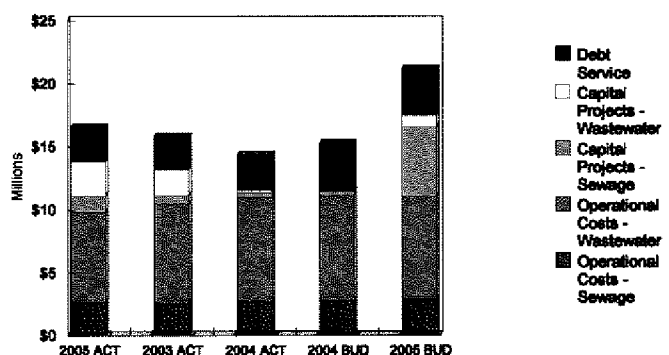
**THE CITY OF SOUTH BEND  
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)**

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2004 BUDGET -VS- 2003 BUDGET	% CHGE
<b>UTILITY INSURANCE FUNDS:</b>							
<b>Revenue:</b>							
Charges for Services - Water	\$ 702,977	698,977	694,617	710,000	710,000	\$ 0	0%
Charges for Services - Sewer	575,801	644,995	650,035	649,500	672,000	22,500	3%
Investment Income	851	1,187	1,006	1,000	1,000	0	0%
Other Revenue	8,497	0	75	190,000	85,000	(105,000)	-55%
<b>Total Utility Insurance Revenue</b>	<b>1,288,125</b>	<b>1,345,159</b>	<b>1,345,733</b>	<b>1,550,500</b>	<b>1,468,000</b>	<b>(82,500)</b>	<b>-5%</b>
<b>Expenditures:</b>							
Water Repair / Insurance	839,725	870,115	868,995	883,194	813,120	(70,074)	-8%
Sewer Repair / Insurance	625,855	612,720	703,509	648,407	715,432	67,025	10%
<b>Total Utility Insurance Expenditures</b>	<b>1,465,580</b>	<b>1,482,835</b>	<b>1,572,494</b>	<b>1,531,601</b>	<b>1,528,552</b>	<b>(3,049)</b>	<b>-0%</b>
Revenue Over / (Under) Expenditures	\$ (177,454)	(137,676)	(226,761)	18,899	(60,552)	\$ (79,451)	
<b>SOUTH BEND SEWAGE WORKS</b>							
<b>Revenue:</b>							
Charges for Services	\$ 12,012,946	12,356,253	14,051,759	15,293,440	16,155,935	\$ 862,495	6%
Reimbursements for Salt	149,299	156,402	113,087	150,000	168,984	18,984	13%
Investment Income	239,684	122,226	182,946	150,000	130,000	(20,000)	-13%
Other Revenue	484,982	151,460	102,459	41,000	45,169	4,169	10%
<b>Total Sewage Works Revenue</b>	<b>12,886,911</b>	<b>12,786,341</b>	<b>14,450,231</b>	<b>15,634,440</b>	<b>16,500,088</b>	<b>865,648</b>	<b>6%</b>
<b>Expenditures:</b>							
Operational Costs - Sewage	2,638,533	2,602,239	2,753,441	2,786,957	2,878,098	91,141	3%
Operational Costs - Wastewater	7,201,554	7,873,309	8,261,641	8,362,264	8,198,645	(163,619)	-2%
Capital Projects - Sewage	1,255,388	663,632	353,490	356,100	5,464,200	5,108,100	1434%
Capital Projects - Wastewater	2,768,647	2,068,483	167,388	90,200	968,390	878,190	974%
Debt Service	2,582,421	2,563,844	2,783,273	3,645,199	3,682,775	37,576	1%
<b>Total Sewage Works Expenditures</b>	<b>16,446,543</b>	<b>15,771,507</b>	<b>14,319,233</b>	<b>15,240,720</b>	<b>21,192,108</b>	<b>5,951,388</b>	<b>39%</b>
Revenue Over / (Under) Expenditures	(3,559,632)	(2,985,166)	130,998	393,720	(4,692,020)	\$ (5,085,740)	
Cash to Accrual Adjustment	0	n/a	n/a	n/a	n/a	14,759,518	
Equity Balance - Beginning of Year	37,637,508	34,077,876	31,092,710	31,092,710	31,223,708		
Equity Balance - End of Year	\$ 34,077,876	31,092,710	31,223,708	31,486,430	26,531,688		

**Sewage Works Revenue**

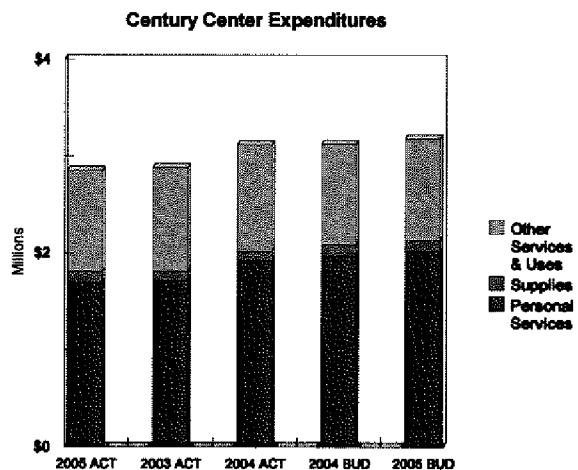
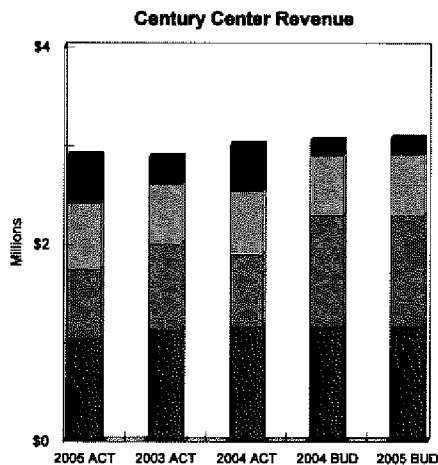


**Sewage Works Expenditures**



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

	2002 ACTUAL RESULTS	2003 ACTUAL RESULTS	2004 ACTUAL RESULTS	2004 BUDGET	2005 BUDGET	2005 BUDGET -VS- 2004 BUDGET	% CHGE
<b>CENTURY CENTER</b>							
<b>Revenue:</b>							
Hotel / Motel Tax	\$ 1,045,801	1,130,612	1,164,493	1,164,493	1,164,493	\$ 0	0%
Rental Fees	697,775	878,729	730,486	1,126,444	1,131,549	5,105	0%
Catering Commissions	675,023	601,265	653,420	614,218	625,661	11,443	2%
Investment Income	4,013	2,359	551	2,810	1,000	(1,810)	-64%
Other Revenue	468,497	270,409	458,078	141,142	148,350	7,208	5%
<b>Total Century Center Revenue</b>	<b>2,891,109</b>	<b>2,883,374</b>	<b>3,007,028</b>	<b>3,049,107</b>	<b>3,071,053</b>	<b>21,946</b>	<b>1%</b>
<b>Expenditures:</b>							
Personal Services	1,707,124	1,714,756	1,922,662	1,971,688	2,017,722	46,034	2%
Supplies	106,610	98,139	96,343	121,695	121,695	0	0%
Other Services & Uses	1,040,907	1,075,690	1,098,924	1,036,136	1,044,854	8,718	1%
<b>Total Century Center Expenditures</b>	<b>2,854,641</b>	<b>2,888,585</b>	<b>3,117,929</b>	<b>3,129,519</b>	<b>3,184,271</b>	<b>54,752</b>	<b>2%</b>
Revenue Over / (Under) Expenditures	36,468	(5,211)	(110,901)	(80,412)	(113,218)	\$ (32,806)	
Cash to Accrual Adjustment	0	n/a	n/a	n/a	n/a		
Equity Balance - Beginning of Year	1,578,765	1,615,233	1,610,022	1,610,022	1,499,121		
Equity Balance - End of Year	\$ 1,615,233	1,610,022	1,499,121	1,529,610	1,385,903		



## FIVE YEAR FINANCIAL FORECAST

The City's five-year financial forecast includes as its first year the actual 2005 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 2005, 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 2005. 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 the maximum 4% per year
- 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 (in addition to the scheduled COIT rate increase of one tenth of one percent that will affect revenue received in 2002). 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. This is currently being proposed by the State Legislature.
- Hotel / Motel Taxes - 3.5% increase per year for Century Center & Hall of Fame
- Other taxes - range from no growth up to 4% 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 1% 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 3% to 5% increase per year dependent upon year and contract
- Health Benefits - 7% increase per year
- Other Benefits and Personnel Costs - 3% increase per year
- Supplies - 2% increase per year
- Other Services - 2.5% 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 2005 plus any anticipated financing planned during 2005. No additional debt was assumed beyond 2005 since capital assumptions have not been included for the years 2006 through 2009 in this multi-year operational forecast
- Other unique changes (increases and decreases) have been included on a case by case basis where necessary

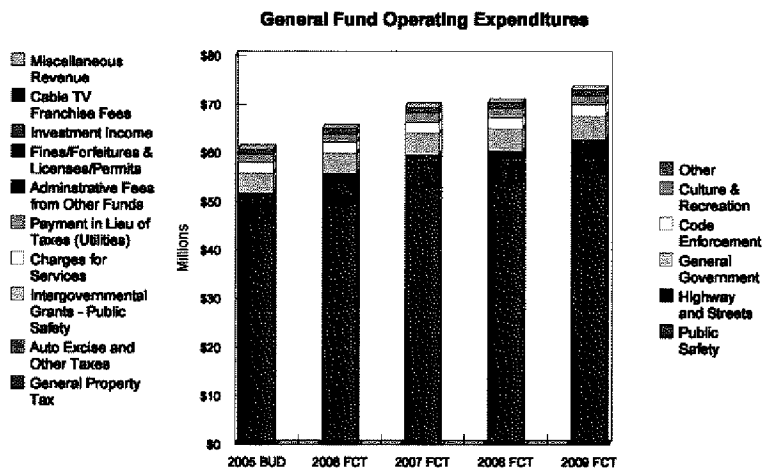
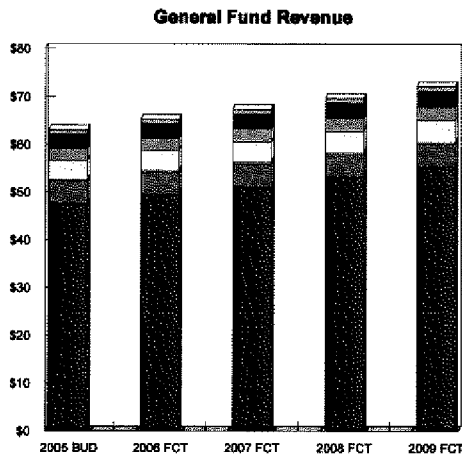
This five-year forecast helps to identify specific funds that will need to rely on existing cash balances to fund anticipated future year budget deficits. In some cases, the fund's cash balance is not sufficient at the current time to fully support the projected budget deficits that are anticipated within 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:**

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>Revenue:</b>						
General Property Tax	\$ 47,678,892	49,490,690	51,173,373	53,220,308	55,349,121	4.0%
Auto Excise and Other Taxes	4,637,974	4,672,215	4,706,799	4,741,729	4,777,008	0.7%
Intergovernmental Grants - Public Safety	318,000	425,000	425,000	425,000	425,000	8.4%
Charges for Services	3,888,765	4,026,218	4,178,428	4,327,479	4,482,489	3.8%
Payment in Lieu of Taxes (Utilities)	2,585,653	2,650,294	2,716,552	2,784,465	2,854,077	2.6%
Administrative Fees from Other Funds	1,733,083	1,785,075	1,838,628	1,893,787	1,950,600	3.1%
Fines/Forfeitures & Licenses/Permits	382,035	385,945	389,933	394,001	398,150	1.1%
Investment Income	300,000	300,000	300,000	300,000	300,000	0.0%
Cable TV Franchise Fees	550,000	566,500	583,495	601,000	619,030	3.1%
Miscellaneous Revenue	970,573	970,573	970,573	970,573	970,573	0.0%
<b>Total General Fund Revenue</b>	<b>63,044,975</b>	<b>65,272,511</b>	<b>67,282,781</b>	<b>69,658,343</b>	<b>72,126,048</b>	<b>3.6%</b>
<b>Operating Expenditures:</b>						
<b>Public Safety:</b>						
Police Department	24,096,233	26,862,542	28,085,539	28,044,224	29,170,188	5.3%
Fire Department / EMS	19,636,076	20,540,351	23,082,860	23,581,410	24,579,037	6.3%
Communications Center	1,462,780	1,526,300	1,592,804	1,662,399	1,735,239	4.7%
Building Maintenance	673,381	693,433	714,456	736,278	758,937	3.2%
Board of Safety	17,000	17,340	17,687	18,041	18,401	2.1%
<b>Total Public Safety Expenditures</b>	<b>45,885,450</b>	<b>49,639,966</b>	<b>53,493,345</b>	<b>54,022,352</b>	<b>56,261,802</b>	<b>5.7%</b>
<b>Highway and Streets:</b>						
Engineering Division	3,672,739	3,765,756	3,862,832	3,963,014	4,066,427	2.7%
Traffic & Lighting	2,244,633	2,297,128	2,352,977	2,410,633	2,470,168	
<b>Total Highway &amp; Streets Expenditures</b>	<b>5,917,372</b>	<b>6,062,884</b>	<b>6,215,809</b>	<b>6,373,648</b>	<b>6,536,595</b>	<b>2.6%</b>
<b>General Government:</b>						
Mayor's Office	770,292	800,041	831,196	863,708	897,641	4.1%
City Clerk's Office	302,973	314,387	326,334	338,794	351,791	4.0%
Common Council	343,268	355,345	367,946	381,074	394,752	3.7%
Controller's Department	1,587,918	1,646,409	1,707,521	1,771,178	1,837,498	3.9%
Legal Department	866,991	902,303	939,249	977,826	1,018,110	4.4%
Human Rights Commission	285,169	296,434	308,217	320,515	333,353	4.2%
<b>Total General Government Expenditures</b>	<b>4,156,811</b>	<b>4,314,919</b>	<b>4,480,463</b>	<b>4,653,094</b>	<b>4,833,146</b>	<b>4.1%</b>
<b>Code Enforcement:</b>						
Neighborhood Code Enforcement	1,268,269	1,311,453	1,357,201	1,404,887	1,454,605	3.7%
Animal Control	454,756	471,480	489,160	507,641	526,964	4.0%
Junk Vehicle	70,064	72,634	75,339	78,167	81,122	3.9%
Code Hearing Officer	56,976	58,116	59,278	60,463	61,673	2.1%
Unsafe Building	195,000	198,900	202,878	206,936	211,074	2.1%
Weights and Measures	43,000	43,860	44,737	45,632	46,545	2.1%
<b>Total Code Enforcement Expenditures</b>	<b>2,088,065</b>	<b>2,156,443</b>	<b>2,228,593</b>	<b>2,303,726</b>	<b>2,381,983</b>	<b>3.5%</b>
<b>Culture &amp; Recreation:</b>						
Morris Performing Arts Center	849,768	878,268	908,054	939,052	971,319	3.6%
Palais Royale Ballroom	516,506	533,178	550,570	568,655	587,467	
SB Regional Art Museum - grant	125,000	127,500	130,050	132,651	135,304	2.1%
Studebaker National Museum - grant	247,842	252,799	257,855	263,012	268,272	2.1%
<b>Total Culture &amp; Rec Expenditures</b>	<b>1,739,116</b>	<b>1,791,745</b>	<b>1,846,529</b>	<b>1,903,370</b>	<b>1,962,362</b>	<b>3.2%</b>
<b>Other:</b>						
Comm & Economic Development - grant	973,650	1,074,573	1,074,573	1,074,573	1,074,573	2.6%
Youth Services Bureau - grant	75,000	76,500	78,030	79,591	81,182	2.1%
<b>Total Other Expenditures</b>	<b>1,048,650</b>	<b>1,151,073</b>	<b>1,152,603</b>	<b>1,154,164</b>	<b>1,155,755</b>	<b>2.6%</b>
<b>Total General Fund Operating Expenditures</b>	<b>60,835,264</b>	<b>65,117,029</b>	<b>69,417,342</b>	<b>70,410,354</b>	<b>73,131,644</b>	<b>5.1%</b>
<b>Revenue Net of Operating Expenditures</b>	<b>2,209,711</b>	<b>155,482</b>	<b>(2,134,561)</b>	<b>(752,011)</b>	<b>(1,005,595)</b>	
Cash Available on 1/1/05 for Capital Expenditures	8,161,947	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(8,084,887)	n/a	n/a	n/a	n/a	
<b>Funds Available for Future Capital Expenditures</b>	<b>\$ 2,286,771</b>	<b>155,482</b>	<b>(2,134,561)</b>	<b>(752,011)</b>	<b>(1,005,595)</b>	

# THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST



## SPECIAL REVENUE FUNDS:

### PARK & RECREATION DEPARTMENT

#### Revenue:

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
General Property Tax	\$ 8,054,012	8,360,084	8,644,307	8,990,079	9,349,682	4.0%
Auto Excise and Other Taxes	596,455	602,240	608,082	613,983	619,943	1.0%
Charges for Services / User Fees	3,775,051	3,888,303	4,004,952	4,125,100	4,248,853	3.1%
Investment Income	5,500	5,500	5,500	5,500	5,500	0.0%
<b>Total Park &amp; Recreation Revenue</b>	<b>12,431,018</b>	<b>12,856,107</b>	<b>13,262,841</b>	<b>13,734,662</b>	<b>14,223,978</b>	<b>3.6%</b>

#### Operating Expenditures:

Park Administration	1,253,869	1,298,246	1,344,540	1,392,739	1,442,933	3.8%
Park Maintenance	4,564,305	4,715,058	4,874,299	5,040,158	5,212,948	3.6%
Golf Courses	1,644,997	1,691,541	1,742,117	1,794,746	1,849,523	3.1%
Recreation	1,553,422	1,611,750	1,673,326	1,737,600	1,804,700	4.0%
Potawatomi Zoo	1,624,326	1,675,556	1,730,302	1,787,318	1,846,710	3.4%
Non-reverting Recreation	810,506	830,894	853,103	876,082	899,860	2.8%
Special Events	109,717	111,837	114,019	116,243	118,512	2.0%
<b>Total Park &amp; Recreation Operating Expenditures</b>	<b>11,561,142</b>	<b>11,934,862</b>	<b>12,331,705</b>	<b>12,744,866</b>	<b>13,175,187</b>	<b>3.5%</b>

#### Revenue Net of Operating Expenditures

2005 BUDGET	869,876	921,225	931,136	989,776	1,048,792
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#### Cash Available on 1/1/05 for Capital Expenditures

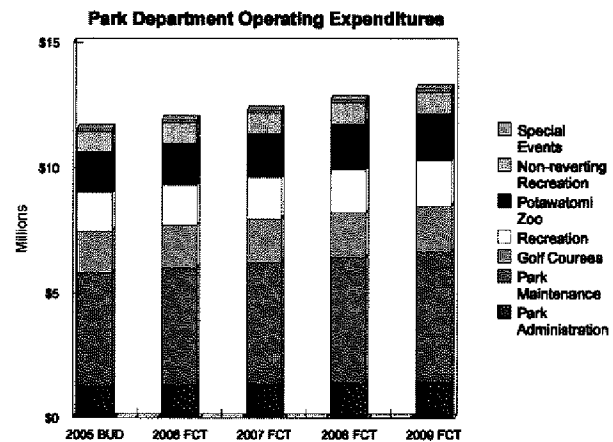
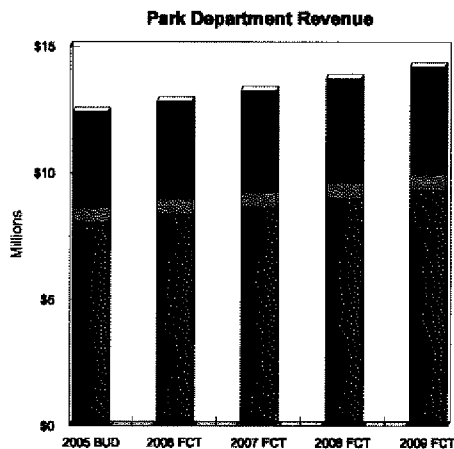
2005 BUDGET	492,248	n/a	n/a	n/a	n/a
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#### Less: 2005 Capital Budget

2005 BUDGET	(116,600)	n/a	n/a	n/a	n/a
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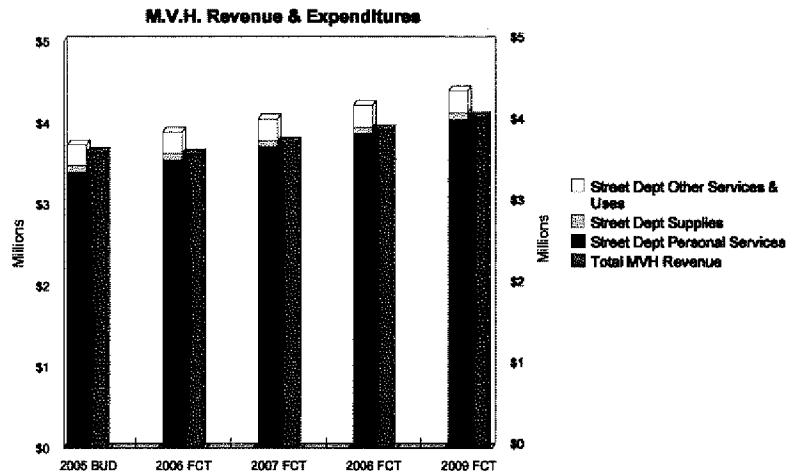
#### Funds Available for Future Capital Expenditures

2005 BUDGET	\$ 1,245,524	921,225	931,136	989,776	1,048,792
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**THE CITY OF SOUTH BEND  
FIVE YEAR FINANCIAL FORECAST**

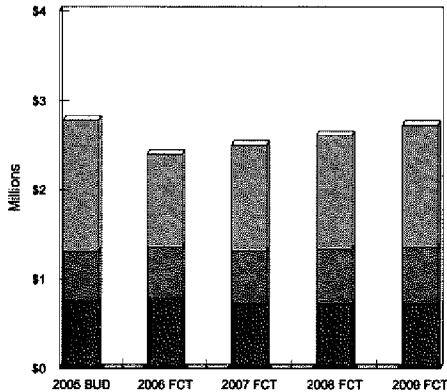
<b>MOTOR VEHICLE HIGHWAY FUND</b>	<b>2005 BUDGET</b>	<b>2006 FORECAST</b>	<b>2007 FORECAST</b>	<b>2008 FORECAST</b>	<b>2009 FORECAST</b>	<b>AVG 4 YR CHG</b>
<b>Revenue:</b>						
State MVH Distribution (Gas Tax)	\$ 3,475,816	3,614,641	3,759,226	3,909,595	4,065,979	4.2%
Charges for Services	8,940	8,940	8,940	8,940	8,940	0.0%
Interfund Transfer	160,000	0	0	0	0	-25.0%
<b>Total Motor Vehicle Highway Revenue</b>	<b>3,644,556</b>	<b>3,623,581</b>	<b>3,768,166</b>	<b>3,918,535</b>	<b>4,074,919</b>	<b>3.0%</b>
<b>Operating Expenditures:</b>						
Street Dept Personal Services	3,402,533	3,552,853	3,710,202	3,874,933	4,047,418	4.7%
Street Dept Supplies	78,480	78,480	78,872	79,267	79,663	0.4%
Street Dept Other Services & Uses	255,040	260,141	265,344	270,650	276,063	2.1%
<b>Total Motor Vehicle Highway Expenditures</b>	<b>3,736,053</b>	<b>3,891,474</b>	<b>4,054,418</b>	<b>4,224,850</b>	<b>4,403,144</b>	<b>4.5%</b>
Operating Budget Deficit	(91,497)	(267,893)	(286,252)	(306,315)	(328,225)	
Cash Available/(Deficit) at Beginning of Year	272,465	(86,925)	(354,819)	(641,071)	(947,385)	
Projected Year-end Cash Balance	\$ 180,968	(354,819)	(641,071)	(947,385)	(1,275,611)	



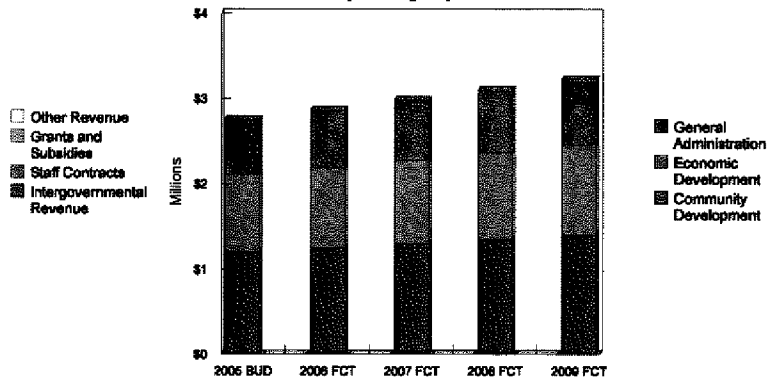
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT (ADMIN SUPPORT ONLY)</b>	<b>2005 BUDGET</b>	<b>2006 FORECAST</b>	<b>2007 FORECAST</b>	<b>2008 FORECAST</b>	<b>2009 FORECAST</b>	<b>AVG 4 YR CHG</b>
<b>Revenue:</b>						
Intergovernmental Revenue	\$ 756,774	788,705	727,855	727,855	727,855	-1.0%
Staff Contracts	552,071	571,393	591,392	612,091	633,514	3.7%
Grants and Subsidies	1,471,145	1,033,952	1,180,827	1,270,671	1,364,513	-1.8%
Other Revenue	3,500	3,500	3,500	3,500	3,500	0.0%
<b>Total Comm &amp; Econ Dev Revenue</b>	<b>2,783,490</b>	<b>2,397,551</b>	<b>2,503,574</b>	<b>2,614,117</b>	<b>2,729,382</b>	<b>-0.5%</b>
<b>Operating Expenditures:</b>						
Community Development	1,203,164	1,250,375	1,299,736	1,351,261	1,405,055	4.2%
Economic Development	905,458	942,019	980,257	1,020,183	1,061,877	4.3%
General Administration	644,044	669,904	696,949	725,185	754,668	4.3%
<b>Total Comm &amp; Econ Dev Expenditures</b>	<b>2,752,666</b>	<b>2,862,298</b>	<b>2,976,941</b>	<b>3,096,629</b>	<b>3,221,600</b>	<b>4.3%</b>
Revenue Net of Operating Expenditures	\$ 30,824	(464,747)	(473,367)	(482,512)	(492,219)	

# THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST

**Community & Econ Development (CED) Revenue**



**CED Operating Expenditures**



**HUMAN RIGHTS - FEDERAL PROGRAMS**

**Revenue:**

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
Intergovernmental Revenue	\$ 217,300	158,480	163,117	167,916	172,883	-5.1%
<b>Total Human Rights - Federal Revenue</b>	<b>217,300</b>	<b>158,480</b>	<b>163,117</b>	<b>167,916</b>	<b>172,883</b>	<b>-5.1%</b>

**Expenditures:**

Personal Services	88,383	92,318	96,440	100,757	105,279	4.8%
Supplies	2,800	2,800	2,814	2,828	2,842	0.4%
Other Services & Uses	99,325	101,312	103,338	105,404	107,513	2.1%
<b>Total Human Rights - Federal Expenditures</b>	<b>190,508</b>	<b>196,430</b>	<b>202,592</b>	<b>208,989</b>	<b>215,634</b>	<b>3.3%</b>

**Revenue Net of Expenditures**

	\$ 26,792	(37,950)	(39,475)	(41,073)	(42,751)	
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**INTERNAL SERVICE FUNDS:**

**LIABILITY INSURANCE RESERVE**

**Revenue:**

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
Allocations from Other Funds	\$ 2,223,354	1,733,696	1,798,666	1,865,996	1,935,708	-3.2%
Investment Income	10,000	10,000	10,000	10,000	10,000	0.0%
Other Revenue	59,800	59,800	59,800	59,800	59,800	0.0%
<b>Total Liability Insur Reserve Revenues</b>	<b>2,293,154</b>	<b>1,803,496</b>	<b>1,868,466</b>	<b>1,935,796</b>	<b>2,005,508</b>	<b>-3.1%</b>

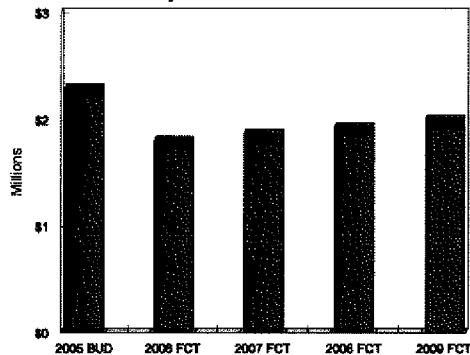
**Expenditures:**

Administrative Costs	249,793	263,911	274,549	284,653	471,575	22.2%
Workers Comp Claims	759,000	774,180	789,664	805,457	821,566	2.1%
General Liability Claims	659,800	672,996	686,456	700,185	714,189	2.1%
Fees & Premium	541,000	574,238	585,723	597,437	609,386	3.2%
Other Expenses	67,660	67,660	69,013	70,393	71,801	1.5%
<b>Total Liability Insur Reserve Expenditures</b>	<b>2,277,253</b>	<b>2,352,985</b>	<b>2,405,405</b>	<b>2,458,126</b>	<b>2,688,518</b>	<b>4.5%</b>

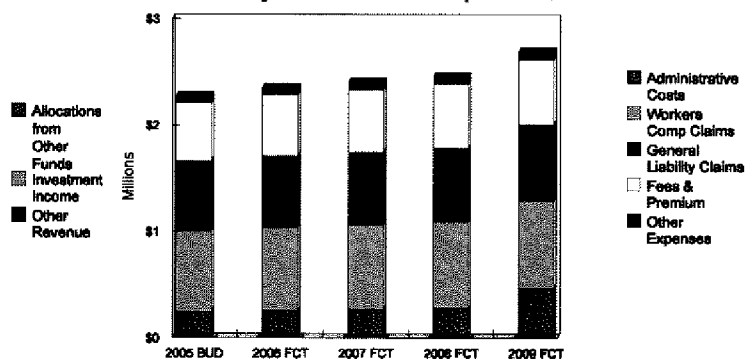
**Revenue Net of Expenditures**

	\$ 15,901	(549,489)	(536,919)	(522,330)	(683,009)	
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**Liability Insurance Reserve Revenue**



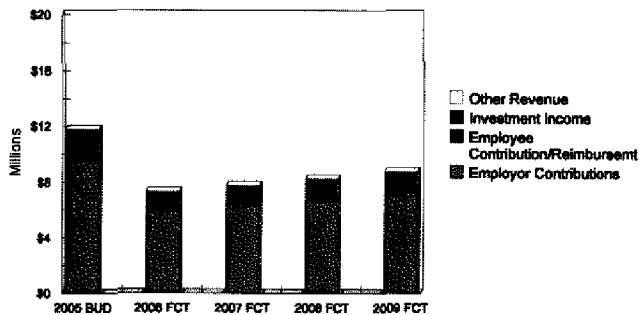
**Liability Insurance Reserve Expenditures**



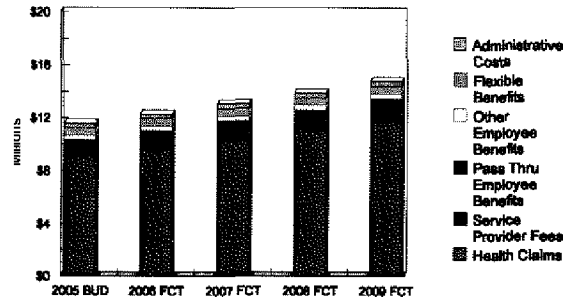
# THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST

SELF-FUNDED EMPLOYEE BENEFITS	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>Revenue:</b>						
Employer Contributions	\$ 9,615,611	5,925,609	6,303,494	6,708,079	7,138,378	-6.4%
Employee Contribution/Reimbursemt	2,180,372	1,410,286	1,478,005	1,548,235	1,623,937	-6.4%
Investment Income	0	0	0	0	0	n/a
Other Revenue	0	0	0	0	0	n/a
<b>Total Self-Funded Benefits Revenue</b>	<b>11,795,983</b>	<b>7,335,895</b>	<b>7,781,499</b>	<b>8,256,314</b>	<b>8,762,315</b>	<b>-6.4%</b>
<b>Expenditures:</b>						
Administrative Costs	356,032	365,450	375,126	385,106	395,088	2.7%
Service Provider Fees	842,977	901,985	965,124	1,032,683	1,104,971	7.8%
Pass Thru Employee Benefits	498,700	508,674	518,847	529,224	539,809	2.1%
Other Employee Benefits	325,400	331,908	338,546	345,317	352,223	2.1%
Flexible Benefits	525,000	535,500	546,210	557,134	568,277	2.1%
Health Claims	9,035,000	9,666,382	10,341,923	11,064,712	11,838,097	7.8%
<b>Total Self-Funded Benefits Expenditures</b>	<b>11,583,109</b>	<b>12,309,900</b>	<b>13,085,777</b>	<b>13,914,177</b>	<b>14,798,465</b>	<b>6.9%</b>
<b>Revenue Net of Expenditures</b>	<b>\$ 212,874</b>	<b>(4,974,005)</b>	<b>(5,304,277)</b>	<b>(5,657,863)</b>	<b>(6,036,150)</b>	<b>-733.9%</b>

**Self-Funded Employee Benefits Revenue**

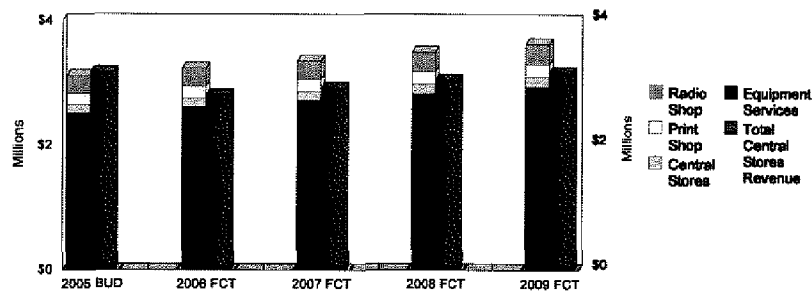


**Self-Funded Employee Benefits Expenditures**



CENTRAL SERVICES	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>Revenue:</b>						
Labor Charges	\$ 2,059,914	1,842,275	1,919,462	1,999,951	2,083,892	0.3%
Parts Mark-up	419,202	374,912	390,620	407,000	424,082	0.3%
Fuel Mark-up	34,934	31,243	32,552	33,917	35,340	0.3%
Print Shop Receipts	185,800	165,525	171,645	178,003	184,607	-0.2%
Central Stores Allocation	139,658	114,381	118,999	123,808	128,818	-1.9%
Radio Shop Allocation	295,455	238,740	248,421	258,513	269,037	-2.2%
Other Revenue	41,675	41,675	41,675	41,675	41,675	0.0%
<b>Total Central Services Revenue</b>	<b>3,176,638</b>	<b>2,808,751</b>	<b>2,923,373</b>	<b>3,042,866</b>	<b>3,167,452</b>	<b>-0.1%</b>
<b>Operating Expenditures:</b>						
Equipment Services	2,517,221	2,616,221	2,720,213	2,828,878	2,942,447	4.2%
Central Stores	135,053	140,548	146,312	152,336	158,633	4.4%
Print Shop	184,484	189,793	195,580	201,618	207,922	3.2%
Radio Shop	275,195	285,631	296,692	308,258	320,352	4.1%
<b>Total Central Serv Operating Expenditures</b>	<b>3,111,953</b>	<b>3,232,192</b>	<b>3,358,797</b>	<b>3,491,090</b>	<b>3,629,354</b>	<b>4.2%</b>
<b>Revenue Net of Operating Expenditures</b>	<b>\$ 64,685</b>	<b>(423,441)</b>	<b>(435,424)</b>	<b>(448,224)</b>	<b>(461,902)</b>	

**Central Services Revenue & Expenditures**



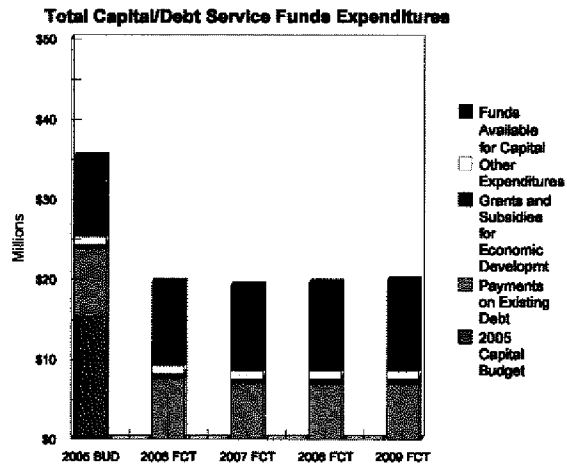
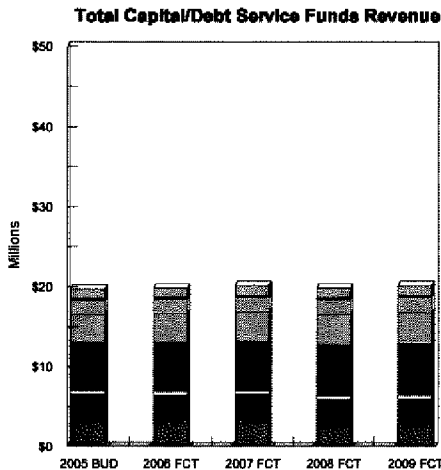
**THE CITY OF SOUTH BEND  
FIVE YEAR FINANCIAL FORECAST**

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>CUM CAPITAL IMPROVEMENT FUND</b>						
<b>Revenue:</b>						
State Cigarette Tax Distribution	\$ 405,287	405,287	405,287	405,287	405,287	0.0%
Other Revenue	200,000	200,000	200,000	200,000	200,000	0.0%
Total CCIF Revenue	<u>605,287</u>	<u>605,287</u>	<u>605,287</u>	<u>605,287</u>	<u>605,287</u>	0.0%
<b>Expenditures:</b>						
Debt Service - Century Center Bond	588,984	594,000	594,000	594,000	594,000	0.2%
Total CCIF Debt Service Expenditures	<u>588,984</u>	<u>594,000</u>	<u>594,000</u>	<u>594,000</u>	<u>594,000</u>	0.2%
Revenue Net of Debt Service Expenditures	16,303	11,287	11,287	11,287	11,287	
Cash Available on 1/1/05 for Capital Expenditures	0	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	0	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	<u>\$ 16,303</u>	<u>11,287</u>	<u>11,287</u>	<u>11,287</u>	<u>11,287</u>	
<b>ECONOMIC DEVELOPMENT INCOME TAX</b>						
<b>Revenue:</b>						
Economic Developmt Income Tax	\$ 3,582,215	3,653,859	3,726,936	3,801,475	3,877,505	2.1%
Investment Income	25,000	25,000	25,000	25,000	25,000	0.0%
Other Revenue	125,000	108,000	108,000	108,000	125,000	0.0%
Total EDIT Revenue	<u>3,732,215</u>	<u>3,786,859</u>	<u>3,859,936</u>	<u>3,934,475</u>	<u>4,027,505</u>	2.0%
<b>Operating Expenditures:</b>						
Grants and Subsidies for Econ Developmt	607,496	619,646	632,039	644,680	657,573	2.1%
Debt Service - Various Bonds	2,730,236	2,771,966	2,759,573	2,746,933	2,746,933	0.2%
Total EDIT Operating Expenditures	<u>3,337,732</u>	<u>3,391,612</u>	<u>3,391,612</u>	<u>3,391,612</u>	<u>3,404,506</u>	0.5%
Revenue Net of Operating Expenditures	394,483	395,247	468,324	542,863	622,999	
Cash Available on 1/1/05 for Capital Expenditures	824,556	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(824,000)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	<u>\$ 395,039</u>	<u>395,247</u>	<u>468,324</u>	<u>542,863</u>	<u>622,999</u>	
<b>EMS CAPITAL IMPROVEMENT</b>						
<b>Revenue:</b>						
Charges for Services	\$ 1,400,000	1,442,000	1,485,260	1,529,818	1,575,712	3.1%
Other Revenue	4,800	4,800	4,800	4,800	4,800	0.0%
Total EMS Capital Revenue	<u>1,404,800</u>	<u>1,446,800</u>	<u>1,490,060</u>	<u>1,534,618</u>	<u>1,580,512</u>	3.1%
<b>Expenditures:</b>						
Debt Service - Finance Leases	257,867	84,740	84,332	83,916	83,916	-16.9%
Collection Fees	20,000	20,400	20,808	21,224	21,649	2.1%
Interfund Transfer to General Fund	250,000	250,000	250,000	250,000	250,000	0.0%
Total EMS Financing Expenditures	<u>527,867</u>	<u>355,140</u>	<u>355,140</u>	<u>355,140</u>	<u>355,565</u>	-8.2%
Revenue Net of Financing Expenditures	876,933	1,091,660	1,134,920	1,179,478	1,224,948	
Cash Available on 1/1/05 for Capital Expenditures	628,627	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(625,000)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	<u>\$ 878,560</u>	<u>1,091,660</u>	<u>1,134,920</u>	<u>1,179,478</u>	<u>1,224,948</u>	
<b>PARK NON-REVERTING CAPITAL</b>						
<b>Revenue:</b>						
Charges for Services / User Fees	\$ 302,000	311,060	320,392	330,004	339,904	3.1%
Investment Income	4,000	4,000	4,000	4,000	4,000	0.0%
Total Park Capital Revenue	<u>306,000</u>	<u>315,060</u>	<u>324,392</u>	<u>334,004</u>	<u>343,904</u>	3.1%
Cash Available on 1/1/05 for Capital Expenditures	702,207	n/a	n/a	n/a	n/a	n/a
Less: 2005 Capital Budget	(255,600)	n/a	n/a	n/a	n/a	n/a
Funds Available for Future Capital Expenditures	<u>\$ 752,607</u>	<u>315,060</u>	<u>324,392</u>	<u>334,004</u>	<u>343,904</u>	

# THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST

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

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>Revenue:</b>						
State Gas Tax Distribution	\$ 3,235,681	3,262,314	3,274,441	3,286,689	3,299,059	0.5%
Investment Income	10,000	10,000	10,000	10,000	10,000	0.0%
<b>Total LRSA Revenue</b>	<b>3,245,681</b>	<b>3,272,314</b>	<b>3,284,441</b>	<b>3,296,689</b>	<b>3,309,059</b>	<b>0.5%</b>
Cash Available on 1/1/05 for Capital Expenditures	4,260,516	n/a	n/a	n/a	n/a	n/a
Less: 2005 Capital Budget	(4,260,516)	n/a	n/a	n/a	n/a	n/a
<b>Funds Available for Future Capital Expenditures</b>	<b>\$ 3,245,681</b>	<b>3,272,314</b>	<b>3,284,441</b>	<b>3,296,689</b>	<b>3,309,059</b>	



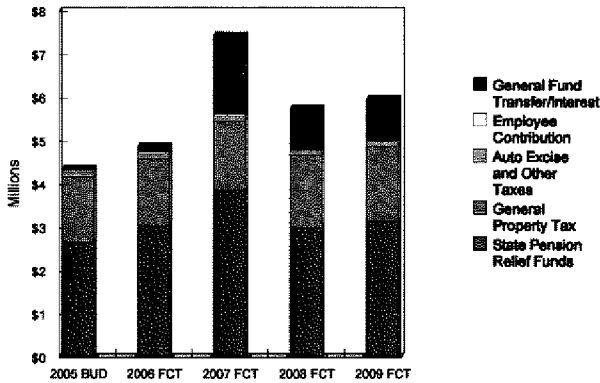
## TRUST / AGENCY FUNDS:

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>FIRE PENSION FUND</b>						
<b>Revenue:</b>						
State Pension Relief Funds	\$ 2,683,950	3,049,240	3,877,916	3,016,040	3,156,589	4.4%
General Property Tax	1,499,712	1,556,701	1,609,629	1,674,014	1,740,975	4.0%
Auto Excise and Other Taxes	111,083	112,194	113,316	114,449	115,593	1.0%
Employee Contribution	46,000	39,100	33,235	28,250	24,012	-11.9%
General Fund Transfer/Interest	10,000	110,000	1,810,000	910,000	930,000	2300.0%
<b>Total Fire Pension Revenue</b>	<b>4,350,745</b>	<b>4,867,235</b>	<b>7,444,096</b>	<b>5,742,753</b>	<b>5,967,169</b>	<b>9.3%</b>
<b>Expenditures:</b>						
Administrative Costs	18,252	18,349	18,977	19,628	20,304	2.8%
Death Benefits Paid	72,000	72,000	72,000	72,000	72,000	0.0%
Pension Payments - Retiree & Dependents	4,835,900	5,676,479	7,333,833	5,610,079	5,894,178	5.5%
<b>Total Fire Pension Expenditures</b>	<b>4,926,152</b>	<b>5,766,828</b>	<b>7,424,810</b>	<b>5,701,708</b>	<b>5,986,481</b>	<b>5.4%</b>
Budget Deficit/Overage	(575,407)	(899,593)	19,285	41,045	(19,312)	
Cash Available at Beginning of Year	1,483,512	908,105	8,512	27,797	68,842	
<b>Projected Year-end Cash Balance</b>	<b>\$ 908,105</b>	<b>8,512</b>	<b>27,797</b>	<b>68,842</b>	<b>49,530</b>	

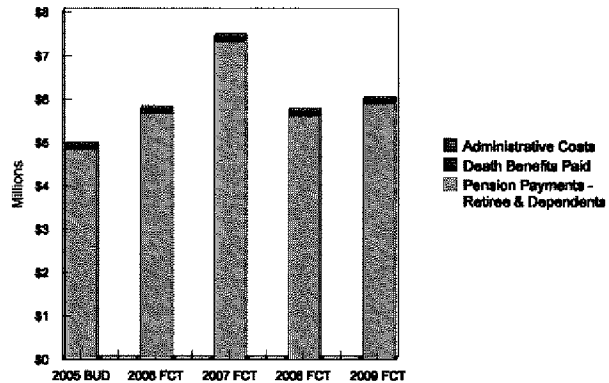


# THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST

**Fire Pension Revenue**



**Fire Pension Expenditures**



**POLICE PENSION FUND**

**Revenue:**

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
State Pension Relief Funds	\$ 2,965,995	3,215,602	3,778,944	3,353,730	3,512,598	4.6%
General Property Tax	1,345,896	1,397,040	1,448,731	1,506,680	1,566,947	4.1%
Auto Excise and Other Taxes	99,614	100,610	101,616	102,632	103,659	1.0%
Employee Contribution	63,645	54,098	45,984	39,086	33,223	-11.9%
Transfer from General Fund	0	1,250,000	2,000,000	1,400,000	1,500,000	n/a
<b>Total Police Pension Revenue</b>	<b>4,475,150</b>	<b>6,017,350</b>	<b>7,375,274</b>	<b>6,402,128</b>	<b>6,716,427</b>	<b>12.5%</b>

**Expenditures:**

Administrative Costs	11,976	12,030	12,418	12,819	13,236	2.6%
Death Benefits Paid	72,000	72,000	72,000	72,000	72,000	0.0%
Pension Payments - Retiree & Dependents	5,411,990	5,992,872	7,265,026	6,276,627	6,594,012	5.5%
<b>Total Police Pension Expenditures</b>	<b>5,495,966</b>	<b>6,076,902</b>	<b>7,349,444</b>	<b>6,361,447</b>	<b>6,679,247</b>	<b>5.4%</b>

**Budget Deficit**

(1,020,816) (59,552) 25,830 40,681 37,180

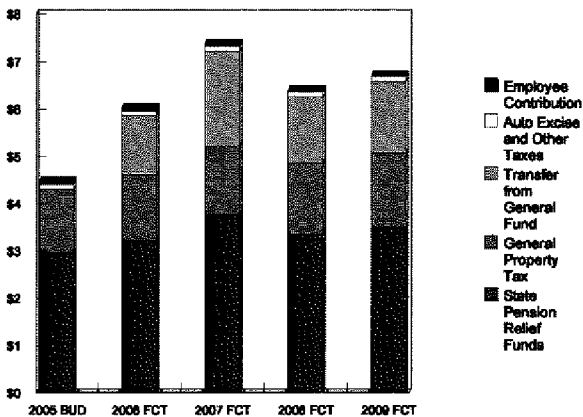
**Cash Available/(Deficit) at Beginning of Year**

1,130,771 109,955 50,403 76,233 116,915

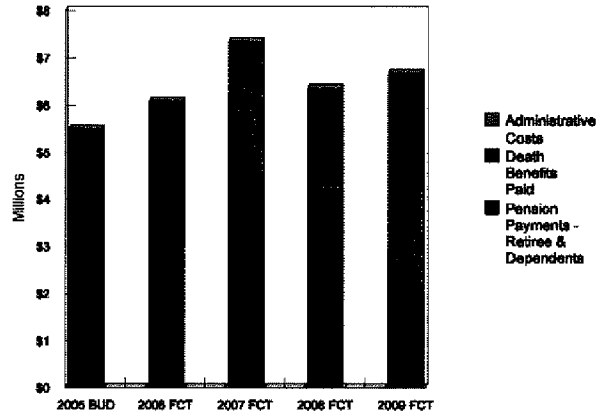
**Projected Year-end Cash Balance**

\$ 109,955 50,403 76,233 116,915 154,094

**Police Pension Revenue**



**Police Pension Expenditures**



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

**CAPITAL / DEBT SERVICE FUNDS:**

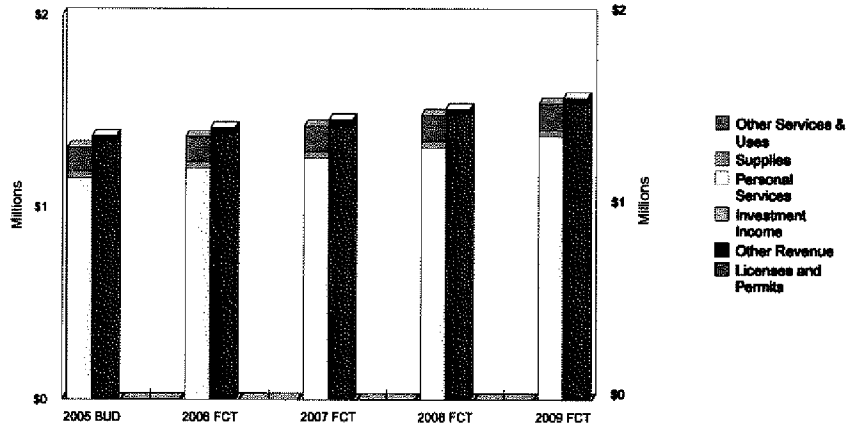
	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>STUDEBAKER CORRIDOR BOND</b>						
<b>Revenue:</b>						
General Property Tax	\$ 664,403	622,221	621,333	0	0	-25.0%
Auto & Commercial Vehicle Excise Taxes	42,386	42,810	43,238	43,670	44,107	1.0%
Total Studebaker Bond Revenue	<u>706,789</u>	<u>665,031</u>	<u>664,571</u>	<u>43,670</u>	<u>44,107</u>	-23.4%
<b>Expenditures:</b>						
Debt Service - Studebaker Corridor Bond	667,346	656,945	0	0	0	-25.0%
Total Debt Service Expenditures	<u>667,346</u>	<u>656,945</u>	<u>0</u>	<u>0</u>	<u>0</u>	-25.0%
Revenue Net of Debt Service Expenditures	<u>\$ 39,443</u>	<u>8,086</u>	<u>664,571</u>	<u>43,670</u>	<u>44,107</u>	3.0%
<b>COLLEGE FOOTBALL HALL OF FAME BOND</b>						
<b>Revenue:</b>						
General Property Tax	\$ 1,421,609	1,326,797	1,324,500	1,323,895	1,321,382	-1.8%
Auto & Commercial Vehicle Excise Taxes	89,456	90,351	91,254	92,167	93,088	1.0%
Total Hall of Fame Bond Revenue	<u>1,511,065</u>	<u>1,417,148</u>	<u>1,415,754</u>	<u>1,415,862</u>	<u>1,414,470</u>	-1.6%
<b>Expenditures:</b>						
Debt Service - Hall of Fame Bond	1,405,000	1,403,500	1,404,000	1,401,500	1,401,500	-0.1%
Total Debt Service Expenditures	<u>1,405,000</u>	<u>1,403,500</u>	<u>1,404,000</u>	<u>1,401,500</u>	<u>1,401,500</u>	-0.1%
Revenue Net of Debt Service Expenditures	<u>\$ 106,065</u>	<u>13,648</u>	<u>11,754</u>	<u>14,362</u>	<u>12,970</u>	
<b>COLLEGE FOOTBALL HALL OF FAME TRANSFER FUND</b>						
<b>Revenue:</b>						
Hotel / Motel Tax	\$ 461,423	477,573	494,288	511,588	529,494	3.7%
Professional Sports Development Tax/Interest	374,000	386,950	400,353	414,226	428,584	3.6%
Total Hall of Fame Bond Transfer Revenue	<u>835,423</u>	<u>864,523</u>	<u>894,641</u>	<u>925,814</u>	<u>958,077</u>	3.7%
<b>Expenditures:</b>						
Transfer to National Football Foundation	631,425	644,054	656,935	670,073	683,475	2.1%
Total Transfer Expenditures	<u>631,425</u>	<u>644,054</u>	<u>656,935</u>	<u>670,073</u>	<u>683,475</u>	2.1%
Revenue Net of Transfer Expenditures	<u>\$ 203,998</u>	<u>220,469</u>	<u>237,707</u>	<u>255,740</u>	<u>274,602</u>	
<b>COUNTY OPTION INCOME TAX</b>						
<b>Revenue:</b>						
County Option Income Tax	\$ 5,988,413	6,108,181	6,230,345	6,354,952	6,482,051	2.1%
Investment Income	120,000	120,000	120,000	120,000	120,000	0.0%
Total COIT Revenue	<u>6,108,413</u>	<u>6,228,181</u>	<u>6,350,345</u>	<u>6,474,952</u>	<u>6,602,051</u>	2.0%
<b>Expenditures:</b>						
Debt Service - Capital Lease	2,608,184	2,170,412	2,170,412	2,170,412	2,170,412	n/a
Total COIT Debt Service Expenditures	<u>2,608,184</u>	<u>2,170,412</u>	<u>2,170,412</u>	<u>2,170,412</u>	<u>2,170,412</u>	n/a
Revenue Net of Debt Service Expenditures	3,500,229	4,057,769	4,179,933	4,304,540	4,431,639	
Cash Available on 1/1/05 for Capital Expenditures	8,582,462	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(8,572,848)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	<u>\$ 3,509,843</u>	<u>4,057,769</u>	<u>4,179,933</u>	<u>4,304,540</u>	<u>4,431,639</u>	
<b>CUM CAPITAL DEVELOPMENT FUND</b>						
<b>Revenue:</b>						
General Property Tax	\$ 1,047,825	1,074,021	1,100,871	1,128,393	1,156,603	2.6%
Auto Excise and Other Taxes	79,936	80,712	81,495	82,286	83,085	1.0%
Investment Income/Other Income	74,775	74,775	74,775	74,775	74,775	0.0%
Total CCDF Revenue	<u>1,202,536</u>	<u>1,229,507</u>	<u>1,257,141</u>	<u>1,285,454</u>	<u>1,314,463</u>	2.3%
<b>Expenditures:</b>						
Debt Service - Finance Leases	193,532	0	0	0	0	n/a
Total CCDF Debt Service Expenditures	<u>193,532</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	n/a
Revenue Net of Debt Service Expenditures	1,009,004	1,229,507	1,257,141	1,285,454	1,314,463	
Cash Available on 1/1/05 for Capital Expenditures	1,056,107	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(848,701)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	<u>\$ 1,216,410</u>	<u>1,229,507</u>	<u>1,257,141</u>	<u>1,285,454</u>	<u>1,314,463</u>	

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

**ENTERPRISE FUNDS:**

<b>CONSOLIDATED BUILDING FUND</b>	<b>2005 BUDGET</b>	<b>2006 FORECAST</b>	<b>2007 FORECAST</b>	<b>2008 FORECAST</b>	<b>2009 FORECAST</b>	<b>AVG 4 YR CHG</b>
<b>Revenue:</b>						
Licenses and Permits	\$ 1,350,663	1,391,183	1,432,918	1,490,235	1,549,845	3.7%
Investment Income	2,000	2,000	2,000	2,000	2,000	0.0%
Other Revenue	19,740	19,740	19,740	19,740	19,740	0.0%
<b>Total Consolidated Building Revenue</b>	<b>1,372,403</b>	<b>1,412,923</b>	<b>1,454,658</b>	<b>1,511,975</b>	<b>1,571,585</b>	<b>3.6%</b>
<b>Operating Expenditures:</b>						
Personal Services	1,152,052	1,203,080	1,256,504	1,312,444	1,371,027	4.8%
Supplies	33,280	33,280	33,446	33,614	33,782	0.4%
Other Services & Uses	127,176	129,720	132,314	134,960	137,659	2.1%
<b>Total Building Dept Operating Expenditures</b>	<b>1,312,508</b>	<b>1,366,080</b>	<b>1,422,264</b>	<b>1,481,018</b>	<b>1,542,468</b>	<b>4.4%</b>
Revenue Net of Operating Expenditures	59,895	46,843	32,394	30,958	29,116	
Cash Available on 1/1/05 for Capital Expenditures	0	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	0	n/a	n/a	n/a	n/a	
<b>Funds Available for Future Capital Expenditures</b>	<b>\$ 59,895</b>	<b>46,843</b>	<b>32,394</b>	<b>30,958</b>	<b>29,116</b>	

