



*City of South Bend*

*2014 Budget Consolidated Yellow Sheets*

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**City of South Bend  
Revenue Summary  
2014 Budget Cycle - FINAL**

	2012 Actual	2013 Amended Budget	June 30 Actual	2014 Budget
<b>City-Controlled Funds</b>				
<b>General Fund</b>	<b>63,585,275</b>	<b>63,932,287</b>	<b>32,330,654</b>	<b>55,453,616</b>
<b>Special Revenue</b>				
102 Rainy Day	42,239	52,000	18,541	52,000
201 Parks and Recreation	12,275,385	12,362,329	6,108,302	12,190,407
202 Motor Vehicle Highway	7,605,799	8,691,971	4,967,636	9,106,300
203 Recreation Non-reverting	1,039,835	1,636,943	586,599	1,449,592
209 Stud-Oliver Reverting Grants	5,485	5,000	2,331	305,000
210 DCI State Grants	220,472	1,624,187	164,901	77,016
211 DCI Operating Fund	2,093,423	2,341,808	1,062,745	2,278,246
212 Dept of Community Investment	4,159,815	8,800,305	2,515,886	3,811,000
216 Police State Seizures	29,005	35,900	9,250	35,900
217 Gifts Donations	20,863	17,011	11,407	7,290
218 Police Curfew Violations	470	1,025	174	1,025
220 Law Enforcement Continuing Education	279,858	347,000	97,313	211,000
227 Loss Recovery	21,894	3,829,857	15,666	17,000
244 Emergency Phone System	0	0	0	215,000
249 Public Safety LOIT	6,789,333	5,900,386	3,511,505	6,391,029
251 Local Roads and Streets	1,029,814	1,061,143	545,566	1,088,000
252 Excess Welfare Distribution	5,407	0	2	0
258 Human Rights Federal Grant	184,948	237,250	45,008	210,700
271 East Race Waterway	99	100	31	100
273 Morris PAC-Palais Marketing	5,039	8,100	3,878	8,100
280 Police Block Grants	681	185,300	8	0
281 DCI Revenue Bonds	133	100	58	0
288 EMS Fire Operations	2,288,561	2,987,084	1,455,848	2,661,000
289 HazMat	13	3,000	16,741	10,000
291 Indiana River Rescue	65,408	31,500	42,385	45,200
292 Police Grants	111,796	110,000	0	0
294 Regional Police Academy	13,822	28,500	19,718	22,000
295 COPS MORE Grant	40,690	41,600	5,886	41,600
299 Police Federal Drug Enforcement	84,572	102,000	70,923	77,000
404 COIT	9,443,965	8,732,872	4,221,803	9,270,187
408 EDIT	9,673,476	8,732,012	4,534,483	9,346,481
410 Urban Development Action Grants	7,670	70,104	3,102	110
655 Project ReLeaf	432,956	431,700	217,342	431,700
705 Police K-9 Unit	11	2,000	5	2,000
103 Excess Levy	0	0	0	0
250 General Grants	0	0	0	0
445 Gift, Donation, Bequest	0	0	0	0
<b>Debt Service</b>				
313 Hall of Fame Debt Service	1,306,284	1,257,789	763,218	1,268,116
<b>Capital Projects</b>				
377 Professional Sports Development	1,303,963	687,801	340,728	678,228
401 Coveleski Stadium Capital	327	500	58	500
403 Zoo Endowment	13,211	2,900	105	2,900
405 Park Non-reverting Capital	203,742	203,500	11,386	195,700
406 Cum Capital Development	603,408	614,325	298,465	568,516
407 Cum Capital Improvement	449,238	434,090	129,193	434,150
412 Major Moves Construction	715,263	528,662	254,403	581,798
416 Morris PAC Capital	87,901	101,500	61,622	101,500
434 CREED	654,444	651,000	342	651,000
450 Palais Royale Historic Preservation	12,113	16,125	5,525	16,125
677 Hall of Fame Capital	119,192	4,500	1,584	2,500
438 Coveleski Bond Construction	0	0	0	0
<b>Enterprise Funds</b>				
600 Consolidated Building	1,010,067	1,148,035	468,241	3,812,560
601 Parking Garages	923,966	1,058,939	473,131	1,040,400
610 Solid Waste Operations	5,087,349	5,257,701	2,440,735	5,257,701
611 Solid Waste Capital	259,479	784,261	514,520	736,202
620 Water Works Operations	15,598,809	14,687,748	6,999,433	14,711,333
622 Water Works Capital	3,791,481	14,000	8,928	10,000
623 Water Works Bond Capital	8,455,624	18,000	11,675	5,000
624 Water Works customer Deposit	6,864	6,100	3,017	6,000
625 Water Works Sinking Fund	1,646,743	2,108,381	1,026,411	2,057,224
626 Water Works Bond Reserve	885,285	313,509	147,332	90,073
629 Water Works Reserve Operations	131,155	52,801	49,640	70,312
640 Sewer Repair Insurance	549,923	549,200	275,928	549,200
641 Sewage Works Operations	31,096,953	33,131,547	15,490,370	34,553,188
642 Sewage Works Capital	4,496,026	4,560,000	18,188	3,566,580
643 Sewage Works Reserve Operations	15,457	127,098	207,132	238,715
645 2006 Sewer Bond	0	0	0	0
647 2007 Sewer Bond	202	0	35	0
649 Sewer Works Sinking	8,369,028	8,234,756	4,810,606	9,804,645
650 Clay Sewage Operations	3	0	2	0
651 2007B Sewer Bond	575	0	64	0
653 Sewage Wks DS Reserve	1,966,747	1,805,314	14,096	0
658 2010 Sewer Bond CSO Plan	4,348	0	202	0
659 2011 Sewer Bond	91,421	60,000	20,114	25,000
661 2012 Sewer bond	25,196,371	60,000	38,108	45,000
663 2013 Sewer Bond	0	21,200,000	0	60,000

**City of South Bend  
Revenue Summary  
2014 Budget Cycle - FINAL**

	2012 Actual	2013 Amended Budget	June 30 Actual	2014 Budget
664 2013A Sewer Refund Bonds	0	0	85,740	0
665 2014 Sewer bond	0	0	0	21,000,000
670 Century Center	2,658,898	3,766,205	1,986,341	4,564,898
671 Century Center Capital	1,444,422	675,500	100,135	100,500
644 Sewer Water Leak Insurance Fund	0	0	0	0
<b>Internal Service</b>				
222 Central Services	6,708,059	7,922,703	3,756,953	7,847,374
226 Liability Insurance	2,967,528	3,033,076	1,506,229	2,898,690
278 Take Home Vehicle-Police	128,200	129,400	62,662	123,160
711 Self-Funded Employee Benefits	11,075,304	12,188,900	6,229,033	13,418,450
713 Unemployment Compensation	275,040	341,450	156,655	236,898
<b>Trust &amp; Agency Funds</b>				
701 Firefighters Pension	5,239,851	5,040,279	2,519,282	5,391,332
702 Police Pension	6,751,423	5,873,697	2,936,150	6,310,000
730 City Cemetery Trust	202	250	89	250
703 Police Fire State Pension	1,216,103	0	0	0
709 Payroll Fund	0	0	0	0
<b>City-Controlled Funds Total</b>	<b>275,076,204</b>	<b>270,993,916</b>	<b>116,809,503</b>	<b>257,847,317</b>
<b>Redevelopment-Controlled Funds</b>				
<b>Redevelopment Funds</b>				
433 Redevelopment Administration General	164	150	68	0
439 Certified Technology Park	3,571	1,448,074	1,450,195	1,453,000
454 Airport Urban Enterprise Zone	113,044	1,000	810	1,500
619 Blackthorn Golf Operations	1,669,151	1,747,379	815,240	1,696,879
305 SBCDA Bond Proceeds	0	0	0	0
428 Redevelopment Dist Capital - AEDA 2003	0	0	0	0
<b>TIF Funds</b>				
324 TIF Revenue-Airport	12,667,604	13,940,252	9,731,867	13,484,612
420 TIF Revenue-Downtown General	5,495,844	4,663,254	2,179,070	4,418,336
422 TIF Revenue-West Washington	426,635	444,000	265,547	422,000
425 TIF Revenue-Leighton Plaza	131,799	156,905	86,404	164,303
426 TIF revenue-Central Medical Svc Area	1,623,756	1,730,000	620,994	1,615,000
429 TIF Revenue-Northeast District	1,356,334	823,000	436,737	827,000
430 TIF Revenue-Southside Dev Area #1	3,891,739	1,840,000	1,392,772	3,615,000
431 TIF Revenue-Southside Dev Area #2 Erskine	2,329	0	0	0
432 Erskine Village Debt Service	27,801	1,346,000	671,259	15,000
435 TIF Revenue-Douglas Road	286,436	321,000	164,413	320,750
436 TIF Revenue-Northeast Residential	2,524,259	2,460,000	1,345,730	2,510,000
414 TIF Alloc - Sample & Ewing	0	0	0	0
<b>Redevelopment Debt Service</b>				
314 Redev Bond-1990 Public Improvement	3,009	0	0	0
315 Airport 2003 Debt Reserve	5,571	5,000	2,241	5,000
317 Coveleski Debt Reserve	2,470	3,500	1,083	3,000
319 Redev Bond-Blackthorn Golf	4,420	50	464	0
328 Central Development Area Debt Reserve	8,258	6,000	3,745	6,000
<b>Redevelopment-Controlled Funds Total</b>	<b>30,244,194</b>	<b>30,935,564</b>	<b>19,168,639</b>	<b>30,557,380</b>
<b>Grand Total</b>	<b>305,320,398</b>	<b>301,929,480</b>	<b>135,978,142</b>	<b>288,404,697</b>

**City of South Bend  
Expenditure Summary  
2014 Budget Cycle - FINAL**

	2012 Actual	2013 Amended Budget	June 30 2013 Actual	2014 Budget
<b>City-Controlled Funds</b>				
<b>General Fund</b>				
101-0101 Mayor	619,133	694,229	311,314	701,788
101-0104 311 Center	0	320,102	114,912	479,949
101-0201 City Clerk	304,355	365,170	157,389	391,678
101-0301 Common Council	379,017	515,397	196,575	472,598
101-0401 Admin Fin	1,560,874	1,877,728	889,555	2,082,329
101-0404 Morris PAC	913,867	1,033,800	461,638	1,042,170
101-0405 Palais Royale	327,142	492,830	190,280	498,410
101-0501 Legal Department	772,965	1,028,466	393,093	1,025,635
101-0600 Energy Department	472,239	54,256	54,256	0
101-0602 Engineering	1,684,238	1,393,561	626,937	1,115,998
101-0607 Traffic & Lighting	683,161	111,815	109,537	0
101-0801 Police	24,605,342	23,795,376	10,865,762	24,012,808
101-0802 Communications Center	1,957,028	2,326,560	1,002,871	2,235,916
101-0805 Police LOIT	3,112,460	3,968,567	2,002,467	0
101-0901 Fire	20,861,407	20,607,695	10,028,143	20,990,227
101-0905 Fire LOIT	2,364,074	3,133,190	1,566,596	0
101-1008 Human Rights	275,176	346,237	152,609	367,262
101-1201 Code Enforcement	1,799,389	2,270,969	745,223	0
101-1203 Code Hearing Officer	46,231	40,000	12,478	0
101-1204 Junk Vehicle	61,734	65,829	30,076	0
101-1205 Unsafe Building	68,704	53,684	14,747	0
101-1207 Animal Control	530,748	596,111	278,482	0
<b>Special Revenue</b>				
103 Excess Levy	0	0	0	0
201 Parks and Recreation	12,012,845	12,927,463	5,911,103	12,384,527
202 Motor Vehicle Highway	6,747,419	9,176,496	3,219,891	9,105,768
203 Recreation Non-reverting	977,654	1,560,777	352,647	1,476,089
209 Stud-Oliver Reverting Grants	162,602	1,000,000	0	1,385,000
210 DCI State Grants	207,065	1,260,777	84,636	117,886
211 DCI Operating Fund	2,025,585	2,354,331	1,084,502	2,383,801
212 Dept of Community Investment	3,940,253	8,957,256	2,527,642	3,811,000
216 Police State Seizures	10,787	45,900	10,500	40,000
217 Gifts Donations	4,259	10,752	0	0
218 Police Curfew Violations	0	1,000	0	1,000
220 Law Enforcement Continuing Education	233,892	478,131	177,714	270,000
227 Loss Recovery	173,988	526,185	37,388	4,650,000
244 Emergency Phone System	0	0	0	215,000
249 Public Safety LOIT	5,476,534	7,101,757	3,569,062	7,214,658
250 General Grants	0	0	0	0
251 Local Roads and Streets	541,522	1,235,924	342,736	1,082,500
252 Excess Welfare Distribution	2,276,693	0	0	1,146
258 Human Rights Federal Grant	168,548	228,930	86,620	224,001
271 East Race Waterway	8,009	346	0	10,000
273 Morris PAC-Palais Marketing	0	10,149	4,049	8,100
280 Police Block Grants	124,539	185,000	0	0
281 DCI Revenue Bonds	0	27,102	0	0
288 EMS Fire Operations	2,278,472	11,078,163	2,478,612	2,674,106
289 HazMat	0	3,500	3,238	10,000
291 Indiana River Rescue	17,736	92,126	67,072	52,300
292 Police Grants	14,796	110,000	36,911	90,000
294 Regional Police Academy	16,369	28,500	17,122	23,750
295 COPS MORE Grant	39,297	41,980	6,993	141,600
299 Police Federal Drug Enforcement	60,491	188,573	99,342	150,000
404 COIT	8,324,409	9,443,417	5,150,510	9,755,940
408 EDIT	8,069,327	8,993,379	3,834,709	9,258,013
410 Urban Development Action Grants	200,451	268,146	0	0
655 Project ReLeaf	340,652	432,065	275,487	428,812
705 Police K-9 Unit	356	2,000	0	2,000
<b>Debt Service</b>				
313 Hall of Fame Debt Service	1,330,465	1,268,000	633,500	1,268,116
<b>Capital Projects</b>				
377 Professional Sports Development	1,365,560	876,671	488,348	865,746
401 Coveleski Stadium Capital	56,162	3,540	0	0

**City of South Bend  
Expenditure Summary  
2014 Budget Cycle - FINAL**

	2012 Actual	2013 Amended Budget	June 30 2013 Actual	2014 Budget
405 Park Non-reverting Capital	178,387	217,316	65,174	176,800
406 Cum Capital Development	589,869	911,220	353,050	722,935
407 Cum Capital Improvement	402,277	367,575	184,875	364,762
412 Major Moves Construction	2,142,921	3,395,846	892,516	4,500,000
416 Morris PAC Capital	172,417	72,666	19,738	53,200
434 CREED	878,554	873,949	36,975	650,950
438 Coveleski Bond Construction	0	0	0	0
450 Palais Royale Historic Preservation	0	0	0	10,000
677 Hall of Fame Capital	274,558	179,322	25,430	179,659
<b>Enterprise Funds</b>				
600 Consolidated Building	913,173	1,148,152	485,781	3,784,854
601 Parking Garages	983,411	1,129,839	474,390	709,179
610 Solid Waste Operations	5,086,439	5,647,984	2,833,092	5,377,699
611 Solid Waste Capital	275,191	964,061	324,702	736,002
620 Water Works Operations	15,557,806	14,795,947	6,360,193	14,683,871
622 Water Works Capital	1,049,127	1,216,792	207,189	953,500
623 Water Works Bond Capital	2,799,602	5,566,203	1,185,184	252,751
624 Water Works customer Deposit	6,864	4,000	3,057	6,000
625 Water Works Sinking Fund	1,651,501	2,108,381	410,043	2,057,224
626 Water Works Bond Reserve	0	0	0	0
629 Water Works Reserve Operations	9,729	7,500	4,339	8,500
640 Sewer Repair Insurance	309,775	555,844	188,109	547,536
641 Sewage Works Operations	29,140,481	35,318,740	14,438,822	33,856,500
642 Sewage Works Capital	5,406,213	11,499,571	1,703,733	3,527,580
643 Sewage Works Reserve Operations	74,960	18,000	6,836	15,000
644 Sewer Water Leak Insurance Fund	0	0	0	0
645 2006 Sewer Bond	0	0	0	0
647 2007 Sewer Bond	47,861	19,017	13,616	0
649 Sewer Works Sinking	8,225,040	9,804,044	2,662,716	9,802,031
650 Clay Sewage Operations	0	0	0	0
651 2007B Sewer Bond	189,122	39,512	35,984	0
653 Sewage Wks DS Reserve	0	2,438,088	2,438,087	0
658 2010 Sewer Bond CSO Plan	1,942,289	112,089	99,795	0
659 2011 Sewer Bond	9,660,707	10,696,720	1,546,287	8,000,000
661 2012 Sewer bond	1,949,483	19,160,000	597,982	18,000,000
663 2013 Sewer Bond	0	2,100,000	0	19,100,000
664 2013A Sewer Refund Bonds	0	81,065	81,064	0
665 2014 Sewer bond	0	0	0	500,000
670 Century Center	3,740,014	3,547,459	1,402,376	4,564,898
671 Century Center Capital	169,545	246,770	0	0
<b>Internal Service</b>				
222 Central Services	6,693,261	7,979,429	3,685,248	7,692,716
226 Liability Insurance	2,173,471	2,915,927	1,028,434	2,897,200
278 Take Home Vehicle-Police	75,842	103,700	0	80,580
711 Self-Funded Employee Benefits	12,500,734	13,348,829	6,311,596	14,483,463
713 Unemployment Compensation	193,066	267,247	38,933	227,974
<b>Trust &amp; Agency Funds</b>				
701 Firefighters Pension	5,608,547	5,900,028	2,756,843	5,874,445
702 Police Pension	6,606,662	6,929,133	3,256,612	7,221,941
730 City Cemetery Trust	0	15,000	0	10,000
<b>City-Controlled Funds Total</b>	<b>248,284,920</b>	<b>316,712,873</b>	<b>116,864,075</b>	<b>296,147,377</b>
<b>Redevelopment-Controlled Funds</b>				
<b>Redevelopment Debt Service</b>				
314 Redev Bond-1990 Public Improvement	825,509	0	0	0
315 Airport 2003 Debt Reserve	5,571	5,000	2,241	5,000
319 Redev Bond-Blackthorn Golf	658,420	326,050	326,464	0
328 Central Development Area Debt Reserve	8,258	6,000	3,745	6,000
<b>Redevelopment Funds</b>				
305 SBCDA Bond Proceeds	0	0	0	0
428 Redevelopment Dist Capital - AEDA 2003	0	0	0	0
433 Redevelopment Administration General	3,213	6,787	854	0
439 Certified Technology Park	0	0	0	3,600,000

**City of South Bend  
Expenditure Summary  
2014 Budget Cycle - FINAL**

	2012 Actual	2013 Amended Budget	June 30 2013 Actual	2014 Budget
454 Airport Urban Enterprise Zone	0	0	0	0
619 Blackthorn Golf Operations	2,331,825	1,997,706	882,942	1,671,706
<b>TIF Funds</b>				
324 TIF Revenue-Airport	16,240,594	25,244,592	5,489,339	20,325,432
414 TIF Alloc - Sample & Ewing	0	0	0	0
420 TIF Revenue-Downtown General	7,147,163	5,302,102	1,703,980	5,667,711
422 TIF Revenue-West Washington	906,749	668,815	135,870	648,915
425 TIF Revenue-Leighton Plaza	135,883	151,185	53,857	149,425
426 TIF revenue-Central Medical Svc Area	1,262,380	4,770,544	629,024	3,702,500
429 TIF Revenue-Northeast District	38,788	2,388,995	31,165	2,350,000
430 TIF Revenue-Southside Dev Area #1	2,247,813	6,122,885	696,851	5,700,000
431 TIF Revenue-Southside Dev Area #2 Erskine	1,401,397	0	0	0
432 Erskine Village Debt Service	149,809	501,268	346,055	493,495
435 TIF Revenue-Douglas Road	318,183	454,782	95,488	345,463
436 TIF Revenue-Northeast Residential	897,251	3,229,957	1,569,208	3,323,228
<b>Redevelopment-Controlled Funds Total</b>	<b>34,578,806</b>	<b>51,176,668</b>	<b>11,967,083</b>	<b>47,988,875</b>
<b>Grand Total</b>	<b>282,863,726</b>	<b>367,889,541</b>	<b>128,831,158</b>	<b>344,136,252</b>

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Mayor's Office **Fund Number** 101-0101

**Department Description & Purpose** Leading the community to become a model city through formulating policy, directing operations, and responding to customer concerns. The Mayor is the elected chief executive officer of the city.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	633,659	605,864	689,612	310,293	701,188	11,576	1.7%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	2,438	1,969	4,017	984	-	(4,017)	-100.0%
Other Income	331	11,300	600	35	600	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>636,428</b>	<b>619,133</b>	<b>694,229</b>	<b>311,312</b>	<b>701,788</b>	<b>7,559</b>	<b>1.1%</b>
<b>Expenditures by Cost Center</b>							
Mayor's Office	636,428	619,133	694,229	311,313	701,788	7,559	1.1%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>636,428</b>	<b>619,133</b>	<b>694,229</b>	<b>311,313</b>	<b>701,788</b>	<b>7,559</b>	<b>1.1%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	429,740	407,481	431,139	184,566	453,433	22,294	5.2%
Fringe Benefits	118,271	116,859	141,427	60,100	158,232	16,805	11.9%
Other Personnel costs	17,160	14,423	16,118	8,490	20,943	4,825	29.9%
<b>Total Personnel</b>	<b>565,171</b>	<b>538,763</b>	<b>588,684</b>	<b>253,156</b>	<b>632,608</b>	<b>43,924</b>	<b>7.5%</b>
<b>Supplies</b>	<b>39,780</b>	<b>25,759</b>	<b>35,167</b>	<b>23,365</b>	<b>19,770</b>	<b>(15,397)</b>	<b>-43.8%</b>
Professional Services (31xx)	-	-	2,196	1,134	2,235	39	1.8%
Comm/Transportation(32xx)	5,163	6,637	5,000	1,251	5,000	-	0.0%
Printing & Advertising (33xx)	11,853	29,514	43,409	21,063	27,000	(16,409)	-37.8%
Insurance (34xx)	4,404	5,172	4,848	2,424	1,162	(3,686)	-76.0%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	6,080	8,452	11,620	8,607	9,259	(2,361)	-20.3%
Debt Service - Principal	-	-	-	-	1,978	1,978	-
Debt Service - Interest & Fees	-	-	-	-	221	221	-
Other Services & Charges (39xx)	1,769	2,388	3,305	312	2,555	(750)	-22.7%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	2,208	2,448	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>31,477</b>	<b>54,611</b>	<b>70,378</b>	<b>34,791</b>	<b>49,410</b>	<b>(20,968)</b>	<b>-29.8%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>636,428</b>	<b>619,133</b>	<b>694,229</b>	<b>311,312</b>	<b>701,788</b>	<b>7,559</b>	<b>1.1%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
Non-Bargaining	7.00	7.00	7.00	7.00	7.00	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	0.50	0.50	0.69	0.69	0.50	(0.19)	
<b>Total FTE's</b>	<b>7.50</b>	<b>7.50</b>	<b>7.69</b>	<b>7.69</b>	<b>7.50</b>	<b>(0.19)</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Health insurance and pension cost increases of 12% for 2014. Budgeted salaries increased by 2% with additional adjustment for Chief of Staff and Deputy. The 2013 salary budget did not include the full increase until amended salary ordinance and amended budget included Director of Community Outreach and part-time Secretary V positions. These positions are continued in the 2014 budget. No paid interns for 2014, reduced overtime for hourly staff, reduction of liability insurance allocation, reduction of office supplies.

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name Mayor's Office

Fund Number 101-0101

**2013 Accomplishments/Outcomes (4-10 required)**

- Established new Community Outreach position to improve accessibility of the office across the community
- Supported community events, parades, mayoral appearances and educational programming
- Maintained monthly Mayor's Night in/out program addressing over 115 constituent issues
- Oversaw delivery of report of Mayor's Task Force on Vacant and Abandoned Properties
- Oversaw hiring of key department heads and other Administration posts
- Guided 311 system through launch and early growth
- Increased positive national press coverage for City
- Effectively coordinated and managed public safety emergency situations

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

	City Strategy Number
-Deepen community relationships and external communications with the administration and Mayor	1,2,3
-Track and improve response time on constituent needs and requests coming into the office	1,2
-Fill upcoming vacancies in executive posts, boards, and commissions with outstanding leaders	1,2,3
-Drive improvements in employee engagement and morale	2
-Increase local and outside media recognition of civic and economic achievements	2,3
-Promote performance-based management throughout City Administration beginning with leadership level	2
-Establish and sustain a community wide response to group-related gun violence	3
-Attract, recruit, and retain high quality personnel and continue to deepen professionalism of City work force	2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Tight fiscal environment will necessitate further efficiency savings via process improvement
- Continued evolutions in technology and communications norms will require flexibility and strong management of correspondence and mass communication

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Avg. res. time to letters & requests (day)	GG	Output	5	n/a	4.9	5
Avg. time to resolve constituent issues	GG	Output	5	n/a	3	5
Increase local, national, and social mec	ED	Output	15	n/a	12	15
Increase social media presence - Facel	ED	Output	5014	n/a	3134	5014
Increase social media presence - Twitt	ED	Output	3226	n/a	2016	3226
# of Mayor's Office Outreach Events in	GG	Output	TBD			

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

This department does not typically fund Information Technology.



**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** 311 Call Center **Fund Number** 101-0104

**Department Description & Purpose** Central 311 Call Center established to handle citizen telephone calls in an efficient and effective manner. Will provide citizens with a "one-stop" shop to contact city departments with inquiries and service requests.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	114,913	(128)	(128)	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	320,102	-	480,077	159,975	50.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	<b>320,102</b>	<b>114,913</b>	<b>479,949</b>	<b>159,847</b>	<b>49.9%</b>
<b>Expenditures by Cost Center</b>							
311 Call Center Operations	-	-	320,102	114,913	479,949	159,847	49.9%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	-	-	<b>320,102</b>	<b>114,913</b>	<b>479,949</b>	<b>159,847</b>	<b>49.9%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	191,760	81,768	297,780	106,020	55.3%
Fringe Benefits	-	-	77,342	30,895	124,715	47,373	61.3%
Other Personnel costs	-	-	-	53	210	210	-
<b>Total Personnel</b>	-	-	<b>269,102</b>	<b>112,716</b>	<b>422,705</b>	<b>153,603</b>	<b>57.1%</b>
<b>Supplies</b>	-	-	<b>12,500</b>	<b>1,540</b>	<b>23,555</b>	<b>11,055</b>	<b>88.4%</b>
Professional Services (31xx)	-	-	15,250	-	10,297	(4,953)	-32.5%
Comm/Transportation(32xx)	-	-	2,500	457	4,100	1,600	64.0%
Printing & Advertising (33xx)	-	-	18,250	200	15,000	(3,250)	-17.8%
Insurance (34xx)	-	-	-	-	821	821	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	1,471	1,471	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	2,500	-	2,000	(500)	-20.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	<b>38,500</b>	<b>657</b>	<b>33,689</b>	<b>(4,811)</b>	<b>-12.5%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	-	-	<b>320,102</b>	<b>114,913</b>	<b>479,949</b>	<b>159,847</b>	<b>49.9%</b>
<b>Net Surplus / (deficit)</b>	-	-	-	-	-	-	-
<b>Staffing (FTE's)</b>							
	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014	
Non-Bargaining	-	-	4.50	4.50	7.13	2.63	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	<b>4.50</b>	<b>4.50</b>	<b>7.13</b>	<b>2.63</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 New budget for 2013. Staffing positions are not new FTE's but rather transfers from other departments. Revenue consists of billings for services to other city departments. Expansion of program in 2014 to additional departments. Addition of two full-time liasan positions and one part-time position. Costs associated with a relocation to a new office location included for 2014. GIS and liability insurance allocations included for 2014. Purchase of four computer and monitors and Office 365 software included for 2014.

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name 311 Call Center

Fund Number 101-0104

**2013 Accomplishments/Outcomes (4-10 required)**

Plan setup of 311 Call Center  
 Establishment of 311 Phone Line  
 Initiate development of 311 Knowledgebase  
 Development of 311 functionality on City website

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

	City Strategy Number
Provide one stop service center for South Bend citizens	1,2
Handle citizen inquiries and requests in a timely manner	1,2
Implement additional NaviLine features with department workflows	1,2
Convert additional departments to 311 hotline/knowledgebase	1,2
Create city-wide awareness of 311 Line and objectives of 311	1,2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Leverage process mapping of city departments and revise workflows to reduce inefficiencies and "paper" workflows  
 Utilize City ERP software to promote greater process integration and tracking of customer service  
 Centralize citizen calls to allow for enhanced service and response  
 Provide significant training for users of computer software to more effectively accomplish their tasks

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Customer call wait time	2	efficiency	30s	n/a	47s	40s
Abandoned Call Rate	2	quality	<5%	n/a	10%	<8%
Accommodate high call volume	2	efficiency	200,000	n/a	140,000	160,000
Service Level Quality (client feedback)	2	quality	Good-Excellent	n/a		Good
Service level accuracy	2	effectiveness	TBD	n/a		TBD

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

<b>Department Name</b>	<b>City Clerk</b>	<b>Fund Number</b>	<b>101-0201</b>
<b>Department Description &amp; Purpose</b>	Responsible for preserving all City ordinances and City Council meeting minutes for the future, and providing fair and consistent administration of the Ordinance Violation Bureau.		

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	301,288	304,355	365,170	157,389	391,678	26,508	7.3%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	10,100	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>311,388</b>	<b>304,355</b>	<b>365,170</b>	<b>157,389</b>	<b>391,678</b>	<b>26,508</b>	<b>7.3%</b>
<b>Expenditures by Cost Center</b>							
Office of the City Clerk	311,388	304,355	365,170	157,389	391,678	26,508	7.3%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>311,388</b>	<b>304,355</b>	<b>365,170</b>	<b>157,389</b>	<b>391,678</b>	<b>26,508</b>	<b>7.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	197,134	198,475	207,731	103,252	216,985	9,254	4.5%
Fringe Benefits	1,740	1,860	72,924	31,123	93,558	20,634	28.3%
Other Personnel costs	46,325	56,050	-	-	2,220	2,220	-
<b>Total Personnel</b>	<b>245,199</b>	<b>256,385</b>	<b>280,655</b>	<b>134,376</b>	<b>312,763</b>	<b>32,108</b>	<b>11.4%</b>
<b>Supplies</b>	<b>4,095</b>	<b>4,575</b>	<b>21,488</b>	<b>2,347</b>	<b>8,062</b>	<b>(13,426)</b>	<b>-62.5%</b>
Professional Services (31xx)	7,566	8,741	9,600	4,355	9,869	269	2.8%
Comm/Transportation(32xx)	6,272	5,909	10,500	2,557	10,500	-	0.0%
Printing & Advertising (33xx)	17,258	9,690	22,800	5,522	22,800	-	0.0%
Insurance (34xx)	3,768	3,948	4,356	2,178	995	(3,361)	-77.2%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	5,101	3,698	8,230	3,416	5,839	(2,391)	-29.1%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	4,768	4,645	7,450	2,639	7,450	-	0.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	60	120	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>44,793</b>	<b>36,751</b>	<b>62,936</b>	<b>20,667</b>	<b>57,453</b>	<b>(5,483)</b>	<b>-8.7%</b>
<b>Capital</b>	<b>17,301</b>	<b>6,644</b>	<b>91</b>		<b>13,400</b>	<b>13,309</b>	<b>14625.3%</b>
<b>Total Expenditures by Type</b>	<b>311,388</b>	<b>304,355</b>	<b>365,170</b>	<b>157,389</b>	<b>391,678</b>	<b>26,508</b>	<b>7.3%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
Non-Bargaining	5.00	5.00	5.00	5.00	5.00	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Capital Expenditures for Ordinance Violation Bureau upgrades/repairs to Duncan Software. BIS Digital Equipment upgrades for Clerk audio/video recording equipment.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**2013 Accomplishments/Outcomes (4-10 required)**

1. The Ordinance Violations Bureau Clerk assisted in the implementation of hand-held devices for DTSB on street parking enforcement.
  - a.) The Goal was to minimize the number of appeals as a result of more accurate data entry.
  - b.) Consistent polite enforcement with more verifiable violation data may help improve the downtown experience.
2. Began video-streaming of Council meetings.
3. Working to increase the promptness of minutes of Council proceedings on the City website.
4. Continuing to improve interactive support to Councilmembers and Council Attorney.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

	City Strategy Number
1. Continue efforts to assure transparency of Council and Clerk official business.	3,4
2. Continue to meet all state requirements of "open door" laws.	3,4
3. Continue to be a courteous, efficient conduit of information requested by Councilmembers and the public.	1,5
4. Continue efforts to support Councilmember's in their official duties.	1,6

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

1. Move to a more "paperless" office..
  - a.) accept electronic filing of bills
  - b.) electronic agendas
  - c.) develop interactive electronic calendars for Council and Administration
2. Investigate the possibility of re-establishing a City Court ideally with an appointed City Judge
  - a. Intended to speed up Neighborhood Code Enforcement Violation Process
  - b.) Possible increase in revenue from enforcement of city ordinances. This would require a cost/benefit analysis
3. Increase efforts to scan materials in archives
4. Work with IT to develop more complete reports allowing analytical review

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
1. Number of transactions preserved		output	150	151	150	150
2. No. of laws passed by Council		output	15	13	15	17
3. No. of meeting minutes recorded		output	150	150	155	160
4. Percentage of petitioners that file successfully		effectiveness	95%	95%	96%	97%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2013				2014 Proposed Budget	Variance 2013-2014
	2011 Actual	2012 Actual	Amended Budget	6/30/13 Actual		
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	2,136	1,560	1,632	816	1,839	207
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,136</b>	<b>1,560</b>	<b>1,632</b>	<b>816</b>	<b>1,839</b>	<b>207</b>

Information Tech. Staffing (FTE's)  -  -  -  -  -

**Explain Significant Information Technology Trends and Changes Below:**

This office typically only has equipment for Information Technology

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Replace Multi-Purpose copier at end	Cash	7,400	-	-	-	-	7,400
2	of current lease term		-	-	-	-	-	-
3			-	-	-	-	-	-
4	Replace aging small single-purpose	Cash	6,000	-	-	-	-	6,000
5	copier to reduce maintenance		-	-	-	-	-	-
6	and operating costs		-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>13,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,400</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

<b>Department Name</b>	<b>Common Council</b>				<b>Fund Number</b>	<b>101-0301</b>	
<b>Department Description &amp; Purpose</b>	Make certain that City government is always responsive to the needs of the residents and that the betterment of South Bend is always the highest priority.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	296,743	370,371	507,097	192,009	464,298	(42,799)	-8.4%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	8,646	8,300	4,564	8,300	-	0.0%
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>296,743</b>	<b>379,017</b>	<b>515,397</b>	<b>196,573</b>	<b>472,598</b>	<b>(42,799)</b>	<b>-8.3%</b>
<b>Expenditures by Cost Center</b>							
Council	296,742	379,017	515,397	196,250	472,598	(42,799)	-8.3%
Public Access	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>296,742</b>	<b>379,017</b>	<b>515,397</b>	<b>196,250</b>	<b>472,598</b>	<b>(42,799)</b>	<b>-8.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	152,081	138,449	173,529	70,208	171,394	(2,135)	-1.2%
Fringe Benefits	46,609	34,939	115,689	19,859	125,995	10,306	8.9%
Other Personnel costs	-	-	540	-	540	-	0.0%
<b>Total Personnel</b>	<b>198,690</b>	<b>173,388</b>	<b>289,758</b>	<b>90,067</b>	<b>297,929</b>	<b>8,171</b>	<b>2.8%</b>
<b>Supplies</b>	<b>7,370</b>	<b>5,928</b>	<b>11,512</b>	<b>4,947</b>	<b>7,285</b>	<b>(4,227)</b>	<b>-36.7%</b>
Professional Services (31xx)	72,282	174,645	144,138	86,518	114,814	(29,324)	-20.3%
Comm/Transportation(32xx)	623	797	5,450	66	5,450	-	0.0%
Printing & Advertising (33xx)	2,401	5,525	9,700	3,018	9,700	-	0.0%
Insurance (34xx)	4,344	4,860	5,016	2,508	1,742	(3,274)	-65.3%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	4,882	6,595	8,184	2,827	9,678	1,494	18.3%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	951	1,720	11,350	334	8,500	(2,850)	-25.1%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>85,483</b>	<b>194,142</b>	<b>183,838</b>	<b>95,271</b>	<b>149,884</b>	<b>(33,954)</b>	<b>-18.5%</b>
<b>Capital</b>	<b>5,200</b>	<b>5,559</b>	<b>30,289</b>	<b>6,289</b>	<b>17,500</b>	<b>(12,789)</b>	<b>-42.2%</b>
<b>Total Expenditures by Type</b>	<b>296,743</b>	<b>379,017</b>	<b>515,397</b>	<b>196,573</b>	<b>472,598</b>	<b>(42,799)</b>	<b>-8.3%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	9.00	9.00	9.00	-	9.00	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	0.50	0.50	-	0.50	-	
<b>Total FTE's</b>	<b>9.00</b>	<b>9.50</b>	<b>9.50</b>	<b>-</b>	<b>9.50</b>	<b>-</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							
Capital expenditures will continue at \$10,000. Continuing IT upgrades will take place in the amount of \$7,500. Public access of \$46,000 has been transferred to a diferent cost center. Adjustments have been made in Legal Services.							

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name Common Council

Fund Number 101-0301

**2013 Accomplishments/Outcomes (4-10 required)**

1. Improved transparency and accountability of the Common Council to the citizens of South Bend.
2. Citizen participation has dramatically increased, especially in light of the amount of citizen members actively participating on the Council's Standing Committee.
3. Posting of public documents on the Council's website has increased.
4. Accessibility of council Members has improved.

**City Strategy  
Number**

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

1. To carry out the Mission of the South Bend Common Council, namely "To make certain that our City Government is always responsive to the needs of our residents & that the betterment of South Bend is Always our highest priority."
2. To be actively engaged in the City Budget process to assure that each of the provisions of Indiana Code 36-4-7 are properly addressed in a timely and public manner.
3. To properly carry out the duties and responsibilities set forth in Indiana Code 36-4-6 addressing the legislative powers of city government.
4. To see that each of the Council's Standing Committees operate under proper local protocols which are in compliance with Indiana Open Door Law in carrying out their due diligence requirements when reviewing and discussing Bills referred to committees for review and recommendation.

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

1. Establishing a productive working relationship among the Council Members, and with the City Administration which focuses on the best interests of the City of South Bend.
2. Improving communication and dialog at all levels of city government.
3. Improving the sharing of information needed to make well-reasoned legislative decisions
4. Improving communication with other governmental entities such as the Board of Public Works, the Redevelopment Commission, the Park Board, etc. which oversees tax dollars.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
1. Level which residents rate City's fiscal condition - (1) low / (5) high		outcome				
2. Level which residents rate City's infrastructure - (1) low / (5) high		outcome				
3. Number of public hearings held.		output				

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	2,436	2,076	2,184	1,092	3,678	1,494
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,436</b>	<b>2,076</b>	<b>2,184</b>	<b>1,092</b>	<b>3,678</b>	<b>1,494</b>

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

This office typically only has equipment for Information Technology

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name Common Council

Fund Number 101-0301

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18	Remodel Committee conference room	Cash	\$10,000	-	-	-	-	10,000
19	IT Upgrades	Cash	\$7,500	-	-	-	-	7,500
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>17,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,500</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18 Continue to upgrade room for better citizen and staff access to Council Committee Meetings.  
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**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Administration & Finance **Fund Number** 101-0401

**Department Description & Purpose** Provide financial management and administrative services to City operations including finance and accounting services, human resources, risk management, information technology, benefit administration, and purchasing management.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	1,420,029	1,544,883	1,877,678	889,151	2,002,534	124,856	6.6%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	812	15,991	50	406	80,050	80,000	160000.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,420,841</b>	<b>1,560,874</b>	<b>1,877,728</b>	<b>889,557</b>	<b>2,082,584</b>	<b>204,856</b>	<b>10.9%</b>
<b>Expenditures by Cost Center</b>							
Controller (1 FTE)	100,000	105,000	106,000	56,332	114,908	8,908	8.4%
Finance (7.56 FTE's)	612,341	625,874	838,628	413,100	660,754	(177,874)	-21.2%
Human Resources (4.5 FTE's)	194,000	275,000	285,550	127,427	379,683	94,133	33.0%
Information Technology (8.24 FTE's)	397,000	436,000	448,550	225,328	695,363	246,813	55.0%
Purchasing (1.68 FTE)	70,000	71,000	75,000	37,500	147,733	72,733	97.0%
Performance Management (1 FTE)	-	-	74,000	1,704	87,936	13,936	18.8%
Business Licensing (0 FTE)	47,500	48,000	50,000	28,166	-	(50,000)	-100.0%
	-	-	-	-	-	-	0.0%
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,420,841</b>	<b>1,560,874</b>	<b>1,877,728</b>	<b>889,557</b>	<b>2,086,377</b>	<b>208,649</b>	<b>11.1%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	974,674	1,023,679	1,173,482	546,157	1,378,916	205,434	17.5%
Fringe Benefits	274,496	304,535	365,256	174,844	503,116	137,860	37.7%
Other Personnel costs	11,152	12,850	16,900	8,075	16,660	(240)	-1.4%
<b>Total Personnel</b>	<b>1,260,322</b>	<b>1,341,064</b>	<b>1,555,638</b>	<b>729,076</b>	<b>1,898,692</b>	<b>343,054</b>	<b>22.1%</b>
<b>Supplies</b>	<b>39,760</b>	<b>30,309</b>	<b>50,301</b>	<b>17,433</b>	<b>31,270</b>	<b>(19,031)</b>	<b>-37.8%</b>
Professional Services (31xx)	45,046	117,996	173,748	98,657	71,017	(102,731)	-59.1%
Comm/Transportation(32xx)	11,348	16,596	22,420	12,482	23,350	930	4.1%
Printing & Advertising (33xx)	2,214	5,544	7,340	3,070	6,250	(1,090)	-14.9%
Insurance (34xx)	5,904	6,840	7,320	3,660	4,387	(2,933)	-40.1%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	17,471	17,421	18,656	7,116	20,194	1,538	8.2%
Debt Service - Principal	-	-	3,663	-	3,000	(663)	-18.1%
Debt Service - Interest & Fees	-	-	810	-	500	(310)	-38.3%
Other Services & Charges (39xx)	38,512	18,888	37,832	18,063	23,669	(14,163)	-37.4%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	264	6,216	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>120,759</b>	<b>189,501</b>	<b>271,789</b>	<b>143,048</b>	<b>152,367</b>	<b>(119,422)</b>	<b>-43.9%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>1,420,841</b>	<b>1,560,874</b>	<b>1,877,728</b>	<b>889,557</b>	<b>2,082,329</b>	<b>204,601</b>	<b>10.9%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>255</b>		
<b>Staffing (FTE's)</b>							
Non-Bargaining	19.00	19.00	21.00	20.00	23.20	2.20	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	0.50	0.50	1.23	1.23	0.48	(0.75)	
<b>Total FTE's</b>	<b>19.50</b>	<b>19.50</b>	<b>22.23</b>	<b>21.23</b>	<b>23.68</b>	<b>1.45</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Reduced temporary help to reduce costs as full time staff was hired in 2013 to fill vacant positions. Reduced professional services and travel costs to stay within City budgeting guidelines for 2014. Included \$5,000 for a new vault copier to be purchased in 2014. Established a Performance Management position and activity in 2013 and will continue this activity in 2014. Business License Administrator will be moved to Fund 211 DCI Administration during 2014. \$20,000 has been placed in the budgt for outplacement services for displaced city workers. Two Additional IT employees have been included for the 2014 budget. A Benefits Manager postion was added (formerly contractual).