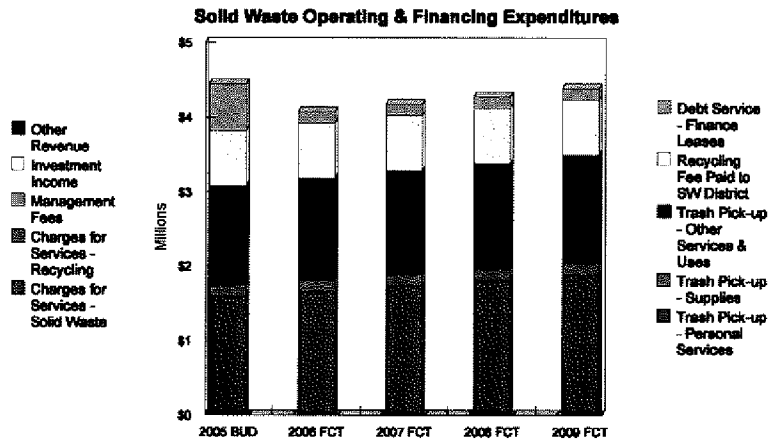
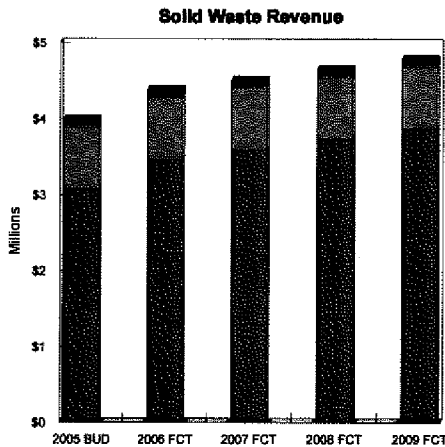
**Consolidated Building Revenue & Operating Expenditures**



<b>PARKING GARAGE FUND</b>	<b>2005 BUDGET</b>	<b>2006 FORECAST</b>	<b>2007 FORECAST</b>	<b>2008 FORECAST</b>	<b>2009 FORECAST</b>	<b>AVG 4 YR CHG</b>
<b>Revenue:</b>						
Garage Parking Fees	\$ 568,334	568,334	653,584	653,584	653,584	3.8%
Downtown Parking Fines and Fees	208,720	208,720	240,028	240,028	240,028	3.7%
<b>Total Parking Garage Revenue</b>	<b>777,054</b>	<b>777,054</b>	<b>893,612</b>	<b>893,612</b>	<b>893,612</b>	<b>3.8%</b>
<b>Operating &amp; Financing Expenditures:</b>						
Operating Costs	567,284	582,881	599,041	615,710	632,908	2.9%
Capital Lease Payments	0	0	0	0	0	n/a
<b>Total Parking Garage Expenditures</b>	<b>567,284</b>	<b>582,881</b>	<b>599,041</b>	<b>615,710</b>	<b>632,908</b>	<b>2.9%</b>
<b>Funds Available for Future Capital Expenditures</b>	<b>\$ 209,770</b>	<b>194,173</b>	<b>294,571</b>	<b>277,902</b>	<b>260,704</b>	

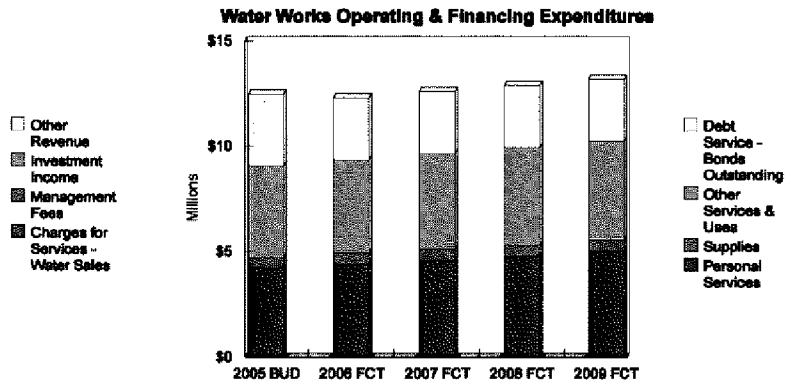
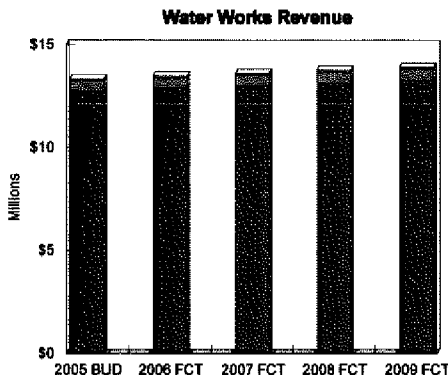
**THE CITY OF SOUTH BEND  
FIVE YEAR FINANCIAL FORECAST**

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>SOLID WASTE</b>						
<b>Revenue:</b>						
Charges for Services - Solid Waste	\$ 3,080,524	3,465,590	3,600,362	3,735,135	3,874,953	6.4%
Charges for Services - Recycling	816,626	816,626	816,626	816,626	816,626	0.0%
Management Fees	0	0	0	0	0	n/a
Investment Income	12,000	12,000	12,000	12,000	12,000	0.0%
Other Revenue	88,510	88,510	88,510	88,510	88,510	0.0%
<b>Total Solid Waste Revenue</b>	<b>3,997,660</b>	<b>4,382,726</b>	<b>4,517,498</b>	<b>4,652,271</b>	<b>4,792,089</b>	<b>5.0%</b>
<b>Operating &amp; Financing Expenditures:</b>						
Trash Pick-up - Personal Services	1,594,790	1,665,123	1,738,738	1,815,798	1,896,477	4.7%
Trash Pick-up - Supplies	149,800	149,800	150,549	151,302	152,058	0.4%
Trash Pick-up - Other Services & Uses	1,339,886	1,366,364	1,393,371	1,420,918	1,449,017	2.0%
Recycling Fee Paid to SW District	740,000	740,000	740,000	740,000	740,000	0.0%
Debt Service - Finance Leases	622,362	151,841	151,841	151,841	151,841	-18.9%
<b>Total Solid Waste Oper &amp; Fin Expenditures</b>	<b>4,446,838</b>	<b>4,073,128</b>	<b>4,174,499</b>	<b>4,279,859</b>	<b>4,389,393</b>	<b>-0.3%</b>
Revenue Net of Operating Expenditures	(449,178)	309,597	342,999	372,412	402,696	
Cash Available on 1/1/05 for Capital Expenditures	137,650	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(58,200)	n/a	n/a	n/a	n/a	
<b>Funds Available for Future Capital Expenditures</b>	<b>\$ (369,728)</b>	<b>309,597</b>	<b>342,999</b>	<b>372,412</b>	<b>402,696</b>	



	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>WATER WORKS</b>						
<b>Revenue:</b>						
Charges for Services - Water Sales	\$ 12,755,350	12,882,904	13,011,733	13,141,850	13,273,268	1.0%
Management Fees	482,132	496,596	511,494	526,839	542,644	3.1%
Investment Income	60,000	60,000	60,000	60,000	60,000	0.0%
Other Revenue	39,000	39,000	39,000	39,000	39,000	0.0%
<b>Total Water Works Revenue</b>	<b>13,336,482</b>	<b>13,478,499</b>	<b>13,622,226</b>	<b>13,767,689</b>	<b>13,914,912</b>	<b>1.1%</b>
<b>Operating &amp; Financing Expenditures:</b>						
Personal Services	4,230,131	4,416,965	4,612,542	4,817,303	5,031,711	4.7%
Supplies	530,150	530,150	532,801	535,465	538,142	0.4%
Other Services & Uses	4,340,143	4,426,946	4,515,485	4,605,794	4,697,910	2.1%
Debt Service - Bonds Outstanding	3,395,547	2,937,978	2,937,978	2,937,978	2,937,978	-3.4%
<b>Total Water Works Oper &amp; Fin Expenditures</b>	<b>12,495,971</b>	<b>12,312,039</b>	<b>12,598,806</b>	<b>12,896,540</b>	<b>13,205,741</b>	<b>1.4%</b>
Revenue Net of Oper & Fin Expenditures	840,511	1,166,461	1,023,420	871,148	709,171	
Cash Available on 1/1/05 for Capital Expenditures	285,245	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(284,700)	n/a	n/a	n/a	n/a	
<b>Funds Available for Future Capital Expenditures</b>	<b>\$ 841,056</b>	<b>1,166,461</b>	<b>1,023,420</b>	<b>871,148</b>	<b>709,171</b>	

# THE CITY OF SOUTH BEND FIVE YEAR FINANCIAL FORECAST



## UTILITY INSURANCE FUNDS:

### Revenue:

Charges for Services - Water  
Charges for Services - Sewer  
Investment Income  
Total Utility Insurance Revenue

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
Charges for Services - Water	\$ 795,000	795,000	795,000	795,000	795,000	0.0%
Charges for Services - Sewer	672,000	825,114	825,114	825,114	825,114	5.7%
Investment Income	1,000	1,000	1,000	1,000	1,000	n/a
<b>Total Utility Insurance Revenue</b>	<b>1,468,000</b>	<b>1,621,114</b>	<b>1,621,114</b>	<b>1,621,114</b>	<b>1,621,114</b>	<b>2.6%</b>

### Expenditures:

Water Repair / Insurance  
Sewer Repair / Insurance  
Total Utility Insurance Expenditures

Water Repair / Insurance	813,120	829,382	845,970	862,889	880,147	2.1%
Sewer Repair / Insurance	715,432	732,375	749,803	767,723	786,153	2.5%
<b>Total Utility Insurance Expenditures</b>	<b>1,528,552</b>	<b>1,561,758</b>	<b>1,595,773</b>	<b>1,630,612</b>	<b>1,666,300</b>	<b>2.3%</b>

Revenue Net of Expenditures

Revenue Net of Expenditures	\$ (60,552)	59,356	25,341	(9,498)	(45,186)	
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## SEWAGE WORKS

### Revenue:

Charges for Services  
Reimbursements for Salt  
Investment Income  
Other Revenue  
Total Sewage Works Revenue

Charges for Services	\$ 16,155,935	16,317,494	16,480,669	16,645,476	16,811,931	1.0%
Reimbursements for Salt	168,984	174,054	179,275	184,653	190,193	3.1%
Investment Income	130,000	130,000	130,000	130,000	130,000	0.0%
Other Revenue	115,390	115,390	115,390	115,390	115,390	0.0%
<b>Total Sewage Works Revenue</b>	<b>16,570,309</b>	<b>16,736,938</b>	<b>16,905,334</b>	<b>17,075,519</b>	<b>17,247,514</b>	<b>1.0%</b>

### Operating & Financing Expenditures:

Operational Costs - Sewage  
Operational Costs - Wastewater  
Debt Service - Bonds Outstanding  
Total Sewage Works Oper & Fin Expenditures

Operational Costs - Sewage	2,878,098	2,960,830	3,050,005	3,142,864	3,239,586	3.1%
Operational Costs - Wastewater	8,198,645	8,423,203	8,657,385	8,899,685	9,150,448	2.9%
Debt Service - Bonds Outstanding	3,682,775	2,785,150	2,785,150	2,785,150	2,785,150	-6.1%
<b>Total Sewage Works Oper &amp; Fin Expenditures</b>	<b>14,759,518</b>	<b>14,169,183</b>	<b>14,492,540</b>	<b>14,827,700</b>	<b>15,175,184</b>	<b>0.7%</b>

Revenue Net of Oper & Fin Expenditures

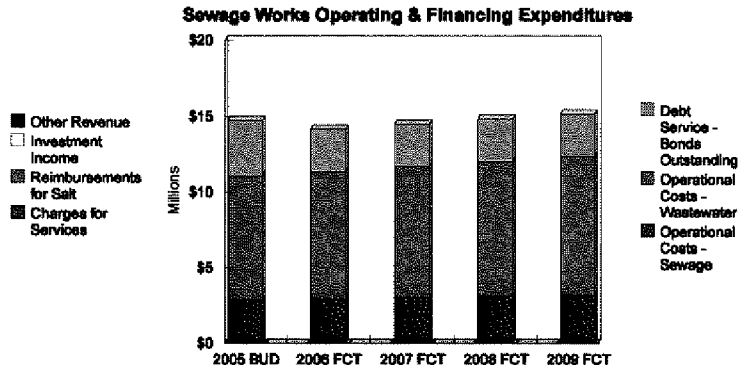
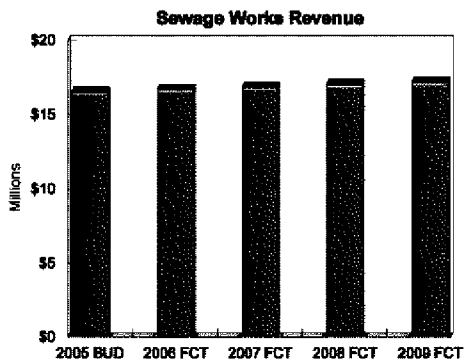
Revenue Net of Oper & Fin Expenditures	1,810,791	2,567,755	2,412,794	2,247,820	2,072,330	
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Cash Available on 1/1/05 for Capital Expenditures  
Less: 2005 Capital Budget

Cash Available on 1/1/05 for Capital Expenditures	6,458,764	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(6,432,590)	n/a	n/a	n/a	n/a	

Funds Available for Future Capital Expenditures

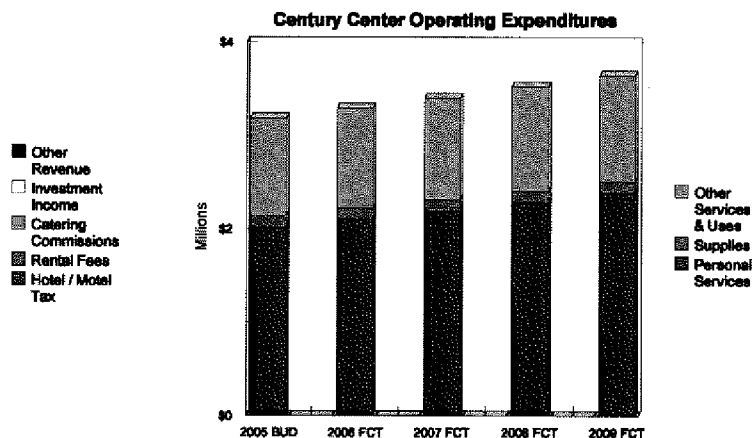
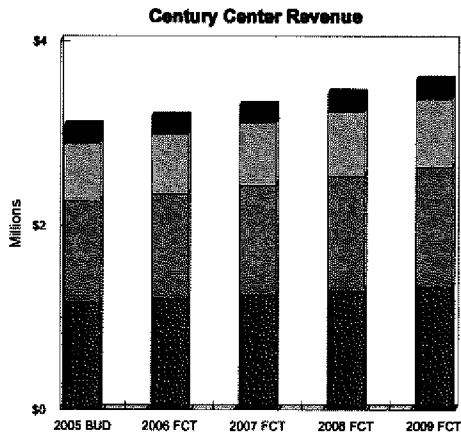
Funds Available for Future Capital Expenditures	\$ 1,836,965	2,567,755	2,412,794	2,247,820	2,072,330	
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**THE CITY OF SOUTH BEND  
FIVE YEAR FINANCIAL FORECAST**

PROJECT RELEAF	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>Revenue:</b>						
Charges for Services - Leaf Pick-up	\$ 154,440	154,440	154,440	154,440	154,440	0.0%
Total Project Releaf Revenue	154,440	154,440	154,440	154,440	154,440	0.0%
<b>Operating Expenditures:</b>						
Personal Services	60,381	62,796	65,308	67,920	70,637	4.2%
Supplies	4,637	4,637	4,660	4,683	4,707	0.4%
Other Services & Uses	39,142	39,925	40,723	41,538	42,369	2.1%
Total Project Releaf Operating Expenditures	104,160	107,358	110,692	114,142	117,713	3.3%
Revenue Net of Operating Expenditures	50,280	47,082	43,748	40,298	36,727	
Cash Available on 1/1/05 for Capital Expenditures	390,397	n/a	n/a	n/a	n/a	
Less: 2005 Capital Budget	(47,600)	n/a	n/a	n/a	n/a	
Revenue Net of Expenditures	\$ 393,077	47,082	43,748	40,298	36,727	

CENTURY CENTER	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	AVG 4 YR CHG
<b>Revenue:</b>						
Hotel / Motel Tax	\$ 1,164,493	1,205,250	1,247,434	1,291,094	1,336,283	3.7%
Rental Fees	1,101,253	1,139,797	1,188,808	1,242,304	1,298,208	4.5%
Catering Commissions	625,661	647,559	675,404	705,797	737,558	4.5%
Investment Income	1,000	1,000	1,000	1,000	1,000	0.0%
Other Revenue	178,646	182,505	187,143	191,943	196,911	2.6%
Total Century Center Revenue	3,071,053	3,176,112	3,299,789	3,432,139	3,569,960	4.1%
<b>Operating Expenditures:</b>						
Personal Services	2,017,722	2,104,986	2,196,167	2,291,516	2,391,214	4.6%
Supplies	121,695	121,695	122,303	122,915	123,530	0.4%
Other Services & Uses	1,044,854	1,065,751	1,087,066	1,108,807	1,129,537	2.0%
Total Century Center Operating Expenditures	3,184,271	3,292,413	3,405,537	3,523,239	3,644,281	3.6%
Revenue Net of Operating Expenditures	\$ (113,218)	(116,301)	(105,748)	(91,100)	(74,321)	



**THE CITY OF SOUTH BEND PERSONNEL SUMMARY**

	2003 Budgeted FTE	2004 Budgeted FTE	2005 Budgeted FTE
<b>GENERAL GOVERNMENT</b>			
<b>MAYOR'S OFFICE</b>			
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
<b>Total Mayor's Office</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>CITY CLERK'S OFFICE</b>			
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
<b>Total City Clerk's Office</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>COMMON COUNCIL</b>			
Council Members (part-time positions)	9	9	9
<b>Total Common Council</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>ADMINISTRATION &amp; FINANCE</b>			
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	0	1	1
Safety/Risk Specialist	1	0	0
Human Rights Director	1	1	1
Director - Financial Services	0	0	1
Fiscal Officer	0	0	1
Auditor III	3	3	3
Auditor II	1	1	1
System Specialist IV	1	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	0	1	1
Investigator IV	1	1	1
Investigator III	1	0	0
Investigator II	2	2	2
Administrative Assistant	1	1	1
Secretary V	2	2	2
Secretary II	1	1	1
<b>Total Administration &amp; Finance</b>	<b>28</b>	<b>29</b>	<b>31</b>
<b>LEGAL DEPARTMENT</b>			
City Attorney (part-time)	1	1	1
Chief Assistant City Attorney (part-time)	1	1	1
Assistant City Attorney	3	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
<b>Total Legal Department</b>	<b>14</b>	<b>15</b>	<b>15</b>
<b>TOTAL GENERAL GOVERNMENT</b>	<b>66</b>	<b>68</b>	<b>70</b>
<b>PUBLIC SAFETY</b>			
<b>POLICE DEPARTMENT</b>			
Chief	1	1	1
Division Chief	4	4	4
Captains	13	13	13
Lieutenants	25	25	27
Sergeants	74	74	78

**THE CITY OF SOUTH BEND PERSONNEL SUMMARY**

	<b>2003 Budgeted</b>	<b>2004 Budgeted</b>	<b>2005 Budgeted</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Corporals	133	133	127
Patrolmen	8	8	11
Director - Financial Services	1	1	1
Programer/Analyst II	1	1	1
Programer/Analyst I	1	1	1
Fingerprint Examiner	1	0	0
Crime Analyst	1	1	1
Auditor IV	1	1	1
Auditor III	1	1	1
Film Processor	1	1	1
Administrative Assistant	0	1	1
Office Manager	1	0	0
Secretary V (Non-Bargaining)	3	7	6
Senior Property/Evidence Custodian	1	1	1
Evidence Technicians	0	2	1
Public Information Officer	0	0	1
M.S.O.S. Property/Evidence Officer	1	0	0
Fingerprint/Photo Tech	2	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
Secretary V (Teamsters)	4	0	0
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
<b>Total Police Department</b>	<b>316</b>	<b>315</b>	<b>317</b>
<b>COMMUNICATION CENTER</b>			
Director of Communication	1	1	1
Assitant Director of Communication	0	1	1
Communication Specialist	23	25	25
Communication Superintendents	5	4	4
<b>Total Communication Center</b>	<b>29</b>	<b>31</b>	<b>31</b>
<b>FIRE DEPARTMENT</b>			
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	79	84	84
Firefighter 1st Class	23	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	1	0
Maintenance Foreman II	1	1	0
P. M. Coordinator	1	1	1
<b>Total Fire Department</b>	<b>257</b>	<b>257</b>	<b>255</b>
<b>BUILDING MTCE FOR POLICE &amp; FIRE DEPT</b>			
Building Engineering	1	1	1
Building Maintenance Man	1	1	1
Building Janitors	4	4	5
<b>Total Building Mtce for Police &amp; Fire Dept</b>	<b>6</b>	<b>6</b>	<b>7</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>608</b>	<b>609</b>	<b>610</b>
<b>CODE ENFORCEMENT</b>			
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



**THE CITY OF SOUTH BEND PERSONNEL SUMMARY**

	<b>2003 Budgeted</b>	<b>2004 Budgeted</b>	<b>2005 Budgeted</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Senior Animal Control Officer	1	1	1
Animal Control Officers	3	4	4
Animal Control Assistant	3	3	3
<b>TOTAL CODE ENFORCEMENT</b>	<b>27</b>	<b>28</b>	<b>28</b>
<b>PARK AND RECREATION</b>			
<b>PARK ADMINISTRATION</b>			
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	0	1	1
Park Police II	3	3	3
<b>Total Park Administration</b>	<b>14</b>	<b>15</b>	<b>15</b>
<b>PARK MAINTENANCE</b>			
Maintenance Superintendent	1	1	1
Superintendent V	3	3	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
<b>Total Park Maintenance</b>	<b>57</b>	<b>57</b>	<b>56</b>
<b>GOLF DIVISION</b>			
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	2
Assistant Greens Superintendent	2	2	2
Assistant Golf Manager	1	1	1
Mechanic IV	2	2	2
Golf Equipment Operator	2	2	2
<b>Total Golf Division</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>RECREATION DIVISION</b>			
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

**THE CITY OF SOUTH BEND PERSONNEL SUMMARY**

	2003 Budgeted FTE	2004 Budgeted FTE	2005 Budgeted FTE
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
<b>Total Recreation Division</b>	<b>19</b>	<b>19</b>	<b>19</b>
<b>ZOO DIVISION</b>			
Zoo Director	1	1	1
Zoo Veterinarian	1	1	1
Marketing & Education Curator	1	1	1
Office Manager	1	1	1
General Curator	1	0	0
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
<b>Total Zoo Division</b>	<b>21</b>	<b>20</b>	<b>20</b>
<b>CONCESSION DIVISION</b>			
Director of Concessions	1	0	0
Assistant Concessions Manager	1	0	0
<b>Total Concessions Division</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>TOTAL PARK AND RECREATION</b>	<b>126</b>	<b>124</b>	<b>123</b>
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>			
Executive Director - CED	1	1	1
Director of Economic Development	1	1	1
Assistant Directors	2	2	2
Community & Economic Development Specialist Senior	3	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 III	1	0	0
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	2	1	1
Project Analyst VI	0	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
<b>TOTAL COMMUNITY &amp; ECON DEVELOPMT</b>	<b>44</b>	<b>42</b>	<b>42</b>
<b>ENGINEERING</b>			
City Engineer	1	1	1
Assistant City Engineer	2	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	1	2	2
Engineer Inspectors	3	2	2

**THE CITY OF SOUTH BEND PERSONNEL SUMMARY**

	<b>2003 Budgeted FTE</b>	<b>2004 Budgeted FTE</b>	<b>2005 Budgeted FTE</b>
Customer Service Coordinator	1	1	1
Locators	2	2	2
Senior G.I.S. Specialist	1	1	1
Fiscal Officer	1	1	0
Secretary of the Board	1	1	1
Secretary V	1	2	2
Secretary IV	1	0	0
<b>TOTAL ENGINEERING</b>	<b>21</b>	<b>20</b>	<b>19</b>
<b>STREET DEPARTMENT</b>			
Director	1	1	1
Manager	2	2	2
Superintendent V	1	1	1
Forman VI	6	6	6
Auditor IV	1	1	1
Auditor II	1	1	1
Heavy Equipment II	13	13	13
Equipment Operator III	10	10	10
Equipment Operator II	42	36	36
<b>TOTAL STREET DEPARTMENT</b>	<b>77</b>	<b>71</b>	<b>71</b>
<b>TRAFFIC &amp; LIGHTING</b>			
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
<b>TOTAL TRAFFIC &amp; LIGHTING DEPARTMENT</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>WATER WORKS</b>			
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	1	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	3	2	2
Maintenance Tech I	0	0	1
Group Leader	0	1	1
Field Repair/Inspector III	2	2	2
Field Repair/Inspector II	2	2	2
Field Repair/Inspector I	3	4	4
Meter Serviceman IV	13	13	11
Clerk/Dispatcher III	3	3	3
Job Leader	4	5	5
Heavy Equip Operator I	3	3	3
Heavy Equip Operator II	1	1	1
Operator III	1	1	1
Operator II	5	4	4
Operator I	1	1	1
Machinist	1	1	1
Customer Service Rep Lead	1	1	0
Customer Service Rep Senior	9	8	7
Data Processor	2	2	2
Janitor	1	1	1
Shut Off Clerk	1	1	1
Courier/Supply Clerk	0	0	1

**THE CITY OF SOUTH BEND PERSONNEL SUMMARY**

	2003 Budgeted FTE	2004 Budgeted FTE	2005 Budgeted FTE
<b>TOTAL WATER WORKS</b>	<b>87</b>	<b>87</b>	<b>88</b>
<b>SEWAGE WORKS</b>			
<b>SEWERS</b>			
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
<b>Total Sewers</b>	<b>29</b>	<b>29</b>	<b>29</b>
<b>WASTEWATER</b>			
<b>Salary</b>			
Director of Public Works	1	1	1
Division Director	1	1	1
Director - Wastewater	0	1	1
Director - Wastewater Maintenance	0	1	1
Director - Wastewater Operation	0	1	0
Manager - Wastewater Maintenance	1	0	0
Manager - Wastewater Process	1	0	0
Superintendent V	1	2	3
Superintendent IV	1	0	0
Superintendent III	2	0	0
Superintendent III (Sewer Insurance)	1	1	1
Fiscal Officer	1	1	1
Supervisor - Customer Service	1	0	0
Secretary V	1	2	0
Systems Specialist-Departmental	1	1	1
Pretreatment Coordinator	1	1	1
Chemist/Safety Officer	1	1	1
Chemist	5	5	5
City Engineer	1	1	1
Assistant Superintendent I	1	1	1
Engineer Inspector	1	1	1
Administrative Assistant (Sewer Insurance)	0	1	1
<b>Salary Total</b>	<b>23</b>	<b>23</b>	<b>21</b>
<b>Hourly</b>			
Senior Operators	9	9	9
General Operators	6	6	5
Maintenance Lead	1	1	1
Maintenance Repair IV	3	3	4
Maintenance Repair III	1	2	0
Maintenance Repair II	1	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 II	2	0	0
Heavy Equipment Operator I	1	3	3
<b>Hourly Total</b>	<b>33</b>	<b>33</b>	<b>31</b>
<b>TOTAL SEWAGE WORKS</b>	<b>85</b>	<b>85</b>	<b>81</b>
<b>CENTRAL SERVICES</b>			
Director Central Services	1	1	1
Manager of Equipment Services	1	1	1
Purchasing Manager	1	1	1
Maintenance Mechanic Supervisor	4	4	4
Superintendent II	1	1	1
Foreman V	1	0	0
Foreman IV	1	1	1
Fiscal Officer	1	1	1
Auditor II	1	1	1
Inventory Control Technician II	1	1	1
Secretary V	1	1	1
Secretary III	1	0	0
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

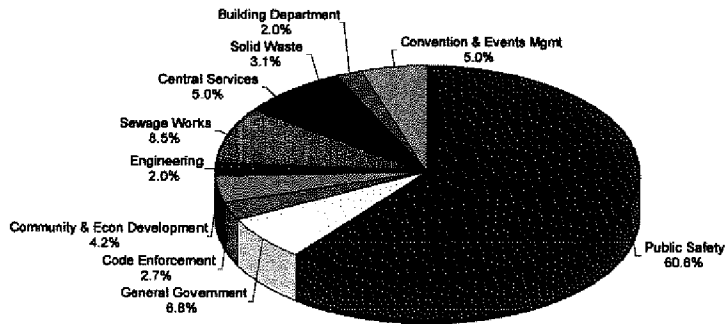
**THE CITY OF SOUTH BEND PERSONNEL SUMMARY**

	2003 Budgeted	2004 Budgeted	2005 Budgeted
	FTE	FTE	FTE
Radio Technician I	1	1	1
Mechanic V	16	12	12
Mechanic IV	4	8	8
Machinist V	2	2	2
Machinist IV	1	0	0
Bodyman V	3	3	3
Parts Clerk I	1	2	2
Parts Clerk II	3	1	1
Parts Runner	1	2	2
Janitor/Laborer	1	1	1
<b>TOTAL CENTRAL SERVICES</b>	<b>53</b>	<b>50</b>	<b>50</b>
<b>SOLID WASTE</b>			
<b>Salary</b>			
Manager Operation	0	0	1
Superintendent IV	2	2	1
Foreman VI (Code Enforcement)	1	1	1
Auditor II	1	1	1
Secretary V	1	0	1
<b>Salary Total</b>	<b>5</b>	<b>4</b>	<b>5</b>
<b>Hourly</b>			
Drivers	14	18	17
Picker II	7	0	0
Operator III (Code Enforcement)	8	8	8
Job Leader	1	1	1
<b>Hourly Total</b>	<b>30</b>	<b>27</b>	<b>26</b>
<b>TOTAL SOLID WASTE</b>	<b>35</b>	<b>31</b>	<b>31</b>
<b>BUILDING DEPARTMENT</b>			
Building Commissioner	1	1	1
Design/Plan Review Specialist	1	1	1
Assistant Zone Administrator	1	1	1
Zoning Specialist	0	1	1
Fiscal Officer	1	1	1
Inspector VI	11	11	11
Secretary IV	3	4	4
Administrative Assistant	2	2	2
<b>TOTAL BUILDING DEPARTMENT</b>	<b>20</b>	<b>22</b>	<b>22</b>
<b>CONVENTION &amp; EVENTS MANAGEMENT</b>			
<b>CENTURY CENTER</b>			
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	1
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	0	1	1
Set Up IV	1	0	0
Set Up III	5	6	6
Housekeeping I	5	3	3
Group Leader	1	1	1
Utility Person	1	1	1
General Labor	0	1	1
Groundskeeper	1	1	1
<b>Total Century Center</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>PALAIS ROYALE BALLROOM</b>			
Executive Director	0.33	0.33	0.4
Facility/Stage Manager	0	0.25	0.4
Assistant Director	0	0.25	0.4

## THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2003 Budgeted FTE	2004 Budgeted FTE	2005 Budgeted FTE
Auditor IV	0	0.2	0.4
Sale/Operation Manager	1	1	1
Assistant Sales	0	1	1
Secretary V	1	0	0
Engineering Aide	1	1	2
Custodian	0	1	0
<b>Total Palais Royale Ballroom</b>	<b>3.33</b>	<b>5.03</b>	<b>5.6</b>
<b>MORRIS PERFORMING ARTS CENTER</b>			
Executive Director	0.67	0.67	0.6
Auditor IV	0	0.8	0.6
Auditor II	1	0	0
Event Operation Manager	1	1	1
Box Office Manager	1	1	1
Facility/Stage Manager	1	0.75	0.6
Assistant Director	1	0.75	0.6
Custodian	1	1	1
Administrative Assistant	1	1	1
Box Office Accounting Assistant	0	2	2
Box Office Assistant	2	0	0
Engineering Aide III	0	1	1
Engineering Aide I	1	0	0
<b>Total Morris Performing Arts Center</b>	<b>10.67</b>	<b>9.97</b>	<b>9.4</b>
<b>TOTAL CONVENTION AND EVENTS MGMT</b>	<b>49.00</b>	<b>50.00</b>	<b>50.00</b>
<b>TOTAL CITYWIDE</b>	<b>1309.00</b>	<b>1298.00</b>	<b>1294.00</b>

### Staffing by Department in 2005





[REDACTED]

[REDACTED] 58 [REDACTED]

[REDACTED]

[REDACTED] NEW [REDACTED]

[REDACTED]

[REDACTED]

[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 2005 and 2004 budgets as well as 2004 and 2003 actual costs for comparative purposes. Logic models for all programs follow their respective program budget summaries.

**The City of South Bend  
 Department/Division  
 2005 Program/Performance Based Budget  
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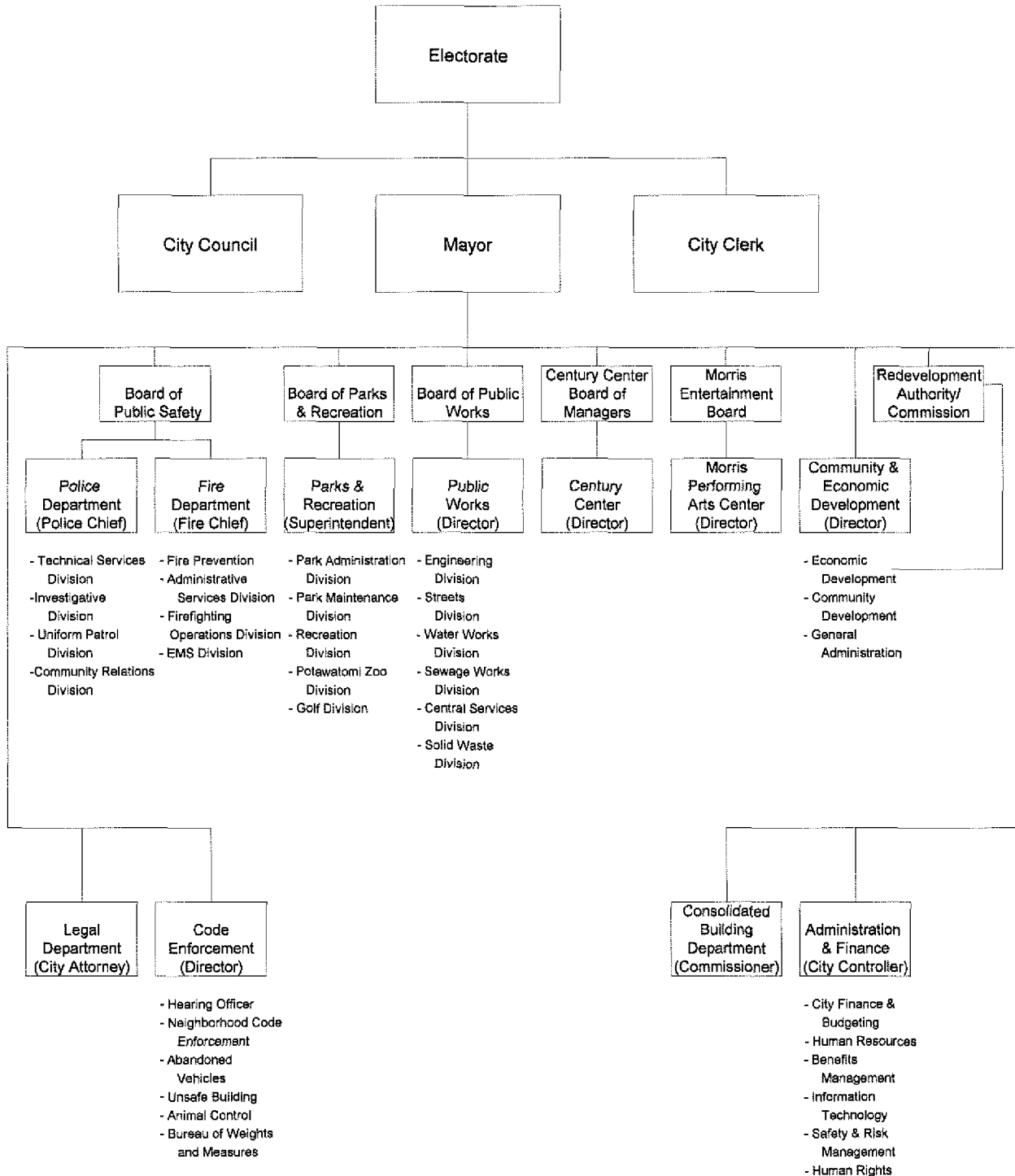
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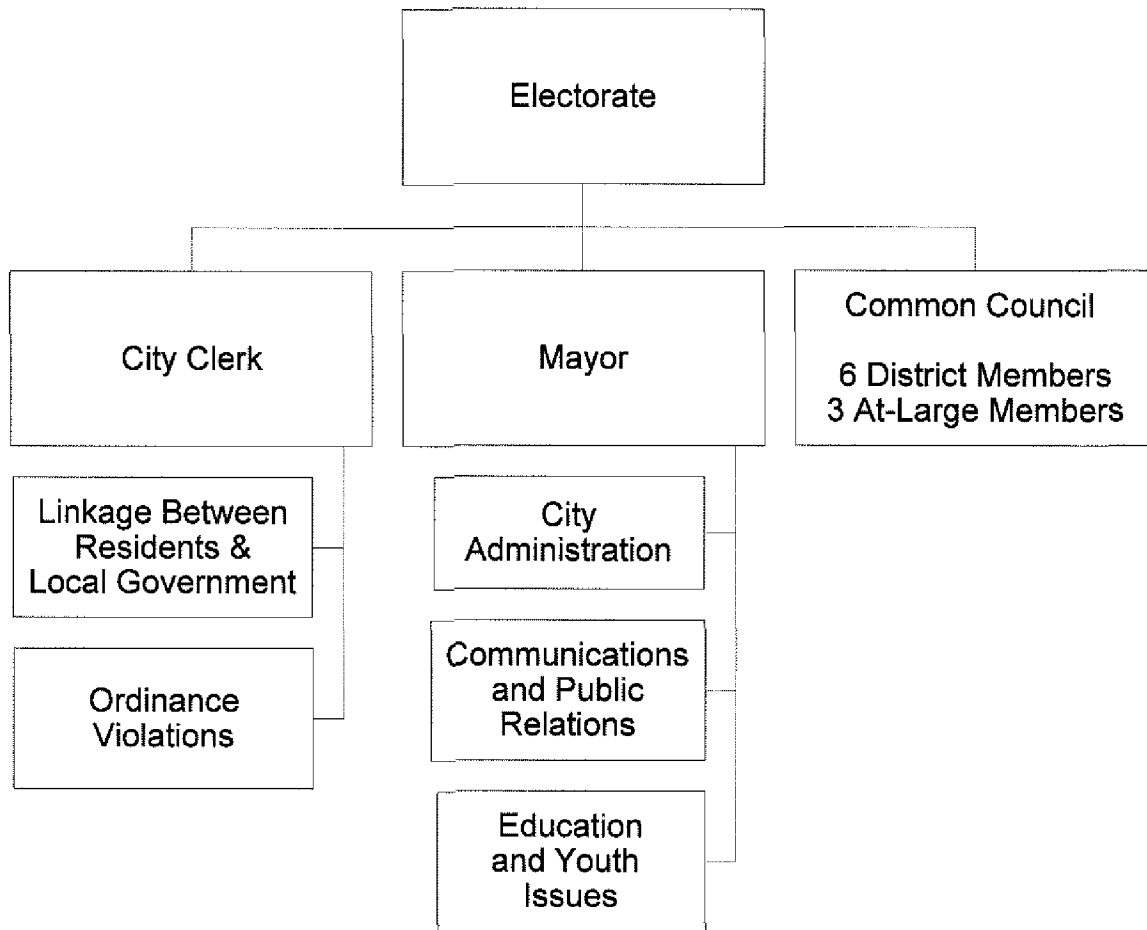


# CITY OF SOUTH BEND ORGANIZATIONAL CHART



# ELECTED OFFICIALS

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# ELECTED OFFICIALS

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>GENERAL FUND:</b>					
Mayor's Office					
Personal Services	551,674	626,269	613,501	635,007	10.00
Supplies	26,437	31,926	22,343	22,343	
Other Services	86,232	104,828	109,269	112,428	
Other Uses	377	412	412	514	
Capital	0	0	10,000	0	
	<u>664,720</u>	<u>763,435</u>	<u>755,525</u>	<u>770,292</u>	
City Clerk's Office					
Personal Services	220,240	239,397	247,749	239,206	5.00
Supplies	9,416	7,321	8,554	8,600	
Other Services	34,082	41,838	49,088	54,958	
Capital	0	11,697	0	0	
Other Uses	205	224	224	209	
	<u>263,943</u>	<u>300,477</u>	<u>305,615</u>	<u>302,973</u>	
Common Council					
Personal Services	192,365	205,242	209,681	218,483	9.00
Supplies	1,280	3,054	3,553	4,553	
Other Services	66,394	193,043	213,259	119,194	
Other Uses	296	672	672	1,038	
	<u>260,335</u>	<u>402,011</u>	<u>427,165</u>	<u>343,268</u>	
<b>TOTAL ELECTED OFFICIALS</b>	<u>1,188,998</u>	<u>1,465,923</u>	<u>1,488,305</u>	<u>1,416,533</u>	<u>24.00</u>

### PROGRAM BUDGETS:

#### MAYOR'S OFFICE - CITY ADMINISTRATION

Personal Services	377,340	425,298	414,770	429,260	7.00
Supplies	19,842	20,711	14,469	14,467	
Other Services	34,528	52,481	54,607	56,179	
Other Uses	358	392	391	488	
Capital	0	0	10,000	0	
	<u>432,068</u>	<u>498,881</u>	<u>494,237</u>	<u>500,395</u>	

#### MAYOR'S OFFICE - COMMUNICATIONS AND PUBLIC RELATIONS

Personal Services	109,527	125,631	122,852	127,144	2.00
Supplies	5,070	2,549	1,781	1,781	
Other Services	41,922	52,874	55,016	56,600	
Other Uses	19	21	21	26	
	<u>156,538</u>	<u>181,075</u>	<u>179,670</u>	<u>185,551</u>	

# ELECTED OFFICIALS

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

### MAYOR'S OFFICE - EDUCATION AND YOUTH ISSUES

Personal Services	64,807	70,944	69,375	71,799	1.00
Supplies	1,525	2,336	1,632	1,632	
Other Services	9,912	10,198	10,611	10,917	
	<u>76,244</u>	<u>83,478</u>	<u>81,618</u>	<u>84,347</u>	

### CITY CLERK - LINKAGE BETWEEN RESIDENTS AND LOCAL GOVERNMENT

Personal Services	187,204	203,487	205,632	198,541	3.50
Supplies	6,403	4,978	5,646	5,676	
Other Services	21,812	26,776	19,635	21,983	
Capital	0	11,697	0	0	
Other Uses	205	224	224	209	
	<u>215,624</u>	<u>247,163</u>	<u>231,137</u>	<u>226,409</u>	

### CITY CLERK - ORDINANCE VIOLATIONS BUREAU

Personal Services	33,036	35,910	42,117	40,665	1.50
Supplies	3,013	2,343	2,908	2,924	
Other Services	12,270	15,062	29,453	32,975	
	<u>48,319</u>	<u>53,314</u>	<u>74,478</u>	<u>76,564</u>	

### COMMON COUNCIL

Personal Services	192,365	205,242	209,681	218,483	9.00
Supplies	1,250	3,054	3,553	4,553	
Other Services	66,294	193,043	213,259	119,194	
Other Uses	296	672	672	1,038	
Capital	0	0	0	0	
	<u>260,205</u>	<u>402,011</u>	<u>427,165</u>	<u>343,268</u>	

### TOTAL PROGRAMS

	<u>1,188,998</u>	<u>1,465,923</u>	<u>1,488,305</u>	<u>1,416,533</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"> <li>• Staff: 7 FTE</li> <li>• Interns and Volunteers</li> <li>• 2005 Budget: \$500,395</li> </ul>	<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			2005 FORECAST	TARGET
	2002	2003	2004		
Percent of participants in attendance	92%	92%	92%	92%	92%
Number of "Hot Sheets" distributed	44	39	44	44	40
Number of City goals modified	As needed	As needed	As needed	As needed	As needed
Percent of department budgets approved	100%	100%	100%	100%	100%
Number of CIP review meetings held	8	8	8	8	10
Number of new programs implemented	As needed	As needed	As needed	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	N/A	4.8
Number of policies and procedures revised	As needed	As needed	As needed	As needed	As needed
Number of policies and procedures developed	As needed	As needed	As needed	As needed	As needed
Number of City Council contacts made	887	750	1,000	1,000	1,000
Number of ordinances approved by Mayor	100%	100%	100%	100%	100%
Number of Neighborhood Task Force meetings held	47	45	43	43	46
Number of Neighborhood Task Force issues addressed	240	300	300	300	350
Number of Neighborhood Task Force issues resolved	240	300	300	300	350

-Continued--



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

(Continued)

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004 PROJECTION	2005		
Number of CURE meetings held	22	22	20	20	20	22
Number of new community organizations involved	3	4	4	4	4	4
Number of concerns received	7,188	7,100	7,100	7,100	7,100	7,000
Percent of responses made within 24 hours	93%	93%	94%	94%	94%	100%
Number of concerns addressed	100%	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	N/A	N/A	4.5
Number of business meetings facilitated	46	42	45	45	45	50
Number of community board meetings attended	347	335	350	350	350	360
The level which residents rate the Mayor's office as satisfactory	N/A	N/A	N/A	N/A	N/A	4.5

**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"> <li>• Staff: 2 FTE</li> <li>• 2005 Budget: \$185,551</li> </ul>	<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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of times the City, Mayor or Department is covered by the media	1,196	292	300	300	300
Number of times City affiliated agencies are covered by the media as a result of City efforts	40	38	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	570	490	400	400	400
Number of state, national and international events in which the City participates	11	12	11	11	12
Amount of funds collected through City involvement	\$3,200	\$2,650	\$2,500	\$2,500	\$2,500
Number of volunteer hours donated by City employees	250	250 *	TBD	TBD	TBD
Number of agencies receiving support	15	10	10	10	10

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

# 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"> <li>• Staff: 1 FTE</li> <li>• Volunteers</li> <li>• 2005 Budget: \$84,347</li> </ul>	<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>
	<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			2005 FORECAST	TARGET
	2002	2003	2004		
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	5,000
Number of meetings held	8	10	10	10	10
Number of youth program providers involved	60	60	60	60	100
Number of new youth program providers involved	30	30	30	30	50
Number of after school grant applications distributed	410	400	400	400	420
Number of after school grant applications received	30	30	30	30	40
Number of after school grants awarded	18	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; 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"> <li>• Staff: 3.50 FTE</li> <li>• External Providers: Common Council Legal Department Police Department Ampco Code Enforcement Petitioners</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$226,409</li> </ul>	<p>Certify documents</p> <p>Notarize documents</p> <p>Answer inquiries and references</p> <p>Provide staff support for Common Council</p> <p>Administer oaths</p> <p>Prepare legal advertisements</p> <p>Maintain code books</p> <p>Maintain preservation of laws/records</p> <p>Perform marriages</p> <p>Prepare accounts payable/receivable for City Clerk/Common Council</p>	<p>Certified documents issued, such as:</p> <ul style="list-style-type: none"> <li>24 Minutes</li> <li>230 Designating/confirming tax abatements</li> <li>30 Rezonings</li> <li>55 Annexations</li> <li>25 Vacations</li> <li>30 Court certifications</li> <li>32 Compliance of benefit statements (CF1's)</li> <li>40 Statement of Benefits Forms (SB1's)</li> <li>All ballots of election</li> <li>40 "Oaths of Office" or member of Board/Commissions administered</li> <li>120 Legal advertisements and notices prepared</li> <li>115 Dispersal and money collection for Municipal Code book inserts made (four times a year)</li> <li>15 Items recorded in the Recorder's Office</li> <li>All information and referrals served</li> <li>All petitioners served</li> <li>24 Minutes of Common Council meetings</li> <li>24 Council agendas and meeting packets prepared</li> <li>100 Common Council Committee notices prepared</li> </ul>	<p>Clients will have increased knowledge of information provided by our staff.</p> <p>Clients will have access to appropriate documents.</p> <p>Clients will have access to accurate and efficient record keeping of historical records.</p> <p>Clients will have access to complete information that incorporates the use of modern technology.</p> <p>Petitioners will have greater knowledge of the process on how to file a petition.</p> <p>Council will be provided with a number of viable petitioners.</p> <p>Council will be provided with appropriate information needed to conduct public meetings.</p> <p>Council will have recorded and preserved meeting minutes.</p> <p>Clients will have recorded and preserved laws passed by Council.</p> <p>Council will have tools and administrative support to do their jobs.</p>	<p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goal E</p> <p>Goals E and H</p> <p>Goals E and H</p> <p>Goal E</p> <p>Goals E and H</p> <p>Goal E</p>	<p>Number of transactions that are preserved and stored</p> <p>Percentage of petitioners that file successfully</p> <p>Number of recorded laws passed by Council</p> <p>Number of meeting minutes recorded</p>

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

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of transactions that are preserved and stored	1,000	1,000	* 600	625	625
Percentage of petitioners that file successfully	100%	100%	100%	100%	100%
Number of recorded laws passed by Council	500	500	** 20	15	15
Number of meeting minutes recorded	75	75	34	34	34

\* Items stored in vault.