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name

Administration & Finance

Fund Number 101-0401

**2013 Accomplishments/Outcomes (4-10 required)**

- Received 2011 GFOA CAFR award and submitted 2012 CAFR for award consideration by deadline.
- Downloaded year end salary data into the State of Indiana Gateway reporting system.
- Started a finance internship program to assist regular finance staff in their duties and encourage interest in public finance as a profession.
- Implemented Healthy Employee Web portal and a strong wellness program, in partnership with the Parks & Recreation department.
- Conducted employee Lunch and Learn Series to promote wellness and a health lifestyle.
- Continued improvement of the KPI monitoring and reporting program.
- Successfully hosted outreach training for WM/BE on City bidding processes.
- More effective monitoring of unemployment claims with the goal of reducing unwarranted claims.
- Updated employee personnel policies and handbook.
- Accomplished migration of Novell operating system to Microsoft.
- Greater transparency accomplished by providing additional financial reports on the City website (i.e. Controller's Cash Report)

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

	City Strategy Number
- Fully implement performance based budgeting and apply for GFOA Distinguished Budget Award	2
- Decrease audit and CAFR preparation time after year end by one month. Complete by May 31st.	2
- Reduce turnaround time on issuing a business license to four days.	1
- Distribute month cash report and monthly financial report in a timely manner	2
- Continue outreach to assist MW/BE businesses to prosper in the South Bend community.	2,3
- Continue to promote purchasing opportunities between MW/BE businesses and City departments.	2,3
- Increase percentage of qualified women and minority hires in all city positions (promote diversity in city employment)	2
- Reduce turnover rate for new hires within the first year of employment with the city	2
- Increase employee participation in the city wellness program to the betterment of the employee and to reduce health costs.	2
- Improve applicant tracking systems to determine the percentage of minority candidates making application and those hired.	2
- Assist in the financial transition to a new management company at the Century Center.	3
- Controller to provide bi-weekly supervision to the manager of the new 311 call accounting center.	1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Need to assist and train new fiscal officers at various locations as they become better familiar with City financial systems and procedures
- State Board of Accounts staffing cutbacks and the increasing requirement for more financial preparation work by City accounting staff.
- Need to ensure that funds perform within budgetary guidelines and that revenue is realized and expenditures are within budget.
- Need to reach out to minority and women candidates to encourage city employment especially in leadership positions.
- Continuing need for training in new information technologies for maximum productivity.
- Continuing refinement of performance management system to realize the best results for the City.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- GFOA CAFR/Budget Award	2	Quality	1/1	1/0	1/0	1/1
- SBOA audit findings	2	Quality	0	0	5	1
- Fund Cash Report sent by 15th	2	Efficiency	12 months	12	12	12
- City Bond Rating (S&P)	2	Quality	AA+	AA	AA	AA+
- City-Wide Turnover/Percentage	2	Effectiveness	less than 60/5%	71/6.2%	70/6.3%	60/5.4%
- Minority % of City workforce	2	Effectiveness	25% or more	14.9%	15.6%	16.0%
- General Fund reserves %	2	Output	50% or more	43%	43%	45%
- General Fund % of Expenditures	2	Output	96% or less	97%	98%	96%
- Monthly calls to IT help desk	2	Output	1,000 or less	1,200	1,060	1,050
- Number of Purchase Orders issued	2	Output	7900	N/A	7500	7600
- PO's changed from original issue	2	Effectiveness	250	N/A	304	250
- Avg Age of an open Emerg PO	2	Effectiveness	55	N/A	60	55
- MBE/WBE Supp Stat of Quotes Offer	3	Effectiveness	N/A	N/A	N/A	Set Baseline
- MBE/WBE Supp Stat of POs Iss'd	3	Effectiveness	N/A	N/A	Set Baseline	10% increase

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	387,000	416,000	426,550	214,238	675,363	248,813
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	10,000	20,000	22,000	11,000	20,000	(2,000)
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>397,000</b>	<b>436,000</b>	<b>448,550</b>	<b>225,238</b>	<b>695,363</b>	<b>246,813</b>

Information Tech. Staffing (FTE's)      5.00      6.00      6.00      6.00      8.24      2.24

**Explain Significant Information Technology Trends and Changes Below:**

The Administration & Finance Department pays for the salary, fringe benefits, training and related operating costs of the Information Technology group. The costs of computer hardware, software and maintenance agreements are generally paid from the County Option Income Tax Fund 404.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name Administration & Finance

Fund Number 101-0401

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Accounts Payable Copier	Cash	5,000	-	-	-	-	5,000
2	Administrative & Finance Copier	Lease	-	-	-	15,000	-	15,000
3	New carpeting for the office	Cash	-	10,000	-	-	-	10,000
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>5,000</b>	<b>10,000</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>30,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

1 Replacement of copier based on age. Current copier is eight years old. A basic copier is needed.  
 2 Replacement of copier based on age. A high end copier is needed because of high useage and the need to produce financial and other reports.  
 3 Replacement of carpeting in the office which is spotty and is showing its age. The current carpeting is a possible safety issue.

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**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Morris Performing Arts Center **Fund Number** 101-0404

**Department Description & Purpose** Operating expenses of the Morris Performing Arts Center, the premier performing arts center in this region of the country. Morris PAC provides improved quality of life to City citizens, serves as an economic catalyst in the City, and fosters historic preservation of landmark City venues.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	233,283	143,800	151,800	(70,632)	160,170	8,370	5.5%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	645,614	764,371	876,000	528,002	876,000	-	0.0%
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	5,696	6,000	4,266	6,000	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>878,897</b>	<b>913,867</b>	<b>1,033,800</b>	<b>461,636</b>	<b>1,042,170</b>	<b>8,370</b>	<b>0.8%</b>
<b>Expenditures by Cost Center</b>							
Morris Performing Arts Center	878,897	913,867	1,033,800	461,636	1,042,170	8,370	0.8%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>878,897</b>	<b>913,867</b>	<b>1,033,800</b>	<b>461,636</b>	<b>1,042,170</b>	<b>8,370</b>	<b>0.8%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	408,358	447,949	463,485	225,909	499,967	36,482	7.9%
Fringe Benefits	6,672	161,150	180,441	88,760	202,921	22,480	12.5%
Other Personnel costs	144,521	7,437	8,208	3,677	8,208	-	0.0%
<b>Total Personnel</b>	<b>559,551</b>	<b>616,536</b>	<b>652,134</b>	<b>318,346</b>	<b>711,096</b>	<b>58,962</b>	<b>9.0%</b>
<b>Supplies</b>	<b>16,259</b>	<b>21,118</b>	<b>30,346</b>	<b>10,710</b>	<b>30,898</b>	<b>552</b>	<b>1.8%</b>
Professional Services (31xx)	-	-	996	498	2,237	1,241	124.6%
Comm/Transportation(32xx)	23,093	21,538	34,287	11,376	29,250	(5,037)	-14.7%
Printing & Advertising (33xx)	37,362	24,499	47,588	28,175	35,000	(12,588)	-26.5%
Insurance (34xx)	60,456	41,016	34,188	17,094	23,436	(10,752)	-31.4%
Utilities (35xx)	114,970	113,399	136,000	54,282	123,250	(12,750)	-9.4%
Repairs & Maintenance (36xx)	57,166	61,332	86,037	17,705	75,154	(10,884)	-12.6%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	9,824	10,889	12,224	3,449	11,850	(374)	-3.1%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	216	3,540	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>303,087</b>	<b>276,213</b>	<b>351,320</b>	<b>132,579</b>	<b>300,177</b>	<b>(51,144)</b>	<b>-14.6%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>878,897</b>	<b>913,867</b>	<b>1,033,800</b>	<b>461,636</b>	<b>1,042,170</b>	<b>8,370</b>	<b>0.8%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0)</b>	<b>(0)</b>		
<b>Staffing (FTE's)</b>							
	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014	
Non-Bargaining	9.60	9.60	10.60	10.60	10.60	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	2.00	2.00	2.00	2.00	2.00	-	
<b>Total FTE's</b>	<b>11.60</b>	<b>11.60</b>	<b>12.60</b>	<b>12.60</b>	<b>12.60</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Increased overall personell costs due to increases in the employee benefits (PERF 1.2% and Health 12% increases) - In January 2013, the titles and wages were adjusted for three staff per the salary Ordinance and per budget available funds. The actual amount paid is less than the maximum allowed by the Salary Ordinance.  
 - In 2013 we had two Blockbuster events: Wicked and Jersey Boys, both with 16 performances each. Revenue very positive. Cannot guarantee similar Blockbusters in 2014.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

**Morris Performing Arts Center**

Fund Number **101-0404**

**2013 Accomplishments/Outcomes (4-10 required)**

- Ranked in Top 100 theatres worldwide by Pollstar Magazine  
 - Awarded 2013 "Prime Site Award" by Facilities Magazine  
 - Awarded 2013 South Bend Tribune "Readers Choice Award" for "Favorite Entertainment/Live Performance Theater"  
 - Live filming of "Celtic Woman" production and audience at the Morris on 04/08/13 for the 2014 PBS and television specials to be broadcasted around the world which will highlight the Morris located in South Bend.  
 -Successful "Wicked" record 16 performances at the Morris 5/8/13 to 05/19/13 with a total of 36,418 tickets issued grossing \$2,704,235 and setting a new sales record. Tickets sold in St. Joe County equaled 16,804; outside St. Joe County was 19,614 from many states. Of the total tickets sold, 28,435 had Indiana zip codes; 4,231 had Michigan zip codes and 395 had Illinois zip codes. Approximately 75 actors, cast and crew, stayed in local hotels for 16 nights and generated over 1,000 room nights. There were 13 semi-trucks carrying scenery, costumes, sound equipment and merchandise. Local expenditures of cast and crew, marketing, production and venue staffing are estimated to be over \$200,000. Union Stage hands and musicians came from the surrounding area, including Kalamazoo, Michigan and Chicago, to work. According to the local restaurants the increase in food and beverage sales ranged from 25% to 40 % during this show.  
 -77 shows booked in 2012 compared to the number of shows booked at comparable size theaters (see below KPI's)  
 The Economic Impact has been shown to increase every year - In 2012 at \$10.5 million.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

- To build upon success and book a wide variety of events	2
- To be the premier performing arts center in this region and provide a safe and well-maintained historical facility	2
- To be recognized as one of the best theater rental venues worldwide based on the number of gross tickets sold annually	1
- To strive to increase the positive economic impact the Morris currently has on the downtown South Bend	1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Booking major national acts at the Morris is a challenge because the number of similar competing venues across the country exceeds the number of major acts on the road to play them. Times have changed from when regional promoters called looking to book shows. Now, a select number of promoters want the best possible deals for booking major acts. Booking deals are more complicated and venues across the country are being asked to assume some financial risk of the show as well as guarantee money to the artist and a split of the profits. Venues are being asked to do a lot more and take more financial risk than in years past.  
 Morris staff are even more proactive in soliciting events by attending national and regional conferences to meet with promoters and by regular phone and email contact with promoters and tour managers. Morris staff hand out fold-over business cards highlighting Morris event marketing support which is included in venue rental such as show messages on electronic marquee and lobby monitors, posters and signage designated and printed, website, fan club email blasts, social media/Facebook and Twitter promo, event fliers designated and printed and strip ads in various publications. The Morris documented success brings about a ever increasing Economic Impact on the city of over \$10.5 million yearly. This will repeat itself if additional Blockbuster events are able to be booked.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016	2012	2013	2014
			Long Term Goal	Actual (if available)	Estimated (if available)	Target
-No. of gross tickets issued annually	2	outcome	135000	110,561*	120000	127500
- No of shows booked	2	outcome	90	77**	80	86
- * Estimate of 35% of tickets issued went outside St. Joseph County						
- ** 2012 Comparisons with other similar size theaters:						
- Embassy Theater in Fort Wayne, IN (2440 seats)--44 events booked						
- Warner Theater in Erie, PA (2200 seats) -- 50 events booked						
- Rialto Theater in Joliet, IL (1900 seats) -- 40 events booked						
- Star Plaza in Merrillville, IN (3400 seats) -- 55 events booked						
- INB Performing Arts Center in Spokane, WA -- 55 events booked						
- Capitol Theater in Wheeling, WV -- 62 events booked						
-Industry Ranking-Pollstar Magazine	2	Outcome	Top 50	68	68	50
Based on theatre comparison, we are the Benchmark for other venues!						

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	5,549	7,174	7,500	2,000	5,500	(2,000)
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>5,549</b>	<b>7,174</b>	<b>7,500</b>	<b>2,000</b>	<b>5,500</b>	<b>(2,000)</b>
Information Tech. Staffing (FTE's)	18.00	18.00	19.00	19.00	19.00	-

**Explain Significant Information Technology Trends and Changes Below:**

Theatre success is heavily linked to Technology: Ticket sales through Facebook, Print at Home Tickets, a Morris App, scanning ticket ability and Mobile ticket sales - and we do it all.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name Morris Performing Arts Center

Fund Number 101-0404

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		-	-	-	-	-	-

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

1 The Morris Performing Arts Center has its own Improvement funding through Fund 416 - CIF - a \$1.00 surcharge is attached to each sold ticket for any CONTROLL  
 2 performance taking place in the Morris PAC.  
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**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Palais Royale **Fund Number** 101-0405

**Department Description & Purpose** Operating expense of the Palais Ballroom. Premier banquet/meeting facility in the region; provide exquisite food and beverage catering service; support the economies and growth of downtown South Bend. Palais Royale is distinguished by its history and ambience and expects to serve a wide and far reaching customer base - social and business.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	16,188	81,263	182,849	67,005	188,429	5,580	3.1%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	270,135	229,852	291,981	116,482	291,981	-	0.0%
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	19,153	16,027	18,000	6,790	18,000	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>305,476</b>	<b>327,142</b>	<b>492,830</b>	<b>190,277</b>	<b>498,410</b>	<b>5,580</b>	<b>1.1%</b>
<b>Expenditures by Cost Center</b>							
Palais Royale Ballroom	305,476	327,142	492,830	190,277	498,410	5,580	1.1%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>305,476</b>	<b>327,142</b>	<b>492,830</b>	<b>190,277</b>	<b>498,410</b>	<b>5,580</b>	<b>1.1%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	114,850	133,979	170,135	76,731	180,978	10,843	6.4%
Fringe Benefits	36,615	43,014	52,847	24,831	67,095	14,248	27.0%
Other Personnel costs	2,568	2,698	3,192	1,398	3,192	-	0.0%
<b>Total Personnel</b>	<b>154,033</b>	<b>179,691</b>	<b>226,174</b>	<b>102,960</b>	<b>251,265</b>	<b>25,091</b>	<b>11.1%</b>
<b>Supplies</b>	<b>6,612</b>	<b>7,577</b>	<b>21,130</b>	<b>7,694</b>	<b>31,376</b>	<b>10,246</b>	<b>48.5%</b>
Professional Services (31xx)	-	-	276	138	176	(100)	-36.2%
Comm/Transportation(32xx)	956	1,303	3,500	685	3,200	(300)	-8.6%
Printing & Advertising (33xx)	33,130	31,447	60,041	23,794	38,000	(22,041)	-36.7%
Insurance (34xx)	4,356	5,184	5,412	2,706	10,001	4,589	84.8%
Utilities (35xx)	64,421	60,015	75,500	38,646	75,500	-	0.0%
Repairs & Maintenance (36xx)	39,950	33,996	96,647	13,534	71,542	(25,105)	-26.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	1,922	2,153	4,150	120	2,350	(1,800)	-43.4%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	96	720	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>144,831</b>	<b>134,818</b>	<b>245,526</b>	<b>79,623</b>	<b>200,769</b>	<b>(44,757)</b>	<b>-18.2%</b>
<b>Capital</b>	<b>-</b>	<b>5,056</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>305,476</b>	<b>327,142</b>	<b>492,830</b>	<b>190,277</b>	<b>498,410</b>	<b>5,580</b>	<b>1.1%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
Non-Bargaining	3.40	3.40	3.40	3.40	3.40	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	0.50	0.50	0.50	-	-
<b>Total FTE's</b>	<b>3.40</b>	<b>3.40</b>	<b>3.90</b>	<b>3.90</b>	<b>3.90</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 The Palais Ballroom is accounted for in the General Fund. The difference between revenue and expenditures is paid for by general revenue such as property taxes. The revenue is mixed with Social Receptions, Business Meetings and Tradeshow.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name Palais Royale

Fund Number 101-0405

**2013 Accomplishments/Outcomes (4-10 required)**

BOW 2013 Award - "Best of Weddings" for "Reception & Ceremony Site" by WWW.TheKnot.com  
Award Winner - "Best Meeting Site for Small Groups" by Northwest Indiana Business Quarterly Magazine  
- Successful third annual Easter Sunday Brunch - serviced 356 attendees  
- Successful fourth annual Mother's Day Brunch - serviced 214 attendees  
- Number one venue Sought by Notre Dame Basilica brides in 2013

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

- To build upon successes and book a wide variety of events  
- To be the premier banquet/meeting facility in this region for all events demanding superior service, fine dining and well-maintained historical atmosphere  
- To strive to increase the positive economic impact the Palais Royale currently has on downtown South Bend

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Booking weekday events at the Palais Royale remains challenge because competitors have free parking lots on their premises  
- The new renovated Morris Inn located at the University of Notre Dame is seen as a competitor for Notre Dame Basilica wedding receptions as guests can book hotel rooms at that location. Staff are collaborating with DoubleTree Hotel staff to negotiate special room rates to help entice new clients to hold events at the Palais Royale.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- No. of events booked	2	Outcome	90	72	80	86
- F&B Commission Earned	2	Outcome	\$160,000	\$123,791	\$150,000	\$150,000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	3,228	3,410	3,500	2,331	4,500	1,000
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	3,228	3,410	3,500	2,331	4,500	1,000

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

EventBooking, Meeting Matrix - specialized software



**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**Five-Year Capital Improvement Plan**

Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>							
1 Repair & Refinish Hardwood Floor	Cash	-	-	-	-	-	-
2 Curtain Replacement	Cash	15,000	-	-	-	-	15,000
3 Mansony Repairs (Exterior)	Cash	-	-	-	-	-	-
4 Miscellaneous	Cash	-	25,000	25,000	25,000	25,000	100,000
5 Decorative Trash Can Replacement	Cash	-	5,000	-	-	-	5,000
6 Electrical Lighting / AV upgrades	Cash	-	10,000	-	-	-	10,000
7 Coat Rack Replacement	Cash	-	-	3,000	-	-	3,000
8 Cleaning Equipment	Cash	-	-	6,000	-	-	6,000
9		-	-	-	-	-	-
10		-	-	-	-	-	-
11		-	-	-	-	-	-
12		-	-	-	-	-	-
13		-	-	-	-	-	-
14		-	-	-	-	-	-
15		-	-	-	-	-	-
16		-	-	-	-	-	-
17		-	-	-	-	-	-
<b>Project Capital</b>							
18		-	-	-	-	-	-
19		-	-	-	-	-	-
20		-	-	-	-	-	-
21		-	-	-	-	-	-
22		-	-	-	-	-	-
23		-	-	-	-	-	-
24		-	-	-	-	-	-
25		-	-	-	-	-	-
26		-	-	-	-	-	-
27		-	-	-	-	-	-
28		-	-	-	-	-	-
29		-	-	-	-	-	-
30		-	-	-	-	-	-
31		-	-	-	-	-	-
32		-	-	-	-	-	-
33		-	-	-	-	-	-
34		-	-	-	-	-	-
<b>Total</b>		<b>15,000</b>	<b>40,000</b>	<b>34,000</b>	<b>25,000</b>	<b>25,000</b>	<b>139,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital							

**Justification:**

- 1 Maintenance and repair of the ballroom floor
- 2 Replace worn and age-faded curtains in the windows and stage of the ballroom
- 3 Repair weather damaged outdoor building tiles
- 4 Miscellaneous items - as needed
- 5 Replace damaged trash can covers
- 6 Replace broken and add new electrical supply quad boxes and purchase AV Equipment that's become outdated
- 7 Replace used and damaged racks
- 8 Replace antiquated floor buffer
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**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Legal Department **Fund Number** 101-0501

**Department Description & Purpose** *Provides legal counsel and representation to the Mayor and all City departments, boards, commissions and agencies. Advises all city entities on requirements and prohibitions of the law, and assists City in the development, creation, and implementation of programs and procedures in compliance with the law.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	836,588	702,658	956,116	392,004	953,285	(2,831)	-0.3%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,355	1,026	2,000	790	2,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	33,758	69,281	70,350	298	70,350	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>871,701</b>	<b>772,965</b>	<b>1,028,466</b>	<b>393,092</b>	<b>1,025,635</b>	<b>(2,831)</b>	<b>-0.3%</b>
<b>Expenditures by Cost Center</b>							
General Litigation	174,340	154,593	205,694	78,618	205,127	(567)	-0.3%
Transactions	174,340	154,593	205,693	78,618	205,127	(566)	-0.3%
Claims Defense	174,340	154,593	205,693	78,618	205,127	(566)	-0.3%
General Advice and Representation	174,340	154,592	205,693	78,618	205,127	(566)	-0.3%
Collections	87,170	77,297	102,847	39,309	102,564	(283)	-0.3%
Public Information	87,171	77,297	102,846	39,311	102,563	(283)	-0.3%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>871,701</b>	<b>772,965</b>	<b>1,028,466</b>	<b>393,092</b>	<b>1,025,635</b>	<b>(2,831)</b>	<b>-0.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	615,659	539,936	692,704	264,846	711,785	19,081	2.8%
Fringe Benefits	195,498	176,916	252,378	89,442	256,502	4,124	1.6%
Other Personnel costs	6,209	5,424	7,692	3,182	9,132	1,440	18.7%
<b>Total Personnel</b>	<b>817,366</b>	<b>722,276</b>	<b>952,774</b>	<b>357,470</b>	<b>977,419</b>	<b>24,645</b>	<b>2.6%</b>
<b>Supplies</b>	<b>13,478</b>	<b>7,759</b>	<b>15,684</b>	<b>3,409</b>	<b>5,083</b>	<b>(10,601)</b>	<b>-67.6%</b>
Professional Services (31xx)	4,008	3,358	10,296	5,005	6,785	(3,511)	-34.1%
Comm/Transportation(32xx)	9,381	5,023	9,500	2,410	7,000	(2,500)	-26.3%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	5,052	5,616	5,340	2,670	2,867	(2,473)	-46.3%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	6,061	5,354	7,856	2,613	5,781	(2,075)	-26.4%
Debt Service - Principal	-	-	2,000	1,938	3,000	1,000	50.0%
Debt Service - Interest & Fees	-	-	-	-	200	200	-
Other Services & Charges (39xx)	14,243	20,267	19,000	11,560	17,500	(1,500)	-7.9%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	2,112	3,312	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>40,857</b>	<b>42,930</b>	<b>53,992</b>	<b>26,196</b>	<b>43,133</b>	<b>(10,859)</b>	<b>-20.1%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>6,016</b>	<b>6,016</b>	<b>-</b>	<b>(6,016)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>871,701</b>	<b>772,965</b>	<b>1,028,466</b>	<b>393,092</b>	<b>1,025,635</b>	<b>(2,831)</b>	<b>-0.3%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
Non-Bargaining	9.10	9.10	9.60	10.60	9.60	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	2.00	2.00	2.00	2.00	2.00	-	-
<b>Total FTE's</b>	<b>11.10</b>	<b>11.10</b>	<b>11.60</b>	<b>12.60</b>	<b>11.60</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 The 2013 current staffing is 14 (9.60 FTE). The Collections Specialist position was converted to a Secretary III position. One Secretary V position was also converted to a Secretary III position. The 32 hour-week Paralegal position has been reinstated at 40 hours per week in 2013. The Dept. also significantly reduced subscription, travel, membership and other legal costs to meet budget needs.

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name Legal Department

Fund Number 101-0501

**2013 Accomplishments/Outcomes (4-10 required)**

- Streamlined public access response process and created new, more user friendly form
- Teamsters three year bargaining agreement successfully negotiated and ratified
- Favorable court decisions and settlement of several high dollar tort claim cases
- Final approval of ADA Transition Plan by Common Council
- Prompt, efficient resolution of Fellows Street Claims
- Assistance in water table reduction program for homeowners in vicinity of New Energy Plant
- Reviewed and drafted approximately 1,058 items for and through Board of Public Works in the amount of \$47,263,237.39 as of October 2013
- Designed and implemented Animal Outreach Program in conjunction with SBACC & CARE to reduce euthanasia
- Handled 300% increase in Redev. Auth. (2012-11 transactions v. 2013-32 transactions) and Redev. Comm. (2012-17 transactions v. 2013-53 transactions)

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

	City Strategy Number
- Electronically link public access requests responses for all departments for easy access and accountability	1
- Complete and distribute Teamsters three year bargaining agreement	2
- Vacancies to be filled with the goal of increased public service and service internally to City Departments	2
- Transition to less paper with organization of electronic files, scanning, recordkeeping and e-mail	1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Reorganization of staff structure for maximum efficiency toward service to public and City Departments
- Reduction in subscriptions requires increased reliance on electronic research and computer skills
- Continued increase and complexity of public access requests/issues requires increased staff time and expertise for proper/timely resolution
- Implementing public nuisance ordinance
- Continue to combine forces with 311 and various departments educating public about unscrupulous, unlicensed contractors
- Educate departments on legal issues to keep in compliance

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Calls/e-mail internal resp. w/i 24 hrs.	GG	Quality	96%		96%	WIP
Collection letters out w/i 48 hrs.	BE	Outcome	98%		95%	WIP
<b>COLLECTION KPI'S UNDER REVIEW</b>						
Timely response to claims	GG	Quality	98%	98%	95%	WIP
KPI'S HAVE BEEN CHANGED FROM THE ABOVE-LISTED TO THE FOLLOWING AS OF SEPTEMBER 2013:						
1) Attorney provided advice and direction that was clear, relevant and effectively communicated	GG	Outcome	90%		90.5%	WIP
2) Attorney provided legal advice and service that was timely	GG	Efficiency	90%		97.8%	WIP
3) Attorney was approachable and demonstrated a readiness to serve	GG	Quality	90%		100%	WIP
KPI'S CONTINUE TO BE A WORK IN PROGRESS TO BEST MEASURE PERFORMANCE						

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Energy Office **Fund Number** 101-0600

**Department Description & Purpose** *The Energy Office was established in 2009 with a \$1.046 million dollar federal stimulus grant and established as a separate department in the General Fund. In 2012, the Energy Office was removed from the General Fund and is now a department in the Central Services Fund. The revenue draws on the grant were \$250,000 (2009), \$654,372 (2010) and \$142,428 (2011), total revenue of \$1,046,800.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	281,791	472,239	54,256	54,256	-	(54,256)	-100.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	142,428	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>424,219</b>	<b>472,239</b>	<b>54,256</b>	<b>54,256</b>	<b>-</b>	<b>(54,256)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Energy Office	424,219	472,239	54,256	54,256	-	(54,256)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>424,219</b>	<b>472,239</b>	<b>54,256</b>	<b>54,256</b>	<b>-</b>	<b>(54,256)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	68,015	-	-	-	-	-	-
Fringe Benefits	1,080	-	-	-	-	-	-
Other Personnel costs	18,885	-	-	-	-	-	-
<b>Total Personnel</b>	<b>87,980</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	235,762	149,064	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	3,262	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	54,256	54,256	-	(54,256)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>239,024</b>	<b>149,064</b>	<b>54,256</b>	<b>54,256</b>	<b>-</b>	<b>(54,256)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>97,215</b>	<b>323,175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>424,219</b>	<b>472,239</b>	<b>54,256</b>	<b>54,256</b>	<b>-</b>	<b>(54,256)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	1.00	1.00	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Effective January 1, 2012 the Energy Office was transferred to the Central Services Fund. The amounts paid in 2012 were on outstanding purchase order encumbrances at December 31, 2011 that were issued under the grant. These encumbrances were liquidated as related project work was completed and invoices paid. The Energy Office does not have a 2013 or 2014 budget. The amount of \$54,256 represents grant proceeds deposited in the General Fund that were paid to Central Services Fund 222 to cover grant-eligible expenditures.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Engineering **Fund Number** 101-0602

**Department Description & Purpose** *The Engineering Department provides leadership, administration and technical expertise for implementation of the City's public works infrastructure program. The Department is also responsible for administration of the Board of Public Works, which is the primary contracting body of the City.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	1,490,080	1,607,494	1,357,461	622,800	1,109,898	(247,563)	-18.2%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	12,282	-	-	-	-	-	-
Charges for Services	-	51,776	30,000	-	-	(30,000)	-100.0%
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	44,830	24,968	6,100	4,136	6,100	-	0.0%
Transfers In (Engineering Salaries)	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,547,192</b>	<b>1,684,238</b>	<b>1,393,561</b>	<b>626,936</b>	<b>1,115,998</b>	<b>(277,563)</b>	<b>-19.9%</b>
<b>Expenditures by Cost Center</b>							
Engineering Office	1,021,364	1,350,554	928,045	394,178	934,530	6,485	0.7%
Utility & Other Fund Personnel Costs	351,804	-	-	-	-	-	-
Liability Insurance Allocation	174,024	333,684	465,516	232,758	181,468	(284,048)	-61.0%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,547,192</b>	<b>1,684,238</b>	<b>1,393,561</b>	<b>626,936</b>	<b>1,115,998</b>	<b>(277,563)</b>	<b>-19.9%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	805,916	836,565	462,817	213,966	442,910	(19,907)	-4.3%
Fringe Benefits	234,607	250,377	156,645	77,077	148,401	(8,244)	-5.3%
Other Personnel costs	15,640	16,255	17,610	5,091	17,610	-	0.0%
<b>Total Personnel</b>	<b>1,056,163</b>	<b>1,103,197</b>	<b>637,072</b>	<b>296,134</b>	<b>608,921</b>	<b>(28,151)</b>	<b>-4.4%</b>
<b>Supplies</b>	<b>28,467</b>	<b>15,081</b>	<b>18,624</b>	<b>7,938</b>	<b>18,741</b>	<b>117</b>	<b>0.6%</b>
Professional Services (31xx)	69,670	51,772	143,966	43,916	178,983	35,017	24.3%
Comm/Transportation(32xx)	11,413	8,609	11,000	4,676	12,500	1,500	13.6%
Printing & Advertising (33xx)	1,494	769	2,400	609	2,200	(200)	-8.3%
Insurance (34xx)	174,024	333,684	465,516	232,758	181,468	(284,048)	-61.0%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	70,814	81,647	86,808	30,030	87,355	547	0.6%
Debt Service - Principal	-	-	11,000	620	6,900	(4,100)	-37.3%
Debt Service - Interest & Fees	-	-	1,000	42	830	(170)	-17.0%
Other Services & Charges (39xx)	11,518	45,296	16,175	10,214	18,100	1,925	11.9%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	89,724	35,784	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>428,657</b>	<b>557,561</b>	<b>737,865</b>	<b>322,864</b>	<b>488,336</b>	<b>(249,529)</b>	<b>-33.8%</b>
<b>Capital</b>	<b>33,905</b>	<b>8,399</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>1,547,192</b>	<b>1,684,238</b>	<b>1,393,561</b>	<b>626,936</b>	<b>1,115,998</b>	<b>(277,563)</b>	<b>-19.9%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
Non-Bargaining	15.00	15.00	8.20	10.20	6.56	(1.64)	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	1.46	1.46	1.81	3.60	2.19	0.38	
<b>Total FTE's</b>	<b>16.46</b>	<b>16.46</b>	<b>10.01</b>	<b>13.80</b>	<b>8.75</b>	<b>(1.26)</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

**2013 Budget:** "Same staffing structure proposed for 2013 as in 2012. The reduction in FTE's and personnel costs is the result of a change back to the direct posting of salaries to public works cost centers based on work performed through the payroll system. This method existed in 2010 but was changed for 2011 and 2012. In 2011, certain city-wide costs such as electricity for street lights and telephone expenses were transferred from the Engineering budget to the COIT fund budget. In 2013, the liability insurance allocation of \$126,180 formerly paid by the LRSA fund will be paid from the Engineering budget, freeing up money for road projects. Deputy Public Works Director position added for 2014.

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name Engineering

Fund Number 101-0602

**2013 Accomplishments/Outcomes (4-10 required)**

- Implemented a public education and outreach policy
- Completed 2013 CSO capital projects
- Continue to improve IOC implementation
- Completed Fire Station #5
- Fire Training Facility 80% complete
- Completed Optimatics CSO study

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Improve public outreach program to inform the public of capital projects
- Complete design and construction of 2013 CSO projects
- Support the Community and the Department of Community Investment in the design and construction of capital projects
- Support the Mayor's initiative to create more two-way streets in the downtown area
- Implement the IBM IOC system and share the concept with other departments for their use
- Implement the vision for CSO green solutions
- Develop O&M protocol for LID practices
- Add a Deputy Public Works Director position to help manage the large amount of activity in Public Works

**City Strategy  
Number**

2,3  
2  
1,2  
3  
1  
2  
2  
2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Obtain bond funding for CSO project
- Converting the downtown form one-way street to two-way streets

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Monthly Project Update Meetings	1	Output	12	Not Available	5	12
- Number of public outreach events	2	Output	20	Not Available	10	20
- #of CSO projects/ % under budget	2	Output/Efficiency	6/100%	Not Available	4/100%	6/100%
- Project Scoping Meetings	1	Output	10	Not Available	4	10
- Monthly Project Update Meetings	1	Output	12	Not Available	5	12

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Engineering Staff Vehicles (5)	Lease	-	25,000	25,000	25,000	-	75,000
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			-	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	-	<b>75,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

1 Replace five Engineering staff vehicles with mid-size hybrid vehicles for great fuel efficiency. Replace one vehicle per year through a five year lease.  
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**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Traffic and Lighting **Fund Number** 101-0607

**Department Description & Purpose** *Covers the personnel costs of the sign artist and also supplies and services related to the maintenance of traffic signals, street lights and painting of streets. The majority of personnel costs for traffic and lighting were transferred to MVH fund 202 during 2009 because of property tax reform. The balance of the Traffic and Lighting Department costs will be transferred to the MVH Fund in 2013.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	1,680,813	649,980	111,815	109,286	-	(111,815)	-100.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	11,247	33,181	-	250	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,692,060</b>	<b>683,161</b>	<b>111,815</b>	<b>109,536</b>	<b>-</b>	<b>(111,815)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Traffic & Lighting	1,692,060	683,161	111,815	109,536	-	(111,815)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,692,060</b>	<b>683,161</b>	<b>111,815</b>	<b>109,536</b>	<b>-</b>	<b>(111,815)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	77,665	96,226	-	-	-	-	-
Fringe Benefits	65	-	-	-	-	-	-
Other Personnel costs	17,816	20,264	-	-	-	-	-
<b>Total Personnel</b>	<b>95,546</b>	<b>116,490</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>651,380</b>	<b>475,719</b>	<b>110,148</b>	<b>108,172</b>	<b>-</b>	<b>(110,148)</b>	<b>-100.0%</b>
Professional Services (31xx)	9,422	16,671	168	-	-	(168)	-100.0%
Comm/Transportation(32xx)	1,228	1,230	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	5,693	1	0	-	(1)	-100.0%
Repairs & Maintenance (36xx)	928,873	53,403	1,266	1,132	-	(1,266)	-100.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	2,455	5,455	232	232	-	(232)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	3,156	684	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>945,134</b>	<b>83,136</b>	<b>1,667</b>	<b>1,364</b>	<b>-</b>	<b>(1,667)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>7,816</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>1,692,060</b>	<b>683,161</b>	<b>111,815</b>	<b>109,536</b>	<b>-</b>	<b>(111,815)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	1.00	1.00	-	-	-	-	-
Part-Time /Seasonal/Temporary	2.00	2.00	-	-	-	-	-
<b>Total FTE's</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 The Traffic & Lighting budget in the General Fund was transferred to the MVH Fund (Street Department) fund in 2013 in order to get all of the cost of street operations and maintenance in one fund and to eliminate the cost burden from the General Fund which is supported by property taxes.



**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Police **Fund Number** 101-0801

**Department Description & Purpose** Police Department operating costs are accounted for in this department. Other Police Department personnel costs are paid for in the Public Safety LOIT fund.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	22,472,358	23,189,018	23,434,876	10,696,438	23,675,108	240,232	1.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	817,765	1,022,206	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	7,500	-	7,500	-	7,500	-	0.0%
Other Income	395,396	394,118	353,000	169,325	330,200	(22,800)	-6.5%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>23,693,019</b>	<b>24,605,342</b>	<b>23,795,376</b>	<b>10,865,763</b>	<b>24,012,808</b>	<b>217,432</b>	<b>0.9%</b>
<b>Expenditures by Cost Center</b>							
Police Department	23,693,019	24,605,342	23,795,376	10,865,763	24,012,808	217,432	0.9%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>23,693,019</b>	<b>24,605,342</b>	<b>23,795,376</b>	<b>10,865,763</b>	<b>24,012,808</b>	<b>217,432</b>	<b>0.9%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	14,575,954	14,942,401	14,905,296	7,040,901	15,524,656	619,360	4.2%
Fringe Benefits	4,387,820	4,970,855	4,735,792	2,240,003	5,067,253	331,461	7.0%
Other Personnel costs	313,923	329,102	328,795	156,101	328,795	-	0.0%
<b>Total Personnel</b>	<b>19,277,697</b>	<b>20,242,358</b>	<b>19,969,883</b>	<b>9,437,005</b>	<b>20,920,704</b>	<b>950,821</b>	<b>4.8%</b>
<b>Supplies</b>	<b>1,321,646</b>	<b>1,181,221</b>	<b>652,988</b>	<b>230,460</b>	<b>362,153</b>	<b>(290,835)</b>	<b>-44.5%</b>
Professional Services (31xx)	21,272	92,858	235,590	75,082	100,840	(134,750)	-57.2%
Comm/Transportation(32xx)	84,024	153,208	240,380	61,925	171,800	(68,580)	-28.5%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	1,105,668	1,101,420	1,154,868	579,198	1,106,148	(48,720)	-4.2%
Utilities (35xx)	241,969	211,507	258,495	102,756	246,250	(12,245)	-4.7%
Repairs & Maintenance (36xx)	1,384,878	1,295,780	753,048	232,986	955,718	202,670	26.9%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	164,503	189,480	246,543	115,733	109,195	(137,348)	-55.7%
Grants & Subsidies	-	16,610	-	2,221	40,000	40,000	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	11,592	26,076	25,185	-	-	(25,185)	-100.0%
<b>Total Service &amp; Charges</b>	<b>3,013,906</b>	<b>3,086,939</b>	<b>2,914,109</b>	<b>1,169,902</b>	<b>2,729,951</b>	<b>(184,158)</b>	<b>-6.3%</b>
<b>Capital</b>	<b>79,770</b>	<b>94,824</b>	<b>258,396</b>	<b>28,396</b>	<b>-</b>	<b>(258,396)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>23,693,019</b>	<b>24,605,342</b>	<b>23,795,376</b>	<b>10,865,763</b>	<b>24,012,808</b>	<b>217,432</b>	<b>0.9%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
Non-Bargaining	34.00	34.00	34.00	31.00	34.00	-	-
Bargaining	226.00	220.00	213.00	208.00	213.00	-	-
Part-Time /Seasonal/Temporary	45.00	31.00	46.00	18.00	46.00	-	-
<b>Total FTE's</b>	<b>305.00</b>	<b>285.00</b>	<b>293.00</b>	<b>257.00</b>	<b>293.00</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Gasoline costs in the amount of \$897,371 have were transferred to the COIT fund for 2013. Replacement of police patrol cars is included in the budget for the Cumulative Capital Development Fund 406. Auto repair costs of \$700,628 were transferred to the EDIT fund for 2013. In 2014, certain gasoline and auto repairs costs were transferred to COIT and EDIT to balance the General Fund but to maintain necessary funding for the police department.

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name Police

Fund Number 101-0801

**2013 Accomplishments/Outcomes (4-10 required)**

- Increased Police Directed Patrols (Downtown, East Race)
- Walking Patrols (Neighborhood Beats)
- Expanded Police-Youth Programs (Police Athletic League)
- Communication Center Upgrade
- Conversion to 800 Mhz State-wide Radio System
- Downtown Police Substation
- Remote Access to Law Enforcement and COSB Databases
- Expanded Crime Prevention Programs and Partnerships (Crime Reports)
- Expanded Police-Youth Programs (Police Athletic League, SRO Program)

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Communication Center Upgrade

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Increased Directed Patrols	ED	Output	700	2375	1537	800
- Increase Youth Programs	GG	Output	650	553	600	650
- Assist with Public Event	GG	Output	100	65	100	100
-Total Part 1 Crime	BE	Output	5000	5483	5500	5000
- Aggravated Assault Firearm	BE	Output	80	105	90	85
- Persons Shot	BE	Output	80	103	90	85
- Shots Fired (New Tracking Field)	BE	Output	80	-	90	85
- Police Dispatches	BE	Output	90,000	89,615	92,000	90000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	187,942	192,761	197,704	98,852	197,704	-
Supplies	38,670	38,884	42,000	20,260	42,000	-
Maintenance Services	310,426	287,786	360,703	85,593	376,542	15,839
Professional Services	-	-	-	-	-	-
Other Services	46,259	105,580	151,850	39,842	152,600	750
Capital	31,546	-	265,000	-	-	(265,000)
<b>Total Expenditures</b>	<b>614,843</b>	<b>625,011</b>	<b>1,017,257</b>	<b>244,547</b>	<b>768,846</b>	<b>(248,411)</b>

Information Tech. Staffing (FTE's) -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2								-
3								-
4	(patrol vehicles funded through COIT Fund 404)		-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
19	City Camera Surveillance System	Cash	100,000	100,000	50,000	50,000	50,000	350,000
20	Digital Evidence Storage System	Cash	60,000	-	-	-	-	60,000
21	Communication Center Consolidation	Pending	-	-	-	-	-	-
22	(discussion on issue and funding is ongoing)		-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>160,000</b>	<b>100,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>410,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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19 Surveillance Cameras: expand existing surveillance system  
20 Digital Evidence Systems: increase accessibility and efficiency of stored digital evidence.  
21 Comm. Center Consolidation: Consolidation of PSAPS to state mandated number by 2014.  
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**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

<b>Department Name</b>	<b>Communications Center</b>				<b>Fund Number</b>	<b>101-0802</b>	
<b>Department Description &amp; Purpose</b>	Responsible for the operations of the Communications Center to assist local public safety with dispatch of emergency personnel.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	1,675,971	1,957,028	2,111,560	787,870	2,236,513	124,953	5.9%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	215,000	-	215,000	215,000	-	(215,000)	-100.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,890,971</b>	<b>1,957,028</b>	<b>2,326,560</b>	<b>1,002,870</b>	<b>2,236,513</b>	<b>(90,047)</b>	<b>-3.9%</b>
<b>Expenditures by Cost Center</b>							
Communications Center	1,890,971	1,957,028	2,326,560	1,002,870	2,235,916	(90,644)	-3.9%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,890,971</b>	<b>1,957,028</b>	<b>2,326,560</b>	<b>1,002,870</b>	<b>2,235,916</b>	<b>(90,644)</b>	<b>-3.9%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,365,244	1,426,280	1,663,569	723,192	1,569,290	(94,279)	-5.7%
Fringe Benefits	502,626	505,560	633,783	267,069	640,717	6,934	1.1%
Other Personnel costs	-	165	660	330	660	-	0.0%
<b>Total Personnel</b>	<b>1,867,870</b>	<b>1,932,005</b>	<b>2,298,012</b>	<b>990,591</b>	<b>2,210,667</b>	<b>(87,345)</b>	<b>-3.8%</b>
<b>Supplies</b>	<b>2,756</b>	<b>2,358</b>	<b>4,029</b>	<b>1,246</b>	<b>4,029</b>	<b>-</b>	<b>0.0%</b>
Professional Services (31xx)	-	-	264	132	264	-	0.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	3,072	3,480	3,528	1,764	7,761	4,233	120.0%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	16,032	16,656	18,692	8,766	11,160	(7,532)	-40.3%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	1,205	2,085	2,035	372	2,035	-	0.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	36	444	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>20,345</b>	<b>22,665</b>	<b>24,519</b>	<b>11,034</b>	<b>21,220</b>	<b>(3,299)</b>	<b>-13.5%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>1,890,971</b>	<b>1,957,028</b>	<b>2,326,560</b>	<b>1,002,870</b>	<b>2,235,916</b>	<b>(90,644)</b>	<b>-3.9%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>597</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	37.00	35.00	38.00	36.00	38.00	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>37.00</b>	<b>35.00</b>	<b>38.00</b>	<b>36.00</b>	<b>38.00</b>	<b>-</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							
The County 911 funding is \$215,000 per year. The 2012 County 911 funding was received in January, 2013. For the 2014 budget, the State Board of Accounts is requiring that this funding, and related expenses, be accounted for in a separate fund 244. Three Communication Supervisor positions and fringe benefits are being transferred to this new fund.							