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



# CITY CLERK'S OFFICE

## PROGRAM: ORDINANCE VIOLATIONS BUREAU (OVB)

**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"> <li>Staff: 1.50 FTE</li> <li>External Providers: Legal Department Code Enforcement Ampco Police Department Park Police Small Claims County Clerk Bureau of Motor Vehicles - Indiana and Michigan SBA HTE</li> <li>Laws/Regulations: Federal, State and Local</li> <li>2005 Budget: \$76,564</li> </ul>	<p>Collect fines and penalties</p> <p>Record violations</p> <p>Maintain files</p> <p>Send notices and letters</p> <p>Maintain payment plans</p> <p>Correspond with Bureau of Motor Vehicles</p> <p>Maintain reports</p> <p>Answer information and referral calls</p> <p>Service counter clients</p> <p>Balance deposits daily</p> <p>Reconcile records with Legal, Code Enforcement and Small Claims</p> <p>Forward appeals to Legal Department</p>	<p>25,287 Citations entered</p> <p>\$136,322 Billed out</p> <p>1,468 Voided violations processed</p> <p>2,216 Letters sent</p> <p>7,107 Notices sent</p> <p>\$197,142.53 Collected</p> <p>14 Disks for request of license ownership with addresses sent to Bureau of Motor Vehicles in Indiana and Michigan</p> <p>5,000 Names and addresses of violators found</p> <p>All uncollected citations sent to Legal Department for collection through Small Claims Court:</p> <p>1,500 Cases sent to Legal Department</p> <p>1,033 Cases went to Small Claims</p> <p>1,352 Appeal Forms sent to Legal Department</p>	<p>Residents and visitors will have a place to pay citations and have their questions answered.</p> <p>Residents will have increased knowledge of OVB procedures.</p> <p>City Departments will have their outstanding citations collected and applied to proper accounts.</p> <p>Clients will have information and referral inquiries serviced appropriately.</p> <p>City Departments will have located and identified license owners who were previously unknown at time of issued citation.</p> <p>City Departments will have their citations paid.</p> <p>City Departments will be represented by Legal Department, which either pursues in court or works out payment agreement.</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>Goal E</p> <p>Goal E</p>	<p>Percentage of citations voided to citations written</p> <p>Percentage decrease in the number of citations written</p> <p>Percentage decrease in number of client complaints</p> <p>Percentage of clients with repeat tickets</p> <p>Percentage of citations collected from the efforts of identifying previously unknown offenders</p> <p>Percentage of citations sent to Legal Department vs. citations collected</p>

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

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of citations voided to citations written	19%	5%	5%	5%	5%
Percentage decrease in the number of citations written per year	1%	5%	5%	5%	5%
Percentage decrease in number of client complaints per year	24%	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	78%	100%	100%	100%	100%
Percentage of citations sent to Legal Department vs. citations collected	8%	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"> <li>• Staff: 9 FTE</li> <li>• External Providers: All Departments of the City of South Bend</li> <li>• Laws/Regulations: City Ordinances</li> <li>• 2005 Budget: \$343,268</li> </ul>	<p>Develop better communication with City administration and City Clerk</p> <p>Hold monthly Council President/Mayor meetings</p> <p>Enact ordinances</p> <p>Develop better accountability to taxpayers</p> <p>Adopt resolutions</p> <p>Hold Council Administration retreat</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>Continued a youth advisory council</p> <p>Enhance Council web page</p> <p>Develop a Council brochure</p> <p>Hold quarterly meetings with state legislators</p>	<p>1 Council retreat held</p> <p>8 Meetings held</p> <p>132 Proposed ordinances reviewed</p> <p>4 Resolutions reviewed and adopted</p> <p>132 Committee hearings held: 20 Public Works &amp; Property Vacates 5 Utilities 5 Parks &amp; Recreation 1 Residential Neighborhoods</p> <p>20 Zoning &amp; Annexation</p> <p>21 Community &amp; Economic Development</p> <p>12 Health &amp; Public Safety</p> <p>36 Personnel &amp; Finance</p> <p>6 Community Relations</p> <p>1 Council Rules</p> <p>5 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>10 Executive Sessions held</p> <p>21 Informal Meetings of the Council held</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>Participation at Committee meetings and Council meetings</p> <p>City's bond rating</p> <p>Number of recreational classes, special events, leagues offered</p> <p>City assessed valuation</p> <p>Jobs created</p> <p>City housing starts</p>

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

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Participation at Committee meetings and Council meetings	N/A	N/A	N/A	N/A	N/A
City's bond rating	AA	N/A	AA	AA	AAA
Number of recreational classes, special events, leagues offered	N/A	N/A	N/A	N/A	550
City assessed valuation	\$1,958,834,827	N/A	N/A	N/A	As needed
Jobs created	366	N/A	N/A	N/A	900
City housing starts	107	N/A	N/A	N/A	200

# ADMINISTRATION & FINANCE

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# ADMINISTRATION AND FINANCE DEPARTMENT

2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>GENERAL FUND:</b>					
Controller's Department					
Personal Services	1,003,429	1,104,373	1,180,143	1,217,048	20.00
Supplies	38,600	38,264	35,543	37,300	
Other Services	310,297	376,712	324,163	329,265	
Other Uses	1,001,305	1,239	1,239	4,305	
Capital	2,006,868	1,419,223	2,752,920	7,409,287	
	<u>4,360,499</u>	<u>2,939,811</u>	<u>4,294,008</u>	<u>8,997,205</u>	
Human Rights Commission					
Personal Services	206,921	209,546	237,371	246,242	5.00
Supplies	3,761	3,804	5,131	5,131	
Other Services	35,911	25,796	33,639	33,655	
Other Uses	124	154	154	141	
Capital	0	0	0	1,000	
	<u>246,717</u>	<u>239,300</u>	<u>276,295</u>	<u>286,169</u>	
<b>SPECIAL REVENUE FUND:</b>					
Human Rights - Federal Fund Programs					
Personal Services	72,032	76,874	82,962	88,383	2.00
Supplies	9,071	2,758	2,800	2,800	
Other Services	63,847	77,797	62,755	95,755	
Other Uses	2,872	3,248	3,247	3,570	
	<u>147,822</u>	<u>160,677</u>	<u>151,764</u>	<u>190,508</u>	
<b>INTERNAL SERVICE FUNDS:</b>					
Liability Insurance Premium (Safety & Risk Mgt)					
Personal Services	74,874	85,975	81,557	87,365	2.00
Supplies	5,250	2,505	5,583	5,837	
Other Services	1,126,747	1,308,001	1,410,517	1,409,517	
Other Uses	40,049	49,347	49,347	46,598	
	<u>1,246,920</u>	<u>1,445,828</u>	<u>1,547,004</u>	<u>1,549,317</u>	
Self-Funded Employee Benefits					
Personal Services	81,967	92,470	100,500	102,752	2.00
Supplies	5,800	2,264	7,612	7,612	
Other Services	9,661,641	9,172,326	11,307,422	11,235,077	
Other Uses	162,548	168,949	168,949	237,668	
	<u>9,911,956</u>	<u>9,436,009</u>	<u>11,584,483</u>	<u>11,583,109</u>	
<b>TOTAL ADMINISTRATION &amp; FINANCE</b>	<u>15,913,914</u>	<u>14,221,625</u>	<u>17,853,554</u>	<u>22,606,308</u>	<u>31.00</u>

## PROGRAM BUDGETS:

### CITY FINANCE / BUDGETING AND REPORTING

Personal Services	366,472	385,349	401,869	552,992	8.50
Supplies	24,778	24,578	22,615	23,430	
Other Services	145,220	226,575	156,300	154,398	
Other Uses	1,001,305	1,239	1,239	4,305	
	<u>1,537,775</u>	<u>637,741</u>	<u>582,023</u>	<u>735,125</u>	

**HUMAN RESOURCES**

Personal Services	167,941	179,623	185,939	200,364	4.50
Supplies	9,314	9,223	8,165	8,760	
Other Services	92,298	91,898	97,386	101,050	
	<u>269,553</u>	<u>280,744</u>	<u>291,490</u>	<u>310,174</u>	

**INFORMATION TECHNOLOGIES**

Personal Services	326,084	404,417	405,580	445,172	7.00
Supplies	4,508	4,463	4,763	5,110	
Other Services	72,779	58,239	70,476	43,780	
	<u>403,371</u>	<u>467,119</u>	<u>480,819</u>	<u>494,062</u>	

**SAFETY & RISK MANAGEMENT**

Personal Services	74,874	85,975	81,557	87,365	2.00
Supplies	5,250	2,505	5,583	5,837	
Other Services	1,126,747	1,308,001	1,410,517	1,409,517	
Other Uses	40,049	49,347	49,347	46,598	
	<u>1,246,920</u>	<u>1,445,828</u>	<u>1,547,004</u>	<u>1,549,317</u>	

**BENEFITS MANAGEMENT**

Personal Services	81,967	92,470	100,500	102,752	2.00
Supplies	5,800	2,264	7,612	7,612	
Other Services	9,661,641	9,172,326	11,307,422	11,235,077	
Other Uses	162,548	168,949	168,949	237,668	
	<u>9,911,956</u>	<u>9,436,009</u>	<u>11,584,483</u>	<u>11,583,109</u>	

**HUMAN RIGHTS**

Personal Services	278,953	286,420	320,333	334,625	7.00
Supplies	12,832	6,562	7,931	7,931	
Other Services	99,758	103,593	96,394	129,410	
Other Uses	2,996	3,402	3,401	3,711	
Capital	0	0	0	1,000	
	<u>394,539</u>	<u>399,977</u>	<u>428,059</u>	<u>476,677</u>	

**CITY-WIDE EXPENDITURES (not included in above programs)**

Personal Services	142,932	134,983	186,756	48,557	n/a
Capital	2,006,868	1,419,223	2,752,920	7,409,287	
	<u>2,149,800</u>	<u>1,554,206</u>	<u>2,939,676</u>	<u>7,457,844</u>	

**TOTAL PROGRAMS**

	<u>15,913,914</u>	<u>14,221,624</u>	<u>17,853,554</u>	<u>22,606,308</u>	<u>31.00</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"> <li>• Staff: 8.5 FTE</li> <li>• Accounting Software and Personal Computers</li> <li>• Laws / Regulations / Accounting Standards: Federal, State and Local</li> <li>• 2005 Budget: \$735,125</li> </ul>	<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>Goal G</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 show acceptable levels of satisfaction in regards to the prudent use of the City's financial resources and physical assets.</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>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>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>Provide staff assistance for a variety of special projects aimed at improving organizational performance</p>	<p>Performed as needed</p>	<p>Maintain or improve the current "AA" credit rating for the City's General Obligation Bonds</p>	<p>Goals D, E and G</p>	<p>The level which residents rate the City in the area of responsibility with tax dollars - (1) low / (5) high</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>				



**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	2,000 Year-end W-2 Forms filed 4 Quarterly 941-Forms filed 12 Monthly State and County Tax Forms filed 675 Year-end 1099-Forms filed			Number of accounts payable and payroll runs processed on time
	Coordinate the issuance of licenses for City regulated businesses	470 Restaurant licenses issued 105 Auto Repair & Service Center licenses issued 35 Entertainment licenses issued 500 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage of Funds that perform within budgetary guidelines	100%	100%	100%	100%	100%	100%
Adequate Cash Reserves as a percentage of operating expenditures are maintained	15%	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	3 Days
Percentage of Funds that accurately forecast actual results within a 5% margin	98%	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	Yes
The City is presented the distinguished Budget Presentation Award from the GFOA for its annual Budget Book	Yes	Yes	Yes	Yes	Yes	Yes
Maintain or improve the current "AA" credit rating for the City's General Obligation Bonds	"AA"	"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	N/A	4.8

-Continued--

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

(Continued)

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of errors and/or corrections needed to be made on payroll and accounts payable documents	A/P: 25	25	25	15	0
	Payroll: 15	22	11	10	0
	Pensioners: 1	2	1	1	0
Number of accounts payable and payroll runs processed on time	A/P: 52	52	52	52	52
	Payroll: 26	26	27	26	26
	Pensioners: 12	12	12	12	12
Number of licenses revoked	0	4	2	0	0
Number of licenses denied	10	12	8	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"> <li>• Staff: 4.5 FTE</li> <li>• Personnel Policies and Procedures</li> <li>• Employment Law: State, Federal and Local</li> <li>• Labor Union - Teamsters' Contract</li> <li>• 2005 Budget: \$310,174</li> </ul>	<p>Facilitate employment-related training</p> <hr/> <p>Respond to questions regarding City policies and procedures</p> <hr/> <p>Coordinate Labor/Management meetings</p> <hr/> <p>Facilitate grievances and appeal hearings for non-bargaining and Teamster employees</p> <hr/> <p>Facilitate hiring process and record keeping for all non-bargaining and Teamster employees</p> <hr/> <p>Investigate and resolve unemployment claims filed by former City employees</p> <hr/> <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>4 Policies and procedures review sessions held at City Management training sessions</p> <p>Individual Department meetings held as requested</p> <p>6 Diversity training sessions held</p> <p>1 Annual retirement planning session held</p> <hr/> <p>All questions asked are addressed</p> <hr/> <p>4 Labor/Management meetings coordinated</p> <hr/> <p>All grievances and appeal hearings are heard</p> <hr/> <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> <hr/> <p>All claims filed are resolved</p> <hr/> <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> <hr/> <p>City employees and retirees will effectively utilize the knowledge gained to make informed decisions.</p> <hr/> <p>City employees, applicants, retirees and former City employees will experience fair and equitable treatment.</p>	<p>Goal H</p> <hr/> <p>Goal H</p> <hr/> <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> <hr/> <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            4 Job fairs attended            Multiple media placements utilized:            South Bend Tribune and other local newspapers            Periodicals            Professional and ethical 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</p>
	<p>Participate in community hiring programs</p>	<p>5 Internships coordinated            2 Mock interviews coordinated for Workforce Development and Goodwill Industries</p>		<p>Goal H</p>	<p>Percentage of Community Hiring Program participants that rate the experience with the City as useful</p>
	<p>Provide job-specific training guidance</p>	<p>Sr. Management and frontline supervisor training conducted throughout year</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>

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

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of City employees who receive employment training provided by the Human Resources Staff	900	1,000	950	950	950
Percentage of City employees that rate the training programs above average or better	90%	100%	100%	100%	100%
Number of Labor/Management meetings held	4	4	4	4	4
Number of grievances filed at Human Resources Department level	15	10	6	3	0
Number of grievances filed involving unfair and/or inequitable treatment	0	1	12	8	0
Cost savings experienced through reduction of unemployment claims filed	0	0	\$28,000	\$15,000	\$20,000
Number of changes to the Policy and Procedure Manual based upon unfair employment practices	As deemed necessary	As deemed necessary	As deemed necessary	As deemed necessary	As deemed necessary
Number of applications received by the Human Resources Department	5,392	3,862	4,102	4,000	4,000
Number of applicants hired	8	Full Time: 108	96	As needed	As needed
		Part Time: 545	84	477	As needed
Number of employees that leave the City during the initial orientation period	8	9	12	2	2
Percentage of Community Hiring Program participants that rate the experience with the City as useful	100%	100%	100%	100%	100%
Percentage of employees that take advantage of training programs	85%	80%	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"> <li>• Staff: 7 FTE</li> <li>• External Providers: Technical Support Training Instructors</li> <li>• City-wide Hardware and Software: AS/400 Midframe HTE Accounting Software Personal Computer Software</li> <li>• Telephone System</li> <li>• 2005 Budget: \$494,062</li> </ul>	<ul style="list-style-type: none"> <li>Support computer software</li> <li>Support computer hardware</li> <li>Set up and install new computers</li> <li>Support AS/400 midframe computer and HTE software</li> <li>Administer programming of phones</li> <li>Coordinate phone installations and repairs</li> <li>Administer voice mail system</li> </ul>	<ul style="list-style-type: none"> <li>400 Software packages installed All support requests answered</li> <li>582 Computers maintained</li> <li>143 New computers installed</li> <li>280 Users on the AS/400 system 360 AS/400 backups performed 10 Upgrades performed</li> <li>All needed program changes completed</li> <li>All phone installations completed All phone repairs completed</li> <li>All needed voice mail boxes created 770 voice mail boxes maintained</li> </ul>	<p style="text-align: center;">City employees will have access to appropriate and working technology resources.</p>	<p style="text-align: center;">Goals E and H</p>	<ul style="list-style-type: none"> <li>Percentage of time the AS/400 is not available during normal working hours</li> <li>Number of times the AS/400 "crashes"</li> <li>Percentage of time the telephone system is not available</li> <li>Percentage of employees with appropriate computer equipment (excluding those employees that do not require such equipment)</li> </ul>

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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>11 Local area networks supported            77 Printers connected            612 Computers and terminals connected            728 Network users            17 Departments connected            4,200 Network backups run per year            All upgrades installed as needed            \$250,000 of computer equipment purchased</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             Percentage of time system is available during working hours</p>
	<p>Create Internet web pages</p>	<p>2,331 Web pages developed            183 Web pages revised</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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
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	99.99%	99.9%	99.9%	99.9%	99.9%	100%
Number of web "hits" per day	8,970	9,800	9,800	9,800	9,800	10,000

# 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"> <li>• Staff: 2 FTE</li> <li>• External Providers: Third Party Administrators Medical Providers Insurance Consultants</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$1,549,317</li> </ul>	<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 &amp; 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>

# 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	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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
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	286	258	292	250	250	250
Total cost of workers' compensation claims	\$604,569	\$453,403	\$466,705.31	\$275,000	\$275,000	\$275,000
Number of drug/alcohol related accidents	7	0	0	0	0	0
Percent of employees tested negative	96%	96%	100%	100%	100%	100%
Average number of days employee takes to return to work	30	30	0	0	0	0
Number of policies repriced	3	3	As Needed	As Needed	As Needed	As Needed
Number of modifications per program	3	3	As Needed	As Needed	As Needed	As Needed
Average cost per accident	\$2,114	\$1,757	\$1,598.30	\$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"> <li>• Staff: 2 FTE</li> <li>• External Providers: Third Party Administrators Insurance Consultant Employee Assistance Program (EAP) Preferred Provider Organization (PPO)</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$11,583,109</li> </ul>	<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>4 Employee orientation programs provided</p> <p>2 Employee Assistance Program seminars provided</p> <p>All benefit participants provided with one-on-one enrollment meetings</p> <p>1 Training session held for payroll clerks</p> <p>4 Benefit articles written</p> <p>8 Payroll staffers prepared</p> <p>All new employees receive benefits binder</p> <p>All benefits participants receive benefits binder updates as necessary</p> <p>All questions asked will be answered</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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of participants enrolled in optional benefits program as of the first quarter of the year	950	1,300	1,206	1,200	All employees	
Percentage of claims filed within PPO network	85%	85%	95%	90%	90%	
Number of preventative procedures performed upon benefit participants	900	1,000	1,000	1,000	1,000	
Number of people participating in health and wellness programs	120	500	660	500	500	
Average cost per participant of health plan	\$4,871	\$5,624.04	\$6,550	\$6,600	\$7,500	
Number of employees who exceed the \$125,000 for total individual claims	2	11	4	5	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	\$128,000	\$140,000	\$2,000,000	\$1,000,000	All savings available	
Number of policies repriced	4	2	8	As needed	As needed	
Number of modifications to programs	6	10	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"> <li>• Staff: 7 FTE</li> <li>• External Providers: Human Rights Commissioners Equal Employment Opportunity Commission Department of Housing and Urban Development (HUD) Indiana Civil Rights Commission (ICRC) Indiana Consortium Commission Attorney Staff Attorney Hearing Officers</li> <li>• Laws: City Ordinance State Statutes Federal Laws</li> <li>• 2005 Budget: \$476,677</li> </ul>	<p>Provide educational opportunities</p> <p>Investigate allegations of discrimination</p> <p>Convene Human Rights Commissioners for case rulings</p> <p>Facilitate the resolution of charges</p>	<p>5 Speaking engagements held 8 Seminars provided 5 Workshops facilitated 100 Businesses participated 501 Individuals participated 250 Brochures distributed</p> <p>1,564 Inquires received 427 Interviews performed 107 Cases investigated 6 Complaints settled</p> <p>12 Commission meetings held</p> <p>6 Discrimination cases resolved 101 Cases where no discrimination was found</p>	<p>Residents and businesses will be more knowledgeable concerning all areas of Human Rights.</p> <p>Residents and businesses will adhere to the City's Human Rights Ordinance.</p> <p>Non-resident employees will be provided an avenue to seek information and remedies.</p> <p>Residents and businesses will experience a discrimination-free community.</p>	<p>Goal C</p> <p>Goal C</p> <p>Goal C</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>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>Average length of time to complete investigation of a case (months)</p> <p>Number of cases that exceed 1 year (staff)</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>

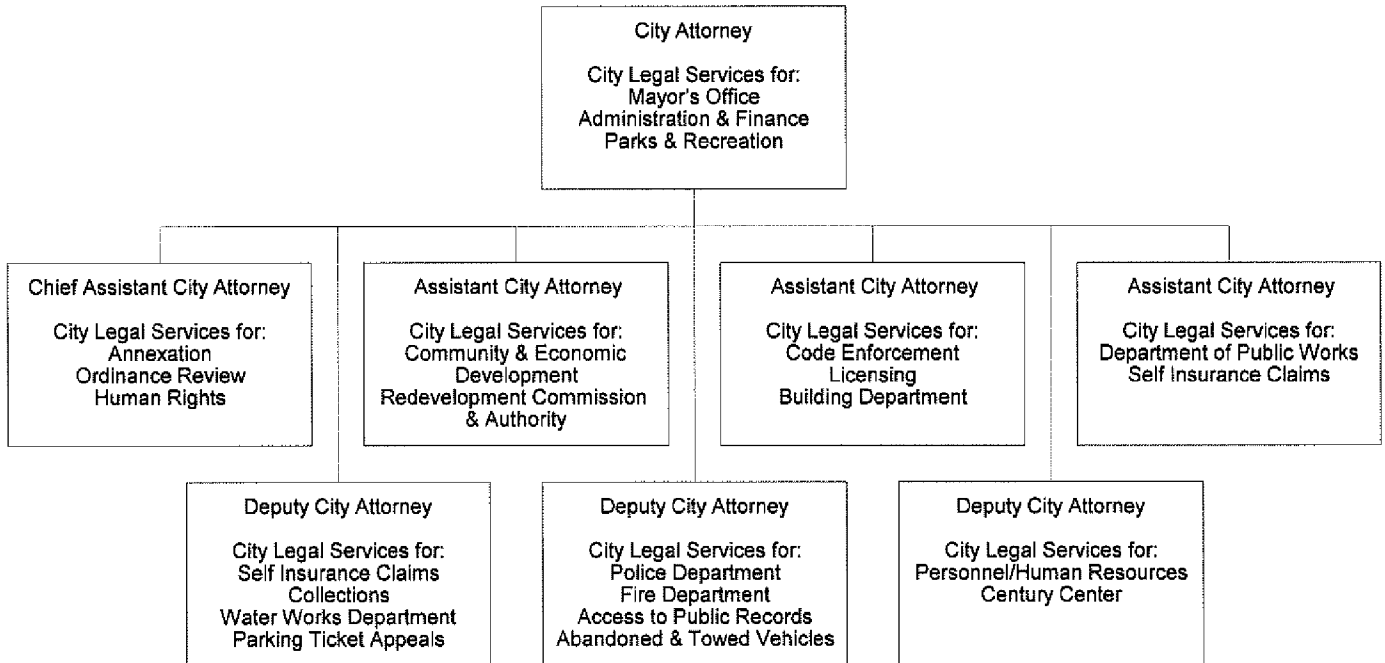


**ADMINISTRATION & FINANCE DEPARTMENT  
PROGRAM: HUMAN RIGHTS**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of charges filed by individuals that have previously been exposed to the department's educational opportunities	Valid: 38	17	12	40	All as needed
	Invalid: 150	131	95	150	0
Number of charges filed against individuals/businesses that have previously been exposed to the department's educational opportunities	112	114	88	95	0
Number of repeat offenders	70	71	66	50	0
Number of non-jurisdictional referrals made to other agencies	455	657	380	600	As needed
Percentage of cases investigated where discrimination occurred	7%	8%	8%	10%	0%
Average length of time to complete investigation of a case (months)	11	10	8	7	6
Number of cases that exceed 1 year (staff)	14	8	11	4	0
Number of cases that exceed 1 year (legal)	4	4	9	10	0
Number of cases that exceed 5 years	0	0	0	0	0
Average length of time between department completion and resolution (months)	11	8	8	7	As needed

# LEGAL DEPARTMENT

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# LEGAL DEPARTMENT

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>GENERAL FUND:</b>					
Legal Department					
Personal Services	653,595	764,474	763,890	800,726	14.00
Supplies	15,943	11,517	15,543	15,543	
Other Services	117,768	58,474	57,470	50,457	
Other Uses	207	228	228	265	
	<u>787,513</u>	<u>834,693</u>	<u>837,131</u>	<u>866,991</u>	
<b>INTERNAL SERVICE FUNDS:</b>					
Liability Insurance Premium (Self-Insurance Portion)					
Personal Services	45,984	52,104	66,403	68,136	1.00
Supplies	55	64	254	254	
Other Services	340,972	336,703	659,800	659,800	
	<u>387,011</u>	<u>388,871</u>	<u>726,457</u>	<u>728,190</u>	
<b>TOTAL LEGAL DEPARTMENT</b>	<u>1,174,524</u>	<u>1,223,564</u>	<u>1,563,588</u>	<u>1,595,181</u>	<u>15.00</u>
<b>PROGRAM BUDGET:</b>					
<b>CITY LEGAL SERVICES</b>					
Personal Services	699,579	816,578	830,293	868,862	15.00
Supplies	15,998	11,581	15,797	15,797	
Other Services	117,768	58,474	57,470	50,457	
Other Services (Claims)	340,972	336,703	659,800	659,800	
Other Uses	207	228	228	265	
<b>TOTAL PROGRAM</b>	<u>1,174,524</u>	<u>1,223,564</u>	<u>1,563,588</u>	<u>1,595,181</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"> <li>• Staff: 15 FTE</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• Legal Software, Computers and Legal Reference Materials</li> <li>• 2005 Budget: \$1,595,181</li> </ul>	<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: 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 68 Code Enforcement Proceedings 50 Neighborhood Task Force Committee 12 Board of Zoning Appeals 12 Urban Enterprise</p> <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>10 Prior pending lawsuits defended</p> <p>\$330,949* (\$123,472 on 2004 claims) Claims paid for City-wide incidents (37% were 2004 or earlier claims).</p> <p>\$17,842 (All on 2004 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 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 a very slight decline over 2003.

**LEGAL DEPARTMENT  
PROGRAM: CITY LEGAL SERVICES**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	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	4.8
Number of opinions rendered	100% As needed	100% As needed	100% As needed	100% As needed	100% As needed	100% As needed
Number of property or non-tort cases filed against the City	0	1	0	0	0	0
Number of cases resolved in favor of the City	100%	100%	100%	100%	100%	100%
Number of times a City ordinance is used as a model for other cities and towns	3	2	2	1	1	Not predictable
Number of instances when constitutional or other challenges are successfully initiated against City ordinances	0	1	0	0	0	0
Percentage of collection rate	65%	35%	50%	65%	65%	75%
Number of ordinance violations that are filed to collect penalties	998	746	1,033	800	800	100% As needed
Number of legal suits generated to compel corrective action or to defend hearing officer *	66	43	90	100% As needed	100% As needed	100% As needed

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**LEGAL DEPARTMENT  
PROGRAM: CITY LEGAL SERVICES**  
(Continued)

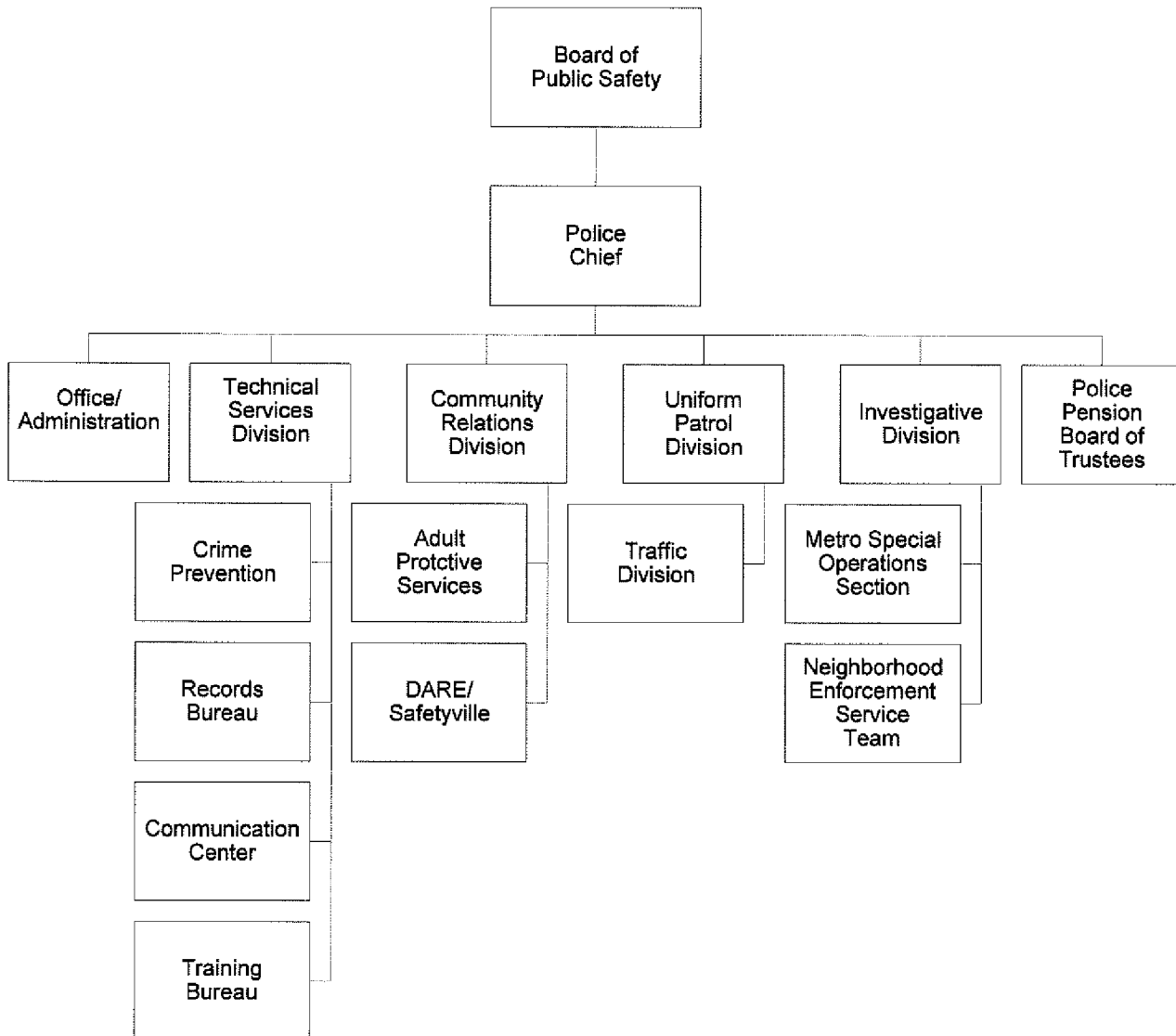
INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of violations settled (Penalty collections and enforcement proceedings)	150	150	150	35% of filings	* 35% of filings
Number of concluded cases in which City is successful or effective in litigation which involved its interests or policies	10	16	15	Unknown	100%
Percentage of successful litigated cases	75%	66%	66%	75%	75%
Number of claims and lawsuits made or filed against City resolved	194 (86% of total)	191 (91% of total)	200 (75% of total)	200 (75% 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	N/A	4.8	4.8
Percentage of public records responded to within 48 hours	99%	99%	99%	100%	100%

\* 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.



# POLICE DEPARTMENT

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# POLICE DEPARTMENT

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>GENERAL FUND:</b>					
Police Department					
Personal Services	17,563,009	20,094,269	20,088,542	21,150,725	317.00
Supplies	566,976	681,376	677,254	766,724	
Other Services	1,698,037	1,942,004	2,047,916	2,165,525	
Other Uses	11,023	12,597	12,597	13,259	
Capital	995,604	933,601	928,249	377,000	
	<u>20,834,649</u>	<u>23,663,847</u>	<u>23,754,558</u>	<u>24,473,233</u>	
Communication Center					
Personal Services	1,133,399	1,349,348	1,377,419	1,428,086	31.00
Supplies	2,072	1,839	4,029	4,029	
Other Services	25,536	28,749	29,175	30,524	
Other Uses	95	273	273	121	
Capital	52,414	0	0	0	
	<u>1,213,516</u>	<u>1,380,209</u>	<u>1,410,896</u>	<u>1,462,760</u>	
<b>PENSION TRUST FUNDS:</b>					
Police Pension Fund					
Personal Services (benefits)	4,468,770	4,738,026	5,025,676	5,492,156	n/a
Supplies	718	620	1,020	1,100	
Other Services	1,083	4,007	3,290	2,710	
	<u>4,470,571</u>	<u>4,742,653</u>	<u>5,029,986</u>	<u>5,495,966</u>	
<b>TOTAL POLICE DEPARTMENT</b>	<u>26,518,736</u>	<u>29,786,709</u>	<u>30,195,440</u>	<u>31,431,959</u>	<u>348.00</u>

### PROGRAM BUDGETS:

#### POLICE CHIEF'S OFFICE / ADMINISTRATION

Personal Services	302,560	345,240	345,142	422,186	6.00
Other Services	382	0	500	500	
	<u>302,942</u>	<u>345,240</u>	<u>345,642</u>	<u>422,686</u>	

#### TECHNICAL SERVICES DIVISION

Personal Services	393,376	452,744	452,615	472,510	8.00
Supplies	532,348	616,175	612,447	718,124	
Other Services	1,555,195	1,747,191	1,841,980	1,958,689	
Other Uses	11,023	12,597	12,591	13,259	
Capital	995,604	933,601	928,249	377,000	
	<u>3,487,546</u>	<u>3,762,308</u>	<u>3,847,882</u>	<u>3,539,582</u>	

#### CRIME PREVENTION

Personal Services	160,900	251,806	251,734	426,793	7.00
Other Services	2,064	3,083	3,251	2,751	
	<u>162,964</u>	<u>254,889</u>	<u>254,985</u>	<u>429,544</u>	

<b>RECORDS BUREAU</b>					
Personal Services	766,035	805,532	805,302	841,635	21.00
Supplies	24,826	26,754	26,592	14,500	
Other Services	17,476	3,888	4,100	4,300	
	<u>808,337</u>	<u>836,174</u>	<u>835,994</u>	<u>860,435</u>	
<b>COMMUNICATION CENTER</b>					
Personal Services	1,133,399	1,349,348	1,377,419	1,428,086	31.00
Supplies	2,072	1,839	4,029	4,029	
Other Services	25,536	28,749	29,175	30,524	
Other Uses	95	273	273	121	
Capital	52,414	0	0	0	
	<u>1,213,516</u>	<u>1,380,209</u>	<u>1,410,896</u>	<u>1,462,760</u>	
<b>TRAINING BUREAU</b>					
Personal Services	204,890	233,492	233,425	306,884	5.00
Supplies	1,147	3,018	3,000	1,000	
Other Services	4,419	10,479	11,050	11,050	
	<u>210,456</u>	<u>246,989</u>	<u>247,475</u>	<u>318,934</u>	
<b>COMMUNITY RELATIONS DIVISION</b>					
Personal Services	460,281	547,526	547,370	656,846	9.00
Other Services	1,205	1,612	1,700	4,100	
	<u>461,486</u>	<u>549,138</u>	<u>549,070</u>	<u>660,946</u>	
<b>LIAISON MENTAL HEALTH &amp; GERIATRIC/ADULT PROTECTIVE SERVICES</b>					
Personal Services	65,282	72,587	72,566	75,303	1.00
Other Services	280	474	500	600	
	<u>65,562</u>	<u>73,061</u>	<u>73,066</u>	<u>75,903</u>	
<b>D.A.R.E. / SAFETYVILLE</b>					
Personal Services	92,315	103,366	103,337	0	0.00
Supplies	76	101	100	0	
Other Services	3,214	1,707	1,800	0	
	<u>95,605</u>	<u>105,174</u>	<u>105,237</u>	<u>0</u>	
<b>UNIFORM PATROL DIVISION</b>					
Personal Services	10,152,054	11,236,951	11,233,748	11,371,154	162.00
Supplies	4,587	24,146	24,000	17,300	
Other Services	17,883	26,599	28,050	29,550	
	<u>10,174,524</u>	<u>11,287,696</u>	<u>11,285,798</u>	<u>11,418,004</u>	
<b>TRAFFIC DIVISION</b>					
Personal Services	496,070	607,078	606,905	588,478	13.00
Supplies	382	0	0	300	
Other Services	2,612	4,267	4,500	4,500	
	<u>499,064</u>	<u>611,345</u>	<u>611,405</u>	<u>593,278</u>	

<b>INVESTIGATIVE DIVISION</b>					
Personal Services	3,033,178	3,718,864	3,717,804	3,967,106	57.00
Supplies	2,485	9,674	9,615	12,500	
Other Services	62,428	20,578	21,700	25,200	
	<u>3,098,091</u>	<u>3,749,116</u>	<u>3,749,119</u>	<u>4,004,806</u>	
<b>METRO SPECIAL OPERATIONS SECTION (MSOS)</b>					
Personal Services	980,939	1,242,859	1,242,511	1,529,604	21.00
Supplies	1,125	1,509	1,500	3,000	
Other Services	29,995	120,702	127,285	122,785	
	<u>1,012,059</u>	<u>1,365,070</u>	<u>1,371,296</u>	<u>1,655,389</u>	
<b>NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)</b>					
Personal Services	455,129	476,225	476,089	492,226	7.00
Other Services	884	1,422	1,500	1,500	
	<u>456,013</u>	<u>477,647</u>	<u>477,589</u>	<u>493,726</u>	
<b>POLICE PENSION - BENEFIT PAYMENTS</b>					
Personal Services (benefits)	4,468,770	4,738,026	5,025,676	5,492,156	n/a
Supplies	718	620	1,020	1,100	
Other Services	1,083	4,007	3,290	2,710	
	<u>4,470,571</u>	<u>4,742,653</u>	<u>5,029,986</u>	<u>5,495,966</u>	
<b>TOTAL PROGRAMS</b>	<u>26,518,736</u>	<u>29,786,709</u>	<u>30,195,440</u>	<u>31,431,959</u>	<u>348.00</u>

# 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"> <li>• Staff: 6 FTE</li> <li>• External Providers: Department of Justice Indiana Criminal Justice Agency</li> <li>• Laws/Regulations: Federal, State, Local, Police Contract and Duty Manual</li> <li>• 2005 Budget: \$422,686</li> </ul>	<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
	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 FTE redeployed due to technology implementations  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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of policy changes	5	3	16	10	25
Number of Officer Disciplinary Actions reported	25	26	32	10	15
Number of disciplinary actions taken	25	26	32	10	15
Total number of Superior Officer and Command Staff meetings	48	118	50	60	60
Number of new technologies projects installed	10	7	5	5	5
Number of technology policies implemented	8	7	5	5	8
Number of FTE redeployed due to technology implementations	30	10	5	5	10
Number of valid internal and external complaints and inquiries reported	100	60	74	25	25
Number of internal and external complaints and inquiries resolved	100	52	65	25	25
Total number of correspondence and contacts with South Bend Police personnel and residents, City Managers and Common Council	7,500	4,200	3,000	3,200	7,000
Total number of meetings, news releases and lectures with the public concerning Law Enforcement activities	44	33	40	45	24
Number of meetings, news releases and lectures with the media concerning Law Enforcement issues	450	265	125	150	300
Number of meetings with police officers and law enforcement organizations	195	370	150	125	125
Number of personnel files maintained	258	258	255	258	258
Number of voice mail records	363	289	307	315	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"> <li>• Staff: 8 FTE</li> <li>• Accounting Software and Personal Computers</li> <li>• NCR Mainframe Computer/ADSI Software</li> <li>• Police Department Fleet</li> <li>• Federal and State Grants</li> <li>• 2005 Budget: \$3,539,582</li> </ul>	<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				2005 FORECAST	TARGET
	2002	2003	2004	2004		
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	\$12,248	\$12,000	\$9,537	\$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	70	6	7	5	5	5
Number of employees trained	11	20	11	10	10	10
Number of times computer system is out of service	0	3	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	160	165	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"> <li>• Staff: 7 FTE</li> <li>• Grants</li> <li>• Volunteers/ Volunteer Organizations</li> <li>• 2005 Budget: \$429,544</li> </ul>	Provide safety information to public	73 Safety presentations 13,320 Crime information phone messages 61 Fraud messages faxed 103 Neighborhood summaries presented 540 Homes received information handouts	Residents and police will have access to information regarding appropriate safety practices.  Clients will engage in appropriate safety practices.  Clients will have their security assessed.  Clients will have safer homes and businesses.	Goal B	Number of safety presentations held with number of residents in attendance  Number of crime messages given to public  Number of homes contacted with information packets  Number of properties receiving security improvement
	Assess security needs of private homes and businesses	13 Residential security assessments 14 Business security assessments		Goal B	Percentage of properties remaining free of burglaries
	Coordinate South Bend's Neighborhood Watch Program	212 Neighborhood watch groups 1,360 Neighborhood watch captains 6,750 Neighborhood watch participants (homes)	Neighborhood watch groups will have gained knowledge that can assist in making their neighborhoods safer.	Goal B	Number of neighborhood watch captains

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**POLICE DEPARTMENT  
PROGRAM: CRIME PREVENTION / COP**  
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Compile and analyze crime data</p> <p>Provide crime trend information</p>	<p>104 Crime mappings</p> <p>20 Suspect bulletins</p> <p>165 Investigative summaries</p> <p>44 Crime bulletins</p> <p>74 Patrol requests</p> <p>10 Pawn shops notices</p>	<p>Neighborhood residents and police officers will have access to data compiled into easily understood crime trend reports.</p> <p>Neighborhood residents and police officers will use this information to better understand crime.</p> <p>Police officers will have additional information to resolve crimes.</p>	<p>Goals B and C</p> <p>Goals B and H</p> <p>Goals B, C and H</p>	<p>Number of crime data documents distributed to residents</p> <p>Number of crime data sent to officers</p> <p>Number of criminal cases closed as a result of crime trend data</p>
	<p>Recruit volunteers</p>	<p>338 Volunteers recruited</p> <p>338 Volunteers trained</p> <p>88 Neighborhood watch participants recruited</p> <p>654 Volunteer events held</p> <p>6,177 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of safety presentations held with number of residents in attendance	66 / 1,860	58 / 1,512	73 / 2,548	60 / 1,600	70 / 1,800
Number of crime messages given to public	2,225	8,736	6,270	8,500	27,560
Number of homes contacted with information packets	800	295	550	350	600
Number of properties receiving security improvement	80	46	40	46	46
Percentage of properties remaining free of burglaries	100%	100%	100%	100%	100%
Number of neighborhood watch captains	1,800	1,347	1,360	1,360	1,400
Number of crime data documents distributed to residents	2,500	1,970	2,718	2,100	2,740
Number of crime data sent to officers	510	353	661	400	700
Number of criminal cases closed as a result of crime trend data	40	15	30	15	40
Number of neighborhood watch volunteers	9,200	6,735	6,750	6,800	7,000
Number of volunteer activities	220	150	654	160	700
Number of volunteers recruited	170	110	338	110	300

# 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"> <li>• Staff: 21 FTE</li> <li>• 2005 Budget: \$860,435</li> </ul>	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	Criminal Justice System will have access to current investigative identifiers to further their investigations.	Goal E	Amount of film processed  Number of finger prints on file
	Classify finger prints	All finger prints classified			
	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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of reports on file	29,497	27,958	27,027	29,000	35,000
Number of Part 1 crimes reported to F.B.I.	8,246	7,160	7,394	8,000	10,000
Amount of money collected	\$54,787.60	\$50,528.15	\$45,952.99	\$50,000	Amount Collected
Amount of film processed	1,658 Rolls	1,572 Rolls	1,480 Rolls	1,500 Rolls	1,200 Rolls
Number of finger prints on file	108,925	110,000	115,000	137,000	100,900
Number of false alarms	8,034	6,984	8,457	8,500	11,250
Dollar amount collected from false alarm charges	\$54,950	\$43,550	\$92,822	\$95,000	\$15,000
Number of alarm letters mailed	3,580	7,059	6,420	6,500	1,400
Percentage of insurance requests filled	100%	100%	100%	100%	100%

# 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"> <li>• Staff: 31 FTE</li> <li>• External Providers: St. Joseph County E911 Funds St. Joseph County E911 Specialized Telephone Equipment</li> <li>• Specialized Computer Aided Dispatch (CAD) Software</li> <li>• Radio Equipment: ACU 1000 Interoperability Equipment Voice Logger System Emergency Warning System</li> <li>• 2005 Budget: \$1,462,760</li> </ul>	Receive calls	368,575 Calls received 100,150 Calls dispatched	Residents will have dispositions on dispatches.	Goals B and E	Total number of dispatches generated
	Dispatch calls				
	Disseminate information	2,617 Referrals and requests for outside departments and agencies services given	Police, fire and emergency medical services agencies will have documented records of requests for services from other departments or agencies.	Goals B, E and H	Total number of 911 calls  Total number of non- emergency calls
	Document incidents	365 Daily tape radio and telephone data documented	Residents will be referred to correct agency.	Goals B and E	Total number of referred CAD incidents  Total number of outside referrals

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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>7,942 Emergency medical calls received</p> <p>95,304 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>296,829 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>5,460 "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			2005 FORECAST	TARGET
	2002	2003	2004		
Total number of dispatches generated	102,830	102,860	100,150	101,000	122,000
Total number of calls for service	299,201	277,162	290,571	291,000	298,000
Total number of stored audio records	11,968	13,104	12,410	12,500	12,410
Total number of 911 calls	85,170	75,662	78,004	78,000	90,000
Total number of non-emergency calls	226,095	201,500	212,571	213,000	208,000
Total number of referred CAD incidents	1,998	1,412	1,170	1,200	3,000
Total number of outside referrals	2,467	3,127	2,617	2,700	3,000
Total number of documented critical incidents	106	77	89	90	80
Total number of medical emergencies	8,348	8,363	7,942	8,000	9,000
Total number of computer incidents documenting emergency response times	91,828	89,944	86,731	90,000	100,000
Successful completion of FBI and Indiana State Police NCIC/IDACS audits	2	1	1	1	1
Total number of NCIC/IDACS stored computer records	231,123	228,061	247,357	260,000	210,000
Total number of 911 calls transferred to non-emergency telephone lines	10,221	10,808	6,232	6,500	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"> <li>• Staff: 5 FTE</li> <li>• Instructors</li> <li>• Trainers</li> <li>• Specialized Training Equipment</li> <li>• Membership Fees</li> <li>• Testing Materials</li> <li>• Applications and Recruitment Materials</li> <li>• 2005 Budget: \$318,934</li> </ul>	<p>Provide in-service and specialized classes</p>	<p>46 In-service classes provided 149 Classes provided by outside agencies All Officers trained through in-service classes</p> <p>24 Classes provided through the regional academy 33 Area police departments are members of the regional academy 619 Police officers enrolled in academy classes</p>	<p>Police officers who attend classes will have access to updated information and job skills training.</p> <p>Police officers will have a greater understanding of the training skills needed.</p>	<p>Goals E and H</p> <p>Goals E and H</p>	<p>Number of South Bend police officers completing classes</p> <p>Number of training hours provided</p> <p>Number of area officers completing classes</p> <p>Number of area police departments enrolling officers for classes</p> <p>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	434 Training files maintained 149 Files of class completions Average of 45 hours of training per officer	Officers will have their training compiled for certification and future training needs.	Goals E and H	Number of officers certified Number of officers completing various training courses
	Maintain training records for the South Bend regional academy	24 Regional academy classes provided 33 Departments accepted as members of the regional academy \$13,255.74 in regional academy fees accepted			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	204 Police applications received 204 Police applicants screened 8 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of South Bend police officers completing classes	258	259	261	261	261
Number of training hours provided	15,957.5	24,683	27,817.5	24,000	25,000
Number of area officers completing classes	323	480	497	515	525
Number of area police departments enrolling officers for classes	26	29	33	34	35
Number of specialized classes offered by academy	15	29	24	26	28
Number of officers certified	258	255	259	258	261
Number of officers completing various training courses	3,229	2,293	3,128	2,875	3,150
Number of area departments renewing regional academy memberships	26	27	30	30	30
Number of regional academy classes provided	15	29	24	26	28
Number of police officers completing the regional classes	438	760	619	650	675
Number of officers graduating from State Law Enforcement Academy	9	12	4	10	12
Number of officers completing the probationary training program	11	17	15	8	11
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"> <li>• Staff: 9 FTE</li> <li>• Transportation</li> <li>• South Bend Community School Corporation</li> <li>• Recreation Department</li> <li>• Community and Neighborhood Centers</li> <li>• Media</li> <li>• Volunteers</li> <li>• Instructors</li> <li>• 2005 Budget: \$660,946</li> </ul>	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 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of residents completing classes	60	80	94	93	90
Number of youth served	7,200	8,000	8,000	8,000	5,500
Percentage of cases charged due to youth reports	65%	65%	65%	65%	100%
Number of community groups involved	11	25	22	25	12
Number of projects worked on	28	75	60	80	20
Number of Crime Stoppers tips received	1,063	1,062	983	1,200	1,150
Percentage of crimes solved through Crime Stoppers Program	30%	24.48%	30.92%	32%	100%
Number of youth served	1,200	1,300	1,450	1,500	700
Number of community sites involved	6	6	8	8	6

# 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"> <li>• Staff: 1 FTE</li> <li>• Adult Protective Services Volunteers Mental Health Agencies Medical Professionals Criminal Justice Agencies Civic Organizations</li> <li>• 2005 Budget: \$75,903</li> </ul>	Conduct training programs	15 Stress management classes presented 15 Adult Protective Service classes given 5 Infectious/communicable disease classes given 5 Exploitation/fraud classes presented	Police personnel will have a greater understanding of health and safety issues.	Goal H	Number of health and safety classes presented Percentage of participants completing classes
	Receive resident referrals Assess residents for services Refer residents in need of services to appropriate agencies Review filed mental health/Adult Protective Service cases	* All resident referrals performed 100 Residents assessed for services 50 Mental health referrals made 12 Mental health commitments made	Residents will be assessed and referred for mental, social or medical services. Residents will be directed to appropriate service agencies.	Goal B Goal E	Number of residents evaluated for appropriate service Number of residents referred for services Percentage of residents committed due to referral services Number of cases reviewed
	Participate in public events	20 Public events participated in	Residents will have information on public safety and police programs.	Goal B	Number of special events attended
	Provide safety and anti-crime information	15 TRIAD presentations provided 8 TRIAD meetings held	Seniors and residents will have safety information. Seniors and residents will become more knowledgeable of safety and anti-crime issues.	Goal B Goal B	Number of meetings

\* 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of health and safety classes presented	38	25	56	20	30
Percentage of participants completing classes	100	100	100	100	100
Number of residents evaluated for appropriate service	* 100	* 100	* 110	* 110	150
Number of residents referred for services	* 100	* 100	* 110	* 150	150
Percentage of residents committed due to referral services	Only those that need to be committed	Only those that need to be committed	Only those that need to be committed	Only those that need to be committed	Only those that need to be committed
Number of cases reviewed	* 400	350	350	400	400
Number of special events attended	18	11	19	20	20
Number of meetings	91	100	96	50	75

\* Estimated

NOTE: Several meetings and classes involved organization and training of new "Volunteers in Police Service" and TRIAD activities.

# 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"> <li>• Staff: 162 FTE</li> <li>• Equipment: Fully-Equipped Squad Cars Mountain Bikes and Related Equipment SWAT Truck and Related Equipment Bomb Truck and Related Equipment</li> <li>• 2005 Budget: \$11,418,004</li> </ul>	<p>Patrol streets and neighborhoods</p>	<p>24 Uniform beats units per shift 140,000 Incident reports documented</p>	<p>Residents will have increased police in their neighborhoods.</p>	<p>Goal B</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>Make arrests</p>	<p>5,300 Suspects arrested</p>	<p>Residents will have a more orderly community through enforcement of laws.</p>	<p>Goal B</p>	<p>Number of suspect arrests</p> <p>Total number of citations</p>
	<p>Issue citations</p>	<p>16,000 Citations issued</p>	<p>Residents will have their requests for service documented.</p>	<p>Goals B and E</p>	<p>Number of calls received</p> <p>Number of incident reports filed and dispatches forwarded by front desk</p>
<p>Respond to non-emergency telephone calls</p>	<p>All non-emergency calls responded to All dispatches generated All incident reports documented</p>		<p>Residents will have their service requests responded to.</p>	<p>Goals B and E</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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of police officers assigned to patrol streets	21	21	18	18	18
Total number of reports taken	29,497	27,958	27,027	29,000	30,000
Number of miles patrolled *	3,865,719	3,877,777	3,650,000	3,700,000	3,800,000
Number of suspect arrests	4,165	3,848	3,996	4,000	4,000
Total number of citations (warnings are not longer included as of 2000)	10,829	17,742	15,549	15,000	16,000
Number of calls received	476,182	200,000	106,716	106,000	550,000
Number of incident reports filed and dispatches forwarded by front desk	29,203	45,991	22,510	26,000	26,000
Number of tracking referral forms resolved	1,936	1,656	1,460	1,500	875
Total number of field trainee officers taught	11	8	4	5	25
Number of roll call training sessions conducted	40	10	40	300	300

\* These are take-home cars.

# 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"> <li>• Staff: 13 FTE</li> <li>• External Providers: State of Indiana Grant Event Sponsors</li> <li>• Equipment: Specialized Traffic Equipment</li> <li>• Traffic Supplies: Moving Traffic Tickets Warning Tickets Parking Tickets</li> <li>• 2005 Budget: \$593,278</li> </ul>	Receive traffic complaints	120 Complaints received	Residents will have response to their traffic complaints.	Goals B and E	Number of complaints serviced
	Investigate traffic crashes	5,018 Traffic crashes investigated 5,018 Traffic crashes reviewed for errors 1,500 Errors corrected on traffic crashes 5,018 Traffic crash causation factors tabulated	Residents will have correct crash reports.	Goal B	Number of traffic crashes
	Review traffic crashes for errors		Residents will have access to crash causes.	Goal B	Number of amended reports
	Correct traffic crash errors		Engineering Department will have traffic crash information for evaluation.	Goal H	Number of cause factors in traffic accidents
	Tabulate traffic crash causation factors	Disseminate traffic information	5,018 Traffic crash locations forwarded for evaluation	Residents will have safer traffic flow patterns.	Goal B

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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 (tornadoes, 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				2005 FORECAST	TARGET
	2002	2003	2004	2004		
Number of complaints serviced	82	75	75	75	70	100
Number of traffic crashes	4,162	3,881	3,470	3,470	3,200	5,000
Number of amended reports	83	85	85	85	85	0
Number of cause factors in traffic accidents	4,162	4,734	3,100	3,100	3,200	5,000
Number of crashes at specific locations submitted	4,162	3,881	3,470	3,470	3,200	5,000
Total number of traffic citations issued	31,218	16,222	15,287	15,287	16,000	20,000
Total number of grant citations	5,225	8,330	5,590	5,590	6,500	1,000
Number of vehicle alcohol arrests	37	116	294	294	300	20
Number of seat belt violation tickets	2,220	3,726	2,679	2,679	3,000	1,000
Number of towing services used	6	5	5	5	5	6
Number of police-requested towing jobs	5,854	3,532	6,236	6,236	4,000	6,000
Total number of events for which security and traffic details are provided	69	69	60	60	60	60
Number of participants instructed in traffic education classes	60	55	90	90	100	55
Number of public service announcements distributed	25	25	25	25	25	25
Number of civil emergencies responded to	3	1	2	2	2	5
Number of intersections covered	30	34	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"> <li>• Staff: 57 FTE</li> <li>• Technical (Forensic Science) Equipment</li> <li>• 2005 Budget: \$4,004,806</li> </ul>	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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage of accurately assigned cases	99%	99%	99%	99%	99%	100%
Number of submitted cases for charges	1,362	2,310	1,108	2,100	2,100	1,400
Number and percent of cases returned from Prosecutor's Office for additional investigation	15 1%	15 1%	14 1%	0 0%	0 0%	0 0%
Number of crime lab analysis reports	688	582	753	900	900	800
Number of subpoenas issued to investigative personnel	450	820	832	800	800	750
Number of property items released	480	650	530	550	550	650
Number of investigative division arrests	689	307	420	300	300	1,400
Number of crime bulletins issued by the Detective Bureau	94	124	113	120	120	400

\* Lab not open yet.

# 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"> <li>• Staff: 21 FTE</li> <li>• Outside Agency Staff: St. Joseph County Police Department - 6 FTE</li> <li>• Mishawaka Police Department - 2 FTE</li> <li>• 2005 Budget: \$1,655,389</li> </ul>	<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>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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of drug cases	676	660	750	450	425
Number of drug arrests	1,115	1,295	1,651	1,000	550
Number of search warrants	222	250	244	200	200
Number of crime scenes processed	242	269	291	200	200
Number of theft arrests	0	0	2	5	3
Number of recovered stolen items	15	15	15	15	15
Number of crime scene cases filed	221	244	230	200	175
Dollar amount of currency seized	\$532,000	\$230,000	\$140,000	\$200,000	\$150,000
Number of grams of illegal drugs seized	211,000 gr.	531,600 gr.	192,000 gr.	250,000 gr.	250,000 gr.
Number of drug house programs	4	6	6	10	10
Number of drug identification programs	6	9	11	10	10
Number of residents attending training programs	375	350	290	300	300
Number of police officers attending training programs	85	125	130	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"> <li>• Staff: 7 FTE</li> <li>• Specialized Equipment</li> <li>• 2005 Budget: \$493,726</li> </ul>	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
	Monitor persons on probation	Operations assisting probation department: 50 Adult home visits 850 Juvenile home visits	Probation departments will have assistance monitoring their clients.	Goal B	Number of contacts with probation department clients



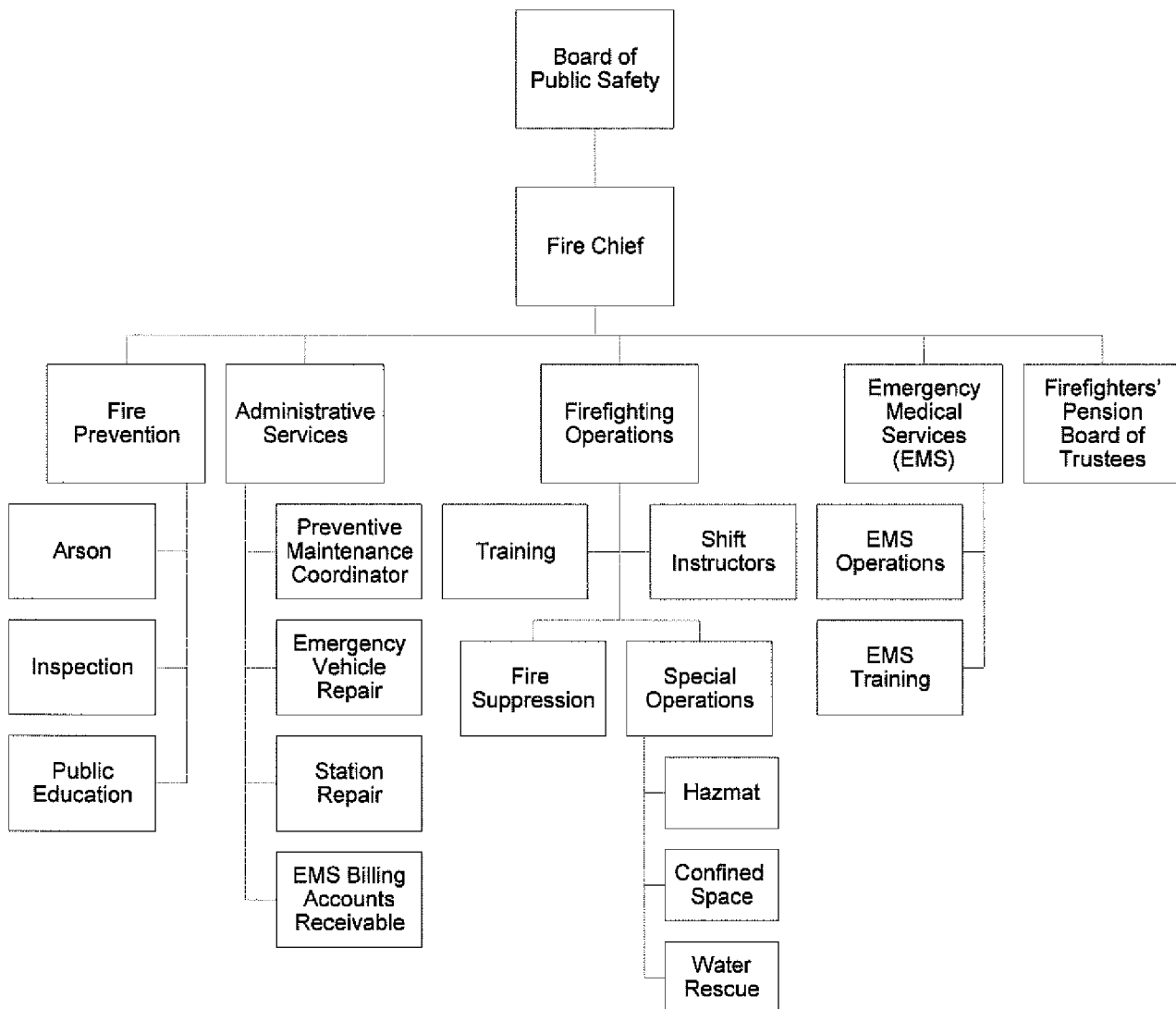
**POLICE DEPARTMENT  
PROGRAM: NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of arrests made	280	709	1,093	500	450
Number of citations issued	313	865	1,425	1,200	1,000
Amount of property recovered	\$65,000	\$100,000	\$20,000	\$40,000	\$30,000
Percentage of property returned	85%	85%	85%	95%	90%
Number of searches conducted	125	207	45	180	125
Number of weapons recovered	73	58	40	100	25
Number of cases sent for prosecution because of resident complaints	125	175	195	250	150
Number of contacts with probation department clients	850	100	*	*	225

- Program ended: No data tracking performed.

# FIRE DEPARTMENT

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# FIRE DEPARTMENT

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>GENERAL FUND:</b>					
Fire Department					
Personal Services	14,608,481	16,482,233	16,711,496	18,332,119	255.00
Supplies	259,674	254,890	265,600	265,600	
Other Services	942,717	981,936	1,025,989	1,120,470	
Other Uses	4,363	4,145	4,145	4,687	
Capital	923	0	0	0	
	<u>15,816,158</u>	<u>17,723,204</u>	<u>18,007,230</u>	<u>19,722,876</u>	
<b>CAPITAL FUND:</b>					
EMS / Fire Department Capital Fund					
Other Services	290,315	405,356	411,155	277,867	
Other Uses	250,000	250,000	250,000	250,000	
Capital	538,401	460,428	432,000	625,000	
	<u>1,078,716</u>	<u>1,115,784</u>	<u>1,093,155</u>	<u>1,152,867</u>	
<b>PENSION TRUST FUNDS:</b>					
Firefighters' Pension Fund					
Personal Services (benefits)	4,025,764	4,364,699	4,592,314	4,921,111	n/a
Supplies	30	0	200	200	
Other Services	2,044	2,682	4,841	4,841	
	<u>4,027,838</u>	<u>4,367,381</u>	<u>4,597,355</u>	<u>4,926,152</u>	
<b>TOTAL FIRE DEPARTMENT</b>	<u>20,922,712</u>	<u>23,206,369</u>	<u>23,697,740</u>	<u>25,801,895</u>	<u>255.00</u>
<b>PROGRAM BUDGETS:</b>					
<b>ADMINISTRATIVE SERVICES</b>					
Personal Services	465,409	515,430	515,430	539,956	9.00
Supplies	137,758	116,600	121,600	121,600	
Other Services	1,134,682	1,292,042	1,341,894	1,303,087	
Other Uses	254,363	254,145	254,145	254,687	
Capital	592,073	460,428	432,000	625,000	
	<u>2,584,285</u>	<u>2,638,645</u>	<u>2,665,069</u>	<u>2,844,330</u>	
<b>FIRE PREVENTION</b>					
Personal Services	379,683	426,345	426,345	458,286	7.00
Supplies	1,000	1,000	1,000	1,000	
Other Services	6,000	6,000	6,000	6,000	
	<u>386,683</u>	<u>433,345</u>	<u>433,345</u>	<u>465,286</u>	
<b>FIREFIGHTING OPERATIONS</b>					
Personal Services	10,597,558	12,119,212	12,348,475	13,245,082	187.00
Supplies	57,384	68,134	73,134	73,134	
Other Services	79,450	75,250	75,250	75,250	
	<u>10,734,392</u>	<u>12,262,596</u>	<u>12,496,859</u>	<u>13,393,466</u>	

# FIRE DEPARTMENT

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

### EMERGENCY MEDICAL SERVICES

Personal Services	3,111,932	3,421,246	3,421,246	4,088,795	52.00
Supplies	63,532	69,156	69,866	69,866	
Other Services	14,000	14,000	14,000	14,000	
	<u>3,189,464</u>	<u>3,504,402</u>	<u>3,505,112</u>	<u>4,172,661</u>	

### FIREFIGHTERS' PENSION - BENEFIT PAYMENTS

Personal Services (benefits)	4,025,764	4,364,699	4,592,314	4,921,111	n/a
Supplies	80	0	200	200	
Other Services	2,044	2,682	4,841	4,841	
	<u>4,027,888</u>	<u>4,367,381</u>	<u>4,597,355</u>	<u>4,926,152</u>	

### TOTAL PROGRAMS

<u>20,922,712</u>	<u>23,206,369</u>	<u>23,697,740</u>	<u>25,801,895</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"> <li>Staff: 9 FTE</li> <li>Equipment/Supplies</li> <li>Fire Stations</li> <li>External Providers: Equipment Services Federal, State and Local</li> <li>Emergency Management Agencies</li> <li>Laws/Regulations: Federal, State and Local</li> <li>Collective Bargaining Agreement</li> <li>Leadership</li> <li>Billing</li> <li>2005 Budget: \$2,844,330</li> </ul>	<ul style="list-style-type: none"> <li>Supervise and direct programs with the Fire Department</li> <li>Process applicants for employment</li> <li>Maintain and inventory department equipment</li> <li>Provide building maintenance</li> <li>Process Emergency Medical Services billing</li> <li>Process payroll, accounts receivable and accounts payable</li> <li>Prepare yearly budget</li> </ul>	<ul style="list-style-type: none"> <li>11 Monthly staff meetings held</li> <li>2 Officers' meetings held</li> <li>24 Mayor's staff meetings held</li> <li>24 Team Management meetings</li> <li>8 Monthly Pension Board meetings held</li> <li>4 Office meetings held</li> <li>Yearly budget prepared</li> <li>15,838 E.M.S. bills processed</li> <li>All equipment and inventory records updated</li> <li>252 Applications processed</li> <li>71 Vehicles maintained</li> <li>72 Random drug tests made</li> </ul>	<ul style="list-style-type: none"> <li>Residents will have an aggressive and efficient response force capable of providing effective control of hazards within the community.</li> <li>Fire Department employees will be informed as to the direction of the department.</li> <li>Fire Department employees will have a drug-free workplace.</li> <li>Fire Department employees will have new equipment and supplies available as budgeted.</li> <li>Fire Department employees will have assigned equipment and proper training to conduct their jobs.</li> <li>Fire Department prospects will be identified and hired.</li> <li>Fire Department employees (firefighters) will have benefits according to the Collective Bargaining Agreement and salary ordinance.</li> <li>Users of E.M.S. will be aware of E.M.S. bills.</li> <li>Users of E.M.S. will pay E.M.S. bills.</li> </ul>	<ul style="list-style-type: none"> <li>Goal H</li> <li>Goals B and H</li> <li>Goals B and H</li> <li>Goals B and H</li> <li>Goals B and H</li> <li>Goals B and H</li> <li>Goal B</li> <li>Goal B</li> <li>Goal B</li> </ul>	<ul style="list-style-type: none"> <li>Number of Fire Department employees who filed complaints regarding knowledge of departmental policies or activities</li> <li>Number of claims paid due to Fire Department negligence</li> <li>Number of drug tests</li> <li>Number of job-related injuries</li> <li>Number of firefighters hired</li> <li>Number of firefighters that are receiving correct benefits according to agreement</li> <li>Percentage of E.M.S. bills collected to E.M.S. bills outstanding</li> </ul>

**FIRE DEPARTMENT  
PROGRAM: ADMINISTRATION SERVICES**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of Fire Department employees who filed complaints regarding knowledge of departmental policies or activities	2	2	1	2	0
Number of claims paid due to Fire Department negligence	7	6	2	5	0
Number of drug tests	86	80	82	72	72
Number of job-related injuries	121	127	119	120	25
Number of firefighters hired	12	9	10	8	12
Number of firefighters that are receiving correct benefits according to agreement	248	248	248	248	248
Percentage of E.M.S. bills collected to E.M.S. bills outstanding	74%	76%	73%	78%	100%

# 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"> <li>• Staff: 7 FTE</li> <li>• Indiana Building Codes</li> <li>• Indiana Fire Codes</li> <li>• NFPA Codes</li> <li>• 3 Part-Time Firefighters</li> </ul>	<ul style="list-style-type: none"> <li>• Suppresson: Videos</li> <li>• Coloring Books</li> <li>• Handouts</li> <li>• Kiwanis Club</li> </ul>	<ul style="list-style-type: none"> <li>• Inspect commercial buildings for life/safety hazards</li> <li>• Conduct fire inspections</li> <li>• Observe fire sprinkler tests</li> <li>• Observe fire pump tests</li> </ul>	<ul style="list-style-type: none"> <li>• 4,820 Commercial building inspections performed</li> <li>• 1,307 life/safety hazards found in buildings</li> <li>• 1,012 Follow-up inspections conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Owners and occupants will be in compliance with City code.</li> <li>• Owners and occupants will have a safe building.</li> <li>• Occupants will have a safe environment.</li> <li>• Owners and occupants will have an increased general knowledge of fire safety.</li> <li>• Owners and occupants will become aware of hazards.</li> <li>• Owners will correct hazards.</li> </ul>	<ul style="list-style-type: none"> <li>• Goal B</li> <li>• Goal B</li> <li>• Goal B</li> <li>• Goal B</li> <li>• Goal B</li> <li>• Goal B</li> </ul>	<ul style="list-style-type: none"> <li>• Number of fire safety violations issued</li> <li>• Percentage decrease in number of fire safety violations</li> <li>• Number of commercial fires due to safety hazards</li> </ul>
-Continued-						

# FIRE DEPARTMENT PROGRAM: FIRE PREVENTION

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<p>(Continued)</p> <ul style="list-style-type: none"> <li>• Bureau of Alcohol, Tobacco and Firearms (ATF)</li> <li>• Indiana Laws and Statutes</li> <li>• City Municipal Code</li> <li>• Insurance Companies</li> <li>• Computer and Printer</li> <li>• 2005 Budget: \$465,286</li> </ul>	<p>Conduct fire safety programs</p> <p>Conduct educational training programs</p>	<p>6 Juvenile fire setters taught</p> <p>799 Preschool/daycare children taught</p> <p>6,234 First graders, fourth graders and super setters were taught fire safety</p> <p>1,198 Employees/residents were taught fire safety</p> <p>669 Tours given</p> <p>222 Smoke detectors installed</p> <p>30 Career day classes given</p> <p>396 Hospital/school fire drills conducted</p> <p>72 Public educations meetings held</p> <p>1,234 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>Goal B</p> <p>Goal B</p> <p>Goal B</p> <p>Goal B</p> <p>Goal B</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>

-Continued-



# 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>Goals B and E</p> <p>Goals B and E</p> <p>Goals B and E</p> <p>Goals B and E</p> <p>Goals B and E</p> <p>Goals B and E</p> <p>Goals B and E</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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of fire safety violations issued	1,437	1,494	1,307	1,475	1,500
Percentage decrease in number of fire safety violations	9%	9%	8%	9%	10%
Number of commercial fires due to safety hazards	41	41	24	43	30
Number of participants who receive instruction on fire safety	20,000	9,388	5,833	14,000	15,000
Number of smoke detectors installed by Fire Department	375	382	222	425	450
Percentage of fires properly classified	100%	100%	100%	100%	100%
Number of arson fire arrests	20	4	1	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"> <li>• Staff: 187 FTE</li> <li>• Fire Apparatus/Specialized Equipment</li> <li>• 3 Classrooms/Audio Visual Equipment</li> <li>• Fire Stations</li> <li>• Unit 511 (Fire Buffs Volunteers)</li> <li>• Collective Bargaining Agreement</li> <li>• Federal, State and Local Laws</li> <li>• 2005 Budget: \$13,393,466</li> </ul>	<p>Perform Fire Suppressions</p>	<p>All fires extinguished</p>	<p>Clients in need of emergency services will have decreased response time of firefighters and fire truck companies to suppress fires.            Clients threatened by fire will experience a reduced chance of loss of life and property.</p>	<p>Goal B</p>	<p>Total annual dollar amount of property loss due to fire            Number of fires extinguished (residential, commercial, vehicle)</p>
	<p>Perform Special Operations:            Confined space rescue            Hazmat clean up            Water rescue            Extrication</p>	<p>All specialized rescues attempted</p>	<p>Clients requiring rescue will have access to responsive and timely rescue services.</p>	<p>Goal B</p>	<p>Number of specialized rescues attempted</p>

-Continued-

**FIRE DEPARTMENT  
PROGRAM: FIREFIGHTING OPERATIONS**  
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide emergency medical services	All emergency medical services provided	Clients will experience a reduced chance of significant injuries and loss of life.	Goal B	Number of emergency medical services runs
	Educate and train firefighters on fire suppression	228 Firefighters attended firefighting 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 education 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	10 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
	Provide firefighter education and training	<p>100 Firefighters attending state fire schools, conferences or special meetings</p> <p>64 Officers attending fire department officer training</p> <p>228 Firefighters attending incident command system training</p> <p>200 Firefighters attending fire apparatus emergency vehicle operation</p> <p>10 Firefighters attending fire truck driver/operator pumping course</p> <p>228 Firefighters attending self-contained breathing apparatus training</p> <p>228 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 be capable of using the incident command system through annual training.</p> <p>Firefighters will know emergency vehicle operations.</p> <p>Firefighters will obtain fire truck driver/operator certifications.</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>Goal B</p> <p>Goal B</p> <p>Goal B</p> <p>Goal B</p> <p>Goal B</p> <p>Goal B</p> <p>Goal B</p>	<p>Number of firefighters that successfully complete state fire schools and conferences</p> <p>Number of officers that successfully complete annual officer training</p> <p>Number of firefighters that successfully complete incident command system training</p> <p>Number of firefighters that successfully complete fire apparatus emergency vehicle training</p> <p>Number of drivers/operators that successfully complete training and gain certification</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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Total annual dollar amount of property loss due to fire	3,512,583.00	3,760,476.00	4,957,568.58	3.2 mil	3.2 mil	
Number of fires extinguished (residential, commercial, vehicle)	480	541	238	425	475	
Number of specialized rescues attempted	57	55	30	50	55	
Number of emergency medical services runs	20,444	19,429	19,031 / 5 months	15,500	16,000	
Average number of hours a firefighter spent on fire suppression education	24	48	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	3	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			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of new firefighters that make it through rookie school	100%	100%	100%	100%	100%
Number of firefighters that successfully complete state fire schools and conferences	80	80	80	80	80
Number of officers that successfully complete annual officer training	64	64	64	64	64
Number of firefighters that successfully complete incident command system training	200	200	200	200	228
Number of firefighters that successfully complete fire apparatus emergency vehicle training	200	200	200	200	200
Number of drivers/operators that successfully complete training and gain certification	10	10	10	10	10
Number of firefighters that successfully complete self-contained breathing apparatus training	228	228	228	228	228
Number of firefighters that successfully complete hazardous material training	228	228	228	228	228
Number of firefighters that participate in annual hose test training	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"> <li>Staff: 52 FTE</li> <li>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</li> <li>Laws/Regulations: Federal, State and Local</li> <li>Collective Bargaining Agreement</li> <li>2005 Budget: \$4,172,661</li> </ul>	<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>10,405 Calls by City ambulances responded to</p> <p>5,599 Calls by County ambulances responded to</p> <p>4 City / 3 County ambulances provided</p> <p>1 Support vehicle provided</p> <p>558 Residential and commercial fires responded to</p> <p>207 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>16,765 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>

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

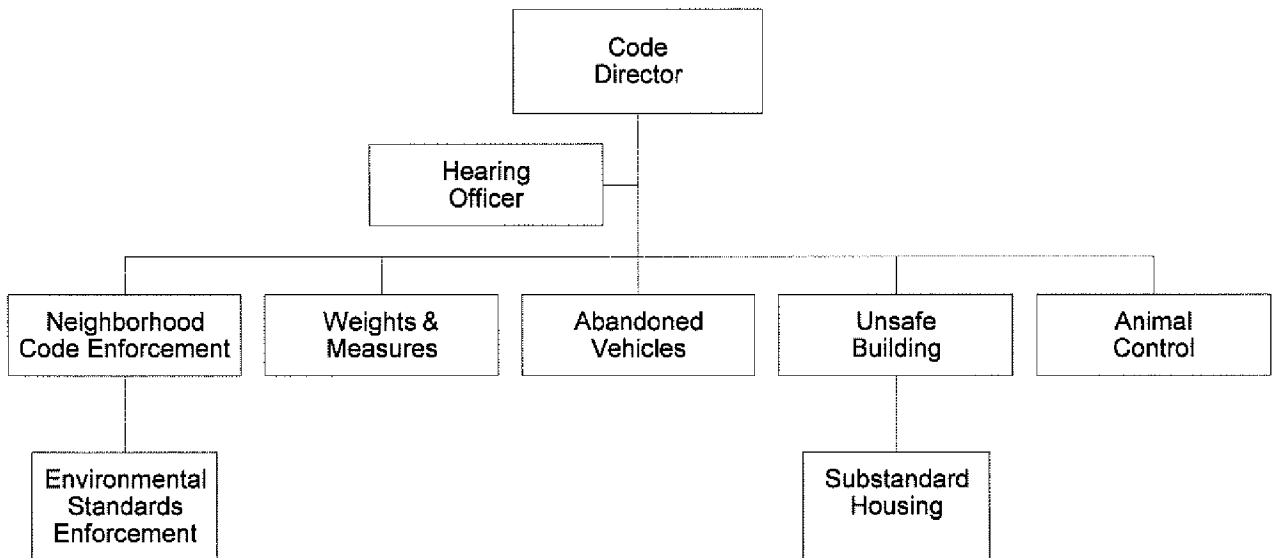
INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	<p>Conduct medical education training</p> <p>Attend classes sponsored by Memorial and Saint Joseph Hospitals</p>	<p>Training programs provided: 24 Hours monthly of combined didactic and skills review 18 CPR classes to fire suppression</p> <p>Educational 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 230 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of EMS-related incidents	10,705	10,583	10,405	10,800	11,000
Number of non-EMS calls responded to	583	655	757	620	600
Number of specialized rescues responded to	23	19	8	10	25
Average time it takes to respond to accident scene	5.86 min.	6.21 min.	6.3 min.	6.5 min.	6.0 min.
Number of specialized health care transports	382	344	362	400	400
Number of firefighters holding medical certification	235	230	230	235	248

# CODE ENFORCEMENT

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# CODE ENFORCEMENT DEPARTMENT

2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>GENERAL FUND:</b>					
Neighborhood Code Enforcement					
Personal Services	762,747	851,385	857,612	883,699	19.00
Supplies	109,970	106,059	151,267	143,267	
Other Services	194,464	225,369	234,106	238,540	
Other Uses	2,193	3,039	3,039	2,763	
Capital	121,175	158,050	115,800	32,400	
	<u>1,190,549</u>	<u>1,343,902</u>	<u>1,361,824</u>	<u>1,300,669</u>	
Weights and Measures:					
Other Services	39,503	42,000	42,150	43,000	
	<u>39,503</u>	<u>42,000</u>	<u>42,150</u>	<u>43,000</u>	
Code Hearing Officer					
Other Services	42,152	43,271	56,976	56,976	
	<u>42,152</u>	<u>43,271</u>	<u>56,976</u>	<u>56,976</u>	
Junk Vehicle					
Personal Services	38,219	45,408	46,372	47,710	1.00
Supplies	2,127	2,357	3,768	3,768	
Other Services	15,507	13,379	18,586	18,586	
	<u>55,853</u>	<u>61,144</u>	<u>68,726</u>	<u>70,064</u>	
Unsafe Building					
Other Services	123,830	221,602	180,638	195,000	
	<u>123,830</u>	<u>221,602</u>	<u>180,638</u>	<u>195,000</u>	
Animal Control					
Personal Services	244,850	307,514	315,279	332,266	8.00
Supplies	55,286	61,773	38,823	38,823	
Other Services	60,419	68,522	77,617	83,244	
Other Uses	317	354	354	423	
Capital	0	0	0	0	
	<u>360,872</u>	<u>438,163</u>	<u>432,073</u>	<u>454,756</u>	
<b>ENTERPRISE FUND:</b>					
Solid Waste Fund (Code Enforcement only)					
Personal Services	338,119	379,174	387,802	393,898	9.00
<b>TOTAL CODE ENFORCEMENT</b>	<u>2,150,878</u>	<u>2,529,256</u>	<u>2,530,189</u>	<u>2,514,363</u>	<u>37.00</u>

# CODE ENFORCEMENT DEPARTMENT

2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

## PROGRAM BUDGETS:

### ENVIRONMENTAL STANDARDS ENFORCEMENT

Personal Services	644,180	715,066	733,949	745,401	16.00
Supplies	37,017	36,101	41,755	40,194	
Other Services	105,241	130,272	131,404	126,920	
Other Uses	555	720	731	661	
Capital	26,798	33,526	24,942	32,400	
	<u>813,791</u>	<u>915,685</u>	<u>932,781</u>	<u>945,576</u>	

### SUBSTANDARD HOUSING

Personal Services	406,836	444,554	464,111	460,514	7.00
Supplies	49,206	47,780	55,985	54,101	
Other Services	263,723	394,019	356,823	351,471	
Other Uses	738	953	980	889	
Capital	35,622	44,372	33,442	0	
	<u>756,125</u>	<u>931,678</u>	<u>911,341</u>	<u>866,975</u>	

### ABANDONED VEHICLES

Personal Services	118,476	133,424	137,273	137,617	6.00
Supplies	11,834	11,817	14,733	14,330	
Other Services	43,104	47,515	53,094	51,938	
Other Uses	146	189	192	171	
Capital	7,027	8,785	6,550	0	
	<u>180,587</u>	<u>201,730</u>	<u>211,842</u>	<u>204,056</u>	

### ANIMAL CONTROL

Personal Services	244,850	307,514	315,279	332,266	8.00
Supplies	55,286	61,773	38,823	38,823	
Other Services	60,419	68,522	77,617	83,244	
Other Uses	317	354	356	423	
Capital	0	0	0	0	
	<u>360,872</u>	<u>438,163</u>	<u>432,075</u>	<u>454,756</u>	

### WEIGHTS AND MEASURES (services performed by the County)

Other Services	39,503	42,000	42,150	43,000	
	<u>39,503</u>	<u>42,000</u>	<u>42,150</u>	<u>43,000</u>	

### TOTAL PROGRAMS

	<u>2,150,878</u>	<u>2,529,256</u>	<u>2,530,189</u>	<u>2,514,363</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"> <li>• Staff: 16 FTE</li> <li>• Laws: City and State</li> <li>• Educational Materials</li> <li>• Vehicles</li> <li>• Client Complaints</li> <li>• 2005 Budget: \$945,576</li> </ul>	<p>Conduct Inspections</p> <hr/> <p>Resolve Violations</p> <hr/> <p>Educate Clients</p>	<p>27,085 Inspections performed</p> <p>15,900 Violation letters sent</p> <p>6,384 Properties cleaned by the City</p> <p>10,016 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of violation letters sent	18,784	14,880	15,900	14,000	0
Number of properties cleaned by City	5,877	6,933	6,384	6,500	0
Number of properties cleaned by owner	12,907	7,947	10,016	7,500	All



# CODE ENFORCEMENT DEPARTMENT PROGRAM: SUBSTANDARD HOUSING

**Program Purpose:** To provide safe housing by inspecting structures and working with property owners to make sure the inspected structure meets standards set forth in the City Ordinance

**Clients:** Residents and Landlords

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> <li>• Staff: 7 FTE</li> <li>• Laws: City and State</li> <li>• Educational Materials</li> <li>• Vehicles</li> <li>• Client Complaints</li> <li>• 2005 Budget: \$866,975</li> </ul>	<p>Conduct inspections</p> <hr/> <p>Coordinate hearings</p> <hr/> <p>Educate clients</p>	<p>7,032 Inspections performed</p> <p>1,418 Letters sent</p> <p>676 Structures repaired</p> <p>117 Structures demolished</p> <p>683 Hearings held</p> <p>2,000 Brochures circulated</p> <p>Resident contacts performed as needed</p> <p>Neighborhood meetings attended</p>	<p>Residents and landlords will have access to housing that meets minimum maintenance requirements.</p> <p>Residents and landlords will experience a stabilization or increase in actual property values.</p>	<p>Goals B and C</p> <p>Goals B and C</p>	<p>Number of inspections performed</p> <p>Number of structures repaired</p> <p>Number of structures demolished</p> <p>Number of hearings held</p>

**CODE ENFORCEMENT DEPARTMENT  
PROGRAM: SUBSTANDARD HOUSING**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2004		
Number of inspections performed	5,944	7,035	7,032	7,032	6,000	6,500
Number of structures repaired	1,600	1,700	676	676	1,700	All
Number of structures demolished	88	52	117	117	100	10
Number of hearings held	737	550	683	683	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"> <li>• Staff: 6 FTE</li> <li>• Tow Truck</li> <li>• Impound Lot</li> <li>• 2005 Budget: \$204,056</li> </ul>	Conduct inspections	11,013 Inspections performed	Residents will live in areas free of abandoned vehicles.	Goals B and C	Number of vehicles tagged	
	Tow vehicles	4,664 Vehicles tagged				819 Vehicles towed
	Handle the disposition of towed vehicles	45 Vehicles reclaimed 661 Vehicles scrapped	113 Vehicles sold at auction	Residents will become knowledgeable about state laws regarding abandoned vehicles.	Goals B and C	Number of vehicles scrapped
	Educate public	600 Brochures distributed	Number of vehicles sold at auction			

**CODE ENFORCEMENT DEPARTMENT  
PROGRAM: ABANDONED VEHICLES**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of vehicles tagged	3,367	4,852	4,664	3,000	1,000
Number of vehicles towed	1,186	1,018	819	800	100
Number of vehicles scrapped	1,099	882	1,661	700	50
Number of vehicles sold at auction	48	91	113	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"> <li>• Staff: 8 FTE</li> <li>• Laws: City and State</li> <li>• Guidelines: Humane Society of the United States, The American Humane Association &amp; National Animal Control Association</li> <li>• Educational Materials</li> <li>• Revenue</li> <li>• Capture Equipment</li> <li>• Shelter</li> <li>• Vans</li> <li>• 2005 Budget: \$454,756</li> </ul>	<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>3 School programs attended</p> <p>3,035 Adoptable domestic animals handled</p> <p>1,409 Unadoptable domestic animals handled</p> <p>534 Domestic animals adopted</p> <p>455 Domestic animals returned to their owner</p> <p>63 Pets euthanized at owner's request</p> <p>1,685 Adoptable domestic animals euthanized</p> <p>1,328 Unadoptable domestic animals euthanized</p> <p>218 Wild animals picked up</p> <p>123 Wild animals euthanized</p> <p>64 Wild animals rehomed or released</p> <p>26 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 adoptable domestic animals handled</p> <p>Number of adoptable domestic animals euthanized</p> <p>Number of wild animals euthanized</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	2,576 Pet licenses sold	Residents will have access to vaccinated pets.	Goals B and C	Number of pet licenses issued
	License pet stores	3 Inspections performed	Pet owners will have access to licensed pet stores.	Goal C	Number of licenses issued to pet stores

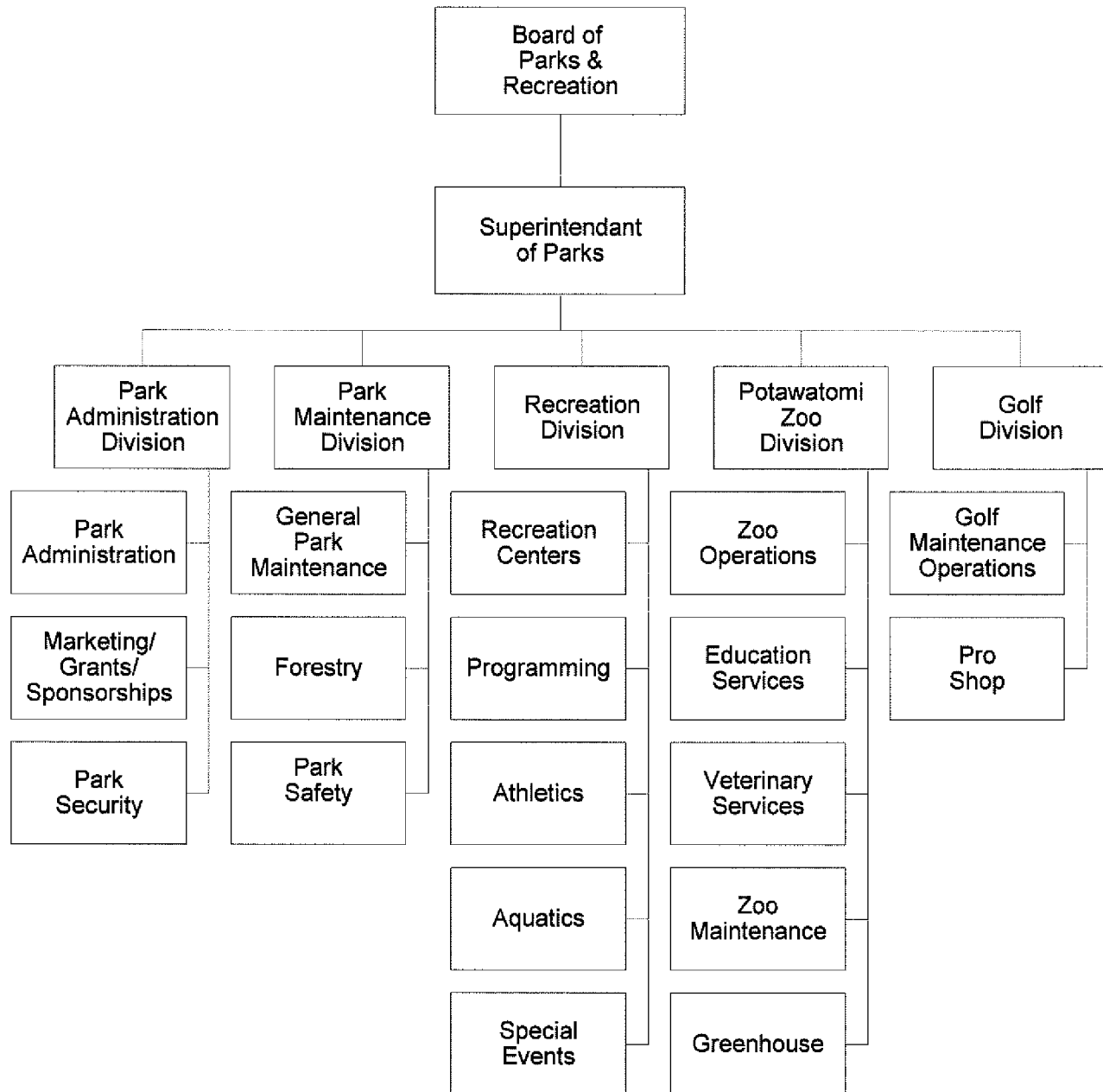
**CODE ENFORCEMENT DEPARTMENT  
PROGRAM: ANIMAL CONTROL**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of educational brochures distributed	2,500	2,500	2,000	2,500	3,000
Number of school programs attended	2	2	3	6	12
Number of domestic animals handled	3,127	* N/A	* N/A	* N/A	* N/A
Number of adoptable domestic animals handled	N/A	2,427	3,035	2,400	100
Number of domestic animals euthanized	1,874	* N/A	* N/A	* N/A	* N/A
Number of adoptable domestic animals euthanized	N/A	1,139	1,685	1,000	0
Number of wild animals euthanized	95	85	123	50	Only sick and injured
Number of domestic animals dropped off	1,758	* N/A	* N/A	* N/A	All unadoptable
Number of unadoptable domestic animals handled	N/A	823	1,409	900	All unadoptable
Number of pets adopted through the program	785	863	534	900	All adoptable
Number of pet licenses issued	2,758	2,555	2,576	3,000	All pets in City
Number of licenses issued to pet stores	3	3	3	3	All pet stores in the City

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

# PARKS AND RECREATION

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# PARKS AND RECREATION DEPARTMENT

2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>SPECIAL REVENUE FUND:</b>					
Parks and Recreation					
Personal Services	6,138,791	6,903,336.00	6,825,191	7,003,436	123.00
Supplies	1,198,188	1,212,294.00	1,281,242	1,276,532	
Other Services	1,861,761	2,000,883.00	2,060,535	2,087,066	
Other Uses	237,820	249,894.00	249,893	274,085	
Capital	365,421	831,302.00	894,441	71,600	
	<u>9,801,981</u>	<u>11,197,709</u>	<u>11,311,502</u>	<u>10,712,719</u>	
Recreation Non-reverting Operating Fund					
Personal Services	356,500	375,647	456,362	481,591	0.00
Supplies	186,144	256,833	195,301	216,802	
Other Services	120,402	146,838	140,055	112,123	
Capital	19,687	88,893	115,000	45,000	
	<u>682,733</u>	<u>868,211</u>	<u>906,718</u>	<u>855,516</u>	
Special Events					
Personal Services	1,921	1,562	4,140	0	0.00
Supplies	8,695	9,240	8,050	3,700	
Other Services	161,853	118,007	151,125	102,000	
Other Uses	5,467	4,328	4,329	4,017	
	<u>177,936</u>	<u>133,137</u>	<u>167,644</u>	<u>109,717</u>	
Park Non-reverting Capital					
Capital	234,345	291,048	312,300	255,600	
	<u>234,345</u>	<u>291,048</u>	<u>312,300</u>	<u>255,600</u>	
<b>TOTAL PARKS AND RECREATION</b>	<u>10,896,995</u>	<u>12,490,105</u>	<u>12,698,164</u>	<u>11,933,552</u>	<u>123.00</u>

## PROGRAM BUDGETS:

### PARK ADMINISTRATION

Personal Services	442,478	513,020	542,721	532,969	9.00
Supplies	17,171	17,747	17,700	17,600	
Other Services	306,770	348,208	307,535	323,665	
Other Uses	21,351	24,002	24,001	27,631	
	<u>787,770</u>	<u>902,977</u>	<u>891,957</u>	<u>901,865</u>	

### MARKETING / GRANTS / SPONSORSHIPS

Personal Services	92,773	161,581	145,142	161,448	3.00
Supplies	58	309	600	700	
Other Services	33,213	30,557	43,300	41,050	
	<u>126,044</u>	<u>192,447</u>	<u>189,042</u>	<u>203,198</u>	

### PARK SECURITY

Personal Services	137,492	157,220	154,867	158,650	3.00
Supplies	315	140	1,100	900	
	<u>137,807</u>	<u>157,360</u>	<u>155,967</u>	<u>159,550</u>	

### GENERAL PARK MAINTENANCE

# PARKS AND RECREATION DEPARTMENT

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

Personal Services	2,154,158	2,473,343	2,414,028	2,485,900	48.00
Supplies	368,337	363,929	416,345	418,365	
Other Services	1,078,007	1,186,681	1,236,147	1,257,295	
Capital	385,550	853,398	918,411	100,600	
	<u>3,986,052</u>	<u>4,877,351</u>	<u>4,984,931</u>	<u>4,262,160</u>	
<b>GREENHOUSE</b>					
Personal Services	145,758	168,082	170,467	170,643	4.00
Supplies	7,934	8,013	10,835	8,200	
Other Services	81,424	81,070	91,140	87,515	
	<u>235,116</u>	<u>257,165</u>	<u>272,442</u>	<u>266,358</u>	
<b>FORESTRY</b>					
Personal Services	302,439	342,499	337,999	353,695	7.00
Supplies	12,702	18,437	14,625	14,050	
Other Services	7,025	4,934	5,434	9,710	
Capital	0	6,682	10,000	10,000	
	<u>322,166</u>	<u>372,552</u>	<u>368,058</u>	<u>387,455</u>	
<b>PARK SAFETY</b>					
Personal Services	22,842	25,499	23,937	1,272	1.00
Supplies	2,859	2,226	5,000	3,400	
Other Services	1,020	513	1,525	1,200	
	<u>26,721</u>	<u>28,238</u>	<u>30,462</u>	<u>5,872</u>	
<b>RECREATION CENTERS</b>					
Personal Services	510,117	602,650	593,685	618,356	12.00
Supplies	36,462	44,123	70,225	92,505	
Other Services	78,898	77,355	90,147	92,312	
Capital	0	43,254	115,000	45,000	
	<u>625,477</u>	<u>767,382</u>	<u>869,057</u>	<u>848,173</u>	
<b>PROGRAMMING</b>					
Personal Services	332,270	364,683	371,961	361,606	2.00
Supplies	69,925	116,024	58,188	53,275	
Other Services	28,799	50,274	22,961	21,271	
	<u>430,994</u>	<u>530,981</u>	<u>453,110</u>	<u>436,152</u>	
<b>ATHLETICS</b>					
Personal Services	347,574	360,262	454,794	481,620	2.00
Supplies	134,446	147,878	167,097	176,331	
Other Services	51,131	54,215	65,719	62,471	
Capital	6,872	65,446	0	0	
	<u>540,023</u>	<u>627,801</u>	<u>687,610</u>	<u>720,422</u>	
<b>AQUATICS</b>					
Personal Services	207,718	229,090	223,768	225,687	1.00
Supplies	17,097	13,567	16,205	18,150	
Other Services	9,728	9,337	8,240	8,940	
	<u>234,543</u>	<u>251,994</u>	<u>248,213</u>	<u>252,777</u>	

# PARKS AND RECREATION DEPARTMENT

2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

<b>SPECIAL EVENTS</b>					
Personal Services	93,581	105,369	96,080	94,488	2.00
Supplies	19,297	32,019	26,185	15,285	
Other Services	217,005	168,937	220,476	151,359	
Capital	12,815	0	0	0	
	<u>342,698</u>	<u>306,325</u>	<u>342,741</u>	<u>261,132</u>	
<b>POTAWATOMI ZOO OPERATIONS</b>					
Personal Services	549,130	641,714	546,645	574,487	11.00
Supplies	173,235	203,364	216,888	215,650	
Other Services	173,031	178,217	177,034	183,551	
Capital	79,346	158,260	175,800	109,600	
	<u>974,742</u>	<u>1,181,555</u>	<u>1,116,367</u>	<u>1,083,288</u>	
<b>POTAWATOMI ZOO EDUCATION SERVICES</b>					
Personal Services	30,223	24,026	68,960	68,161	1.00
Supplies	0	0	200	200	
Other Services	4,496	2,280	6,670	6,670	
	<u>34,719</u>	<u>26,306</u>	<u>75,830</u>	<u>75,031</u>	
<b>POTAWATOMI ZOO VETERINARY SERVICES</b>					
Personal Services	98,724	102,891	109,314	106,643	2.00
Supplies	15,030	17,647	14,500	15,973	
Other Services	13,509	16,110	16,700	17,000	
	<u>127,263</u>	<u>136,648</u>	<u>140,514</u>	<u>139,616</u>	
<b>POTAWATOMI ZOO MAINTENANCE</b>					
Personal Services	95,858	95,466	113,245	122,636	2.00
Supplies	30,498	37,910	28,400	30,800	
Other Services	21,239	18,788	16,400	16,200	
	<u>147,595</u>	<u>152,164</u>	<u>158,045</u>	<u>169,636</u>	
<b>GOLF MAINTENANCE OPERATIONS</b>					
Personal Services	481,098	557,020	534,456	558,805	9.00
Supplies	212,526	222,058	222,200	229,950	
Other Services	160,462	106,904	135,307	141,740	
Capital	134,140	104,008	102,500	107,000	
	<u>988,226</u>	<u>989,990</u>	<u>994,463</u>	<u>1,037,495</u>	
<b>GOLF PRO SHOP</b>					
Personal Services	282,233	355,778	384,904	390,651	4.00
Supplies	125,799	227,182	198,500	202,700	
Other Services	80,248	147,908	135,951	130,021	
	<u>488,280</u>	<u>730,868</u>	<u>719,355</u>	<u>723,372</u>	
<b>CONCESSIONS</b>					
Personal Services	171,500	N/A	N/A	N/A	0.00
Supplies	141,809	N/A	N/A	N/A	
Other Services	27,450	N/A	N/A	N/A	
	<u>340,759</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>TOTAL PROGRAMS</b>	<u>10,896,995</u>	<u>12,490,105</u>	<u>12,698,164</u>	<u>11,933,552</u>	<u>123.00</u>

# PARKS & RECREATION DEPARTMENT PROGRAM: PARK ADMINISTRATION

**Program Purpose:** To provide effective and efficient management and services to our customers inside as well as outside the Park Department

**Clients:** Park Department Division Managers, Park Department Employees, Park Department Vendors, Residents, Park Department, Park Board

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> <li>• Staff: 9 FTE</li> <li>• Information from other Park Department Divisions</li> <li>• Information from other City Operations</li> <li>• 2005 Budget: \$901,865</li> </ul>	<p>Manage park system</p>	<p>1 Strategic plan developed 24 Division Manager meetings held Individual meetings held as needed</p>	<p>Park Department Division Managers will be provided with strategic direction.</p>	<p>Goal E</p>	<p>Amount of budgets approved by Council</p> <p>Percentage of users who rate services of each park as good or excellent rather than fair or poor</p>
	<p>Manage fiscal operations</p>	<p>All paychecks issued All purchase orders approved and issued 3 Annual operating budgets prepared 7 Annual capital budgets prepared All vendor checks issued All financial transactions entered into City computer system Annual financial report produced All budgets monitored throughout the year Financial information provided to all clients when needed</p>	<p>Park Department vendors and employees will be paid promptly and accurately.</p> <p>Park Department Division Managers will be informed of Department financial conditions.</p> <p>Park Department Division Managers will make informed decisions regarding financial efficiency.</p>	<p>Goal E</p> <p>Goal G</p> <p>Goal G</p>	<p>Number of paycheck errors</p> <p>Number of Divisions that operate within budget</p> <p>Number of audit comments</p>

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# 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	90 Rentals of Pinhook Pavilion rented 700 Rentals of Potawatomi Park picnic areas and shelters rented 100 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Amount of budgets approved by Council	Capital: \$374,200	\$774,087	\$4,453,541	\$1,076,000	As needed	
	Operating: \$10,871,647	\$10,567,979	\$11,405,042	\$11,552,219	As needed	
Percentage of users who rate services of each park as good or excellent rather than fair or poor	96%	96%	97%	100%	100%	
Number of paycheck errors	0.01%	0%	0%	0%	0%	
Number of Divisions that operate within budget	6	6	5	5	5	
Number of audit comments	0	0	0	0	0	
Favorable rating from survey	91%	98%	98%	98%	98%	
Percent of complaint calls	2%	2%	2%	2%	2%	
Number of calls	27,000	27,000	25,000	25,000	27,000	
Number of rentals	818	819	850	900	1,000	
Increased rental income	\$596	(\$3,200)	\$414	\$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"> <li>• Staff: 3 FTE</li> <li>• 2005 Budget: \$203,198</li> </ul>	Issue press releases	80 Press releases issued 20 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	Park Department Divisions will have budgets supplemented by grant funds.	Goal G	Dollar amount of grants received	
	Develop special projects	Complete policy revising Create tracking spreadsheets for all monies passing into programs	Park Department Divisions will have sponsorship funds for their special events.	Goal G	Dollar amount of sponsorships received	
	Accreditation	Gather all data Accreditation process continues	Park Department will have overall plan of action.	Goal E	Implementation of Marketing Division procedures	
				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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of stories covered by the media	110	110	92	100	90
Number of attendees at special events	150,000	150,000	150,000	150,000	150,000
Number of grants submitted	7	7	8	10	10
Dollar amount of grants received	\$80,700	\$70,000	\$40,000	\$200,000	\$150,000
Dollar amount of sponsorships received	\$57,000	\$58,000	\$55,000	\$60,000	\$50,000
Implementation of Marketing Division procedures	N/A	N/A	Process underway	Department has better understanding / grasp of process	Clear definition of roles and policies
Certification by National Recreation & Parks Association (NRPA)	N/A	N/A	Application submitted and research started	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"> <li>• Staff: 3 FTE (Full time) 3.3 FTE (Part time)</li> <li>• 4 Vehicles</li> <li>• 2005 Budget: \$159,550</li> </ul>	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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of crime reports generated from City parks	9	14	17	2	2
Number of complaints received from park users relating to illegal activities	7	6	9	2	2
Number of injuries reported on play equipment	0	0	1	0	0
Percentage of deposits made without error	100%	100%	100%	100%	100%
Number of vandalisms reported	30	34	67	30	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"> <li>• Staff: 48 FTE (Full time) 25 FTE (Part time)</li> <li>• Marketing Department</li> <li>• Other City Departments</li> <li>• Grants</li> <li>• CDBG Funds</li> <li>• Good Neighbor/Good Neighborhood Funds</li> <li>• Non-Reverting Funds</li> <li>• 2005 Budget: \$4,262,160</li> </ul>	<p>Maintain parks, facilities and green spaces owned by the City</p>	<p>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 115 Street islands maintained 1,550 Acres maintained 13,000 Acres mowed annually</p>	<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>

-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			2005 FORECAST	TARGET
	2002	2003	2004		
Average number of exceptions on inspection reports	1	5	4	3	1
Number of work orders processed annually	926	1,115	1,039	1,200	1,000
Number of complaints received	4	40	30	25	0
Percentage of capital projects completed	80%	75%	70%	80%	100%
Number of fleet repairs performed	827	893	843	825	800
Number of hours spent assisting other departments	1,400	1,800	Part Time: 425 Regular Hrs.: 400	450 450	800
Number of truck hours and miles used	Hours: 14,162 Miles: 617,898	13,542 569,225	11,158 482,662	12,000 500,000	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"> <li>• Staff: 4 FTE</li> <li>• Marketing Department</li> <li>• Maintenance Support</li> <li>• 2005 Budget: \$266,358</li> </ul>	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 Number of flowerbeds maintained in parks Number of visitors
	Distribute plants and flowers	3 Floral displays 25,000 Flowers and plants dispersed in City parks and green spaces			
	Maintain flowerbeds	20 Flowerbed sites maintained	Schools and other organizations will have the opportunity to increase knowledge of botany.	Goal C	Number of visits by school groups Number of visits by organizations Number of total visitors
	Coordinate school groups' and educational organizations' use of facility	10 Group visits	Visitors will have access to a well-maintained facility.	Goal C	
	Maintain Muesel 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			

**PARKS & RECREATION DEPARTMENT  
PROGRAM: GREENHOUSE**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of flowers produced	24,000	24,000	24,000	24,000	24,000	26,500
Number of flowerbeds maintained in parks	98	98	98	98	98	100
Number of visitors	7,500	7,500	7,500	7,500	7,500	7,500
Number of visits by school groups	50	50	50	50	50	60
Number of visits by organizations	15	15	15	15	15	20
Number of total visitors	14,000	14,000	14,000	14,000	14,000	20,000

# 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"> <li>• Staff: 7 FTE (Full Time) 1 FTE (Part Time)</li> <li>• Marketing Department</li> <li>• Equipment</li> <li>• 2005 Budget: \$387,455</li> </ul>	<p>Maintain trees in all parks and tree lawn areas</p>	<p>340 Tree removal letters sent            308 Tree permits issued            458 Trees removed / 2,585 hours            2,268 Trees trimmed / 2,460 hours            275 Stumps removed / 199 hours            133 Hours of brush removal            1,871 Hours of limb pickup            608 Trees for planting / 1,247 hours            220 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of complaint calls received from the public	35	70	50	20	20
Forestry-related revenue generated	\$33,196	\$30,232	\$53,041	\$30,000	\$30,000
Forestry revenue collected	\$13,263	\$22,272	\$46,760	\$15,000	\$15,000
Number of permits issued	202	969	308	300	300
Number of tree removal letters sent	290	384	340	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"> <li>• Staff: 1 FTE</li> <li>• Maintenance Office Support Staff</li> <li>• Indiana Occupational Safety and Health Administration (I.O.S.H.A.)</li> <li>• J.W.F. (Worker's Compensation)</li> <li>• Park Security</li> <li>• Safety &amp; Risk Management Division</li> <li>• 2005 Budget: \$5,872</li> </ul>	<p>Provide safety training</p>	<p>3 - 7 Safety classes provided 10 - 40 Participants</p>	<p>Park Department employees will be more knowledgeable regarding safety in the work place.</p>	<p>Goal H</p>	<p>Percentage of employees in safety sensitive jobs that participate in class</p>
	<p>Enforce all health and safety issues</p>	<p>Violations cited as needed Violations resolved as needed</p>	<p>Park Department employees will experience fewer on-the-job injuries.</p>	<p>Goal H</p>	<p>Percentage of class participants that become certified</p>
	<p>Identify and minimize safety hazards in parks and park facilities</p>	<p>Necessary repairs performed as needed 4 Inspections performed All identified safety hazards minimized</p>	<p>Park Department will be in compliance with Federal laws.</p>	<p>Goals B and H</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>Users of park grounds and facilities will experience a safe environment.</p>	<p>Goals B and C</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>

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

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of employees in safety sensitive jobs that participate in class	100%	100%	98%	100%	100%
Percentage of class participants that become certified	100%	100%	80%	90%	100%
Number of accidents within the Park Department	6	5	15	12	0
Amount spent on worker's compensation claims within the Park Department	\$120,258	\$73,105	\$23,625.75	\$20,000	0
Number of Occupational Safety and Health Administration (OSHA) violations	0	0	0	0	0
Number of safety issues addressed	14	23	20	10	All safety issues
Number of accidents involving the public	3	11	32	30	0
Number of safety park repairs completed	418	392	400	450	All repairs
Number of complaint calls received	0	11	5	2	0
Number of safety inspections passed	500	500	502	528	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"> <li>• Staff: 12 FTE (Full time) 4 FTE (Part time)</li> <li>• 20 to 40 Volunteers</li> <li>• Marketing Department</li> <li>• Facilities and Equipment: 2 Neighborhood Centers Rum Village Nature Center Howard Park Senior Center Various Equipment</li> <li>• Program Fees</li> <li>• 2005 Budget: \$848,173</li> </ul>	<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 60 - 70 Health screens 5 Ten-week Thinking, Reliable, Understanding (TRU) Soldier sessions</p>	<p>Participants will have access to a variety of organized activities.  Participants will have access to a positive learning experience.</p>	<p>Goal C  Goal C</p>	<p>Number of participants in each program  Number of different activities offered  Percentage of participants that rate the activities as positive on evaluations</p>
	<p>Provide recreational activities</p>	<p>10 - 20 Recreational trips provided 10 - 20 Special events organized 70 "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 4 - 6 Fitness classes offered</p>	<p>Participants will have access to a variety of structured athletic activities.  "Seniors" participants will have opportunities to interact with other seniors.  Participants will have a positive recreational experience.</p>	<p>Goal C  Goal C  Goal C</p>	<p>Number of participants in each program  Percentage of participants that rate the activities as positive on evaluations</p>

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

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Nature Center Field Trips: 2,587	Spring: 1,400 Fall: 700	Spring: 1,648 Fall: 858		2,400	2,300
Migratory Naturalist Programs: 1,295	860	1,345		1,326	1,100
Nature Detective Camp: 98	86	72		80	100
Computer Classes: 2,000	5,000	* 1,000		3,000	5,000
Violence Prevention Classes: 7,300	6,500	* 3,000		5,000	5,000
Senior Recreation Trips: 185	200	394		430	500
Senior Open Recreation Hours: 16,215	18,042	16,960		17,500	20,000
Senior Special Events: 1,700	2,550	1,599		1,700	2,000
Senior Health & Wellness Seminars: 185	242	554		675	775
Senior Center: 68	70	80		85	90
Seniors: 80%	80%	85%		95%	95%
Open Rec. Hours: 55,000	65,000	* 15,870		35,000	30,000
Tournaments: 1,000	3,500	* 0		500	500
Clinics: 500	700	* 0		12 / 360	12 / 360
Percentage of participants that rate the activities as positive on evaluations	80%	85%	90%	90%	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"> <li>• Staff: 2 FTE (Full time) 8 FTE (Part time)</li> <li>• 3 to 140 Volunteers</li> <li>• Facilities and Equipment: Park Facilities School Facilities Private Facilities Universities Various Equipment</li> <li>• Mental Health Association Grant</li> <li>• Program Fees</li> <li>• 2005 Budget: \$436,152</li> </ul>	Provide recreational activities experiences	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	Participants will have access to supervised activities. Participants are provided safe recreational sites.	Goal C	Number of participants Number of accident reports Number of participant and care givers evaluations Percentage of participants that rate the activities as positive
	Provide child care	9 - 10 Weeks Summer Kids World provided 3 One-week Holiday Camps provided	Participants will have access to a positive learning experience.	Goal C	Percentage of participants that rate the activities as positive
	Provide instructional classes	25 Educational classes provided 25 Creative arts classes provided 100 Athletic classes provided	Participants will have access to information regarding safe recreational activities for children. Participants will experience an increase in care giver/child activities.	Goal C	Number of participants Percentage of participants that rate the activities as beneficial Percentage of participants that rate the activities as enjoyable Number of evaluations

**PARKS & RECREATION DEPARTMENT  
PROGRAM: PROGRAMMING**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of participants	172,717	115,989	130,500	115,000	130,000
Number of accident reports	4	8	20	8	0
Number of participant and care givers evaluations	1,268	1,353	1,300	1,300	1,500
Percentage of participants that rate the activities as positive	90%	90%	90%	90%	90%
Number of participants	1,245	1,681	1,376	1,300	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	720	200	200	200	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"> <li>• Staff: 2 FTE (Full time) 15 FTE (Part time)</li> <li>• 2 - 70 Volunteers</li> <li>• Marketing Department</li> <li>• General Maintenance Department</li> <li>• Facilities and Equipment: Leeper Tennis Center Table Tennis Facility Park Buildings and Grounds School Buildings and Grounds O'Brien Skate Park</li> <li>• Program Fees</li> <li>• 2005 Budget: \$720,422</li> </ul>	<p>Provide instructional classes</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>Participants will have access to demonstrations of basic skills. Participants will demonstrate appropriate basic skills.</p>	<p>Goals C and D Goal C</p>	<p>Number of participants in each class Percentage of participants that meet basic skills</p>
	<p>Provide competitive sport programs</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>Participants will have access to structured athletic competition.</p>	<p>Goal C</p>	<p>Number of participants in each event</p>
	<p>Provide recreational activities</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>Participants will have access to a variety of recreational activities. Participants will have opportunity to exercise.</p>	<p>Goal C Goal C</p>	<p>Number of activities offered Number of participants</p>
	<p>Coordinate field usage</p>	<p>50 - 60 Fields coordinated</p>	<p>Participants will be provided with equal access to recreational facilities.</p>	<p>Goal C</p>	<p>Number of reservations taken</p>



**PARKS & RECREATION DEPARTMENT  
PROGRAM: ATHLETICS**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Message: 0		0	82	100	100
Dance: 360		352	360	300	250
Fitness Classes: 1,832		2,626	2,858	2,800	2,800
Fitness Center Memberships: 829		724	633	750	750
Hunter Safety: 34		50	40	40	40
Jr. Baseball: 260		280	380	380	400
Track: 200		200	230	260	250
Tennis: 950		1,100	1,096	1,100	1,000
Percentage of participants that meet basic skills	90%	90%	90%	90%	100%
Number of participants in each event					
City Track Meet: 800		1,000	712	800	800
Softball Tournament: 475		1,000	1,000	1,800	1,800
Tennis Tournament: 500		790	1,396	1,000	1,000
Kids' Triathlon: 438		491	550	550	550
Number of activities offered	7	8	8	9	9
Number of participants					
Volleyball: 700		675	672	700	800
Tennis: 500		1,627	1,494	1,200	1,300
Track: 200		200	266	350	400
Skate Park: 8,042		5,915	5,352	5,000	5,500
Number of reservations taken	3,400	3,400	3,400	3,400	3,500

# PARKS & RECREATION DEPARTMENT PROGRAM: AQUATICS

**Program Purpose:** To provide aquatic recreational activities  
**Clients:** Residents that Participate in Aquatic Functions

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> <li>• Staff: 1 FTE (Full time) 8 FTE (Part time)</li> <li>• Marketing Department</li> <li>• General Maintenance Department</li> <li>• 20 - 30 Volunteers</li> <li>• Facilities and Equipment: East Race Waterway Potawatomi Pool Kennedy Playground South Bend Community School Corporation Pools Private Pools</li> <li>• Program Fees</li> <li>• 2005 Budget: \$252,777</li> </ul>	<p>Provide leisure water activities</p>	<p>11 Weeks rafting and kayaking 9 Weeks open recreation pool and playground 12 Weeks open swim One-day program for people with disabilities</p>	<p>Participants will have access to a variety of aquatic activities. Participants will have opportunities to exercise.</p>	<p>Goal C  Goal C</p>	<p>Number of participants in attendance</p>
	<p>Provide instructional water classes</p>	<p>5 Eight-week Learn to Swim sessions 7 Twelve-week Aqua Aerobics sessions 4 - 6 Ten-week life guarding classes 2 Six-week water safety Jr. Lifeguard awareness classes 6 One-hour water safety lectures</p>	<p>Participants will increase swimming skills. Participants will have access to aquatic safety knowledge.</p>	<p>Goal C  Goals B and C</p>	<p>Number of participants that reach goal  Number of participants in attendance</p>

**PARKS & RECREATION DEPARTMENT  
PROGRAM: AQUATICS**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of participants in attendance	Rafting: 8,864	8,765	8,200	7,115	8,000	
	Potawatomi Pool: 11,577	10,326	9,500	8,330	9,000	
	Kennedy Pool: 5,912	5,263	6,000	5,226	5,500	
	Open Swim: 720	720	730	730	750	
Number of participants that reach goal	90%	90%	90%	90%	100%	
	Learn to Swim: 870	870	600	806	800	
Number of participants in attendance	Aqua Aerobics: 180	190	180	290	200	
	Lifeguarding: 120	110	80	80	100	
	Lifeguard Awareness: 75	75	75	120	100	

# 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"> <li>• Staff: 2 FTE (Full time) 1 FTE (Part time)</li> <li>• 2 - 100 Volunteers</li> <li>• Marketing Department</li> <li>• General Maintenance Department</li> <li>• Facilities and Equipment: Parks and Facilities School Facilities City Facilities Private Facilities Various Equipment</li> <li>• Program Fees</li> <li>• 2005 Budget: \$261,132</li> </ul>	<p style="text-align: center;">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</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 style="text-align: center;">Goal C</p>	<p>Number of participants per event  Number of events held</p>

**PARKS & RECREATION DEPARTMENT  
PROGRAM: SPECIAL EVENTS**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of participants per event / Number of events held	Summer in the City: 120,000 / 1	120,000 / 1	25,000 / 1	0	0
	Senior Picnic: 475 / 1	500 / 2	361 / 1	500 / 1	500 / 1
	World's Largest Garage Sale: 6,000 / 1	5,000 / 1	5,000 / 1	5,000 / 1	5,000 / 1
	East Race Concerts: 600 / 14	600 / 14	800 / 10	800 / 10	800 / 10
	Potawatomi Concerts: 600 / 10	600 / 10	636 / 11	700 / 11	1,000 / 11
	Children's Arts in the Park: 75 / 10	75 / 10	150 / 10	100 / 10	100 / 10
	Downtown for the Holidays Program: 1,900 / 3	1,500 / 3	1,750 / 3	1,750 / 3	2,000 / 3
	Fall Family Fun Fair: 500 / 1	N/A	1,500 / 1	1,000 / 1	1,000 / 1
	Daddy / Daughter Dance: 800 / 1	1,200 / 1	1,200 / 1	1,000 / 1	1,000 / 1
	Mom / Son Dance: N/A	250 / 1	600 / 1	500 / 1	500 / 1

# 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"> <li>• Staff: 11 FTE</li> <li>• Volunteers</li> <li>• AZA Members</li> <li>• Potawatomi Zoological Society</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$1,083,288</li> </ul>	Solicit outside funding	Grants written Sponsorships received Donations received from Potawatomi Zoological Society Other donations received	Zoo will receive financial support in addition to City funds for exhibits, animals and education opportunities.	Goals E and G	Number of grants written Number of grants received Dollars in sponsorships received Dollars donated from Potawatomi Zoological Society Value received in-kind donations
	Provide food and beverage service	Seasonal counter service provided	Visitors will receive enhanced service. Zoo will receive increased revenue.	Goal C Goals E and G	Average revenue per person at Zoo concessions Total revenue from Zoo concessions Amount of profit from Zoo concessions
	Maintain zoo exhibits	All exhibits cleaned daily All animals fed and observed daily Exhibits renovated Exhibits constructed	Residents will have access to well-maintained exhibits and a variety of animals.	Goal C	Percentage of full exhibits Number of animals Number of species

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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 conservation programs completed                      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 Sales per visitor
	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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of grants written	2	2	4	10	10
Number of grants received	1	1	4	4	4
Dollars in sponsorships received	\$6,907	\$6,000	\$67,000	\$50,000	\$50,000
Dollars donated from Potawatomi Zoological Society	\$170,000	\$150,000	\$420,000	\$100,000	\$200,000
Value received in-kind donations	\$2,600	\$5,000	\$5,000	\$5,000	\$5,000
Average revenue per person at Zoo concessions	\$ .58	\$ .55	\$ .70	\$ 1.00	\$ 1.00
Total revenue from Zoo concessions	\$68,500	\$95,000	\$132,662	\$160,000	\$200,000
Amount of profit from Zoo concessions	(\$3,500)	\$40,000	\$45,000	\$50,000	\$50,000
Percentage of full exhibits	95%	95%	95%	100% (All)	100% (All)
Number of animals	500	450	450	450	450
Number of species	180	140	145	145	145
Number of conservation programs contributed to	3	4	6	8	8
Number of conservation programs completed	0	4	6	3	3
Number of research programs initiated	2	2	2	2	2
Number of research programs completed	0	2	3	2	2
Number of TAG breeding programs supported	17	18	18	20	20
Number of animal births	4	7	N/A	N/A	N/A

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**PARKS & RECREATION DEPARTMENT**  
**PROGRAM: POTAWATOMI ZOO - ZOO OPERATIONS**  
(Continued)

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of SSP animals and species displayed	17	18	17	17	17	18
Number of SSP educational signs	17	18	17	17	17	18
Number of events held	6	5	4	4	4	4
Number of participants per event	ZooBoo: 4,702	3,000	3,500	3,500	3,500	4,000
Amount of sales revenue	\$100,000	\$115,000	\$120,000	\$120,000	\$120,000	\$125,000
Sales per visitor	\$.63	\$.65	\$.80	\$.80	\$.80	\$.80
Number of in-house training programs	4	4	4	4	5	3
Number of staff trained in CPR	6	6	8	8	8	8
Number of staff trained in first aid	6	6	8	8	8	8
Percentage of zoo staff participating	30%	30%	50%	50%	50%	100%
Written emergency plans, contingency plans and animal safety plans, procedures and policies in place	1	2	3	3	3	4
Number of first aid stations provided	2	2	2	2	2	2
Number of first aid responder kits provided	3	3	3	3	3	3
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"> <li>• Staff: 1 FTE</li> <li>• External Providers: Volunteers</li> <li>• Donated Funds and Materials</li> <li>• Equipment</li> <li>• Facilities</li> <li>• 2005 Budget: \$75,031</li> </ul>	<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			2005 FORECAST	TARGET
	2002	* 2003	** 2004		
Number of on-site programs	125 (3,054 participants)	110	100	150	150
Number of off-site programs	51 (4,244 participants)	40	40	60	60
Number of two-day, weekend trips to other animal facilities	1	2	1	2	2
Number of volunteer Christmas and appreciation parties	1	1	1	1	1
Number of career presentations	11	10	6	10	10
Number of participants in career presentations	156	200	125	200	200
Number of individual career counseling sessions	5	5	4	6	6
Number of keys sold and dollar amount generated through "Key Box" program	2,900/\$5,814	2,000/\$4,000	2,000/\$4,000	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.