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name Communications Center

Fund Number 101-0802

**2013 Accomplishments/Outcomes (4-10 required)**

- Communications Center Upgrade to 800 Mhz
- Conversion to 800 Mhz State-wide Radio System

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

- Increase retention rate of new employees
- Increase video surveillance capabilities (communication center)
- Increase manpower (addition of 4 dispatchers)
- Continue Consolidation of Communication Centers

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6  
6  
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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Increase new dispatcher retention rate (increased job satisfaction, decrease overtime)
- Increased video surveillance capabilities (depending on funding and additional dispatchers)
- Consolidation Communication Centers

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Retention of New Personnel		Efficiency	50%			50%
Monitor Surveillance Camera		Output	100	0	0	7
Police Dispatches		Output		92,808	90,000	92,000
Fire/EMS Dispatches		Output		15,458	15,000	15,500

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013		2014 Proposed Budget	Variance 2013-2014
			Amended Budget	6/30/13 Actual		
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	15,600	16,356	17,532	8,766	10,000	(7,532)
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>15,600</b>	<b>16,356</b>	<b>17,532</b>	<b>8,766</b>	<b>10,000</b>	<b>(7,532)</b>

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

<b>Department Name</b>	<b>Public Safety LOIT</b>				<b>Fund Number</b>	<b>101-0805</b>	
<b>Department Description &amp; Purpose</b>	Responsible for the police personnel costs using funds revenues that are collected through the PS LOIT tax fund 249 and transferred.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	2,769,344	3,112,460	3,968,567	2,002,467	-	(3,968,567)	-100.0%
<b>Total Revenue</b>	<b>2,769,344</b>	<b>3,112,460</b>	<b>3,968,567</b>	<b>2,002,467</b>	<b>-</b>	<b>(3,968,567)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Police Public Safety LOIT	2,641,808	3,062,729	3,968,567	2,002,467	-	(3,968,567)	-100.0%
Transfer Funds Back to Fund 249	127,536	49,731	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,769,344</b>	<b>3,112,460</b>	<b>3,968,567</b>	<b>2,002,467</b>	<b>-</b>	<b>(3,968,567)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,973,313	2,242,233	2,942,411	1,407,451	-	(2,942,411)	-100.0%
Fringe Benefits	59,899	51,815	938,642	457,623	-	(938,642)	-100.0%
Other Personnel costs	608,596	768,681	87,514	32,236	-	(87,514)	-100.0%
<b>Total Personnel</b>	<b>2,641,808</b>	<b>3,062,729</b>	<b>3,968,567</b>	<b>1,897,310</b>	<b>-</b>	<b>(3,968,567)</b>	<b>-100.0%</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	127,536	49,731	-	105,157	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>127,536</b>	<b>49,731</b>	<b>-</b>	<b>105,157</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>2,769,344</b>	<b>3,112,460</b>	<b>3,968,567</b>	<b>2,002,467</b>	<b>-</b>	<b>(3,968,567)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	34.00	37.00	47.00	46.00	-	(47.00)	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>34.00</b>	<b>37.00</b>	<b>47.00</b>	<b>46.00</b>	<b>-</b>	<b>(47.00)</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							
The Police Public Safety LOIT department in the General Fund was created in 2011 to account for police personnel costs funded by the .25% income tax. The tax is deposited in Fund 249 and transferred to the General Fund quarterly to cover costs incurred. A reconciliation and settlement of revenue and costs is prepared quarterly and any unspent funds are returned to Fund 249. This department is being eliminated for 2014 as expenditures will be made directly from Fund 249.							

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**2013 Accomplishments/Outcomes (4-10 required)**

-Increased Police Directed Patrol (Downtown, East Race)  
 -Walking Patrols (Neighborhood Beats)  
 -Expanded Police-Youth Programs (Police Athletic League)  
 -Expanded Crim Prevention Programs and Partnerships (Crime Reports)

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

-Expanded Crime Prevention Initiatives and Programs	6
-Develop Predictive Policing Strategies and Patrols	6
-Increased Police Directed Patrols (Downtown, East Race, Eddy Street Commons, Neighborhoods)	1
-Expanded Police-Youth Programs (Police Athletic League, SRO Program)	1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
-Law Enforcement Training		Output	313		300	313

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

**Explain Significant Information Technology Trends and Changes Below:**





## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name

Fire Department

Fund Number

101-0901

**2013 Accomplishments/Outcomes (4-10 required)**

- Purchase of new turn-out gear for all members of the department
- Purchase of new dual-band portable radios; allows department members greater interoperability with community partners
- Purchase of new self-contained breathing apparatus for department; 80% of this purchase is covered by obtaining Assistance to Firefighters Grant (federal)
- The Department has begun the accreditation process through the Commission on Fire Accreditation International
- Completion of application and hiring process for a new hiring list to be effective 1/1/2013; emphasis is on minority recruitment/increase diversity
- Renegotiate County Ambulance Contract; adjusting for need in St. Joseph County with our partners in county government

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- |                                                                                                                                                                                                                                            |   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| -Completion of new training facility; will give Department personnel place to improve effectiveness and safe operations                                                                                                                    | 2 |
| -Purchase of 2 new pumper/engine fire apparatus and one aerial truck. New vehicles will decrease maintenance/fuel                                                                                                                          | 5 |
| -Reduce Departmental energy consumption by 10%; this includes fuel, electricity, and natural gas usage                                                                                                                                     | 2 |
| -Purchase and implementation of video-conferencing training system that is regionalized with Clay Fire Territory; this will lead to greater training opportunities for our members while decreasing costs and out of service time for rigs | 5 |

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Creation of Medic 5; while this adds to city manpower, there may be opportunities to use current highly trained county manpower to cover this assignment. There will also be an opportunity to cover some cost with the new city ambulance call volume previously lost to outside agencies
- Identification of plan for fire station replacement/redistricting. Challenge - funding sources; Opportunities - providing much better service to citizens due to better response times, providing potential public stimulus and economic opportunities and business development in several areas of the city

**Key Performance Indicators**

Measure	Mayor Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
<6 min response time for emergencies		Effectiveness	90%			75%
12 lead EKG acquisition w/ 10 min		Efficiency	100%	90%	90%	100%
< Fuel Consumption		Outcome	<fuel 10%	65065gal	67500gal	58351

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	50,000	25,000	25,000	-	25,000	-
Supplies	-	-	-	-	-	-
Maintenance Services	150,000	150,000	150,000	-	151,904	1,904
Professional Services	-	-	-	-	10,000	10,000
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>200,000</b>	<b>175,000</b>	<b>175,000</b>	<b>-</b>	<b>186,904</b>	<b>11,904</b>

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

We have no FTE's associated with IT for the Fire Department, personell costs are estimates based on overtime for firefighters who perform IT tasks on off days and professional services for temporary staffing. The Fire Department relies heavily on several IT platforms, from our Computer Aided Dispatch, reporting for Fire and EMS calls as well as scheduling solutions and EMS billing. Many of these platforms are counted on to function 24/7/365.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** PS LOIT Fire **Fund Number** 101-0905

**Department Description & Purpose** Responsible for the fire personnel costs using funds revenues that are collected through the PS LOIT tax fund 249 and transferred. The Public Safety LOIT tax rate is .25% and this money is spent for police and fire department personnel costs.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	2,207,624	2,364,074	3,133,190	1,566,595	-	(3,133,190)	-100.0%
<b>Total Revenue</b>	<b>2,207,624</b>	<b>2,364,074</b>	<b>3,133,190</b>	<b>1,566,595</b>	<b>-</b>	<b>(3,133,190)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Fire Department	2,120,170	2,238,369	3,133,190	1,111,172	-	(3,133,190)	-100.0%
Transfers Returned to Fund 249	87,454	125,705	-	455,423	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,207,624</b>	<b>2,364,074</b>	<b>3,133,190</b>	<b>1,566,595</b>	<b>-</b>	<b>(3,133,190)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,577,725	1,619,652	2,275,679	823,904	-	(2,275,679)	-100.0%
Fringe Benefits	520,980	597,252	799,011	275,793	-	(799,011)	-100.0%
Other Personnel costs	21,465	21,465	58,500	11,475	-	(58,500)	-100.0%
<b>Total Personnel</b>	<b>2,120,170</b>	<b>2,238,369</b>	<b>3,133,190</b>	<b>1,111,172</b>	<b>-</b>	<b>(3,133,190)</b>	<b>-100.0%</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	87,454	125,705	-	455,423	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>87,454</b>	<b>125,705</b>	<b>-</b>	<b>455,423</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>2,207,624</b>	<b>2,364,074</b>	<b>3,133,190</b>	<b>1,566,595</b>	<b>-</b>	<b>(3,133,190)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	29.00	27.00	39.00	-	-	(39.00)	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>29.00</b>	<b>27.00</b>	<b>39.00</b>	<b>-</b>	<b>-</b>	<b>(39.00)</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 LOIT covers Salaries and Benefits for 33 full time Firefighters. A separate Fire Department LOIT department was created in 2010 to account for expenditures separately from regular Fire Department costs. Funding is received from transfers in from the Public Safety LOIT Fund 249. The Public Safety LOIT is shared with the Police Department and the income tax rate is .25%. Additional Public Safety LOIT money held in reserves is being transferred in 2013 to pay for additional firefighters.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name PS LOIT Fire

Fund Number 101-0905

**2013 Accomplishments/Outcomes (4-10 required)**

-Purchase of new turn-out gear for all members of the department  
 -Purchase of new dual-band portable radios; allows department members greater interoperability with community partners  
 -Purchase of new self-contained breathing apparatus for department; 80% of this purchase is covered by obtaining Assistance to Firefighters Grant (federal)  
 -The Department has begun the accreditation process through the Commission on Fire Accreditation International  
 -Completion of application and hiring process for a new hiring list to be effective 1/1/2013; emphasis is on minority recruitment/increase diversity  
 -Renegotiate County Ambulance Contract; adjusting for need in St. Joseph County with our partners in county government

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

To continue to offset pressure on the general fund keeping the Fire Department staffed at full strength  
 -Completion of new training facility; will give Department personnel place to improve effectiveness and safe operations  
 -Purchase of 2 new pumper/engine fire apparatus and one aerial truck. New vehicles will decrease maintenance/fuel  
 -Reduce Departmental energy consumption by 10%; this includes fuel, electricity, and natural gas usage  
 -Purchase and implementation of video-conferencing training system that is regionalized with Clay Fire Territory; this will lead to greater training opportunities for our members while decreasing costs and out of service time for rigs

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

-Creation of Medic 5; while this adds to city manpower, there may be opportunities to use current highly trained county manpower to cover this assignment. There will also be an opportunity to cover some cost with the new city ambulance call volume previously lost to outside agencies  
 -Identification of plan for fire station replacement/redistricting. Challenge - funding sources; Opportunities - providing much better service to citizens due to better response times, providing potential public stimulus and economic opportunities and business development in several areas of the city

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
<6 min response time for emergencies		Effectiveness	90%			75%
12 lead EKG acquisition w/ 10 min		Efficiency	100%	90%	90%	100%
< Fuel Consumption		Outcome	<fuel 10%	65065gal	67500gal	58351

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2013			6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
	2011 Actual	2012 Actual	Amended Budget			
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Human Rights **Fund Number** 101-1008

**Department Description & Purpose** To account for expenditures to prevent discrimination and to promote human rights.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	254,956	275,176	346,237	152,367	367,262	21,025	6.1%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	242	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>254,956</b>	<b>275,176</b>	<b>346,237</b>	<b>152,609</b>	<b>367,262</b>	<b>21,025</b>	<b>6.1%</b>
<b>Expenditures by Cost Center</b>							
Investigation	254,956	275,176	346,237	152,609	367,262	21,025	6.1%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>254,956</b>	<b>275,176</b>	<b>346,237</b>	<b>152,609</b>	<b>367,262</b>	<b>21,025</b>	<b>6.1%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	170,045	174,699	192,537	89,654	202,147	9,610	5.0%
Fringe Benefits	52,735	57,215	64,297	31,272	70,105	5,808	9.0%
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>222,780</b>	<b>231,914</b>	<b>256,834</b>	<b>120,926</b>	<b>272,252</b>	<b>15,418</b>	<b>6.0%</b>
<b>Supplies</b>	<b>4,099</b>	<b>3,523</b>	<b>3,861</b>	<b>1,537</b>	<b>2,394</b>	<b>(1,467)</b>	<b>-38.0%</b>
Professional Services (31xx)	-	-	1,608	804	306	(1,302)	-81.0%
Comm/Transportation(32xx)	7,657	8,157	7,992	818	7,992	-	0.0%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	3,924	4,404	4,524	2,262	1,124	(3,400)	-75.2%
Utilities (35xx)	3,578	3,077	5,106	-	5,106	-	0.0%
Repairs & Maintenance (36xx)	12,572	13,527	17,012	5,083	17,598	586	3.4%
Debt Service - Principal	-	-	45,000	20,879	-	(45,000)	-100.0%
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	322	9,470	1,300	300	46,300	45,000	3461.5%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	24	1,104	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>28,077</b>	<b>39,739</b>	<b>82,542</b>	<b>30,146</b>	<b>78,426</b>	<b>(4,116)</b>	<b>-5.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>-</b>	<b>14,190</b>	<b>11,190</b>	<b>373.0%</b>
<b>Total Expenditures by Type</b>	<b>254,956</b>	<b>275,176</b>	<b>346,237</b>	<b>152,609</b>	<b>367,262</b>	<b>21,025</b>	<b>6.1%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014	
Non-Bargaining	4.00	4.00	4.00	4.00	4.00	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	0.48	-	0.75	0.27	
<b>Total FTE's</b>	<b>4.00</b>	<b>4.00</b>	<b>4.48</b>	<b>4.00</b>	<b>4.75</b>	<b>0.27</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 The Common Council approved the lease of office space for the Human Rights Department at 319 Niles Avenue beginning in 2012 at a cost of \$3,750 per month or \$45,000 per year. Higher health insurance and PERF retirement rates. Central Services administration fee of \$306 decreased for 2014 by \$1,302 and moved to the professional services account category. The Human Rights Department has two additional employees who are paid from grants in Fund 258. Addition of 1,040 hours is requested for temporary administrative personnel in 2013 for administrative support.

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name

Human Rights

Fund Number

101-1008

**2013 Accomplishments/Outcomes (4-10 required)**

Hosted the annual Human Rights Fair Housing training and Awards and scholarships totaling 3,500.  
 Did Diversity Training for new Police Officers on three separate occasions in South Bend.  
 Set up an informational booth at the annual policemen's night out in Howard park.  
 Performed a training at the Martin Luther King celebration concerning the Human Rights Commission.  
 Set up a meeting with Penny Hughes, Deb Block, Mayor Dave Wood, Dave Thomas, Mike Compton, Laura Wagley, and Lou Ann Hazen to discuss bringing Mishawaka on board as far as the Commission investigating their discrimination cases.  
 Successfully placed a fair housing ad on all local movie screens in the area.  
 Met contractual obligations for EEOC and HUD.  
 Partnered with the Latino radio station, the South Bend Tribune, WUBS and soon with WUBU in an effort to get the word out about Human Rights. Continue to utilize a HUD partnership grant to educate and reach out toward St. Joseph County.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Keep contractual relationships with the Equal Employment Opportunity Commission and the U S Department of Housing and Urban Development by reaching our case production numbers prior to the end of the contractual period.	1,2
Establish a policy where all cases filed with the Commission must be completed within 180 days or less with an exception for those cases that require legal intervention. Those cases must be completed within 360 days.	1,2
Continue to work with the city of Mishawaka and the County to insure that all of the citizens of Saint Joseph County are insured of equal opportunity. Get the Commission compensated for investigating the additional cases from those areas.	1,2,3
Through education and outreach make a steadfast effort to assist Respondents work with the commission. We will also make complainants more aware of how the Commission works and why it works the way that it does creating a better process.	1,2
Challenge Staff as well as the Commissioners to find better venues to train, investigate, conciliate, mediate and resolve issues in an efficient manner. Find ways to reward innovation and new ideas non-monetarily as well as monetary.	2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Eliminating discrimination in our community while continually maintaining enough resources to keep the Commission effective and a valued part of the community.  
 Valuing Diversity in our community and teaching others the benefits of a diverse community. Getting others to realize that diversity strengthens our community through inclusion of all types of people. All races, colors, sexes, sexual orientations, national origins, differently abled as well as all religions and political affiliations.  
 Utilize the commission's new office as a means to continue to work with various groups to further educate our community on equal rights. We must make effective use of all media during this transition. We must also make effective use of any down time.  
 Maintaining our contract numbers with the Equal Employment Opportunity Commission and the U S Department of Housing and Urban Development when the number of actual charges filed is decreasing. Determining whether the number of charges are decreasing due to the Commission's success in iradicating discriminatory prejudices and behavior.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Number of trainings performed.	1,2	output	6	6	8	8
Number of Housing Trainings	1,2	output	6	8	8	8
Number of cases investigated	1,2	output	100	106	104	104
Number of inquiries handled	1,2	effectiveness	100	107	100	100
Number of probable causes	1,2	outcome	10	8	10	10
Number of No Causes	1,2	outcome,effect	86	77	80	80
Number of total inquiries handled in the city as well as St. Joseph County	1,2	effectiveness	1200	1007	1000	1000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	3,648	2,592	2,724	1,362	3,310	586
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	14,190	14,190
<b>Total Expenditures</b>	<b>3,648</b>	<b>2,592</b>	<b>2,724</b>	<b>1,362</b>	<b>17,500</b>	<b>14,776</b>

Information Tech. Staffing (FTE's)

-	-	-	-	-
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**Explain Significant Information Technology Trends and Changes Below:**

File Bound Software package would allow Human Rights to push towards a paperless environment. Access could be granted to view a file, while still maintaining its confidential nature.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
18	Copier /fax/e-mail/printer	Lease	-	-	8,000	-	-	8,000
19	File Bound Software Package	Cash	14,190	-	-	-	-	14,190
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>14,190</b>	<b>-</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>22,190</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

1 In an effort to continue to spend the City's money in the most efficient manner, File Bound would allow the Commission to continue towards a paperless  
2 environment. We would be able to allow others to have access to only the information that they would need to see without jeopardizing the  
3 confidentiality on the entire file. We would be able to send EEOC documents or allow them access to a given file without sending the entire file. We would  
4 store confidential information until it was time to destroy same. The director could view an investigator's file without physically touching it. We already have  
5 the capability with TEAPOTS from HUD. Again, a legal request to obtain access to documents could be approved and given with actually providing the  
6 paperwork. If the entity making the request wanted copies of the documents that they wanted to see, they could copy or print only that information from any  
7 given file. Information could actually be stored in a cloud.  
8  
9 Needed to run an efficient office as well as conduct efficient trainings within the community.  
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**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

<b>Department Name</b>	<b>Code Enforcement</b>	<b>Fund Number</b>	<b>101-1201</b>
<b>Department Description &amp; Purpose</b>	To provide clean and safe properties by inspecting those properties and working with property owners to make the properties meet the environmental standards set forth in the City Ordinance.		

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	1,469,705	1,799,008	2,270,669	742,484	-	(2,270,669)	-100.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	272	-	-	-	-	-	-
Other Income	370	381	300	2,736	-	(300)	-100.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,470,347</b>	<b>1,799,389</b>	<b>2,270,969</b>	<b>745,220</b>	<b>-</b>	<b>(2,270,969)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Environmental	630,965	1,355,788	1,653,368	691,258	-	(1,653,368)	-100.0%
Vehicles	170,723	-	-	-	-	-	-
Animal Control	-	-	-	-	-	-	-
Housing	668,659	-	-	-	-	-	-
Graffiti and Mowing (Parks)	-	219,592	311,779	53,962	-	(311,779)	-100.0%
Illegal Dumping Crew (Solid Waste)	-	224,009	305,822	-	-	(305,822)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,470,347</b>	<b>1,799,389</b>	<b>2,270,969</b>	<b>745,220</b>	<b>-</b>	<b>(2,270,969)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	610,065	648,885	710,528	340,599	-	(710,528)	-100.0%
Fringe Benefits	209,286	229,604	262,315	123,030	-	(262,315)	-100.0%
Other Personnel costs	10,360	10,320	11,040	5,600	-	(11,040)	-100.0%
<b>Total Personnel</b>	<b>829,711</b>	<b>888,809</b>	<b>983,883</b>	<b>469,229</b>	<b>-</b>	<b>(983,883)</b>	<b>-100.0%</b>
<b>Supplies</b>	<b>72,005</b>	<b>82,963</b>	<b>89,757</b>	<b>50,300</b>	<b>-</b>	<b>(89,757)</b>	<b>-100.0%</b>
Professional Services (31xx)	2,826	4,767	64,630	21,769	-	(64,630)	-100.0%
Comm/Transportation(32xx)	36,210	38,171	34,188	17,196	-	(34,188)	-100.0%
Printing & Advertising (33xx)	15,221	17,612	32,500	10,420	-	(32,500)	-100.0%
Insurance (34xx)	155,856	103,452	99,552	49,775	-	(99,552)	-100.0%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	275,555	603,323	748,435	112,213	-	(748,435)	-100.0%
Debt Service - Principal	-	1,099	1,940	471	-	(1,940)	-100.0%
Debt Service - Interest & Fees	-	-	259	79	-	(259)	-100.0%
Other Services & Charges (39xx)	3,584	2,429	5,825	768	-	(5,825)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	47,667	52,000	52,000	13,000	-	(52,000)	-100.0%
Other Financing Uses (50xx)	552	4,764	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>537,471</b>	<b>827,617</b>	<b>1,039,329</b>	<b>225,691</b>	<b>-</b>	<b>(1,039,329)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>31,160</b>	<b>-</b>	<b>158,000</b>	<b>-</b>	<b>-</b>	<b>(158,000)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>1,470,347</b>	<b>1,799,389</b>	<b>2,270,969</b>	<b>745,220</b>	<b>-</b>	<b>(2,270,969)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014	
Non-Bargaining	15.50	15.50	16.50	17.30	-	(16.50)	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	0.54	0.54	0.54	0.40	-	(0.54)	
<b>Total FTE's</b>	<b>16.04</b>	<b>16.04</b>	<b>17.04</b>	<b>17.70</b>	<b>-</b>	<b>(17.04)</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Code Enforcement consolidated with Building Department Fund 600 for the 2014 budget.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**2013 Accomplishments/Outcomes (4-10 required)**

Citizens within four neighborhoods are experiencing cleaner neighborhoods with our assistance in four neighborhood clean up activities

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Residents and property owners will experience cleaner neighborhoods

3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Expedite the length of time to clean or cut a property utilizing the "work orders" software within Navaline

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Violation letters sent	3	output	10,000	12536	8979	0
Properties cleaned by the City	3	outcome	3000	4041	1637	0
Properties cleaned by the owner	3	outcome	4000	6318	1692	0

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

**Explain Significant Information Technology Trends and Changes Below:**



**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Code Hearing Officer **Fund Number** 101-1203

**Department Description & Purpose** Licensed privately practicing attorney paid to preside over Code Enforcement Hearings.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	44,848	46,231	40,000	12,478	-	(40,000)	-100.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>44,848</b>	<b>46,231</b>	<b>40,000</b>	<b>12,478</b>	<b>-</b>	<b>(40,000)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Environmental	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
Animal Control	-	-	-	-	-	-	-
Housing	44,848	46,231	40,000	12,478	-	(40,000)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>44,848</b>	<b>46,231</b>	<b>40,000</b>	<b>12,478</b>	<b>-</b>	<b>(40,000)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	44,848	46,231	40,000	12,478	-	(40,000)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>44,848</b>	<b>46,231</b>	<b>40,000</b>	<b>12,478</b>	<b>-</b>	<b>(40,000)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>44,848</b>	<b>46,231</b>	<b>40,000</b>	<b>12,478</b>	<b>-</b>	<b>(40,000)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Code Hearing Officer Fund consolidated with Building Department Fund 600 for the 2014 budget.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

<b>Department Name</b>	<b>Junk Vehicle</b>				<b>Fund Number</b>	<b>101-1204</b>	
<b>Department Description &amp; Purpose</b>	To promote a better living environment for all citizens of the City by removing abandoned and junk vehicles from the neighborhoods						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	100,531	41,757	29,829	27,606	-	(29,829)	-100.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	20,606	19,977	36,000	2,471	-	(36,000)	-100.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>121,137</b>	<b>61,734</b>	<b>65,829</b>	<b>30,077</b>	<b>-</b>	<b>(65,829)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Environmental	-	-	-	-	-	-	-
Vehicles	121,137	61,734	65,829	30,077	-	(65,829)	-100.0%
Animal Control	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>121,137</b>	<b>61,734</b>	<b>65,829</b>	<b>30,077</b>	<b>-</b>	<b>(65,829)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	34,411	34,688	37,764	16,375	-	(37,764)	-100.0%
Fringe Benefits	13,641	14,286	16,301	7,213	-	(16,301)	-100.0%
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>48,052</b>	<b>48,974</b>	<b>54,065</b>	<b>23,588</b>	<b>-</b>	<b>(54,065)</b>	<b>-100.0%</b>
<b>Supplies</b>	<b>1,217</b>	<b>983</b>	<b>1,082</b>	<b>539</b>	<b>-</b>	<b>(1,082)</b>	<b>-100.0%</b>
Professional Services (31xx)	-	262	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	3,794	2,537	3,867	2,739	-	(3,867)	-100.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	6,372	6,144	6,815	3,211	-	(6,815)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	36	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>10,202</b>	<b>8,943</b>	<b>10,682</b>	<b>5,950</b>	<b>-</b>	<b>(10,682)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>61,666</b>	<b>2,834</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>121,137</b>	<b>61,734</b>	<b>65,829</b>	<b>30,077</b>	<b>-</b>	<b>(65,829)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	1.00	1.00	1.00	-	-	(1.00)	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>(1.00)</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							
Junk Vehicle consolidated with Building Department Fund 600 for the 2014 budget.							

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name

Fund Number

**2013 Accomplishments/Outcomes (4-10 required)**

Residents will live in areas free of abandoned vehicles

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Vehicles tagged	3	output	Violators	591	407	0
Vehicles towed	3	outcome	Violators	58	50	0

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Unsafe Building **Fund Number** 101-1205

**Department Description & Purpose** To provide safe housing by inspecting structures and working with property owners to make sure the inspected structure meets standards set out in the City Ordinance.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	(16,997)	(170,935)	(49,316)	(192,068)	-	49,316	-100.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	81,618	239,639	103,000	206,815	-	(103,000)	-100.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>64,621</b>	<b>68,704</b>	<b>53,684</b>	<b>14,747</b>	<b>-</b>	<b>(53,684)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Environmental	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
Animal Control	-	-	-	-	-	-	-
Housing	64,621	68,704	53,684	14,747	-	(53,684)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>64,621</b>	<b>68,704</b>	<b>53,684</b>	<b>14,747</b>	<b>-</b>	<b>(53,684)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	64,621	68,704	53,684	14,747	-	(53,684)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>64,621</b>	<b>68,704</b>	<b>53,684</b>	<b>14,747</b>	<b>-</b>	<b>(53,684)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>64,621</b>	<b>68,704</b>	<b>53,684</b>	<b>14,747</b>	<b>-</b>	<b>(53,684)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Unsafe Building consolidated with Building Department Fund 600 for the 2014 budget.

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

Department Name Unsafe Building

Fund Number 101-1205

**2013 Accomplishments/Outcomes (4-10 required)**

Substandard properties demolished  
Housing files closed

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

	City Strategy Number
Residents and landlords will have access to housing that meets minimum maintenance requirements	1,2
Residents and landlords will experience a stabilization or increase in actual property values	1,2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Identify additional funding for demolitions  
Provide an updated count of vacant and abandoned properties by utilizing inspectors laptops in the field  
Continue to evaluate landlord registration through the Neighborhood Resources Corporation

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Housing inspections performed	3	output	9600	9481	9500	0
Structures demolished	3	outcome	400	25	100	0
Hearings held	3	output	1050	1051	1050	0

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013		2014 Proposed Budget	Variance 2013-2014
			Amended Budget	6/30/13 Actual		
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 General Fund Budget Departmental Summary**

**Department Name** Animal Control **Fund Number** 101-1207

**Department Description & 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.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	446,958	530,072	542,611	253,705	-	(542,611)	-100.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	54,338	-	52,400	24,691	-	(52,400)	-100.0%
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	288	266	1,100	86	-	(1,100)	-100.0%
Other Income	-	410	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>501,584</b>	<b>530,748</b>	<b>596,111</b>	<b>278,482</b>	<b>-</b>	<b>(596,111)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Environmental	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
Animal Control	501,584	530,748	596,111	278,482	-	(596,111)	-100.0%
Housing	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>501,584</b>	<b>530,748</b>	<b>596,111</b>	<b>278,482</b>	<b>-</b>	<b>(596,111)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	264,463	267,181	303,940	141,504	-	(303,940)	-100.0%
Fringe Benefits	101,343	104,298	130,907	57,599	-	(130,907)	-100.0%
Other Personnel costs	1,960	1,260	2,100	805	-	(2,100)	-100.0%
<b>Total Personnel</b>	<b>367,766</b>	<b>372,739</b>	<b>436,947</b>	<b>199,908</b>	<b>-</b>	<b>(436,947)</b>	<b>-100.0%</b>
<b>Supplies</b>	<b>58,107</b>	<b>59,810</b>	<b>66,364</b>	<b>33,861</b>	<b>-</b>	<b>(66,364)</b>	<b>-100.0%</b>
Professional Services (31xx)	22,368	35,937	33,644	16,762	-	(33,644)	-100.0%
Comm/Transportation(32xx)	3,584	4,236	3,734	1,584	-	(3,734)	-100.0%
Printing & Advertising (33xx)	-	-	1,317	-	-	(1,317)	-100.0%
Insurance (34xx)	5,880	3,480	3,528	1,764	-	(3,528)	-100.0%
Utilities (35xx)	11,059	17,453	25,919	14,485	-	(25,919)	-100.0%
Repairs & Maintenance (36xx)	24,277	27,084	20,267	9,340	-	(20,267)	-100.0%
Debt Service - Principal	-	550	900	178	-	(900)	-100.0%
Debt Service - Interest & Fees	-	-	300	26	-	(300)	-100.0%
Other Services & Charges (39xx)	8,099	1,017	2,931	574	-	(2,931)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	444	1,392	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>75,711</b>	<b>91,149</b>	<b>92,540</b>	<b>44,713</b>	<b>-</b>	<b>(92,540)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>7,050</b>	<b>260</b>	<b>-</b>	<b>-</b>	<b>(260)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>501,584</b>	<b>530,748</b>	<b>596,111</b>	<b>278,482</b>	<b>-</b>	<b>(596,111)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>							
	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014	
Non-Bargaining	8.00	8.00	8.50	9.00	-	(8.50)	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	1.00	1.00	1.00	0.40	-	(1.00)	
<b>Total FTE's</b>	<b>9.00</b>	<b>9.00</b>	<b>9.50</b>	<b>9.40</b>	<b>-</b>	<b>(9.50)</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Animal Control Department is included in Fund 600 Building Department for the 2014 budget.

## City of South Bend, Indiana 2014 General Fund Budget Departmental Summary

Department Name Animal Control

Fund Number 101-1207

**2013 Accomplishments/Outcomes (4-10 required)**

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Reduce number of animals euthanized  
 Increase the number of animals that are spayed or neutered prior to being adopted.  
 Conduct Educational opportunities for the public on proper care of their pets  
 Adopt out more animals than transfer to rescue

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Securing veterinarians to voluntarily spay and neuter animals at the shelter prior to their adoption  
 Increasing the number of pet licenses sold  
 Brown Mackie Vet Tech conducting classes at the new Animal Shelter  
 Operating a larger animal shelter within current budgetary and staffing levels  
 Provide professional training to staff and other organizations thru NACA, HSUS or AHA

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Unwanted animal intake	3	Output	Only hardships	3,820	3,190	0
Unwanted animals euthanized	3	Outcome	Only sick/injured	2,456	1,989	0
Animals adopted	3	Outcome	All adoptable	252	271	0
Animals transferred to rescue	3	Outcome	All adoptable	471	482	0

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Rainy Day Fund</b>				<b>Fund Number</b>	<b>102</b>	
<b>Department Description &amp; Purpose</b>	Fund is used to accumulate cash reserves for unforeseen purposes. The fund receives from time to time certain "catch up" distributions of COIT and EDIT monies from the State that are required to be deposited into this fund. The fund is used for mid-year or year-end advances to other funds that have cash shortages and the advances must be paid back within six months.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	24,477	42,239	52,000	18,541	52,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>24,477</b>	<b>42,239</b>	<b>52,000</b>	<b>18,541</b>	<b>52,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Rainy Day Fund	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus / (deficit)</b>	<b>24,477</b>	<b>42,239</b>	<b>52,000</b>	<b>18,541</b>	<b>52,000</b>		
Beginning Cash Balance	8,521,465	8,545,942	8,588,181	8,588,181	8,640,181		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>8,545,942</b>	<b>8,588,181</b>	<b>8,640,181</b>	<b>8,606,722</b>	<b>8,692,181</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

In 2010, the City received supplemental EDIT and COIT distributions of \$567,001 and \$1,415,439, respectively, that were required to be deposited in the Rainy Day Fund. At December 31, 2011, the Common Council and Mayor approved a short term advance of \$25,000 from the Rainy Day fund to Unemployment Compensation fund to correct a cash shortfall in the fund. This advance was repaid in 2012. No expenditures are budgeted from this fund for 2014.



## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Rainy Day Fund

Fund Number

102

**2013 Accomplishments/Outcomes (4-10 required)**

- Continue to accumulate fund reserves for future emergency or unforeseen circumstances.
- Continue to accumulate fund reserves for short-term advances to other city funds.
- Investment fund reserves in the investment program at 1st Source Bank to realize interest earnings.
- Emphasize Rainy Day Fund reserves during bond credit rating discussions to emphasize the fiscal health of the City. Fund reserves are one important factor in determining a credit rating.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Maintain fund reserves for emergencies, unforeseen circumstances and short-term liquidity needs

1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Continue to maintain cash reserves in this fund.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
- Cash reserves	2	Output	\$9,000,000	\$8,588,180	\$8,640,181	\$8,692,181
- Interest Earnings	2	Output	\$50,000	\$42,239	\$50,000	\$52,000
- Percent Yield	2	Efficiency	1.0%	.28%	.58%	.60%

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Excess Levy</b>				<b>Fund Number 103</b>		
<b>Department Description &amp; Purpose</b>	Fund used to account for certain property tax distributions deemed restricted by the Indiana DLGF for use in funding current operations. Funds may be transferred to the General Fund other other property tax funds as directed by the DLGF in subsequent fiscal periods and are used to lower current property tax rates.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	261	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>261</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Cost Center</b>							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	219,363	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>219,363</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>219,363</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus / (deficit)</b>	<b>(219,102)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	219,102	-	-	-	-	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
The balance in the fund was closed out in 2011 and transferred to the General Fund. It is unlikely that this fund will be needed in the future as the DLGF controls the property tax levy growth and receipts in excess of the approved levy are rare. The property tax levy growth quotient for 2013 is 2.6%, which is computed as the six year average of annual Indiana nonfarm personal income.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Parks and Recreation **Fund Number** 201

**Department Description & Purpose** Provide comprehensive, affordable, leisure, opportunities through high quality programs, parks, facilities, green spaces and diverse community resources. Fund accounts for operating revenues and expense of the parks and recreation division.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	7,613,760	7,824,056	7,800,000	3,943,985	7,430,898	(369,102)	-4.7%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	612,994	576,126	533,081	309,952	596,878	63,797	12.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	3,002,006	3,102,206	3,278,789	1,481,669	3,390,144	111,355	3.4%
Interest Earnings	8,467	14,802	10,000	7,510	13,000	3,000	30.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	627,632	758,195	740,459	365,187	759,487	19,028	2.6%
Transfers In	124,194	-	-	-	-	-	-
<b>Total Revenue</b>	<b>11,989,053</b>	<b>12,275,385</b>	<b>12,362,329</b>	<b>6,108,303</b>	<b>12,190,407</b>	<b>(171,922)</b>	<b>-1.4%</b>
<b>Expenditures by Cost Center</b>							
Administration	1,162,945	1,241,368	1,260,278	579,775	1,496,628	236,350	18.8%
Maintenance	5,156,323	5,262,895	5,633,657	2,585,061	4,823,237	(810,420)	-14.4%
Golf	1,666,407	1,723,757	1,619,936	825,167	1,524,104	(95,832)	-5.9%
Recreation	1,556,576	1,633,777	2,061,376	887,105	2,102,191	40,815	2.0%
Potawatomi Zoo	2,024,052	2,047,397	2,163,702	967,809	2,280,079	116,377	5.4%
Greenhouse	57,715	27,864	86,865	26,968	54,432	(32,433)	-37.3%
Graffiti Abatement Program	134,608	75,787	101,649	39,218	103,860	2,211	2.2%
Community Svc Block Grant	-	-	-	-	-	-	-
Youth Engagement	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>11,758,626</b>	<b>12,012,845</b>	<b>12,927,463</b>	<b>5,911,103</b>	<b>12,384,531</b>	<b>(542,932)</b>	<b>-4.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	5,550,683	5,698,043	5,934,671	2,688,343	6,000,518	65,847	1.1%
Fringe Benefits	1,612,664	1,714,960	1,971,043	906,530	2,062,436	91,393	4.6%
Other Personnel costs	25,842	30,619	36,220	12,549	28,995	(7,225)	-19.9%
<b>Total Personnel</b>	<b>7,189,189</b>	<b>7,443,622</b>	<b>7,941,934</b>	<b>3,607,422</b>	<b>8,091,949</b>	<b>150,015</b>	<b>1.9%</b>
<b>Supplies</b>	<b>1,552,837</b>	<b>1,590,997</b>	<b>1,670,053</b>	<b>909,265</b>	<b>1,509,818</b>	<b>(160,235)</b>	<b>-9.6%</b>
Professional Services (31xx)	24,559	22,430	321,048	118,626	396,540	75,492	23.5%
Comm/Transportation(32xx)	98,297	89,725	81,368	37,986	90,110	8,742	10.7%
Printing & Advertising (33xx)	31,313	32,731	41,568	15,713	37,402	(4,166)	-10.0%
Insurance (34xx)	160,728	191,544	186,360	93,180	225,697	39,337	21.1%
Utilities (35xx)	613,179	587,485	629,200	348,536	578,650	(50,550)	-8.0%
Repairs & Maintenance (36xx)	438,291	396,486	365,247	137,056	339,464	(25,783)	-7.1%
Debt Service - Principal	95,692	244,745	273,179	135,966	301,217	28,038	10.3%
Debt Service - Interest & Fees	-	-	16,227	8,737	12,128	(4,099)	-25.3%
Other Services & Charges (39xx)	424,717	460,970	706,584	348,495	504,056	(202,528)	-28.7%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	186,278	187,607	190,500	-	190,500	-	0.0%
Other Financing Uses (50xx)	201,756	204,408	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>2,274,810</b>	<b>2,418,131</b>	<b>2,811,281</b>	<b>1,244,295</b>	<b>2,675,764</b>	<b>(135,517)</b>	<b>-4.8%</b>
<b>Capital</b>	<b>741,790</b>	<b>560,095</b>	<b>504,195</b>	<b>150,121</b>	<b>107,000</b>	<b>(397,195)</b>	<b>-78.8%</b>
<b>Total Expenditures by Type</b>	<b>11,758,626</b>	<b>12,012,845</b>	<b>12,927,463</b>	<b>5,911,103</b>	<b>12,384,531</b>	<b>(542,932)</b>	<b>-4.2%</b>
<b>Net Surplus / (deficit)</b>	<b>230,427</b>	<b>262,540</b>	<b>(565,134)</b>	<b>197,200</b>	<b>(194,124)</b>		
Beginning Cash Balance	4,379,483	4,611,784	4,873,814	4,873,814	4,308,680		
Balance Sheet Adjustments	1,873	(510)	-	8,318	-		
<b>Ending Cash Balance</b>	<b>4,611,784</b>	<b>4,873,814</b>	<b>4,308,680</b>	<b>5,079,332</b>	<b>4,114,556</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	56.00	56.00	58.00	58.00	58.00	-
Bargaining	59.00	59.00	57.00	53.00	55.00	(2.00)
Part-Time /Seasonal/Temporary	70.10	76.04	76.15	57.16	72.98	(3.18)
<b>Total FTE's</b>	<b>185.10</b>	<b>191.04</b>	<b>191.15</b>	<b>168.16</b>	<b>185.98</b>	<b>(5.18)</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The property tax revenue estimate has dropped significantly. This has been offset somewhat by an anticipated increase in Zoo revenues, based on recent results. Fees allocated for city services rose dramatically for this budget year. In order to meet these challenges, two full time positions have been eliminated and line items for supplies and services have been decreased. The golf lease for the gps golf cart units will expire in 2014 resulting in savings of \$60,000 over 2013.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

**Parks and Recreation**

Fund Number

**201**

**2013 Accomplishments/Outcomes (4-10 required)**

- Installed new splash pad in partnership with the Community Foundation
- O'Brien Fitness Center contracting with St. Joseph County and Silver Sneakers
- The role and membership of the South Bend Parks Foundation is expanding
- Maintain CAPRA Accreditation
- Develop five year plan for the City Cemetery
- Develop five year master plan for Park Department and Potawatomi Zoo
- Completion of third year of the Active Youth Initiative
- "Prescription to Play" program administered as part of the Active Youth Initiative with local physicians

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

	City Strategy Number
AZA reaccreditation for Potawatomi Zoo and filling of leadership position	1,2
Land acquisition for Miracle Park	2,3
Park Bond for park development and improvements	2,3
Generate \$5 million in user fees and misc. revenue	2
Park attendance at all facilities – one million	1
Maintain CAPRA standards	1, 2
Install and train staff to use Contact Management and Facilities Management/Work Orders	2
Maintain current mowing cycles through out City of South Bend	2
Replace the Howard Park Ice Rink and Newman Center with new facilities	2
Expand partnerships and sponsorships in areas of marketing, programs, and facility development	2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Staff training to improve internal/ external communications and overall productivity.
- Survey assessments will continue to grow and provide more analytical information
- Severe shortage of needed capital funding to be addressed in part with consideration of a park bond
- Continued emphasis regarding youth violence, education, and life skills, while facilitating strategies with local schools and support agencies is a mission driven objective at the Recreation Centers.
- Reduction in property tax revenue will force the Department to spend less on programming and maintenance. Partnerships and sponsorships will have to play a larger role in 2014.
- Sustainable park programming in areas of recreation and special events.
- Implementing vacant land maintenance program that will have adequate funding to reduce overall mowing cost by central mowing crews.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Revenue from Fee Based Programs	GG	Output	\$5,000,000	\$3,867,554	\$4,190,000	\$4,250,000
Attendance at Fee Based Programs	GG	Output	875,000	741,829	750,000	800,000
Customer Satisfaction Survey (0-5)	GG	Quality	4.8	4.70	4.75	4.75
Volunteer Hours	GG	Outcome	25,000 hrs	15,700 hrs	20,000 hrs	22,000 hrs
Park Maintenance- Acres Mowed	BE,GG	Output	9,500	10,000	8,771	9,000
Park Maint- Cost per Acre Mowed	GG	Efficiency	\$11.25	\$11.78	\$11.78	\$11.50
Skilled Trades Work Orders Completec	GG	Output	1,400	1,350	1,332	1,350
Avg Cost per Work Order	GG	Efficiency	\$250	\$296	\$280	\$260
Forestry Jobs Completed	BE, GG	Output	5,200	5,923	5,160	5,175
Centralized Mowing- Acres Mowed	BE, GG	Output	3,500	1,414	3,000	3,300
Centralized Mowing- Cost per Acre Mowed	BE, GG	Efficiency	\$8.70	\$8.81	\$8.81	\$8.75
Summer Playground/Lunch Attendance	GG	Outcome	28,000	27,466	25,000	25,000
Recreation Program Attendance	GG	Outcome	400,000	397,281	350,000	380,000
Staff Training Hours	GG	Outcome	3,400	3,119	3,300	3,300

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	75,514	81,399	77,402	42,184	80,437	3,034
Supplies	unk	unk		unk		-
Maintenance Services	unk	unk		unk	-	-
Professional Services	unk	unk		unk	-	-
Other Services	18,797	36,420	38,244	19,122	30,000	(8,244)
Capital	38,102	30,186	38,922	36,218	-	(38,922)
<b>Total Expenditures</b>	<b>132,413</b>	<b>148,005</b>	<b>154,568</b>	<b>97,524</b>	<b>110,437</b>	<b>(44,132)</b>

Information Tech. Staffing (FTE's)      1.71      1.74      1.63      1.75      1.63      -

**Explain Significant Information Technology Trends and Changes Below:**

Accomplishments: Maintain end user satisfaction with Parks I.T. support for over 100 users located at over 14 different sites, oversee the web site/online P.O.S., implementing work orders and facility management, Opportunities: Learn new technology to enable our users to be more productive in their tasks and allow them to better serve our customers. Challenges: Meeting end user demands at current staffing level due to continually evolving technologies such as AD conversion, Office 2010 implementation, VOIP problems, unique software upgrades, etc. Because of the pace of this technology, it is difficult to dedicate the resources from an already strained budget to keep up. Dedicating the personnel to maintain the presence in

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name Parks and Recreation

Fund Number 201

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Park Equipment	Cash		-	-	6,000	15,000	21,000
2	Motor Vehicles	Cash	107,000	296,000	320,000	320,000	305,000	1,348,000
3	Park Repair & Upgrade	Cash		190,000	110,000	55,000	205,000	560,000
4								
5								
6								
7								
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18	Misc Building Repair & Upgrade	Cash		250,000	50,000	50,000	50,000	400,000
19	Center Repair & Upgrade	Cash		267,000	225,000	315,000	455,000	1,262,000
20				-	-	-	-	-
21								
22								
23								
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>107,000</b>	<b>1,003,000</b>	<b>705,000</b>	<b>746,000</b>	<b>1,030,000</b>	<b>3,591,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

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4 Replacement of three older pick up trucks  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Motor Vehicle Highway</b>				<b>Fund Number 202</b>		
<b>Department Description &amp; Purpose</b>	Fund collects state gasoline taxes and local wheel taxes and uses them for the repairs and maintenance of City streets, street lights, and signals. The Bureau of Streets and the Bureau of Traffic and Lighting also provides for the removal of snow and ice, responds to emergencies and facilitates recovery, provides the City with infrastructure asset management, and the administration of the ReLeaf program.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	4,814,355	4,582,130	4,749,789	2,396,319	5,633,418	883,629	18.6%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	206,635	285,824	228,000	277,154	244,000	16,000	7.0%
Interest Earnings	5,314	7,431	7,000	5,820	7,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	31,190	30,202	80,300	11,462	5,300	(75,000)	-93.4%
Transfers In	507,344	2,700,212	3,626,882	2,276,882	3,216,582	(410,300)	-11.3%
<b>Total Revenue</b>	<b>5,564,838</b>	<b>7,605,799</b>	<b>8,691,971</b>	<b>4,967,637</b>	<b>9,106,300</b>	<b>414,329</b>	<b>4.8%</b>
<b>Expenditures by Cost Center</b>							
Curb & Sidewalk	186,373	354,375	745,738	182,590	1,100,000	354,262	47.5%
Bureau of Streets	5,976,532	6,393,044	8,430,758	3,037,301	8,005,768	(424,990)	-5.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>6,162,905</b>	<b>6,747,419</b>	<b>9,176,496</b>	<b>3,219,891</b>	<b>9,105,768</b>	<b>(70,728)</b>	<b>-0.8%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	2,184,361	2,131,503	2,827,204	1,298,444	2,871,114	43,910	1.6%
Fringe Benefits	704,887	708,255	999,276	440,126	1,103,050	103,774	10.4%
Other Personnel costs	15,050	14,626	19,455	4,867	21,660	2,205	11.3%
<b>Total Personnel</b>	<b>2,904,298</b>	<b>2,854,384</b>	<b>3,845,935</b>	<b>1,743,437</b>	<b>3,995,824</b>	<b>149,889</b>	<b>3.9%</b>
<b>Supplies</b>	<b>2,553,941</b>	<b>2,514,308</b>	<b>3,124,845</b>	<b>663,150</b>	<b>2,955,233</b>	<b>(169,612)</b>	<b>-5.4%</b>
Professional Services (31xx)	34,143	5,618	244,643	82,533	733,134	488,491	199.7%
Comm/Transportation(32xx)	11,044	7,514	12,080	3,835	10,020	(2,060)	-17.1%
Printing & Advertising (33xx)	33	248	1,450	33	1,450	-	0.0%
Insurance (34xx)	52,044	62,280	73,308	36,654	165,714	92,406	126.1%
Utilities (35xx)	47,515	30,806	49,279	28,821	54,856	5,577	11.3%
Repairs & Maintenance (36xx)	236,816	947,260	1,357,346	579,203	552,692	(804,654)	-59.3%
Debt Service - Principal	278	52,851	152,246	49,719	374,121	221,875	145.7%
Debt Service - Interest & Fees	-	-	20,554	3,591	34,274	13,720	66.8%
Other Services & Charges (39xx)	3,234	6,648	18,070	5,675	16,230	(1,840)	-10.2%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	170,016	105,900	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>555,123</b>	<b>1,219,125</b>	<b>1,928,976</b>	<b>790,064</b>	<b>1,942,491</b>	<b>13,515</b>	<b>463.0%</b>
<b>Capital</b>	<b>149,543</b>	<b>159,602</b>	<b>276,740</b>	<b>23,240</b>	<b>212,220</b>	<b>(64,520)</b>	<b>-23.3%</b>
<b>Total Expenditures by Type</b>	<b>6,162,905</b>	<b>6,747,419</b>	<b>9,176,496</b>	<b>3,219,891</b>	<b>9,105,768</b>	<b>(70,728)</b>	<b>-0.8%</b>
<b>Net Surplus / (deficit)</b>	<b>(598,067)</b>	<b>858,380</b>	<b>(484,525)</b>	<b>1,747,746</b>	<b>532</b>		
Beginning Cash Balance	2,012,185	1,414,118	2,272,498	2,272,498	1,787,973		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,414,118</b>	<b>2,272,498</b>	<b>1,787,973</b>	<b>4,020,244</b>	<b>1,788,505</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	11.00	11.00	12.30	12.00	11.26	(1.04)	
Bargaining	44.00	44.00	41.60	41.60	41.60	-	
Part-Time /Seasonal/Temporary	2.00	2.00	4.30	4.80	4.98	0.68	
<b>Total FTE's</b>	<b>57.00</b>	<b>57.00</b>	<b>58.20</b>	<b>58.40</b>	<b>57.84</b>	<b>(0.36)</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Significant changes overall with the addition of the Traffic & Lighting department to Fund 202. Significant staffing changes with the addition of percentages of Engineering, Locator, & GIS salaries. In addition, PERF increased from 10% to 11.20% and health insurance premiums increased. Also, our liability insurance allocation increased by 126%.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

**Motor Vehicle Highway**

Fund Number

**202**

**2013 Accomplishments/Outcomes (4-10 required)**

Street: Performed aggressive cleaning program in Spring of all downtown sidewalks and bridges, and also completed cleaning of all gateways, bridges, viaducts, and islands throughout the City.  
 Start of paving program was slightly delayed due to the purchase of a new asphalt paver, new technology of purchased paver will allow program to offset the delay and reach set goal, and become more efficient while improving quality.  
 Performed grading of all alleys throughout the City during Spring to reduce the number of requests for grading during the remainder of the year.  
 T&L: Met contractual obligations within timeframe.  
 Outsourced expenses were kept at a minimum.  
 City signal inspections completed.  
 BPW orders completed.  
 Increase in sign production due to additional requests from outside entities.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Street: Maintain cleanliness of City where needed through cleaning programs to improve quality of life for residents. 2  
 Continue to research new methods through technology or education in performing programs such as paving, grading, and plowing, to increase efficiency and effectiveness while reducing costs. 2  
 Increase public awareness of programs available, and keep public informed of progress of programs. 2  
 T&L: Meet contractual obligations on time 2  
 Keep outsourced expenses to a minimum. 2  
 Apply 50% of street markings throughout the City including downtown. 2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Street: Continue to improve on level of services provided even though budget constraints could impact performance.  
 Experiment with alternate materials to reduce costs or increase effectiveness.  
 T&L: Develop contract with County on signage and painting.  
 Develop signal contract with City of Mishawaka.  
 Upgrade signal cabinets.  
 Remove all signs from utility poles.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Streets - Paving	GG	Output	20 miles	18 miles	18 miles	19 miles
Streets - Alley Grading	GG	Output	1,000 blocks	1,200 blocks	1,000 blocks	1,100 blocks
Traffic & Lighting - Painting	GG	Output	200 miles		200 miles	225 miles
Curb & Sidewalk - Completed C & S	GG	Output	9,132 lf	7,800 lf	6,000 lf	7,800 lf

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Motor Vehicle Highway**

Fund Number

**202**

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Vehicles	Lease	-	997,099	951,505	1,254,365	1,293,800	4,496,769
2	Non-Motorized Equipment	Cash	48,000	15,900	36,850	17,750	57,000	175,500
3								
4								
5								
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7								
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9								
10								
11								
12								
13								
14								
15								
16								
17								
<b>Project Capital</b>								
18	Traffic & Lighting - TS 2 Cabinets	Cash	164,220	167,504	170,854	174,271	177,756	854,605
19								
20								
21								
22								
23								
24								
25								
26								
27								
28								
29								
30								
31								
32								
33								
34								
<b>Total</b>			<b>212,220</b>	<b>1,180,503</b>	<b>1,159,209</b>	<b>1,446,386</b>	<b>1,528,556</b>	<b>5,526,874</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

- 1 Replace S/A dump truck units 281 and 262 used for construction and snowplowing purposes, both 1998 models, maintenance and reliability becoming an issue.
- 2 Replace T/A dump truck unit 258, used for construction and snowplowing purposes, 1998 model, maintenance and reliability becoming an issue.
- 3 Replace 4X4 units 204 and 208, used by supervisors to monitor progress of programs, both 2002 models, maintenance and reliability becoming an issue.
- 4 Replace unit 209C, 1994 model, used extensively during summer construction period to power jackhammer, maintenance and reliability becoming an issue.
- 5 Replace unit 211, unit used for emergency traffic control and weekend after hours response, constant use throughout the year causes premature wear.

18 Current boxes, Type TS-1 are obsolete. We can't get parts or repair them. We are going to replace with TS-2 boxes and need to have them on hand to use when necessary.



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Recreation Nonreverting Operating Fund</b>				<b>Fund Number</b>	<b>203</b>	
<b>Department Description &amp; Purpose</b>	Fund accounts for programs and events that are self supporting through user fees or sponsorships and donations.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	986,996	992,189	1,632,943	510,126	1,400,592	(232,351)	-14.2%
Interest Earnings	2,006	3,332	4,000	1,622	4,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	34,633	44,314	-	74,851	45,000	45,000	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,023,635</b>	<b>1,039,835</b>	<b>1,636,943</b>	<b>586,599</b>	<b>1,449,592</b>	<b>(187,351)</b>	<b>-11.4%</b>
<b>Expenditures by Cost Center</b>							
Recreation Nonreverting Operating Fd	1,066,476	977,654	1,560,777	352,573	1,476,089	(84,688)	-5.4%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,066,476</b>	<b>977,654</b>	<b>1,560,777</b>	<b>352,573</b>	<b>1,476,089</b>	<b>(84,688)</b>	<b>-5.4%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	436,172	451,957	622,994	162,083	574,409	(48,585)	-7.8%
Fringe Benefits	30,013	33,918	45,215	14,065	39,218	(5,997)	-13.3%
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>466,185</b>	<b>485,875</b>	<b>668,209</b>	<b>176,148</b>	<b>613,627</b>	<b>(54,582)</b>	<b>-8.2%</b>
<b>Supplies</b>	<b>226,854</b>	<b>178,685</b>	<b>288,211</b>	<b>75,892</b>	<b>272,426</b>	<b>(15,785)</b>	<b>-5.5%</b>
Professional Services (31xx)	-	-	28,864	12,132	46,708	17,844	61.8%
Comm/Transportation(32xx)	13,772	18,773	70,572	5,913	70,091	(481)	-0.7%
Printing & Advertising (33xx)	34,698	53,770	98,323	11,803	100,888	2,565	2.6%
Insurance (34xx)	72	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	142,323	175,899	287,598	70,755	273,349	(14,249)	-5.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	161,930	26,160	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>352,795</b>	<b>274,602</b>	<b>485,357</b>	<b>100,603</b>	<b>491,036</b>	<b>5,679</b>	<b>1.2%</b>
<b>Capital</b>	<b>20,642</b>	<b>38,492</b>	<b>119,000</b>	<b>-</b>	<b>99,000</b>	<b>(20,000)</b>	<b>-16.8%</b>
<b>Total Expenditures by Type</b>	<b>1,066,476</b>	<b>977,654</b>	<b>1,560,777</b>	<b>352,643</b>	<b>1,476,089</b>	<b>(84,688)</b>	<b>-5.4%</b>
<b>Net Surplus / (deficit)</b>	<b>(42,841)</b>	<b>62,181</b>	<b>76,166</b>	<b>233,956</b>	<b>(26,497)</b>		
Beginning Cash Balance	650,723	607,882	670,063	670,063	746,229		
Balance Sheet Adjustments	-	-	-	(850)	1,069		
<b>Ending Cash Balance</b>	<b>607,882</b>	<b>670,063</b>	<b>746,229</b>	<b>903,169</b>	<b>720,801</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	1.00	1.00	1.00	1.00	1.00	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	24.70	25.20	36.70	17.40	31.97	(4.73)	
<b>Total FTE's</b>	<b>25.70</b>	<b>26.20</b>	<b>37.70</b>	<b>18.40</b>	<b>32.97</b>	<b>(4.73)</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Part time FTEs are base on estimates of the number of employees needed to run the programs. Two fewer trips are being planned by the Howard Park Senior Center. The Rock Program, an alcohol and tobacco avoidance program, was funded through state grants that have been eliminated. The capital budget was reduced because of improvements and upgrades made to the Belleville Softball Complex over the years.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Recreation Nonreverting Operating Fund

Fund Number

203

**2013 Accomplishments/Outcomes (4-10 required)**

The Third Annual Blues & Ribs Fest was held at Coveleski Park  
 The 2013 ASA Men's Major National Softball Tournament will be held again at Belleville Park. This is one of the country's top softball tournament  
 The East Race Waterway celebrates its 30th anniversary  
 The St. Joseph County Wellness program has chosen the O'Brien Fitness Center as a component of their program  
 The Silver Sneakers Program for senior citizens has begun at the O'Brien Fitness Center

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Receive the bid for the ASA Men's Major National Softball Tournament  
 Sustain membership and revenues of the O'Brien Fitness Center through the addition of the Silver Sneakers program and the St. Joseph County Wellness Program.  
 Expand usage of Park facilities by City Wellness participants  
 Expand training opportunities for staff to promote efficiencies through best practices in the field.  
 Expand the ability of the Marketing Division to promote events and activities through donations and sponsors

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

The significant challenge with this fund is always to maintain its sustainability as a user fee based enterprise.  
 The surplus revenues allow staff training and education that would otherwise be unaffordable. In order to maintain profitability, staff need to be more efficient in their programs.  
 The pursuit of grants, donors, and sponsors of events and programs is important to the overall sustainability of this fund.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
River City Basketball Lg Players	2,3	Outcome	650	604	600	620
Softball League Teams	2,3	Outcome	240	235	235	235
Daddy-Daughter Dance	2,3	Outcome	1200	1070	1100	1200
Kid's Triathlon	2,3	Outcome	350	327	330	335
Rec Center Attendance	2,3	Outcome	112500	112112	112300	112400
Pool Attendance	2,3	Outcome	15000	13232	11000	14000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

-

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Recreation Nonreverting Operating Fund**

Fund Number

**203**

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	O'Brien Center Fitness Eqpt	Cash	65,000	20,000	20,000	20,000	20,000	145,000
2								-
3								-
4								-
5								-
6								-
7								-
8								-
9								-
10								-
11								-
12								-
13								-
14								-
15								-
16								-
17								-
<b>Project Capital</b>								
18	Belleville Softball Field Impvmts	Cash	34,000	20,000	20,000	20,000	20,000	114,000
19								-
20								-
21								-
22								-
23								-
24								-
25								-
26								-
27								-
28								-
29								-
30								-
31								-
32								-
33								-
34								-
<b>Total</b>			<b>99,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>259,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

1 Replacement/addition of O'Brien Fitness Center equipment as needed.  
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 18 Major repairs/improvements of Belleville fields  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Studebaker / Oliver Reverting Grants</b>				<b>Fund Number</b>	<b>209</b>	
<b>Department Description &amp; Purpose</b>	Various grants relating to Studebaker / Oliver area and Brownfields.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	406,968	-	-	-	300,000	300,000	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	4,486	5,485	5,000	2,331	5,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>411,454</b>	<b>5,485</b>	<b>5,000</b>	<b>2,331</b>	<b>305,000</b>	<b>300,000</b>	<b>6000.0%</b>
<b>Expenditures by Cost Center</b>							
Studebaker/Oliver Remediation	974,693	162,602	1,000,000	-	1,385,000	385,000	38.5%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>974,693</b>	<b>162,602</b>	<b>1,000,000</b>	<b>-</b>	<b>1,385,000</b>	<b>385,000</b>	<b>38.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	21,537	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	389,982	-	-	-	-	-	-
Debt Service - Interest & Fees	12,974	-	-	-	-	-	-
Other Services & Charges (39xx)	550,201	162,602	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>974,694</b>	<b>162,602</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>1,385,000</b>	<b>385,000</b>	<b>38.5%</b>
<b>Total Expenditures by Type</b>	<b>974,694</b>	<b>162,602</b>	<b>1,000,000</b>	<b>-</b>	<b>1,385,000</b>	<b>385,000</b>	<b>38.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(563,240)</b>	<b>(157,117)</b>	<b>(995,000)</b>	<b>2,331</b>	<b>(1,080,000)</b>		
Beginning Cash Balance	1,800,032	1,236,792	1,079,675	1,079,675	1,084,675		
Balance Sheet Adjustments	-	-	1,000,000	-	-		
<b>Ending Cash Balance</b>	<b>1,236,792</b>	<b>1,079,675</b>	<b>1,084,675</b>	<b>1,082,006</b>	<b>4,675</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Expenses for on-going clean-up of environmental contamination in brownfield areas, primarily in Ignition Park and Oliver Plow areas. Assume \$1M appropriated for 2013 will not be spent and will carry over for use in 2014.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Studebaker / Oliver Reverting Grants

Fund Number

209

**2013 Accomplishments/Outcomes (4-10 required)**

Anticipate clean-up of environmental problems in Studebaker development area.  
Anticipate clean-up of environmental problems in Oliver development area.  
Zero findings by the State Board of Accounts

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Increase of environmentally clean land for new development  
Continue clean-up of environmental problems in development area.  
Zero audit findings  
Use creative resources to fund inner-city problems

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

New land for inner-city development

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Spend \$ to affect clean-up efforts		Output	\$350,000	\$161,000	\$1M	\$385,000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

-

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Studebaker / Oliver Reverting Grants

Fund Number

209

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
19	Land Improvements	209	1,385,000	350,000	350,000	350,000	350,000	2,785,000
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>1,385,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>2,785,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

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18 On-going clean-up of environmental contamination in brownfield areas, primarily Ignition Park and Oliver Park areas.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>State Grants</b>				<b>Fund Number</b>	<b>210</b>	
<b>Department Description &amp; Purpose</b>	Various grants originating from the State of Indiana						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	1,000,000	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	13,016	220,472	5,000	44,025	5,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	26,406	-	1,619,187	120,875	72,016	(1,547,171)	-95.6%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,039,422</b>	<b>220,472</b>	<b>1,624,187</b>	<b>164,900</b>	<b>77,016</b>	<b>(1,547,171)</b>	<b>-95.3%</b>
<b>Expenditures by Cost Center</b>							
Economic Development	1,500,000	-	-	-	-	-	-
Innovation Park	-	-	-	-	-	-	-
Bosch Project	209,445	207,065	1,260,777	84,636	117,886	(1,142,891)	-90.6%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,709,445</b>	<b>207,065</b>	<b>1,260,777</b>	<b>84,636</b>	<b>117,886</b>	<b>(1,142,891)</b>	<b>-90.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	158,789	161,567	1,247,000	67,787	90,496	(1,156,504)	-92.7%
Debt Service - Interest & Fees	50,656	45,498	13,777	16,849	26,588	12,811	93.0%
Other Services & Charges (39xx)	-	-	-	-	802	802	-
Grants & Subsidies	1,500,000	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>1,709,445</b>	<b>207,065</b>	<b>1,260,777</b>	<b>84,636</b>	<b>117,886</b>	<b>(1,142,891)</b>	<b>-90.6%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>1,709,445</b>	<b>207,065</b>	<b>1,260,777</b>	<b>84,636</b>	<b>117,886</b>	<b>(1,142,891)</b>	<b>-90.6%</b>
<b>Net Surplus / (deficit)</b>	<b>(670,023)</b>	<b>13,407</b>	<b>363,410</b>	<b>80,264</b>	<b>(40,870)</b>		
Beginning Cash Balance	1,575,071	905,048	918,455	918,455	1,281,865		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>905,048</b>	<b>918,455</b>	<b>1,281,865</b>	<b>998,719</b>	<b>1,240,995</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Revenues and expenditures relate to State loans made on behalf of Bosch. In 2013, Bosch paid off IDLF and IRF loans; City will payoff corresponding State loan and continue payment schedule for IRF. Bosch will continue making payments of approximately \$72,000 per year on IDFA loan and City will continue to pay those funds to the State as agreed. Final payoff scheduled for 2022.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

State Grants

Fund Number

210

**2013 Accomplishments/Outcomes (4-10 required)**

Anticipate receiving all loan payments due this year or lump sum payoff sufficient to cover remaining payments  
 Anticipate making on time debt service payments to the IDFA for the Bosch Project.  
 Anticipate making on time debt service and Loan servicing fee payments to the IRF for the Bosch Project.  
 Anticipate making on time debt service payments to the IDLF for the Bosch Project.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Anticipate to continue to receive debt service payments from Bosch  
 Anticipate making on time debt service payments to the IDFA for the Bosch Project.  
 Anticipate making on time debt service and Loan servicing fee payments to the IRF for the Bosch Project.  
 Zero audit findings

3  
3  
3  
2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Finalize lease with Curtis Products to take over Bosch site.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**





## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name Dept. of Community Investment Administration Fund Number 211

**2013 Accomplishments/Outcomes (4-10 required)**

Hired Assistant Executive Director  
Refine departmental metrics and methodologies to measure success  
Develop customer satisfaction survey  
Train staff with Drucker Institute Strategic Thinking program

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Promote and attract good jobs in growing sectors	3
Streamline departmental processes, organization and practice	2
Increase regional capacity	3
More inclusive and accessible opportunities	3
Reinvest locally created wealth into the local economy	3
Improve marketing and outreach in the community	3
Target investment for sustainable development	3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Full staffing for first time

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Actual jobs created from DCI efforts	Econ Dev.	Outcome	450	N/A	310	375
Homes from V&A list brought up to code	Econ Dev.	Outcome	TBD	N/A	TBD	TBD
Comm. private invest. of approved projects	Econ Dev.	Outcome	\$100M	\$74.8M	\$79M	\$79M

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	6,263	7,196	11,782	3,843	9,000	(2,782)
Professional Services	380	118	2,423	143	300	(2,123)
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>6,643</b>	<b>7,314</b>	<b>14,205</b>	<b>3,986</b>	<b>9,300</b>	<b>(4,905)</b>

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

Expenses relate to software maintenance agreements for specialized department needs and occasional professional support for Sage software systems and/or Access Database management.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Dept. Community Investment Grants</b>				<b>Fund Number</b>	<b>212</b>	
<b>Department Description &amp; Purpose</b>	Grants funds from various governmental agencies for specific projects in the community						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	5,584,509	3,667,111	8,148,705	2,343,694	3,525,000	(4,623,705)	-56.7%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	3,147	2,578	2,000	1,199	2,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	318,991	490,126	649,600	170,993	284,000	(365,600)	-56.3%
Transfers In	200,000	-	-	-	-	-	-
<b>Total Revenue</b>	<b>6,106,647</b>	<b>4,159,815</b>	<b>8,800,305</b>	<b>2,515,886</b>	<b>3,811,000</b>	<b>(4,989,305)</b>	<b>-56.7%</b>
<b>Expenditures by Cost Center</b>							
Community Dev Admin/CDBG (1001)	382	805,074	6,332,298	862,790	3,286,000	(3,046,298)	-48.1%
Economic Dev Admin (1002)	-	-	-	-	-	-	-
General Admin (1003)	548,372	48	2,565	142	-	(2,565)	-100.0%
CDBG-R Grant(1012)	115,518	12,909	-	-	-	-	-
NSP-1 (1013)	1,453,209	730,293	1,816,405	1,502,243	-	(1,816,405)	-100.0%
Innovation Park (1014)	9,433	-	-	-	-	-	-
HPRP(1015)	606,297	194,237	-	-	-	-	-
DOL (1016)	198,611	15,278	-	-	-	-	-
CDBG Grant(1021,1022,1034,1035)	2,879,675	1,848,028	805,988	-	-	(805,988)	-100.0%
ESG (1051,1052,1053)	107,806	25,077	-	42,798	225,000	225,000	-
Section 108#8 (1077)	4,099	-	-	-	-	-	-
SPC(1091,1092,1096)	282,976	198,396	-	119,668	300,000	300,000	-
Weed & Seed (1093)	87,426	110,913	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>6,293,804</b>	<b>3,940,253</b>	<b>8,957,256</b>	<b>2,527,641</b>	<b>3,811,000</b>	<b>(5,146,256)</b>	<b>-57.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	380	48	2,565	143	-	(2,565)	-100.0%
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>380</b>	<b>48</b>	<b>2,565</b>	<b>143</b>	<b>-</b>	<b>(2,565)</b>	<b>-100.0%</b>
<b>Supplies</b>	<b>971</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	4,099	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	1,316	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	676,819	110,413	-	-	-	-	-
Grants & Subsidies	5,054,699	3,829,792	8,954,691	2,527,498	3,811,000	(5,143,691)	-57.4%
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	546,087	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>6,283,020</b>	<b>3,940,205</b>	<b>8,954,691</b>	<b>2,527,498</b>	<b>3,811,000</b>	<b>(5,143,691)</b>	<b>-57.4%</b>
<b>Capital</b>	<b>9,433</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>6,293,804</b>	<b>3,940,253</b>	<b>8,957,256</b>	<b>2,527,641</b>	<b>3,811,000</b>	<b>(5,146,256)</b>	<b>-57.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(187,157)</b>	<b>219,562</b>	<b>(156,951)</b>	<b>(11,755)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	501,923	299,072	513,840	513,840	356,889	-	-
Balance Sheet Adjustments	(15,694)	(4,794)	-	(2,162)	-	-	-
<b>Ending Cash Balance</b>	<b>299,072</b>	<b>513,840</b>	<b>356,889</b>	<b>499,924</b>	<b>356,889</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

NSP 1 and CDBG-R programs 100% expended in 2013 with no future allocations coming. 2013 allocation for CDBG up slightly (4%) to \$2,359,629 and 2013 allocation for ESG down significantly (25%) to \$165,439.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Dept. Community Investment Grants

Fund Number

212

**2013 Accomplishments/Outcomes (4-10 required)**

Completion and occupancy of 1 permanent supportive rental housing project for the special needs population (projecting Campeau)  
 Clos-out of HPRP funds  
 100% expenditure rate achieved for NSP 1 funds  
 Rehab of 27 homes  
 Sale of 3 homes to new homeowners  
 Launch RFP process for CDBG 2014 funds

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Target federal resources to vacant and abandoned property issue  
 Focus on quality of affordable housing

3  
3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Track and implement various program rules, administrative and reporting changes required  
 Review of current funding policies to result in confirmation and/or change for the future  
 Plan as best as can for anticipated decreases in federal funding  
 Insure timely response to any new funding opportunities that may be introduced

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Zero audit findings	Good Gov't	Efficiency	0	0	0	0
Zero monitoring findings of City by HUD	Good Gov't	Efficiency	0	12	0	0
Zero monitoring findings of subgrantees	Good Gov't	Efficiency	0	1	1	0
CDBG exp rate under 1.5 years	Good Gov't	Efficiency	1.5	1.360	1.4	1.5

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2013 Budget Departmental Summary**

<b>Fund Name</b>	<b>Police State Seizures</b>				<b>Fund Number</b>	<b>216</b>	
<b>Department Description &amp; Purpose</b>	Account for law enforcement expenditures financed by the authorized state or local agencies' sale of confiscated property						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	32,582	28,352	35,000	8,939	35,000	-	0.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	336	653	300	311	300	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	8,353	-	600	-	600	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>41,271</b>	<b>29,005</b>	<b>35,900</b>	<b>9,250</b>	<b>35,900</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Police	16,502	10,787	45,900	10,500	40,000	(5,900)	-12.9%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>16,502</b>	<b>10,787</b>	<b>45,900</b>	<b>10,500</b>	<b>40,000</b>	<b>(5,900)</b>	<b>-12.9%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>(10,000)</b>	<b>-100.0%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	4,812	5,587	7,500	-	-	(7,500)	-100.0%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	1,690	5,200	15,000	500	20,000	5,000	33.3%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>6,502</b>	<b>10,787</b>	<b>22,500</b>	<b>500</b>	<b>20,000</b>	<b>(2,500)</b>	<b>-11.1%</b>
<b>Capital</b>	<b>10,000</b>	<b>-</b>	<b>13,400</b>	<b>10,000</b>	<b>20,000</b>	<b>6,600</b>	<b>49.3%</b>
<b>Total Expenditures by Type</b>	<b>16,502</b>	<b>10,787</b>	<b>45,900</b>	<b>10,500</b>	<b>40,000</b>	<b>(5,900)</b>	<b>-12.9%</b>
<b>Net Surplus / (deficit)</b>	<b>24,769</b>	<b>18,218</b>	<b>(10,000)</b>	<b>(1,250)</b>	<b>(4,100)</b>		
Beginning Cash Balance	101,938	126,707	144,925	144,925	134,925		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>126,707</b>	<b>144,925</b>	<b>134,925</b>	<b>143,675</b>	<b>130,825</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name Police State Seizures Fund Number 216

**2013 Accomplishments/Outcomes (4-10 required)**

-Training for officers

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

-Specialized training for Street Crime and other specialized units within the Police Department	<b>City Strategy Number</b> 2
-------------------------------------------------------------------------------------------------	----------------------------------

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Additional Training		Outcome		\$16,502	\$16,000	\$16,000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	9,999	-	-
<b>Total Expenditures</b>	-	-	-	9,999	-	-

Information Tech. Staffing (FTE's) - - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

2013 Capital expenditure is for theSwitch Stacking Module and VM/ware Center Server

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Fund Number

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1	Miscellaneous Police Equipment	Cash	20,000	-	-	-	-	20,000
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Gift, Donation, Bequest</b>				<b>Fund Number</b>	<b>217</b>	
<b>Department Description &amp; Purpose</b>	Account for donations, gifts, or bequeaths for purposes designated by the donor						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	112	287	200	138	290	90	45.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	10,744	20,576	16,811	11,269	7,000	(9,811)	-58.4%
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>10,856</b>	<b>20,863</b>	<b>17,011</b>	<b>11,407</b>	<b>7,290</b>	<b>(9,721)</b>	<b>-57.1%</b>
<b>Expenditures by Cost Center</b>							
Traffic and Lighting Signs	-	4,259	3,441	-	-	(3,441)	-100.0%
Other	-	-	7,311	-	-	(7,311)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>4,259</b>	<b>10,752</b>	<b>-</b>	<b>-</b>	<b>(10,752)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>4,259</b>	<b>3,441</b>	<b>-</b>	<b>-</b>	<b>(3,441)</b>	<b>-100.0%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	7,311	-	-	(7,311)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>7,311</b>	<b>-</b>	<b>-</b>	<b>(7,311)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>4,259</b>	<b>10,752</b>	<b>-</b>	<b>-</b>	<b>(10,752)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>10,856</b>	<b>16,604</b>	<b>6,259</b>	<b>11,407</b>	<b>7,290</b>		
Beginning Cash Balance	35,773	46,629	63,233	63,233	69,492		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>46,629</b>	<b>63,233</b>	<b>69,492</b>	<b>74,640</b>	<b>76,782</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							
This fund is used to receive and expend monies received from donations from third parties. Additional appropriations are often submitted to expend donation monies as required. The cash balance at \$74,640 consists of money received for the following purposes: Animal Control (\$53,250), DCI bicycle paths (\$13,441), DCI other (\$7,310) and interest earned (\$639).							



## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Gift, Donation, Bequest

Fund Number

217

**2013 Accomplishments/Outcomes (4-10 required)**

Increase in donations up by 30% from 2011.  
All monies donated, used for its intended purpose.  
A detailed accounting summary report was created to track donations received and paid by its intended use.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

Account for donations, gifts, or bequeaths for purposes designated by the donor.  
Ensure that fund performs within budgetary guidelines.

City Strategy  
Number

1,2  
1,2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Lack of citizens donating money, due to a difficult economy.  
Educate citizens through communication and transparency, which will promote trust in their government.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Amount of donations received	2,3	Output	\$7,000	\$20,576	\$13,000	\$7,000
- Money used for purpose intended	2	Effectiveness	100%	100%	100%	100%
- Interest Earned	2	Output	\$350	\$287	\$300	\$290

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2013				2014 Proposed Budget	Variance 2013-2014
	2011 Actual	2012 Actual	Amended Budget	6/30/13 Actual		
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Police Curfew Violations</b>				<b>Fund Number</b>	<b>218</b>	
<b>Department Description &amp; Purpose</b>	Juvenile Positive Assistance - Accounts for monies received from penalties paid for curfew violations. Expenditures include Drug Abuse Resistance Education and Juvenile Aid Bureau.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	1,125	418	1,000	150	1,000	-	0.0%
Interest Earnings	28	52	25	24	25	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,153</b>	<b>470</b>	<b>1,025</b>	<b>174</b>	<b>1,025</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Police	-	-	500	-	1,000	500	100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>1,000</b>	<b>500</b>	<b>100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>(500)</b>	<b>-100.0%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	500	-	1,000	500	100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>1,000</b>	<b>500</b>	<b>100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>0.0%</b>
<b>Net Surplus / (deficit)</b>	<b>1,153</b>	<b>470</b>	<b>25</b>	<b>174</b>	<b>25</b>		
Beginning Cash Balance	9,262	10,415	10,885	10,885	10,910		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>10,415</b>	<b>10,885</b>	<b>10,910</b>	<b>11,059</b>	<b>10,935</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Police Curfew Violations

Fund Number

218

**2013 Accomplishments/Outcomes (4-10 required)**

-Conducted curfew sweeps throughout the City

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

-Increase curfew sweeps

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Number of Curfew Sweeps		Output			4	4

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Law Enforcement Continuing Education</b>				<b>Fund Number</b>	<b>220</b>	
<b>Department Description &amp; Purpose</b>	Account for police fees and fines collected to finance police officers' continuing education, training, supplies and equipment.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	114,843	86,217	108,000	6,964	25,000	(83,000)	-76.9%
Charges for Services	102,557	102,239	234,000	86,132	100,000	(134,000)	-57.3%
Interest Earnings	2,990	5,194	3,000	2,253	3,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	2,420	2,320	2,000	1,965	2,000	-	0.0%
Other Income	75,091	83,888	-	(1)	81,000	81,000	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>297,901</b>	<b>279,858</b>	<b>347,000</b>	<b>97,312</b>	<b>211,000</b>	<b>(136,000)</b>	<b>-39.2%</b>
<b>Expenditures by Cost Center</b>							
Training & Supplies	2,801	3,052	16,500	7,398	215,000	198,500	1203.0%
Accident Reports	33,300	26,981	125,119	30,076	55,000	(70,119)	-56.0%
Firearm Training	5,097	1,703	126,000	105,047	-	(126,000)	-100.0%
False Alarm Fees	143,876	181,156	191,012	33,760	-	(191,012)	-100.0%
Noise Violations	15,563	21,000	19,500	1,433	-	(19,500)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>200,637</b>	<b>233,892</b>	<b>478,131</b>	<b>177,714</b>	<b>270,000</b>	<b>(208,131)</b>	<b>-43.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	<b>9,887</b>	<b>22,921</b>	<b>148,512</b>	<b>27,277</b>	<b>30,000</b>	<b>(118,512)</b>	<b>-79.8%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	3,494	14,729	13,000	1,576	50,000	37,000	284.6%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	41,332	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	50,495	44,373	106,500	25,742	140,000	33,500	31.5%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>95,321</b>	<b>59,102</b>	<b>119,500</b>	<b>27,318</b>	<b>190,000</b>	<b>70,500</b>	<b>59.0%</b>
<b>Capital</b>	<b>95,429</b>	<b>151,869</b>	<b>210,119</b>	<b>123,119</b>	<b>50,000</b>	<b>(160,119)</b>	<b>-76.2%</b>
<b>Total Expenditures by Type</b>	<b>200,637</b>	<b>233,892</b>	<b>478,131</b>	<b>177,714</b>	<b>270,000</b>	<b>(208,131)</b>	<b>-43.5%</b>
<b>Net Surplus / (deficit)</b>	<b>97,264</b>	<b>45,966</b>	<b>(131,131)</b>	<b>(80,402)</b>	<b>(59,000)</b>		
Beginning Cash Balance	943,976	1,041,240	1,087,206	1,087,206	956,075		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,041,240</b>	<b>1,087,206</b>	<b>956,075</b>	<b>1,006,804</b>	<b>897,075</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Law Enforcement Continuing Education

Fund Number

220

**2013 Accomplishments/Outcomes (4-10 required)**

-Assist with additional training and equipment for sworn and civilian members of the South Bend Police Department  
 -Purchase laptop for use in video training  
 -Purchase in-car video cameras for marked police cars  
 -Leadership and Command Officer Training

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

-Assist with additional training and equipment for sworn and civilian members of the South Bend Police Department

5

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
-Additional Training and Equipment		Technology		\$80,000	\$75,000	\$75,000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	26,180	6,024	-	15,542	-	-
<b>Total Expenditures</b>	26,180	6,024	-	15,542	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

The 2011 and 2012 expenditures are for the purchase of Digital Ally in car video systems. The 2013 expenditure is for the cost of the VM/ware Center server.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Law Enforcement Continuing Education

Fund Number

220

### Five-Year Capital Improvement Plan

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2	Motor Vehicles	Cash	50,000	-	-	-	-	50,000
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Loss Recovery Fund</b>				<b>Fund Number</b>	<b>227</b>	
<b>Department Description &amp; Purpose</b>	Account for compensatory or exemplary damage payments from third parties arising from loss or damage to City tangible or intangible property. The Loss Recovery Fund was established in 2008 to account for the receipt of \$4,462,214 from a lawsuit involving MTBE contamination. The fund made be used for any reasonable purpose beneficial to the City and has been used for environmental remediation, vacant and abandoned buildings and street improvements.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	12,545	21,894	25,000	9,357	17,000	(8,000)	-32.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	211,701	-	3,804,857	6,309	-	(3,804,857)	-100.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>224,246</b>	<b>21,894</b>	<b>3,829,857</b>	<b>15,666</b>	<b>17,000</b>	<b>(3,812,857)</b>	<b>-99.6%</b>
<b>Expenditures by Cost Center</b>							
Environmental Projects	99,400	12,520	316,033	37,388	200,000	(116,033)	-36.7%
Water Works Supplies	-	-	208,000	-	-	(208,000)	-100.0%
Animal Shelter Remediation	-	34,699	-	-	-	-	-
Park Maintenance	-	126,769	2,152	-	-	(2,152)	-100.0%
Vacant/Abandoned Buildings	-	-	-	-	2,000,000	2,000,000	-
Deconstruction Program	-	-	-	-	300,000	300,000	-
Smart Streets Program	-	-	-	-	1,950,000	1,950,000	-
Street Lighting Program	-	-	-	-	200,000	200,000	-
<b>Total Cost Center Expenditures</b>	<b>99,400</b>	<b>173,988</b>	<b>526,185</b>	<b>37,388</b>	<b>4,650,000</b>	<b>4,123,815</b>	<b>783.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	208,000	-	200,000	(8,000)	-3.8%
Professional Services (31xx)	99,400	12,520	316,033	37,388	500,000	183,967	58.2%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	2,000,000	2,000,000	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>99,400</b>	<b>12,520</b>	<b>316,033</b>	<b>37,388</b>	<b>2,500,000</b>	<b>2,183,967</b>	<b>691.1%</b>
<b>Capital</b>	-	161,468	2,152	-	1,950,000	1,947,848	90513.4%
<b>Total Expenditures by Type</b>	<b>99,400</b>	<b>173,988</b>	<b>526,185</b>	<b>37,388</b>	<b>4,650,000</b>	<b>4,123,815</b>	<b>783.7%</b>
<b>Net Surplus / (deficit)</b>	<b>124,846</b>	<b>(152,094)</b>	<b>3,303,672</b>	<b>(21,722)</b>	<b>(4,633,000)</b>		
Beginning Cash Balance	4,368,809	4,493,655	4,341,561	4,341,561	7,645,233		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>4,493,655</b>	<b>4,341,561</b>	<b>7,645,233</b>	<b>4,319,839</b>	<b>3,012,233</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The 2014 budget request is for vacant/abandoned buildings (\$2,000,000), smart streets/two way streets program (\$1,950,000), street lighting program (\$200,000), and other expenditures. During 2013, the fund received \$3.8 million in settlement for litigation surrounding the Oliver brownfield. This is a one-time payment. \$6,309 was received on March 15, 2013 and \$3,798,548 was received on July 3, 2013.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Loss Recovery Fund

Fund Number

227

**2013 Accomplishments/Outcomes (4-10 required)**

- Funds used to complete projects are completed in a timely manner.C79
- Continue to earn interest on available cash balance.
- Adequate cash reserves maintained.
- Replacement of playground equipment at Bellville Park and improvements at Howard Park. The Bellville project will be completed in August, 2012 and the Howard Park project has not yet started.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Funds used to complete projects are restricted to environmental remediation and other like projects.
- Fund performs within budgetary guidelines.
- Collect and account for monies due to the City resulting from loss or damage to City property.
- Provide funding for environmental remediation projects in consulting with vacant & abandoned housing and brownfields
- Provide funding for complete streets/two way streets program.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Revenue is scarce as there are rare instances when a substantial loss or damage to City Property occurs that are deposited into this fund. Other insurance losses are accounted for in Fund 226 - Liability Insurance.
- Fund reserves were increased significantly during 2013 with the settlement of litigation and are available for important projects such as vacant and abandoned buildings and complete/two way streets.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Cash Reserves	2	Output	\$2,500,000	\$4,341,561	\$7,645,233	\$2,662,233
- Interest Earned	2	Output	\$20,000	\$21,894	\$25,000	\$17,000
- Percentage Interest Earnings	2	Efficiency	.8%	.50%	.32%	.64%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2013				2014 Proposed Budget	Variance 2013-2014
	2011 Actual	2012 Actual	Amended Budget	6/30/13 Actual		
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

None



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Loss Recovery Fund

Fund Number

227

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
19	Great Streets program	Cash	2,500,000	-	-	-	-	2,500,000
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Emergency 911 Telephone Fund **Fund Number** 244

**Department Description & Purpose** New fund established in 2014 to account for 911 funding received from Saint Joseph County for 911 emergency telephone operating costs. A separate refund is being required by the Indiana State Board of Accounts for these expenditures.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	215,000	215,000	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	-	-	<b>215,000</b>	<b>215,000</b>	-
<b>Expenditures by Cost Center</b>							
Communications Department	-	-	-	-	215,000	215,000	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	-	-	-	-	<b>215,000</b>	<b>215,000</b>	-
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	154,266	154,266	-
Fringe Benefits	-	-	-	-	60,734	60,734	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	<b>215,000</b>	<b>215,000</b>	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	-	-	-	-	-
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	-	-	-	-	<b>215,000</b>	<b>215,000</b>	-
<b>Net Surplus / (deficit)</b>	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	-	-	-	-	-	-	-

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	-	-	-	-	3.00	3.00
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	-	-	-	-	<b>3.00</b>	<b>3.00</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
New fund required for 2014 per the Indiana State Board of Accounts. Three Communications Supervisor positions have been transferred from the Communications Department in the General Fund to this new fund.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Public Safety LOIT fund</b>				<b>Fund Number</b>	<b>249</b>	
<b>Department Description &amp; Purpose</b>	Statutory fund required by State Board of Accounts to account for collections of 0.25% public safety local option income tax implementation effective October 1, 2009. Fund is a "pass through" account with proceeds transferred to the General Fund for police and fire operating costs. Funds transfers will occur as required to fund operations. Beginning in 2014, expenditures for police and fire personnel will be paid directly from this fund.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	5,293,619	6,605,601	5,892,386	2,946,193	6,380,029	487,643	8.3%
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,308	8,296	8,000	4,732	11,000	3,000	37.5%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	214,990	175,436	-	560,580	-	-	-
<b>Total Revenue</b>	<b>5,510,917</b>	<b>6,789,333</b>	<b>5,900,386</b>	<b>3,511,505</b>	<b>6,391,029</b>	<b>490,643</b>	<b>8.3%</b>
<b>Expenditures by Cost Center</b>							
Police Department (56%)	2,769,344	3,112,460	3,968,567	2,002,467	4,080,261	111,694	2.8%
Fire Department (44%)	2,207,625	2,364,074	3,133,190	1,566,595	3,134,397	1,207	0.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>4,976,969</b>	<b>5,476,534</b>	<b>7,101,757</b>	<b>3,569,062</b>	<b>7,214,658</b>	<b>112,901</b>	<b>1.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	5,282,809	5,282,809	100.0%
Fringe Benefits	-	-	-	-	1,794,419	1,794,419	100.0%
Other Personnel costs	-	-	-	-	137,430	137,430	100.0%
<b>Total Personnel</b>	-	-	-	-	<b>7,214,658</b>	<b>7,214,658</b>	<b>100.0%</b>
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	4,976,969	5,476,534	7,101,757	3,569,062	-	(7,101,757)	-100.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>4,976,969</b>	<b>5,476,534</b>	<b>7,101,757</b>	<b>3,569,062</b>	-	<b>(7,101,757)</b>	<b>-100.0%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>4,976,969</b>	<b>5,476,534</b>	<b>7,101,757</b>	<b>3,569,062</b>	<b>7,214,658</b>	<b>112,901</b>	<b>1.6%</b>
<b>Net Surplus / (deficit)</b>	<b>533,948</b>	<b>1,312,799</b>	<b>(1,201,371)</b>	<b>(57,557)</b>	<b>(823,629)</b>		
Beginning Cash Balance	1,143,195	1,677,143	2,989,942	2,989,942	1,788,571		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,677,143</b>	<b>2,989,942</b>	<b>1,788,571</b>	<b>2,932,385</b>	<b>964,942</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	85.00	85.00	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85.00</b>	<b>85.00</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

2012 budgeted revenue includes a \$549,081 catch-up payment received on April 16, 2012 due to a 2011 state accounting error. The cash balance in the fund may only be used for public safety expenditures. Beginning in 2014, police and fire personnel costs will be paid directly from this fund and, therefore, interfund transfers and a quarterly reconciliation will no longer be needed. For the 2014 budget, a total of 47 police officers and 38 fire fighters are budgeted in this fund. During 2013 and 2014, the City plans to use cash reserves to maintain staffing levels but keep cash reserves at least equal to one monthly payment (\$495,943 per month estimated for 2014)

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Public Safety LOIT fund

Fund Number

249

**2013 Accomplishments/Outcomes (4-10 required)**

- Quarterly reconciliations of Public Safety LOIT expenditures.
- Receipt of additional state funding on April 16, 2012 in the amount of \$549,081.29.