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**PARKS & RECREATION DEPARTMENT**  
**PROGRAM: POTAWATOMI ZOO - EDUCATION SERVICES**  
(Continued)

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of press releases	15	30	15	15	15
Number of education program booklets sent	500	0	20	20	50
Number of television spots	52	100	15	15	8
Number of articles	20	20	20	20	8
Number of radio spots	99	50	20	20	8
Number of newsletters distributed	3	4	4	4	4
Number of informational signs	20	20	20	20	25
Number of exhibit interpretives, including number of public interactives	1,000	20	15	15	20

# 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"> <li>• Staff: 2 FTE</li> <li>• External Providers: Volunteers Interns Animal and Human Physicians</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• Equipment</li> <li>• Facilities</li> <li>• 2005 Budget: \$139,616</li> </ul>	<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             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>

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**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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of annual physical exams per animal	0.8	0.85	0.9	1	1
Number of annual fecal exams per animal	1.9	2	2	2	2
Percentage of animals receiving emergency care as needed	100%	100%	100%	100%	100%
Percentage of dead animals necropsied	100%	99%	100%	100%	100%
Percentage of inventory/equipment functional daily	99%	99%	100%	100%	100%
Percentage of staff receiving appropriate preventative health measures	100%	100%	100%	100%	100%
Percentage of animal records current	98%	99%	100%	100%	100%
Number of yearly USDA inspections passed	2	1	1	1	1
Percentage of animal collection permanently identified	97%	97%	97%	100%	100%
Number of Safety Team meetings	6	4	4	4	4
Dollar amounts of equipment and supplies donated	\$250,000	\$150,000	\$10,000	\$10,000	\$10,000
Dollar amount of service donated by medical personnel (veterinarians, human doctors, dentists)	\$15,000	\$15,000	\$7,000	\$7,000	\$7,000

# 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"> <li>Staff: 2 FTE (Full time) 2 FTE (Part time)</li> </ul>	Construct and renovate exhibits	<ul style="list-style-type: none"> <li>2 Major exhibits constructed/renovated</li> <li>7 Minor exhibits constructed/renovated</li> </ul>	Visitors will have access to updated and new facilities.	Goals B, C and H	<ul style="list-style-type: none"> <li>Number of major exhibits constructed</li> <li>Number of minor exhibits renovated</li> </ul>
<ul style="list-style-type: none"> <li>External Providers: Indiana Department of Corrections Volunteers Trades Apprentices</li> </ul>	Maintain zoo grounds and public buildings	<ul style="list-style-type: none"> <li>20 Acres mowed as needed</li> <li>4 Restrooms maintained as needed</li> <li>19 Buildings maintained as needed</li> <li>1 New landscape areas created</li> <li>3 New shade trees planted</li> </ul>	Visitors will have access to well-maintained grounds and buildings.	Goal C	Percentage of grounds cleaned daily
<ul style="list-style-type: none"> <li>Laws/Regulations: Federal, State and Local</li> </ul>	Maintain zoo equipment	<ul style="list-style-type: none"> <li>6 Mowers maintained as needed</li> <li>50 Animal security devices maintained as needed</li> </ul>	Zoo staff will have access to well-maintained equipment.	Goals C and H	<ul style="list-style-type: none"> <li>Percentage of equipment functioning</li> <li>Percentage of animal security devices operating</li> </ul>
<ul style="list-style-type: none"> <li>Equipment</li> <li>Vehicles and Tools</li> <li>Facilities</li> <li>2005 Budget: \$169,636</li> </ul>	Solicit in-kind donations	<ul style="list-style-type: none"> <li>\$1,000 in equipment donated</li> <li>\$1,000 in materials donated</li> <li>\$5,000 in plants/supplies donated</li> </ul>	Zoo and Park Department will have access to in-kind support in addition to City funds for grounds and maintenance.	Goals E and G	<ul style="list-style-type: none"> <li>Dollar value of donated equipment/services</li> <li>Dollar value of donated materials</li> <li>Dollar value of donated plants and supplies</li> </ul>

**PARKS & RECREATION DEPARTMENT  
PROGRAM: POTAWATOMI ZOO - ZOO MAINTENANCE**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of major exhibits constructed	1	0	0	1	1
Number of minor exhibits renovated	4	3	2	2	2
Percentage of grounds cleaned daily	100%	100%	100%	100%	100%
Percentage of equipment functioning	100%	80%	90%	95%	95%
Percentage of animal security devices operating	100%	100%	100%	100%	100%
Dollar value of donated equipment/services	\$3,000	\$3,000	\$3,000	\$1,000	\$1,000
Dollar value of donated materials	\$1,600	\$3,500	\$3,000	\$5,000	\$5,000
Dollar value of donated plants and supplies	\$1,800	\$2,000	\$2,000	\$3,000	\$4,000

# 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"> <li>• Staff: 9 FTE (Full time) 6.3 FTE (Part time)</li> <li>• General Maintenance Department</li> <li>• 2005 Budget: \$1,037,495</li> </ul>	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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Average maintenance rating from customer survey	90%	93%	93%	93%	93%	95%
Number of rounds played	91,429	94,324	90,714	97,153	100,000	
Percentage of necessary repairs completed	92%	94%	95%	94%	100%	
Average length of time equipment remains in use	6 Years	5.5 Years	5.5 Years	5.5 Years	4 Years	
Number of repairs	631	630	618	625	All repairs that are needed	
Percentage of cart rentals to rounds played	41%	47%	48%	51%	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"> <li>• Staff: 4 FTE (Full time) 9.5 FTE (Part time)</li> <li>• Marketing Department</li> <li>• Outside Agencies</li> <li>• Volunteers</li> <li>• Corporate Support</li> <li>• Program Fees</li> <li>• 2005 Budget: \$723,372</li> </ul>	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				Percentage of golfers that rate pro shop as average or above
	Staff golf pro shops	All daily fees collected All tee times taken 200 Season passes sold Golf carts rented as needed			Goal C	Number of rounds played
	Offer golf merchandise	\$90,000 in merchandise ordered \$120,000 in merchandise sales			Goal C	Mid-season inventory level
	Provide food and beverage service	Counter service and beverage cart service provided			Goal C	Average concessions revenue per round Total concessions revenue per location

-Continued-

**PARKS & RECREATION DEPARTMENT  
PROGRAM: GOLF PRO SHOP**

(Continued)

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

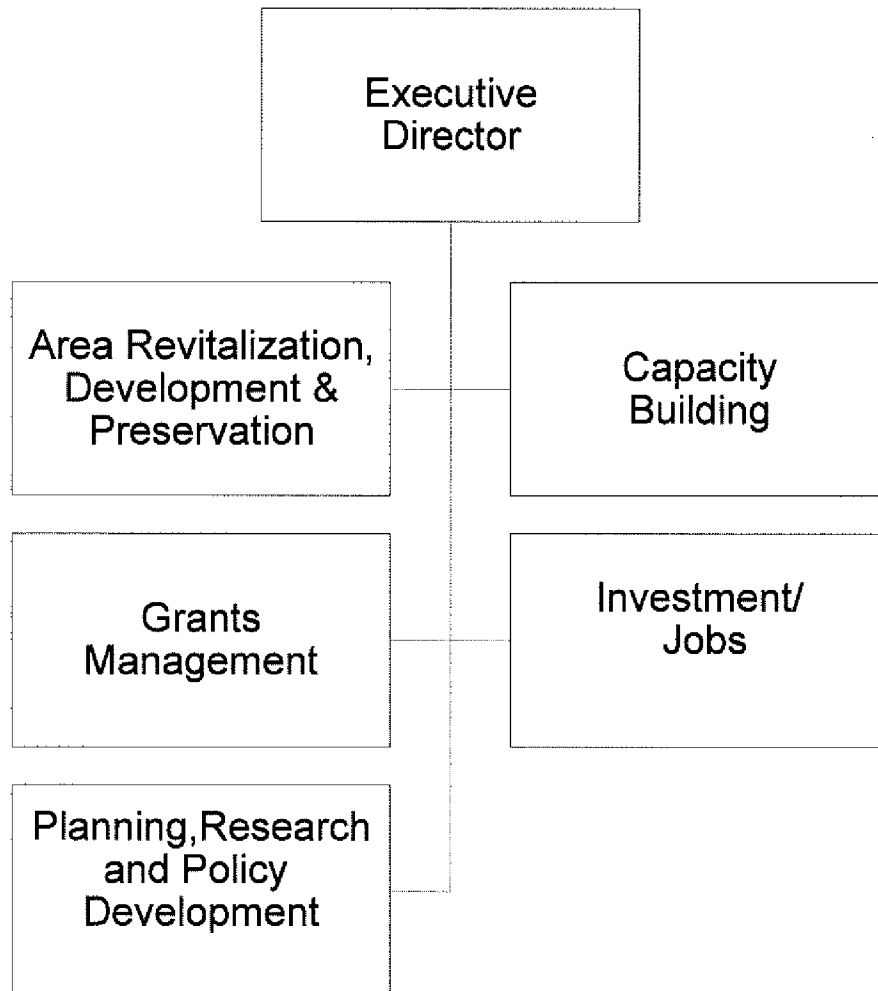
**PARKS & RECREATION DEPARTMENT  
PROGRAM: GOLF PRO SHOP**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of league players	482	509	500	520	500
Number of outings hosted	34	36	32	33	32
Number of tournaments hosted	18	18	18	18	18
Average speed of play	4 hr. 10 min.	4 hr. 2 min.	4 hr. 0min.	4 hr. 0min.	4 hr. 0 min.
Percentage of golfers that rate their experience as average or above	85%	87%	88%	91%	95%
Percentage of golfers that rate pro shop as average or above	86%	88%	90%	90%	95%
Number of rounds played	91,429	94,324	90,714	97,153	103,000
Mid-season inventory level	\$49,850	\$48,000	\$46,000	\$46,000	\$45,000
Number of clinic participants	74	327	325	325	325
Number of Junior League participants	222	287	290	290	300
Number of Junior Tour participants	208	182	190	200	200
Number of Junior Tour tournaments	9	9	9	9	9
Average concessions revenue per round played	Erskine: \$210 Elbel: \$3.29	\$1.94 \$3.03	\$1.99 \$3.18	\$2.06 \$3.20	\$2.50 \$3.75
Total concessions revenue per location	Erskine: \$77,000 Elbel: \$108,111	\$74,276 \$118,705	\$75,576 \$113,259	\$77,000 \$120,000	\$90,000 \$130,000



# COMMUNITY & ECONOMIC DEVELOPMENT

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**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>SPECIAL REVENUE FUND:</b>					
Community & Economic Development -					
Administrative Costs					
Personal Services	1,953,038	2,089,157	2,273,417	2,383,154	42.00
Supplies	43,731	37,432	39,926	39,925	
Other Services	240,895	257,059	289,727	305,971	
Other Uses	12,186	13,475	13,475	23,616	
<b>TOTAL COMM &amp; ECONOMIC DEV</b>	<b>2,249,850</b>	<b>2,397,123</b>	<b>2,616,545</b>	<b>2,752,666</b>	<b>42.00</b>

**PROGRAM BUDGETS:**

**AREA REVITALIZATION, DEVELOPMENT AND PRESERVATION**

Personal Services	1,052,456	1,175,151	1,167,524	1,272,322	22.82
Supplies	23,579	21,056	21,942	21,174	
Other Services	141,326	144,596	169,621	171,513	
Other Uses	7,070	7,580	7,654	12,830	
	<b>1,224,431</b>	<b>1,348,383</b>	<b>1,366,741</b>	<b>1,477,839</b>	

**CAPACITY BUILDING**

Personal Services	74,867	86,491	82,361	103,596	1.67
Supplies	1,712	1,550	1,464	1,594	
Other Services	12,831	10,642	14,351	16,171	
Other Uses	538	558	541	1,037	
	<b>89,948</b>	<b>99,241</b>	<b>98,717</b>	<b>122,398</b>	

**GRANTS MANAGEMENT**

Personal Services	258,409	268,457	294,721	291,537	5.66
Supplies	6,126	4,810	4,114	4,221	
Other Services	21,639	33,032	26,182	30,278	
Other Uses	213	1,732	460	840	
	<b>286,387</b>	<b>308,031</b>	<b>325,477</b>	<b>326,876</b>	

**INVESTMENT / JOBS**

Personal Services	388,320	365,811	486,191	458,737	7.63
Supplies	8,219	6,554	8,910	9,253	
Other Services	35,491	45,011	45,603	50,996	
Other Uses	3,131	2,359	3,504	6,471	
	<b>435,161</b>	<b>419,735</b>	<b>544,208</b>	<b>525,457</b>	

**PLANNING, RESEARCH AND POLICY DEVELOPMENT**

Personal Services	178,986	193,247	242,620	256,960	4.22
Supplies	4,095	3,462	3,496	3,684	
Other Services	29,608	23,778	33,970	37,013	
Other Uses	1,234	1,246	1,316	2,437	
	<b>213,923</b>	<b>221,733</b>	<b>281,402</b>	<b>300,094</b>	

<b>TOTAL PROGRAMS</b>	<b>2,249,850</b>	<b>2,397,123</b>	<b>2,616,545</b>	<b>2,752,664</b>	<b>42.00</b>
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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"> <li>• Staff: 22.82 FTE</li> <li>• Redevelopment Commission / Redevelopment Authority</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• Other City Departments</li> <li>• Neighborhood and Business Organizations</li> <li>• Development Incentives</li> <li>• Federal, State, Local Resources</li> <li>• Non-Profit Boards</li> <li>• 2005 Budget: \$1,477,839</li> </ul>	<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.	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  Manage tax abatement program	62 Rental units managed  All applications processed	Tenants will have access to decent, safe housing.  Homeowners will have access to increased resources to improve their financial condition.  Homeowners will improve their financial condition.	Goal C  Goals A and C  Goals A and C	Occupancy rate of rental properties  Number of new housing units for which tax abatement is approved

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT  
PROGRAM: AREA REVITALIZATION, DEVELOPMENT AND PRESERVATION**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Amount of net assessed value increased	56.7 M	28 M	46M	10M	25 M	
Number of acres of vacant land developed	70	18.35	40	40	60	
Occupancy rate in downtown office space	Class A: 88%	87%	91%	90%	96%	
	Class B: 83%	79%	83%	85%	95%	
Amount of new private investment	69.5 M	65 M	36M	30M	50 M	
Number of start-up businesses	5	6	3	5	10	
Number of low to moderate income home buyers	30	19	14	35	100	
Number of homes rehabilitated	40	139	50	104	200	
Occupancy rate of rental properties	79%	80%	84.31%	85%	95%	
Number of new housing units for which tax abatement is approved	132	304	148	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"> <li>• Staff: 1.67 FTE</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• Federal/State Funding Sources</li> <li>• Non-Profit Boards</li> <li>• External Providers: Banks and Social Services Agencies</li> <li>• 2005 Budget: \$122,398</li> </ul>	<p>Verify eligibility for child care, educational and/or transportation subsidies</p> <p>Provide financial/credit counseling</p> <p>Provide educational information</p> <p>Provide home-ownership training</p> <p>Provide post-purchase training</p> <p>Provide tenant training</p> <p>Remediate potential foreclosures</p>	<p>100 Subsidies provided</p> <p>\$80,000 of Subsidies provided</p> <p>380 Financial counseling sessions held</p> <p>2 Financial counseling workshops held</p> <p>12 Tenant training classes held</p> <p>10 Home-ownership training sessions held</p> <p>12 Post-purchase training classes held</p> <p>2 Homebuyer workshops held</p>	<p>Enterprise Zone residents will be better positioned to take advantage of employment and/or training opportunities.</p> <p>Enterprise Zone residents will take advantage of educational and/or training opportunities.</p> <p>Participants will receive information that better position them to improve their financial condition.</p> <p>Participants will increase their assets.</p> <p>Participants will stabilize their financial status.</p> <p>Participants will have access to information that better position them to become homeowners.</p> <p>Participants will increase their knowledge of the financial requirement of home ownership.</p> <p>Participants will become homeowners.</p> <p>Participants will experience a reduced chance of losing their homes to foreclosures.</p>	<p>Goals A and C</p> <p>Goal C</p> <p>Goal C</p> <p>Goals A and C</p> <p>Goals A and C</p> <p>Goal C</p> <p>Goal C</p> <p>Goals A and C</p> <p>Goal C</p>	<p>Number of zone residents pursuing education</p> <p>Number of zone residents in on-the-job training</p> <p>Number of zone residents placed in jobs</p> <p>Number of ZREP clients gaining assets</p> <p>Number of people attending counseling sessions</p> <p>Number of down payment stipends provided</p>

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT  
PROGRAM: CAPACITY BUILDING**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of zone residents pursuing education	33	34	16	6	35	
Number of zone residents in on-the-job training	0	42	11	7	60	
Number of zone residents placed in jobs	40	29	37	30	150	
Number of ZREP clients gaining assets	8	9	10	5	28	
Number of people attending counseling sessions	84	315	292	380	50	
Number of down payment stipends provided	28	22	15	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"> <li>• Staff: 5.66 FTE</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• Non-Profit Boards</li> <li>• Federal, State and Local Funding Sources/Agencies</li> <li>• Committee Volunteers</li> <li>• 2005 Budget: \$326,876</li> </ul>	<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			2005 FORECAST	TARGET
	2002	2003	2004		
Percent of allocated dollars expended	59%	50%	62%	65%	85%
Percent of grants meeting contract objectives	75%	70%	83%	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"> <li>• Staff: 7.63 FTE</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• Non-Profit Boards</li> <li>• 2005 Budget: \$525,457</li> </ul>	<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. Businesses/developers will realize additional funds. Businesses/developers will reinvest in their businesses.</p> <p>Non-profit boards will receive loan revolving funds for reinvestment. Businesses/developers will be better positioned to invest. Businesses/developers will have access to environmentally viable investment opportunities. Redevelopment Commission will achieve highest and best use of land in accordance with plans. Developers will comply with plans. 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>

**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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Amount of private funds invested	25.9 M	60 M	51 M	40 M	50 M	
Increase in assessed value	4.88 M	40 M	32 M	13 M	30 M	
Number of jobs created/retained	276	1,108	150	300	500	
Percentage of current and former tenants in Sample Street Business Complex still operating after five years	65%	64%	64%	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 neighborhoods, Business Organizations, Mayor, Council, Redevelopment Commission, Consultants, State and Federal Government, Developers, Contracted Non-Profit Boards

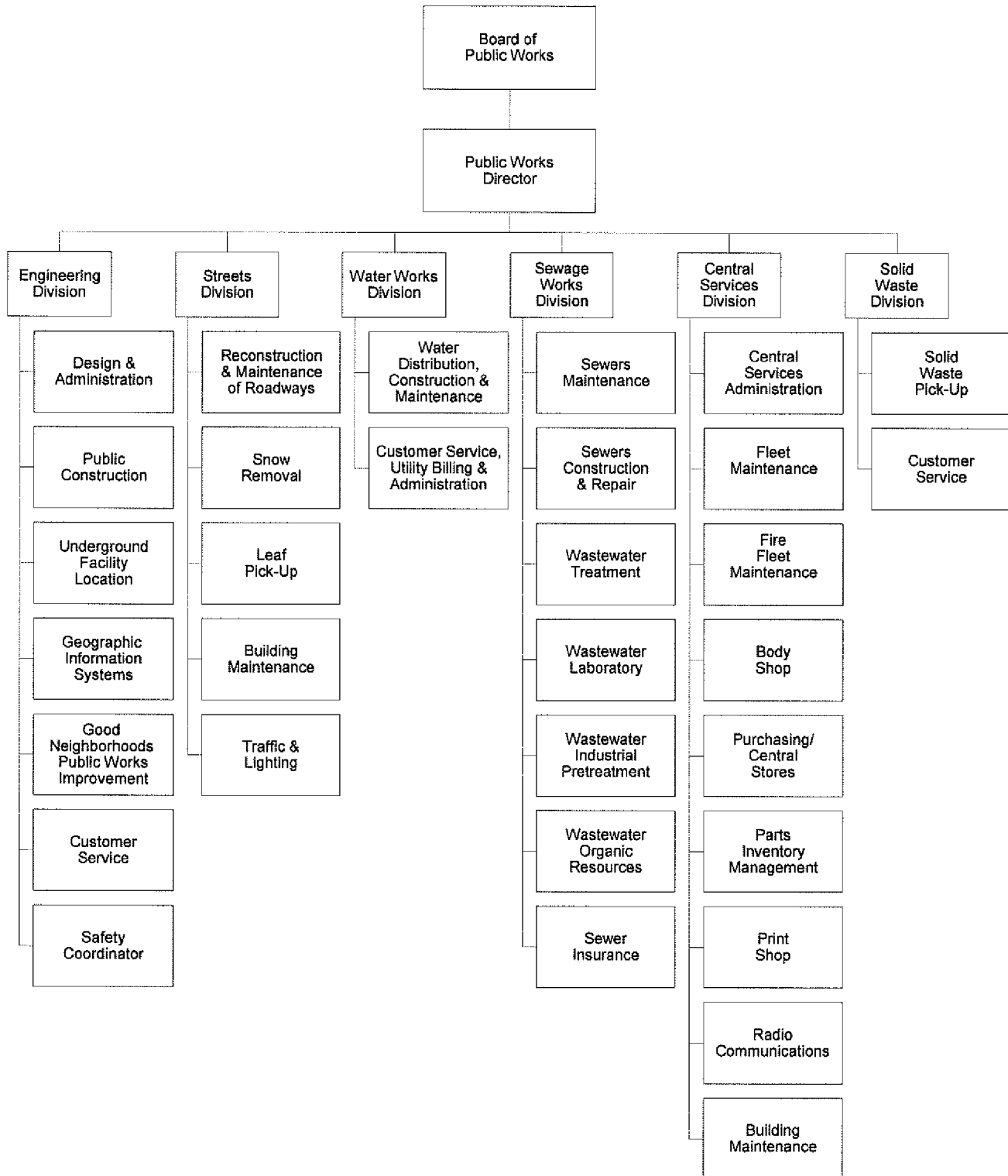
**Clients:** Neighborhoods, Business Organizations, Mayor, Council, Redevelopment Commission, Consultants, State and Federal Government, Developers, Contracted Non-Profit Boards

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> <li>• Staff: 4.22 FTE</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• Other City Departments</li> <li>• Non-Profit Boards</li> <li>• Federal, State and Local Funding Sources</li> <li>• 2005 Budget: \$300,094</li> </ul>	<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>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>Dollar amount funding approved Number of proposals approved for funding</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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Dollar amount funding approved	0	225,000	198,345		200,000	5 M
Number of proposals approved for funding	0	1	1		1	8

# PUBLIC WORKS





**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DIVISION TOTAL:</b>					
<b>GENERAL FUND:</b>					
Engineering					
Personal Services	954,481	1,092,959	1,056,265	1,029,623	19.00
Supplies	228,064	144,591	264,372	214,434	
Other Services	2,357,567	2,370,208	2,411,513	2,394,783	
Other Uses	12,398	9,146	9,144	33,899	
Capital	144,267	127,104	215,000	195,000	
<b>TOTAL ENGINEERING DIVISION</b>	<b>3,696,777</b>	<b>3,744,008</b>	<b>3,956,294</b>	<b>3,867,739</b>	<b>19.00</b>

**PROGRAM BUDGETS:**

**DESIGN AND ADMINISTRATION**

Personal Services	402,817	441,264	450,663	405,838	7.00
Supplies	171,052	126,630	241,568	180,000	
Other Services	1,033,872	1,053,870	1,012,745	994,021	
Other Uses	12,398	9,146	9,144	33,899	
Capital	144,267	127,104	215,000	195,000	
	<u>1,764,406</u>	<u>1,758,014</u>	<u>1,929,120</u>	<u>1,808,758</u>	

**PUBLIC CONSTRUCTION**

Personal Services	264,368	322,553	282,097	291,852	5.00
Supplies	11,431	14,643	10,575	13,219	
Other Services	33,377	39,316	72,466	70,438	
	<u>309,176</u>	<u>376,512</u>	<u>365,138</u>	<u>375,509</u>	

**UNDERGROUND FACILITY LOCATION**

Personal Services	71,590	82,209	73,136	75,947	2.00
Supplies	803	866	4,320	6,612	
	<u>72,393</u>	<u>83,075</u>	<u>77,456</u>	<u>82,559</u>	

**TRAFFIC AND LIGHTING**

Personal Services	1,764	N/A	N/A	N/A	N/A
Supplies	43,561	N/A	N/A	N/A	
Other Services	1,286,622	1,272,009	1,310,000	1,310,000	
	<u>1,331,947</u>	<u>1,272,009</u>	<u>1,310,000</u>	<u>1,310,000</u>	

**G.I.S.**

Personal Services	107,016	115,175	117,969	119,345	2.00
Supplies	143	994	6,609	7,931	
Other Services	2,873	2,658	19,324	18,783	
	<u>110,032</u>	<u>118,827</u>	<u>143,902</u>	<u>146,059</u>	

**SAFETY COORDINATOR**

Personal Services	47,931	55,551	53,987	56,417	1.00
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**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

Supplies	0	416	500	2,644	
Other Services	58	810	500	777	
	<u>47,989</u>	<u>56,777</u>	<u>54,987</u>	<u>59,838</u>	
<b>CUSTOMER SERVICE</b>					
Personal Services	37,525	40,882	39,277	42,313	1.00
Supplies	1,074	1,042	800	3,966	
Other Services	765	1,545	500	764	
	<u>39,364</u>	<u>43,469</u>	<u>40,577</u>	<u>47,043</u>	
<b>GOOD NEIGHBORHOODS PUBLIC WORKS IMPROVEMENT</b>					
Personal Services	21,470	35,325	35,114	37,973	1.00
	<u>21,470</u>	<u>35,325</u>	<u>35,114</u>	<u>37,973</u>	
<b>TOTAL PROGRAMS</b>	<u><u>3,696,777</u></u>	<u><u>3,744,008</u></u>	<u><u>3,956,294</u></u>	<u><u>3,867,739</u></u>	<u><u>19</u></u>

# 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"> <li>• Staff: 7 FTE</li> <li>• Secretary of the Board</li> <li>• Personal Computers and Network</li> <li>• 600 Sq. Feet C-C Office</li> <li>• 2 Storage Vaults</li> <li>• As-Builts</li> <li>• Office Supplies</li> <li>• Automobile</li> <li>• Photocopier</li> <li>• Engineering Copier</li> <li>-Continued-</li> </ul>	<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>

# 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"> <li>• Plotter</li> <li>• Scanner</li> <li>• Digital Camera</li> <li>• Design Professionals</li> <li>• Developers</li> <li>• Contractors</li> <li>• Laws/Regulations: State and Federal</li> <li>• 2005 Budget: \$1,808,758</li> </ul>	<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>
<ul style="list-style-type: none"> <li>• Design Professionals</li> <li>• Developers</li> <li>• Contractors</li> <li>• Laws/Regulations: State and Federal</li> <li>• 2005 Budget: \$1,808,758</li> </ul>	<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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of appeals	0	0	0	0	0	0
Number of contractors bidding on projects	500	500	300	400	500	500
Number of vendors bidding on purchasing specifications	40	40	40	40	20	20
Percentage of responsive bidders	100%	100%	100%	100%	100%	100%
Number of permits issued	2,000	2,000	2,823	2,400	2,000	2,000
Number of design and construction reviews	200	100	100	125	200	200
Number of copies of standards sold or distributed	200	15	10	5	10	10
Percentage of plans and specifications completed on time	100%	90%	80%	95%	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"> <li>• Staff: 5 FTE</li> <li>• 6.5 Vehicles</li> <li>• 700 Sq. Feet Office Space</li> <li>• Office Equipment</li> <li>• Surveying Equipment</li> <li>• Testing Equipment</li> <li>• Computers</li> <li>• Laws/Regulations: Federal, State, and Local Specifications and Standards</li> <li>• Training</li> <li>• 2005 Budget: \$375,509</li> </ul>	Provide inspection of construction on public facilities	60 Sites inspected	Contractors, INDOT and utility companies will adhere to specifications of contractual documents.	Goals C, F and H	Percentage of construction projects completed in compliance
	Provide surveys	15 Surveys completed			
	Provide inspections on Federal Aid projects	2 Federal Aid project monitored	Contractors and utility companies will adhere to City construction standards.	Goal E	Temporary pavement patches made permanent by July 1
	Provide utility excavation inspections	500 Utility excavations provided			
	Attend construction-related courses and seminars	4 Classes attended	Public construction employees will increase knowledge to provide competent inspection skills to our clients.	Goals E, F and H	Number of job-related complaints Legal Department receives Indiana Department of Transportation approved project engineers

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION  
PROGRAM: PUBLIC CONSTRUCTION**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage of construction projects completed in compliance	100%	100%	100%	100%	100%	100%
Temporary pavement patches made permanent by July 1	* 300	200	All temporary pavement patches made	100	All temporary pavement patches made	
Number of job-related complaints Legal Department receives	10	2	5	0	0	0
Indiana Department of Transportation approved project engineers	0	0	0	6	6	6

\* Emphasizing permanent repairs over temporary patches.

# PUBLIC WORKS DEPARTMENT - ENGINEERING 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"> <li>• Staff: 2 FTE</li> <li>• 2 Automobiles</li> <li>• 1 Teleprinter</li> <li>• 1 Lap Top Computer</li> <li>• Locating Equipment</li> <li>• As-Built Drawing</li> <li>• "Holey Moley" Statute</li> <li>• Construction Industry</li> <li>• Utility Industry</li> <li>• 2005 Budget: \$82,559</li> </ul>	Maintain communication with construction industry and utility crews	Average of 600 notifications reviewed per month  20 Notifications marked per day	Contractors, utilities and City departments will receive underground locates in a timely fashion.  Contractors, utilities and City departments will excavate with confidence.  Contractors, utilities and City department employees will not be injured.  Contractors, utilities and City departments will preserve City's underground facilities.	Goals E and F  Goals E and F  Goals C, D, E and H  Goals C, D, E, F and H	Percentage of locates done within the required amount of time  Number of accidental dig-ins due to mis-markings



**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION  
PROGRAM: UNDERGROUND FACILITY LOCATION**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of locates done within the required amount of time	100%	100%	100%	100%	100%
Number of accidental dig-ins due to mis-markings	0	0	0	0	0

# 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"> <li>• Staff: 2 FTE</li> <li>• Personal Computers and Network</li> <li>• County Developed GIS System</li> </ul>	<p>Provide software training</p> <p>Design and maintain database</p> <p>Provide technical support for user departments</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 up to 30 days</p> <p>GIS staff able to teach basic GIS skills</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.</p>	<p>Goals A, C, E and F</p> <p>Goals A, C, E and F</p> <p>Goal F</p>	<p>Percentage of employees requesting training</p> <p>Percentage of departments requesting data</p> <p>Accuracy of reports generated by database</p>
	<p>Produce thematic maps</p> <p>Generate reports for users</p>	<p>50 Maps produced per year</p> <p>25 Reports generated</p>	<p>More accurate maps will be geared towards a specific purpose.</p>	<p>Goal F</p>	<p>Number of maps produced</p> <p>Number of reports requested</p>
<ul style="list-style-type: none"> <li>• Computer/Test Equipment</li> <li>• Global Positioning System (GPS) Base Station</li> <li>• Office Space</li> <li>• 2005 Budget: \$146,059</li> </ul>	<p>Participate in the St. Joseph County Geographic Information System (GIS)</p> <p>Locate City utilities using GPS</p>	<p>4 Meetings held for GIS</p> <p>All City utilities will be located</p>	<p>Will allow sharing of information between County and City departments.</p> <p>Documentation of City utilities will have better accuracy</p>	<p>Goal E</p> <p>Goals E and F</p>	<p>Cooperation and coordination of committee members to attend meetings and make decisions</p> <p>Number of incorrect utility locates</p>

-Continued-

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION  
PROGRAM: GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain GPS base station	GPS data given/sold to contractors to post process data	Will aid in completing surveys for City	Goals E and F	Number of requests for data from contractors
	Analysis of sites for specific purposes	Maps and data created to reflect analysis	Cost savings in time and effort. The ability to support decisions "in-hours."	Goals E and F	Number of requests for process

**PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION  
PROGRAM: GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of employees requesting training	10%	20%	55%	85%	80%
Percentage of departments requesting data	30%	55%	55%	55%	50%
Accuracy of reports generated by database	75%	85%	90%	90%	85%
Number of maps produced	25	50	50	55	30
Number of reports requested	10	25	30	45	15
Cooperation and coordination of committee members to attend meetings and make decisions	90%	98%	95%	95%	95%
Number of incorrect utility locates	0	0	1	0	0
Number of requests for data from contractors	8	30	20	45	25
Number of requests for process	N/A	N/A	5	10	30

# 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"> <li>• Staff: 1 FTE</li> <li>• Work Zone Safety Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$59,838</li> </ul>	<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 &amp; 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 Corel 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			2005 FORECAST	TARGET
	2002	2003	2004		
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	96	82	134	100	75
Total cost of workers' compensation claims	\$110,826.84	\$89,422	\$151,057.46	\$130,000	\$75,000
Average cost per accident/injury	\$1,154.45	\$1,090	\$1,127.29	\$1,300	\$1,000

These numbers reflect City (excluding Police Department/Fire Department)

Fire: 2004 Actual \$22,976.45 – 70 Claims

Police: 204 Actual \$292,674.40 – 88 Claims

# 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"> <li>• Staff: 1.0 FTE</li> <li>• Other City Departments</li> <li>• Vehicle</li> <li>• Customer/Neighborhood Input</li> <li>• Laws/Regulations: Federal, State, and Local</li> <li>• 2005 Budget: \$47,043</li> </ul>	<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			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of people attending meetings	20%	60%	63%	65%	100%
Percentage of calls from residents inquiring about projects	35%	28%	10%	10%	10%
Percentage of calls rerouted to Engineering Office	40%	30%	10%	10%	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"> <li>• Staff: 1.0 FTE</li> <li>• 1 Secretary</li> <li>• Interns</li> <li>• Capital</li> <li>• Customers</li> <li>• Contractors</li> <li>• 2005 Budget: \$37,973</li> </ul>	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		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	16 Plans and specifications developed	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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of applicants	145	181	151	175	All applicants needing curb and sidewalk repairs	
Dollar amount contributed by homeowners	\$25,000	\$124,500	\$200,000	\$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**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DIVISION TOTAL:</b>					
<b>GENERAL FUND:</b>					
Building Maintenance					
Personal Services	223,813	258,213	259,387	305,384	7.00
Supplies	43,832	46,612	41,131	41,131	
Other Services	467,840	273,738	464,950	324,963	
Other Uses	1,545	1,646	1,646	1,903	
Capital	0	15,769	18,164	30,200	
	<u>737,030</u>	<u>595,978</u>	<u>785,278</u>	<u>703,581</u>	
<b>SPECIAL REVENUE FUND:</b>					
Motor Vehicle Highway (Street Department)					
Personal Services	2,957,533	3,243,634	3,299,416	3,402,533	71.00
Supplies	132,338	102,275	78,480	78,480	
Other Services	140,095	145,444	155,840	149,257	
Other Uses	100,233	87,819	87,819	105,783	
	<u>3,330,199</u>	<u>3,579,172</u>	<u>3,621,555</u>	<u>3,736,053</u>	
Project Relieaf					
Personal Services	43,799	53,439	59,300	60,381	n/a
Supplies	4,613	4,165	4,637	4,637	
Other Services	24,460	29,503	35,472	35,472	
Other Uses	5,372	5,476	3,981	163,670	
Capital	22,025	0	45,700	47,600	
	<u>100,269</u>	<u>92,583</u>	<u>149,090</u>	<u>311,760</u>	
Traffic & Lighting					
Personal Services	474,539	560,527	560,255	594,740	11.00
Supplies	314,678	396,103	325,371	325,371	
Other Services	631,403	38,006	42,889	42,889	
Other Uses	1,143,870	1,243,215	1,280,000	1,281,633	
Capital	1,070,805	26,565	81,600	2,000	
	<u>3,635,295</u>	<u>2,264,416</u>	<u>2,290,115</u>	<u>2,246,633</u>	
<b>TOTAL STREET DIVISION</b>	<u><u>7,802,793</u></u>	<u><u>6,532,149</u></u>	<u><u>6,846,038</u></u>	<u><u>6,998,027</u></u>	<u><u>89.00</u></u>

**PROGRAM BUDGETS:**

**RECONSTRUCTION & MAINTENANCE OF ROADWAYS**

Personal Services	2,272,944	2,421,164	2,463,000	2,520,178	48.00
Supplies	100,672	76,341	58,584	58,096	
Other Services	106,122	108,564	116,331	110,489	
Other Uses	76,802	65,551	65,555	78,307	
	<u>2,556,540</u>	<u>2,671,620</u>	<u>2,703,470</u>	<u>2,767,070</u>	

**SNOW REMOVAL**

Personal Services	684,589	822,470	836,416	882,355	18.00
Supplies	31,666	25,934	19,896	20,384	
Other Services	33,973	36,880	39,509	38,768	
Other Uses	23,431	22,268	22,264	27,476	
	<u>773,659</u>	<u>907,552</u>	<u>918,085</u>	<u>968,983</u>	

**PUBLIC WORKS DEPARTMENT - STREETS DIVISION**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

**LEAF PICK-UP**

Personal Services	43,799	53,439	59,300	60,381	5.00
Supplies	4,613	4,165	4,637	4,637	
Other Services	24,460	29,503	35,472	35,472	
Other Uses	5,372	5,476	3,981	163,670	
Capital	22,025	0	45,700	47,600	
	<u>100,269</u>	<u>92,583</u>	<u>149,090</u>	<u>311,760</u>	

**TRAFFIC & LIGHTING**

Personal Services	474,539	560,527	560,255	594,740	11.00
Supplies	314,678	396,103	325,371	325,371	
Other Services	631,403	38,006	42,889	42,889	
Other Uses	1,143,870	1,243,215	1,280,000	1,281,633	
Capital	1,070,805	26,565	81,600	2,000	
	<u>3,635,295</u>	<u>2,264,416</u>	<u>2,290,115</u>	<u>2,246,633</u>	

**MUNICIPAL SERVICE FACILITY - BUILDING MAINTENANCE**

Personal Services	223,813	258,213	259,387	305,384	7.00
Supplies	43,832	46,612	41,131	41,131	
Other Services	467,840	273,738	464,950	324,963	
Other Uses	1,545	1,646	1,646	1,903	
Capital	0	15,769	18,164	30,200	
	<u>737,030</u>	<u>595,978</u>	<u>785,278</u>	<u>703,581</u>	

**TOTAL PROGRAMS**

	<u>7,802,793</u>	<u>6,532,149</u>	<u>6,846,038</u>	<u>6,998,027</u>	<u>89.00</u>
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# PUBLIC WORKS DEPARTMENT - STREETS DIVISION

## PROGRAM: RECONSTRUCTION AND MAINTENANCE OF STREETS

**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"> <li>• Staff: 48 FTE</li> <li>• Equipment</li> <li>• Dump Trucks</li> <li>• Pick Up Trucks</li> </ul>	Maintain and repair streets in the City	302 Blocks of City streets asphalt overlaid 1,179 Inlays cut and filled per year 475 Blocks of City streets cracksealed Entire City swept 18 times per year	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.	Goals E and F Goals E and F Goals C and E	Number of customer complaints regarding City streets Number of legal claims submitted or successful Number of violations due to improperly maintained streets
<ul style="list-style-type: none"> <li>• Asphalt Paving Equipment</li> <li>• Street Sweeping Equipment</li> <li>• Street Maintenance Equipment</li> <li>• Alley and Berm Grading Equipment</li> </ul>	Educate employees	Employee education provided: 3 Heavy equipment Apprentice programs 3 Paving seminars 6 Diversity classes – Ivy Tech All Occupational Safety and Health Administration (OSHA) regulations and municipal codes reviewed	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.	Goal H Goal H Goals E, F and H Goal H	Number of violations made due to improperly trained employees Percent of staff trained in accordance with OSHA and industry standards
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**PUBLIC WORKS DEPARTMENT - STREETS DIVISION  
PROGRAM: RECONSTRUCTION AND MAINTENANCE OF STREETS**

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
(Continued) <ul style="list-style-type: none"> <li>• Miscellaneous Power Tools</li> <li>• Traffic Control Equipment</li> <li>• Other Departments</li> <li>• Material Suppliers</li> <li>• Equipment Suppliers</li> <li>• Contractors</li> <li>• Laws &amp; Regulations</li> <li>• Media</li> <li>• Weather Restraints</li> <li>• 2005 Budget: \$2,767,070</li> </ul>	Grade alleys and berms in the City Respond to customer needs and complaints Educate residents Assist other departments as needed	285 Blocks of streets rotomilled 1,635 Blocks of alleys and berms graded 1,341 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 STREETS**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of customer complaints regarding City streets	76	60	75	55	0	
Number of legal claims submitted or successful	Submitted: 17	17	14	10	0	
	Paid: 4	4	5	2	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	130	150	155	140	0	
Percentage of customers complying with information requested	90%	90%	90%	90%	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"> <li>• Staff: 18 FTE</li> <li>• Dump Trucks</li> <li>• Pick Up Trucks</li> <li>• Snow Removal Equipment</li> <li>• Asphalt Heating Units</li> <li>• Other Departments</li> <li>• Equipment Suppliers</li> <li>• Material Suppliers</li> <li>• Contractors</li> <li>• Laws and Regulations</li> <li>• 2005 Budget: \$968,983</li> </ul>	<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>560.41 Tons of cold patch used to patch chuck holes</p> <p>135 Truck 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of customer complaints regarding City streets	25	25	35	30	0
Number of legal claims filed and paid against the City	Submitted: 10 Paid: 4	17	19	8	0
Customers are happy with the Christmas tree pick up provided by the City	98%	100%	100%	100%	100%
Number of cars parked on City streets during parking bans	Parked: *** Towed: ***	***	***	500	0
Number of employees qualified to plow snow	140	** 120	** 120	** 120	130

\* Snow removal - additional departments' employees included:

- 75 - Street
- 28 - Sewer
- 5 - Water Works
- 5 - Parks Department
- 3 - Organic Resources

\*\* 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"> <li>• Staff: 5 FTE</li> <li>• Dump Trucks</li> <li>• Pick Up Trucks</li> <li>• Leaf Boxes</li> <li>• Leaf Vacuum Machines</li> <li>• Street Sweeping Equipment</li> <li>• Other Departments</li> <li>• Equipment Suppliers</li> <li>• Materials Suppliers</li> <li>• Laws and Regulations</li> <li>• Media</li> <li>• Weather Restraints</li> <li>• 2005 Budget: \$311,760</li> </ul>	<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>78,806 Cubic yards of compacted leaves collected</p> <p>40,000 Re-leaf schedules distributed to City residents</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			2005 FORECAST	TARGET
	2002	2003	2004		
Amount of leaves collected	95,594 cu. yds.	*71,768 cu yds.	78,806 cu yds.	75,000 cu yds.	80,000 cu. yds.
Number of residents' complaints	20	20	20	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 a tornado passing through in the summer of 2003, many mature trees were removed from a heavily wooded area. This is the reason there was a substantial drop in leaves collected.

# PUBLIC WORKS DEPARTMENT - STREETS DIVISION

## PROGRAM: TRAFFIC AND LIGHTING

**Program Purpose:** Maintain and install pavement markings and other traffic control devices at traffic signals 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"> <li>• Staff: 11 FTE</li> <li>• MSF Shop 3,820 Sq. Feet</li> <li>• MSF Storage 1,100 Sq. Feet</li> <li>• ESF Office 2,400 Sq. Feet</li> <li>• Shop Storage 3,200 Sq. Feet</li> <li>• Traffic 600 Sq. Feet</li> <li>• Outside Storage</li> </ul>	<p>Provide, operate and maintain traffic control devices for specific use of streets</p> <p>Set up detours during street closures</p>	<p>2,083 Signs installed or replaced</p> <p>30 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"> <li>• Traffic Counting Equipment</li> <li>• Computer/Test Equipment</li> <li>• Indiana Manual for Uniform Traffic Control Devices</li> <li>• International Municipal Signal Association (IMSA) Regulations</li> </ul>	<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>1 New signalized intersections put on line this year</p> <p>10 Signalized intersections rehabilitated each year</p> <p>10,000 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
<p>(Continued)</p> <ul style="list-style-type: none"> <li>• Federal Manual Uniform Traffic Central Devices (MUTCD)</li> <li>• Lift Trucks</li> <li>• Repair Van</li> <li>• Pick-Up Trucks</li> <li>• Trailers</li> <li>• Flatbed Truck</li> <li>• Sign Utility Truck</li> <li>• Cargo Van</li> <li>• Paint Striping Machine</li> <li>• Signal Test Equipment</li> <li>• Spare Signal Equipment</li> <li>• Sign Blank Inventory</li> <li>• Sign Making Equipment</li> <li>• 2005 Budget: \$2,246,633</li> </ul>	<p>Maintain City-owned roadway lighting</p> <p>Recover credits from American Electric Power (AEP) for outages</p> <p>Investigate traffic control requests</p> <p>Recover damages to City infrastructure due to crashes</p> <p>Apply road markings to pavement</p>	<p>\$20,656.11 Credited from American Electric Power (AEP) per year</p> <p>6 New City-owned street lighting systems on line this year</p> <p>3 Residential parking studies done per year</p> <p>92 Volume traffic studies done</p> <p>7 Warrant studies done</p> <p>\$39,447.03 recovered from infrastructure damage</p> <p>6 Tons thermoplastic applied on crosswalk</p> <p>99 Turn arrows applied</p> <p>4,125 Gallons of traffic paint applied</p> <p>293 Crosswalk intersections painted or thermoplastic</p>	<p>Residents will be safer because of adequate street lighting.</p> <p>Motorists will have safer intersections due to traffic control studies.</p> <p>Engineering Division will recover cost of repairing City guard rails and light poles.</p> <p>Motorists will have safer roadways due to properly marked streets.</p> <p>Pedestrians will have safer walkways due to properly marked intersections.</p>	<p>Goals B, C, E and F</p> <p>Goals B, C, E and F</p> <p>Goals F, G and H</p> <p>Goals B, E and F</p> <p>Goals B, E and F</p>	<p>Percentage decrease in street light outage days from prior year</p> <p>Percentage decrease in accidents at high risk intersections after study and appropriate action has taken place</p> <p>Percentage of dollar reimbursement from infrastructure damage</p> <p>Number of miles of road remarked each year</p> <p>Number of intersections remarked for pedestrian use</p>

**PUBLIC WORKS DEPARTMENT - STREETS DIVISION  
PROGRAM: TRAFFIC AND LIGHTING**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage decrease of crashes per vehicle mile traveled from prior year	30%	35%	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%	50%	60%	65%	30%
Percentage decrease in accidents at high risk intersections after study and appropriate action has taken place	50%	50%	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	390 Miles	290 Miles	300 Miles	300 Miles	321 Miles
Number of intersections remarked for pedestrian use	355	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"> <li>• Staff: 7 FTE</li> <li>• Building</li> <li>• Material Vendors</li> <li>• Equipment Vendors</li> <li>• Contractors</li> <li>• Laws, Regulations and Municipal Codes</li> <li>• Other Departments</li> <li>• Weather Restraints</li> <li>• 2005 Budget: \$703,581</li> </ul>	<p>Provide quality janitorial services</p> <p>Maintain the grounds at M.S.F.</p>	<p>8,000 Hours devoted to janitorial services</p> <p>1,800 Hours spent on the upkeep of the M.S.F. grounds</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>Goal H</p> <p>Goals E and H</p> <p>Goals E and H</p>	<p>Number of complaints due to physical condition of the building and grounds</p>
	<p>Maintain the building and support equipment (i.e. motors, pumps, generators, boiler, etc.)</p>	<p>* 1,000 Scheduled repairs made</p> <p>200 Emergency repairs made</p>	<p>City employees will have equipment that runs efficiently.</p>	<p>Goal H</p>	<p>Percentage of time equipment is out of service</p>
	<p>Train employees</p>	<p>150 Review hours of current Occupational Safety and Health Administration and environmental procedures provided</p>	<p>City employees and visitors will have a building that will be in compliance with all laws, regulations and municipal codes.</p>	<p>Goals E and H</p>	<p>Number of violations (not in compliance with ADA)</p>
	<p>Assist other facilities with maintenance when needed</p>	<p>200 Hours spent assisting other City departments with maintenance</p>	<p>City departments will have a facility in good operating condition.</p>	<p>Goal H</p>	<p>Number of hours assisting other facilities</p>

\* 701 Mechanicals under warranty from Remodel Project.

**PUBLIC WORKS DEPARTMENT - STREETS DIVISION**  
**PROGRAM: MUNICIPAL SERVICE FACILITY (M.S.F.) - BUILDING MAINTENANCE**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of complaints due to physical condition of the building and grounds	250	275	* 250	200	0
Percentage of time equipment is out of service	0.5%	0.5%	0.2%	0.2%	0%
Number of violations (not in compliance with ADA)	0	0	0	0	0
Number of hours assisting other facilities	150	200	200	200	0

\* Expect complaints to possibly be a little higher due to building remodel.



**PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DIVISION TOTAL:</b>					
<b>ENTERPRISE FUNDS:</b>					
Water Works Operations & Capital					
Personal Services	3,552,483	4,132,676	4,200,803	4,230,131	86.00
Supplies	460,241	514,172	554,175	530,150	
Other Services	2,638,150	2,480,576	2,237,576	2,529,435	
Other Uses	1,715,640	1,734,069	1,786,390	1,810,748	
Capital	1,714,053	1,289,051	1,669,228	284,700	
	<u>10,080,567</u>	<u>10,150,544</u>	<u>10,448,172</u>	<u>9,385,164</u>	
Water Works Sinking Fund					
Other Services	3,380,275	3,380,049	3,380,058	3,395,547	
	<u>3,380,275</u>	<u>3,380,049</u>	<u>3,380,058</u>	<u>3,395,547</u>	
Water Repair / Insurance Fund					
Other Uses	870,115	868,985	883,194	813,120	
	<u>870,115</u>	<u>868,985</u>	<u>883,194</u>	<u>813,120</u>	
<b>TOTAL WATER WORKS</b>	<u>14,330,957</u>	<u>14,399,578</u>	<u>14,711,424</u>	<u>13,593,831</u>	<u>86.00</u>

**PROGRAM BUDGETS:**

**WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE**

Personal Services	2,273,589	2,644,913	2,688,514	2,700,784	55.00
Supplies	434,676	489,154	526,175	502,400	
Other Services	5,093,561	5,099,890	4,790,285	5,121,553	
Other Uses	1,916,348	1,943,313	1,955,017	1,912,208	
Capital	1,574,408	1,256,637	1,535,690	261,924	
	<u>11,292,582</u>	<u>11,433,907</u>	<u>11,495,681</u>	<u>10,498,869</u>	

**CUSTOMER SERVICE, UTILITY BILLING AND ADMINISTRATION**

Personal Services	1,278,894	1,487,763	1,512,289	1,529,347	31.00
Supplies	25,565	25,018	28,000	27,750	
Other Services	924,864	760,734	827,349	803,429	
Other Uses	669,407	659,741	714,567	711,660	
Capital	139,645	32,414	133,538	22,776	
	<u>3,038,375</u>	<u>2,965,670</u>	<u>3,215,743</u>	<u>3,094,962</u>	

<b>TOTAL PROGRAMS</b>	<u>14,330,957</u>	<u>14,399,577</u>	<u>14,711,424</u>	<u>13,593,831</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"> <li>• Staff: 55 FTE</li> <li>• External Providers: Contractors Lab Technicians Engineers Consultants</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$10,498,869</li> </ul>	Install new water mains	47,987 Feet of new water mains installed	Residents and Fire Department will gain multiple sources of water.	Goals E and F	Number of new customers
	Maintain water mains	537.67 Miles of mains maintained	Businesses and residents will have increased water availability.	Goals E and F	
	Install new water meters	1,600 Obsolete meters replaced	Residents and businesses will receive accurate water quantity accountability on billing statements.	Goals E and F	Number of new meters placed into service per year
	Maintain existing water meters	1,374 Automated meter reading units installed			Percentage of meters incorrectly charging residents or businesses
	Replace broken or malfunctioning valves	23 Main line valves replaced	Clients will experience less inconvenience from water interruptions.	Goals E and F	Number of hours of water loss due to breakage
	Exercise existing valves	1,447 Existing valves exercised			Percentage increase/decrease in damages and repair costs from prior year (street cuts)

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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>7,103,205,000 Gallons of water pumped annually</p> <p>2 Well motors reconditioned</p> <p>0 Wells cleaned</p> <p>5 Large pumps and 4 small pumps 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 139,090 pounds of chlorine; 22,388 gallons of phosphate; 25,847 gallons of fluoride and 25,989 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of new customers	225	250	300	350	Provide service for all who need it and expand	
Number of new meters placed into service per year	1,380	2,000	2,000	4,500	Exchange all meters over 10 years old	
Percentage of meters incorrectly charging residents or businesses	Less than 1%	2.1%	3%	0%	0%	
Number of hours of water loss due to breakage	144 hrs.	180 hrs.	185 hrs.	0	0	
Percentage increase/decrease in damages and repair costs from prior year (street cuts)	(5%)	(25%)	20%	(20%)	Minimal repairs required	
Total water pumpage	8,277,450,000 gallons	7,398,362,000 gallons	7,103,205,000 gallons	8,000,000,000 gallons	Increase pumpage as dictated by demand	
Percentage increase/decrease in maintenance costs from prior year	38%	10%	25%	(30%)	Use periodic maintenance to avoid large costs	
Percentage increase/decrease in water production costs from prior year	18%	15%	(18%)	(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"> <li>• Staff: 31 FTE</li> <li>• External Providers: Contractors Lab Technicians Engineers Consultants</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$3,094,962</li> </ul>	<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>40,946 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>Clients will have their problems resolved.</p> <p>Clients will be referred to the appropriate respondents.</p> <p>Clients will be satisfied with services offered by Water Works Division.</p>	<p>Goal E</p> <p>Goal E</p> <p>Goal E</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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Total dollar amount of revenue processed	\$12,563,674	\$12,393,999	\$11,930,463	\$13,336,482	\$13,336,482	
Total number of bills sent to customers	496,342	519,000	496,049	525,000	Same as meters read	
Total number of meters read	473,187	498,285	491,873	501,800	All meters installed	
Number of errors made on meter reading	675	175	576	150	0	
Number of various customer work orders initiated	20,170	25,209	21,415	30,000	All work orders as required	
Number of complaints about service (all types)	75	50	25	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	Yes
Percentage of accounts that perform within budgetary guidelines	100%	100%	100%	100%	100%	100%
Percentage of time financial statements completed within ten days	100%	100%	100%	100%	100%	100%
Number of errors on payroll	4	3	0	0	0	
Percentage of errors on accounts payable reported	1%	0	0	0	0	

**PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DIVISION TOTAL:</b>					
<b>ENTERPRISE FUNDS:</b>					
Sewage Works Operations & Capital					
Personal Services	3,642,582	4,221,453	4,311,002	4,346,871	79.00
Supplies	834,763	943,837	926,350	957,300	
Other Services	2,433,105	2,532,386	2,514,402	2,833,701	
Other Uses	3,565,098	3,317,406	3,397,467	2,938,871	
Capital	2,732,115	520,878	446,300	6,432,590	
	<u>13,207,663</u>	<u>11,535,960</u>	<u>11,595,521</u>	<u>17,509,333</u>	
Sewage Works Sinking Fund					
Other Services	2,563,844	2,783,273	3,645,199	3,682,775	
	<u>2,563,844</u>	<u>2,783,273</u>	<u>3,645,199</u>	<u>3,682,775</u>	
Sewer Insurance Fund					
Personal Services	49,447	101,195	101,080	105,703	2.00
Supplies	1,381	1,781	1,580	1,834	
Other Services	542,547	577,710	524,400	587,308	
Other Uses	19,345	22,823	21,347	21,712	
	<u>612,720</u>	<u>703,509</u>	<u>648,407</u>	<u>716,557</u>	
<b>TOTAL SEWAGE WORKS</b>	<u><u>16,384,227</u></u>	<u><u>15,022,742</u></u>	<u><u>15,889,127</u></u>	<u><u>21,908,665</u></u>	<u><u>81.00</u></u>

**PROGRAM BUDGETS:**

**SEWERS - MAINTENANCE OF CITY COLLECTION SYSTEM**

Personal Services	726,833	879,962	897,075	904,963	15.00
Supplies	425,938	434,954	277,759	287,174	
Other Services	304,936	314,055	332,403	374,790	
Other Uses	114,695	105,719	55,751	48,248	
Capital	1,506,530	323,032	356,100	5,134,927	
	<u>3,078,932</u>	<u>2,057,722</u>	<u>1,919,088</u>	<u>6,750,101</u>	

**SEWERS - CONSTRUCTION AND REPAIR OF COLLECTION SYSTEM**

Personal Services	519,759	594,838	550,267	548,881	14.00
Supplies	135,573	148,658	311,091	321,635	
Other Services	193,144	169,258	189,470	213,630	
Other Uses	181,363	105,719	170,041	147,157	
Capital	389,337	30,458	0	0	
	<u>1,419,176</u>	<u>1,048,931</u>	<u>1,220,869</u>	<u>1,231,304</u>	

**WASTEWATER TREATMENT**

Personal Services	1,892,239	2,223,551	2,223,624	2,243,175	38.00
Supplies	188,823	272,104	230,300	238,106	
Other Services	1,612,617	1,609,459	1,504,467	1,696,310	
Other Uses	3,201,997	3,042,575	2,226,485	1,924,888	
Capital	153,337	26,931	0	0	
	<u>7,049,013</u>	<u>7,174,620</u>	<u>6,184,876</u>	<u>6,102,480</u>	



**PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

**WASTEWATER LABORATORY**

Personal Services	247,063	276,933	292,388	294,959	6.00
Supplies	44,166	47,555	53,300	55,107	
Other Services	52,718	37,738	111,039	125,198	
Other Uses	1,535	2,956	323,696	280,134	
Capital	65,550	24,782	0	0	
	<u>411,032</u>	<u>389,964</u>	<u>780,423</u>	<u>755,398</u>	

**WASTEWATER INDUSTRIAL PRETREATMENT**

Personal Services	50,011	58,763	57,257	57,760	1.00
Supplies	1,335	858	5,850	6,048	
Other Services	32,235	35,271	75,159	84,743	
Other Uses	0	0	210,798	182,430	
	<u>83,581</u>	<u>94,892</u>	<u>349,064</u>	<u>330,981</u>	

**WASTEWATER - ORGANIC RESOURCES**

Personal Services	206,677	187,374	290,491	293,045	5.00
Supplies	38,928	39,737	48,050	49,679	
Other Services	237,455	366,604	301,764	340,244	
Other Uses	65,508	60,441	410,696	355,426	
Capital	617,361	115,675	90,200	1,300,675	
	<u>1,165,929</u>	<u>769,831</u>	<u>1,141,201</u>	<u>2,339,069</u>	

**SEWER INSURANCE**

Personal Services	49,447	101,195	101,080	105,703	2.00
Supplies	1,381	1,781	1,580	1,834	
Other Services	542,547	577,710	524,400	587,308	
Other Uses	19,345	22,823	21,347	21,712	
	<u>612,720</u>	<u>703,509</u>	<u>648,407</u>	<u>716,557</u>	

**SEWAGE WORKS SINKING FUND**

Debt Service	2,563,844	2,783,273	3,645,199	3,682,775	
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**TOTAL PROGRAMS**

	<u>16,384,227</u>	<u>15,022,742</u>	<u>15,889,127</u>	<u>21,908,665</u>	81.00
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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"> <li>Staff: 15 FTE</li> <li>720 Square Feet Storage Building</li> <li>Safety Equipment</li> <li>Education</li> <li>Education Materials</li> <li>Fleet</li> <li>Other Departments</li> <li>540 Miles of System</li> <li>200 Miles of Storm Line</li> <li>2005 Budget: \$6,750,101</li> </ul>	<ul style="list-style-type: none"> <li>Clean lines</li> <li>Inspect lines</li> <li>Keep system flowing without interruption</li> <li>Control roots</li> <li>Mow and clean retention basins</li> <li>Manage wild flower program</li> <li>Inspect sewer lines by television</li> <li>Maintain equipment</li> </ul>	<ul style="list-style-type: none"> <li>476 Responses to back-up complaints made per day</li> <li>37.77 Cubic Feet of grit removed per day</li> <li>10,010 Feet cleaned per day</li> <li>85 Catch basins cleaned per day</li> <li>7 Lift stations cleaned per week</li> <li>Odor controlled as needed</li> <li>300 Feet of root controlled per day</li> <li>2,047 Man hours per year spent mowing and cleaning</li> <li>6 Miles televised a year</li> <li>All equipment maintained</li> </ul>	<ul style="list-style-type: none"> <li>City residents will have increased confidence in sewage system.</li> <li>City residents will have fewer sewer backups.</li> <li>City residents will have unrestricted flow to treatment plant.</li> <li>City residents will have 24 hour emergency service.</li> <li>City residents will have wild flowers in retention basin.</li> <li>City residents will have preventative maintenance program.</li> <li>Sewer Division will have low maintenance costs.</li> </ul>	<ul style="list-style-type: none"> <li>Goals E and F</li> <li>Goal F</li> <li>Goals E and F</li> <li>Goals E and F</li> <li>Goal F</li> <li>Goal F</li> <li>Goal H</li> </ul>	<ul style="list-style-type: none"> <li>Percentage decrease in blockages from previous year</li> <li>Number of complaints</li> <li>Number of actual backup complaints</li> <li>Percentage of response time within the first hour of complaint</li> <li>Percentage of retentions with wild flowers</li> <li>Number of problems identified before becoming major</li> <li>Percentage of clean and dependable equipment</li> </ul>

**PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION  
PROGRAM: MAINTENANCE OF CITY COLLECTION SYSTEM**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage decrease in blockages from previous year	0%	0%	0%	0%	0%	15%
Number of complaints	377	(515)	476	476	476	300
Number of actual backup complaints	26	(35)	32	32	32	35
Percentage of response time within the first hour of complaint	98%	97%	98%	98%	98%	99%
Percentage of retentions with wild flowers	20%	15%	15%	15%	15%	50%
Number of problems identified before becoming major	3,000	3,000	3,000	3,000	3,000	All problems
Percentage of clean and dependable equipment	99%	99%	99%	99%	99%	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"> <li>• Staff: 14 FTE</li> <li>• 720 Square Feet Storage Building</li> <li>• Safety Equipment</li> <li>• Education</li> <li>• Education Materials</li> <li>• Fleet</li> <li>• Other City Departments</li> <li>• 540 Miles of System</li> <li>• 200 Miles of Storm Line</li> <li>• 2005 Budget: \$1,231,304</li> </ul>	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 47 Mains repaired per year 100% of main cave-ins repaired 281 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of blockages	26	35	32	32	35	
Number of repeat repairs	1%	1%	1%	1%	0%	
Number of complaints	377	515	476	476	300	
Number of employees certified	11	25	17	17	All employees	
Number of employees trained	2	2	10	10	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"> <li>• Staff: 38 FTE</li> <li>• Supplies</li> <li>• Outside Contractors</li> <li>• Motor Vehicles:               <ul style="list-style-type: none"> <li>1 Boom Truck</li> <li>1 Utility Vehicle</li> <li>4 Pick Ups</li> <li>1 Loader</li> </ul> </li> <li>• Laws/Regulations:               <ul style="list-style-type: none"> <li>Federal - 33 U.S.C. 1251 Sections 402 and 405</li> <li>State - IC 13-7</li> <li>Local -Chapter 17 of the South Bend Municipal Code Book</li> </ul> </li> <li>• 2005 Budget: \$6,102,480</li> </ul>	<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>31.8 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>22,500 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of continuous months the MRO indicates that the treatment meets or exceeds the federal, state and local requirements (NPDES Permit)	45 (12/12)	43 (11/12)	7 (10/12)	19 (12/12)	Every month	
Comparison of South Bend sewage rate to other cities in Indiana	11 out of top 20 largest cities in the state	10 out of top 20 largest cities in the state	11 out of top 23 largest cities in Indiana	11 out of top 23 largest cities in Indiana	2 <sup>nd</sup> lowest rate of top 20 cities in Indiana	
Percentage of work orders that are preventative	64%	77%	71%	73%	85%	
Number of equipment failures	0	0	0	0	0	
Increase/decrease in accidents from previous year	Decrease	Increase	Same	Decrease	Decrease	
Number of continuous months that volatile solid reduction meets or exceeds federal, state and local requirements	30	42	54	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"> <li>• Staff: 6 FTE</li> <li>• Equipment and Supplies</li> <li>• Vehicle</li> <li>• Laboratory Facility</li> <li>• Constraints: Analytical Methods Approved by State and Environmental Protection Agency (EPA)</li> <li>• 2005 Budget: \$755,398</li> </ul>	<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>187 Sampling events conducted for Environmental Services, Water Works and Park Department</p> <p>570 Reports produced for Water Works, Park Department, Wastewater, Organic Resources and St. Joseph County Health Department</p> <p>134 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			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of lab reports completed on time	100%	100%	92%	100%	100%
Percentage of reports completed with erroneous results	1%	0%	1%	0%	0%
Percentage of out of range results with unknown test samples	6%	4%	9%	10%	0%
Percentage of out of range DMR results	0%	0%	0%	0%	0%
Number of reports completed each year	116	133	115	154	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"> <li>• Staff: 1 FTE</li> <li>• Sampling Equipment</li> <li>• Sampling Vehicle</li> <li>• Laws/Regulations: Federal - 40CFR403 State - IAC 327-5 Local - South Bend Municipal Code Chapter 17</li> <li>• 2005 Budget: \$330,981</li> </ul>	Determine which significant industries to permit	3 Industries detected in survey	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
	Write discharge permits	2 New discharge permits written			
	Inspect permitted industries annually	23 Inspections conducted	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
	Evaluate self-monitoring reports submitted by industries	429 Self-monitoring reports evaluated	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
	Sample and monitor discharge from permitted industries	\$389,612 Extra-strength surcharge collected	Bio-solids will have low levels of industrial pollutants, allowing beneficial reuse as a fertilizer.	Goals C and E	
	Calculate excessive strength surcharges	28 Enforcement actions initiated			
	Initiate enforcement action against non-compliant industry	6 Reports submitted to State and EPA			
	Reporting to USEPA and IDEM annually				

**PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION  
PROGRAM: INDUSTRIAL PRETREATMENT**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of permitted industries in significant non-compliance of pretreatment regulations	2	3	1	0	0	0
Number of concentration of industrial pollutants detected in semi-annual tests of influent to the South Bend Wastewater Treatment Plant	2 at 172 parts per billion	6 at 377 parts per billion	7 at 247 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	6 at 341 parts per billion	2 at 285 parts per billion	5 at 1,231 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"> <li>• Staff: 5 FTE</li> <li>• Heavy Equipment: Tub Grinder Loaders Compost Windrow Turner Compost Screen Machines Bio-Solids Applicators Semi Tractor/Trailer Crew Truck Pick Up</li> <li>• Farm Fields</li> <li>• Laws/Regulations: Federal - 40 CFR, 503 State - IAC 327-6 Local - South Bend Municipal Code Chapter 17</li> <li>• 2005 Budget: \$2,339,069</li> </ul>	<p>Compost yard waste and leaves</p> <hr/> <p>Grind brush to produce mulch</p> <hr/> <p>Screen compost</p> <hr/> <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>Farmers will have access to inexpensive organic fertilizer.</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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of cubic yards of materials (yard waste, bio-solids, leaves, brush) received	168,236	186,522.5	128,420	135,000	150,000
Customer cost/cubic yard of compost	\$4/yard	\$4/yard	\$4/yard	1 <sup>st</sup> 2 yards \$4, thereafter \$8	\$4/yard
Customer cost/cubic yard of mulch	\$4/yard	\$4/yard	\$4/yard	1 <sup>st</sup> 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 / 11 / 5	17 / 10 / 5	17 / 10 / 5	17 / 9 / 2
Bio-solids fertilizer value: dollar per acre	\$275 at 150 lbs. of nitrogen 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	\$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"> <li>• Staff: 2 FTE</li> <li>• External contractors</li> <li>• Guidelines of Insurance Program</li> <li>• Public Education</li> <li>• 2005 Budget: \$716,557</li> </ul>	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	275 Repairs documented with address, contractor and summary of repair and cost			

**PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION  
PROGRAM: SEWER INSURANCE**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Average time of repair from the initial call to completion of repair	1 / 2 days	1 / 2 days	1 / 2 days	1 / 2 days	1 / 2 days
Percentage of repairs made from all calls to sewer insurance program	67%	35%	65%	65%	65%
Average cost of sewer repair	\$2,415	\$2,087	\$2,543	\$2,500	\$2,500

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DIVISION TOTAL:</b>					
<b>INTERNAL SERVICE FUND</b>					
Central Services					
Personal Services	2,080,690	2,310,771	2,479,663	2,567,658	50.00
Supplies	145,100	176,157	191,307	189,503	
Other Services	255,170	268,856	298,150	292,248	
Other Uses	58,737	62,446	62,446	62,544	
	<u>2,539,697</u>	<u>2,818,230</u>	<u>3,031,566</u>	<u>3,111,953</u>	
<b>TOTAL CENTRAL SERVICES</b>	<u>2,539,697</u>	<u>2,818,230</u>	<u>3,031,566</u>	<u>3,111,953</u>	<u>50.00</u>

**PROGRAM BUDGETS:**

**CENTRAL SERVICES ADMINISTRATION**

Personal Services	254,491	280,528	300,308	310,228	4.00
Supplies	13,771	16,198	16,472	16,231	
Other Services	31,582	34,087	36,670	35,924	
Other Uses	7,202	7,657	7,657	7,578	
	<u>307,046</u>	<u>338,470</u>	<u>361,107</u>	<u>369,961</u>	

**FLEET MAINTENANCE**

Personal Services	899,201	991,198	1,094,505	1,116,542	22.50
Supplies	48,655	57,232	58,199	57,351	
Other Services	111,591	120,442	129,566	126,930	
Other Uses	25,447	27,056	27,056	26,775	
	<u>1,084,894</u>	<u>1,195,928</u>	<u>1,309,326</u>	<u>1,327,598</u>	

**FIRE FLEET MAINTENANCE**

Personal Services	135,728	149,615	163,169	172,171	3.50
Supplies	7,344	8,639	8,785	8,657	
Other Services	16,844	18,180	19,557	19,159	
Other Uses	3,841	4,084	4,084	4,041	
	<u>163,757</u>	<u>180,518</u>	<u>195,595</u>	<u>204,028</u>	

**BODY SHOP**

Personal Services	101,796	112,211	122,523	129,128	3.50
Supplies	5,508	6,479	6,589	6,493	
Other Services	12,633	13,635	14,668	14,369	
Other Uses	2,881	3,063	3,063	3,031	
	<u>122,818</u>	<u>135,388</u>	<u>146,843</u>	<u>153,021</u>	



**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

**PURCHASING / CENTRAL STORES**

Personal Services	86,929	111,759	115,453	121,299	2.50
Supplies	0	0	4,393	4,393	
Other Services	4,934	3,868	6,556	5,772	
Other Uses	2,369	2,538	2,538	2,676	
	<u>94,232</u>	<u>118,165</u>	<u>128,940</u>	<u>134,140</u>	

**PARTS INVENTORY MANAGEMENT**

Personal Services	220,559	243,124	264,467	279,778	5.00
Supplies	11,934	14,038	14,275	14,067	
Other Services	27,371	29,543	31,780	31,134	
Other Uses	6,242	6,636	6,636	6,567	
	<u>266,106</u>	<u>293,341</u>	<u>317,158</u>	<u>331,546</u>	

**PRINT SHOP**

Personal Services	85,304	98,574	97,652	101,047	2.00
Supplies	40,358	42,965	48,004	47,800	
Other Services	27,987	26,125	33,286	33,190	
Other Uses	3,400	3,582	3,582	3,754	
	<u>157,049</u>	<u>171,246</u>	<u>182,524</u>	<u>185,791</u>	

**RADIO COMMUNICATIONS**

Personal Services	194,072	226,211	219,444	229,858	4.00
Supplies	30,720	29,250	29,100	29,100	
Other Services	11,700	11,613	13,883	13,796	
Other Uses	4,955	5,277	5,277	5,596	
	<u>241,447</u>	<u>272,351</u>	<u>267,704</u>	<u>278,350</u>	

**BUILDING MAINTENANCE**

Personal Services	84,830	93,509	102,103	107,607	3.00
Supplies	4,590	5,399	5,490	5,411	
Other Services	10,528	11,363	12,223	11,974	
Other Uses	2,400	2,552	2,553	2,526	
	<u>102,348</u>	<u>112,823</u>	<u>122,369</u>	<u>127,518</u>	

**TOTAL PROGRAMS**

	<u>2,539,697</u>	<u>2,818,230</u>	<u>3,031,566</u>	<u>3,111,953</u>	50.00
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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"> <li>• Staff: 4 FTE</li> <li>• Director of Public Works</li> <li>• Controller's Office</li> <li>• Building and Equipment</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$369,961</li> </ul>	<p>Provide timely and accurate financial reports</p> <p>Maintain vehicle inventory list</p> <p>Prepare budget</p>	<p>12 Financial statements prepared</p> <p>1 Vehicle inventory list maintained</p> <p>1 Annual budget prepared</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>Goal G</p> <p>Goal E</p> <p>Goal G</p>	<p>Number of monthly financial statements completed in ten working days after closing</p> <p>Vehicle inventory on file per ordinance</p>
	<p>Process division's accounts payable</p> <p>Input division's payroll</p>	<p>11,400 Bills processed annually</p> <p>1,307 Payroll checks requested</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>Goals E and H</p> <p>Goal H</p>	<p>Percentage of vendors paid on a timely basis</p> <p>Number of payroll errors reported</p>
	<p>License all City taxi cabs</p> <p>License any person driving a City taxi cab</p>	<p>111 City taxi cabs licensed (Cars)</p> <p>130 Individual licenses issued (People)</p>	<p>Taxi cab companies and operators will be in compliance with licensing requirements.</p>	<p>Goals B, D and E</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	943,695 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	110 Seminars and training hours provided	Division staff will have increased skills and knowledge.	Goal H	Number of training hours provided per non-union employee
	Acquire new vehicles	29 Vehicle specifications prepared 60 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of monthly financial statements completed in ten working days after closing	10	10	10	12	12
Vehicle inventory on file per ordinance	Once per year	Once per year	Once per year	Once per year	Once per year
Percentage of vendors paid on a timely basis	98%	98%	98%	98%	100%
Number of payroll errors reported	8	8	8	3	0
Number of taxi cabs in compliance	98	132	111	100	All
Number of license renewals	73	98	100	90	Those who need them
Number of licenses - new issues	61	25	30	50	Those who need them
Dollars spent on fuel pump repairs	\$1,864	\$2,237	\$1,037	\$1,500	\$1,000
Number of training hours provided per non-union employee	75	95	110	95	90
Number of new vehicles purchased	107	96	60	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"> <li>• Staff: 22.5 FTE</li> <li>• Vendors</li> <li>• Building and Equipment</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• City Fleet Operators</li> <li>• Taxi Cab Owners/Operators</li> <li>• 2005 Budget: \$1,327,598</li> </ul>	<p>Maintain equipment owned and operated by the City</p> <p>Repair tires</p> <p>Prepare and award bids on fleet and related equipment</p> <p>Dispose of obsolete equipment</p> <p>Inspect City taxi cabs</p>	<p>11,566 Equipment repairs</p> <p>1,991 Preventative maintenance inspections</p> <p>177 Tires repaired annually</p> <p>63 Units properly purchased using the competitive bid process</p> <p>77 Units disposed</p> <p>111 City taxi cabs inspected</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>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>City taxi cab owners and operators will be in compliance with licensing requirements.</p>	<p>Goals E and H</p> <p>Goals E and H</p> <p>Goals G and H</p> <p>Goals E, H and G</p> <p>Goals E and H</p> <p>Goals B and E</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>Number of requested units purchased within projected costs/Total number purchased</p> <p>Dollars reimbursed to departments from the disposal of equipment</p> <p>Number of taxi cab re-inspections</p>

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION  
PROGRAM: FLEET MAINTENANCE**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of fleet availability	97.7%	98.5%	98.5%	98.7%	100%
Number of customer complaints	6 / Year	6 / Year	6 / Year	5 / Year	0 / Month
Cost per mile / per hour	\$ .41 per mile \$31 per hour	\$ .41 per mile \$31 per hour	\$ .39 per mile \$30 per hour	\$ .39 per mile \$30 per hour	* \$ .35 per mile \$25 per hour
Amount of savings incurred through tire repair vs. replacement	\$21,000	\$21,000	\$21,500	\$22,200	\$24,000
Number of requested units purchased within projected costs / Total number purchased	97 / 107	125	63	137	All ordered
Dollars reimbursed to departments from the disposal of equipment	\$56,786	\$72,957	\$87,885	All reimbursable dollars	All reimbursable dollars
Number of taxi cab re-inspections	64	57	50	50	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"> <li>• Staff: 3.5 FTE</li> <li>• Operators</li> <li>• Vendors</li> <li>• Building and Equipment</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$204,028</li> </ul>	Maintain all emergency fire vehicles and ambulances	1,632 Vehicle repairs  120 Preventative maintenance inspections	Fire Department will have increased access to operational vehicles.  Fire Department will have convenient repairs.  Fire Department will have lower costs.	Goals E and H  Goals E and H  Goals G and H	Percentage of fleet availability
	Test fire truck water pumps	16 Pumps tested	Fire Department's pumps will meet State standards on fire trucks.	Goals B, E and H	Percentage of vehicles with approved pumps

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION  
PROGRAM: FIRE FLEET MAINTENANCE**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of fleet availability	97.7%	98.5%	98.2%	98.2%	100%
Percentage of vehicles with approved pumps	77%	94.5%	94.5%	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"> <li>• Staff: 3.5 FTE</li> <li>• Vendors</li> <li>• Building and Equipment</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$153,021</li> </ul>	<p>All vehicles involved in accidents will be repaired and returned to service if deemed cost effective</p>	<p>316 Vehicle body repairs provided 132 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>2 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>60 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of hours spent on vehicle repairs	3,878	4,358	2,557	3,200	3,500	
Percentage of total fleet of vehicles repaired	36.5%	35%	34%	38%	35%	
Percentage of actual cost vs. estimates	33%	33%	32%	35%	0%	
Percentage of savings of vehicle/equipment restoration vs. replacement	46%	50%	40%	40%	25%	
Number of equipment added or transferred	0	0	0	0	65	
	0	1	2	10	30	

# PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

## PROGRAM: PURCHASING - CENTRAL STORES

**Program Purpose:** To provide Purchasing and Central Stores services for all City Departments  
**Clients:** City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> <li>• Staff: 2.5 FTE</li> <li>• Vendors</li> <li>• Building and Equipment</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• City Departments</li> <li>• 2005 Budget: \$134,140</li> </ul>	<p>Operate Central Stores for volume buying</p> <p>Deliver items on a timely basis</p> <p>Distribute interoffice mail</p>	<p>1,100 Items stocked</p> <p>\$282,310 Annual cost of sales made</p> <p>50 Stores deliveries made per week</p> <p>175 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>
	<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>
	<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.</p> <p>City Departments acquisitions will be in compliance with state laws and local policies.</p>	<p>Goals E and G</p> <p>Goal H</p>	<p>Percentage of bid prices savings to market prices</p>
	<p>Manage maintenance contracts for City Departments</p>	<p>\$78,000 Annual maintenance contracts done</p>	<p>City Departments will have working equipment.</p> <p>City Departments will experience lower cost.</p>	<p>Goal H</p> <p>Goal G</p>	<p>Comparison of cost savings to standard maintenance contracts (Average)</p>

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION  
PROGRAM: PURCHASING - CENTRAL STORES**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
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	2 / Year	1 / Year	0
Percentage of purchases covered by purchase orders	92%	92%	92%	94%	98%
Percentage of bid prices savings to market prices	20%	21%	22%	23%	25%
Comparison of cost savings to standard maintenance contracts (Average)	21%	22%	23%	24%	25%

# 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"> <li>• Staff: 5 FTE</li> <li>• Vendors</li> <li>• Building and Equipment</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$331,546</li> </ul>	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			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of stock keeping unit errors	22.2%	23.0%	24%	23%	10%
Percentage of parts utilized from inventory	85%	84%	82%	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"> <li>• Staff: 2 FTE</li> <li>• Vendors</li> <li>• Building Equipment</li> <li>• Other City Departments</li> <li>• 2005 Budget: \$185,791</li> </ul>	<p style="text-align: center;">Provide printing services</p> <p style="text-align: center;">Provide duplicating services</p>	<p style="text-align: center;">987 Printing requests</p> <p style="text-align: center;">3,791,764 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage of jobs repeated due to print shop error	.4%	.3%	.3%	.2%	0%	
Price list comparison savings vs. commercial printers	12%	12%	12.75%	13.0%	15%	
Percentage of jobs completed within the agreed upon time	99%	99.5%	99.7%	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"> <li>• Staff: 4 FTE</li> <li>• Vendors</li> <li>• Building and Equipment</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$278,350</li> </ul>	Provide radio communication repairs	800 Radios repaired	City departments will have operating equipment available.	Goals B, E and H	Percentage of available equipment
	Provide radio installations	411 Radios installed	City departments will have equipment available with communication capabilities.	Goals B, E and H	Number of equipment installations provided in vehicles
	Provide maintenance for 911 dispatch	52 "911" Service calls	911 users will experience uninterrupted, clear 911 service.	Goals B, E and H	Percentage of time 911 Dispatch Center is not operable
	Provide computer and related equipment installations for police vehicles	45 Computer installations	City departments will have the proper equipment available.	Goals B, E and H	Percentage of computer equipment available

**PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION  
PROGRAM: RADIO COMMUNICATIONS**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage of available equipment	99%	99%	99%	99%	100%
Number of equipment installations provided in vehicles	365	436	411	375	375
Percentage of time 911 Dispatch Center is not operable	1%	1%	1%	1%	0
Percentage of computer equipment available	98%	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"> <li>• Staff: 3 FTE</li> <li>• Vendors</li> <li>• Contractors</li> <li>• Building and Equipment</li> <li>• Laws/Regulations: Federal, State and Local</li> <li>• 2005 Budget: \$127,518</li> </ul>	<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>3,360 Hours devoted to maintenance service</p> <p>270 Repairs performed</p> <p>12 Reviews of current environmental procedures</p> <p>1,960 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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of janitorial complaints	16	12	15	14	0
Average number of days equipment is out of service per year	8	7	5	5	0
Number of environmental violations	0	0	0	0	0
Number days heating, plumbing, electrical, etc. are not operational	1	1	3	1	0

# PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION

2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DIVISION TOTAL:</b>					
<b>ENTERPRISE FUND:</b>					
Solid Waste					
Personal Services	1,420,071	1,510,869	1,544,960	1,594,790	31.00
Supplies	105,735	130,930	108,450	149,800	
Other Services	2,019,507	2,148,798	2,161,407	2,523,547	
Other Uses	144,177	140,829	152,070	178,701	
Capital	155,896	477,727	483,400	58,200	
<b>TOTAL SOLID WASTE DIVISION</b>	<b>3,845,386</b>	<b>4,409,153</b>	<b>4,450,287</b>	<b>4,505,038</b>	<b>31.00</b>

## PROGRAM BUDGETS:

### SOLID WASTE PICK-UP

Personal Services	1,015,174	1,099,005	1,118,211	1,157,014	21.00
Supplies	105,727	130,360	107,750	148,727	
Other Services	2,008,852	2,144,689	2,148,739	2,517,068	
Other Uses	140,479	138,997	89,739	105,379	
Capital	155,896	477,727	483,400	58,200	
	<b>3,426,128</b>	<b>3,990,778</b>	<b>3,947,839</b>	<b>3,986,389</b>	

### CUSTOMER SERVICE

Personal Services	66,778	41,641	39,237	40,474	1.00
Supplies	8	570	700	966	
Other Services	10,655	4,108	12,378	14,442	
Other Uses	3,698	1,832	62,331	73,194	
	<b>81,139</b>	<b>48,151</b>	<b>114,646</b>	<b>118,624</b>	

### CODE ENFORCEMENT (staff functions included with Code)

Personal Services	338,119	370,223	387,802	400,025	9.00
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<b>TOTAL PROGRAMS</b>	<b>3,845,386</b>	<b>4,409,152</b>	<b>4,450,287</b>	<b>4,505,038</b>	<b>31.00</b>
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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"> <li>• Staff: 21 FTE</li> <li>• Fleet: Twenty-five Cubic Yard Packers Twenty Cubic Yard Packers Boom Trucks Loader Roll-off Truck Pick Ups</li> <li>• Landfill</li> <li>• Supplies</li> <li>• Laws/Regulations: South Bend Municipal Code Chapter 16</li> <li>• 2005 Budget: \$3,986,389</li> </ul>	<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>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>Goals C and E</p> <p>Goals C and E</p>	<p>Number of tons of solid waste collected and disposed</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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of tons of solid waste collected and disposed	36,403	36,808	40,971	37,000	30,000
Number of tons diverted from landfill *	18,895**	22,339	14,269	23,000	25,000
Dollars saved vs. landfilling (yard waste)	\$321,215	\$469,119	\$299,649	\$483,000	\$525,000

\* Fluctuation is due to residents not participating in recycling program.

\*\* Actual tons

# 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"> <li>• Staff: 1 FTE</li> <li>• Office Supplies</li> <li>• Office Equipment</li> <li>• Route Book</li> <li>• City Directory</li> <li>• City Map</li> <li>• 2005 Budget: \$118,624</li> </ul>	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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of compliments	274	329	463	500	600
Number of complaint calls	8,581	4,467	6,177	3,800	0
Number of extra pick ups scheduled	21,086	18,820	22,766	29,000	35,000
Numbers of door hangers placed	200	200	200	500	1,000
Number of newsletters distributed	5	5	5	5	5
Number of guidelines distributed	948	783	1,065	1,100	1,750

# CONSOLIDATED BUILDING DEPARTMENT

2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>ENTERPRISE FUND:</b>					
Building Department					
Personal Services	853,926	983,672	1,118,224	1,152,052	22.00
Supplies	25,446	33,489	33,280	33,280	
Other Services	118,579	83,084	110,664	109,284	
Other Uses	15,311	15,726	15,725	17,892	
Capital	27,200	27,600	27,900	0	
<b>TOTAL BUILDING DEPARTMENT</b>	<b>1,040,462</b>	<b>1,143,571</b>	<b>1,305,793</b>	<b>1,312,508</b>	<b>22.00</b>

## PROGRAM BUDGETS:

### BUILDING INSPECTIONS

Personal Services	480,852	542,905	572,508	583,976	11.00
Supplies	14,178	18,316	17,412	17,656	
Other Services	57,023	40,012	48,895	49,161	
Other Uses	3,062	3,146	3,145	3,579	
Capital	11,334	23,460	23,715	0	
	<u>566,449</u>	<u>627,839</u>	<u>665,675</u>	<u>654,372</u>	

### BUILDING PERMITS

Personal Services	139,995	162,208	186,043	192,391	3.00
Supplies	4,380	6,855	6,512	6,573	
Other Services	17,024	6,939	12,184	11,254	
Other Uses	3,062	3,145	3,145	3,578	
Capital	1,360	2,760	2,790	0	
	<u>165,821</u>	<u>181,907</u>	<u>210,674</u>	<u>213,796</u>	

### LICENSING / REGISTRATIONS

Personal Services	70,399	78,485	85,050	87,084	2.00
Supplies	672	964	964	964	
Other Services	3,695	1,760	3,224	2,705	
Other Uses	3,063	3,145	3,145	3,578	
Capital	453	1,380	1,395	0	
	<u>78,282</u>	<u>85,734</u>	<u>93,778</u>	<u>94,331</u>	

### BUILDING PLAN / DESIGN REVIEW

Personal Services	53,059	59,243	68,119	70,021	2.00
Supplies	2,930	2,903	3,739	3,495	
Other Services	9,342	4,019	6,059	6,389	
Other Uses	3,062	3,145	3,145	3,578	
Capital	5,893	0	0	0	
	<u>74,286</u>	<u>69,310</u>	<u>81,062</u>	<u>83,483</u>	

### ZONING

Personal Services	109,621	140,832	206,504	218,580	4.00
Supplies	3,286	4,452	4,653	4,592	

# CONSOLIDATED BUILDING DEPARTMENT

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

Other Services	28,395	24,452	30,302	29,775
Other Uses	3,062	3,145	3,145	3,579
Capital	8,160	0	0	0
	<u>152,524</u>	<u>172,881</u>	<u>244,604</u>	<u>256,526</u>

### DEMOLITIONS (Expenses incurred by County)

Other Services	3,100	5,900	10,000	10,000
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### TOTAL PROGRAMS

<u>1,040,462</u>	<u>1,143,571</u>	<u>1,305,793</u>	<u>1,312,508</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"> <li>• Staff: 11 FTE</li> <li>• Internal: Permits Vehicles/Radios</li> <li>• External Providers: Seminars</li> <li>• Laws/Regulations: Code Books Zoning Ordinances</li> <li>• 2005 Budget: \$654,372</li> </ul>	<p>Make all required inspections and record information</p>	<p>37,000 Inspections performed</p>	<p>Building professionals, utility companies, property owners and renters will have code compliance on all projects, which will provide safer buildings.</p>	<p>Goal C</p>	<p>Number of citations issued</p>
	<p>Enforce the building codes</p>	<p>300 Citations issued</p>	<p>Building professionals, utility companies, property owners and renters will remain knowledgeable on codes.</p>	<p>Goals C and E</p>	<p>Number of complaints received</p>
	<p>Educate the customer</p>	<p>20 Classes and seminars held</p>	<p>Building professionals, property owners and renters will be aware of non-compliance to zoning regulations.</p>	<p>Goals C and E</p>	<p>Number of zoning referrals made</p>
	<p>Monitor for zoning compliance</p>	<p>17 Referrals to the zoning administrator made</p>	<p>Building professionals, property owners and renters will interact with zoning procedures.</p>	<p>Goals C and E</p>	<p>Number of certifications held by inspectors</p>
	<p>Continue education of inspectors</p>	<p>50 Classes and seminars attended 4 Certification examinations taken</p>	<p>Staff will become more knowledgeable of codes. Staff will be more skilled in handling processes.</p>	<p>Goal H</p>	<p>Number of certified inspectors</p>

**CONSOLIDATED BUILDING DEPARTMENT  
PROGRAM: BUILDING INSPECTIONS**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of citations issued	418	307	383	300	0
Number of complaints received	627	559	652	475	0
Number of zoning referrals made	23	19	21	17	0
Number of certifications held by inspectors	15	19	20	21	26
Number of certified inspectors	9	9	10	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"> <li>• Staff: 3 FTE</li> <li>• Internal: Forms Licensing/Registrations Plan/Design Reviews</li> <li>• External Providers: Other Governmental Units</li> <li>• Laws/Regulation: Zoning Ordinances</li> <li>• 2005 Budget: \$213,796</li> </ul>	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.  Contractors, property owners and renters will be in compliance with city and county codes.  Contractors, property owners and renters will be more knowledgeable on permit requirements.	Goal C	Number of citations issued for lack of permits
	Monitor fee activities	\$1,372,403 Fees collected	Building Department will be financially self-supporting.	Goals E and G	Amount of revenues collected in excess of expenditures  Cost per permit issued
	Educate staff	20 Classes attended	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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of citations issued for code violations	95	52	98	60	0
Number of citations issued for lack of permits	323	255	285	275	0
Amount of revenues collected in excess of expenditures	(\$44,987)	(\$16,895)	(\$158,506)	\$34,979	50% cash reserve
Cost per permit issued	\$13.04	\$12.12	\$13.99	\$15.32	\$10.00
Complaints filed on permits issued	5	4	4	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"> <li>• Staff: 2 FTE</li> <li>• Internal: Forms</li> <li>• Exterior Providers: Exterior (Block &amp; Assts)</li> <li>• Electrical and Heating Review Boards</li> <li>• Insurance and Bonding Companies</li> <li>• Laws/ Regulations: Ordinances</li> <li>• 2005 Budget: \$94,331</li> </ul>	<p>Issue licenses for contractors</p> <p>Maintain registration on contractors</p>	<p>500 Licenses issued to contractors</p> <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> <p>Goal C</p> <p>Goal C</p> <p>Goal C</p> <p>Goals C and D</p> <p>Goals C and D</p> <p>Goals C and D</p> <p>Goals C and D</p>	<p>Number of classes given on contractors registration and licensing</p> <p>Number of non-registered contractors cited</p> <p>Number of tests performed</p>
	<p>Test for heating and electrical licensing</p>	<p>40 Tests performed</p>			
	<p>File claims on bonds</p>	<p>5 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> <p>Goals C, D and E</p>	<p>Number of claims awarded</p>



**CONSOLIDATED BUILDING DEPARTMENT  
PROGRAM: LICENSING / REGISTRATIONS**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2004		
Number of classes given on contractors registration and licensing	6	9	9	9	10	12
Number of non-registered contractors cited	53	41	40	40	35	0
Number of tests performed	44	35	58	58	40	* 50
Number of claims awarded	6	6	4	4	5	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"> <li>• Staff: 2 FTE</li> <li>• Internal: Vehicles/Radios</li> <li>• External Providers: Seminars Other Governmental Units West Washington Design Review Board News Media</li> <li>• Laws/Regulations: Zoning Ordinances Code Books Design Standards</li> <li>• 2005 Budget: \$84,483</li> </ul>	Review plans for class 1 buildings	300 Plan reviews performed	Clients will comply with design standards and code at the earliest stages of a project.	Goals C and E	Number of citations issued on reviewed projects
	Review plans for compliance to design standards	100 Design reviews performed			
	Make inspections for design reviews	100 Inspections made			
	Educate customers	10 Seminars and meetings held	Clients will be knowledgeable of minimum requirements on plan reviews. Clients will comply with minimum requirements.	Goals C and E	Number of plan reviews that were tabled due to insufficient information
	Educate staff	3 Departmental meetings held	Staff will be knowledgeable on review process. Staff will be skilled in handling reviews.	Goal H Goal H	

**CONSOLIDATED BUILDING DEPARTMENT  
PROGRAM: BUILDING PLAN / DESIGN REVIEW**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of citations issued on reviewed projects	5	4	3	5	0	
Number of plan reviews that were tabled due to insufficient information	49	25	56	25	0	
Revisions required after the review process	8	5	7	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"> <li>• Staff: 4 FTE</li> <li>• Internal: Permits Vehicles/Radios Plan Review</li> <li>• External Providers: Seminars Board of Zoning Appeals Area Board of Zoning Appeals News Media Other Governmental Units Complaints</li> <li>• Laws/Regulations: Zoning Ordinances</li> <li>• 2005 Budget: \$256,526</li> </ul>	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
		650 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	1,100 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	6 Departmental meetings held	Staff will be knowledgeable on zoning.	Goal H	Complaints received on zoning information given

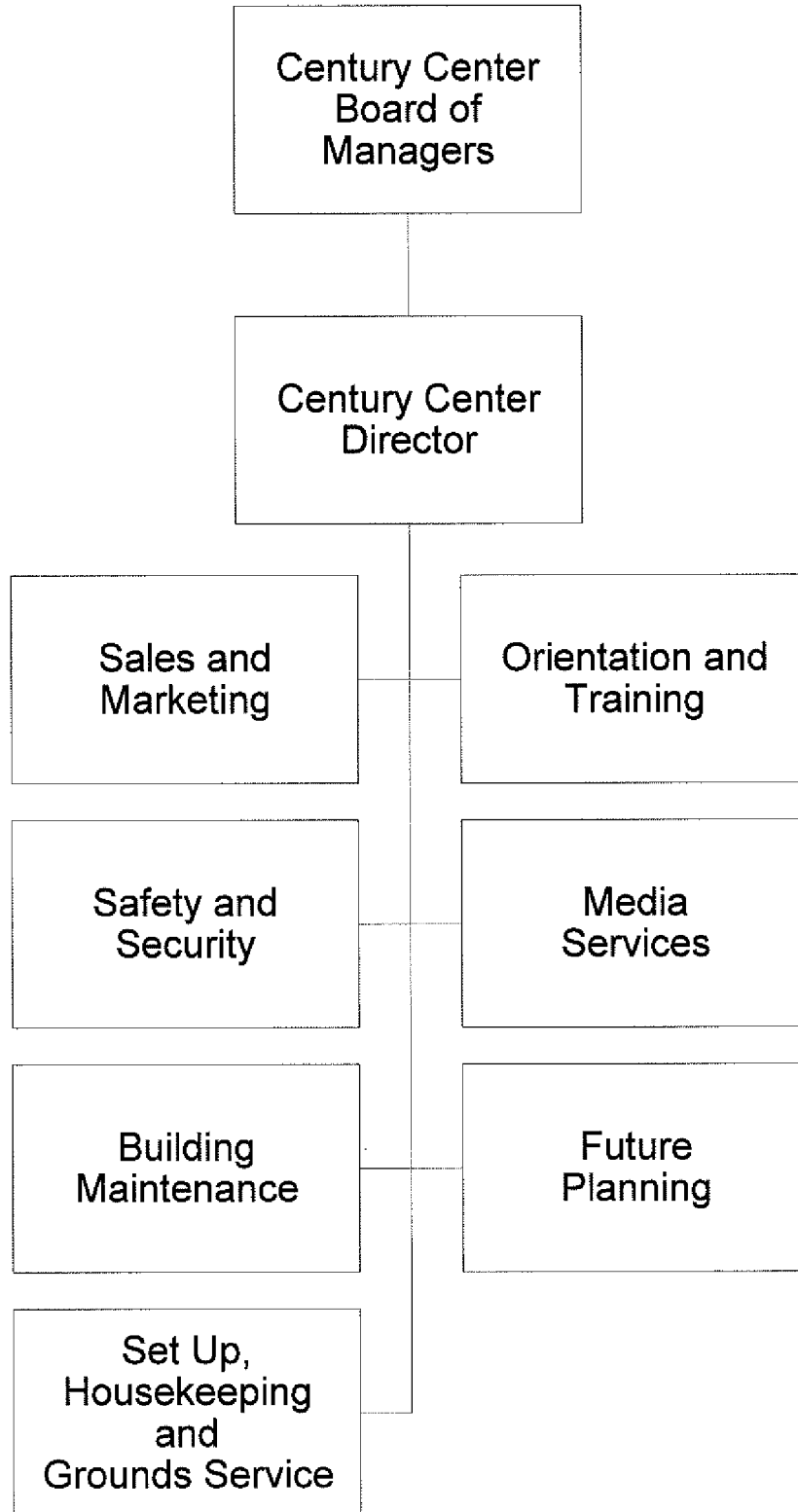
**CONSOLIDATED BUILDING DEPARTMENT  
PROGRAM: ZONING**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of citations issued	222	172	137	170	100
Number of license applications rejected compared to total	10:670	12:679	7:620	10:650	0:Total
Percentage of resolved citations	75%	32%	58.5%	75%	100%
Number of petitions processed	189	186	180	175	* 100
Complaints received on zoning information given	6	5	7	5	0

\* Economically Related

# CENTURY CENTER

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# CENTURY CENTER

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>ENTERPRISE FUND:</b>					
Century Center					
Personal Services	1,749,385	1,922,662	1,971,688	2,017,722	35.00
Supplies	115,870	96,343	121,695	121,695	
Other Services	978,926	1,032,408	969,620	976,688	
Other Uses	64,226	66,516	66,516	68,166	
<b>TOTAL CENTURY CENTER</b>	<b>2,908,407</b>	<b>3,117,929</b>	<b>3,129,519</b>	<b>3,184,271</b>	<b>35.00</b>

### PROGRAM BUDGETS:

#### SALES AND MARKETING

Personal Services	187,040	195,653	197,055	198,606	4.00
Supplies	403	387	500	500	
Other Services	88,859	88,648	84,831	85,459	
Other Uses	9,176	9,502	9,502	9,738	
	<u>285,478</u>	<u>294,190</u>	<u>291,888</u>	<u>294,303</u>	

#### ORIENTATION AND TRAINING

Personal Services	169,724	179,466	180,752	188,759	4.00
Supplies	7,895	7,585	9,790	9,790	
Other Services	100,503	101,278	96,917	97,634	
Other Uses	9,175	9,502	9,502	9,738	
	<u>287,297</u>	<u>297,831</u>	<u>296,961</u>	<u>305,921</u>	

#### SAFETY AND SECURITY

Personal Services	52,465	56,162	56,564	77,564	1.00
Supplies	2,581	2,479	3,200	3,200	
Other Services	177,878	179,250	171,531	172,800	
Other Uses	9,175	9,502	9,502	9,738	
	<u>242,099</u>	<u>247,393</u>	<u>240,797</u>	<u>263,302</u>	

#### MEDIA SERVICES

Personal Services	202,138	223,748	225,351	236,938	3.00
Supplies	12,419	11,932	15,400	15,400	
Other Services	55,672	56,101	53,685	54,082	
Other Uses	9,175	9,502	9,502	9,738	
	<u>279,404</u>	<u>301,283</u>	<u>303,938</u>	<u>316,158</u>	

#### BUILDING MAINTENANCE

Personal Services	185,987	167,205	199,210	201,154	4.00
Supplies	31,451	30,217	39,000	39,000	
Other Services	527,149	548,524	506,577	510,219	
Other Uses	9,175	9,502	9,502	9,738	
	<u>753,762</u>	<u>755,448</u>	<u>754,289</u>	<u>760,111</u>	

# CENTURY CENTER

## 2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

### SET UP, HOUSEKEEPING AND GROUNDS SERVICES

Personal Services	808,053	963,868	975,218	976,864	17.00
Supplies	40,124	40,606	49,755	49,755	
Other Services	42,344	39,398	37,701	37,980	
Other Uses	9,175	9,504	9,504	9,738	
	<u>899,696</u>	<u>1,053,376</u>	<u>1,072,178</u>	<u>1,074,337</u>	

### FUTURE PLANNING

Personal Services	129,172	136,560	137,538	137,836	2.00
Supplies	3,266	3,138	4,050	4,050	
Other Services	19,058	19,205	18,378	18,514	
Other Uses	9,175	9,502	9,502	9,737	
	<u>160,671</u>	<u>168,405</u>	<u>169,468</u>	<u>170,137</u>	

### TOTAL PROGRAMS

	<u>2,908,407</u>	<u>3,117,926</u>	<u>3,129,519</u>	<u>3,184,269</u>	<u>35.00</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"> <li>• Staff: 4 FTE</li> <li>• External Sales Staff: CVB Sales Department Hotel/Motel Sales Staff Centerplate Sales Staff</li> <li>• Sales and Marketing Collateral: Century Center Brochure Food &amp; Beverage Brochure Trade Show Booth Promotional Video Century Center Website</li> </ul>	<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>
<ul style="list-style-type: none"> <li>• Membership to Industry-Related Organizations: Membership Directories Industry Convention Directories</li> </ul> <p style="text-align: center;">-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"> <li>• Constraints: Room Availability Hotel Room Competition Economy City Ordinances</li> <li>• 2005 Budget: \$294,303</li> </ul>	<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			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage increase/decrease in new business contracted	8%	6%	4%	6%	6%
Percentage increase/decrease in the number of events held at the Center	3%	2%	10%	6%	6%
Percentage increase in operations revenue: room rental, equipment rental, parking revenue, commissions	6%	(7%)	5%	5%	5%
Percentage increase in food and beverage revenue	6%	(9%)	10%	6%	6%
Percentage increase in business contracted as a result of our joint sales effort with the CVB and hotels	2%	0%	0%	2%	1%
Percentage responding positively on the evaluation forms	98%	98%	99%	99%	99%
Number of repeat events	571	525	579	604	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"> <li>• Staff: 4 FTE</li> <li>• City Personnel and Policy Manual</li> <li>• External Providers: Personnel Publications Personnel Agencies</li> <li>• Internal Providers: Century Center Management Staff</li> <li>• Constraints: Funds for Outside Training City Policies that Limit Growth Limited Number of Positions Available to Advance Staff</li> <li>• 2005 Budget: \$305,921</li> </ul>	<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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage increase in productivity from employees	30%	20%	5%	25%	50%	
Percentage reduction in labor costs	10%	10%	5%	10%	15%	
Percentage decrease in absenteeism	20%	15%	5%	40%	40%	
Percentage decrease in disciplinary notices	20%	20%	25%	50%	50%	
Percentage responding positively on the Century Center survey	98%	98%	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"> <li>• Staff: 1 FTE</li> <li>• External Security Staff: Contracted Director Contracted Building Security</li> <li>• 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</li> <li>• Workmen's Compensation Insurance</li> <li>• Reports: Incident Reports Accident Reports Investigative Reports</li> <li>• 2005 Budget: \$263,302</li> </ul>	<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			2005 FORECAST	TARGET
	2002	2003	2004		
Number of work-related accidents	8	9	7	0	0
Number of client/customer accidents	12	19	9	0	0
Number of safety inspection violations	0	0	0	0	0
Percentage decrease in total cost of Workmen's Compensation claims	90%	100%	50%	100%	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"> <li>• Staff: 3 FTE</li> <li>• Training</li> <li>• Audio/visual Rental Equipment</li> <li>• Constraints: Keeping Current on New Technology Competition</li> <li>• 2005 Budget: \$316,158</li> </ul>	<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>100 Clients using in-house audio/visual services</p> <p>All audiovisual set ups made as needed</p> <p>25 Audio/visual contracts made</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>Goal C</p> <p>Goals C and D</p> <p>Goals E and C</p> <p>Goals C and 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>Assist College Football Hall of Fame and other City Departments with audio/visual-related issues</p>	<p>10 Other City Departments assisted with audio/visual services</p>	<p>City Departments will receive reliable audio/visual support.</p>	<p>Goal H</p>	<p>Percentage of City Departments using Century Center's Audio/visual Department</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>All audio/visual brochures distributed as needed</p>	<p>Users and occupants will have increased awareness of in-house audio/visual service provided by Century Center.</p>	<p>Goal E</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			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage increase in the number of clients using in-house audio/visual services	5%	5%	9%	10%	10%
Percentage decrease in the number of outside rentals required to satisfy client needs	5%	10%	(40%)	15%	5%
Percentage responding positively on the Century Center survey	99%	99%	99%	100%	100%
Percentage of City Departments using Century Center's Audio/visual department	95%	95%	95%	95%	95%
Percentage increase in the number of clients who become aware of Century Center audio-visual services	12%	15%	5%	15%	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"> <li>• Staff: 4 FTE</li> <li>• Constraints: Weather Age of Equipment</li> <li>• 2005 Budget: \$760,111</li> </ul>	<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>\$10,000 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			2005 FORECAST	TARGET
	2002	2003	2004		
Dollar increase/decrease in maintenance budget	\$9,087	\$1,212	\$5,000	\$50,000	(\$20,000)
Dollar increase in failure of major equipment	\$10,000	0	\$5,000	\$25,000	\$25,000
Percentage of clients satisfied with room temperature	95%	95%	95%	97%	95%
* Percentage increase/decrease in utility costs	(5%)	(10%)	(6%)	0%	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"> <li>• Staff: 17 FTE</li> <li>• 2005 Budget: \$1,074,337</li> </ul>	<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>1,500 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage of rooms set up on time	98%	98%	98%	100%	100%	100%
Percentage increase in repeat business	2%	0%	0%	2%	2%	2%
Percentage of clients rating satisfactory or greater on customer satisfaction cards	98%	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

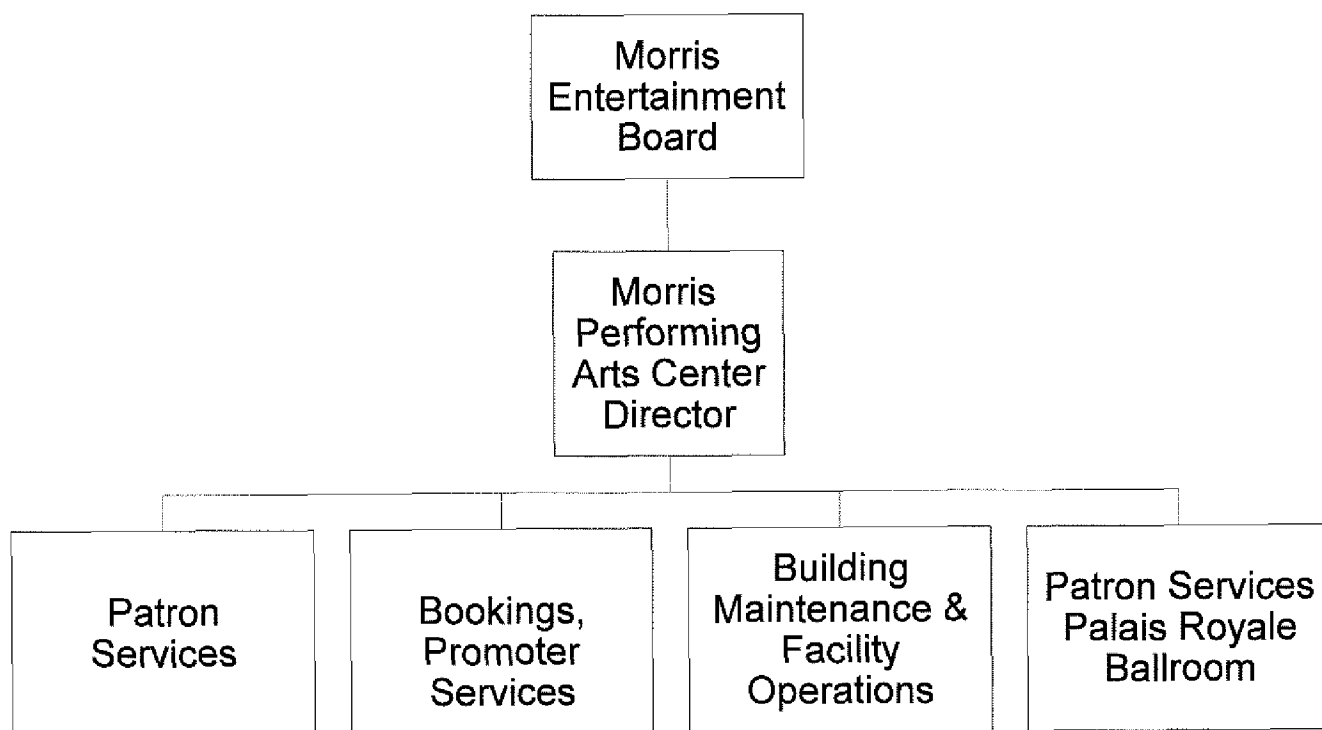
INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
<ul style="list-style-type: none"> <li>• Staff: 2 FTE</li> <li>• Century Center Board: Nine Members</li> <li>• City Administration: Mayor, Controller, Redevelopment and Board of Public Works</li> <li>• Tenants: Art Museum South Bend Community School Corporation</li> <li>• 2005 Budget: \$170,137</li> </ul>	<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			2005 FORECAST	TARGET
	2002	2003	2004		
Percentage increase/decrease in number of conventions	1%	(1%)	(1%)	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%	1%	5%	1%
Percentage increase/decrease in repeat business	4%	(5%)	(5%)	5%	5%
Percentage increase in dollars spent on capital improvements	10%	0%	0%	20%	5%