City Strategy  
Number

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Accurately account for funds received and utilize for only public safety expenditures
- Beginning in 2014, per State Board of Accounts directive, police and fire personnel costs will be paid for directly from this fund.

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2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Difficult to estimate revenue for the upcoming budget year. Final revenue estimates from the DLGF are received in August or September.
- Spending down some cash reserves in this fund during 2013 and 2014 but plan to maintain target reserves of 20% of annual expenditures.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Ending Cash Reserves	2	Output	\$1,000,000	\$2,989,942	\$1,788,571	\$964,942
- Cash Reserves % of Expenditures	2	Output	20%	55%	25%	13%
- Monthly Distributions from County	2	Output	12	12	12	12
- Quarterly Recon. Prepared by 15th (will not be needed beginning in 2014)	2	Output	0	4	4	0
- Monthly PS LOIT Payment	2	Output	\$441,135	\$504,695	\$491,032	\$531,669

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2013			6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
	2011 Actual	2012 Actual	2013 Amended Budget			
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

None. Information technology is not paid for from this fund.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Local Road and Street fund</b>				<b>Fund Number</b>	<b>251</b>	
<b>Department Description &amp; Purpose</b>	Fund used to account for state gasoline tax distributions made from the local road and street account. LRS is a DLGF controlled fund and is used by the City for new street and bike / walkway construction projects and leverages its funds by providing matching contributions for state and federal grants.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	1,030,958	1,022,508	1,052,643	541,644	1,080,000	27,357	2.6%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	6,031	7,306	8,500	3,922	8,000	(500)	-5.9%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,036,989</b>	<b>1,029,814</b>	<b>1,061,143</b>	<b>545,566</b>	<b>1,088,000</b>	<b>26,857</b>	<b>2.5%</b>
<b>Expenditures by Cost Center</b>							
Paving Materials	450,000	-	400,000	2,570	400,000	-	0.0%
Roads and Intersections	1,191,180	312,069	529,428	372,154	325,000	(204,428)	-38.6%
Bicycle Trails	192,543	10,523	4,275	37,728	175,000	170,725	3993.6%
Traffic Signalization & Lighting	7,960	103,130	302,221	44,721	175,000	(127,221)	-42.1%
Liability Insurance	146,292	115,800	-	-	-	-	-
Professional Services/Studies	7,500	-	-	7,500	7,500	7,500	-
Other	10,266	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,005,741</b>	<b>541,522</b>	<b>1,235,924</b>	<b>464,672</b>	<b>1,082,500</b>	<b>(153,424)</b>	<b>-12.4%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	<b>459,406</b>	<b>-</b>	<b>400,000</b>	<b>2,570</b>	<b>350,000</b>	<b>(50,000)</b>	<b>-12.5%</b>
Professional Services (31xx)	7,500	-	77,500	7,500	7,500	(70,000)	-90.3%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	146,292	115,800	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>153,792</b>	<b>115,800</b>	<b>77,500</b>	<b>7,500</b>	<b>7,500</b>	<b>(70,000)</b>	<b>-90.3%</b>
<b>Capital</b>	<b>1,392,543</b>	<b>425,722</b>	<b>758,424</b>	<b>332,665</b>	<b>725,000</b>	<b>(33,424)</b>	<b>-4.4%</b>
<b>Total Expenditures by Type</b>	<b>2,005,741</b>	<b>541,522</b>	<b>1,235,924</b>	<b>342,735</b>	<b>1,082,500</b>	<b>(153,424)</b>	<b>-12.4%</b>
<b>Net Surplus / (deficit)</b>	<b>(968,752)</b>	<b>488,292</b>	<b>(174,781)</b>	<b>202,831</b>	<b>5,500</b>		
Beginning Cash Balance	2,194,756	1,226,004	1,714,296	1,714,296	1,539,515		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,226,004</b>	<b>1,714,296</b>	<b>1,539,515</b>	<b>1,917,127</b>	<b>1,545,015</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The Local Road and Street Fund receives gasoline tax revenue collected by the State of Indiana and distributed monthly to municipalities. This revenue source has remained stagnant the past several years. This fund is often used to provide local matching funds for federal road projects in the City of South Bend. A total of \$400,000 in street paving is included in the Local Road and Street budget for 2013 to supplement paving paid from the Motor Vehicle Highway fund.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Local Road and Street fund

Fund Number

251

**2013 Accomplishments/Outcomes (4-10 required)**

- Completed signs inventory with MACOG
- Completed ADA inventory of sidewalk ramps with MACOG
- Coordinated utility replacement of US 31 two phases
- Coordinated utility relocation for SR 23
- Filed the Annual Operational Report for Local Roads and Streets with the State Board of Accounts by the June 1st due date.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Work with the County engineer on a joint project to rehabilitate the Olive/Sample overpass
- Coordinate utility relocated with INDOT for the final phase of US 31
- Coordinate the construction of SR 23
- Complete Boland bicycle trail

City Strategy  
Number

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Learn new MAP21 (federal legislation) policies for street funding
- Stagnant gasoline taxes received as the primary revenue source for this fund.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- No. of public outreach projects		Output	2	n/a	n/a	2
- No. of projects completed w/in budget compared to total projects		Efficiency	2	n/a	n/a	2
- No. of projects completed on sched. compared to total projects		Effectiveness	2	n/a	n/a	2

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Local Road and Street fund

Fund Number

251

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>		-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
18	Road Projects	Cash	325,000	1,048,500	1,048,500	1,048,500	1,048,500	4,519,000
19	Sign Replacement	Cash	-	-	-	-	-	-
20	Signal Replacements	Cash	150,000	-	-	-	-	150,000
21	Boland bicycle trail	Cash	250,000	-	-	-	-	250,000
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>725,000</b>	<b>1,048,500</b>	<b>1,048,500</b>	<b>1,048,500</b>	<b>1,048,500</b>	<b>4,919,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18 Other significant projects to be identified by the Mayor, Director of Public Works and City Engineer.  
19 Replace substandard regulatory and warning signs as determined by MACOG sign inventory  
20 Replace old and obsolete signals and controller boxes at various locations in the City.  
21 Implementing city's goal of additional bicycle facilities  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Excess Welfare **Fund Number** 252

**Department Description & Purpose** Fund is a statutory fund used to account for the one-time distribution from the State of Indiana for excess taxes collected in prior fiscal periods for child welfare. Fund is restricted for public safety expenditures.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	6,545	5,407	-	2	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>6,545</b>	<b>5,407</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Expenditures by Cost Center</b>							
Police Department Radio Equipment	-	1,630,070	-	-	1,146	1,146	-
Fire Department Radio Equipment	-	646,623	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>2,276,693</b>	<b>-</b>	<b>-</b>	<b>1,146</b>	<b>1,146</b>	<b>-</b>

<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Supplies</b>							
	-	-	-	-	1,146	1,146	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Capital</b>	<b>-</b>	<b>2,276,693</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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<b>Total Expenditures by Type</b>	<b>-</b>	<b>2,276,693</b>	<b>-</b>	<b>-</b>	<b>1,146</b>	<b>1,146</b>	<b>-</b>
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<b>Net Surplus / (deficit)</b>	<b>6,545</b>	<b>(2,271,286)</b>	<b>-</b>	<b>2</b>	<b>(1,146)</b>		
Beginning Cash Balance	2,265,887	2,272,432	1,146	1,146	1,146		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>2,272,432</b>	<b>1,146</b>	<b>1,146</b>	<b>1,148</b>	<b>-</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 No budget was requested for 2013. It was anticipated that the remaining cash reserves in this fund would be spent in 2012 for Police and Fire Department hand held and portable radio equipment. A purchase order is outstanding with Motorola in the amount of \$646,623.03 for Fire Department radios. The Police Department radios have been purchased. This fund was established in 2009 with the receipt of \$2,922,079.10 in Family & Children Funds revenue from the State. The funds may only to be used for public safety purposes. The final fund balance will be spent during 2014.



## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>	<b>Human Rights - Federal</b>				<b>Fund Number 258</b>		
<b>Department Description &amp; Purpose</b>	<i>To account for expenditures to prevent discrimination and to promote human rights. Financing is provided by federal grants from the Equal Employment Opportunity Commission and the United States Department of Housing and Urban Development.</i>						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	137,710	163,260	199,000	30,450	187,000	(12,000)	-6.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,404	2,279	2,100	1,008	2,000	(100)	-4.8%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	15,139	19,409	36,150	13,550	21,700	(14,450)	-40.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>154,253</b>	<b>184,948</b>	<b>237,250</b>	<b>45,008</b>	<b>210,700</b>	<b>(26,550)</b>	<b>-11.2%</b>
<b>Expenditures by Cost Center</b>							
EEOC Grant	85,604	90,638	99,692	39,562	93,661	(6,031)	-6.0%
HUD Grant	71,329	67,391	88,990	36,968	90,340	1,350	1.5%
HUD Education & Outreach Grant	-	10,519	40,248	10,090	40,000	(248)	-0.6%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>156,933</b>	<b>168,548</b>	<b>228,930</b>	<b>86,620</b>	<b>224,001</b>	<b>(4,929)</b>	<b>-2.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	74,182	75,810	80,041	40,575	84,868	4,827	6.0%
Fringe Benefits	21,635	23,407	25,473	12,861	28,033	2,560	10.0%
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>95,817</b>	<b>99,217</b>	<b>105,514</b>	<b>53,436</b>	<b>112,901</b>	<b>7,387</b>	<b>7.0%</b>
<b>Supplies</b>	<b>2,386</b>	<b>2,288</b>	<b>4,668</b>	<b>1,111</b>	<b>4,550</b>	<b>(118)</b>	<b>-2.5%</b>
Professional Services (31xx)	21,000	26,146	42,039	14,195	40,500	(1,539)	-3.7%
Comm/Transportation(32xx)	12,527	8,392	19,750	4,918	19,750	-	0.0%
Printing & Advertising (33xx)	10,788	9,605	28,000	10,743	28,000	-	0.0%
Insurance (34xx)	12	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	11,013	21,171	27,459	2,217	16,800	(10,659)	-38.8%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	2,640	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>57,980</b>	<b>65,314</b>	<b>117,248</b>	<b>32,073</b>	<b>105,050</b>	<b>(12,198)</b>	<b>-10.4%</b>
<b>Capital</b>	<b>750</b>	<b>1,729</b>	<b>1,500</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenditures by Type</b>	<b>156,933</b>	<b>168,548</b>	<b>228,930</b>	<b>86,620</b>	<b>224,001</b>	<b>(4,929)</b>	<b>-2.2%</b>
<b>Net Surplus / (deficit)</b>	<b>(2,680)</b>	<b>16,400</b>	<b>8,320</b>	<b>(41,612)</b>	<b>(13,301)</b>		
Beginning Cash Balance	472,443	469,763	486,163	486,163	494,483		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>469,763</b>	<b>486,163</b>	<b>494,483</b>	<b>444,551</b>	<b>481,182</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	2.00	2.00	2.00	2.00	2.00	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	0.12	0.12	0.12	-	
<b>Total FTE's</b>	<b>2.00</b>	<b>2.00</b>	<b>2.12</b>	<b>2.12</b>	<b>2.12</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Received an \$80,000 Education and Outreach grant from the U S Department Of Housing and Urban Development during 2012. Temporary clerical help in the amount of \$5,000 is included in the grant as well as \$5,000 for administration/grant management.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Human Rights - Federal

Fund Number

258

**2013 Accomplishments/Outcomes (4-10 required)**

Successfully completed our contractual relationships with the Equal Employment Opportunity Commission and the U S Department of Housing and Urban Development.  
 Successful in obtaining a grant from HUD for education and out reach in housing and LGBT  
 Successfully hosted the Indiana Consortium of State and Local Human Rights Agencies Training Conference. The training was in Employment Housing Labor Department and LGBT issues.  
 The Common Council passed the LGBT ordinance protecting the gay, lesbian, bisexual and transgendered persons.  
 The Director received the Drum Major Community Service Award for outstanding community service.  
 Passed the Hud audit by quickly responding to inquiries and keeping good records.  
 Director Douglas was reappointed to th EEOC FEPA Committee.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

The Commission staff will strive to handle any one that walks in with a potential charge through screening. If it is necessary to take a charge; it could be done at that time rather than have the individual return. Thus better serving our clients.	1,2
Staff will intake all charges in one hour or less. This enables staff to spend more time performing other duties.	1,2
Each investigator will be asked to produce finished cases based on their job title (investigator r 1 -6 ). The more that is given the more is expected. Our customer can receive a faster resolution to their problem so they can continue their lives.	1,2
The Commission will continue to encourage staff to seek alternative methods of completing every day in tasks in more efficient manner thus improving the productivity in the office. New and innovative ideas are always welcome.	1,2
The Commission will continue to persue county wide status by partnering with the City of Mishawaka and the Cou county. This could lead to additional revenue streams.	2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

The Commission's office will be relocating. Staff will need to make a determined effort to get the word out to our customers so they will know how to reach us. We will also have down time that we must work around. Effective use of all media is amust  
 Educating the community concerning the new sexual orientation ordinance as well as our other basis covered under our ordinance.  
 Partnering with the City of Mishawaka and the county of Saint Joseph in an effort to give all county residents the protection of our human rights ordinance. To increase the Commissions revenue stream at the same time.  
 Maintaining our contract numbers with the Equal Employment Opportunity Commission and the U S Department of Housing and Urban Development when our number of actual charges filed is decreasing. Determining whether the number of charges are decreasing due the Commissions success in helping to iridicate discriminatory practices and behavior.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Number of cases investigated.	1,2	output	100	106	104	104
Number of housing trainings	1,2	output	6	8	8	8
Number of trainings performed	1,2	output	6	6	8	8
Number of inquiries handled	1,2	effectiveness	100	107	100	100
Number of probable causes	1,2	quality, outcome	10	8	10	10
Number of no causes	1,2	quality, outcome	86	77	80	80
Number of City & Co inquiries handled	1,2	effectiveness	1200	1007	1000	1000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	558	1,729	1,500	-	1,500	-
<b>Total Expenditures</b>	558	1,729	1,500	-	1,500	-

Information Tech. Staffing (FTE's)

-

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Human Rights - Federal**

Fund Number

**258**

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1	HUD Grant Computer Equipment	Cash	1,500	-	-	-	-	1,500
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>1,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,500</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

1 Equipment paid by HUD Education and Outreach grant - projector, drop down screen and flat screen television.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>East Race Waterway fund</b>				<b>Fund Number</b>	<b>271</b>	
<b>Department Description &amp; Purpose</b>	Fund accounts for revenues and expenditures for the East Race Waterway. Revenues are derived from race entry fees.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	78	99	100	31	100	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>78</b>	<b>99</b>	<b>100</b>	<b>31</b>	<b>100</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
East Race Waterway Fund	9,915	8,009	346	31	10,000	9,654	2790.2%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>9,915</b>	<b>8,009</b>	<b>346</b>	<b>31</b>	<b>10,000</b>	<b>9,654</b>	<b>2790.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>9,843</b>	<b>8,009</b>	<b>346</b>	<b>-</b>	<b>10,000</b>	<b>9,654</b>	<b>2790.2%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	72	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>72</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>9,915</b>	<b>8,009</b>	<b>346</b>	<b>-</b>	<b>10,000</b>	<b>9,654</b>	<b>2790.2%</b>
<b>Net Surplus / (deficit)</b>	<b>(9,837)</b>	<b>(7,910)</b>	<b>(246)</b>	<b>31</b>	<b>(9,900)</b>		
Beginning Cash Balance	32,070	22,233	14,323	14,323	14,077		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>22,233</b>	<b>14,323</b>	<b>14,077</b>	<b>14,354</b>	<b>4,177</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>	Fund no longer receiving funding from racing events. Fund to be closed.						

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Morris PAC / Palais Royale Marketing</b>				<b>Fund Number</b>	<b>273</b>	
<b>Department Description &amp; Purpose</b>	Fund is a non-reverting fund to receive monies from the solicitation of funds for commercial promotion sponsorships and to accept donations to the Morris PAC and Palais Royale. Deposits in fund used for the purpose of assisting with continued promotions of and within both the Morris Performing Arts Center and Palais Royale.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	60	122	100	60	100	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	4,058	4,917	8,000	3,818	8,000	-	0.0%
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>4,118</b>	<b>5,039</b>	<b>8,100</b>	<b>3,878</b>	<b>8,100</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Morris PAC and Palais Royale Marketing Fund	-	-	10,149	4,049	8,100	(2,049)	-20.2%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>-</b>	<b>10,149</b>	<b>4,049</b>	<b>8,100</b>	<b>(2,049)</b>	<b>-20.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	8,149	2,049	8,100	(49)	-0.6%
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	2,000	2,000	-	(2,000)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>10,149</b>	<b>4,049</b>	<b>8,100</b>	<b>(2,049)</b>	<b>-20.2%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>-</b>	<b>10,149</b>	<b>4,049</b>	<b>8,100</b>	<b>(2,049)</b>	<b>-20.2%</b>
<b>Net Surplus / (deficit)</b>	<b>4,118</b>	<b>5,039</b>	<b>(2,049)</b>	<b>(171)</b>	<b>-</b>		
Beginning Cash Balance	19,606	23,724	28,763	28,763	26,714		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>23,724</b>	<b>28,763</b>	<b>26,714</b>	<b>28,592</b>	<b>26,714</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 There is no staffing for this Marketing Fund.  
 Revenue for this fund is collected through donations and sponsorships and used to assist with continued promotions of and within Morris PAC and Palais Royale.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Morris PAC / Palais Royale Marketing

Fund Number

273

**2013 Accomplishments/Outcomes (4-10 required)**

This fund is used to support our need for Ticket Envelopes and Ticket Stock, and reduces expenses and support our local sponsors.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

To continue raising funds to help assist with promoting both buildings, the Morris PAC and Palais Royale

2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

The Chalange is to continue with sponsorships.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

No allocation for this fund

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Police Block Grants</b>				<b>Fund Number</b>	<b>280</b>	
<b>Department Description &amp; Purpose</b>	Account for federal grants providing financing for police activities as stipulated in the grant.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	185,000	-	-	(185,000)	-100.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	3,433	459	300	8	-	(300)	-100.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	222	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>3,433</b>	<b>681</b>	<b>185,300</b>	<b>8</b>	<b>-</b>	<b>(185,300)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Police	309,974	124,539	185,000	-	-	(185,000)	-100.0%
Block Grant I	-	-	-	-	-	-	-
Block Grant II	2,318	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>312,292</b>	<b>124,539</b>	<b>185,000</b>	<b>-</b>	<b>-</b>	<b>(185,000)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>(45,000)</b>	<b>-100.0%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	31,943	-	40,000	-	-	(40,000)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>31,943</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>(40,000)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>280,349</b>	<b>124,539</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>(100,000)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>312,292</b>	<b>124,539</b>	<b>185,000</b>	<b>-</b>	<b>-</b>	<b>(185,000)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>(308,859)</b>	<b>(123,858)</b>	<b>300</b>	<b>8</b>	<b>-</b>		
Beginning Cash Balance	436,520	127,661	3,803	3,803	4,103		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>127,661</b>	<b>3,803</b>	<b>4,103</b>	<b>3,811</b>	<b>4,103</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Police Block Grants

Fund Number

280

2013 Accomplishments/Outcomes (4-10 required)

2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)

City Strategy  
Number

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2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)

Key Performance Indicators

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target

Types: output, efficiency, effectiveness, quality, outcome, technology

Information Technology (costs and FTE's also included in the financial summary)

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	258,228	124,538	-	-	-	-
<b>Total Expenditures</b>	258,228	124,538	-	-	-	-

Information Tech. Staffing (FTE's)

	-	-	-	-	-	-
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Explain Significant Information Technology Trends and Changes Below:

Digital Ally in car video systems of \$16,625 in 2012 and \$149,860 in 2011. Dell Laptops of \$107,913 in 2012 and \$108,368 in 2011.



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Economic Development Commission-Revenue Bonds</b>				<b>Fund Number</b>	<b>281</b>	
<b>Department Description &amp; Purpose</b>	<b>Expenses of the EDC's revenue bonds</b>						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	76	133	100	58	-	(100)	-100.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	850	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>926</b>	<b>133</b>	<b>100</b>	<b>58</b>	<b>-</b>	<b>(100)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	27,102	-	-	(27,102)	-100.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>27,102</b>	<b>-</b>	<b>-</b>	<b>(27,102)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>-</b>	<b>27,102</b>	<b>-</b>	<b>-</b>	<b>(27,102)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>926</b>	<b>133</b>	<b>(27,002)</b>	<b>58</b>	<b>-</b>		
Beginning Cash Balance	25,976	26,902	27,035	27,035	33		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>26,902</b>	<b>27,035</b>	<b>33</b>	<b>27,093</b>	<b>33</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Fund not used often. To be used only for the expenses of EDC revenue bonds. Exploring possibility of closing this fund yet in 2013.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Emergency Medical Services Capital Imp.</b>				<b>Fund Number</b>	<b>288</b>	
<b>Department Description &amp; Purpose</b>	Revenue from Emergency Medical Service ambulance service to the City of South Bend, copies of public records, false alarm ordinance violations, EMS provided at special events, interest on investments, grants and other income.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	15,121	30,051	20,000	11,751	10,000	(10,000)	-50.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	2,553,379	2,258,510	2,967,084	1,444,098	2,651,000	(316,084)	-10.7%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,568,500</b>	<b>2,288,561</b>	<b>2,987,084</b>	<b>1,455,849</b>	<b>2,661,000</b>	<b>(326,084)</b>	<b>-10.9%</b>
<b>Expenditures by Cost Center</b>							
Fire Department	2,065,780	2,278,472	11,078,163	2,478,613	2,674,106	(8,404,057)	-75.9%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,065,780</b>	<b>2,278,472</b>	<b>11,078,163</b>	<b>2,478,613</b>	<b>2,674,106</b>	<b>(8,404,057)</b>	<b>-75.9%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	<b>206,108</b>	<b>52,752</b>	<b>193,539</b>	<b>124,216</b>	<b>150,000</b>	<b>(43,539)</b>	<b>-22.5%</b>
Professional Services (31xx)	168,568	48,596	1,004,344	881,981	150,000	(854,344)	-85.1%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	1,920	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	37,114	16,775	109,424	87,271	236,000	126,576	115.7%
Debt Service - Principal	138,207	57,200	1,055,020	19,252	232,000	(823,020)	-78.0%
Debt Service - Interest & Fees	-	-	135,576	1,081	119,106	(16,470)	-12.1%
Other Services & Charges (39xx)	9,727	14,088	12,000	5,708	12,000	-	0.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	500,000	1,000,000	1,000,000	500,000	1,000,000	-	0.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>855,536</b>	<b>1,136,659</b>	<b>3,316,364</b>	<b>1,495,293</b>	<b>1,749,106</b>	<b>(1,567,258)</b>	<b>-47.3%</b>
<b>Capital</b>	<b>1,004,136</b>	<b>1,089,061</b>	<b>7,568,260</b>	<b>859,104</b>	<b>775,000</b>	<b>(6,793,260)</b>	<b>-89.8%</b>
<b>Total Expenditures by Type</b>	<b>2,065,780</b>	<b>2,278,472</b>	<b>11,078,163</b>	<b>2,478,613</b>	<b>2,674,106</b>	<b>(8,404,057)</b>	<b>-75.9%</b>
<b>Net Surplus / (deficit)</b>	<b>502,720</b>	<b>10,089</b>	<b>(8,091,079)</b>	<b>(1,022,764)</b>	<b>(13,106)</b>		
Beginning Cash Balance	5,038,447	5,528,725	5,522,335	5,522,335	(2,568,744)		
Balance Sheet Adjustments	(12,442)	(16,479)	-	3,191	-		
<b>Ending Cash Balance</b>	<b>5,528,725</b>	<b>5,522,335</b>	<b>(2,568,744)</b>	<b>4,502,762</b>	<b>(2,581,850)</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Reduction of revenue as 2013 grant expended and video conferencing grant not yet awarded or expected for 2014. A revenue bond in the amount of \$6,005,000 is expected to be sold in September, 2013.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Emergency Medical Services Capital Imp.

Fund Number

288

**2013 Accomplishments/Outcomes (4-10 required)**

- Implemented new EMS run report
- Maintained and serviced all Zoll cardiac monitors
- Deployed Stryker power cot decreasing crews need to physically lift patients

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Implement a 5th city medic unit decreasing call volume of four current units
- To become an American Heart Association training center allowing us to efficiently deliver CPR training for community benefit
- To train 30 EMT-Basic to new Advanced Emergency Medical Technician standard
- Research and apply for Grants for EMS training supplies i.e. a Sim Man diagnostic testing manikin

City Strategy  
Number

6  
2  
2  
2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Collect data to complete accreditation process
- Increase number of Lead Paramedic staffing
- Continue service for outside agencies

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Call throughput for billing staff		Effectiveness	30/staff/day			30/staff/day
Time spent in data entry EMS crews		Efficiency	<30min/call			<30min/call
Billing errors		Effectiveness	<5% error rate			<5% error rate

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013		2014 Proposed Budget	Variance 2013-2014
			Amended Budget	6/30/13 Actual		
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	12,000	12,000	6,500	-	6,500	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	60,000	60,000
Capital	15,000	15,000	15,000	-	15,000	-
<b>Total Expenditures</b>	<b>27,000</b>	<b>27,000</b>	<b>21,500</b>	<b>-</b>	<b>81,500</b>	<b>60,000</b>

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

No FTE's associated with this fund. EMS Capital Fund 288 is used to purchase equipment and covers some software maintenance agreements. Conducting research for new records and reporting software vendors and \$60000 budgeted towards possible future maintenance agreements

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Emergency Medical Services Capital Imp.**

Fund Number

**288**

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Medic 3 Refurb	Cash	150,000	-	150,000	250,000	150,000	700,000
2	Aerial Apparatus	Lease	-	950,000	-	950,000	-	1,900,000
3	Pumper Truck	Lease	-	900,000	450,000	450,000	500,000	2,300,000
4	Refurbished Pump	Cash	-	250,000	-	-	-	250,000
5	Crewdab Dually Haz Mat Tow vehicle	Cash	60,000	-	-	-	-	60,000
6	Program Vehicles	Cash	20,000	17,500	18,500	19,000	19,000	94,000
7	Mobile Data Terminal Replacement	Cash	30,000	-	-	-	-	30,000
8	Dual Band radio Replacement	Cash	55,000	25,000	25,000	25,000	25,000	155,000
9	Investigator Trucks(2)	cash	-	-	-	52,000	-	52,000
10	Battalion Chief Vehicles	Cash	-	-	-	64,000	-	64,000
11	Squad support vehicle	Cash	60,000	-	-	-	-	60,000
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20	Station 8 Construction	Bond	-	2,500,000	-	-	-	2,500,000
21	Station 3 Construction	Bond	-	2,500,000	-	-	-	2,500,000
22	Station 9 Construction	Bond	-	-	2,500,000	-	-	2,500,000
23	Station 12 Construction	Bond	-	-	-	3,000,000	-	3,000,000
24	Fire Station Capital Maintenance	Cash	400,000	250,000	250,000	250,000	250,000	1,400,000
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>775,000</b>	<b>7,392,500</b>	<b>3,393,500</b>	<b>5,060,000</b>	<b>944,000</b>	<b>17,565,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

- 1 Ongoing Ambulance Replacement program
- 2 Ongoing Fire Apparatus replacement program approx 30 year age of oldest aerial
- 3 Ongoing Fire Engine Replacement program approx 20 year cycle
- 4 Refurbishment of serviceable apparatus
- 5 Replace Outdated tow vehicle
- 6 Ongoing Program Vehicle Replacement program
- 7 Complete phase out of obsolete MDT's
- 8 Replace and augment Dual Band Radio's purchased as first phase of switch to 800mhz capability
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- 18 Completion of fire training facility to provide state of the art training for first responders across all hazards
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- 20 Station Placement Strategic plan with alternate funding source to be determined
- 21 Station Placement Strategic plan with alternate funding source to be determined
- 22 Station Placement Strategic plan with alternate funding source to be determined
- 23 Station Placement Strategic plan with alternate funding source to be determined
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Hazmat</b>				<b>Fund Number</b>	<b>289</b>	
<b>Department Description &amp; Purpose</b>	Fees collected for hazardous materials team responses						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	3,000	16,722	10,000	7,000	233.3%
Interest Earnings	8	13	-	19	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	572	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>580</b>	<b>13</b>	<b>3,000</b>	<b>16,741</b>	<b>10,000</b>	<b>7,000</b>	<b>233.3%</b>
<b>Expenditures by Cost Center</b>							
Fire Department	448	-	3,500	-	10,000	6,500	185.7%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>448</b>	<b>-</b>	<b>3,500</b>	<b>-</b>	<b>10,000</b>	<b>6,500</b>	<b>185.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>448</b>	<b>-</b>	<b>3,500</b>	<b>3,238</b>	<b>-</b>	<b>(3,500)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>448</b>	<b>-</b>	<b>3,500</b>	<b>3,238</b>	<b>10,000</b>	<b>6,500</b>	<b>185.7%</b>
<b>Net Surplus / (deficit)</b>	<b>132</b>	<b>13</b>	<b>(500)</b>	<b>13,503</b>	<b>-</b>		
Beginning Cash Balance	2,536	2,668	2,681	2,681	2,181		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>2,668</b>	<b>2,681</b>	<b>2,181</b>	<b>16,184</b>	<b>2,181</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Indiana River Rescue School</b>				<b>Fund Number</b>	<b>291</b>	
<b>Department Description &amp; Purpose</b>	South Bend Fire Department River Rescue school registration fees						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	195	408	200	245	200	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	26,350	65,000	31,300	42,140	45,000	13,700	43.8%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>26,545</b>	<b>65,408</b>	<b>31,500</b>	<b>42,385</b>	<b>45,200</b>	<b>13,700</b>	<b>43.5%</b>
<b>Expenditures by Cost Center</b>							
River Rescue School	20,896	17,736	92,126	67,072	52,300	(39,826)	-43.2%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>20,896</b>	<b>17,736</b>	<b>92,126</b>	<b>67,072</b>	<b>52,300</b>	<b>(39,826)</b>	<b>-43.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	4,805	-	2,000	-	2,500	500	25.0%
<b>Total Personnel</b>	<b>4,805</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>2,500</b>	<b>500</b>	<b>25.0%</b>
<b>Supplies</b>	<b>9,726</b>	<b>8,097</b>	<b>35,666</b>	<b>31,447</b>	<b>8,800</b>	<b>(26,866)</b>	<b>-75.3%</b>
Professional Services (31xx)	50	1,250	5,500	-	-	(5,500)	-100.0%
Comm/Transportation(32xx)	746	5,009	6,000	-	6,000	-	0.0%
Printing & Advertising (33xx)	-	-	-	-	5,000	5,000	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	1,597	720	3,200	73	19,000	15,800	493.8%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	3,948	611	10,000	8,092	11,000	1,000	10.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	24	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>6,365</b>	<b>7,590</b>	<b>24,700</b>	<b>8,165</b>	<b>41,000</b>	<b>16,300</b>	<b>66.0%</b>
<b>Capital</b>	<b>-</b>	<b>2,049</b>	<b>29,760</b>	<b>27,460</b>	<b>-</b>	<b>(29,760)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>20,896</b>	<b>17,736</b>	<b>92,126</b>	<b>67,072</b>	<b>52,300</b>	<b>(39,826)</b>	<b>-43.2%</b>
<b>Net Surplus / (deficit)</b>	<b>5,649</b>	<b>47,672</b>	<b>(60,626)</b>	<b>(24,687)</b>	<b>(7,100)</b>		
Beginning Cash Balance	66,101	71,752	119,423	119,423	58,797		
Balance Sheet Adjustments	2	(1)	-	1	-		
<b>Ending Cash Balance</b>	<b>71,752</b>	<b>119,423</b>	<b>58,797</b>	<b>94,737</b>	<b>51,697</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
A 2013 mid-year additional appropriation amount was approved by the Common Council on August 26, 2013 and is reflected in the 2013 amended budget column.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Indiana River Rescue School

Fund Number

291

**2013 Accomplishments/Outcomes (4-10 required)**

- Two five day schools with student attendance in excess of 80. Over 50% from outside of IN
- Mustang International held their national sales conference in South Bend to correspond with our May school. First time ever held outside of Canada. Allowed over 20 of their sales and product engineers to participate in water rescue techniques
- Developed a relationship with Mustang, Zodiac boats, and Evinrude. They will provide support for the school through their products at no charge
- Teaching a group in Jefferson, IN. First time to teach outside of South Bend.
- Received 22' canopy from Hallmark trailers at no charge
- Several new boats purchased and donated. New outboard motors purchase at a deep discount
- \$5,000 grant from the Chamber of Commerce for advertising

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

- |                                                                                   |   |
|-----------------------------------------------------------------------------------|---|
| -Continue to provide quality swiftwater training to the midwest                   | 6 |
| -Continue to upgrade old equipment                                                | 5 |
| -Expand our student base                                                          | 1 |
| -Utilize the East Race waterway as a superior training area for swiftwater rescue | 6 |

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- The demand to attend the school remains strong. 2014 spring class is almost full. May add an additional class to the schedule.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	500	500	500	-	500	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>500</b>	<b>-</b>

Information Tech. Staffing (FTE's)

	-	-	-	-	-	-
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**Explain Significant Information Technology Trends and Changes Below:**

costs associated with website development and maintenance

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Indiana River Rescue School

Fund Number

291

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2	Miscellaneous Equipment	Cash	2,300	-	-	-	-	2,300
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>2,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,300</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Police Grants</b>				<b>Fund Number</b>	<b>292</b>	
<b>Department Description &amp; Purpose</b>	COPS Block Grant II - Account for federal grants providing financing for police activities as stipulated in the grant.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	49,038	111,796	110,000	-	-	(110,000)	-100.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>49,038</b>	<b>111,796</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>(110,000)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
DOJ Grant	49,038	14,796	110,000	-	90,000	(20,000)	-18.2%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>49,038</b>	<b>14,796</b>	<b>110,000</b>	<b>-</b>	<b>90,000</b>	<b>(20,000)</b>	<b>-18.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,911</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	49,038	-	10,000	-	-	(10,000)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>49,038</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>(10,000)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>14,796</b>	<b>100,000</b>	<b>-</b>	<b>90,000</b>	<b>(10,000)</b>	<b>-10.0%</b>
<b>Total Expenditures by Type</b>	<b>49,038</b>	<b>14,796</b>	<b>110,000</b>	<b>36,911</b>	<b>90,000</b>	<b>(20,000)</b>	<b>-18.2%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>97,000</b>	<b>-</b>	<b>(36,911)</b>	<b>(90,000)</b>		
Beginning Cash Balance	1,125	1,125	98,125	98,125	98,125		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,125</b>	<b>98,125</b>	<b>98,125</b>	<b>61,214</b>	<b>8,125</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Police Grants

Fund Number

292

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1	Police Equipment	Cash	90,000	-	-	-	-	90,000
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Regional Police Academy</b>				<b>Fund Number</b>	<b>294</b>	
<b>Department Description &amp; Purpose</b>	Account for revenues (tuition) and expenditures (seminars, travel, lectures, and career days) related to the advancement of present and future police officers.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	21,800	12,170	26,250	19,545	20,000	(6,250)	-23.8%
Interest Earnings	231	399	-	173	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	2,017	1,253	2,250	-	2,000	(250)	-11.1%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>24,048</b>	<b>13,822</b>	<b>28,500</b>	<b>19,718</b>	<b>22,000</b>	<b>(6,500)</b>	<b>-22.8%</b>
<b>Expenditures by Cost Center</b>							
Education & Training	22,317	8,975	21,750	16,104	17,750	(4,000)	-18.4%
Records Copies & Services	4,787	7,394	6,750	1,018	6,000	(750)	-11.1%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>27,104</b>	<b>16,369</b>	<b>28,500</b>	<b>17,122</b>	<b>23,750</b>	<b>(4,750)</b>	<b>-16.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	<b>768</b>	<b>156</b>	<b>1,500</b>	<b>-</b>	<b>1,750</b>	<b>250</b>	<b>16.7%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	1,000	-	1,000	-	0.0%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	26,336	16,213	26,000	17,122	21,000	(5,000)	-19.2%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>26,336</b>	<b>16,213</b>	<b>27,000</b>	<b>17,122</b>	<b>22,000</b>	<b>(5,000)</b>	<b>-18.5%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>27,104</b>	<b>16,369</b>	<b>28,500</b>	<b>17,122</b>	<b>23,750</b>	<b>(4,750)</b>	<b>-16.7%</b>
<b>Net Surplus / (deficit)</b>	<b>(3,056)</b>	<b>(2,547)</b>	<b>-</b>	<b>2,596</b>	<b>(1,750)</b>		
Beginning Cash Balance	79,317	76,261	73,714	73,714	73,714		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>76,261</b>	<b>73,714</b>	<b>73,714</b>	<b>76,310</b>	<b>71,964</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Regional Police Academy

Fund Number

294

**2013 Accomplishments/Outcomes (4-10 required)**

-Regional Police Academy Training Expenses  
-Offer low cost "mandatory" training for Regional/SBPD Officers

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

-Continue to offer Regional Training for LE Agencies within North Central IN

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
-Regional Training Hours		Output		23,477	24,000	24,000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** COPS More Grant **Fund Number** 295

**Department Description & Purpose** Account for a COPS More grant providing financing for police activities as stipulated in the grant.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	12,000	15,000	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	323	492	350	230	350	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	2,500	2,640	3,250	-	3,250	-	0.0%
Other Income	15,240	22,558	38,000	5,656	38,000	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>30,063</b>	<b>40,690</b>	<b>41,600</b>	<b>5,886</b>	<b>41,600</b>	<b>-</b>	<b>0.0%</b>

<b>Expenditures by Cost Center</b>							
Supplies & Equipment (MSOS)	14,063	10,626	19,630	3,298	131,000	111,370	567.3%
Crime Prevention	-	160	750	200	-	(750)	-100.0%
Youth Rec/Tennis/Boxing	11,403	8,511	9,750	3,495	-	(9,750)	-100.0%
Safetyville	-	-	-	-	-	-	-
Impound Fees	23,980	20,000	11,825	-	10,600	(1,225)	-10.4%
Disconnct the Danger	-	-	25	-	-	(25)	-100.0%
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>49,446</b>	<b>39,297</b>	<b>41,980</b>	<b>6,993</b>	<b>141,600</b>	<b>99,620</b>	<b>237.3%</b>

<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Supplies</b>	<b>9,318</b>	<b>6,519</b>	<b>14,030</b>	<b>1,924</b>	<b>15,000</b>	<b>970</b>	<b>6.9%</b>
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Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	406	-	1,000	-	-	(1,000)	-100.0%
Debt Service - Principal	297	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	15,445	12,778	16,375	5,069	16,000	(375)	-2.3%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>16,148</b>	<b>12,778</b>	<b>17,375</b>	<b>5,069</b>	<b>16,000</b>	<b>(1,375)</b>	<b>-7.9%</b>

<b>Capital</b>	<b>23,980</b>	<b>20,000</b>	<b>10,575</b>	<b>-</b>	<b>110,600</b>	<b>100,025</b>	<b>945.9%</b>
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<b>Total Expenditures by Type</b>	<b>49,446</b>	<b>39,297</b>	<b>41,980</b>	<b>6,993</b>	<b>141,600</b>	<b>99,620</b>	<b>237.3%</b>
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<b>Net Surplus / (deficit)</b>	<b>(19,383)</b>	<b>1,393</b>	<b>(380)</b>	<b>(1,107)</b>	<b>(100,000)</b>		
Beginning Cash Balance	125,347	105,796	107,189	107,189	106,809		
Balance Sheet Adjustments	(168)	-	-	-	-		
<b>Ending Cash Balance</b>	<b>105,796</b>	<b>107,189</b>	<b>106,809</b>	<b>106,082</b>	<b>6,809</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

COPS More Grant

Fund Number

295

**2013 Accomplishments/Outcomes (4-10 required)**

-Technology expense for Street Crime Unit (SOS)  
-PAL expenses

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

-Technology expense for Street Crime Unit (SOS)  
-Planned PAL Expansion

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

-Expanded PAL Boxing and Tennis Program

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
-Expanded Youth/PAL Activities		Output		553	600	650

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Fund Number

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Motor Vehicles	Cash	10,600	-	-	-	-	10,600
2	Police Equipment	Cash	100,000	-	-	-	-	100,000
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>110,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>110,600</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Police Federal Drug Enforcement</b>				<b>Fund Number</b>	<b>299</b>	
<b>Department Description &amp; Purpose</b>	Account for expenditures for drugs of abuse trafficking enforcement. Financing provided by distributions from the authorized federal agencies' confiscated property sale.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	77,910	63,434	100,000	47,406	75,000	(25,000)	-25.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	724	941	1,000	499	1,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	6,548	20,197	1,000	23,018	1,000	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>85,182</b>	<b>84,572</b>	<b>102,000</b>	<b>70,923</b>	<b>77,000</b>	<b>(25,000)</b>	<b>-24.5%</b>
<b>Expenditures by Cost Center</b>							
Enforcement Operations	31,052	60,491	188,573	99,342	150,000	(38,573)	-20.5%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>31,052</b>	<b>60,491</b>	<b>188,573</b>	<b>99,342</b>	<b>150,000</b>	<b>(38,573)</b>	<b>-20.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>3,800</b>	<b>12,421</b>	<b>60,867</b>	<b>23,867</b>	<b>40,000</b>	<b>(20,867)</b>	<b>-34.3%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	9,115	-	15,000	3,215	-	(15,000)	-100.0%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	18,137	24,481	30,000	6,315	40,000	10,000	33.3%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>27,252</b>	<b>24,481</b>	<b>45,000</b>	<b>9,530</b>	<b>40,000</b>	<b>(5,000)</b>	<b>-11.1%</b>
<b>Capital</b>	<b>-</b>	<b>23,589</b>	<b>82,706</b>	<b>65,945</b>	<b>70,000</b>	<b>(12,706)</b>	<b>-15.4%</b>
<b>Total Expenditures by Type</b>	<b>31,052</b>	<b>60,491</b>	<b>188,573</b>	<b>99,342</b>	<b>150,000</b>	<b>(38,573)</b>	<b>-20.5%</b>
<b>Net Surplus / (deficit)</b>	<b>54,130</b>	<b>24,081</b>	<b>(86,573)</b>	<b>(28,419)</b>	<b>(73,000)</b>		
Beginning Cash Balance	257,131	311,261	335,342	335,342	248,769		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>311,261</b>	<b>335,342</b>	<b>248,769</b>	<b>306,923</b>	<b>175,769</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**



## City of South Bend, Indiana 2014 Budget Departmental Summary

**Fund Name** Police Federal Drug Enforcement **Fund Number** 299

**2013 Accomplishments/Outcomes (4-10 required)**

-Purchase three Police K-9

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

-Use of Federal Asset Forfeiture funds to assist the Departments K-9 Unit

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
K-9 Unit Dog Purchase		Output		2	3	1

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) - - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Police Federal Drug Enforcement

Fund Number

299

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1	Motor Vehicles	Cash	40,000	-	-	-	-	40,000
2	Police Equipment	Cash	30,000	-	-	-	-	30,000
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>70,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>County Option Income Tax fund</b>				<b>Fund Number</b>	<b>404</b>	
<b>Department Description &amp; Purpose</b>	Fund is used to account for 0.6% local option income tax charged in St. Joseph County. Distributions are made monthly by State of Indiana based on certified tax levies. Fund used for debt service, certain organization grants and operational subsidies, capital expenditures, information technology and other uses as deemed by the Mayor and Council.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	7,097,462	8,610,742	7,846,940	3,923,470	8,645,811	798,871	10.2%
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	37,973	69,195	80,000	31,843	75,000	(5,000)	-6.3%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	1,088,377	764,028	805,932	266,490	549,376	(256,556)	-31.8%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>8,223,812</b>	<b>9,443,965</b>	<b>8,732,872</b>	<b>4,221,803</b>	<b>9,270,187</b>	<b>537,315</b>	<b>6.2%</b>
<b>Expenditures by Cost Center</b>							
Debt Service	1,992,513	2,266,108	1,839,008	1,278,265	1,882,726	43,718	2.4%
Information Technology	719,323	1,147,049	2,519,667	1,174,534	2,441,471	(78,196)	-3.1%
Grants/Subsidies	290,000	342,386	389,197	132,568	316,116	(73,081)	-18.8%
Telephone	692,954	500,064	420,000	217,049	450,000	30,000	7.1%
Street Lights Electricity	1,211,501	1,273,489	1,430,000	737,772	1,475,000	45,000	3.1%
Building Maintenance	317,046	381,500	394,910	394,909	400,000	5,090	1.3%
Transfer - Curb & Sidewalk Program	240,000	481,992	676,882	676,882	1,100,000	423,118	62.5%
Potawatomi Greenhouse	146,595	1,128,283	-	-	-	-	-
Police & Fire Gasoline & Repairs	-	20,507	1,209,808	535,030	1,223,176	13,368	1.1%
Capital/Other	532,540	783,031	563,945	3,501	467,451	(96,494)	-17.1%
<b>Total Cost Center Expenditures</b>	<b>6,142,472</b>	<b>8,324,409</b>	<b>9,443,417</b>	<b>5,150,510</b>	<b>9,755,940</b>	<b>312,523</b>	<b>3.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	<b>5,179</b>	<b>18,683</b>	<b>1,476,918</b>	<b>624,007</b>	<b>1,248,000</b>	<b>(228,918)</b>	<b>-15.5%</b>
Professional Services (31xx)	227,014	74,232	775,742	316,816	976,105	200,363	25.8%
Comm/Transportation(32xx)	692,954	500,064	420,000	217,049	450,000	30,000	7.1%
Printing & Advertising (33xx)	1,029	2,374	3,000	993	3,000	-	0.0%
Insurance (34xx)	30,888	24,840	27,948	13,974	6,848	(21,100)	-75.5%
Utilities (35xx)	1,211,501	1,273,489	1,430,000	737,772	1,475,000	45,000	3.1%
Repairs & Maintenance (36xx)	581,472	917,877	1,073,531	768,110	1,370,145	296,614	27.6%
Debt Service - Principal	1,592,673	2,265,108	1,719,856	1,053,548	1,792,112	72,256	4.2%
Debt Service - Interest & Fees	399,840	1,000	458,312	224,717	416,933	(41,379)	-9.0%
Other Services & Charges (39xx)	301,486	169,087	158,469	145,739	304,181	145,712	91.9%
Grants & Subsidies	290,000	342,386	389,197	132,568	316,116	(73,081)	-18.8%
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	240,000	952,968	676,882	676,882	1,100,000	423,118	62.5%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>5,568,857</b>	<b>6,523,425</b>	<b>7,132,937</b>	<b>4,288,168</b>	<b>8,210,440</b>	<b>1,077,503</b>	<b>15.1%</b>
<b>Capital</b>	<b>568,436</b>	<b>1,782,301</b>	<b>833,562</b>	<b>238,335</b>	<b>297,500</b>	<b>(536,062)</b>	<b>-64.3%</b>
<b>Total Expenditures by Type</b>	<b>6,142,472</b>	<b>8,324,409</b>	<b>9,443,417</b>	<b>5,150,510</b>	<b>9,755,940</b>	<b>312,523</b>	<b>3.3%</b>
<b>Net Surplus / (deficit)</b>	<b>2,081,340</b>	<b>1,119,556</b>	<b>(710,545)</b>	<b>(928,707)</b>	<b>(485,753)</b>		
Beginning Cash Balance	12,126,103	14,207,443	15,327,002	15,327,002	14,616,457		
Balance Sheet Adjustments	-	3	-	-	-		
<b>Ending Cash Balance</b>	<b>14,207,443</b>	<b>15,327,002</b>	<b>14,616,457</b>	<b>14,398,295</b>	<b>14,130,704</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

On April 16, 2012, an additional COIT distribution was received in the amount of \$918,438 as the result of a State of Indiana accounting error during 2011 and has been reflected in the 2012 amended revenue budget. 2013 subsidies are to the SBRMA (\$65,000) and Studebaker National Museum (\$251,116). County building maintenance costs increased for 2014. Information technology costs have been paid from the COIT fund in recent years. Gasoline and auto repair costs of \$1,223,176 for police and fire have been included for 2014. Electricity costs have increased for 2014. The 2014 COIT revenue estimate has been certified by the DLGF.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

County Option Income Tax fund

Fund Number

404

**2013 Accomplishments/Outcomes (4-10 required)**

- Funds used to complete projects are completed in a timely manner.
- Continue to earn interest on available cash balance.
- Adequate cash reserves maintained.
- Implementation of a new Microsoft Office 365 platform and move away from the current Novell GroupWise platform.
- Continued to replace employee computers and equipment.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Maintain fund reserves as the reserves are important for preserving the City credit rating
- Fund performs within budgetary guidelines.
- Properly account for Local Option Income Tax received from State.
- Police Department vehicle lease payment included in fund for 2014 (formerly in CCD Fund 406)

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Spending \$706,155 in cash reserves in the 2014 budget - still maintain strong cash reserves in the fund.
- Tax revenue estimates from the DLGF are sometimes changing and inconsistent. A DLGF revenue estimate for 2013 is expected to be received in August or September.
- In recent years, General Fund costs have been transferred to COIT because of limited property tax revenue due to circuit breaker caps.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Web Site Visits	GG	Output	660,000	676,000	660,000	660,000
Helpdesk Tickets	GG	Output	5,000	3,000	4,800	3,600
Calls to IT Main Line	GG	Output	12,000	18,000	12,000	13,200
Calls to After Hour Emergency Line	GG	Output	12	8	0	12
System Availability - Incidents	GG	Quality	12	8	0	12
System Availability - Downtime (minute)	GG	Effectiveness	84	117	84	100
System Availability - Downtime (Percentage)	GG	Effectiveness	99.9	99.99	99.9	99.9
Number of Hours Receiving IT Training	GG	Output	30	300	400	400
Number of Hours Providing Training	GG	Output	30	300	400	400
% of Time SLAs met	GG	Output	TBD	n/a	n/a	n/a

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	5,179	18,683	17,110	88,977	148,000	130,890
Maintenance Services	264,426	304,777	663,408	367,988	841,547	178,139
Professional Services	23,296	-	100,000	-	341,000	241,000
Other Services	-	473,026	471,226	235,738	485,105	13,879
Capital	426,422	350,563	1,267,923	481,830	625,819	(642,104)
<b>Total Expenditures</b>	<b>719,323</b>	<b>1,147,049</b>	<b>2,519,667</b>	<b>1,174,533</b>	<b>2,441,471</b>	<b>(78,196)</b>

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

County Option Income Tax fund

Fund Number

404

**Five-Year Capital Improvement Plan**

Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>							
1 Computers ("computer refresh")	Cash	-	130,000	130,000	130,000	130,000	520,000
2 Network Printers	Cash	-	10,000	10,000	10,000	10,000	40,000
3 Time Clock Replacements	Cash	-	3,000	3,000	3,000	3,000	12,000
4 Network Cabling	Cash	-	-	-	-	-	-
5 ERP migration	Cash	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
6		-	-	-	-	-	-
7		-	-	-	-	-	-
8		-	-	-	-	-	-
9		-	-	-	-	-	-
10		-	-	-	-	-	-
11		-	-	-	-	-	-
12		-	-	-	-	-	-
13		-	-	-	-	-	-
14		-	-	-	-	-	-
15		-	-	-	-	-	-
16		-	-	-	-	-	-
17		-	-	-	-	-	-
<b>Project Capital</b>							
18 Fiber Redundancy	Cash	42,000	-	-	-	-	42,000
19 Sungard Public Sector	Cash	-	150,040	2,040	2,040	2,040	156,160
20 Hand Held Work Orders	Cash	-	-	-	-	-	-
21 City Source Mobile App	Cash	-	12,000	12,000	-	-	24,000
22 Misc. Hardware	Cash	-	-	-	-	-	-
23 Mobile Connectivity	Cash	25,000	-	-	-	-	25,000
24 Add'l Drives for Storage Area Network	Cash	-	120,000	-	-	-	120,000
25 Misc. Software	Cash	-	-	-	-	-	-
26 Microsoft Office 365 Software	Cash	-	116,481	-	-	-	116,481
27 Laserfiche Avante Upgrade	Cash	49,000	-	-	-	-	49,000
28 Wireless Phase 4	Cash	42,000	-	-	-	-	42,000
29 Quatred Mobile Code Enforcement	Cash	45,000	-	-	-	-	45,000
30 Quatred Mobile Work Orders	Cash	40,000	-	-	-	-	40,000
31 Vantage Point Viewer	Cash	25,000	-	-	-	-	25,000
32 Enterprise Fax Server	Cash	17,500	-	-	-	-	17,500
33 Mobile 311 Application	Cash	12,000	-	-	-	-	12,000
34		-	-	-	-	-	-
<b>Total</b>		<b>297,500</b>	<b>1,541,521</b>	<b>1,157,040</b>	<b>1,145,040</b>	<b>1,145,040</b>	<b>5,286,141</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital							

**Justification:**

1 2014 reduction in ERP Phase I request to balance the 2014 COIT Fund buget.  
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18 Fiber redundancy is to eliminate single points of failure within the system.  
19 Sungard public sector- starting to make the move to OneSolution (total re-write of the current software). Adding building permits, code, etc.  
20 Hand Held Work Orders- Ruggedized field devices with a mogile version of work orders.  
21 City Source mobile app- smart phone app for reporting potholes, graffiti, etc. Workes with contact management  
22 Add'l drives for SAN- running out of storage space  
23 Office 365 software- Licenses for Office 365  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Economic Development Income Tax fund **Fund Number** 408

**Department Description & Purpose** *Fund is used to account for 0.4% local option income tax revenue. Distributions are made monthly from the State of Indiana based on certified tax levies. Fund used for debt service, economic development, capital expenditures benefiting economic development, street department operations, grants/subsidies and general infrastructure maintenance.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	7,300,866	9,068,785	8,177,352	4,088,676	8,796,821	619,469	7.6%
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	150,000	150,000	150,000	-	150,000	-	0.0%
Interest Earnings	22,135	45,531	50,000	21,182	45,000	(5,000)	-10.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	475,566	409,160	354,660	424,625	354,660	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>7,948,567</b>	<b>9,673,476</b>	<b>8,732,012</b>	<b>4,534,483</b>	<b>9,346,481</b>	<b>614,469</b>	<b>7.0%</b>
<b>Expenditures by Cost Center</b>							
Transfer - DCI Administration	1,504,259	1,527,146	1,717,519	858,760	1,688,959	(28,560)	-1.7%
Debt Service	1,904,043	1,901,453	1,913,539	954,551	1,925,783	12,244	0.6%
Transfer - CSO Plan Improvements	3,300,000	1,300,000	-	-	-	-	-
Transfer - Street Dept Operations	-	1,940,000	2,700,000	1,350,000	1,866,582	(833,418)	-30.9%
Transfer - Building Services Fund	-	-	-	-	2,306,560	2,306,560	-
Grants & Subsidies	403,722	515,179	562,100	205,626	662,000	99,900	17.8%
Code Enforcement (Vacant/Aband)	-	420,147	1,056,716	147,515	-	(1,056,716)	-100.0%
Code Enforcement Personnel	-	-	-	-	500,335	500,335	-
CED Capital Projects	1,197,532	247,449	-	-	-	-	-
Police Department (auto repair)	-	-	700,628	293,705	280,794	(419,834)	-59.9%
Diversity Program	-	67,747	66,136	8,424	2,000	-	-
Miracle Park Study	59,598	34,138	106,263	12,262	-	-	-
Public Works Capital Projects	103,934	48,590	-	-	-	-	-
Other	1,391	67,478	110,478	3,866	25,000	(85,478)	-77.4%
<b>Total Cost Center Expenditures</b>	<b>8,474,479</b>	<b>8,069,327</b>	<b>8,933,379</b>	<b>3,834,708</b>	<b>9,258,013</b>	<b>495,033</b>	<b>5.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	343,245	343,245	-
Fringe Benefits	-	-	-	-	157,090	157,090	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	500,335	500,335	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	163,412	214,192	277,590	20,685	2,000	(275,590)	-99.3%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	7,384	25,000	3,458	25,000	-	0.0%
Insurance (34xx)	936	756	816	408	-	(816)	-100.0%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	760,628	293,705	280,794	(479,834)	-63.1%
Debt Service - Principal	1,485,000	1,715,000	1,610,000	795,000	1,683,000	73,000	4.5%
Debt Service - Interest & Fees	419,043	186,453	303,214	159,551	241,783	(61,431)	-20.3%
Other Services & Charges (39xx)	455	420,147	1,082,716	147,515	26,000	(1,056,716)	-97.6%
Grants & Subsidies	403,722	686,741	511,425	205,626	637,000	125,575	24.6%
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	4,804,259	4,767,146	4,417,519	2,208,760	5,862,101	1,444,582	32.7%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>7,276,827</b>	<b>7,997,819</b>	<b>8,988,908</b>	<b>3,834,708</b>	<b>8,757,678</b>	<b>(231,230)</b>	<b>-2.6%</b>
<b>Capital</b>	<b>1,197,652</b>	<b>71,508</b>	<b>4,471</b>	<b>-</b>	<b>-</b>	<b>(4,471)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>8,474,479</b>	<b>8,069,327</b>	<b>8,993,379</b>	<b>3,834,708</b>	<b>9,258,013</b>	<b>264,634</b>	<b>2.9%</b>
<b>Net Surplus / (deficit)</b>	<b>(525,912)</b>	<b>1,604,149</b>	<b>(261,367)</b>	<b>699,775</b>	<b>88,468</b>		
Beginning Cash Balance	8,906,173	8,380,261	9,984,321	9,984,321	9,722,954		
Balance Sheet Adjustments	-	(89)	-	90	-		
<b>Ending Cash Balance</b>	<b>8,380,261</b>	<b>9,984,321</b>	<b>9,722,954</b>	<b>10,684,186</b>	<b>9,811,422</b>		
<b>Staffing (FTE's)</b>							
Non-Bargaining	-	-	-	-	9.00	9.00	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	0.50	0.50	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9.50</b>	<b>9.50</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The debt service payments are for the 2009 Morris Performing Arts Center bonds and the 2006 CEDIT Leighton Plaza bonds. The 2014 transfers are to the DCI Administration Fund 211 (\$1,688,959), MVH Fund 202 (\$1,866,582) and Building Services (\$2,306,506). 2014 proposed grants/subsidies include DTSB (\$250,000), Chamber of Commerce BRE (\$65,000), NNRO (\$75,000), Grow SJC (\$150,000), Enfocas (\$40,000), and Historic Preservation (\$25,000). The 2014 budget transfers the vacant & abandoned building program from the EDIT Fund to the Loss Recovery Fund. Nine full time positions from Code Enforcement added to this fund.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Economic Development Income Tax fund **Fund Number** 408

**2013 Accomplishments/Outcomes (4-10 required)**

- Continue to earn interest on invested cash balance.
- Funds used for debt service payments made in timely manner.
- Adequate cash reserves maintained.
- Monthly EDIT distributions from Saint Joseph County are on schedule.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

- Successfully collect and account for local option income tax distributed by the County on a monthly basis
- Fund performs within budgetary guidelines.
- Maintain cash reserves in excess of City target reserve policy of 50% of annual expenditures (fund reserves reviewed by bond rating agencies and the source of repayment for certain bonds)

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2  
2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Often difficult to estimate future CEDIT revenue as it is determined and certified by the DLGF. The DLGF estimate for 2014 is expected to be received in August or September, 2013.
- Additional MVH gas tax funding of \$833,418 anticipated for 2014 results in a reduced EDIT transfer to MVH Fund 202 of \$833,418
- EDIT transfer of \$2,306,5060 for 2014 to the new Building Services Fund 600 in lieu of General Fund support.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Maintain Cash Reserves	2	Output	\$4,404,393	\$9,984,411	\$9,782,954	\$10,320,649
- Interest Earned	2	Output	\$50,000	\$45,531	\$50,000	\$45,000
- Cash Reserves % of Expenditures	2	Output	>50%	124%	111%	117%
- Debt Service Paid/% Paid On Time	2	Output/Effect.	4/100%	4/100%	4/100%	4/100%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) - - - - -

**Explain Significant Information Technology Trends and Changes Below:**

None. Fund not used for information technology.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Urban Development Action Grant</b>				<b>Fund Number</b>	<b>410</b>	
<b>Department Description &amp; Purpose</b>	Account for economic development expenditures which are financed by federal grants and loan repayments.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,659	917	1,405	61	110	(1,295)	-92.2%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	555,987	6,753	68,699	3,041	-	(68,699)	-100.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>558,646</b>	<b>7,670</b>	<b>70,104</b>	<b>3,102</b>	<b>110</b>	<b>(69,994)</b>	<b>-99.8%</b>
<b>Expenditures by Cost Center</b>							
Community Development (1001)	564	-	-	-	-	-	-
Economic Development (1002)	471,576	200,451	268,146	0.00	0.00	(268,146)	-100.0%
Current Program Year (1050)	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>472,140</b>	<b>200,451</b>	<b>268,146</b>	<b>-</b>	<b>-</b>	<b>(268,146)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	564	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	471,576	200,451	268,146	-	-	(268,146)	-100.0%
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>472,140</b>	<b>200,451</b>	<b>268,146</b>	<b>-</b>	<b>-</b>	<b>(268,146)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>472,140</b>	<b>200,451</b>	<b>268,146</b>	<b>-</b>	<b>-</b>	<b>(268,146)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>86,506</b>	<b>(192,781)</b>	<b>(198,042)</b>	<b>3,102</b>	<b>110</b>		
Beginning Cash Balance	130,028	216,534	23,753	23,753	25,711		
Balance Sheet Adjustments	-	-	200,000	-	-		
<b>Ending Cash Balance</b>	<b>216,534</b>	<b>23,753</b>	<b>25,711</b>	<b>26,855</b>	<b>25,821</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The BDC payback has been deferred until April 2015. Once the BDC begins making payments, fund 410 will be able to make payments to COIT. Due to the deferred BDC payments, Investment Interest income was also reduced.



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Urban Development Action Grant

Fund Number

410

**2013 Accomplishments/Outcomes (4-10 required)**

Anticipate Receiving EDC Loan payments  
Anticipate Receiving Payments from the BDC as a return of UDAG funds.  
Anticipate the continued repayment of funds to COIT  
Zero audit findings

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Anticipate Receiving EDC Loan payments  
Anticipate Receiving Payments from the BDC as a return of UDAG funds.  
Anticipate the continued repayment of funds to COIT  
Zero audit findings

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

If BDC fails to meet it's obligation to the City. We will need to find other sources to pay back the COIT funds or the City will need to forgive or reschedule the repayment of funds.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Zero audit findings		Efficiency	0	0	0	0
Negotiate additional revenue		Efficiency	100000	N/A	100000	100000
Reschedule COIT payments		Efficiency	Yes	N/A	N/A	Yes

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Project Releaf</b>				<b>Fund Number</b>	<b>655</b>	
<b>Department Description &amp; Purpose</b>	Fund used to account for the fall seasonal leaf pickup collections in the City. Funding provided through a user fee charged on the monthly water bills. The Street department provides supervision and equipment for the releaf program and a transfer is made to MVH fund 202 to cover these costs.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	429,327	428,726	429,000	215,521	429,000	-	0.0%
Interest Earnings	2,111	4,230	2,700	1,821	2,700	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>431,438</b>	<b>432,956</b>	<b>431,700</b>	<b>217,342</b>	<b>431,700</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Project ReLeaf	344,798	340,652	432,065	275,487	428,812	(3,253)	-0.8%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>344,798</b>	<b>340,652</b>	<b>432,065</b>	<b>275,487</b>	<b>428,812</b>	<b>(3,253)</b>	<b>-0.8%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	39,211	43,772	59,252	760	59,252	-	0.0%
Fringe Benefits	3,296	3,645	5,126	330	5,126	-	0.0%
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>42,507</b>	<b>47,417</b>	<b>64,378</b>	<b>1,090</b>	<b>64,378</b>	<b>-</b>	<b>0.0%</b>
<b>Supplies</b>	<b>7,799</b>	<b>6,688</b>	<b>7,432</b>	<b>347</b>	<b>7,067</b>	<b>(365)</b>	<b>-4.9%</b>
Professional Services (31xx)	-	12,312	21,984	9,462	23,189	1,205	5.5%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	12	12	12	6	394	382	3183.3%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	52,421	20,506	39,760	442	5,000	(34,760)	-87.4%
Debt Service - Principal	-	-	36,784	11,001	67,079	30,295	82.4%
Debt Service - Interest & Fees	-	-	5,715	618	5,705	(10)	-0.2%
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	230,000	240,000	250,000	250,000	250,000	-	0.0%
Other Financing Uses (50xx)	12,059	13,717	6,000	2,521	6,000	-	0.0%
<b>Total Service &amp; Charges</b>	<b>294,492</b>	<b>286,547</b>	<b>360,255</b>	<b>274,050</b>	<b>357,367</b>	<b>(2,888)</b>	<b>-0.8%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>344,798</b>	<b>340,652</b>	<b>432,065</b>	<b>275,487</b>	<b>428,812</b>	<b>(3,253)</b>	<b>-0.8%</b>
<b>Net Surplus / (deficit)</b>	<b>86,640</b>	<b>92,304</b>	<b>(365)</b>	<b>(58,145)</b>	<b>2,888</b>		
Beginning Cash Balance	682,298	768,938	861,242	861,242	860,877		
Balance Sheet Adjustments	-	-	-	(3,293)	-		
<b>Ending Cash Balance</b>	<b>768,938</b>	<b>861,242</b>	<b>860,877</b>	<b>799,804</b>	<b>863,765</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	2.16	2.16	2.16	2.16	2.16	-	
<b>Total FTE's</b>	<b>2.16</b>	<b>2.16</b>	<b>2.16</b>	<b>2.16</b>	<b>2.16</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

There are no FTEs as of 5/31/13. The program does not start until the fall of 2013 and we will not be hiring the crew until then. During 2012, the City began a capital lease program to replace leaf vacators at a rate of four per year. The first debt service payment for the new capital lease is due in 2013 for four (4) new vacs. Leaf vacators currently cost approximately \$29,328 each. Accelerated the purchase of leaf vacs, purchasing eight (8) in 2013 for the same price as 2012.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name Project Releaf

Fund Number 655

**2013 Accomplishments/Outcomes (4-10 required)**

2013 program has not started yet

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Perform two complete passes throughout the City, collecting leaves within designated timeframe during Operation ReLeaf	1
Maintain mapped strategy to keep public informed of when crews are scheduled to be in their area	2
Offer call-in option to residents two weeks prior to program to expan leaf collection service	3
Complete ReLeaf program in a timely manner to afford the opportunity of converting equipment to snow-clearing capacity	1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

If early snowfall occurs and postpones completion of Fall ReLeaf program, provide leaf collection in the spring to accommodate residents

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Fall Leaf Pick Up	BE	Efficiency/ Effectiveness	70000 cy	55382	n/a	60000 cy
Spring Leaf Pick Up	BE	Outcome	10000 cy	n/a	n/a	7500 cy
Claims of Missed Locations	GG	Effectiveness	0	n/a	24	12

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Police K-9 Unit</b>				<b>Fund Number</b>	<b>705</b>	
<b>Department Description &amp; Purpose</b>	Account for donations for development and maintenance of the K-9 unit.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	6	11	10	4	10	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	1,000	-	1,990	-	1,990	-	0.0%
Other Income	-	-	-	1	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,006</b>	<b>11</b>	<b>2,000</b>	<b>5</b>	<b>2,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Police K-9 Unit	-	356	2,000	-	2,000	-	0.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>356</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	356	2,000	-	2,000	-	0.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>356</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>0.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>356</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>0.0%</b>
<b>Net Surplus / (deficit)</b>	<b>1,006</b>	<b>(345)</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	1,269	2,275	1,930	1,930	1,930	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>2,275</b>	<b>1,930</b>	<b>1,930</b>	<b>1,935</b>	<b>1,930</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Hall of Fame Debt Service **Fund Number** 313

**Department Description & Purpose** *To accumulate monies for the payment of Redevelopment Authority bonds issued to refinance bonds issued for construction of the College Football Hall of Fame. Financing is to be provided by an annual property tax levy, auto excise taxes, commercial vehicle excise taxes and PILOT transfers from the water and wastewater utilities.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	1,549,954	1,133,205	1,118,460	693,822	1,115,126	(3,334)	-0.3%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	107,203	74,139	67,861	33,662	67,350	(511)	-0.8%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	88,695	98,940	71,468	35,734	85,640	14,172	19.8%
Transfers In	4,289	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,750,141</b>	<b>1,306,284</b>	<b>1,257,789</b>	<b>763,218</b>	<b>1,268,116</b>	<b>10,327</b>	<b>0.8%</b>

<b>Expenditures by Cost Center</b>							
Football Hall of Fame Debt Service	1,405,000	1,330,465	1,268,000	633,500	1,268,116	116	0.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,405,000</b>	<b>1,330,465</b>	<b>1,268,000</b>	<b>633,500</b>	<b>1,268,116</b>	<b>116</b>	<b>0.0%</b>

<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Supplies</b>							
	-	-	-	-	-	-	-

Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	940,000	1,180,000	1,115,000	555,000	1,125,000	10,000	0.9%
Debt Service - Interest & Fees	465,000	150,465	153,000	78,500	137,616	(15,384)	-10.1%
Other Services & Charges (39xx)	-	-	-	-	5,500	5,500	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>1,405,000</b>	<b>1,330,465</b>	<b>1,268,000</b>	<b>633,500</b>	<b>1,268,116</b>	<b>116</b>	<b>0.0%</b>

<b>Capital</b>							
	-	-	-	-	-	-	-

<b>Total Expenditures by Type</b>							
	<b>1,405,000</b>	<b>1,330,465</b>	<b>1,268,000</b>	<b>633,500</b>	<b>1,268,116</b>	<b>116</b>	<b>0.0%</b>

<b>Net Surplus / (deficit)</b>	<b>345,141</b>	<b>(24,181)</b>	<b>(10,211)</b>	<b>129,718</b>	<b>-</b>		
Beginning Cash Balance	253,480	598,621	574,440	574,440	564,229		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>598,621</b>	<b>574,440</b>	<b>564,229</b>	<b>704,158</b>	<b>564,229</b>		

<b>Staffing (FTE's)</b>							
	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 In 2011, the Hall of Fame bonds were refunded in order to reduce future debt service payments and the related special property tax levy. The property tax rate in this fund is adjusted annually by the DLGF to cover future debt service payments. Beginning in 2011, property in lieu of taxes paid by the Wastewater and Water utilities was received in this fund. This revenue further reduces the property tax levy needed in this fund. The Hall of Fame Bond outstanding principal balance was \$4,160,000 at August 1, 2013 and the final payment is due February 1, 2018.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Hall of Fame Debt Service

Fund Number

313

**2013 Accomplishments/Outcomes (4-10 required)**

- In 2011, the Hall of Fame Bonds were refunded, effective in 2012, to reduce future debt service payments.
- Pay debt service payments on a timely basis, due February 1 and August 1.
- Allocate property in lieu of taxes (PILOT) on a monthly basis from the Wastewater and Water utility funds.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Minimize the property tax levy required to fund debt service payments
- Pay semi-annual debt service payments on a timely basis.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Property tax revenue is typically received twice per year, in June and December. Because of the timing of debt service payments, the Hall of Fame Debt Service Fund will have a negative cash balance during certain times of the year.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
- Bond Payments Made/% Timely	2	Output	2/100%	2/100%	2/100%	2/100%
- HOF Property Tax Levy	3	Efficiency	.0600% or less	.0509%	.0599%	.0600%
- Cash Reserves	2	Output	\$500,000	\$574,440	\$564,229	\$564,229

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Professional Sports Development</b>				<b>Fund Number</b>	<b>377</b>	
<b>Department Description &amp; Purpose</b>	To account for Hotel / Motel Tax and Professional Sports Development tax revenues dedicated towards the College Football Hall of Fame, Century Center, Coveleski Stadium and other uses.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	903,345	1,210,915	600,000	297,215	600,000	-	0.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	3,415	5,025	6,500	1,867	4,000	(2,500)	-38.5%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	49,690	88,023	81,301	41,646	74,228	(7,073)	-8.7%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>956,450</b>	<b>1,303,963</b>	<b>687,801</b>	<b>340,728</b>	<b>678,228</b>	<b>(9,573)</b>	<b>-1.4%</b>
<b>Expenditures by Cost Center</b>							
Hall of Fame Operations	500,000	489,152	-	-	-	-	-
Coveleski Stadium Debt Service	395,423	776,408	776,671	388,348	765,746	(10,925)	-1.4%
Century Center Capital Fund	100,000	100,000	100,000	100,000	100,000	-	0.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>995,423</b>	<b>1,365,560</b>	<b>876,671</b>	<b>488,348</b>	<b>865,746</b>	<b>(10,925)</b>	<b>-1.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	285,000	580,000	595,000	295,000	605,000	10,000	1.7%
Debt Service - Interest & Fees	110,423	196,408	181,671	93,348	159,746	(21,925)	-12.1%
Other Services & Charges (39xx)	-	-	-	-	1,000	1,000	-
Grants & Subsidies	500,000	489,152	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	100,000	100,000	100,000	100,000	100,000	-	0.0%
<b>Total Service &amp; Charges</b>	<b>995,423</b>	<b>1,365,560</b>	<b>876,671</b>	<b>488,348</b>	<b>865,746</b>	<b>(10,925)</b>	<b>-1.2%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>995,423</b>	<b>1,365,560</b>	<b>876,671</b>	<b>488,348</b>	<b>865,746</b>	<b>(10,925)</b>	<b>-1.2%</b>
<b>Net Surplus / (deficit)</b>	<b>(38,973)</b>	<b>(61,597)</b>	<b>(188,870)</b>	<b>(147,620)</b>	<b>(187,518)</b>		
Beginning Cash Balance	1,141,392	1,102,419	1,040,822	1,040,822	851,952		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,102,419</b>	<b>1,040,822</b>	<b>851,952</b>	<b>893,202</b>	<b>664,434</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The 2013 budget reflected the elimination of the hotel/motel tax revenue of \$489,152 received in this fund and passed through to the College Football Hall of Fame. The debt service in the PSDA fund is for the 2010 Coveleski Stadium bonds. Final payment on the bonds is due January 15, 2019. The 2013 budget also includes a \$100,000 transfer to the Century Center Capital Fund. This is the same amount since 2006. PSDA tax revenue is distributed by the State of Indiana on a monthly basis. The revenue is derived from the collection of state income taxes, local income taxes and sales taxes at venues in the PSDA area (i.e. Coveleski Stadium, Century Center, Morris Performing Arts Center).

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Professional Sports Development

Fund Number

377

**2013 Accomplishments/Outcomes (4-10 required)**

- Payment of semi-annual debt service payments on time to the bond trustee.
- Proper filing and receipt of 45% interest rebate check due under these bonds (subject to 8.7% federal sequester starting in 2013)
- Century Center Board of Mangers approved a multi-year capital improvement plan for the facility.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Pay semi-annual debt service for the 2010 Coveleski Stadium bonds on time.
- Process claims to receive the interest rebate check from the Internal Revenue Service
- Monitor Century Center capital improvement plans to ensure the PSDA money is being used properly.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Payments from the State of Indiana of PSDA revenue are sometimes erratic and are delayed because of the State fiscal cycle.
- The PSDA tax revenue has not been sufficient to cover the debt service payments and capital transfer and has resulted in the use of cash reserves. Cash reserves as still sufficient, however, and exceed the city target of 20% of expenditures.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
- Bond payments made	2	Output	2	2	2	2
- Percent of bond payment timely	2	Effectiveness	100%	100%	100%	100%
- Century Center CIP Updated	3	Output	1	1	1	1
- Ending Cash Reserves	2	Output	\$173,149	\$1,040,822	\$851,952	\$664,434
- Cash Reserves % of Expenditures	2	Output	(20%)	(119%)	(97%)	(78%)

Types: output, efficiency, effectiveness, quality, outcome, technology



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Coveleski Stadium</b>				<b>Fund Number</b>	<b>401</b>	
<b>Department Description &amp; Purpose</b>	Fund accounts for capital projects for Coveleski Stadium						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	262	327	500	58	500	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>262</b>	<b>327</b>	<b>500</b>	<b>58</b>	<b>500</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Coveleski Stadium	14,991	56,162	3,540	-	-	(3,540)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>14,991</b>	<b>56,162</b>	<b>3,540</b>	<b>-</b>	<b>-</b>	<b>(3,540)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>4,985</b>	<b>2,002</b>	<b>-</b>	<b>-</b>	<b>(2,002)</b>	<b>-100.0%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	264	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	7,464	33,462	1,538	-	-	(1,538)	-100.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	3,030	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>10,758</b>	<b>33,462</b>	<b>1,538</b>	<b>-</b>	<b>-</b>	<b>(1,538)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>4,233</b>	<b>17,715</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>14,991</b>	<b>56,162</b>	<b>3,540</b>	<b>-</b>	<b>-</b>	<b>(3,540)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>(14,729)</b>	<b>(55,835)</b>	<b>(3,040)</b>	<b>58</b>	<b>500</b>		
Beginning Cash Balance	97,322	82,593	26,758	26,758	23,718		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>82,593</b>	<b>26,758</b>	<b>23,718</b>	<b>26,816</b>	<b>24,218</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 This fund's revenues are derived through payments by the Team's owner as proscribed in the Stadium Lease Agreement. For several years, the amount has been reduced to \$75,000 per year. Traditionally, this amount has been deposited in fund 201, Parks Special Revenue. Revenues in excess of \$75,000 were deposited in this fund. No expenditures are budgeted in this fund for 2014.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Coveleski Stadium

Fund Number

401

**2013 Accomplishments/Outcomes (4-10 required)**

- Ownership changed from the South Bend Baseball Club, LLC to Swing Batter, LLC owned by Andrew Berlin of Chicago.
- Major improvements were done to the stadium and surrounding area to enhance the fan's experience.
- These improvements were funded by the City and Swing Batter, LLC

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Because this fund is dedicated to capital improvements at Coveleski Stadium, it is important to increase revenues into it.
- Additional or alternate funding sources need to be determined in order to fund the capital improvements necessary to maintain the stadium's Infrastructure.
- Ideally, increased attendance will provide additional revenues in future years.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Attendance	GG, ED	Outcome	300,000	112,795	225,000	250,000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Fund Number

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Maintenance and Equipment	Cash	-	30,000	13,000	7,000	13,000	63,000
2	Replace Concourse Lighting	Cash	-	-	-	-	-	-
3	Replace Boiler	Cash	-	175,000	-	-	-	175,000
4	Replace Elevator	Cash	-	-	170,000	-	-	170,000
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18	New Batting Cages	Cash	-	-	250,000	-	-	250,000
19	Reseal Masonry	Cash	-	-	-	63,400	-	63,400
20	Miscellaneous Plumbing, Irrigation Rep	Cash	-	-	-	80,000	-	80,000
21	Landscaping	Cash	-	-	-	-	30,000	30,000
22	Exterior Lighting Upgrade	Cash	-	-	-	-	25,000	25,000
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			-	<b>205,000</b>	<b>433,000</b>	<b>150,400</b>	<b>68,000</b>	<b>856,400</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

1 These expenditures are necessary as part to the current maintenance plan and to maintain the equipment and infrastructure of the facility.  
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## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>	<b>Park Nonreverting Capital fund</b>	<b>Fund Number</b>	<b>405</b>				
<b>Department Description &amp; Purpose</b>	Fund accounts for capital improvement projects for park venues, including picnic facilities, forestry, East Race, Howard Park Ice Rink, City Golf Courses, and Potawatomi Zoo. Funding provided by user fees collected in Fund 201 and transferred to this fund.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,020	1,772	2,200	928	2,200	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	64,221	16,223	3,000	10,459	3,000	-	0.0%
Transfers In	185,450	185,747	198,300	-	190,500	(7,800)	-3.9%
<b>Total Revenue</b>	<b>250,691</b>	<b>203,742</b>	<b>203,500</b>	<b>11,387</b>	<b>195,700</b>	<b>(7,800)</b>	<b>-3.8%</b>
<b>Expenditures by Cost Center</b>							
Park Maintenance	2,917	16,128	9,000	10,105	9,000	-	0.0%
Golf Courses	66,515	75,496	103,031	27,853	72,800	(30,231)	-29.3%
Recreation	-	-	-	-	-	-	-
Potawatomi Zoo	151,520	86,763	105,285	27,216	95,000	(10,285)	-9.8%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>220,952</b>	<b>178,387</b>	<b>217,316</b>	<b>65,174</b>	<b>176,800</b>	<b>(40,516)</b>	<b>-18.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	<b>67,389</b>	<b>48,090</b>	<b>53,595</b>	<b>52,707</b>	<b>-</b>	<b>(53,595)</b>	<b>-100.0%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	168	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	16,855	12,735	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	4,276	1,770	4,850	-	-	(4,850)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>21,299</b>	<b>14,505</b>	<b>4,850</b>	<b>-</b>	<b>-</b>	<b>(4,850)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>132,264</b>	<b>115,792</b>	<b>158,871</b>	<b>12,467</b>	<b>176,800</b>	<b>17,929</b>	<b>11.3%</b>
<b>Total Expenditures by Type</b>	<b>220,952</b>	<b>178,387</b>	<b>217,316</b>	<b>65,174</b>	<b>176,800</b>	<b>(40,516)</b>	<b>-18.6%</b>
<b>Net Surplus / (deficit)</b>	<b>29,739</b>	<b>25,355</b>	<b>(13,816)</b>	<b>(53,787)</b>	<b>18,900</b>		
Beginning Cash Balance	437,291	467,030	492,385	492,385	478,569		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>467,030</b>	<b>492,385</b>	<b>478,569</b>	<b>438,598</b>	<b>497,469</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Funding for this fund is through a portion of user fees from various venues and and must be dedicated to that particular venue. These are picnic sites at Potawatomi and Rum Village Parks, Forestry, the East Race Waterway, Howard Park Ice Rink, the golf courses, and Potawatomi Zoo. Revenues are dependent on attendance at the various locations.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Park Nonreverting Capital fund

Fund Number

405

**2013 Accomplishments/Outcomes (4-10 required)**

- Improvements to Zoo to get ready for reaccreditation in 2014
- Replace obsolete irrigation heads at Erskine Golf Course
- Additional greens roller for golf courses
- Continue to implement Elbel master plan for course
- Continue to upgrade forestry equipment and plant stock

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Provide additional revenue for major repairs and equipment for designated facilities and operations

City Strategy  
Number

GG

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- The additional revenue provided by this fund is increasingly more significant due to the dwindling capital provided from the Parks Special Revenue fund due to decreasing property tax revenues. Because the revenues in this fund are based on attendance, it is important to offer the public a quality entertainment choice for their dollar.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Elbel Golf Course- Customer Service Index (CSI)	GG	Quality	4.25	n/a	3.93	4.0
Erskine Golf Course- CSI	GG	Quality	4.0	n/a	3.8	4.0
Nonreverting Golf Revenue	GG	Outcome	90,000	71,226	72,000	75,000
Potawatomi Zoo Nonreverting Revenue	GG	Outcome	120,000	104,019	105,000	110,000
East Race Waterway Nonreverting Revenue	GG	Outcome	6,000	6,377	5,000	5,000
Howard Park Ice Rink Nonreverting Revenue	GG	Outcome	6000	4,125	4,500	5,000

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Park Nonreverting Capital fund**

Fund Number

**405**

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Forestry Equipment and Plantings	Cash	9,000	9,000	9,000	9,000	9,000	45,000
2	Golf Equipment	Cash	42,800	50,000	50,000	50,000	50,000	242,800
3	Zoo Equipment	Cash	10,000	10,000	10,000	10,000	10,000	50,000
4	Veterinary Equipment	Cash	10,000	10,000	10,000	10,000	10,000	50,000
5	Zoo Concessions and Giftshop Eqpt	Cash	5,000	5,000	5,000	5,000	5,000	25,000
6								-
7								-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18	Zoo Exhibit Improvements	Cash	70,000	70,000	70,000	70,000	70,000	350,000
19	Golf Course/Clubhouse Upgrades	Cash	30,000	50,000	50,000	50,000	50,000	230,000
20								-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>176,800</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>992,800</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

- 1 Replacement of Forestry equipment and purchase of plant stock for tree nursery.
- 2 Replacement of golf maintenance equipment as needed
- 3 Replacement of Zoo maintenance equipment as needed
- 4 Replacement of veterinary equipment as recommended by staff veterinarian
- 5 Replacement of Zoo Concessions and Giftshop equipment as needed

- 18 Major Repairs and Upgrades to Zoo infrastructure and buildings
- 19 Major Repairs and Upgrades to golf course and buildings

## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>	<b>Cumulative Capital Development</b>				<b>Fund Number</b>	<b>406</b>	
<b>Department Description &amp; Purpose</b>	Account for expenditures relating to the purchase or lease of capital improvements in the City. In recent years, this fund has been used to lease replacement police vehicles and related equipment. Financing is provided by property tax revenues, auto excise tax, commercial vehicle tax, and payment in lieu of taxes (PILOT).						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	540,454	517,710	530,000	253,553	477,722	(52,278)	-9.9%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	43,514	38,122	34,271	19,926	40,400	6,129	17.9%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,769	3,808	4,000	1,747	3,500	(500)	-12.5%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	45,140	43,768	46,054	23,239	46,894	840	1.8%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>630,877</b>	<b>603,408</b>	<b>614,325</b>	<b>298,465</b>	<b>568,516</b>	<b>(45,809)</b>	<b>-7.5%</b>
<b>Expenditures by Cost Center</b>							
Police Dept. Vehicle Leases	466,990	569,869	874,716	352,798	722,935	(151,781)	-17.4%
Police Dept. Vehicle Purchase	-	19,364	36,000	-	-	(36,000)	-100.0%
Administrative Allocations	1,224	636	504	252	-	(504)	-100.0%
Information Technology	32,684	-	-	-	-	-	-
Office Supplies & Furnishings	640	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>501,538</b>	<b>589,869</b>	<b>911,220</b>	<b>353,050</b>	<b>722,935</b>	<b>(188,285)</b>	<b>-20.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	1,176	636	504	252	-	(504)	-100.0%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	294,187	531,042	808,477	333,823	685,082	(123,395)	-15.3%
Debt Service - Interest & Fees	172,802	38,827	66,239	18,975	37,853	(28,386)	-42.9%
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	48	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>468,213</b>	<b>570,505</b>	<b>875,220</b>	<b>353,050</b>	<b>722,935</b>	<b>(152,285)</b>	<b>-17.4%</b>
<b>Capital</b>	<b>33,325</b>	<b>19,364</b>	<b>36,000</b>	<b>-</b>	<b>-</b>	<b>(36,000)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>501,538</b>	<b>589,869</b>	<b>911,220</b>	<b>353,050</b>	<b>722,935</b>	<b>(188,285)</b>	<b>-20.7%</b>
<b>Net Surplus / (deficit)</b>	<b>129,339</b>	<b>13,539</b>	<b>(296,895)</b>	<b>(54,585)</b>	<b>(154,419)</b>		
Beginning Cash Balance	692,890	822,229	835,768	835,768	538,873		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>822,229</b>	<b>835,768</b>	<b>538,873</b>	<b>781,183</b>	<b>384,454</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The fund is used primarily to lease/purchase replacement of 40-50 police vehicles and related equipment per year. Lease terms are for a five year period. The source of funding is primarily a dedicated property tax rate that is determined by the DLGF. Other sources of funding include auto excise tax, commercial vehicle excise tax and city payment in lieu of taxes from the wastewater and water utilities. Interest rates on capital leases have been ranging from 1-2% in recent years. In 2010, this fund was used for information technology costs but these costs were transferred to the COIT fund in 2011 and thereafter. No police vehicle leases are included in this fund for 2014 and are in COIT Fund 404.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Cumulative Capital Development

Fund Number

406

**2013 Accomplishments/Outcomes (4-10 required)**

- Continue to earn interest on available cash balance.
- Adequate cash reserves maintained.
- Capital lease payments are made in a timely matter.
- Submitted requests for capital financing proposals to ten pre-qualified companies and received six proposals with the low interest of 1.22% from PNC Equipment Finance.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Fund performs within budgetary guidelines.
- Properly account for property tax revenues, auto excise tax and commercial vehicle tax received from State.
- No new leases for 2014. Plan to build back up cash reserves in 2015 and in future years.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Property tax revenues distributions are in June and December. Cash flow issue.
- The property tax rate is fixed by the DLGF and does not increase based on the State growth quotient.
- Cash reserves have been decreasing in this fund due to declining property tax revenue. Cash reserves are still expected to exceed the City target of 25% of expenditures at December 31, 2014.
- A police vehicle and equipment lease for 2014 was not included in this fund and has been included in COIT Fund 404.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Cash Reserves	2	Output	\$228,000	\$835,768	\$538,873	\$384,454
- Police vehicles replaced	2	Output	40-50 per yr	48	42	0
- Lease payments/% on time	2	Output/Efficiency	9/100%	8/100%	8/100%	8/100%
- Property Tax Rate	2	Efficiency	>.0500%	.0328%	.0328%	.0328%
- Financing quotes requested/received	2	Output	10/10	10/7	10/6	0
- Interest Rate on Capital Lease	2	Efficiency	<1.5%	1.695%	1.22%	0
- Cash Reserves % of Expenditures	2	Output	>25%	141%	59%	53%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Cumulative Capital Development

Fund Number

406

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Police vehicles & related equipment	Lease	-	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
2	Police street crime unit vehicles	Cash	-	36,000	36,000	36,000	36,000	144,000
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5	Not funded for 2014 in Fund 406. See COIT Fund 404		-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			-	<b>1,236,000</b>	<b>1,236,000</b>	<b>1,236,000</b>	<b>1,236,000</b>	<b>4,944,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

- 1 Lease purchase approximately 40 to 50 replacement police vehicles and related equipment per year.
- 2 Purchase replacement street crimes vehicles (SOS) as needed for cash.