# MORRIS PERFORMING ARTS CENTER

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**MORRIS & PALAIS ROYALE PERFORMING ARTS CENTER**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

	2003 Actual	2004 Actual	2004 Budget	2005 Budget	2005 FTE (full-time staff only)
<b>DEPARTMENT TOTAL:</b>					
<b>GENERAL FUND:</b>					
Morris Performing Arts Center					
Personal Services	429,410	495,551	466,861	501,596	11.67
Supplies	28,215	27,600	25,853	25,853	
Other Services	337,739	280,524	322,590	321,054	
Other Uses	858	1,118	1,118	1,265	
	<u>796,222</u>	<u>804,793</u>	<u>816,422</u>	<u>849,768</u>	
Palais Royale					
Personal Services	150,877	224,348	220,434	265,743	3.33
Supplies	18,667	13,099	11,500	11,500	
Other Services	205,239	194,975	222,006	238,416	
Other Uses	379	385	385	847	
Capital	21,746	26,667	38,750	38,000	
	<u>396,908</u>	<u>459,474</u>	<u>493,075</u>	<u>554,506</u>	
<b>TOTAL MORRIS PERFORMING ARTS</b>	<u>1,193,130</u>	<u>1,264,267</u>	<u>1,309,497</u>	<u>1,404,274</u>	<u>15.00</u>

**PROGRAM BUDGETS:**

**TICKET SERVICES**

Personal Services	121,344	140,381	138,715	177,450	2.41
Supplies	1,875	2,339	2,220	2,141	
Other Services	60,739	50,070	62,068	60,557	
Other Uses	172	224	224	253	
	<u>184,130</u>	<u>193,014</u>	<u>203,227</u>	<u>240,401</u>	

**PROMOTER/PERFORMER SERVICES**

Personal Services	91,579	103,274	99,832	98,737	1.49
Supplies	2,643	2,910	3,148	2,726	
Other Services	47,975	42,472	49,435	49,218	
Other Uses	172	224	224	253	
	<u>142,369</u>	<u>148,880</u>	<u>152,639</u>	<u>150,934</u>	

**FACILITY MARKETING & BOOKING**

Personal Services	65,787	66,327	66,063	65,537	1.18
Supplies	1,145	1,352	1,275	1,251	
Other Services	59,318	45,723	52,622	52,296	
Other Uses	172	224	224	253	
	<u>126,422</u>	<u>113,626</u>	<u>120,184</u>	<u>119,337</u>	

**PATRON SERVICES**

Personal Services	54,653	54,698	49,506	48,856	1.33
Supplies	4,904	5,427	5,905	5,031	

**MORRIS & PALAIS ROYALE PERFORMING ARTS CENTER**  
**2005 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION**

Other Services	82,444	69,089	81,518	81,168
Other Uses	172	224	224	253
	<u>142,173</u>	<u>129,438</u>	<u>137,153</u>	<u>135,308</u>

**BLDG. MAINTENANCE & FACILITY OPERATIONS**

Personal Services	96,047	130,871	101,053	108,146	2.00
Supplies	17,648	15,571	19,305	14,706	
Other Services	87,262	73,139	79,947	79,351	
Other Uses	172	224	224	253	
	<u>201,129</u>	<u>219,805</u>	<u>200,529</u>	<u>202,456</u>	

**EVENTS SERVICES (PALAIS ROYALE)**

Personal Services	90,419	137,878	109,658	162,010	4.03
Supplies	14,567	8,873	11,950	7,555	
Other Services	90,453	119,187	114,316	146,498	
Other Uses	190	193	193	424	
Capital	10,873	0	0	0	
	<u>206,502</u>	<u>266,131</u>	<u>236,117</u>	<u>316,487</u>	

**SALES & MARKETING (PALAIS ROYALE)**

Personal Services	60,457	86,469	104,964	104,374	2.56
Supplies	4,100	4,227	5,550	3,945	
Other Services	114,787	75,788	110,191	92,608	
Other Uses	190	193	193	424	
Capital	10,873	26,696	38,750	38,000	
	<u>190,407</u>	<u>193,373</u>	<u>259,648</u>	<u>239,351</u>	

<b>TOTAL PROGRAMS</b>	<u>1,193,132</u>	<u>1,264,267</u>	<u>1,309,497</u>	<u>1,404,274</u>	<u>15.00</u>
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# 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"> <li>• Staff: 2.56 FTE</li> <li>• Sales and Marketing Collateral: Tickler Brochure Food / Beverage Brochure Proposal Materials</li> <li>• Industry-related Organizations</li> <li>• Fraternal Organization (Kiwanis or Rotary)</li> <li>• Masterpiece Creations (catering) In-house Sales Staff</li> <li>• 2005 Budget: \$239,351</li> </ul>	<p>Research industry directories and interview meeting coordinators to identify potential business</p> <hr/> <p>Perform sales solicitation activities to Meeting &amp; Event planners</p>	<p>New meeting leads from directories and coordinators identified</p> <hr/> <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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of meeting and event planners who booked the Palais after a sales call	N/A	30	39	40	50	
Number of private events booked through various marketing efforts	N/A	15	50	75	80	
Number of events booked through inquiries related to business relationships	N/A	5	8	12	15	
Total number of events hosted	N/A	77	97	127	145	

# 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"> <li>• Staff: 1.49 FTE</li> <li>• Local Stage Crew (I.A.T.S.E.)</li> <li>• Theater / Staging Equipment</li> <li>• Catering</li> <li>• Accounting Programs</li> <li>• Constraint: Catering new to site</li> <li>• 2005 Budget: \$150,934</li> </ul>	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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage of positive responses on production evaluations	N/A	92%	98%	99%	99%	
Percentage of trouble-free performances regarding stage crews, catering and runners	N/A	99%	99%	99%	99%	
Percentage of positive responses on Box Office & Settlement evaluations	N/A	100%	100%	100%	100%	
Percentage of positive responses on stage crew evaluations	N/A	99%	98%	99%	99%	
Percentage of positive responses on overall facility evaluation	N/A	99%	99%	99%	99%	

# 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"> <li>• Staff: 1.33 FTE</li> <li>• Contracted Services: Security, Catering</li> <li>• Multiple bars</li> <li>• Lounge marketing</li> <li>• Customer compliment / complaint box</li> <li>• Usher corps: including volunteer ushers, ticket takers and house manager</li> <li>• Website</li> <li>• Constraints:</li> <li>• Location of bars / Traffic flow</li> <li>• Usher Turnover</li> <li>• 2005 Budget: \$155,308</li> </ul>	<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>Create marketing tools to promote events at the Morris</p>	<p>1 (annual) Revision and update to event staff training &amp; 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
	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 Morris scheduled tours  Number of ushers working at the Morris

**MORRIS PERFORMING ARTS CENTER  
PROGRAM: PATRON / EVENT SERVICES**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of patron complaints received regarding event services	N/A	4	17	4	0
Amount of catering commission revenue (front of house)	N/A	\$40,000	\$33,334.57	\$50,000	\$50,000
Number of serious incident reports	N/A	7	1	2	0
Number of ticket sales	129,090	144,044	79,908	158,000	180,000
Number of hits on the Morris website	45,694	65,945	64,755	200,000	250,000
Number of patrons/guests/visitors to the Morris	163,337	158,374	90,436	165,000	165,000
Number of Morris/Hunt Plaza events	N/A	N/A	22	18	24
Number of Morris scheduled tours	N/A	N/A	14	9	12
Number of ushers working at the Morris	236	230	169	200	200

# 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"> <li>• Staff: 1.18 FTE</li> <li>• On-Line Event Booking Service</li> <li>• Graphic Designers &amp; Printers</li> <li>• Constraints:</li> <li>• Limited Web Support</li> <li>• Non-Staff Graphic Designers</li> <li>• 2005 Budget: \$119,337</li> </ul>	<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>

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# 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				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of promoters / presenters that return to facility that have leased the facility in previous years	7	13	17	17	21	
Number of shows booked	133	136	90	125	145	
Increase in number of concerts booked vs. previous year actual	N/A	3	46	35	17	
Number of promoters that present different genres of shows in one year	N/A	3	3	4	4	

# 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"> <li>• Staff: 2.41 FTE</li> <li>• Website</li> <li>• Temp. Box Office Staff</li> <li>• Ticketing equipment and licenses</li> <li>• Multi-line phones</li> <li>• Constraints:</li> <li>• Limited ticketing support</li> <li>• Inadequate promoter event marketing</li> <li>• 2005 Budget: \$240,401</li> </ul>	Update and keep current the box office policies & procedures manual	12 (once monthly) Reviews of the box office policies & procedures manual	Box office policies stay relevant to ongoing operations.	Goal H	Number of updates / changes made to box office policies & procedures manual
	Create and provide training programs for all box office staff	12 (once monthly) Initial and ongoing training sessions for temporary and permanent box office staff	Box office staff feels comfortable in their abilities to effectively serve patrons.	Goal H	Number of complaints received regarding box office staff
	Sell tickets by phone, over the internet and at the box office windows	Tickets sold at the Box Office	Patrons have been able to choose a variety of ways in which to purchase tickets.	Goal E	Number of tickets sold by internet, phone, and at window
	Handle ticketing complaints	Ticketing complaints handled to customer's satisfaction	Patrons experience good customer service and will return to purchase tickets in the future.	Goal E	Number of ticketing complaints received
	Provide timely and accurate information to patrons regarding upcoming events and ticket prices	Inquiries regarding upcoming events answered to customer's satisfaction	Patrons will have accurate information regarding upcoming events.	Goal E	Number of repeat patron business
	Provide more timely and accurate accounting reports to accounting manager for daily sales and event reconciliations	600 Accurate reports (including daily sales and event reports) provided to accounting manager	Box Office accounting will become more trouble free.	Goal E	Percentage of non-problematic accounting reconciliations

**MORRIS PERFORMING ARTS CENTER  
PROGRAM: TICKET SERVICES**

INDICATORS	BENCHMARK			2005 FORECAST	TARGET
	2002	2003	2004		
Number of updates / changes made to box office policies & procedures manual	N/A	8	2	2	2
Number of complaints received regarding box office staff	N/A	3	3	2	0
Number of tickets sold	Internet: 16,577	22,416	12,628	26,000	35,000
	Phone: N/A	36,466	17,839	40,000	50,000
	Window: N/A	85,162	19,964	90,000	95,000
Number of ticketing complaints received	N/A	247	23	50	0
Number of repeat patron business	N/A	27,814	*	35,000	40,000
Percentage of non-problematic accounting reconciliations	N/A	80%	** 75%	95%	99%

\* Not able to determine due to change in Box Office Ticketing Service.

\*\* Due to "learning curve" of new Box Office Ticketing Service.

# 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"> <li>• Staff: 2 FTE</li> <li>• Theatrical and Building Equipment</li> <li>• Maintenance Equipment and Supplies</li> <li>• Contracted Housekeeping Staff</li> <li>• Constraints: Lack of funds to purchase hydraulic pit lift</li> <li>• Lack of funds to purchase LED Marquee</li> <li>• 2005 Budget: \$202,456</li> </ul>	Create and update a preventative maintenance schedule for facility equipment and soft goods	2 (semi annual) Reviews of the preventative maintenance schedule conducted	Patrons and performers will enjoy a well-maintained facility.	Goal C	Number of maintenance/repair orders received and executed
	Respond to maintenance requests	Maintenance / repair orders received and executed			
	Maintain and update a complete building maintenance and facility operations policy & procedures manual	Ongoing review of the building maintenance and facility operations policy & procedures manual conducted	Facility staff will have access to information regarding the proper operations of the building.	Goal H	Number of updates made to the building maintenance and facility operations policy & procedures manual
	Monitor and control facility environmental conditions	Unscheduled emergency repairs performed	Patrons will enjoy a comfortable and safe facility.	Goal C	Number of patron incidents regarding environmental (non-climate) conditions
	Maintain and update safety policies and procedures for stage personnel	2 (semi-annual) Reviews of the safety policies & procedures for stage personnel	Stage personnel knowledge and use of equipment and, therefore, safety will be increased.	Goal H	Number of stage-related safety incidents
	Initiate ongoing training sessions with stage personnel	Quarterly training sessions with stage personnel conducted			



**MORRIS PERFORMING ARTS CENTER  
PROGRAM: BUILDING MAINTENANCE & FACILITY OPERATIONS**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Number of maintenance/repair orders received and executed	N/A	43	92	100	150	
Number of updates made to the building maintenance and facility operations policy & procedures manual	N/A	1	4	4	2	
Number of patron incidents regarding environmental (non-climate) conditions	N/A	6	0	3	0	
Number of stage-related safety incidents	N/A	2	0	2	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"> <li>• Staff: 4.03 FTE</li> <li>• Contracted Services: Food &amp; Beverage Service Housekeeping Security Preferred Providers</li> <li>• In-House Technical Crews</li> <li>• 2005 Budget: \$316,487</li> </ul>	Create an atmosphere of consistent, high quality event service	Weekly reviews with food and beverage provider regarding event services staff	Event staff will be aware and understand that efficient, quality service is the highest priority.	Goal H	Percentage of high positive responses received on service surveys regarding food and beverage
	Easy-to-manage and accurate administrative system	<ul style="list-style-type: none"> <li>1 Proper accounting system maintained</li> <li>1 Preferred provider promotional system maintained</li> <li>1 Manageable event filing system maintained</li> <li>1 General filing system maintained</li> <li>1 Office inventory system maintained</li> </ul>	Staff will have increased productivity to service clients more efficiently.	Goal H	Percentage of high positive responses received on staff helpfulness
	Create a sense of attention to detail (including visual, informational and service) in administrative staff	2 (semi-annual) Staff reviews with management	Administrative staff will excel in their presentations and services provided.	Goal H	
	Manage the event so that it runs smoothly	90 Trouble-free events hosted	Clients will be satisfied with the product they received.	Goal E	Percentage of high positive responses received on general satisfaction Number of repeat clients/referrals from previous events

**MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM)  
PROGRAM: EVENT SERVICES**

INDICATORS	BENCHMARK				2005 FORECAST	TARGET
	2002	2003	2004	2005		
Percentage of high positive responses received on service surveys regarding food and beverage	N/A	86%	90%	90%	100%	
Percentage of high positive responses received on staff helpfulness	N/A	86%	99%	98%	100%	
Percentage of high positive responses received on general satisfaction	N/A	95%	98%	99%	100%	
Number of repeat clients/referrals from previous events	N/A	22	35	40	45	





# **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 2005 Capital Budget was presented to the Common Council in February 2005 after the City knew its actual year-end 2003 financial position. The available resources for the City's 2005 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 7.5% 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 2005 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 2005 Capital Budget that was approved by the Common Council in February 2005. 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 2005 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 2005 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 2005 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 2005 Capital Budget document details all expenditures approved by the Council. Consistent with the City's general financing policy, all capital expenditures included in the 2005 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 2009. The projected capital expenditures for the years 2006 through 2009 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 2006 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 2005 CAPITAL BUDGET (by funding source)

	GENERAL FUND	CUMULATIVE CAPITAL DEVELOPMT FUND	CUMULATIVE CAPITAL IMPROVEMT FUND	COIT FUND	EDIT FUND
Cash balance as of 1/1/04	28,276,869	1,745,368	275,080	12,397,060	12,397,060
Add: 2004 cash receipts/revenue	40,898,325	693,409	627,592	8,150,349	8,150,349
Less: 2004 cash expenditures (operating only)	(56,741,678)	(179,124)	n/a	n/a	n/a
Less: 2004 cash expenditures (capital only)	(2,718,676)	(772,800)	n/a	(8,123,588)	(8,123,588)
Less: 2004 debt service for outstanding bonds	n/a	n/a	(594,000)	(1,420,814)	(1,420,814)
Add/Less: Net adjustments to balance sheet accounts	(6,457,596)	1	n/a	21,236	21,236
Cash balance as of 12/31/04	3,248,264	1,466,874	308,752	11,034,243	11,034,243
Less: Encumbrances as of 12/31/04	(1,365,444)	(755,943)	(292,400)	(6,730,327)	(6,730,327)
Less: Parking Garages - negative cash balance at 12/31/04	(1,080,741)	n/a	n/a	n/a	n/a
Less: Central Services - negative cash balance at 12/31/04	(388,252)	n/a	n/a	n/a	n/a
Less: Reserve balances required for bond debt service	n/a	n/a	n/a	n/a	n/a
Adjusted cash balance as of 12/31/04	413,827	730,931	16,352	4,303,916	4,303,916
Adjustments to cash available for capital projects:					
Cash reserve as a % of 2005 Operating Expenditure Budget	(12,142,413) 20%	n/a	n/a	n/a	n/a
Remaining balance of 2004 tax dollars paid in 2005	15,690,532	325,176	n/a	n/a	n/a
Total projected budget surplus for 2005	n/a	n/a	n/a	3,500,229	320,830
Reserve as a % of 2005 Anticipated Revenue	n/a	n/a	n/a	(1,121,683) 20%	(368,463) 10%
One time distributions for specific capital projects	4,000,000	n/a	n/a	2,000,000	n/a
<b>Cash available for 2005 Capital Budget (excluding reserves)</b>	<b>8,161,946</b>	<b>1,056,107</b>	<b>16,352</b>	<b>8,682,462</b>	<b>4,256,283</b>
<b>CAPITAL PROJECTS FOR 2005:</b>					
Land Improvements	0	0	0	4,778,404	1,654,201
Buildings and Building Improvements	4,047,000	0	0	2,080,459	0
Motor Vehicles / Equipment	44,000	269,565	0	0	0
Computer Equipment and Networking	371,000	474,916	0	0	0
Materials and Equipment	176,600	104,200	0	0	0
Office Equipment and Furniture	154,000	0	0	0	0
Community and Neighborhood Development	3,292,287	0	0	1,703,965	0
<b>Total Capital Budget for 2005</b>	<b>8,084,887</b>	<b>848,701</b>	<b>0</b>	<b>8,672,848</b>	<b>1,654,201</b>
Cash (excluding reserves) not appropriated for Capital Budget	77,059	207,406	16,352	109,614	2,602,082

	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 1/1/04	560,781	194,614	5,222,399	444,315	272,468
Add: 2004 cash receipts/revenue	1,150,426	81,383	9,050,846	264,583	891,294
Less: 2004 cash expenditures (operating only)	(655,356)	0	(10,287,539)	0	(779,318)
Less: 2004 cash expenditures (capital only)	(480,428)	(74,318)	(892,170)	(291,048)	(88,893)
Add/Less: Net adjustments to balance sheet accounts	35,349	0	(3,018,920)	1	185,813
Cash balance as of 12/31/04	630,772	201,679	74,616	417,851	451,362
Less: Encumbrances as of 12/31/04	(48,485)	(23,265)	(97,408)	(15,644)	(8,018)
Adjusted cash balance as of 12/31/04	582,307	178,414	(22,792)	402,207	443,348
Adjustments to cash available for capital projects:					
Cash reserve as a % of 2005 Operating Expenditure Budget	(79,180) 15%	n/a	(1,084,515) 10%	n/a	(121,576) 15%
Cash reserve reduction	n/a	(28,762) 15%	n/a	n/a	n/a
One time distributions for specific capital projects	123,500	n/a	n/a	n/a	n/a
Remaining balance of 2004 tax dollars paid in 2005	n/a	n/a	1,172,546	n/a	n/a
<b>Cash available for 2005 Capital Budget (excluding reserves)</b>	<b>626,627</b>	<b>151,652</b>	<b>85,239</b>	<b>402,207</b>	<b>321,770</b>
<b>CAPITAL PROJECTS FOR 2005:</b>					
Land Improvements	0	0	0	44,000	0
Buildings and Building Improvements	287,900	0	0	21,300	20,000
Motor Vehicles / Equipment	227,600	0	21,600	0	0
Computer Equipment and Networking	27,000	0	0	0	0
Materials and Equipment	82,500	35,000	50,000	190,300	25,000
<b>Total Capital Budget for 2005</b>	<b>625,000</b>	<b>35,000</b>	<b>71,600</b>	<b>255,600</b>	<b>45,000</b>
Cash (excluding reserves) not appropriated for Capital Budget	1,627	116,652	13,639	146,607	276,770

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**CITY OF SOUTH BEND  
2005 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 1/1/04	36,546	47,183	472,022	36,224	753,702
Add: 2004 cash receipts/revenue	112,709	3,038	95,222	465	3,631,206
Less: 2004 cash expenditures (operating only)	(133,137)	(8,176)	0	0	0
Less: 2004 cash expenditures (capital only)	0	0	(197,677)	0	(3,079,263)
Add/Less: Net adjustments to balance sheet accounts	0	0	0	(1)	1
Cash balance as of 12/31/04	15,118	44,043	369,567	36,688	1,306,646
Less: Encumbrances as of 12/31/04	(390)	0	(72,805)	0	(271,862)
Adjusted cash balance as of 12/31/04	15,728	44,043	296,762	36,688	1,034,784

Adjustments to cash available for capital projects:					
Cash reserve as a % of 2005 Operating Expenditure Budget	(16,458) 15%	n/a	n/a	n/a	n/a
Cash reserve reduction	n/a	n/a	(44,514) 15%	(25,864)	n/a
LRSA project balances carried forward to 1/1/05	n/a	n/a	n/a	n/a	(19,129)
Total projected budget surplus for 2005	n/a	n/a	n/a	n/a	3,245,661
<b>Cash available for 2005 Capital Budget (excluding reserves)</b>	<b>(730)</b>	<b>44,043</b>	<b>252,248</b>	<b>10,824</b>	<b>4,260,516</b>

**CAPITAL PROJECTS FOR 2005:**

Land Improvements	0	0	0	0	4,260,516
Buildings and Building Improvements	0	0	100,000	0	0
Materials and Equipment	0	20,000	0	0	0
<b>Total Capital Budget for 2005</b>	<b>0</b>	<b>20,000</b>	<b>100,000</b>	<b>0</b>	<b>4,260,516</b>
Cash (excluding reserves) not appropriated for Capital Budget	(730)	24,043	152,248	10,824	0

	PROJECT RELEASE FUND	BUILDING DEPT FUND	SOLID WASTE FUND	WATER WORKS FUNDS	SEWAGE WORKS FUNDS
Cash balance as of 1/1/04	363,930	233,438	1,153,149	4,450,306	9,230,555
Add: 2004 cash receipts/revenue	149,782	988,065	4,172,781	11,904,045	14,410,289
Less: 2004 cash expenditures (operating only)	(92,583)	(1,115,871)	(3,926,995)	(8,861,657)	(11,015,082)
Less: 2004 cash expenditures (capital only)	n/a	(27,200)	(683,478)	(1,297,491)	(520,879)
Less: 2004 debt service for outstanding bonds	n/a	n/a	n/a	(3,380,048)	(2,783,273)
Add/Less: Net adjustments to balance sheet accounts	204	104	6,344	(131,195)	119,622
Cash balance as of 12/31/04	421,333	75,438	721,801	2,683,960	9,441,233
Less: Encumbrances as of 12/31/04	(15,312)	(15)	(10,460)	(123,609)	(213,283)
Less: Reserve balances required for bond debt service	n/a	n/a	n/a	n/a	n/a
Adjusted cash balance as of 12/31/04	406,021	75,423	711,321	2,560,351	9,227,950

Adjustments to cash available for capital projects:					
Cash reserve as a % of 2005 Operating Expenditure Budget	(15,624) 15%	(186,876) 15%	(573,671) 15%	(2,275,106) 25%	(2,789,186) 25%
Increase from proposed fee increase on mechanical permits	n/a	0	n/a	n/a	n/a
<b>Cash available for 2005 Capital Budget (excluding reserves)</b>	<b>390,397</b>	<b>(121,455)</b>	<b>137,650</b>	<b>285,245</b>	<b>6,458,764</b>

**CAPITAL PROJECTS FOR 2005:**

Land Improvements	0	0	0	200,000	5,090,000
Buildings and Building Improvements	0	0	0	7,200	397,000
Motor Vehicles / Equipment	47,600	0	40,200	0	123,900
Computer Equipment and Networking	0	0	18,000	0	49,990
Materials and Equipment	0	0	0	70,000	771,700
Office Equipment and Furniture	0	0	0	7,500	0
<b>Total Capital Budget for 2005</b>	<b>47,600</b>	<b>0</b>	<b>58,200</b>	<b>284,700</b>	<b>6,432,590</b>
Cash (excluding reserves) not appropriated for Capital Budget	342,797	(121,455)	79,450	545	26,174

**GRAND TOTAL - CAPITAL PROJECTS FOR 2005:**

Land Improvements	18,027,121
Buildings and Building Improvements	6,970,859
Motor Vehicles / Equipment	794,486
Computer Equipment and Networking	940,508
Materials and Equipment	1,505,300
Office Equipment and Furniture	161,500
Community and Neighborhood Development	4,996,272
<b>Grand Total Capital Budget for 2005</b>	<b>31,396,443</b>

**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

**ESTIMATED  
COST**

**GENERAL FUND**

**BUILDINGS AND BUILDING IMPROVEMENTS:**

<b>Palais Royale</b>	
Electrical Work	3,250
Roof Duct Covering	2,500
Sidewalk Awning Repair	3,750
Repaint Palais Ceiling	16,500
<b>Administration/Finance:</b>	
South Bend Central Development Area	
Garage/Office Project (project funded by a specific revenue distribution)	2,000,000
Studebaker Demo (project funded by a specific revenue distribution)	2,000,000
Human Rights Building miscellaneous repairs	1,000
<b>Central Services:</b>	
Repave Parking lot	20,000
Total Buildings and Building Improvements for General Fund	<u>4,047,000</u>

**MOTOR VEHICLES / EQUIPMENT:**

<b>Police Department:</b>	
Equipment	25,000
Installation	19,000
Total Motor Vehicles for General Fund	<u>44,000</u>

**COMPUTER EQUIPMENT & NETWORKING:**

<b>Engineering Department:</b>	
GPS/Engineering Data Collection (Includes City-Wide Training)	175,000
Contribution to Countywide GIS	20,000
<b>Streets</b>	
Lap Top Computer	2,000
<b>Police Department:</b>	
UPS Upgrades	18,000
Computer Upgrade - CAD and Records Hardware and Software	156,000
Total Computer Equipment & Networking for General Fund	<u>371,000</u>

**MATERIALS AND EQUIPMENT:**

<b>Building Maintenance:</b>	
Communication Floor Bathroom Tiling	4,000
Automatic Scrubber	5,500
Grounds Care Equipment	13,000
Block Heater	2,500
Overhead Door	3,500
Paint	1,700
<b>Code Enforcement Department:</b>	
Garden Tractors with Mowers & Blowers (2)	25,900
Mower/Blower Gravelly (1)	6,500
<b>Police Department:</b>	
Portable Radio Replacement	62,000
Digital Cameras	52,000
Total Materials & Equipment for General Fund	<u>176,600</u>

**OFFICE EQUIPMENT & FURNITURE:**

<b>Palais Royale</b>	
Lighting Equipment	3,250
Grand Concourse Floor Mats	1,000
Lobby/Foyer Decorations	1,500

**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Front Projection Screen	1,250
Banquet Chair Repair/Upkeep	1,750
Multipurpose Room Drapes	3,250
Total Palais Royale Office Equipment & Furniture	12,000
<b>Police Department:</b>	
Printer/Copier Replacement	45,000
<b>Admin &amp; Finance</b>	
Copier/Fax/Printer/Scanner	12,000
Office Remodeling 12th & 13th Floor	80,000
General office needs for various departments funded by the General Fund	5,000
Total Office Equipment and Furniture for General Fund	154,000
 <b>COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:</b>	
<b>Organizational Support / Capacity Building:</b>	
Major Projects - Based upon priority and financial feasibility	88,000
Near Northwest Neighborhood (NNN) operating funds	30,000
NRTSC (Non-CDBG Eligible) Neighborhood Grants	6,000
NNRO	75,000
Neighborhood Youth Grants	47,058
Police/Youth Recreation Program - serving 6 sites	90,000
Work force Diversity Initiative	260,000
Minority & Women's Business Development Council (grant for general operations)	25,000
Urban League (grant for general operations)	20,000
HCI - Healthy Community Initiative	20,000
Hope Rescue Mission	50,000
Historic Preservation	25,000
Real Services	15,000
Arts Everywhere (1st of two year commitment)	200,000
LaCasa	20,000
Charles Black Center Director (yr2)	40,000
Curb and Sidewalk Program	500,000
Lamppost Program	60,000
Residential Lighting	75,000
<b>Public Improvements / Maintenance:</b>	
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	10,000
<b>Neighborhood Planning / Development:</b>	
Neighborhood Partnership Centers - 6 centers	241,998
Neighborhood Plan Implementation Fund - Implementation of currently completed plans	327,231
River Park - Mishawaka Ave streetscape Phase II - curbs, walks, trees, benches, bike racks	150,000
Weed & Seed Neighborhoods	200,000
Rebuilding Together	45,000
South East Acquisitions - Relocations/Demolitions	100,000
West Indiana Ave. Plan Implementation	300,000
Leeper Park	50,000
City Plan	70,000
Special Projects - Mayor's Office	50,000
<b>Public Safety:</b>	
Volunteers in Policing	25,000
Extra Downtown Patrols	50,000
Community Oriented Policing Leadership Council Program	7,000
Total Community and Neighborhood Development for General Fund	3,292,287
<b>TOTAL GENERAL FUND CAPITAL BUDGET</b>	<b>8,084,887</b>

**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

**ESTIMATED  
COST**

**CUMULATIVE CAPITAL DEVELOPMENT FUND (CCDF)**

**MOTOR VEHICLES / EQUIPMENT:**

**Street Department:**

Paver - refurbish (1)	60,000
Distributor Truck - refurbish (1)	15,000
Refurbish 5 Yard Rubber Tire Loader w/clam bucket	60,000
Debt Service Payment (Finance \$1,177,900 at 5% for five years)	134,585
<b>Total Motor Vehicles / Equipment for CCDF</b>	<b>269,585</b>

**COMPUTER EQUIPMENT & NETWORKING:**

Information Technology Department - for departments with capital needs funded by the General Fund:

New computers (mainly replacing existing computers) - General Fund departments only	74,352
New Printers	24,600
Software (miscellaneous departmental needs) & City Wide Training	141,489
Upgrade Groupwise	15,375
Network Hardware (cabling, hubs, switches, fiber modules, etc)	67,635
Click to Gov Software for the AS400	68,265
HTE Permits Software	54,000
Council AV Plasma Screen for Chamber	5,000
Cart for mobil class room	1,700
GPS - Street Department Vehicles (AVL - Automatic Vehicle Locator)	22,500
<b>Total Computer Equipment &amp; Networking for General Fund</b>	<b>474,916</b>

**MATERIALS AND EQUIPMENT:**

**Central Services:**

Fork Lift	30,000
Repair Vehicle Repair Equipment	8,000
Radio Equipment	1,500
Print Shop Equipment	29,000

**Street Department:**

Plate Compactors (2)	4,000
Salt Spreaders (6)	14,700
Underbodies (2)	17,000
<b>Total Materials and Equipment for CCDF Fund</b>	<b>104,200</b>

<b>TOTAL CCDF CAPITAL BUDGET</b>	<b>848,701</b>
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**COUNTY OPTION INCOME TAX FUND (COIT)**

**LAND IMPROVEMENTS:**

Major Projects - Based upon priority and financial feasibility	199,764
Trestle Bridge Repair (150,000)	363,800
Additional Park Maintenance Building Expense (213,800)	
Kay Industries Acquisition/demolition	135,000
Macri Development, Inc	95,000
TJX Marl Soil Removal	50,000
Building Acquisition - 412 S. Lafayette	450,000
South Side Master Planning	
Zeiger Farms Project	30,000
Main-Lafayette Acquisition	120,000
Main-Lafayette Acquisition	5,000
Retail Study	75,000
Walking Bridge & East Race Bridge	40,000
Fredrickson Park	43,988

**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Brownfield	710,000
Brownfield Assessment Grant - Matching Funds	40,000
Brownfield Revolving Loan Fund - Matching Funds	50,000
Anchor IDFA debt payment (300,000 for 10 years at 2.9%) Interest only payment	25,000
South Bend Dam Repairs	35,000
Riverside phase 2 Construction (Matching Funds)	280,000
Riverside phase 3 Design	130,000
Streetscape Costs to Support CSO/Storm Water Reconstruction	200,000
Storm Water Permit Start-Up Assistance/collaboration with Consultants, Agencies	30,000
United Drive Relocation(Total Project \$500,000 - \$324,000 out of EDIT 408)	176,000
Fredrickson Park Loan Payment (repayment for one million loan from the state)	114,632
Citywide Projects	
Acquisition of Ford Properties	225,000
Point of Entry Signage - Implementation	68,000
Northeast Neighborhood Development Area	
Georgiana/Burns/Huey/Talbot - Acq/Reloc/Demo	500,000
Sample Ewing Development Area	
Oliver Site - IDEM VRP Environmental Testing	87,000
Studebaker/Oliver	25,220
South Bend Central Development Area	
Wayne Street Garage - Traffic Topping/Membrane	200,000
South Side Development Area	
Argyle Drive Improvements	25,000
Ireland Rd Design/Spec/Improvements	200,000
Predevelopment Costs all Projects	50,000
Total Land Improvements for COIT Fund	<u>4,778,404</u>
<b>BUILDINGS AND BUILDING IMPROVEMENTS:</b>	
ML King Center & Elbel Clubhouse Roof Repair	170,000
Fire Station Equip. Bldg. (Fund 288 EMS \$280,300)	100,000
Fire Station 2 Design	120,000
Fire Station 9 Design	120,000
Fire Station Site Selection and Acquisition	360,000
Sample Ewing Development Area	
TJX Bond Payment - Balance Due	511,465
TJX - Balance Due on VRP Participation	98,758
Debt Service payment for the O'Brien Fitness Building Addition on \$920,000 for 5 years 5%	210,236
Debt Service payment for \$8 million projects (20 years 0%)	400,000
Total Buildings and Buildings Improvements for COIT Fund	<u>2,090,459</u>
<b>COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:</b>	
Commercial Corridors Improvement Fund - Western, LLW, So Michigan, Portage & Miami	1,000,000
Lincolnway West (Not Used prior year requested to carry forward)	106,773
South Gateway Avenue (Not Used in prior year requested to carry forward)	3,500
Downtown Lighting	100,000
Good Neighbors / Good Neighborhoods - Building Block Grants	80,000
Community-based After-School Programs	163,712
Downtown South Bend Inc.	250,000
Total Community and Neighborhood Development for COIT Fund	<u>1,703,985</u>
<b>TOTAL COIT CAPITAL BUDGET</b>	<b><u>8,572,848</u></b>

**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

**ESTIMATED  
COST**

**ECONOMIC DEVELOPMENT INCOME TAX FUND (EDIT)**

**LAND IMPROVEMENTS:**

Chapin Street Const. (Total Project \$1,250,000 - \$400,000 - Sewers(642) and \$350,000 - LRS(251))	500,000
United Drive Relocation(Total Project \$500,000 - \$176,000 out of COIT 404)	324,000
Total Land Improvements for EDIT Fund	<u>824,000</u>
<b>TOTAL EDIT CAPITAL BUDGET</b>	<b>824,000</b>

**MORRIS PERFORMING ARTS CENTER CAPITAL FUND**

**MATERIALS AND EQUIPMENT:**

Emergency Repair Projects	35,000
Total Materials & Equipment for Morris Performing Arts Center Capital Fund	<u>35,000</u>
<b>TOTAL MORRIS PERFORMING ARTS CENTER CAPITAL BUDGET</b>	<b>35,000</b>

**COVELESKI STADIUM CAPITAL FUND**

**BUILDING IMPROVEMENTS:**

South Wall Retention	5,000
Picnic Area and Field Seating Upgrades	80,000
Misc. Painting and Repairs	15,000
<b>TOTAL COVELESKI STADIUM CAPITAL BUDGET</b>	<b>100,000</b>

**PARK & RECREATION DEPARTMENT**

**MOTOR VEHICLES / EQUIPMENT:**

Mid-size autos, Preowned (Park Police) (2)	21,600
Total Motor Vehicles / for Park Department	<u>21,600</u>

**MATERIALS AND EQUIPMENT:**

Unexpected Repairs	50,000
Total Materials and Equipment for Park Department	<u>50,000</u>
<b>TOTAL PARK &amp; RECREATION DEPT CAPITAL BUDGET</b>	<b>71,600</b>

**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	20,000
Total Ice Rink - Park Non-reverting Funds	<u>20,000</u>

**PICNIC AREAS- LAND IMPROVEMENTS**

Picnic Grills and Repairs	9,000
Total Land Improvements for Picnic Non-reverting Fund	<u>9,000</u>

**GOLF - MATERIALS AND EQUIPMENT:**

30 Golf Carts	65,000
Greens Mower	20,000
Fairway Mower	22,000
Total Golf - Material and Equipment for Park Non-reverting Funds	<u>107,000</u>

**POTAWATOMI ZOO - LAND IMPROVEMENTS:**

Zoo Path Improvements	15,000
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**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Parking Lot Improvements	10,000
Landscaping Improvements	10,000
Total Zoo - Land Improvements for Park Non-reverting Funds	<u>35,000</u>
<b>POTAWATOMI ZOO - BUILDING IMPROVEMENTS:</b>	
Train Station Upgrades	4,000
Exhibit Improvements	12,000
Gift Shop Improvements	2,000
Concessions Improvements	3,300
Total Zoo - Building Improvements for Park Non-reverting Funds	<u>21,300</u>
<b>POTAWATOMI ZOO - MATERIALS &amp; EQUIPMENT:</b>	
Graphics Display Upgrades	4,000
Water Conservation Improvements	4,000
Zoo Key Player Upgrade	6,000
Benches, Tables, Trash Containers	10,000
Electric Carts (2)	10,000
Wagons, Strollers, and Wheelchairs	6,000
Gasoline Generator	1,000
Tools	6,300
Animal Purchases	6,000
Total Zoo - Materials & Equipment for Park Non-reverting Funds	<u>53,300</u>
Total Zoo - Park Non-reverting Funds	<u>109,600</u>
<b>TOTAL PARK NON-REVERTING FUND CAPITAL BUDGET</b>	<b><u>255,600</u></b>

**RECREATION - NON-REVERTING OPERATING FUND**

<b>MATERIALS AND EQUIPMENT:</b>	
Fitness Center Equipment	25,000
Total Materials and Equipment for Recreation Nonreverting Fund	<u>25,000</u>
<b>LAND IMPROVEMENTS:</b>	
Softball Field Upgrades	20,000
Total Land Improvements for Recreation Nonreverting Fund	<u>20,000</u>
<b>TOTAL RECREATION - NON-REVERTING OPERATING FUND CAPITAL BUDGET</b>	<b><u>45,000</u></b>

**EAST RACE WATERWAY**

<b>MATERIALS AND EQUIPMENT:</b>	
East Race Boat	10,000
East Race Signage	10,000
<b>TOTAL EAST RACE WATERWAY CAPITAL BUDGET</b>	<b><u>20,000</u></b>

**ZOO ENDOWMENT**

<b>MATERIALS AND EQUIPMENT:</b>	
Zoo Exhibit Upgrades	10,000
<b>TOTAL ZOO ENDOWMENT CAPITAL BUDGET</b>	<b><u>10,000</u></b>

**EMS**

<b>MOTOR VEHICLES / EQUIPMENT:</b>	
Repair Medic Unit	100,000
Refurbish Engine 4	60,000

**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	ESTIMATED COST
Replace Water Tanks E-6 & E-5	16,000
4WD Utility Vehicle/Safety Officer (1)	38,000
Pre-Owned Mid-Size (1)	13,600
Total Motor Vehicles for EMS	227,600
 <b>COMPUTER EQUIPMENT &amp; NETWORKING:</b>	
MDT 102 & 103 Hardware	20,000
Printers	2,000
Radio Remote Control Mounts for Laptops	5,000
Total Computers for EMS	27,000
 <b>BUILDING IMPROVEMENTS:</b>	
Fire Station Equip. Bldg. (Fund 404 COIT \$100,000)	280,300
Fire Station Study	7,600
Total Building Improvements for EMS	287,900
 <b>MATERIALS AND EQUIPMENT:</b>	
Radio Equipment	57,500
Various Fire Equipment	25,000
Total Materials and Equipment for EMS	82,500
<b>TOTAL EMS CAPITAL BUDGET</b>	<b>625,000</b>

**LOCAL ROADS AND STREETS ACCOUNT (LRSA)**

<b>LAND IMPROVEMENTS:</b>	
Major Projects - Based upon priority and financial feasibility	1,255,516
Eddy Street R/W	
Ireland Road Scope Increase	
Michigan St. Real Estate	
Napoleon Street Extension (Design)	
Olive/Western & Ewing/Fellows Intersection Improvements (Design)	
Portage Construction	
Portage R/W	
Paving Materials	1,800,000
Chapin Street Const. (Total Project \$1,250,000 - \$400,000 - Sewers(642) and \$500,000 - EDIT(408)	350,000
Concrete Pavement Repairs	300,000
Michigan St. Construction	445,000
Lane Marking Overhead & Street	80,000
Traffic Calming Study	30,000
Total Land Improvements for LRSA	4,260,516
<b>TOTAL LRSA CAPITAL BUDGET</b>	<b>4,260,516</b>

**PROJECT RELEAF FUND**

<b>MOTOR VEHICLES / EQUIPMENT:</b>	
Leaf Boxes (Refurbished) (3)	6,600
Leaf Vac Enf/Axle Replacements (3)	41,000
Total Motor Vehicles / Equipment for Project Releaf Fund	47,600
<b>TOTAL PROJECT RELEAF CAPITAL BUDGET</b>	<b>47,600</b>

**SOLID WASTE**

<b>MATERIALS AND EQUIPMENT:</b>	
Lifter Sets (6)	40,200

**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

**ESTIMATED  
COST**

**COMPUTER EQUIPMENT & NETWORKING:**

GPS SYSTEM (AVL - Automatic Vehicle Locator)	18,000
<b>TOTAL SOLID WASTE CAPITAL BUDGET</b>	<b>58,200</b>

**WATER WORKS**

**LAND IMPROVEMENTS:**

Main Extensions	200,000
Total Land Improvements for Water Works	<u>200,000</u>

**BUILDINGS AND BUILDING IMPROVEMENTS:**

Edison WH#1 Roof Replacement	7,200
Total Building and Building Improvements for Water Works	<u>7,200</u>

**MATERIALS AND EQUIPMENT:**

Meters - Large & Residential	50,000
Various Pumps & Motors (Distrib Equip Repairs)	20,000
Total Materials & Equipment for Water Works	<u>70,000</u>

**OFFICE EQUIPMENT & FURNITURE:**

Miscellaneous office needs (upgrades & maint contracts)	7,500
<b>TOTAL WATER WORKS CAPITAL BUDGET</b>	<b>284,700</b>

**SEWAGE WORKS**

**SEWER DEPARTMENT:**

**MOTOR VEHICLES:**

Four WD Pick-Up w/Snow Plow, SN473 (1)	26,200
S/A Dump Beds (2)	35,000
Total Motor Vehicles for Sewer Department/Sewage Works	<u>61,200</u>

**LAND IMPROVEMENTS:**

Major Projects - Based upon priority and financial feasibility	2,100,000
Unanticipated Sewer Repair	290,000
Memorial Hospital Storm Sewer Construction	1,100,000
Chapin Street Const. (Total Project \$1,250,000 - \$350,000 - LRS(251) and \$500,000 - EDIT(408))	400,000
Ewing Avenue Design Supplemental	50,000
Park Lane Sewer/Lift Station Construction	1,150,000
Total Land Improvements for Sewer	<u>5,090,000</u>

**MATERIALS AND EQUIPMENT:**

Jet Rodder w/PD Dump, SN488	253,000
Aggregate	10,000
Message Board (2)	40,000
Sewer Equipment (upgrades to Vactor, Other)	10,000
Total Computer Materials & Equipment Sewer Department/Sewage Works	<u>313,000</u>

<b>TOTAL SEWER DEPARTMENT/SEWAGE WORKS CAPITAL BUDGET</b>	<b>5,464,200</b>
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**WASTEWATER:**

**MOTOR VEHICLES:**

Auto Mid-Size Pre-Owned SN499	13,600
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**CITY OF SOUTH BEND  
2005 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES**

	<b>ESTIMATED COST</b>
One Ton Van SN496	22,900
3/4 Ton 4WD Pick-up w/Plow SN474-OR	26,200
Total Motor Vehicles for Wastewater/Sewage Works	62,700
 <b>BUILDINGS AND BUILDING IMPROVEMENTS:</b>	
Concrete Work WWTP Plant	30,000
Control Gate IN/Tek/Kote	30,000
Auto Gate Way w/Key Pad-OR	7,000
Drive on Scale Building -OR One Side	80,000
Plant Site Security-Keyless entry, gates, strat. Fencing	150,000
Lighting Upgrade	30,000
Roof Coating of Digestors 1,2,3,4	40,000
Roof Inspection and Repair	30,000
Total Building and Building Improvements for Wastewater	397,000
 <b>COMPUTER EQUIPMENT &amp; NETWORKING:</b>	
Desktop Computer-Several-Includes Server	15,000
Printer	990
Misc. Computer Replacement-SCADA	5,000
GPS System-Several	8,000
SCADA Computer Server	21,000
Total Computer Equipment & Networking for Wastewater	49,990
 <b>MATERIALS AND EQUIPMENT:</b>	
Gas Alarm System	40,000
Lift Station Upgrades-N.London Lake, River Comm., Sunnybrook	25,000
Plug Valves-16 Primary, Raw Air Oper. Sludge Valves 8 Primary	30,000
Water Champ Chlorinator-Back-Up	9,000
Storage Tank Removal, (1) Above Ground Tank	15,000
Generator Chlorine Building	30,000
Analytical Balance	3,000
Drying Oven	1,700
ISE Meter	2,000
Utility Cart	7,500
Header Piping for Primary Tanks-Materials	10,000
Metal Hot Blocks	5,000
ICP Maint. Contract	10,000
Pump Replacements	5,000
Worthington Booster Pumps	8,000
Semi-Trailer, Recon. Or Replace-OR SN642	66,500
Engine Overhauls-Top End Yrly, Low End every other	80,000
Macerators (Rebuilt) Dewatering	11,000
Professional Services	100,000
Total Materials and Equipment for Wastewater/Sewage Works	458,700
 <b>TOTAL WASTEWATER/SEWAGE WORKS CAPITAL BUDGET</b>	<b>968,390</b>
<b>TOTAL SEWAGE WORKS CAPITAL BUDGET</b>	<b>6,432,590</b>

**THE CITY OF SOUTH BEND  
SUMMARY OF THE MULTI-YEAR CAPITAL IMPROVEMENT PLAN**

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>TOTAL</u>
<b><u>VEHICLE REPLACEMENT / UPGRADE PROGRAM</u></b>					
<b>GENERAL FUND AND VARIOUS CAPITAL FUNDS:</b>					
City Administration	\$		33,000	24,600	57,600
Police Department	1,197,700	1,260,900	1,323,000	1,376,000	5,157,600
Fire Department	674,000	538,800	367,800	883,600	2,464,200
Code Enforcement & Animal Control Department	129,800	131,400	70,200	137,700	469,100
Engineering and Traffic & Lighting Division	54,300	135,600	41,600	84,000	315,500
Street Division	1,723,000	904,300	801,300	0	3,428,600
Central Services Division	43,300	37,000			80,300
Community & Economic Development Department					0
<b>SPECIAL REVENUE FUNDS:</b>					
Park & Recreation Department	179,300	206,600	335,100	432,000	1,153,000
<b>ENTERPRISE FUNDS:</b>					
Building Department	20,200	31,500	37,100	33,900	122,700
Solid Waste Division	142,700	249,600	259,600	160,500	812,400
Water Works	300,200	128,100	287,500	156,600	872,400
Sewage Works - Sewer Division	155,000	368,800	66,500	88,700	679,000
Sewage Works - Wastewater & Organic Resources	273,400	201,900	274,500	370,500	1,120,300
	<u>\$ 4,892,900</u>	<u>4,194,500</u>	<u>3,897,200</u>	<u>3,748,100</u>	<u>16,732,700</u>

**COMPUTER, OFFICE AND OTHER OPERATIONAL EQUIPMENT**

<b>GENERAL FUND AND VARIOUS CAPITAL FUNDS:</b>						
City Administration	\$	38,800	20,400	32,100	38,300	129,600
Police Department	430,000	290,500	136,000	180,000		1,036,500
Fire Department	25,000	25,000	25,000	25,000		100,000
Code Enforcement & Animal Control Department	0	7,500	10,000	10,000		27,500
Engineering and Traffic & Lighting Division	143,000	143,000	143,000	143,000		572,000
Street Division	4,800	4,800	4,800	4,800		19,200
Central Services Division	115,400	53,300	37,000	0		205,700
Morris Performing Arts Center	25,000	15,000	8,000	10,000		58,000
<b>SPECIAL REVENUE FUNDS:</b>						
Park & Recreation Department	120,000	175,000	163,000	125,000		583,000
<b>ENTERPRISE FUNDS:</b>						
Building Department	8,000	8,000	8,000	8,000		32,000
Water Works	50,000	50,000	50,000	50,000		200,000
Sewage Works - Sewer Division	17,600	11,200	11,200	15,000		55,000
Sewage Works - Wastewater & Organic Resources	67,250	7,250	26,250	30,000		130,750
Century Center	78,380	18,500	15,000	15,000		126,880
	<u>\$ 1,123,230</u>	<u>829,450</u>	<u>669,350</u>	<u>654,100</u>		<u>3,276,130</u>

**ROUTINE (MINOR) CAPITAL EXPENDITURES**

<b>GENERAL FUND AND VARIOUS CAPITAL FUNDS:</b>						
City Administration	\$	3,000	3,000	3,000	5,000	14,000
Police Department	10,000	10,000	10,000	10,000		40,000
Fire Department	15,000	20,000	30,000	18,000		83,000
Engineering and Traffic & Lighting Division	370,000	115,000	115,000	115,000		715,000
Central Services Division	6,000	5,000	12,000	7,000		30,000
Morris Performing Arts Center	30,000	40,000	32,000	35,000		137,000
<b>SPECIAL REVENUE FUNDS:</b>						
Park & Recreation Department	472,740	310,800	440,000	500,000		1,723,540
<b>ENTERPRISE FUNDS:</b>						
Water Works	595,000	435,000	455,000	460,000		1,945,000
Sewage Works	65,000	65,000	65,000	65,000		260,000
Century Center	23,060	10,000	10,000	20,000		63,060
	<u>\$ 1,589,800</u>	<u>1,013,800</u>	<u>1,172,000</u>	<u>1,235,000</u>		<u>5,010,600</u>

**THE CITY OF SOUTH BEND  
SUMMARY OF THE MULTI-YEAR CAPITAL IMPROVEMENT PLAN**

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>TOTAL</u>
<b><u>VEHICLE REPLACEMENT / UPGRADE PROGRAM</u></b>					
<b><u>ONGOING INFRASTRUCTURE EXPENDITURES</u></b>					
<b>GENERAL FUND AND VARIOUS CAPITAL FUNDS:</b>					
Curb & Sidewalk Repairs	\$ 500,000	500,000	500,000	500,000	2,000,000
Street Lighting Replacement	200,000	200,000	200,000	200,000	800,000
Street Division Paving Material	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Concrete Pavement Repairs	300,000	300,000	300,000	300,000	1,200,000
<b>ENTERPRISE FUNDS:</b>					
Water Works - Main Extensions	800,000	600,000	600,000	600,000	2,600,000
Water Works - Meter Replacement	650,000	650,000	650,000	650,000	2,600,000
	<u>\$ 4,450,000</u>	<u>4,250,000</u>	<u>4,250,000</u>	<u>4,250,000</u>	<u>17,200,000</u>
<b><u>MAJOR CAPITAL EXPENDITURES</u></b>					
<b>GENERAL FUND AND VARIOUS CAPITAL FUNDS:</b>					
Police Department	\$ 377,000	287,000	180,000	0	844,000
Fire Department	3,400,000	3,700,000	2,367,800	0	9,467,800
Code Enforcement & Animal Control Department	1,000,000	0	0	0	1,000,000
Engineering and Traffic & Lighting Division	17,150,000	6,000,000	10,220,000	7,075,000	40,445,000
Community & Economic Development Department	16,950,000	17,550,000	14,425,000	2,900,000	51,825,000
<b>SPECIAL REVENUE FUNDS:</b>					
Park & Recreation Department	21,311,800	4,247,300	365,300	1,215,800	27,140,200
<b>ENTERPRISE FUNDS:</b>					
Water Works	11,400,000	600,000	20,100,000	600,000	32,700,000
Sewage Works	7,433,000	12,430,000	12,154,000	10,925,000	42,942,000
Century Center	0	225,000	32,486,000	0	32,711,000
	<u>\$ 79,021,800</u>	<u>45,039,300</u>	<u>92,298,100</u>	<u>22,715,800</u>	<u>239,075,000</u>
<b><u>GRAND TOTAL OF CAPITAL EXPENDITURES</u></b>					
<b>GENERAL FUND AND VARIOUS CAPITAL FUNDS:</b>					
City Administration	\$ 41,800	23,400	68,100	67,900	201,200
Police Department	2,014,700	1,848,400	1,649,000	1,566,000	7,078,100
Fire Department	4,114,000	4,283,800	2,790,600	926,600	12,115,000
Code Enforcement & Animal Control Department	1,129,800	138,900	80,200	147,700	1,496,600
Engineering and Traffic & Lighting Division	18,717,300	7,393,600	11,519,600	8,417,000	46,047,500
Street Division	3,727,800	2,909,100	2,806,100	2,004,800	11,447,800
Central Services Division	164,700	95,300	49,000	7,000	316,000
Community & Economic Development Department	16,950,000	17,550,000	14,425,000	2,900,000	51,825,000
Morris Performing Arts Center	55,000	55,000	40,000	45,000	195,000
<b>SPECIAL REVENUE FUNDS:</b>					
Park & Recreation Department	22,083,840	4,939,700	1,303,400	2,272,800	30,599,740
<b>ENTERPRISE FUNDS:</b>					
Building Department	28,200	39,500	45,100	41,900	154,700
Solid Waste Division	142,700	249,600	259,600	160,500	812,400
Water Works	13,795,200	2,463,100	22,142,500	2,516,600	40,917,400
Sewage Works - Sewer Division	237,600	445,000	142,700	168,700	994,000
Sewage Works - Wastewater & Organic Resources	7,773,650	12,639,150	12,454,750	11,325,500	44,193,050
Century Center	101,440	253,500	32,511,000	35,000	32,900,940
Total Capital Program Expenditures	<u>\$ 91,077,730</u>	<u>55,327,050</u>	<u>102,286,650</u>	<u>32,603,000</u>	<u>281,294,430</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 Expenditures	<u>\$ 94,277,730</u>	<u>58,627,050</u>	<u>105,586,650</u>	<u>35,903,000</u>	<u>294,394,430</u>

**THE CITY OF SOUTH BEND  
SUMMARY OF MAJOR CAPITAL EXPENDITURES FOR YEARS 2006-2009**

	<u>FUNDING SOURCE**</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>TOTAL</u>
<b>POLICE DEPARTMENT:</b>						
Digital Photo Lab and Cameras	General Capital	\$ 15,000	5,000	0	0	20,000
Police Vehicles & Equipment Installation	General Capital	1,197,700	1,260,900	1,323,000	1,376,000	5,157,600
Car Wash	General Capital	80,000	0	0	0	80,000
Mobile Data Computer Replacements	Federal/Gen'l Capital	180,000	180,000	180,000	0	540,000
Radio Replacement	General Capital	62,000	62,000	0	0	124,000
Computer Equipment	Federal/Gen'l Capital	40,000	40,000	0	0	80,000
		<u>1,574,700</u>	<u>1,547,900</u>	<u>1,503,000</u>	<u>1,376,000</u>	<u>6,001,600</u>
<b>FIRE DEPARTMENT:</b>						
Instruction / Training Facility	COIT/EMS - finance	0	2,000,000	0	0	2,000,000
New Fire Station # 10	COIT/EMS - finance	0	0	0	0	0
Fire Station # 9 & 2 Relocated	COIT/EMS	3,400,000	0	0	0	3,400,000
Fire Station # 3 Relocated	COIT/EMS	0	0	1,700,000	0	1,700,000
Fire Station # 5 Renovations	COIT/EMS	0	0	301,790	0	301,790
Fire Station # 8 Renovations	COIT/EMS	0	0	366,010	0	366,010
New Fire Station # 12 - additional station	COIT/EMS - finance	0	1,700,000	0	0	1,700,000
		<u>3,400,000</u>	<u>3,700,000</u>	<u>2,367,800</u>	<u>0</u>	<u>9,467,800</u>
<b>CODE ENFORCEMENT &amp; ANIMAL CONTROL DEPARTMENT:</b>						
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>
<b>ENGINEERING AND TRAFFIC &amp; LIGHTING DIVISION:</b>						
Stormwater Management	Sewage Works	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
Miami Street Widening (Kern to Jackson)	Federal / LRSA	4,100,000	0	0	0	4,100,000
Ironwood Drive Widening (Kern to US 20)	Federal / LRSA	0	1,000,000	5,000,000	0	6,000,000
Kern Road Widening (design only)	LRSA	0	0	0	75,000	75,000
Lilac Road Widening (Cleveland to Brick)	LRSA	1,000,000	0	0	0	1,000,000
Darden Road Widening	LRSA	750,000	0	0	0	750,000
Riverside Trail - Angela Blvd to Darden Bridge	Gen'l/COIT/Federal	1,300,000	0	0	0	1,300,000
Olive Street Improvements	Federal / LRSA/TIF	0	0	220,000	2,000,000	2,220,000
Ewing Avenue Improvements	Federal / LRSA	5,000,000	0	0	0	5,000,000
		<u>17,150,000</u>	<u>6,000,000</u>	<u>10,220,000</u>	<u>7,075,000</u>	<u>40,445,000</u>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT:</b>						
Neighborhood Partnership Center Public Works	CDBG	500,000	500,000	500,000	500,000	2,000,000
Neighborhood Improvement Program	CDBG/HOME/COIT	600,000	750,000	750,000	800,000	2,900,000
Commercial Corridor Improvement Program	COIT	1,200,000	1,400,000	1,600,000	1,800,000	5,800,000
Downtown Streetscape & Gateway Improvements	SBC TIF / COIT	250,000	250,000	250,000	0	750,000
East Bank Streetscape & Gateway Improvements	SBC TIF / COIT	250,000	250,000	250,000	0	750,000
East Bank Area Parking Improvements	SBC TIF Rev Bd	0	0	1,375,000	0	1,375,000
Sample/Ewing TIF - Studebaker Corridor/Oliver Plow	Federal Loan/Grants	4,000,000	2,450,000	1,000,000	0	7,450,000
Sample/Ewing TIF - South East Neighborhood Project	S/E TIF	0	150,000	150,000	0	300,000
Sample/Ewing TIF - Rum Village Neighborhood	S/E TIF/CDBG/COIT	150,000	300,000	300,000	0	750,000
AEDA TIF (Blackthorn Area) - Small Scale Projects	AEDA TIF	10,000,000	8,000,000	6,000,000	0	24,000,000
River Glen Business Park Expansion	SBC TIF Rev Bd	0	0	2,250,000	0	2,250,000
Downtown Medical Services District	Rev Bd/LSRA/SW	0	3,500,000	0	0	3,500,000
		<u>16,950,000</u>	<u>17,550,000</u>	<u>14,425,000</u>	<u>2,900,000</u>	<u>51,825,000</u>
<b>PARK AND RECREATION DEPARTMENT:</b>						
South East Basketball Complex	Park Capital/COIT	750,000	0	0	0	750,000
Coveleski Stadium Upgrades	Stadium Capital	298,800	247,300	65,300	65,800	677,000
East Race Waterway & Walkway Extensions	COIT / Federal / Park	1,600,000	0	0	0	1,600,000
Belleville / Sheridan Upgrades	Park Capital	150,000	100,000	150,000	0	400,000
Erskine Golf Course Irrigation Upgrade	Park Capital	125,000	0	0	0	125,000
Regional Aquatics Facility	G O Bond	15,038,200	0	0	1,000,000	16,038,200
Potawatomi Zoo - African Savannah Exhibit	Grants/Donations	0	600,000	0	0	600,000
Howard Park Senior Center	CDBG/Park Capital	1,000,000	0	0	0	1,000,000
Potawatomi Zoo - South American Exhibit	Park Capital	0	450,000	0	0	450,000
Pinhook Improvements	COIT/Grants	200,000	0	0	0	200,000
O'Brien Recreation Center	Park Capital/COIT	0	2,500,000	0	0	2,500,000
Greenhouse/Conservatory Renovation	Park Capital/Bond	2,000,000	0	0	0	2,000,000
Miscellaneous Park Upgrades	Park/Grants/Other	150,000	150,000	150,000	150,000	600,000
		<u>21,311,800</u>	<u>4,247,300</u>	<u>365,300</u>	<u>1,215,800</u>	<u>27,140,200</u>
<b>WATER WORKS:</b>						
Building - Customer Service Center	Water Works	0	0	1,500,000	0	1,500,000
Main Extension	Water Works Bond	1,600,000	600,000	600,000	600,000	3,400,000
Meter Replacement Program	Water Works Bond	8,000,000	0	0	0	8,000,000

**THE CITY OF SOUTH BEND  
SUMMARY OF MAJOR CAPITAL EXPENDITURES FOR YEARS 2006-2009**

	<b>FUNDING SOURCE**</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>TOTAL</b>
Oliver Filtration Plant	Water Works Bond	0	0	18,000,000	0	18,000,000
South Wellfield - GAC Units	Water Works	1,800,000	0	0	0	1,800,000
		<u>11,400,000</u>	<u>600,000</u>	<u>20,100,000</u>	<u>600,000</u>	<u>32,700,000</u>
<b>SEWAGE WORKS:</b>						
Wastewater Treatment Plant Building Improvements	Sewage Works	310,000	1,380,000	1,180,000	45,000	2,915,000
Land improvements - Wastewater/Sewer Department	Sewage Works	1,580,000	800,000	800,000	800,000	3,980,000
Wastewater Treatment Plant Equipment	Sewage Works	543,000	250,000	174,000	80,000	1,047,000
Combined Sewer Overflow Long-Term Control Plan	SW / State RF Loan	5,000,000	10,000,000	10,000,000	10,000,000	35,000,000
		<u>7,433,000</u>	<u>12,430,000</u>	<u>12,154,000</u>	<u>10,925,000</u>	<u>42,942,000</u>
<b>CENTURY CENTER:</b>						
Elevator in the Main Lobby	Century Ctr	0	150,000	0	0	150,000
Convention Hall "C" Upgrades	Century Ctr	0	0	810,000	0	810,000
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>225,000</u>	<u>32,486,000</u>	<u>0</u>	<u>32,711,000</u>
<b>TOTAL MAJOR CAPITAL EXPENDITURES</b>		<b>\$ <u>80,219,500</u></b>	<b><u>46,300,200</u></b>	<b><u>93,621,100</u></b>	<b><u>24,091,800</u></b>	<b><u>244,232,600</u></b>

**\*\*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 Fu  
 State RF Loan - Revolving Fund Loan  
 S/E TIF - Sample/Ewing Tax Incr Financi  
 SW - Sewage Works Revenue  
 TFA - Transportation Finance Authority  
 UEA - Urban Enterprise Association  
 Water Works - Water Works Revenue



**MAJOR CAPITAL PROJECT DESCRIPTION  
FOR YEARS 2006 - 2009**

**POLICE DEPARTMENT**

*Project Title* *Project Amount*

**Digital Photo Lab and Cameras** \$20,000 (2006-2007)

Several departments across the country are upgrading their method of capturing crime scene evidence using digital photography. The department's new records system is capable of attaching digital photo images of crime scenes and suspects to cases. Several digital photo vendors have been researched, and based on this research, startup costs for a basic digital photo lab and technician digital cameras would be approximately \$120,000. Each additional year the department would face approximately \$25,000 in additional digital camera purchase costs to eventually outfit the entire department. Ongoing supplies for this lab would be included in the operating budget of the South Bend Police department and not in any Capital Improvement Plan.