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Cumulative Capital Improvement</b>				<b>Fund Number</b>	<b>407</b>	
<b>Department Description &amp; Purpose</b>	Account for state cigarette tax distribution revenue, hotel/motel tax and South Bend School Corporation contractual revenue used for Century Center related debt service.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	459,544	418,323	408,990	129,108	409,000	10	0.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	36	15	100	85	150	50	50.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	25,000	30,900	25,000	-	25,000	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>484,580</b>	<b>449,238</b>	<b>434,090</b>	<b>129,193</b>	<b>434,150</b>	<b>60</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Century Center Debt Service	594,000	402,277	367,575	184,875	364,762	(2,813)	-0.8%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>594,000</b>	<b>402,277</b>	<b>367,575</b>	<b>184,875</b>	<b>364,762</b>	<b>(2,813)</b>	<b>-0.8%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	425,000	356,250	326,250	161,250	330,000	3,750	1.1%
Debt Service - Interest & Fees	169,000	46,027	41,325	23,625	34,762	(6,563)	-15.9%
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>594,000</b>	<b>402,277</b>	<b>367,575</b>	<b>184,875</b>	<b>364,762</b>	<b>(2,813)</b>	<b>-0.8%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>594,000</b>	<b>402,277</b>	<b>367,575</b>	<b>184,875</b>	<b>364,762</b>	<b>(2,813)</b>	<b>-0.8%</b>
<b>Net Surplus / (deficit)</b>	<b>(109,420)</b>	<b>46,961</b>	<b>66,515</b>	<b>(55,682)</b>	<b>69,388</b>		
Beginning Cash Balance	160,178	50,758	97,719	97,719	164,234		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>50,758</b>	<b>97,719</b>	<b>164,234</b>	<b>42,037</b>	<b>233,622</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Beginning in 2012, Fund 407 pays for 75% of the 2011 Century Center Bond refunding with 25% paid by the COIT Fund. Cigarette tax money is down and fund 407 cash reserves have been declining for several years. The fund received hotel/motel taxes in the amount of \$150,000 per year. The fund cash flow position has improved during 2012 and 2013. The Century Center bonds were refunded during 2011 and this has resulted in significant interest savings. The principal balance on the bonds is \$2,070,000 at December 31, 2013 and the final payment is due February 1, 2018.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Cumulative Capital Improvement

Fund Number

407

**2013 Accomplishments/Outcomes (4-10 required)**

State distributions received are recorded in a timely manner.  
Debt service payments for Century Center are paid on time.

City Strategy  
Number

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

Ensure that fund performs within budgetary guidelines.  
Account for state cigarette tax distribution, hotel/motel tax and SBCSC revenue used for Century Center debt service  
Exceed target cash reserve requirement of 25% of expenditures at June 30 and December 31.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Receive state tax distributions without delay from State.  
Decling revenue in cigarette tax money has resulted in a the payment of 25% of the 2011 Century Center bond refunding from the COIT Fund.  
Cash position expected to improve during 2014.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Positive cash balance	2	Output	> \$91,000	\$97,719	\$164,234	\$233,622
- Cash reserves % of expenditures	2	Output	> 25%	27%	45%	64%
- Debt service payments on time	2	Effectiveness	2/2	2/2	2/2	2/2

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2013				2014 Proposed Budget	Variance 2013-2014
	2011 Actual	2012 Actual	Amended Budget	6/30/13 Actual		
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

None. Fund is not used for IT expenditures.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Major Moves</b>				<b>Fund Number</b>	<b>412</b>	
<b>Department Description &amp; Purpose</b>	Fund accounts for proceeds of one-time State of Indiana Toll Road Lease distribution of \$12,823,151 received in 2006. The City has utilized this money to make loans to certain economic development projects to be repaid from tax increment financing revenue and other important infrastructure projects. For 2014, the fund will be used to pay for a portion of the City's complete street/two way street initiative in the downtown.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	77,860	394,379	289,648	136,372	269,746	(19,902)	-6.9%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	32,036	320,884	239,014	118,032	312,052	73,038	30.6%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>109,896</b>	<b>715,263</b>	<b>528,662</b>	<b>254,403</b>	<b>581,798</b>	<b>53,136</b>	<b>10.1%</b>
<b>Expenditures by Cost Center</b>							
Eddy Sreet Commons/Triangle Dev.	293,466	1,374,109	75,256	53,197	-	(75,256)	-100.0%
US 31 Relocation	43,200	758,312	770,090	573,335	-	(770,090)	-100.0%
Olive Sample Overpass Design	-	-	1,680,000	174,454	-	(1,680,000)	-100.0%
Main Street Two Way Street Design	-	10,500	870,500	91,530	-	(870,500)	-100.0%
Smart Streets Program	-	-	-	-	4,500,000	4,500,000	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>336,666</b>	<b>2,142,922</b>	<b>3,395,846</b>	<b>892,516</b>	<b>4,500,000</b>	<b>1,104,154</b>	<b>32.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>336,666</b>	<b>2,142,922</b>	<b>3,395,846</b>	<b>892,516</b>	<b>4,500,000</b>	<b>1,104,154</b>	<b>32.5%</b>
<b>Total Expenditures by Type</b>	<b>336,666</b>	<b>2,142,922</b>	<b>3,395,846</b>	<b>892,516</b>	<b>4,500,000</b>	<b>1,104,154</b>	<b>32.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(226,770)</b>	<b>(1,427,658)</b>	<b>(2,867,184)</b>	<b>(638,113)</b>	<b>(3,918,202)</b>		
Beginning Cash Balance	9,551,125	9,324,355	7,896,697	7,896,697	5,029,513		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>9,324,355</b>	<b>7,896,697</b>	<b>5,029,513</b>	<b>7,258,584</b>	<b>1,111,311</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The Council authorized expenditures from Major Moves of up to \$1,000,000 (Douglas Road), \$5,478,508 (Eddy Street Commons/Triangle Development) to be repaid with TIF property tax revenue. The Douglas Road project was completed in 2009, Eddy Street Commons was completed in 2011 and the Triangle Development project were completed in 2013. 2013 expenditures consist of \$1,680,000 for design and ROW reconstruction of the Olive Sample Overpass and \$870,500 for the design of the S curve removal. In the 2014 budget, \$4.5 million dollars is included for the smart street program.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Major Moves

Fund Number

412

**2013 Accomplishments/Outcomes (4-10 required)**

- U.S. 31 utilities relocation construction in progress
- Collection of semi-annual loan reimbursement payments of \$41,442 from the Douglas Road TIF
- Completed downtown 2-way street study

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Start design work on essential projects for the Olive Sample Overpass and two-way traffic on Main Street in the downtown.
- Work on complete street/two way street program.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Public outreach & education for converting to 2-way streets in downtown area

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Number of projects in progress	2	Output	2	2	2	2
Interest Earnings	2	Outcome	\$270,000	\$394,379	\$289,648	\$269,746
Ending Cash Balance	2	Outcome	\$1,000,000	\$7,896,697	\$5,029,513	\$1,111,311

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

None

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Major Moves

Fund Number

412

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
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12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
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16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
18	Complete/Two Way Street Program	Cash	4,500,000	-	-	-	-	4,500,000
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
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33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>4,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,500,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18 Design and construction of a portion of the complete street/two way street program in the downtown area.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Morris Performing Arts Center Capital</b>				<b>Fund Number</b>	<b>416</b>	
<b>Department Description &amp; Purpose</b>	Fund established for the purpose of renovating, remodeling, or otherwise improving the facilities and / or service to the patrons at the Morris Performing Arts Center.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	84,288	85,904	100,000	60,759	100,000	-	0.0%
Interest Earnings	1,503	1,997	1,500	863	1,500	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>85,791</b>	<b>87,901</b>	<b>101,500</b>	<b>61,622</b>	<b>101,500</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Morris PAC Capital Improvement	120,683	172,417	72,666	19,738	53,200	(19,466)	-26.8%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>120,683</b>	<b>172,417</b>	<b>72,666</b>	<b>19,738</b>	<b>53,200</b>	<b>(19,466)</b>	<b>-26.8%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>513</b>	<b>6,274</b>	<b>25,500</b>	<b>1,243</b>	<b>14,700</b>	<b>(10,800)</b>	<b>-42.4%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	60	3,460	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	29,970	-	5,080	4,741	-	(5,080)	-100.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	20,926	14,407	15,890	7,204	23,000	7,110	44.7%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>50,956</b>	<b>17,867</b>	<b>20,970</b>	<b>11,945</b>	<b>23,000</b>	<b>2,030</b>	<b>9.7%</b>
<b>Capital</b>	<b>69,214</b>	<b>148,276</b>	<b>26,196</b>	<b>6,550</b>	<b>15,500</b>	<b>(10,696)</b>	<b>-40.8%</b>
<b>Total Expenditures by Type</b>	<b>120,683</b>	<b>172,417</b>	<b>72,666</b>	<b>19,738</b>	<b>53,200</b>	<b>(19,466)</b>	<b>-26.8%</b>
<b>Net Surplus / (deficit)</b>	<b>(34,892)</b>	<b>(84,516)</b>	<b>28,834</b>	<b>41,885</b>	<b>48,300</b>		
Beginning Cash Balance	515,676	480,784	396,268	396,268	425,102		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>480,784</b>	<b>396,268</b>	<b>425,102</b>	<b>438,153</b>	<b>473,402</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 There is no Staffing for this Surcharge Fund.  
 The funds in this account are received from a per sold ticket surcharge. Expenditures are tied to renovating, remodeling, or otherwise improving the facilities and/or service to the patrons of the Morris Performing Arts Center.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

**Morris Performing Arts Center Capital**

Fund Number

**416**

**2013 Accomplishments/Outcomes (4-10 required)**

- Finished replacing all of the windows and doors in the Grand Lobby
- Received the Southold Preservation Award Nomination for "Historic Restoration" Grand Lobby Entrance Doors, Windows, Lower Level Restrooms
- Remodeled the bathroms in the Lower Level (in the Bistro) of the Morris Performing Arts Center
- Received the Michiana Area Construction Industry Advancement Fund (MACIAF) "Excellence in Construction Award for Interior/Municipal"
- Received the Southold Preservation Award Nomination for Historic Preservation Original 1921 North Exterior Brick Wall
- Received the Chamber of Commerce of Saint Joseph County Salute to Business Capital Investment Award for Continued Investment in the community

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- To continue maintaining our Magnificant and Historical Building

2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- One of the chalanges of attracting more acts / performances depends on our marketability and availability of house equipment to be up to date.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2014 Estimated (if available)	2014 Target
- Fund Reimbursement	2	Outcome	\$100,000	\$84,288	\$100,000	\$100,000
- Maintaining Industry Ranking	2	To continue to be on the first 100 venues worldwide				

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

There is no staffing for this fund, hence, no charges



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name *Morris Performing Arts Center Capital*

Fund Number *416*

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Stage/Dock Repairs	Cash	15,500	-	-	-	-	15,500
2	Curtain Track Replacement	Cash	-	15,000	-	-	-	15,000
3	To replace the Fire Curtain Control Sys	Cash	-	-	14,000	-	-	14,000
4	Miscellaneous items, as needed	Cash	-	-	-	35,000	35,000	70,000
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>15,500</b>	<b>15,000</b>	<b>14,000</b>	<b>35,000</b>	<b>35,000</b>	<b>114,500</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

- 1 Stage/Dock repairs - upgrade and repair the Loading Dock, Orchestra Shell, Rigging Equipment
- 2 To replace the outdated Track
- 3 To replace the Fire Curtain Control System
- 4 Miscellaneous, as needed

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Community Revitalization Enhancement District</b>				<b>Fund Number</b>	<b>434</b>	
<b>Department Description &amp; Purpose</b>	CREED funds committed to repay Federal Section 108 loan each year until 2015						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	733,100	653,185	650,000	-	650,000	-	0.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,507	1,259	1,000	342	1,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>734,607</b>	<b>654,444</b>	<b>651,000</b>	<b>342</b>	<b>651,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Current Program Year (1050)	848,322	878,554	873,949	36,975	650,950	(222,999)	-25.5%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>848,322</b>	<b>878,554</b>	<b>873,949</b>	<b>36,975</b>	<b>650,950</b>	<b>(222,999)</b>	<b>-25.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	720,000	775,000	800,000	-	609,000	(191,000)	-23.9%
Debt Service - Interest & Fees	128,322	103,554	73,949	36,975	41,950	(31,999)	-43.3%
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>848,322</b>	<b>878,554</b>	<b>873,949</b>	<b>36,975</b>	<b>650,950</b>	<b>(222,999)</b>	<b>-25.5%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>848,322</b>	<b>878,554</b>	<b>873,949</b>	<b>36,975</b>	<b>650,950</b>	<b>(222,999)</b>	<b>-25.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(113,715)</b>	<b>(224,110)</b>	<b>(222,949)</b>	<b>(36,633)</b>	<b>50</b>		
Beginning Cash Balance	561,411	447,696	223,586	223,586	637		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>447,696</b>	<b>223,586</b>	<b>637</b>	<b>186,953</b>	<b>687</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

CREED is derived from State sales taxes generated within the CRED district (within Studebaker/Oliver area) up to a maximum \$1M annually through 2015. The distribution is made once a year in October and amount fluctuates significantly (note historical revenues). If we do not receive enough revenue in 2013 and 2014, we will need money from another source to cover deficit. Amount reported in 2014 for debt service principal is reduced by \$216,000 for an amount that will be paid from a separate DCI fund in 2014.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

**Community Revitalization Enhancement District**

Fund Number

**434**

**2013 Accomplishments/Outcomes (4-10 required)**

Anticipate making Section 108#8 debt service payments in a timely manner.  
Zero audit findings  
Monitor revenue to ensure adequate to cover debt service

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

Anticipate making Section 108#8 debt service payments in a timely manner.  
Zero audit findings  
Monitor revenue to ensure adequate to cover debt service

**City Strategy  
Number**

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

If CRED funds dry up or are not in an amount great enough to make full debt service payments, COIT or other source will need to make pymts.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Coveleski Bond Construction</b>				<b>Fund Number</b>	<b>438</b>	
<b>Department Description &amp; Purpose</b>	To account for capital improvement expenditures at the Stanley Coveleski Regional Stadium						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	5,268	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>5,268</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Cost Center</b>							
Coveleski Bond Construction (1001)	4,464,858	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>4,464,858</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	77,516	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>77,516</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>4,387,342</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>4,464,858</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus / (deficit)</b>	<b>(4,459,590)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	4,459,590	-	-	-	-	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							
Bond fully spent by end of 2011. Fund no longer needed. Request fund be closed.							

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Palais Royale Historic Preservation</b>				<b>Fund Number</b>	<b>450</b>	
<b>Department Description &amp; Purpose</b>	Fund established for continuing historic preservation, maintenance, and repair of the Palais Royale, an historic landmark in downtown South Bend listed since 1984 on the National Register of Historic Places, and contiguous to the Morris Performing Arts Center.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	14,202	11,866	16,000	5,396	16,000	-	0.0%
Interest Earnings	118	247	125	129	125	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>14,320</b>	<b>12,113</b>	<b>16,125</b>	<b>5,525</b>	<b>16,125</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Palais Royale Historic Preservation Fur	3,983	-	-	-	10,000	10,000	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>3,983</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	3,983	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	10,000	10,000	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>3,983</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>3,983</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>
<b>Net Surplus / (deficit)</b>	<b>10,337</b>	<b>12,113</b>	<b>16,125</b>	<b>5,525</b>	<b>6,125</b>		
Beginning Cash Balance	35,854	46,191	58,304	58,304	74,429		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>46,191</b>	<b>58,304</b>	<b>74,429</b>	<b>63,829</b>	<b>80,554</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 There is no staffing for this Historical Preservation Fund.  
 This fund is created by adding a 2% charge for the rental of the building and on Gross Receipts for catering charges.  
 Maintenance / repairs are needed to maintain the historical nature of the building.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Palais Royale Historic Preservation

Fund Number

450

**2013 Accomplishments/Outcomes (4-10 required)**

- Continuing to maintain the beauty and Historical nature of the building

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- To continue maintaining our Magnificent and Historical Building

City Strategy  
Number

2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Challenge is to maintain the Historic nature of this facility. The funds collected allow us to help support this challenge.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Fund Reimbursement	2	Outcome	\$16,000	\$14,320	\$15,000	\$16,000
- Maintaining the Historical Facility	2	Quality				

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

There is no staffing or special technology needed needed to maintain this fund.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>College Football Hall of Fame Capital Fund</b>				<b>Fund Number</b>	<b>677</b>	
<b>Department Description &amp; Purpose</b>	Fund is used to fund repairs and maintenance of the building and infrastructure components at the city-owned College Football Hall of Fame building. Fund received revenue transfers of professional sports development area (PSDA) taxes from Fund 377 of \$200,000 per year through 2010.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,910	3,906	4,500	1,542	2,500	(2,000)	-44.4%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	115,286	-	42	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,910</b>	<b>119,192</b>	<b>4,500</b>	<b>1,584</b>	<b>2,500</b>	<b>(2,000)</b>	<b>-44.4%</b>
<b>Expenditures by Cost Center</b>							
Hall of Fame Building	168,262	274,558	179,322	25,431	179,659	337	0.2%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>168,262</b>	<b>274,558</b>	<b>179,322</b>	<b>25,431</b>	<b>179,659</b>	<b>337</b>	<b>0.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>9,274</b>	<b>1,416</b>	<b>15,000</b>	<b>2,358</b>	<b>15,000</b>	<b>-</b>	<b>0.0%</b>
Professional Services (31xx)	-	-	20,000	-	-	(20,000)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	5,556	4,236	4,176	2,088	6,308	2,132	51.1%
Utilities (35xx)	-	-	88,051	13,973	108,051	20,000	22.7%
Repairs & Maintenance (36xx)	153,432	268,906	52,095	7,011	50,300	(1,795)	-3.4%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>158,988</b>	<b>273,142</b>	<b>164,322</b>	<b>23,072</b>	<b>164,659</b>	<b>337</b>	<b>0.2%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>168,262</b>	<b>274,558</b>	<b>179,322</b>	<b>25,430</b>	<b>179,659</b>	<b>337</b>	<b>0.2%</b>
<b>Net Surplus / (deficit)</b>	<b>(165,352)</b>	<b>(155,366)</b>	<b>(174,822)</b>	<b>(23,846)</b>	<b>(177,159)</b>		
Beginning Cash Balance	1,039,804	874,452	719,086	719,086	544,264		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>874,452</b>	<b>719,086</b>	<b>544,264</b>	<b>695,240</b>	<b>367,105</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Actively trying to find appropriate re-use of vacant downtown structure.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

College Football Hall of Fame Capital Fund

Fund Number

677

**2013 Accomplishments/Outcomes (4-10 required)**

All repairs to building completed in timely manner and in accordance with transition agreement.  
Actively market building for re-use  
Produce marketing materials to advertise availability

City Strategy  
Number

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

Funds used to complete projects meet criteria for City eligible expenses per transition agreement.  
Fund performs within budgetary guidelines.

1  
1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Hall of Fame ended operations in South Bend at the end of 2012  
The fund has no projected revenue source except for a small amount of interest earnings. Cash reserves are declining in the fund.  
Sponsoring a competition to offer options for reuse

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Find appropriate reuse for building		Output	Sold	N/A	keep maintained	SELL

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**



## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>	<b>Building Department</b>				<b>Fund Number 600</b>		
<b>Department Description &amp; Purpose</b>	<p>The mission of the Building Services Department is to insure the health, safety and welfare of the general public through proper construction of all structures and by providing precise, up-to-date, innovative and technical expertise based on nationally recognized Building Codes. We serve as Zoning Administrators and Floodplain Administrators for St. Joseph County and City of South Bend; and serve the public by inspecting, informing, and insuring a safe place to work, play and live. In 2014, the Code Enforcement and Animal Control functions have been included in this fund.</p>						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	879,945	990,148	1,147,035	466,715	1,503,001	355,966	31.0%
Interest Earnings	113	380	1,000	436	1,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	11,546	19,539	-	1,089	2,000	2,000	-
Transfers In (408)	-	-	-	-	2,306,559	2,306,559	-
<b>Total Revenue</b>	<b>891,604</b>	<b>1,010,067</b>	<b>1,148,035</b>	<b>468,240</b>	<b>3,812,560</b>	<b>2,664,525</b>	<b>232.1%</b>
<b>Expenditures by Cost Center</b>							
Building Dept - Inspections	386,433	410,928	512,168	200,551	476,147	(36,021)	-7.0%
Building Dept - Licensing	71,276	75,793	94,467	43,044	90,304	(4,163)	-4.4%
Building Dept - Permit/Plan Review	233,577	248,383	309,577	141,058	470,952	161,375	52.1%
Building Dept - Zoning	167,455	178,069	221,940	101,126	212,162	(9,778)	-4.4%
Buildign Dept - Demolition	-	-	10,000	-	10,000	-	0.0%
Code Enforcement	-	-	-	-	1,836,074	1,836,074	-
Animal Control	-	-	-	-	689,215	689,215	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>858,741</b>	<b>913,173</b>	<b>1,148,152</b>	<b>485,779</b>	<b>3,784,854</b>	<b>2,636,702</b>	<b>229.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	553,055	574,716	702,111	313,799	1,377,921	675,810	96.3%
Fringe Benefits	3,650	3,600	251,864	113,228	606,537	354,673	140.8%
Other Personnel costs	182,941	194,290	3,660	1,800	18,120	14,460	395.1%
<b>Total Personnel</b>	<b>739,646</b>	<b>772,606</b>	<b>957,635</b>	<b>428,827</b>	<b>2,002,578</b>	<b>1,044,943</b>	<b>109.1%</b>
<b>Supplies</b>	<b>22,923</b>	<b>24,552</b>	<b>40,579</b>	<b>15,059</b>	<b>186,265</b>	<b>145,686</b>	<b>359.0%</b>
Professional Services (31xx)	12,809	12,809	31,812	9,156	283,517	251,705	791.2%
Comm/Transportation(32xx)	8,214	9,772	11,290	4,239	46,070	34,780	308.1%
Printing & Advertising (33xx)	30	1,165	1,000	108	23,300	22,300	2230.0%
Insurance (34xx)	20,160	12,396	12,976	6,287	62,220	49,244	379.5%
Utilities (35xx)	-	-	-	-	29,000	29,000	-
Repairs & Maintenance (36xx)	26,278	33,205	32,548	12,622	762,229	729,681	2241.9%
Debt Service - Principal	4,350	8,699	14,868	6,826	20,326	5,458	36.7%
Debt Service - Interest & Fees	-	-	1,839	429	1,474	(365)	-19.8%
Other Services & Charges (39xx)	24,331	22,207	15,405	2,226	106,875	91,470	593.8%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	52,000	52,000	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>96,172</b>	<b>100,253</b>	<b>121,738</b>	<b>41,893</b>	<b>1,387,011</b>	<b>1,265,273</b>	<b>1039.3%</b>
<b>Capital</b>	<b>-</b>	<b>15,762</b>	<b>28,200</b>	<b>-</b>	<b>209,000</b>	<b>180,800</b>	<b>641.1%</b>
<b>Total Expenditures by Type</b>	<b>858,741</b>	<b>913,173</b>	<b>1,148,152</b>	<b>485,779</b>	<b>3,784,854</b>	<b>2,636,702</b>	<b>229.6%</b>
<b>Net Surplus / (deficit)</b>	<b>32,863</b>	<b>96,894</b>	<b>(117)</b>	<b>(17,539)</b>	<b>27,706</b>		
Beginning Cash Balance	36,594	69,457	203,790	203,790	203,673		
Balance Sheet Adjustments	-	37,439	-	-	-		
<b>Ending Cash Balance</b>	<b>69,457</b>	<b>203,790</b>	<b>203,673</b>	<b>186,251</b>	<b>231,379</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	13.00	13.00	15.00	14.00	32.00	17.00	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	0.50	0.50	
<b>Total FTE's</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>14.00</b>	<b>32.50</b>	<b>17.50</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Eliminated one Building Inspector VI position as the building trades have not improved to a level that we need another inspector. Residential and Commercial construction fees are based on National building cost per square foot and is estimated to be a 2.2% increase. Addition of Code Enforcement and Animal Control departments from the General Fund for the 2014 budget. Additional personnel costs for Code Enforcement Department are included in EDIT Fund 408 for the 2014 budget. The 2014 transfer in of \$2,306,560 is from the EDIT Fund 408.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

**Building Department**

Fund Number

**600**

**2013 Accomplishments/Outcomes (4-10 required)**

The new fee ordinance went into effect and is helping to maintain a cash reserve for the Department  
 Purchased an architectural printer/scanner which will provide a more efficient method of storing and retrieving commercial prints  
 Hosted a flood plain workshop attended by State-wide flood plain representatives  
 13,722 inspections performed and 88,422 total miles driven resulting in 6.44 miles per inspection  
 Began Beta testing of Ipads for field service and software use.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

To assure design standards and code compliance at the earliest state of a project	3
To provide fast and efficient service to the customers in obtaining permits	2
To maintain and manage fee collections to maintain our cash reserve	2
To assure work throughout the community is being performed by legitimate contractors to assist customers in getting project performed to code	2
To inspect projects for compliance to all applicable codes, standards, and regulations; and inform customers of those codes, standards, and regulations	2
To assure zoning compliance on all properties and provide alternatives to the zoning ordinance due to hardship	2
Consolidate Building Department and Code Enforcement Departments for greater efficiency and effectiveness	2
Residents and landlords will have access to housing that meets minimum maintenance requirements	1,2
Residents and landlords will experience a stabilization or increase in actual property values.	1,2
Residents and property owners will experience cleaner neighborhoods.	3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Provide our inspectors with laptops/ipads with electronic code books and inspection software to provide more accurate and efficient inspections and to furnish the public and office staff with up-to-the-minute inspection results  
 Stay current with new codes adopted by the State and alert customers of those code changes  
 To adjust permit and inspection software in order to provide more efficient and accurate tracking of information in order to better serve the community.  
 Identify additional funding for demolitions.  
 Provide an updated count of vacant and abandoned properties by utilizing inspectors' laptops in the field.  
 Continue to evaluate landlord registration through the Neighborhood Resources Corporation.  
 Expedite the length of time to clean or cut a property utilizing the "work orders" software within Naviline.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Cash Reserve of 50% of budget	GG	Efficiency	\$580,000	\$166,351	\$340,525	\$207,019
Red tags issued for code violations	BE	Effectiveness	0	27	22	20
Zoning Compliance-County & City	GG	Effectiveness	45%	28.5%	33%	35%
Meetings with Customers on Codes	GG	Effectiveness	470	470	300	350
Permit fees over Operational Costs	GG	Efficiency	250,000	\$76,975	155,740	58,595
Notification of Plan Reviews w/in 48 hrs	GG	Efficiency	95%		83%	90%
Housing Inspections Performed	3	Output	9600	9481	9500	9400
Structures Repaired	3	Outcome				
Structures Demolished	3	Outcome	400	25	100	100
Hearings Held	3	Output	1050	1051	1050	1050
Vehicles Tagged	3	Output	Violators	591	407	400
Vehicles Towed	3	Outcome	Violators	58	50	55
Violation Letters Sent	3	Output	10000	12536	8979	9000
Properties Cleaned by the City	3	Outcome	3000	4041	1637	2500
Properties Cleaned by Owner	3	Outcome	4000	6318	1692	3500
Cost per Inspection	GG	Efficiency	45.25		33.88	37.66

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name Building Department

Fund Number 600

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Vehicles	Lease	25,000	70,500	47,000	47,000	47,000	236,500
2	Small articulated loader (969)	Cash	-	-	-	-	-	-
3	Small articulated loader (971)	Cash	-	-	-	-	-	-
4	Single axle dump truck (910)	Cash	90,000	-	-	-	-	90,000
5	Compact hybrid auto (939)	Cash	24,000	-	-	-	-	24,000
6	Compact hybrid auto (938)	Cash	24,000	-	-	-	-	24,000
7	Compact hybrid auto (932)	Cash	24,000	-	-	-	-	24,000
8	4WD P/U (922) (mowing & snow)	Cash	22,000	-	-	-	-	22,000
9	4WD P/U (916) (tire pick up & plow)	Cash	-	22,000	-	-	-	22,000
10	Single axle dump truck (913)	Cash	-	90,000	-	-	-	90,000
11	Compact hybrid auto (905)	Cash	-	-	24,000	-	-	24,000
12	Compact hybrid auto (921)	Cash	-	-	-	24,000	-	24,000
13	Extended Van w/cage (980)	Cash	-	54,000	-	-	-	54,000
14	Extended Van w/cage (985)	Cash	-	-	54,000	-	-	54,000
15	Extended Van w/cage (981)	Cash	-	-	54,000	-	-	54,000
16	Extended Van w/cage (984)	Cash	-	-	-	54,000	-	54,000
17			-	-	-	-	-	-
<b>Project Capital</b>								
18			-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>209,000</b>	<b>236,500</b>	<b>179,000</b>	<b>125,000</b>	<b>47,000</b>	<b>796,500</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

- 1 Vehicles to maintain our fleet
- 2 Replace a \$3,000/month lease
- 3 Replace a \$3,000/month lease
- 4 Replace a 2005 dump with 6,900 hours
- 5 Replace existing 2004 cavalier with 97,000 miles
- 6 Replace existing 2002 cavalier with 91,000 miles
- 7 Replace existing 2004 cavalier with 138,000 miles
- 8 Replace a 2005 pick up with 52,000 miles
- 9 Replace a 2004 dump with 7,200 hours
- 10 Replace a 2000 dump with 8,566 hours
- 11 Replace existing 2010 Prius
- 12 Replace existing 2010 Prius
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Parking Garage Fund **Fund Number** 601

**Department Description & Purpose** Manage 3 parking garages (Main & Colfax, Leighton, and Wayne & St. Joseph) for downtown use. Also provide parking enforcement for downtown and Eddy Street Commons area.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	878,696	812,140	943,905	429,251	900,500	(43,405)	-4.6%
Interest Earnings	2,112	4,124	4,000	1,824	4,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	193,422	107,702	111,034	42,056	135,900	24,866	22.4%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,074,230</b>	<b>923,966</b>	<b>1,058,939</b>	<b>473,131</b>	<b>1,040,400</b>	<b>(18,539)</b>	<b>-1.8%</b>
<b>Expenditures by Cost Center</b>							
Main Street Garage (0460)	191,212	293,839	301,200	181,841	184,410	(116,790)	-38.8%
Leighton Plaza Garage (0462)	325,697	362,483	486,099	140,184	286,409	(199,690)	-41.1%
Downtown Enforcement (0463)	98,531	84,682	87,390	27,413	90,606	3,216	3.7%
Wayne Street Garage (0464)	137,287	241,187	224,570	124,350	131,854	(92,716)	-41.3%
Eddy Street Enforcement (0465)	-	1,220	30,580	600	15,900	(14,680)	-48.0%
<b>Total Cost Center Expenditures</b>	<b>752,727</b>	<b>983,411</b>	<b>1,129,839</b>	<b>474,388</b>	<b>709,179</b>	<b>(420,660)</b>	<b>-37.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	670,761	547,280	650,231	321,333	591,825	(58,406)	-9.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	3,876	2,988	2,964	1,482	7,554	4,590	154.9%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	35,856	8,148	22,850	-	41,200	18,350	80.3%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	142	1,552	12,600	1,738	12,600	-	0.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	14,184	17,772	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>724,819</b>	<b>577,740</b>	<b>688,645</b>	<b>324,553</b>	<b>653,179</b>	<b>(35,466)</b>	<b>-5.2%</b>
<b>Capital</b>	<b>27,909</b>	<b>405,671</b>	<b>441,194</b>	<b>149,835</b>	<b>56,000</b>	<b>(385,194)</b>	<b>-87.3%</b>
<b>Total Expenditures by Type</b>	<b>752,728</b>	<b>983,411</b>	<b>1,129,839</b>	<b>474,388</b>	<b>709,179</b>	<b>(420,660)</b>	<b>-37.2%</b>
<b>Net Surplus / (deficit)</b>	<b>321,502</b>	<b>(59,445)</b>	<b>(70,900)</b>	<b>(1,257)</b>	<b>331,221</b>		
Beginning Cash Balance	593,388	914,890	855,445	855,445	784,545		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>914,890</b>	<b>855,445</b>	<b>784,545</b>	<b>854,188</b>	<b>1,115,766</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Changes in enforcement policies produce more customer-friendly practices, but revenue changes. Capital expenditures for 2014 are less expensive than 2013. In 2013 we complete the lighting upgrades and adding signage.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name Parking Garage Fund

Fund Number 601

**2013 Accomplishments/Outcomes (4-10 required)**

Entered into management agreement with Downtown South Bend, Inc./Block by Block.  
 Designing specifications for new lights which are anticipated to save significantly on future utility costs. Install lights in all 3 garages.  
 Installation of new parking gates and credit card payment system to enhance customer experience.  
 Implement improved customer communication mechanisms

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Install new building signage to help parkers find places	3
Install new trash receptacles to increase usability and attractiveness	3
Review and reconcile cash receipts in the fund	2
Review and process monthly billings for accuracy and eligibility of expenses.	2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Anticipate utility savings from 2012 lighting improvements.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Zero audit findings	Good Gov't	Efficiency	0	0	0	0
Maximize occupancy/usage rates	Good Gov't	Effectiveness	95%	91%	92%	93%
Customer satisfaction rates	Good Gov't	Effectiveness	80%	59%	70%	75%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's) -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name Parking Garage Fund

Fund Number 601

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Roof membranes resealed	Cash	-	-	-	-	-	-
2	Replace storm water pipes	Cash	24,000	-	-	-	-	24,000
3	Replace fire extinguisher cabinets	Cash	-	-	-	-	-	-
4	Elevator overhaul/upgrades	Cash	12,000	17,000	12,000	-	-	41,000
5	Interior painting	Cash	20,000	10,000	-	-	-	30,000
6	Entrance/stairwell concrete	Cash	-	-	-	75,000	-	75,000
7	Energy-efficient lighting - Leighton	Cash	-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
<b>Project Capital</b>								
16	New building signage	Cash	-	-	18,000	-	-	18,000
17	Install emergency call boxes	Cash	-	-	-	-	-	-
18	Software - monthly credit cards	Cash	-	-	-	-	-	-
19	Exterior billboards	Cash	-	60,000	60,000	-	-	120,000
20	Automation upgrades	Cash	-	-	10,000	-	-	10,000
21	Interior music system	Cash	-	30,000	-	-	-	30,000
22	Exterior art project	Cash	-	-	40,000	-	-	40,000
23	Smart Street meters	Cash	-	-	-	65,000	-	65,000
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
<b>Total</b>			<b>56,000</b>	<b>117,000</b>	<b>140,000</b>	<b>140,000</b>	<b>-</b>	<b>453,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

- 1 Roof membranes needed to keep garages from deteriorating.
- 2 Galvanized pipes are beginning to rust. Replace with PVC.
- 3 Replace fire extinguisher cabinets before they become unfunctional.
- 4 Occasional overhaul required to keep in good working order.
- 5 Painting to keep garages clean and attractive.
- 6 Maintenance on concrete surfaces
- 7 Upgrade to increase security as well as save energy and utility costs.
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- 16 New building signage needed to help customers identify parking options in downtown.
- 17 Upgrade to enhance customer safety.
- 18 Upgrade to enable monthly parkers to pay by credit card.
- 19 Upgrade for posting events; possible revenue generator.
- 20 Expect technology will improve and upgrades necessary to enhance customer service.
- 21 Possible improvement to customer security and enhancement to downtown.
- 22 Possible improvements to make downtown more attractive and vibrant.
- 23 Possible enhancement to customer service
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Solid Waste Operating Fund</b>				<b>Fund Number</b>	<b>610</b>	
<b>Department Description &amp; Purpose</b>	Trash collection and disposal for City residents.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	4,772,685	4,805,802	4,766,995	2,425,044	4,766,995	-	0.0%
Interest Earnings	3,363	5,359	6,000	2,074	6,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	53,324	276,188	484,706	13,617	484,706	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>4,829,372</b>	<b>5,087,349</b>	<b>5,257,701</b>	<b>2,440,735</b>	<b>5,257,701</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Solid Waste	4,064,633	4,386,246	4,450,103	2,331,526	4,196,310	(253,793)	-5.7%
Recycling Program	698,703	700,193	744,588	292,704	744,588	-	0.0%
Code Clean-up Crew	-	-	382,871	208,861	278,376	(104,495)	-27.3%
311 Call Center Allocation	-	-	70,422	-	158,425	88,003	125.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>4,763,336</b>	<b>5,086,439</b>	<b>5,647,984</b>	<b>2,833,091</b>	<b>5,377,699</b>	<b>(270,285)</b>	<b>-4.8%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,130,953	1,177,119	1,201,776	615,429	1,083,411	(118,365)	-9.8%
Fringe Benefits	386,786	361,343	448,625	216,892	408,297	(40,328)	-9.0%
Other Personnel costs	8,570	6,065	11,400	4,276	10,346	(1,054)	-9.2%
<b>Total Personnel</b>	<b>1,526,309</b>	<b>1,544,527</b>	<b>1,661,801</b>	<b>836,597</b>	<b>1,502,054</b>	<b>(159,747)</b>	<b>-9.6%</b>
<b>Supplies</b>	<b>268,820</b>	<b>265,630</b>	<b>337,565</b>	<b>128,950</b>	<b>262,472</b>	<b>(75,093)</b>	<b>-22.2%</b>
Professional Services (31xx)	716,104	834,198	991,891	399,377	1,018,755	26,864	2.7%
Comm/Transportation(32xx)	1,068	3,143	75,172	840	161,875	86,703	115.3%
Printing & Advertising (33xx)	34	34	500	70	250	(250)	-50.0%
Insurance (34xx)	214,368	117,216	112,992	56,496	183,702	70,710	62.6%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	694,875	663,267	504,196	321,332	428,339	(75,857)	-15.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	951,827	1,248,089	1,127,306	538,628	1,084,250	(43,056)	-3.8%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	238,852	259,200	784,061	514,339	736,002	(48,059)	-6.1%
Other Financing Uses (50xx)	151,079	151,135	52,500	36,462	-	(52,500)	-100.0%
<b>Total Service &amp; Charges</b>	<b>2,968,207</b>	<b>3,276,282</b>	<b>3,648,618</b>	<b>1,867,544</b>	<b>3,613,173</b>	<b>(35,445)</b>	<b>-1.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>4,763,336</b>	<b>5,086,439</b>	<b>5,647,984</b>	<b>2,833,091</b>	<b>5,377,699</b>	<b>(270,285)</b>	<b>-4.8%</b>
<b>Net Surplus / (deficit)</b>	<b>66,036</b>	<b>910</b>	<b>(390,283)</b>	<b>(392,356)</b>	<b>(119,998)</b>		
Beginning Cash Balance	1,136,149	1,202,185	1,203,095	1,203,095	812,812		
Balance Sheet Adjustments	-	-	-	(47,681)	-		
<b>Ending Cash Balance</b>	<b>1,202,185</b>	<b>1,203,095</b>	<b>812,812</b>	<b>763,058</b>	<b>692,814</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	4.00	4.00	3.10	4.10	2.20	(0.90)	
Bargaining	20.00	20.00	25.00	23.00	22.00	(3.00)	
Part-Time /Seasonal/Temporary	12.00	10.00	6.00	9.00	6.00	-	
<b>Total FTE's</b>	<b>36.00</b>	<b>34.00</b>	<b>34.10</b>	<b>36.10</b>	<b>30.20</b>	<b>(3.90)</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Cut 1 non-bargaining and 3 bargaining FTEs for 2014. Large increase in Communication/Transportation is due to increased 311 Call Center usage fees.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Solid Waste Operating Fund

Fund Number

610

**2013 Accomplishments/Outcomes (4-10 required)**

Finalized changes to yard waste program to reduce cost and part-time crew in 2013.  
 Finalized changes to yard waste program to remove plastic bags from collection stream. This will reduce landfill fees.  
 Ordered new city issued containers for yard waste program. This will help automate program & reduce part-time crew size.  
 Ordered new equipment to automate city alley collection of solid waste.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Solid waste will use new technology to track yard waste collection. This will provide collection data and help restore lost or stolen containers to correct customers.  
 Reduce solid waste collection routes by 1; reassign crew to manage city issued container program.  
 Code collection crew work orders to go digital and paperless.  
 Automate city alley solid waste collection within the alley.  
 Hold education programs on proper lawn mowing, watering, and composting. Have videos on department web page.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Removal of plastic bags from yard waste program. Educate customers about the change. Highlight reducing landfill fees to city.  
 Automation of yard waste collection. Educate customers about the change. Highlight reduced operating costs.  
 CNG Fleet change over. Highlight benefits to city and operating costs by using CNG fuel. Highlight benefits to public health.  
 City issued yard waste container with RFID tags to track collection & container. Tags should reduce theft of containers.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Missed collection calls	BE	Efficiency	1,040	na	n	795
Returned collection fees	GG	Effectiveness	0	na	52	28
On time trash collection	BE	Efficiency	208	na	208	208
On time yard waste collection	BE	Efficiency	132	na	132	132

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Solid Waste Depreciation Fund</b>				<b>Fund Number</b>	<b>611</b>	
<b>Department Description &amp; Purpose</b>	Acquisition of assets, debt service, and lease payments for Solid Waste operations. Fund receives transfers from Solid Waste Operations fund 610 to finance capital asset acquisition and debt service financing costs.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	210	279	200	181	200	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	238,852	259,200	784,061	514,339	736,002	(48,059)	-6.1%
<b>Total Revenue</b>	<b>239,062</b>	<b>259,479</b>	<b>784,261</b>	<b>514,520</b>	<b>736,202</b>	<b>(48,059)</b>	<b>-6.1%</b>
<b>Expenditures by Cost Center</b>							
Solid Waste	240,749	275,191	964,061	324,702	736,002	(228,059)	-23.7%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>240,749</b>	<b>275,191</b>	<b>964,061</b>	<b>324,702</b>	<b>736,002</b>	<b>(228,059)</b>	<b>-23.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	1,428	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	239,321	271,785	689,198	306,033	690,354	1,156	0.2%
Debt Service - Interest & Fees	-	-	44,863	18,669	45,648	785	1.7%
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>240,749</b>	<b>271,785</b>	<b>734,061</b>	<b>324,702</b>	<b>736,002</b>	<b>1,941</b>	<b>0.3%</b>
<b>Capital</b>	<b>-</b>	<b>3,406</b>	<b>230,000</b>	<b>-</b>	<b>-</b>	<b>(230,000)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>240,749</b>	<b>275,191</b>	<b>964,061</b>	<b>324,702</b>	<b>736,002</b>	<b>(228,059)</b>	<b>-23.7%</b>
<b>Net Surplus / (deficit)</b>	<b>(1,687)</b>	<b>(15,712)</b>	<b>(179,800)</b>	<b>189,818</b>	<b>200</b>		
Beginning Cash Balance	17,509	15,822	110	110	310		
Balance Sheet Adjustments	-	-	180,000	-	-		
<b>Ending Cash Balance</b>	<b>15,822</b>	<b>110</b>	<b>310</b>	<b>189,928</b>	<b>510</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Requesting significant fleet upgrades and other capital expenditures. The \$180,000 balance sheet adjustment is the additional appropriation/fund transfer from Fund 610 to 611.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Solid Waste Depreciation Fund