<u>Activity Date</u>	<u>Funding Source</u>
	General Capital Funds
2006	\$15,000
2007	<u>5,000</u>
<b>TOTAL</b>	<b>\$20,000</b>

**Projected Ongoing Operating Cost Impact**

Ongoing supplies for this lab, which will be minimal, would be included in the operating budget of the Police Department. No additional space would be required for this lab.

**Police Vehicles, Vehicle Equipment and Installation** \$5,157,600 (2006-2009)

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>Activity Date</u>	<u>Funding Source</u>
	General Capital Funds
2006	\$1,197,700
2007	1,260,900
2008	1,323,000
2009	<u>1,376,000</u>
<b>TOTAL</b>	<b>\$5,157,600</b>

**Projected Ongoing Operating Cost Impact**

There are no additional operating costs anticipated.

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**Car Wash** \$80,000 (2006)

An automatic car wash for police cars would be installed at MSF in the present car wash bay.

<u>Activity Date</u>	<u>Funding Source</u>
2006	General Capital Funds
	<u>\$80,000</u>
<b>TOTAL</b>	<b>\$80,000</b>

Projected Ongoing Operating Cost Impact  
There are no additional operating costs anticipated.

**Mobile Data Computer Replacements** \$540,000 (2006-2008)

This would be for an upgrade of over 200 laptop computers and modems that function as mobile data computers in squad cars.

<u>Activity Date</u>	<u>Funding Source</u>
2006	Federal Funds/General Capital Funds
	\$180,000
2007	180,000
	<u>180,000</u>
<b>TOTAL</b>	<b>\$540,000</b>

Projected Ongoing Operating Cost Impact  
There are no additional operating costs anticipated.

**Radio Replacement/Upgrade for  
Take-Home Police Cars** \$124,000 (2006-2007)

Additional UHF/VHF mobile and hand-held radios are needed for K-9, Bomb Squad, supervisors and Investigative Division officers. The battery replacement program would be for laptops/handheld radios.

<u>Activity Date</u>	<u>Funding Source</u>
2006	General Capital Funds
	\$ 62,000
2007	<u>62,000</u>
<b>TOTAL</b>	<b>\$124,000</b>

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Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

**Computer Equipment**

\$80,000 (2006-2007)

Project replacement equipment for ongoing computerization of department and upgrades for aging equipment and servers.

<u>Activity Date</u>	<u>Funding Source</u>
	Federal Funds/General Capital Funds
2006	\$40,000
2007	<u>40,000</u>
<b>TOTAL</b>	<b>\$80,000</b>

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>
	County Option Income Tax (COIT)
	EMS Capital Fund
2007	\$2,000,000
<b>TOTAL</b>	<b>\$2,000,000</b>

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

**Fire Station #9 and Station #2**

\$3,400,000 (2006)

Due to the 1998 Fire District survey and the needs of Memorial Hospital, Station #2 and Station #9 need to be relocated: Station #2 due to the needs of Memorial Hospital and Station #9 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 stations' square footage will

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be larger than the current stations', which will reflect some increase in the utility cost.

		<u>Funding Source</u>
		County Option Income Tax (COIT)
		EMS Capital Fund
<u>Activity Date</u>		
2006	\$3,400,000	
<b>TOTAL</b>	<b>\$3,400,000</b>	

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	
<b>TOTAL</b>	<b>\$301,790</b>	

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 equipment. Interior renovations in the living quarters and expansion into the existing apparatus bay will need to take place to meet the current space demands. These improvements are essential to maintain high quality fire protection services well into the future. Costs are based on the 1996 Fire Station study and will need to be revisited as to new costs.

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<u>Activity Date</u>		<u>Funding Source</u>
2008	\$366,010	County Option Income Tax (COIT)
<b>TOTAL</b>	<b>\$366,010</b>	EMS Capital Fund

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.

**New Fire Station #12 - Additional Station** \$1,700,000 (2007)

Residential growth to the north and commercial and industrial development to the northwest will necessitate a new (additional) Fire Station #12. The growth in the City's northwest is occurring more rapidly than that of the southeastern area. Fire Station #11 (at Bendix & Cleveland) is strategically located to serve much of the Blackthorn development and the residential growth expected in German Township. A new station to the northwest of Station #11 will be needed to maintain coverage to Insurance Services Offices (I.S.O.) Standards. Quint coverage to the northwest area is presently adequate only because of the lack of built-upon land in the district. As properties develop, a northwest Quint will become a necessity.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$1,700,000	County Option Income Tax (COIT)
<b>TOTAL</b>	<b>\$1,700,000</b>	EMS Capital Fund

Projected Ongoing Operating Cost Impact

In addition to the cost of building the new station, twelve (12) additional firefighters will be needed at an estimated annual cost of \$500,000 and operational expenses are anticipated at \$30,000 per year. One new pumper will be required at an estimated cost of \$318,000.

**Relocation of Station #3** \$1,700,000 (2008)

The 1998 Fire Survey recommends that Station No. 3, located farther north after Station No. 9, be replaced with a new station. The area is also seen as an expanded fire district to the north, and this relocation will provide coverage to Insurance Services Offices (ISO) Standards.

<u>Activity Date</u>		<u>Funding Source</u>
2008	\$1,700,000	County Option Income Tax (COIT)
<b>TOTAL</b>	<b>\$1,700,000</b>	EMS Capital Fund

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Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

**CODE ENFORCEMENT**

**Code and Animal Control Facility  
and City Impound Lot**

\$1,000,000 (2006)

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.

Funding Source  
General Capital Funds

<u>Activity Date</u>	
2006	\$1,000,000
<b>TOTAL</b>	<b>\$1,000,000</b>

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

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**ENGINEERING AND TRAFFIC & LIGHTING DIVISIONS**

**Stormwater Management**

\$20,000,000 (2006-2009)

Compliance with EPA's Phase II Stormwater regulations as well as with Combined Sewer Overflow (CSO) charge regulations will require constant need for consulting services and design services for new drainage features, controls, piping, management practice and public participation. We will transition in 2002 from years of master planning to designing and building priority elements of the plan.

<u>Activity Date</u>	<u>Funding Source</u>
2006	Sewage Works Fund
2007	
2008	
2009	
<b>TOTAL</b>	

2006	\$ 5,000,000
2007	5,000,000
2008	5,000,000
2009	5,000,000
<b>TOTAL</b>	<b>\$20,000,000</b>

**Projected Ongoing Operating Cost Impact**

There are no additional operating costs anticipated that have not been included in the above annual consulting and design costs. Any capital expenditure deemed necessary as a result of the consulting services will be considered as separate capital projects.

**Miami Street Widening - Kern to Jackson**

\$4,100,000 (2006)

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>Activity Date</u>	<u>Funding Source</u>
2006	Federal Funds and Local Roads and Streets Fund (LRSA)
<b>TOTAL</b>	

2006	\$4,100,000
<b>TOTAL</b>	<b>\$4,100,000</b>

**Projected Ongoing Operating Cost Impact**

Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

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**Ironwood Drive Widening - Kern Road to U.S. 20**                      \$6,000,000 (2008-2009)

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>Activity Date</u>	<u>Funding Source</u>
2008	Federal Funds and
2009	Local Roads and Streets Fund (LRSA)
<b>TOTAL</b>	<b>\$6,000,000</b>

**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.

<u>Activity Date</u>	<u>Funding Source</u>
2009	Local Roads and Streets Fund (LRSA)
<b>TOTAL</b>	<b>\$75,000</b>

**Projected Ongoing Operating Cost Impact**

There are no additional operating costs anticipated. This existing road is currently maintained by the City and County.

**Lilac Road Widening - Cleveland to Brick**    \$1,000,000 (2006)

The 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 and planned annexation. This is a joint project with St. Joseph County.

<u>Funding Source</u>
Local Roads and Streets Fund (LRSA)



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<u>Activity Date</u>	
2006	<u>\$1,000,000</u>
<b>TOTAL</b>	<b>\$1,000,000</b>

Projected Ongoing Operating Cost Impact

Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

**Darden Road Widening** \$750,000 (2006)

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.

<u>Activity Date</u>		<u>Funding Source</u>
2006	<u>\$750,000</u>	Local Roads and Streets Fund (LRSA)
<b>TOTAL</b>	<b>\$750,000</b>	

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** \$1,300,000 (2006)

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 platforms for the disabled and security lighting plus other similar amenities.

<u>Activity Date</u>		<u>Funding Source</u>
2006	<u>\$1,300,000</u> Phase III Construction	County Option Income Tax (COIT), and Federal Funds
<b>TOTAL</b>	<b>\$1,300,000</b>	

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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** \$2,220,000 (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.

<u>Activity Date</u>	<u>Funding Source</u>
2008	LRSA, TIF, Federal
2009	LRSA, TIF, Federal
<b>TOTAL</b>	<b>\$2,220,000</b>

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** \$5,000,000 (2006)

Ewing Avenue pavement has deteriorated and is in need of replacement, improved drainage facilities and intersection improvements.

<u>Activity Date</u>	<u>Funding Source</u>
2006	LRSA, Federal
<b>TOTAL</b>	<b>\$5,000,000</b>

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** \$2,000,000 (2006-2009)

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

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will be moved to another site within the neighborhood.

Funding Source  
Community Development Block  
Grants (CDBG)

<u>Activity Date</u>	
2006	\$ 500,000
2007	500,000
2008	500,000
2009	<u>500,000</u>
<b>TOTAL</b>	<b>\$2,000,000</b>

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**

\$2,900,000 (2006-2009)

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.

Funding Source  
Community Development Block  
Grants (CDBG),  
County Option Income Tax (COIT)

<u>Activity Date</u>	
2006	\$ 600,000
2007	750,000
2008	750,000
2009	<u>800,000</u>
<b>TOTAL</b>	<b>\$2,900,000</b>

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.

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**Commercial Corridor Improvement Program**                      \$5,800,000 (2006-2009)

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>Activity Date</u>	<u>Funding Source</u>
	County Option Income Tax (COIT)
2006	\$1,200,000
2007	1,400,000
2008	1,600,000
2009	<u>1,600,000</u>
<b>TOTAL</b>	<b>\$5,800,000</b>

**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.

**Downtown Streetscape and Gateway Improvements**                      \$750,000 (2006-2008)

This project will be conducted in conjunction with Downtown South Bend and consists 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. The projected improvements will occur in a 20 block area in the center of downtown to establish a distinct identity, image and arrival point for downtown South Bend.

<u>Activity Date</u>	<u>Funding Source</u>
	South Bend Central Development Area Tax Increment Fund
2006	\$250,000
2007	250,000
2008	<u>250,000</u>
<b>TOTAL</b>	<b>\$750,000</b>
	(SBCDA TIF), County Option Income Tax (COIT) and County Economic Development Income Tax (CEDIT)

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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. If this activity is expanded to its full 20 blocks over the next 10 years, costs will increase.

**East Bank Streetscape  
and Gateway Improvements**

\$750,000 (2006-2008)

This project is part of the East Bank Development Area plan. The project will be conducted in conjunction with the South Bend Downtown Partnership and consists of the continuation of the street improvements throughout the project area. Streets will be selected contingent on private development. The improvements will include new curbs and sidewalks, street trees and lights. Additional perpendicular on-street parking spaces will be developed as part of this project. Special entry way signage and area signage will also be included in the project.

<u>Activity Date</u>		<u>Funding Source</u>
2006	\$250,000	South Bend Central Development Area Tax Increment Fund (SBCDA TIF), County Option Income
2007	250,000	Tax (COIT) and County Economic
2008	250,000	Development Income Tax (CEDIT)
<b>TOTAL</b>	<b>\$750,000</b>	

Projected Ongoing Operating Cost Impact

See comments for Downtown Streetscapes and Gateway Improvements/Repairs.

**East Bank Area Parking and  
Streetscape Improvements**

\$1,375,000 (2008)

This project consists of the construction of one small parking deck of 250-350 spaces for a site identified in the new 2020 SBCDA Physical Development Plan. The small decks will include street frontage commercial or public space for retail, parks and recreation, and other mixed-use purposes. The construction of the deck would allow for the removal of parking from the river and east raceway frontage and enable the private sector to maximize commercial development.

Funding Source  
Redevelopment Authority/  
Commission Lease TIF Revenue  
Bond

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<u>Activity Date</u>	
2008	\$1,375,000
<b>TOTAL</b>	<b>\$1,375,000</b>

Projected Ongoing Operating Cost Impact

Operating costs will increase significantly but will be offset by revenues from parking customers. Though the East Bank parking deck will be different from the downtown decks and their operational environment, a net operating income will be generated. Current income per space per year in the downtown garages range from approximately \$85 a space per year to a high of \$200 a space per year. The East Bank Area parking deck could generate between \$35-\$50 per space per year, given the difference in parking needs in the East Bank Area.

**Sample-Ewing Development Area (SEDA)**

\$7,450,000 (2006-2008)

**Studebaker Corridor/Oliver Plow Works Project**

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.

		<u>Funding Source</u>
<u>Activity Date</u>		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)
2006	\$4,000,000	
2007	2,450,000	
2008	1,000,000	
<b>TOTAL</b>	<b>\$7,450,000</b>	

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 could total \$20,000 a year while the City

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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.

**Sample-Ewing Development Area (SEDA):** \$300,000 (2007-2008)  
**South East Neighborhood Project**

This project continues the redevelopment and revitalization of the residential sections of the Southeast Neighborhood. With the completion of the large-scale redevelopment activities, i.e., Ivy Tech Campus, Boys and Girls Club, etc., the focus of the project will be on the development of new single family housing, rehabilitation, small-scale public improvements and acquisition, relocation, clearance and site assemblage for housing in-fill projects. A block-by-block development plan will be prepared that will mix new housing construction with rehabilitation of selected housing units.

<u>Activity Date</u>		<u>Funding Source</u>
2007	\$150,000	Sample-Ewing Development Area Tax Increment Fund (SEDA TIF),
2008	150,000	Community Development Block Grants (CDBG), County Option
<b>TOTAL</b>	<b>\$300,000</b>	Income Tax (COIT) and General Funds

**Projected Ongoing Operating Cost Impact**

See comments for Studebaker Corridor Projects - Major Projects. Costs for both Studebaker Corridor Major Projects and Southeast Development Area Tax Increment Fund Mixed-Use Projects are included in the projected operating costs for the Studebaker Corridor Major Projects.

**Sample-Ewing Development Area (SEDA)** \$750,000 (2006-2008)  
**Rum Village Neighborhood**

This project consists of the Rum Village Neighborhood and the Indiana-Sample Industrial District. This expansion and merger of the areas was based on the Sample-Ewing Development Area (SEDA) Redevelopment and Revitalization Plan. Activities will include acquisition, relocation, clearance and site assemblage of industrial and commercial properties and the acquisition and rehabilitation of single family housing units and small commercial buildings, public works and improvements, including streets, curbs, sidewalks, lighting and traffic controls, landscaping and related activities and various planning and pre-development activities.

Funding Source  
Sample-Ewing Development Area Tax Increment Fund (SEDA TIF)  
Community Development Block Grant (CDBG), County Option

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<u>Activity Date</u>		
2006	\$150,000	Income Tax (COIT), and General
2007	300,000	Fund
2008	<u>300,000</u>	
<b>TOTAL</b>	<b>\$750,000</b>	

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 could total \$5,000 a year while the City holds the property. This will not be an on-going costs and as sites are sold the operating costs will be reduced.

**Airport Economic Development Area (AEDA TIF)/  
Blackthorn Area - Small Scale Projects**      \$24,000,000 (2006-2008)

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. These capital projects support the large scale projects funded under the Blackthorn Area - Major Projects (above) and corresponds to specific, detailed project area land use plans and specific private-public sector development projects.

		<u>Funding Source</u>
		Airport Economic Development Area (Blackthorn) Tax Increment Fund (AEDA TIF) and TIF Revenue Bond
<u>Activity Date</u>		
2006	\$10,000,000	
2007	8,000,000	
2008	<u>6,000,000</u>	
<b>TOTAL</b>	<b>\$24,000,000</b>	

Projected Ongoing Operating Cost Impact

See comments for Blackthorn Area Major Projects.

**River Glen Business Park Expansion**      \$2,250,000 (2008)

This project consists of acquisition, demolition, infrastructure and parking improvement activities to expand the River Glen Business Park in downtown. Special attention will be paid to urban design and amenities, landscaping and lighting. Two parking options will be reviewed: the expansion of the existing surface lot or the construction of a mid-sized parking deck. This project will enable existing businesses to remain and expand in the downtown while creating new opportunities for



**MAJOR CAPITAL PROJECT DESCRIPTION  
FOR YEARS 2006 - 2009**

business attraction. It will also improve the pedestrian connection to the downtown core.

		<u>Funding Source</u>
		Redevelopment Activity/Commission
		Lease TIF Revenue Bond
<u>Activity Date</u>		
2008	\$2,250,000	
<b>TOTAL</b>	<b>\$2,250,000</b>	

Projected Ongoing Operating Cost Impact

No net increased ongoing operating costs are projected for this project. Several proposed street closings could reduce City operating costs that offset any minor increases incurred for the remainder of the project.

**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	
<b>TOTAL</b>	<b>\$3,500,000</b>	

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.

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**PARK AND RECREATION DEPARTMENT**

**Southeast Park Basketball Complex**

\$750,000 (2006)

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.

Funding Source  
Park Department Capital Funds  
County Option Income Tax (COIT)

<u>Activity Date</u>	
2006	<u>\$750,000</u>
<b>TOTAL</b>	<b>\$750,000</b>

**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 offset this expense.

**Coveleski Stadium Improvements**

\$677,000 (2006-2009)

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.

Funding Source  
Coveleski Stadium Capital Fund

<u>Activity Date</u>	
2006	\$298,600
2007	247,300
2008	65,300
2009	<u>65,800</u>
<b>TOTAL</b>	<b>\$677,000</b>

**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.

**MAJOR CAPITAL PROJECT DESCRIPTION  
FOR YEARS 2006 - 2009**

**East Race Waterway and Walkway Extensions**                      \$1,600,000 (2006)

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>Funding Source</u>
		Grants, County Option Income Tax (COIT)
<u>Activity Date</u>		
2006	\$1,600,000	
<b>TOTAL</b>	<b>\$1,600,000</b>	

**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.

**Belleville/Sheridan Upgrades**    \$400,000 (2006-2008)

This project consists of renovating the existing baseball fields with new fencing, irrigation, bleachers, and turf improvements. These improvements will be completed in three phases in years 2006, 2007 and 2008. To further enhance the baseball-softball operations at Belleville, the third phase of improvements will consist of a coin-operated batting cage/pitching machine and a small playground complex near the baseball and softball fields for youngsters to use while adults are playing ball. A lighted soccer field is planned as well.

		<u>Funding Source</u>
		Park Department Capital Funds
<u>Activity Date</u>		
2006	\$150,000	
2007	100,000	
2008	<u>150,000</u>	
<b>TOTAL</b>	<b>\$400,000</b>	

**Projected Ongoing Operating Cost Impact**

The requests for ball diamonds continue to outnumber the fields available. Upon completion of this project one more diamond will be available for public play. Operating costs for the maintenance of this field will be \$3,000 annually. To further enhance the park for player and family, phase three will

**MAJOR CAPITAL PROJECT DESCRIPTION  
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provide batting cages and a playground area for children. Operating costs for the batting cages will be \$5,000 annually primarily for maintenance supplies and staffing. This should be offset by the revenue generated by the batting cages. The operational costs for the soccer fields will be approximately \$5,000 annually due to staffing, field supplies and utilities. These additional costs will be included in the Park Department operating budget.

**Erskine Golf Course Irrigation Upgrade** \$125,000 (2006)

This project is the continuation of the ongoing maintenance upgrades at the golf courses. This repair at Erskine is due to the current age and condition of the present irrigation system.

Funding Source  
Golf Non-reverting Capital

<u>Activity Date</u>	
2006	<u>\$125,000</u>
<b>TOTAL</b>	<b>\$125,000</b>

Projected Ongoing Operating Cost Impact  
There are no additional operating costs anticipated.

**Regional Aquatics Facility** \$16,038,200 (2007, 2009)

This project consists of the acquisition of vacant land and construction of a 4,000 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).

Funding Source  
Park General Obligation Bond,  
Tax Increment Funds (TIF),  
Facility Capital Revenues

<u>Activity Date</u>	
2007	\$15,038,200
2009	<u>1,000,000</u>
<b>TOTAL</b>	<b>\$16,038,200</b>

Projected Ongoing Operating Cost Impact  
The projected operating cost of this facility, open from June 1 to September 1, and staffed by more

**MAJOR CAPITAL PROJECT DESCRIPTION  
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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.

**Potawatomi Zoo - African Savannah Exhibit**                      \$800,000 (2007)

This project would entail the renovation of the current African Hoofstock exhibits to accommodate giraffe and 2 - 4 other large animal species (i.e. antelope, ostrich, cattle).

<u>Activity Date</u>	<u>Funding Source</u>
2007	Potawatomi Zoological Society Fund
	Raising (P.Z.S.), Park Department
<b>TOTAL</b>	
\$800,000	
<b>\$800,000</b>	

**Projected Ongoing Operating Cost Impact**

Additional cost of staff and related supplies would total an annual cost of \$35,000 per year.

**Howard Park Renovation**    \$1,000,000 (2006)

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>
2006	County Option Income Tax (COIT),
	Park Department Capital Fund
<b>TOTAL</b>	
\$1,000,000	
<b>\$1,000,000</b>	

**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.

**Potawatomi Zoo - South American Exhibits**                      \$450,000 (2007)

The first phase of construction is in the "South 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

**MAJOR CAPITAL PROJECT DESCRIPTION  
FOR YEARS 2006 - 2009**

walk-through aviary will be part of the experience.

		<u>Funding Source</u>
		Park Department Capital Funds, Donations
	<u>Activity Date</u>	
	2007	\$450,000
	<b>TOTAL</b>	<b>\$450,000</b>

Projected Ongoing Operating Cost Impact

The only anticipated operating cost would be a minor increase in utilities.

**O'Brien Recreation Center**

\$2,500,000 (2007)

Construction of an indoor aquatics addition is planned.

		<u>Funding Source</u>
		Park Department Capital Fund County Option Income Tax (COIT)
	<u>Activity Date</u>	
	2007	\$2,500,000
	<b>TOTAL</b>	<b>\$2,500,000</b>

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.

**Greenhouse/Conservatory Renovation**

\$2,000,000 (2006)

This project will completely renovate the existing facility and add new exhibits and educational opportunities. This project will put the facility in compliance with all OSHA and ADA requirements.

		<u>Funding Source</u>
		Municipal Bond, County Option Income Tax (COIT)
	<u>Activity Date</u>	
	2006	\$2,000,000
	<b>TOTAL</b>	<b>\$2,000,000</b>

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.

**Miscellaneous Park Upgrades**

\$600,000 (2006-2009)

This project would allow the department to do numerous capital upgrades in neighborhood parks.

**MAJOR CAPITAL PROJECT DESCRIPTION  
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These would consist of playground equipment, fencing and parking lot enhancements.

		<u>Funding Source</u>
		County Option
		Income Tax (COIT), Park
		Non-Reverting, Grants
<u>Activity Date</u>		
2006	\$150,000	
2007	150,000	
2008	150,000	
2009	<u>150,000</u>	
<b>TOTAL</b>	<b>\$600,000</b>	

Projected Ongoing Operating Cost Impact

These projects would not impact our operating cost.

**Pinhook Improvements**

\$200,000 (2006)

The Pinhook Pavilion is over forty years old and is in need of several upgrades. Air conditioning, major interior and exterior repairs are required.

		<u>Funding Source</u>
		County Option
		Income Tax (COIT), Grants
<u>Activity Date</u>		
2006	<u>\$200,000</u>	
<b>TOTAL</b>	<b>\$200,000</b>	

Projected Ongoing Operating Cost Impact

An increase in operating expense of approximately \$5,000 is anticipated due to the addition of air conditioning. This expense will be offset by an increased user fee and increased usage during summer months because of the air conditioning.

**WATER WORKS**

**Building - Customer Service Center**

\$1,500,000 (2008)

Demo existing structure and build new facility on current site.

		<u>Funding Source</u>
		Water Works Revenue Bond
<u>Activity Date</u>		
2008	<u>\$1,500,000</u>	
<b>TOTAL</b>	<b>\$1,500,000</b>	

**MAJOR CAPITAL PROJECT DESCRIPTION  
FOR YEARS 2006 - 2009**

Projected Ongoing Operating Cost Impact  
Anticipated increase in utility cost.

**Main Extensions** \$3,400,000 (2006-2009)

Extension of water main in accordance with Master Plan includes improvements and system looping.

<u>Activity Date</u>	<u>Funding Source</u>
2006	Utility Revenue
2007	Water Works Revenue Bond
2008	
2009	
<b>TOTAL</b>	

\$1,600,000
600,000
600,000
600,000
<b>\$3,400,000</b>

Projected Ongoing Operating Cost Impact

By providing service to new customers, additional revenues generated will cover the minimal operating cost.

**Meter Replacement Program** \$8,000,000 (2006)

Obsolete meters will be replaced. Automated radio read transponders will be installed on new meters and/or existing meters.

<u>Activity Date</u>	<u>Funding Source</u>
2006	Water Works Revenue Bond
<b>TOTAL</b>	

\$8,000,000
<b>\$8,000,000</b>

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.

**Olive Well Field Treatment and Storage Improvements** \$18,000,000 (2008)

Approximately \$15 million is needed for filtration and treatment on this prolific but water quality challenged aquifer. An additional \$3 million would be needed for a 5MG water storage reservoir to level out source pumping while satisfying peak demands, fire flow and pressure without stressing the aquifer and potentially impacting water quality. Project is in accordance with Master Plan.



**MAJOR CAPITAL PROJECT DESCRIPTION  
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Funding Source  
Water Works Revenue Bond

<u>Activity Date</u>	
2008	\$18,000,000
<b>TOTAL</b>	<b>\$18,000,000</b>

Projected Ongoing Operating Cost Impact

The operating expense of filtration labor, power and chemicals will be in excess of \$100,000 annually, but we will need to refine the basis of design to quantify more accurately. The storage operation and maintenance of a concrete reservoir is nominal.

**South Well Field - Building & Six (6) GAC Units**                      \$1,800,000 (2006)

The well field will house six granular activated carbon units necessary for remediation of future contaminants.

Funding Source  
Water Works Revenue Bond

<u>Activity Date</u>	
2006	\$1,800,000
<b>TOTAL</b>	<b>\$1,800,000</b>

Projected Ongoing Operating Cost Impact

Anticipated minor increase in electricity costs.

**SEWAGE WORKS**

**Wastewater Treatment Plant Building Improvements**      \$2,915,000 (2006-2009)

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.

Funding Source  
Sewage Works Revenues

<u>Activity Date</u>	
2006	\$ 310,000
2007	1,380,000
2008	1,180,000
2009	45,000
<b>TOTAL</b>	<b>\$2,915,000</b>

**MAJOR CAPITAL PROJECT DESCRIPTION  
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Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

**Land Improvements - Wastewater Department** \$100,000 (2006)

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>
2006	Sewage Works Revenues
	\$100,000
<b>TOTAL</b>	<b>\$100,000</b>

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

**Wastewater Treatment Plant Equipment** \$1,047,000 (2006-2009)

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.

<u>Activity Date</u>	<u>Funding Source</u>
2006	Sewage Works Revenues
	\$ 543,000
2007	250,000
2008	174,000
2009	<u>80,000</u>
<b>TOTAL</b>	<b>\$1,047,000</b>

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.

**Land Improvements - Sewer Extensions** \$100,000 (2006)

This project deals with the construction of sewer extensions for pending development partnerships as well as Master Plan for trunk extensions, river crossings and lift stations to enable growth and development.

**MAJOR CAPITAL PROJECT DESCRIPTION  
FOR YEARS 2006 - 2009**

		<u>Funding Source</u>
		Sewage Works Revenue
	<u>Activity Date</u>	
	2006	\$100,000
	<b>TOTAL</b>	<b>\$100,000</b>

Projected Ongoing Operating Cost Impact

The purpose of sewer extensions is to gain new customers. Revenues from these new customers will cover the cost of operating the sewer as well as treating the water. The purpose of the sewer rate studies is to accomplish this.

**Land Improvements - Sewer Rehabilitation**

\$3,780,000 (2006-2009)

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>Funding Source</u>
			Sewage Works Revenue
			Sewage Works 2004 Bond
	<u>Activity Date</u>		
	2006	\$1,380,000	
	2007	800,000	
	2008	800,000	
	2009	800,000	
	<b>TOTAL</b>	<b>\$3,780,000</b>	

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.

**Combined Sewer Overflow (CSO)  
Long-Term Control Plan**

\$35,000,000 (2006-2009)

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 \$100 million.

Funding Source  
Sewage Works Revenues, State

**MAJOR CAPITAL PROJECT DESCRIPTION  
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<u>Activity Date</u>		Revolving Loan Funds and Sewage Works Bonds
2006	\$ 5,000,000	
2007	10,000,000	
2008	10,000,000	
2009	<u>10,000,000</u>	
<b>TOTAL</b>	<b>\$35,000,000</b>	

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 \$500,000 per year over the next 20 years.

**CENTURY CENTER**

**Convention Hall "C" Upgrades**

\$810,000 (2008)

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>
2008	<u>\$810,000</u>	Century Center Revenue & County Hotel/Motel Tax
<b>TOTAL</b>	<b>\$810,000</b>	

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 (2007)

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 2006 - 2009**

		<u>Funding Source</u>
		Century Center Revenue & County Hotel/Motel Tax
<u>Activity Date</u>		
2007	\$150,000	
<b>TOTAL</b>	<b>\$150,000</b>	

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 (2007)

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>		
2007	\$75,000	
<b>TOTAL</b>	<b>\$75,000</b>	

Projected Ongoing Operating Cost Impact

There are no additional operating costs anticipated.

**Replacement of Building Boilers** \$500,000 (2008)

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>		
2008	\$500,000	
<b>TOTAL</b>	<b>\$500,000</b>	

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 2006 - 2009**

**Replace Chilled Water System** \$1,000,000 (2008)

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>	
2008	\$1,000,000
<b>TOTAL</b>	<b>\$1,000,000</b>

**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 (2008 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>	
2008	\$176,000
<b>TOTAL</b>	<b>\$176,000</b>

**Projected Ongoing Operating Cost Impact**

There are no additional operating costs anticipated.

**Major Expansion of Century Center** \$30,000,000 (2008 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 "mega" 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  
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If expanded, anticipate additional hotel and parking accommodations.

<u>Activity Date</u>	<u>Funding Source</u>
2008	General Obligation Bond
<b>TOTAL</b>	<b>\$30,000,000</b>

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 2004 involves the acquisition, construction and installation of certain additions, extensions and improvements for the City's Sewage Works. The bond size \$11,425,000 and will be paid over a twenty-year period using Sewage Works net revenues.

As of December 31, 2004, the City had a number of debt issues outstanding. These issues included \$935,000 of general obligation bonds, \$55,588,070 of revenue bonds payable from Enterprise Funds, \$112,330,000 of revenue bonds payable from Governmental Funds and \$643,703 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, 2004, the 2% debt limit



was \$19,886,288 based upon a total \$994 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 \$8,917,500 for the Redevelopment Authority and \$627,000 for the Civil City as of the end of 2004. 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, 2004**

**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%	\$ 3,200,000
\$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%	1,915,000
\$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%	13,035,000
\$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.	19,099,056
\$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%	4,660,000
\$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.	2,254,014
\$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>11,425,000</u>
Total Revenue Bonds Payable From Enterprise Funds	<u>55,588,070</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.	5,875,000
\$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.	3,265,000

**CITY OF SOUTH BEND, INDIANA**  
**OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE**  
**BONDS**  
**December 31, 2004**

\$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.	10,545,000
\$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.	13,270,000
\$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.	8,605,000
\$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.	6,370,000
\$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.	21,335,000
\$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.	14,175,000
\$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.	19,715,000

**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.	4,890,000
\$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>4,285,000</u>
Total Revenue Bonds Payable From Governmental Funds	<u>112,330,000</u>

**CITY OF SOUTH BEND, INDIANA  
OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE  
BONDS**

**December 31, 2004**

**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%	458,088
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\$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%	<u>185,615</u>
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Total First Mortgage Bonds Payable From Governmental Funds	<u>643,703</u>
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**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>935,000</u>
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Total Revenue, GO & 1 <sup>st</sup> Mtg Bonds Payable From Governmental Funds	<u>113,908,703</u>
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Total Revenue, GO & 1 <sup>st</sup> Mortgage Bonds Payable From All Funds	<u>\$169,496,773</u>
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**THE CITY OF SOUTH BEND  
SCHEDULE OF GENERAL OBLIGATION, REVENUE AND FIRST MORTGAGE BONDS**

	Debt Outstanding as of 12/31/04	PRINCIPAL PORTION DUE EACH YEAR					
		2005	2006	2007	2008	2009	2010 & BEYOND
<b>GENERAL OBLIGATION BONDS</b>							
South Bend Redevelopment District: 1997 Studebaker Corridor Bonds	\$ 935,000	615,000	320,000	0	0	0	0
<b>REVENUE BONDS</b>							
<u>Payable from Enterprise Funds:</u>							
1993 Sewage Works Revenue Bonds (refunded in 2001)	3,200,000	760,000	785,000	805,000	850,000	0	0
1993 Water Works Revenue Bonds	1,915,000	425,000	460,000	495,000	535,000	0	0
1997 Water Works Revenue Bonds	13,035,000	1,615,000	1,685,000	1,765,000	1,850,000	1,940,000	4,160,000
1998 Sewage Works Revenue Bonds - State Revolving Loan	19,099,056 *	1,165,000	1,195,000	1,230,000	1,270,000	1,305,000	13,590,000
1998 Blackthorn Golf Course	4,660,000	430,000	445,000	465,000	485,000	520,000	2,315,000
2000 Water Works Revenue Bonds - State Revolving Loan	2,254,014 *	122,082	125,622	129,265	133,014	136,871	1,607,160
2004 Sewage Works Revenue Bonds	11,425,000	350,000	395,000	405,000	420,000	435,000	9,360,000
	55,589,070	4,907,082	5,090,622	5,294,265	5,543,014	4,336,871	31,072,160
<u>Payable from Governmental Funds:</u>							
1990/1996 SB Central Devel Area Public Impr	3,265,000	330,000	390,000	410,000	435,000	455,000	1,245,000
1997 EDIT Bonds - Series A - Tax-Exempt (Leighton Garage)	4,890,000	290,000	305,000	315,000	335,000	355,000	3,290,000
1997 EDIT Bonds - Series B - Taxable (Leighton Garage)	4,265,000	225,000	235,000	255,000	275,000	295,000	3,000,000
1998 Morris Performing Arts Center	10,545,000	630,000	660,000	690,000	720,000	760,000	7,085,000
2000 College Football Hall of Fame	13,270,000	705,000	740,000	775,000	810,000	850,000	9,390,000
2001 COIT Bonds - SB Bldg Corp - Public Works Service Cer	8,605,000	345,000	355,000	370,000	390,000	405,000	6,740,000
2001 Century Center (refunded 94 bond)	5,875,000	330,000	345,000	355,000	375,000	385,000	4,085,000
2002 TJX Special District Bonds of 2002	8,370,000	255,000	265,000	270,000	280,000	290,000	5,010,000
2003 Airport TIF	19,715,000	495,000	505,000	515,000	530,000	285,000	19,020,000
2003 Downtown Central Development Area TIF	14,175,000	125,000	90,000	95,000	100,000	545,000	11,585,000
2003 Police & Fire Building/Renovations	21,335,000	835,000	855,000	875,000	895,000	925,000	16,950,000
	112,330,000	4,565,000	4,745,000	4,925,000	5,145,000	5,550,000	87,400,000
<b>FIRST MORTGAGE BONDS</b>							
City of SB Building Corp Series 1999A (Fire Station #10)	458,088	223,389	234,699	0	0	0	0
City of SB Building Corp Series 1999C (O'Brien Admin/Rec C	185,615	90,277	95,338	0	0	0	0
	643,703	313,666	330,037	0	0	0	0
<b>TOTAL OUTSTANDING BONDS</b>	<b>\$ 169,496,773</b>	<b>10,400,748</b>	<b>10,485,659</b>	<b>10,219,265</b>	<b>10,688,014</b>	<b>9,886,871</b>	<b>118,472,160</b>

\* 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 12/31/01. These loans are in the construction phase and are anticipated to be fully funded during 2002.

	Debt Outstanding as of 12/31/04	INTEREST PORTION DUE EACH YEAR					
		2005	2006	2007	2008	2009	2010 & BEYOND
<b>GENERAL OBLIGATION BONDS</b>							
South Bend Redevelopment District: 1997 Studebaker Corridor Bonds	\$ 935,000	39,445	8,160	0	0	0	0
<b>REVENUE BONDS</b>							
<u>Payable from Enterprise Funds:</u>							
1993 Sewage Works Revenue Bonds (refunded in 2001)	3,200,000	129,900	97,600	66,200	34,000	0	0
1993 Water Works Revenue Bonds	1,915,000	97,240	75,990	52,530	27,285	0	0
1997 Water Works Revenue Bonds	13,035,000	610,790	538,115	460,605	377,650	290,700	300,200
1998 Sewage Works Revenue Bonds - State Revolving Loan	19,099,056 *	1,165,000	1,195,000	1,230,000	1,270,000	1,305,000	13,590,000
1998 Blackthorn Golf Course	4,660,000	430,000	445,000	465,000	485,000	520,000	2,315,000
2000 Water Works Revenue Bonds - State Revolving Loan	2,254,014 *	122,082	125,622	129,265	133,014	136,871	1,607,160
2004 Sewage Works Revenue Bonds	11,425,000	390,000	395,000	405,000	420,000	435,000	9,380,000
	55,589,070	2,945,012	2,872,327	2,808,600	2,746,949	2,687,571	27,162,360
<u>Payable from Governmental Funds:</u>							
1990/1996 SB Central Devel Area Public Impr	3,265,000	330,000	390,000	410,000	435,000	455,000	1,245,000
1997 EDIT Bonds - Series A - Tax-Exempt (Leighton Garage)	4,890,000	290,000	305,000	315,000	335,000	355,000	3,290,000
1997 EDIT Bonds - Series B - Taxable (Leighton Garage)	4,265,000	225,000	235,000	255,000	275,000	295,000	3,000,000
1998 Morris Performing Arts Center	10,545,000	630,000	660,000	690,000	720,000	760,000	7,085,000
2000 College Football Hall of Fame	13,270,000	705,000	740,000	775,000	810,000	850,000	9,390,000
2001 COIT Bonds - SB Bldg Corp - Public Works Service Cer	8,605,000	345,000	355,000	370,000	390,000	405,000	6,740,000
2001 Century Center (refunded 94 bond)	5,875,000	330,000	345,000	355,000	375,000	385,000	4,085,000
2002 TJX Special District Bonds of 2002	8,370,000	255,000	265,000	270,000	280,000	290,000	5,010,000
2003 Airport TIF	19,715,000	495,000	505,000	515,000	530,000	285,000	19,020,000
2003 Downtown Central Development Area TIF	14,175,000	125,000	90,000	95,000	100,000	545,000	11,585,000
2003 Police & Fire Building/Renovations	21,335,000	835,000	855,000	875,000	895,000	925,000	16,950,000
	112,330,000	4,565,000	4,745,000	4,925,000	5,145,000	5,550,000	87,400,000
<b>FIRST MORTGAGE BONDS</b>							
City of SB Building Corp Series 1999A (Fire Station #10)	458,088	223,389	234,699	0	0	0	0
City of SB Building Corp Series 1999C (O'Brien Admin/Rec C	185,615	90,277	95,338	0	0	0	0
	643,703	313,666	330,037	0	0	0	0
<b>TOTAL OUTSTANDING BONDS</b>	<b>\$ 169,496,773</b>	<b>7,863,123</b>	<b>7,955,524</b>	<b>7,733,600</b>	<b>7,891,949</b>	<b>8,237,571</b>	<b>114,592,360</b>

\* 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 12/31/01. These loans are in the construction phase and are anticipated to be fully funded during 2002.

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	TOTAL PRINCIPAL & INTEREST / LEASE PAYMENTS DUE BY YEAR					
	2005	2006	2007	2008	2009	2010 & BEYOND
<b>GENERAL OBLIGATION BONDS</b>						
South Bend Redevelopment District	\$ 654,445	328,160	0	0	0	0
1997 Studebaker Corridor Bonds						
<b>REVENUE BONDS</b>						
<b>Payable from Enterprise Funds:</b>						
1993 Sewage Works Revenue Bonds (refunded in 2001)	889,900	852,600	871,200	884,000	0	0
1993 Water Works Revenue Bonds	522,240	535,890	547,530	562,285	0	0
1997 Water Works Revenue Bonds	2,225,790	2,223,115	2,225,605	2,227,650	2,230,700	4,480,200
1998 Sewage Works Revenue Bonds - when fully funded	1,737,896	1,734,110	1,734,456	1,738,786	1,738,956	15,635,810
1998 Blackthorn Golf Course	645,000	643,530	645,000	651,500	655,000	2,281,500
2000 Water Works Revenue Bonds - when fully funded	187,448	187,448	187,449	187,448	187,447	1,874,478
2004 Sewage Works Revenue Bonds	836,043	833,293	833,418	836,293	842,793	13,112,068
	<u>7,046,317</u>	<u>7,040,056</u>	<u>7,044,658</u>	<u>7,089,962</u>	<u>5,652,896</u>	<u>37,384,056</u>
<b>Payable from Governmental Funds:</b>						
1990/1996 SB Central Devel Area Public Impr	518,500	552,000	553,500	556,000	551,500	1,369,500
1997 EDIT Bonds - Series A - Tax-Exempt (Leighton Garage)	543,375	544,280	539,193	543,513	546,765	4,060,194
1997 EDIT Bonds - Series B - Taxable (Leighton Garage)	522,205	516,820	520,500	522,721	523,541	3,937,157
1998 Morris Performing Arts Center	1,137,000	1,138,000	1,137,500	1,138,500	1,142,500	8,622,500
2000 College Football Hall of Fame	1,403,500	1,404,500	1,404,000	1,401,500	1,403,500	11,938,500
2001 COIT Bonds - SB Bldg Corp - Public Works Service Center	779,000	775,500	776,500	776,000	774,500	8,905,500
2001 Century Center (refunded 94 bond)	588,984	591,883	588,720	594,568	589,298	5,026,050
2002 TJX Special District Bonds of 2002	505,290	507,490	504,465	506,215	507,375	6,596,845
2003 Airport TIF	1,091,447	1,091,867	1,090,353	1,091,720	1,090,807	16,384,166
2003 Downtown Central Development Area TIF	1,026,566	991,527	994,466	996,927	1,178,939	27,363,248
2003 Police & Fire Building/Renovations	1,716,910	1,719,579	1,718,597	1,718,597	1,719,102	23,183,151
	<u>9,834,777</u>	<u>9,633,426</u>	<u>9,827,814</u>	<u>9,846,281</u>	<u>10,027,827</u>	<u>117,386,811</u>
<b>FIRST MORTGAGE BONDS</b>						
City of SB Building Corp Series 1999A (Fire Station #10)	243,535	243,535	0	0	0	0
City of SB Building Corp Series 1999C (O'Brien Admin/Rec Ctr)	99,310	99,310	0	0	0	0
	<u>342,846</u>	<u>342,846</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL OUTSTANDING BONDS</b>	<b>\$ 17,878,385</b>	<b>17,544,488</b>	<b>16,872,472</b>	<b>16,936,243</b>	<b>15,680,723</b>	<b>154,770,867</b>

**THE CITY OF SOUTH BEND  
COMPUTATION OF LEGAL DEBT MARGIN  
December 31, 2004**

**CIVIL CITY**

Net Assessed Value (2004 pay 2005) of Taxable Property in South Bend*	\$	<u>994,314,376</u>
Debt limit: 2% of net assessed value		19,886,288
Amount of debt applicable to limit:		
Total bonded debt subject to debt limit: EDIT Bonds	\$	9,175,000
Less: Cash on hand designated for debt service		<u>257,500</u>
Total debt applicable to debt limit		<u>8,917,500</u>
Legal debt margin - Civil City	\$	<u><u>10,968,788</u></u>

**REDEVELOPMENT AUTHORITY**

Net Assessed Value (2004 pay 2005) of Taxable Property in South Bend*	\$	<u>994,314,376</u>
Debt limit: 2% of net assessed value		19,886,288
Amount of debt applicable to limit:		
Total bonded debt subject to debt limit: Studebaker Bond	\$	935,000
Less: Cash on hand designated for debt service		<u>307,500</u>
Total debt applicable to debt limit		<u>627,500</u>
Legal debt margin - Redevelopment Authority	\$	<u><u>19,258,788</u></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

<b>A/C L-P Bond</b>	<i>Redevelopment Authority / Commission Lease-Purchase Bond.</i>
<b>AEDA</b>	<i>Airport Economic Development Area (also known as the Blackthorn Development Area).</i>
<b>Accrual Basis</b>	<i>The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.</i>
<b>Administration Charges</b>	<i>Allocates the cost of general administrative departments which are required to manage the City and which provide support to all funds.</i>
<b>Appropriation</b>	<i>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.</i>
<b>Assessed Valuation</b>	<i>Basis for determining property taxes. Assessor determines assessed valuation of residential real property, actual valuation for commercial and industrial property.</i>
<b>Authority</b>	<i>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.</i>
<b>Balanced Budget</b>	<i>City's inflow of resources will be adequate to meet its needs, both anticipated and unanticipated.</i>
<b>Bond</b>	<i>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.</i>
<b>Budget</b>	<i>Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed</i>

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.

<b>Debt Service Fund</b>	A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
<b>Depreciation</b>	Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements inadequacy and obsolescence.
<b>Designated Fund Balance</b>	That portion of the fund balance that has been set aside for a specific purpose by the City Council.
<b>EBDA</b>	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.
<b>EDIT</b>	Economic Development Income Tax.
<b>Enterprise Fund</b>	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.
<b>Encumbrance</b>	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.
<b>Fiscal Year</b>	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.
<b>Full-Time Equivalent (FTE)</b>	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.
<b>Fund Balance</b>	The balance remaining in a fund after expenditures have

been subtracted from revenues.

<b>Fund</b>	“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.
<b>GAAP</b>	Generally accepted accounting principles.
<b>General Fund</b>	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.
<b>GN/GN Program</b>	Good Neighbors/Good Neighborhoods Program.
<b>Grants</b>	Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose or activity.
<b>G O Bonds</b>	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.
<b>Infrastructure</b>	Facilities on which the continuance and growth of the community depend, such as streets, waterlines, etc.
<b>Intergovernmental Revenue</b>	Revenue from other governments (i.e., County, State, Federal) in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
<b>Internal Service Fund</b>	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.
<b>ISTEA</b>	Inter-Modal Surface Transportation Enhancement Act.
<b>Lapsing Appropriation</b>	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.

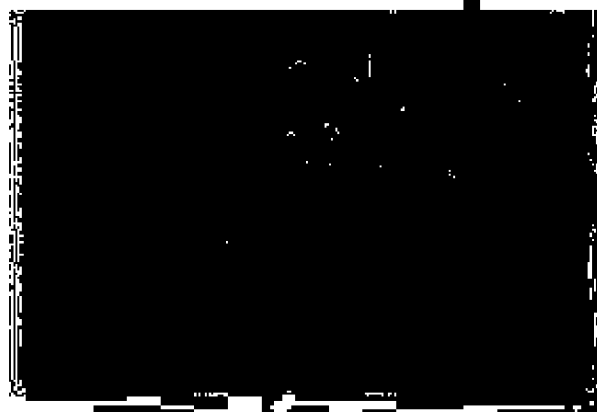
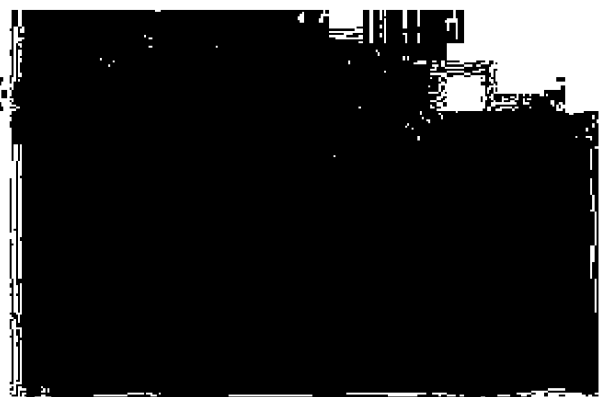
<b>Lease-Purchase Agreements</b>	Contractual agreements which are termed "leases" but which in substance amount to purchase contracts for equipment and machinery.
<b>Long-Term Debt</b>	Debt with a maturity of more than one year after the date of issuance.
<b>LOIT</b>	Local Option Income Tax (options include COIT - County Option Income Tax or EDIT - Economic Development Income Tax).
<b>Major Budget Classification</b>	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.
<b>Modified Accrual Basis Of Accounting</b>	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.
<b>NPC</b>	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.
<b>Ombudsman</b>	A public official appointed to investigate citizens' concerns against local or national government agencies that may be infringing on the rights of individuals.
<b>Ordinance</b>	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.
<b>Organizational Unit</b>	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.

<b>Payment in Lieu of Taxes</b>	An estimate of the amount of taxes that would be chargeable to a utility if owned privately.
<b>Performance Indicator</b>	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.
<b>Personal Services</b>	Salaries, salary driven costs, and compensated benefits for classified, unclassified, hourly, and seasonal employees.
<b>Program Performance Budget</b>	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.
<b>Projection</b>	Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.
<b>Reserve</b>	A portion of a fund balance which has been legally segregated for a specific use.
<b>Resources</b>	Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.
<b>Revised Budget</b>	Most recent estimate of revenue and expenditures including additional appropriations made throughout the year and encumbrances carried over from the prior year.
<b>SBCDA</b>	South Bend Central Development Area.
<b>Seasonal</b>	A City employee who works for a department during a specific season or a specific work project.
<b>SEDA</b>	Sample-Ewing Development Area.
<b>Special Revenue Fund</b>	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.

<b>Tax Increment Financing (TIF)</b>	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.
<b>TFA</b>	Transportation Finance Authority.
<b>UEA</b>	Urban Enterprise Association.
<b>UEZ</b>	Urban Enterprise Zone.
<b>Unencumbered Appropriation</b>	That portion of an appropriation not yet encumbered or balance expended.
<b>User Fees</b>	The payment of a fee for direct receipt of a public service by the party benefitting from the service.





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