Fund Number

611

**2013 Accomplishments/Outcomes (4-10 required)**

Satisfied existing debt obligations  
Earned interest on fund balance

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Meet debt obligations

1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

To continue upgrading and adding equipment without a much needed rate increase.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Obligations met as a % of target		output	100%	100%	100%	100%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Solid Waste Depreciation Fund

Fund Number

611

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	(3) CNG SINGLE ARM TRUCKS	7 YR LEASE	1,060,000	-	-	-	-	1,060,000
2	(2) CNG CLAM BOOM TRUCKS	7 YR LEASE	-	400,000	-	-	-	400,000
3	(3) CNG SINGLE ARM TRUCKS	7 YR LEASE	-	-	1,060,000	-	-	1,060,000
4	(2) CNG CHEVY PICKUP TRUCKS	7 YR LEASE	-	-	60,000	-	-	60,000
5	(1) CNG SINGLE ARMCOLLECTION T	7 YR LEASE	-	-	-	400,000	-	400,000
6	(1) CNG CLAM BOOM TRUCK	7 YR LEASE	-	-	-	-	200,000	200,000
7	(1) CNG DUAL ARM TRUCK	7 YR LEASE	-	-	-	-	354,000	354,000
8	(1) CNG ROLL OFF TRUCK	7 YR LEASE	-	-	-	-	200,000	200,000
9								
10								
11								
12								
13								
14								
15								
16								
17								
<b>Project Capital</b>								
18	CNG REFUELING STATION	CASH	50,000	-	-	-	-	50,000
19	TRUCK CLEANING/ WASH STATION	5 YR LEASE	20,000	-	-	-	-	20,000
20	RFID Software and hardware		55,000	55,000	55,000	-	-	165,000
21								
22								
23								
24								
25								
26								
27								
28								
29								
30								
31								
32								
33								
34								
<b>Total</b>			<b>1,185,000</b>	<b>455,000</b>	<b>1,175,000</b>	<b>400,000</b>	<b>754,000</b>	<b>3,969,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

- 1 REPLACING FLEETING DUE TO LIFE CYCLE OF EQUIPMENT AND CHANGING TO CNG TO REDUCE OPERATING COST
- 2 REPLACING FLEETING DUE TO LIFE CYCLE OF EQUIPMENT AND CHANGING TO CNG TO REDUCE OPERATING COST
- 3 REPLACING FLEETING DUE TO LIFE CYCLE OF EQUIPMENT AND CHANGING TO CNG TO REDUCE OPERATING COST
- 4 REPLACING FLEETING DUE TO LIFE CYCLE OF EQUIPMENT AND CHANGING TO CNG TO REDUCE OPERATING COST
- 5 REPLACING FLEETING DUE TO LIFE CYCLE OF EQUIPMENT AND CHANGING TO CNG TO REDUCE OPERATING COST
- 6 REPLACING FLEETING DUE TO LIFE CYCLE OF EQUIPMENT AND CHANGING TO CNG TO REDUCE OPERATING COST
- 7 REPLACING FLEETING DUE TO LIFE CYCLE OF EQUIPMENT AND CHANGING TO CNG TO REDUCE OPERATING COST
- 8 REPLACING FLEETING DUE TO LIFE CYCLE OF EQUIPMENT AND CHANGING TO CNG TO REDUCE OPERATING COST
- 9
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- 18 UPDATING FLEET TO CNG TO REDUCE OPERATING COST. STATION IS NEEDED TO REFUEL FLEET. STATION WILL BE FUNDED BY SAVINGS
- 19 NEEDED TO KEEP UPDATED FLEET CLEAN AND REMOVE HARMFUL RESIDUE YEAR ROUND FROM THE DEPARTMENT FLEET
- 20 UPDATING FLEET TO NEW SOLID WASTE COLLECTION MANAGEMENT SOFTWARE AND HARDWARE
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Water Works - Operating fund **Fund Number** 620

**Department Description & Purpose** *Fund is used to account for all revenue and operational expense of the water utility. This fund provides the monies for debt service obligations, reserve requirements and revenue funded capital improvements through transfer of monies to other funds within the water utility operations.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	14,013,310	15,411,152	14,526,748	6,900,816	14,612,253	85,505	0.6%
Interest Earnings	4,545	10,309	9,000	3,416	9,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	60,640	101,042	135,500	87,113	70,580	(64,920)	-47.9%
Transfers In	71,187	76,306	16,500	8,089	19,500	3,000	18.2%
<b>Total Revenue</b>	<b>14,149,682</b>	<b>15,598,809</b>	<b>14,687,748</b>	<b>6,999,434</b>	<b>14,711,333</b>	<b>23,585</b>	<b>0.2%</b>
<b>Expenditures by Cost Center</b>							
Supply & Treatment Operations	2,821,833	1,709,846	2,224,820	781,417	2,114,768	(110,052)	-4.9%
Distribution System Operations	3,092,648	2,832,995	3,820,182	1,565,140	4,046,779	226,597	5.9%
Customer Service & Admin.	3,626,963	4,773,422	5,108,702	2,396,118	5,208,715	100,013	2.0%
Water Leak Service	1,212,621	1,025,958	1,191,000	402,054	1,115,000	(76,000)	-6.4%
Transfer Out - Capital Fund	640,000	3,146,599	-	-	-	-	-
Transfer Out - Sinking Fund	3,552,000	1,642,782	2,103,381	1,025,718	2,052,224	(51,157)	-2.4%
Transfer Out-Reserves (Dbt Serv/O&M)	102,795	426,204	347,862	189,748	146,385	(201,477)	-57.9%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>15,048,860</b>	<b>15,557,806</b>	<b>14,795,947</b>	<b>6,360,195</b>	<b>14,683,871</b>	<b>(112,076)</b>	<b>-0.8%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	3,088,519	2,992,296	3,202,525	1,495,202	3,271,488	68,963	2.2%
Fringe Benefits	1,002,403	1,059,555	1,211,265	555,990	1,302,383	91,118	7.5%
Other Personnel costs	14,476	12,195	21,060	4,868	20,425	(635)	-3.0%
<b>Total Personnel</b>	<b>4,105,398</b>	<b>4,064,046</b>	<b>4,434,850</b>	<b>2,056,060</b>	<b>4,594,296</b>	<b>159,446</b>	<b>3.6%</b>
<b>Supplies</b>	<b>815,729</b>	<b>735,226</b>	<b>1,107,134</b>	<b>441,951</b>	<b>1,573,511</b>	<b>466,377</b>	<b>42.1%</b>
Professional Services (31xx)	2,051,917	1,657,334	2,946,709	940,527	2,831,794	(114,915)	-3.9%
Comm/Transportation(32xx)	286,462	263,304	292,225	137,961	88,710	(203,515)	-69.6%
Printing & Advertising (33xx)	33,314	44,400	63,542	17,919	5,650	(57,892)	-91.1%
Insurance (34xx)	197,028	233,736	220,296	110,148	170,656	(49,640)	-22.5%
Utilities (35xx)	591,902	658,144	694,500	289,282	717,600	23,100	3.3%
Repairs & Maintenance (36xx)	490,602	436,910	623,117	170,275	452,511	(170,606)	-27.4%
Debt Service - Principal	5,184	5,186	3,651	2,546	5,210	1,559	42.7%
Debt Service - Interest & Fees	609	319	426	46	1,345	919	215.7%
Other Services & Charges (39xx)	104,081	99,016	125,173	58,723	107,485	(17,688)	-14.1%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	1,398,419	1,468,339	1,541,756	770,878	1,618,844	77,088	5.0%
Transfers Out	4,294,795	5,215,585	2,451,243	1,215,466	2,198,609	(252,634)	-10.3%
Other Financing Uses (50xx)	673,420	676,261	291,325	148,413	317,650	26,325	9.0%
<b>Total Service &amp; Charges</b>	<b>10,127,733</b>	<b>10,758,534</b>	<b>9,253,963</b>	<b>3,862,184</b>	<b>8,516,064</b>	<b>(737,899)</b>	<b>-8.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>15,048,860</b>	<b>15,557,806</b>	<b>14,795,947</b>	<b>6,360,195</b>	<b>14,683,871</b>	<b>(112,076)</b>	<b>-0.8%</b>
<b>Net Surplus / (deficit)</b>	<b>(899,178)</b>	<b>41,003</b>	<b>(108,199)</b>	<b>639,239</b>	<b>27,462</b>		
Beginning Cash Balance	2,599,402	1,726,272	1,760,723	1,760,723	1,652,524		
Balance Sheet Adjustments	26,048	(6,552)		(343,176)	-		
<b>Ending Cash Balance</b>	<b>1,726,272</b>	<b>1,760,723</b>	<b>1,652,524</b>	<b>2,056,786</b>	<b>1,679,986</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	29.00	26.00	24.05	24.05	26.20	2.15
Bargaining	46.00	44.00	48.00	45.00	44.00	(4.00)
Part-Time /Seasonal/Temporary	6.00	5.00	3.00	3.50	3.00	-
<b>Total FTE's</b>	<b>81.00</b>	<b>75.00</b>	<b>75.05</b>	<b>72.55</b>	<b>73.20</b>	<b>(1.85)</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Charges for services are anticipated to remain normalized in 2014. Personnel expenditures reflect two non-bargaining customer service supervisor positions added back to the budget. Both were eliminated in the 2013 budget in error. The positions that were to be eliminated should have been two bargaining customer service representatives in which both have been removed from 2014. Additional reduction in staff are two meter serviceman IV positions. Increase in operational supply expenditures is greatly influenced by change in capitalization thresholds. Main extension materials, meters and hydrants were previously purchased in the capital fund. No operational transfer is necessary for funding capital.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Water Works - Operating fund

Fund Number

620

**2013 Accomplishments/Outcomes (4-10 required)**

Service order conversion to work orders was successful.  
 Outsourced the customer bill print and mailing function.  
 Increased the number of in-house stop box repairs as opposed to hiring outside services.  
 Automated / Self Service payment option types climbed. The rise is attributed to the increase in electronic activity vs receipt of paper checks.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Upgrade SCADA system through equipment and personnel improvements  
 Provide water and support to Unity Gardens  
 Complete AMR meter change program  
 Continue effort to improve technological advances for real time data.

4  
5  
6  
1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Evolve field operations by introducing automation and elimination of traditional field service workload.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Average MGD Delv per FT Employee	GG	output	.221	.221	.215	.215
3" and larger Meters Tested Accurate	GG	efficiency	88%	80%	80%	84%
Work Orders Completed on Schedule	GG	output	98%	NA	91%	95%
Unauthorized Water Loss	GG	efficiency	10%	10%	12%	12%
Automated/Self Service Payments	GG	efficiency	80%	71%	74%	76%
Non-Radio Meters	GG	technology	0	13,361	3,500	0

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	90,370	159,670	225,520	77,757	234,855	9,335
Supplies	-	-	5,836	5,836	36,350	30,514
Maintenance Services	49,466	55,860	103,236	46,818	47,349	(55,887)
Professional Services	5,890	9,600	18,900	2,400	16,200	(2,700)
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>145,726</b>	<b>225,130</b>	<b>353,492</b>	<b>132,811</b>	<b>334,754</b>	<b>(18,738)</b>

Information Tech. Staffing (FTE's)      1.50      2.50      3.20      2.20      3.20      -

**Explain Significant Information Technology Trends and Changes Below:**

Supply increase is a result of PLC replacement and SCADA hardware. Reduction in maintenance services is attributed to the decrease in the IT and GIS Allocation.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Water Works - Capital Fund</b>				<b>Fund Number</b>	<b>622</b>	
<b>Department Description &amp; Purpose</b>	Fund used to pay for capital expenditures of the water utility operations including supply and treatment operations, water distribution operations, and back office customer service operations. Monies are transferred as required from the water utility operating fund to provide necessary cash for the asset acquisitions.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,909	6,523	14,000	8,928	10,000	(4,000)	-28.6%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	638,359	-	-	-	-	-
Transfers In	1,343,131	3,146,599	-	-	-	-	-
<b>Total Revenue</b>	<b>1,345,040</b>	<b>3,791,481</b>	<b>14,000</b>	<b>8,928</b>	<b>10,000</b>	<b>(4,000)</b>	<b>-28.6%</b>
<b>Expenditures by Cost Center</b>							
Supply & Treatment Operations	67,352	223,650	599,967	193,139	497,000	(102,967)	-17.2%
Distribution Operations	276,670	786,527	575,575	-	421,500	(154,075)	-26.8%
Customer Service & Admin	55,842	38,950	41,250	14,050	35,000	(6,250)	-15.2%
Other	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>399,864</b>	<b>1,049,127</b>	<b>1,216,792</b>	<b>207,189</b>	<b>953,500</b>	<b>(263,292)</b>	<b>-21.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	38,950	26,050	14,050	-	(26,050)	-100.0%
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	-	-	-	-	-
<b>Capital</b>	<b>399,864</b>	<b>1,010,177</b>	<b>1,190,742</b>	<b>193,139</b>	<b>953,500</b>	<b>(237,242)</b>	<b>-19.9%</b>
<b>Total Expenditures by Type</b>	<b>399,864</b>	<b>1,049,127</b>	<b>1,216,792</b>	<b>207,189</b>	<b>953,500</b>	<b>(263,292)</b>	<b>-21.6%</b>
<b>Net Surplus / (deficit)</b>	<b>945,176</b>	<b>2,742,354</b>	<b>(1,202,792)</b>	<b>(198,261)</b>	<b>(943,500)</b>		
Beginning Cash Balance	457,787	1,402,963	4,145,317	4,145,317	2,942,525		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,402,963</b>	<b>4,145,317</b>	<b>2,942,525</b>	<b>3,947,056</b>	<b>1,999,025</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Minimal expenditures are expected in 2013 due to changes in capitalization policy. Capital acquisitions in 2014 will require no transfer funding from operating monies.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Water Works - Capital Fund**

Fund Number

**622**

**2013 Accomplishments/Outcomes (4-10 required)**

Replaced vehicles to provide overall efficiency and reliability.  
Ireland Road Water Tank was painted.  
Frequency drives installed on pumps at Winterberry Booster Station to improve efficiency.  
Water main project Ewing/Grertrude to Scott is scheduled to start in early July.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Continue to improve on safety and reliability of disinfection system.  
Enhance distribution system planning through use of SCADA.  
Hydraulic modeling software to simulate existing water system.  
Meter reading laptop with software enhances AMR efficiency.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Focus on assets to minimize cost and maximize performance. Improve on strategy and overall retention.

**Key Performance Indicators**

Measure	Mayor Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Water Main Breaks per 100 miles	GG	output	12.0	11.3	12.0	12.0

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	34,416	86,462	2,704	2,704	-	(2,704)
Maintenance Services	-	-	-	-	-	-
Professional Services	8,425	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	210,000	210,000
<b>Total Expenditures</b>	<b>42,841</b>	<b>86,462</b>	<b>2,704</b>	<b>2,704</b>	<b>210,000</b>	<b>207,296</b>

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

The 2014 expenditure budget consists of Hydraulic Modeling Software, Laptop w/Meter Reading Software, Maintenance Management Software, and SCADA Software.





**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Water Works - Bond Construction Fund</b>				<b>Fund Number</b>	<b>623</b>	
<b>Department Description &amp; Purpose</b>	The restricted fund is used for the purpose of segregating financed capital						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,764	11,241	18,000	11,675	5,000	(13,000)	-72.2%
Bond Proceeds	-	8,423,633	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	20,750	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,764</b>	<b>8,455,624</b>	<b>18,000</b>	<b>11,675</b>	<b>5,000</b>	<b>(13,000)</b>	<b>-72.2%</b>
<b>Expenditures by Cost Center</b>							
Supply & Treatment Operations	9,764	130,946	3,317,418	189,417	100,000	(3,217,418)	-97.0%
Distribution Operations	784,572	1,667,011	2,248,785	995,766	152,751	(2,096,034)	-93.2%
Bond Closing Cost	-	424,359	-	-	-	-	-
Debt Service Reserve Funding	-	577,286	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>794,336</b>	<b>2,799,602</b>	<b>5,566,203</b>	<b>1,185,183</b>	<b>252,751</b>	<b>(5,313,452)</b>	<b>-95.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>14,078</b>	<b>-</b>	<b>2,022,863</b>	<b>274,908</b>	<b>152,751</b>	<b>(1,870,112)</b>	<b>-92.4%</b>
Professional Services (31xx)	-	424,359	56,000	-	-	(56,000)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	133,685	-	-	(133,685)	-100.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	577,286	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>1,001,645</b>	<b>189,685</b>	<b>-</b>	<b>-</b>	<b>(189,685)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>780,258</b>	<b>1,797,957</b>	<b>3,353,655</b>	<b>910,275</b>	<b>100,000</b>	<b>(3,253,655)</b>	<b>-97.0%</b>
<b>Total Expenditures by Type</b>	<b>794,336</b>	<b>2,799,602</b>	<b>5,566,203</b>	<b>1,185,183</b>	<b>252,751</b>	<b>(5,313,452)</b>	<b>-95.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(792,572)</b>	<b>5,656,022</b>	<b>(5,548,203)</b>	<b>(1,173,508)</b>	<b>(247,751)</b>		
Beginning Cash Balance	939,387	146,815	5,802,837	5,802,837	(491,916)		
Balance Sheet Adjustments	-	-	(746,550)	-	-		
<b>Ending Cash Balance</b>	<b>146,815</b>	<b>5,802,837</b>	<b>(491,916)</b>	<b>4,629,329</b>	<b>(739,667)</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Revenue bonds were issued in June 2012 with a par value of \$8,300,000. An aggressive spend down of proceeds is expected in 2013. The Pinhook Water Treatment Plant Efficiency Improvement Project is expected to be 10% incomplete moving into 2014 with depletion of all proceeds soon to follow. An additional appropriation will be necessary to amend budget in mid-year of 2013 for approximately \$747,000. Water meters are no longer considered capital. A newly created supply account was added for meters in 2013.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

**Water Works - Bond Construction Fund**

Fund Number

**623**

**2013 Accomplishments/Outcomes (4-10 required)**

Continued with the installation of the Automated Meter Reading (AMR) Meters.  
Installed the Burdette Street and Bulla Road main extension to loop service.  
Pinhook upgrade design is complete with construction in progress.  
HydroExcavation truck purchased for utility locates and repairs

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Complete the final construction phase of the Pinhook WTP Efficiency Project  
Secure balance of meters needed to conclude the exchange program.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

N/A

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Pinhook Upgrade Project Completion	GG	outcome	0	0%	90%	100%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

-

**Explain Significant Information Technology Trends and Changes Below:**

N/A

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Water Works - Bond Construction Fund

Fund Number

623

### Five-Year Capital Improvement Plan

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1	Pinhook WTP Efficiency Improve	Bonds	100,000					100,000
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
	<b>Project Capital</b>							
18								
19								
20								
21								
22								
23								
24								
25								
26								
27								
28								
29								
30								
31								
32								
33								
34								
	<b>Total</b>		<b>100,000</b>					<b>100,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

1 The construction phase is expected to be incomplete. Budget assumption includes minimal change order.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Water Works - Customer Deposit Fund</b>				<b>Fund Number</b>	<b>624</b>	
<b>Department Description &amp; Purpose</b>	Fund used to retain security deposits collected from customers when establishing new service. Upon termination of service, the deposit is returned to the customer through application on the final invoice.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	3,971	6,864	6,100	3,017	6,000	(100)	-1.6%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>3,971</b>	<b>6,864</b>	<b>6,100</b>	<b>3,017</b>	<b>6,000</b>	<b>(100)</b>	<b>-1.6%</b>
<b>Expenditures by Cost Center</b>							
Operating Interfund Transfer	3,971	6,864	4,000	3,057	6,000	2,000	50.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>3,971</b>	<b>6,864</b>	<b>4,000</b>	<b>3,057</b>	<b>6,000</b>	<b>2,000</b>	<b>50.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	3,971	6,864	4,000	3,057	6,000	2,000	50.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>3,971</b>	<b>6,864</b>	<b>4,000</b>	<b>3,057</b>	<b>6,000</b>	<b>2,000</b>	<b>50.0%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>3,971</b>	<b>6,864</b>	<b>4,000</b>	<b>3,057</b>	<b>6,000</b>	<b>2,000</b>	<b>50.0%</b>
<b>Net Surplus / (deficit)</b>	-	-	2,100	(40)	-		
Beginning Cash Balance	1,368,729	1,379,830	1,408,694	1,408,694	1,410,794		
Balance Sheet Adjustments	11,101	28,864	-	26,971	-		
<b>Ending Cash Balance</b>	<b>1,379,830</b>	<b>1,408,694</b>	<b>1,410,794</b>	<b>1,435,625</b>	<b>1,410,794</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Anticipating a greater earning on investments in 2014.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Water Works - Sinking Fund Debt Service **Fund Number** 625

**Department Description & Purpose** Fund is used to disburse principal and interest payments on obligated debt to paying agent trustees. Source of monies for debt repayment are transfers from the water utility operating fund #620.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	4,581	3,961	5,000	693	5,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	3,552,000	1,642,782	2,103,381	1,025,718	2,052,224	(51,157)	-2.4%
<b>Total Revenue</b>	<b>3,556,581</b>	<b>1,646,743</b>	<b>2,108,381</b>	<b>1,026,411</b>	<b>2,057,224</b>	<b>(51,157)</b>	<b>-2.4%</b>

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Expenditures by Cost Center</b>							
Principal	2,729,925	821,847	1,196,768	-	1,281,835	85,067	7.1%
Interest	822,506	823,943	904,113	408,200	767,889	(136,224)	-15.1%
Fees	1,400	1,750	2,500	1,150	2,500	-	0.0%
Operating Fund	4,581	3,961	5,000	693	5,000	-	0.0%
Fiscal Agent	-	-	-	-	-	-	-
Capital Lease Debt	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>3,558,412</b>	<b>1,651,501</b>	<b>2,108,381</b>	<b>410,043</b>	<b>2,057,224</b>	<b>(51,157)</b>	<b>-2.4%</b>

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	2,729,925	821,847	1,196,768	-	1,281,835	85,067	7.1%
Debt Service - Interest & Fees	822,906	825,693	906,613	409,350	767,889	(138,724)	-15.3%
Other Services & Charges (39xx)	-	-	-	-	2,500	2,500	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	4,581	3,961	5,000	693	5,000	-	0.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>3,558,412</b>	<b>1,651,501</b>	<b>2,108,381</b>	<b>410,043</b>	<b>2,057,224</b>	<b>(51,157)</b>	<b>-2.4%</b>

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Total Expenditures by Type</b>	<b>3,558,412</b>	<b>1,651,501</b>	<b>2,108,381</b>	<b>410,043</b>	<b>2,057,224</b>	<b>(51,157)</b>	<b>-2.4%</b>

<b>Net Surplus / (deficit)</b>	<b>(1,831)</b>	<b>(4,758)</b>	<b>-</b>	<b>616,368</b>	<b>-</b>		
Beginning Cash Balance	11,225	9,394	4,637	4,637	4,637		
Balance Sheet Adjustments	-	1	-	-	-		
<b>Ending Cash Balance</b>	<b>9,394</b>	<b>4,637</b>	<b>4,637</b>	<b>621,005</b>	<b>4,637</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
The 2012 refunding of the 2002 revenue bonds has contributed to the reduction of interest expense.

## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>		<b>Water Works - Debt Reserve Fund</b>				<b>Fund Number</b>		<b>626</b>	
<b>Department Description &amp; Purpose</b>		Restricted funds required to ensure compliance with certain debt service bond covenants. Balance in fund determined by debt service financing arrangements at bond issuance. Funds on deposit with trustee. Bank of New York Trust account.							
<b>Description</b>		<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>	
<b>Revenue</b>									
Property Taxes		-	-	-	-	-	-	-	
Local Income Taxes		-	-	-	-	-	-	-	
Other Taxes		-	-	-	-	-	-	-	
Grants/Intergovernmental		-	-	-	-	-	-	-	
Charges for Services		-	-	-	-	-	-	-	
Interest Earnings		606	3,221	5,700	2,885	5,500	(200)	-3.5%	
Bond Proceeds		-	-	-	-	-	-	-	
Donations		-	-	-	-	-	-	-	
Other Income		-	-	-	-	-	-	-	
Transfers In		304,795	882,064	307,809	144,447	84,573	(223,236)	-72.5%	
<b>Total Revenue</b>		<b>305,401</b>	<b>885,285</b>	<b>313,509</b>	<b>147,332</b>	<b>90,073</b>	<b>(223,436)</b>	<b>-71.3%</b>	
<b>Expenditures by Cost Center</b>									
Operating Fund		-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Water Works - Operating and Maintenance Reserve</b>				<b>Fund Number</b>	<b>629</b>	
<b>Department Description &amp; Purpose</b>	Restricted cash fund is for the purpose of holding funds in the reserve for fiscal protection against the risk of revenue shortfalls.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	7,206	9,729	7,500	4,339	8,500	1,000	13.3%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	121,426	45,301	45,301	61,812	16,511	36.4%
<b>Total Revenue</b>	<b>7,206</b>	<b>131,155</b>	<b>52,801</b>	<b>49,640</b>	<b>70,312</b>	<b>17,511</b>	<b>33.2%</b>
<b>Expenditures by Cost Center</b>							
Operating Fund Transfer	7,206	9,729	7,500	4,339	8,500	1,000	13.3%
Capital Fund Transfer	905,131	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>912,337</b>	<b>9,729</b>	<b>7,500</b>	<b>4,339</b>	<b>8,500</b>	<b>1,000</b>	<b>13.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	912,337	9,729	7,500	4,339	8,500	1,000	13.3%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>912,337</b>	<b>9,729</b>	<b>7,500</b>	<b>4,339</b>	<b>8,500</b>	<b>1,000</b>	<b>13.3%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>912,337</b>	<b>9,729</b>	<b>7,500</b>	<b>4,339</b>	<b>8,500</b>	<b>1,000</b>	<b>13.3%</b>
<b>Net Surplus / (deficit)</b>	<b>(905,131)</b>	<b>121,426</b>	<b>45,301</b>	<b>45,301</b>	<b>61,812</b>		
Beginning Cash Balance	2,769,936	1,864,805	1,986,231	1,986,231	2,031,532		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,864,805</b>	<b>1,986,231</b>	<b>2,031,532</b>	<b>2,031,532</b>	<b>2,093,344</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The 2014 transfer in of operating monies is for the purpose of satisfying the cash reserve rerequirement.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Sewer Repair Insurance Fund</b>				<b>Fund Number</b>	<b>640</b>	
<b>Department Description &amp; Purpose</b>	Fund collects revenue from sewer insurance fees charged on the water utility invoices to customers. Expenditures cover the cost to repair customer responsible faulty residential commercial sewer lines connecting from private property to the City sewer lines.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	545,666	544,920	548,000	273,364	548,000	-	0.0%
Interest Earnings	2,179	5,003	1,200	2,564	1,200	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>547,845</b>	<b>549,923</b>	<b>549,200</b>	<b>275,928</b>	<b>549,200</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Sewer Repair Insurance	268,681	309,775	555,844	188,856	547,536	(8,308)	-1.5%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>268,681</b>	<b>309,775</b>	<b>555,844</b>	<b>188,856</b>	<b>547,536</b>	<b>(8,308)</b>	<b>-1.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	50,022	51,077	88,301	43,426	128,867	40,566	45.9%
Fringe Benefits	16,413	17,149	28,554	11,650	47,322	18,768	65.7%
Other Personnel costs	660	660	660	330	1,198	538	81.5%
<b>Total Personnel</b>	<b>67,095</b>	<b>68,886</b>	<b>117,515</b>	<b>55,406</b>	<b>177,387</b>	<b>59,872</b>	<b>50.9%</b>
<b>Supplies</b>	<b>14,712</b>	<b>21,290</b>	<b>17,171</b>	<b>11,942</b>	<b>17,073</b>	<b>(98)</b>	<b>-0.6%</b>
Professional Services (31xx)	-	-	8,940	4,470	14,845	5,905	66.1%
Comm/Transportation(32xx)	410	360	480	180	360	(120)	-25.0%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	237	237	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	171,647	190,443	377,263	99,530	303,199	(74,064)	-19.6%
Debt Service - Principal	-	14,218	26,585	13,290	26,580	(5)	0.0%
Debt Service - Interest & Fees	-	-	1,890	928	1,855	(35)	-1.9%
Other Services & Charges (39xx)	290	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	14,527	14,578	6,000	2,362	6,000	-	0.0%
<b>Total Service &amp; Charges</b>	<b>186,874</b>	<b>219,599</b>	<b>421,158</b>	<b>120,760</b>	<b>353,076</b>	<b>(68,082)</b>	<b>19.5%</b>
<b>Capital</b>							
	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>268,681</b>	<b>309,775</b>	<b>555,844</b>	<b>188,108</b>	<b>547,536</b>	<b>(8,308)</b>	<b>-1.5%</b>
<b>Net Surplus / (deficit)</b>	<b>279,164</b>	<b>240,148</b>	<b>(6,644)</b>	<b>87,820</b>	<b>1,664</b>		
Beginning Cash Balance	638,404	921,234	1,160,017	1,160,017	1,153,373		
Balance Sheet Adjustments	3,666	(1,365)	-	-	-		
<b>Ending Cash Balance</b>	<b>921,234</b>	<b>1,160,017</b>	<b>1,153,373</b>	<b>1,247,837</b>	<b>1,155,037</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	1.00	1.00	1.30	1.30	1.30	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	0.81	0.81	
<b>Total FTE's</b>	<b>1.00</b>	<b>1.00</b>	<b>1.30</b>	<b>1.30</b>	<b>2.11</b>	<b>0.81</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Increase in salaries & benefits are due to allocation of office staff salaries new in 2013. New in 2014 - reallocated 30% of Sewer Ops Mgr from Sewers to Sewer Insurance; moved 50% of Sewer Concrete Job Leader to Sewer Insurance. Increase in PERF from 10% to 11.2% and the increase in health insurance premiums. Increase in supplies due to increasing supplies budget to cover concrete repair costs when sewer dig is necessary. Proposed annual payment of \$5,000 to five employees for sewer insurance call outs. Sewer insurance fund costs have decreased significantly in recent years due to changes in the program.



## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Sewer Repair Insurance Fund

Fund Number

640

**2013 Accomplishments/Outcomes (4-10 required)**

# of Digs - In 2012, there were 44, 2013 (no date ) at 32  
 Second Opinions - In 2012, opened 84, in 2013 58 open to date, no dig required  
 2013 Second Opinion savings - Average cost of dig is \$3,339.83. 58 opened x 3,339.83 = \$193,710.14 saved

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Continue educating City residents about the sewer insurance program  
 Educate City residents about how to avoid backups through regular preventative maintenance programs  
 Continue education on new technology that would help the Sewer Insurance superintendent work more effectively & efficiently

3  
3  
6

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Share the strategies put in place with other departments to show how the sewer insurance program has turned around by having the right attitude and tools to perform the job  
 Establish written guidelines for sewer insurance, determine resources necessary to maintain the program's success, now and in the future.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Digs avoided by Second Opinion	GG	Technology	190	84	58 (6/25/13)	110
# of Digs	GG	Technology	40	44	32 (6/25/13)	45
# Telephone calls received	GG	Effectiveness	328	370	214 (6/25/13)	340

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Sewage Operation and Maintenance Fund **Fund Number** 641

**Department Description & Purpose** Fund used to accumulate revenues and expenditures for the operation and maintenance of city sewer network, wastewater treatment plant, and organic resource operations of the City. Revenues result primarily from sewer and wastewater fees charged to connected customers through the water utility service invoices issued to customers.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	28,701,088	30,906,614	33,008,547	15,447,701	34,460,188	1,451,641	4.4%
Interest Earnings	19,879	16,545	12,000	8,972	18,000	6,000	50.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	167,635	74,513	93,000	23,338	60,000	(33,000)	-35.5%
Transfers In	8,429	99,281	18,000	10,359	15,000	(3,000)	-16.7%
<b>Total Revenue</b>	<b>28,897,031</b>	<b>31,096,953</b>	<b>33,131,547</b>	<b>15,490,370</b>	<b>34,553,188</b>	<b>1,421,641</b>	<b>4.3%</b>
<b>Expenditures by Cost Center</b>							
Sewers	4,242,404	4,241,358	5,288,916	2,253,942	5,073,212	(215,704)	-4.1%
Wastewater	30,124,538	23,844,384	28,197,002	11,568,733	27,237,660	(959,342)	-3.4%
Clay Utilities	935	2,666	6,500	584	1,000	(5,500)	-84.6%
Concrete Crew	198,450	222,285	451,446	166,884	430,330	(21,116)	-4.7%
Organic Resources	-	829,788	1,374,876	448,673	1,114,298	(260,578)	-19.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>34,566,327</b>	<b>29,140,481</b>	<b>35,318,740</b>	<b>14,438,817</b>	<b>33,856,500</b>	<b>(1,462,240)</b>	<b>-4.1%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	4,083,671	4,117,539	4,992,149	2,326,135	4,898,070	(94,079)	-1.9%
Fringe Benefits	1,289,298	1,346,200	1,724,766	813,511	1,841,995	117,229	6.8%
Other Personnel costs	22,827	18,749	34,273	14,593	36,314	2,041	6.0%
<b>Total Personnel</b>	<b>5,395,796</b>	<b>5,482,488</b>	<b>6,751,188</b>	<b>3,154,239</b>	<b>6,776,379</b>	<b>25,191</b>	<b>0.4%</b>
<b>Supplies</b>	<b>1,643,753</b>	<b>1,605,394</b>	<b>2,155,362</b>	<b>813,441</b>	<b>2,056,422</b>	<b>(98,940)</b>	<b>-4.6%</b>
Professional Services (31xx)	1,824,024	1,667,433	4,221,200	1,674,605	2,899,668	(1,321,532)	-31.3%
Comm/Transportation(32xx)	45,508	46,324	50,822	17,409	44,374	(6,448)	-12.7%
Printing & Advertising (33xx)	2,892	2,590	3,450	1,197	2,400	(1,050)	-30.4%
Insurance (34xx)	240,444	230,640	244,368	122,184	318,961	74,593	30.5%
Utilities (35xx)	821,795	835,259	887,288	454,964	999,131	111,843	12.6%
Repairs & Maintenance (36xx)	1,430,553	1,240,054	1,446,877	618,246	1,821,672	374,795	25.9%
Debt Service - Principal	-	114,793	270,056	117,613	323,094	53,038	19.6%
Debt Service - Interest & Fees	-	-	44,840	16,768	36,652	(8,188)	-18.3%
Other Services & Charges (39xx)	32,456	137,941	68,990	14,089	135,890	66,900	97.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	2,290,752	2,405,289	2,775,553	1,387,777	2,914,331	138,778	5.0%
Transfers Out	18,112,142	11,900,317	13,377,561	5,020,395	13,548,940	171,379	1.3%
Other Financing Uses (50xx)	2,726,212	3,471,959	3,021,185	1,025,890	1,978,586	(1,042,599)	-34.5%
<b>Total Service &amp; Charges</b>	<b>27,526,778</b>	<b>22,052,599</b>	<b>26,412,190</b>	<b>10,471,137</b>	<b>25,023,699</b>	<b>(1,388,491)</b>	<b>-5.3%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>34,566,327</b>	<b>29,140,481</b>	<b>35,318,740</b>	<b>14,438,817</b>	<b>33,856,500</b>	<b>(1,462,240)</b>	<b>-4.1%</b>
<b>Net Surplus / (deficit)</b>	<b>(5,669,296)</b>	<b>1,956,472</b>	<b>(2,187,193)</b>	<b>1,051,553</b>	<b>696,688</b>		
Beginning Cash Balance	8,381,409	2,716,928	4,431,153	4,431,153	2,243,960		
Balance Sheet Adjustments	4,815	(242,247)	-	(434,399)	-		
<b>Ending Cash Balance</b>	<b>2,716,928</b>	<b>4,431,153</b>	<b>2,243,960</b>	<b>5,048,307</b>	<b>2,940,648</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	29.00	29.00	34.40	34.40	34.89	0.49
Bargaining	62.00	62.00	62.40	61.40	59.90	(2.50)
Part-Time /Seasonal/Temporary	7.00	7.00	14.43	6.75	8.00	(6.43)
<b>Total FTE's</b>	<b>98.00</b>	<b>98.00</b>	<b>111.23</b>	<b>102.55</b>	<b>102.79</b>	<b>(8.44)</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

After factoring in an expected revenue reduction from the closing of New energy, an estimated rate increase of 9% was applied to other metered customers. Non metered/misc revenues were budgeted based on trend in current year receipts. FTE decrease due to elimination of several part-time and seasonal positions.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Sewage Operation and Maintenance Fund

Fund Number

641

**2013 Accomplishments/Outcomes (4-10 required)**

Maintain WWTP NPDES effluent permit parameters to 100% compliance. We had one violation in the past 12 months (due to New Energy close)  
 Reduce CSO Dry weather overflows to zero. We had 1 in 2012. This was due to a power outage.  
 Continue projects to expand the WWTP to 100 MGD capacity for the LTCP requirements. Currently working on 2 projects valued at \$11 million.  
 Reduce wet weather overflows through installation of CSO control valves. Emnet reports that we have reduced the volume by 23%  
 Adminstrate the City's Approved pretreatment program to assist Industries so that they are not in significant noncompliance(SNC) with their discharge permits. We had 2 industries in the past 12 months in SNC.  
     Sewers - Maintained NPDES permit in sewer cleaning to 100% compliance.  
     Sewers - Reduced amount of actual back-ups by aggressive cleaning and CCTV.  
     Sewers - Continued the sewer lining project.  
     Sewers - Continued the manhole relining project.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

	City Strategy Number
Wastewater - Maintain WWTP NPDES effluent permit parameters to 100% compliance.	1
Wastewater - Goal for zero CSO Dry weather overflows for permit compliance	2
Wastewater - Reduce wet weather overflows by using CSO Emnet automated valves and sensor tecnology	6
Wastewater - Reduce backlog of compost materials at Organic Resources Facility	5
Sewers - Maintain NPDES permit in 100% compliance with our maintenance program	1
Sewers - Continue manhole & sewer lining projects	1
Sewers - Identify problems before they become emergencies using the CSO EmNet sensor program.	1

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Wastewater - Continually focus on cost cutting while staying in compliance with all State and Federal regulations.  
 Sewers - Reduction of customer back-ups.  
 Sewers - Continue manhole & sewer lining projects.  
 Sewers - Continue training personnel on new technology with cleaning tools and methods.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
WW - Dry Weather Overflows	GG	Quality	0	1	1	0
WW - NPDES Effluent Permit violations	GG	Effectiveness	0	0	0	0
Sewers - Sewer Cleaning	GG	Efficiency	200 miles	168.47 miles	175 miles	180 miles
Sewers - CCTV	GG	Effectiveness	100 miles	58.90 miles	75 miles	80 miles
Sewers - Street Sweeping	GG	Efficiency	11,500 miles	10,798.9 miles	4,690 miles	10,000 miles

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	71,499	75,632	80,457	38,459	84,828	4,371
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	40,000	40,000
Professional Services	-	-	-	-	-	-
Other Services	4,344	23,496	26,672	13,336	18,388	(8,284)
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>75,843</b>	<b>99,128</b>	<b>107,129</b>	<b>51,795</b>	<b>143,216</b>	<b>36,087</b>

Information Tech. Staffing (FTE's)      1.00      1.00      1.00      1.00      1.00      -

**Explain Significant Information Technology Trends and Changes Below:**

IT allocation decreased for 2014 budget. Maint. Services is for computer and related equipment purchases that no longer meet increased Capital thresholds.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Sewage Depreciation Fund</b>				<b>Fund Number</b>	<b>642</b>	
<b>Department Description &amp; Purpose</b>	Fund used to acquire capital assets for the Sewage Works operations. Monies are transferred from Fund 641 and potentially other sources to fund capital asset acquisitions.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	13,101	46,026	60,000	18,188	39,000	(21,000)	-35.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	13,511,396	4,450,000	4,500,000	-	3,527,580	(972,420)	-21.6%
<b>Total Revenue</b>	<b>13,524,497</b>	<b>4,496,026</b>	<b>4,560,000</b>	<b>18,188</b>	<b>3,566,580</b>	<b>(993,420)</b>	<b>-21.8%</b>
<b>Expenditures by Cost Center</b>							
Sewers	625,697	2,111,689	3,110,189	737,453	2,227,580	(882,609)	-28.4%
Wastewater	721,796	2,011,302	7,784,741	518,817	1,300,000	(6,484,741)	-83.3%
CSO Plan	2,647,056	1,283,222	604,641	447,464	-	(604,641)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>3,994,549</b>	<b>5,406,213</b>	<b>11,499,571</b>	<b>1,703,734</b>	<b>3,527,580</b>	<b>(7,971,991)</b>	<b>-69.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	335,200	79,814	-	(335,200)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	335,200	79,814	-	(335,200)	-100.0%
<b>Capital</b>	<b>3,994,549</b>	<b>5,406,213</b>	<b>11,164,371</b>	<b>1,623,919</b>	<b>3,527,580</b>	<b>(7,636,791)</b>	<b>-68.4%</b>
<b>Total Expenditures by Type</b>	<b>3,994,549</b>	<b>5,406,213</b>	<b>11,499,571</b>	<b>1,703,733</b>	<b>3,527,580</b>	<b>(7,971,991)</b>	<b>-69.3%</b>
<b>Net Surplus / (deficit)</b>	<b>9,529,948</b>	<b>(910,187)</b>	<b>(6,939,571)</b>	<b>(1,685,545)</b>	<b>39,000</b>		
Beginning Cash Balance	243,346	9,773,294	8,863,107	8,863,107	1,923,536		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>9,773,294</b>	<b>8,863,107</b>	<b>1,923,536</b>	<b>7,177,562</b>	<b>1,962,536</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Sewage Depreciation Fund

Fund Number

642

**Five-Year Capital Improvement Plan**

Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>							
1 Rebuild/replace Dewatering Presses, R	cash	750,000	-	-	-	1,000,000	1,750,000
2 ICP Lab equip., portable gas pump	cash	-	130,000	-	70,000	-	200,000
3 Utility cart for WWTP	cash	-	15,000	-	-	-	15,000
4 Eastgate Lift Station	cash	550,000	-	-	-	-	550,000
5 Various Lift Station replacements	cash	-	450,000	400,000	250,000	450,000	1,550,000
6 Various bldg. upgrades & impr.	cash	-	875,000	-	200,000	500,000	1,575,000
7 Generators, Screener, Grinder, Lab eq.,	cash	-	170,000	750,000	1,200,000	25,000	2,145,000
8 Vehicle replacements	cash	-	303,000	339,000	63,000	-	705,000
9 SCADA Servers	cash	-	-	-	28,000	-	28,000
10 Jet Rodder	cash	320,000	-	352,000	369,600	-	1,041,600
11 Compressor w/90# hammer	cash	-	-	16,500	-	-	16,500
12		-	-	-	-	-	-
13 4x4 Pick-up w/extended cab, V-plow	cash	32,580	34,125	70,000	36,750	-	173,455
14 Vacuum sweeper, Camera Truck	lease	-	250,000	300,000	-	-	550,000
15 Tandem Axle Dump, Back Hoe	cash	-	300,000	185,000	185,000	-	670,000
16 Const. Crew Trucks, Single Axle w/plow	cash	-	300,000	200,000	200,000	380,000	1,080,000
17 Wood Chipper, Mowing Tractors	cash	-	-	-	-	90,000	90,000
<b>Project Capital</b>							
18 Storage facility for WWTP	cash	-	-	-	100,000	-	100,000
19 Sewer Slip Lining	cash	500,000	725,000	725,000	1,000,000	1,000,000	3,950,000
20 Manhole Lining	cash	1,375,000	1,375,000	1,375,000	1,000,000	1,000,000	6,125,000
21		-	-	-	-	-	-
22		-	-	-	-	-	-
23		-	-	-	-	-	-
24		-	-	-	-	-	-
25		-	-	-	-	-	-
26		-	-	-	-	-	-
27		-	-	-	-	-	-
28		-	-	-	-	-	-
29		-	-	-	-	-	-
30		-	-	-	-	-	-
31		-	-	-	-	-	-
32		-	-	-	-	-	-
33		-	-	-	-	-	-
34		-	-	-	-	-	-
<b>Total</b>		<b>3,527,580</b>	<b>4,927,125</b>	<b>4,712,500</b>	<b>4,702,350</b>	<b>4,445,000</b>	<b>22,314,555</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital							

**Justification:**

- 1 Existing presses purchased in 1990. #2 Raw pump to be re-built in 2018.
- 2 Lab equipment is beyond useful life, gas pump replaces 1985 model (s/n 661).
- 3 Utility cart replaces 1993 model (s/n 678).
- 4 Beyond useful life. Per Jones & Henry facility plan.
- 5 Beyond useful life. Per Jones & Henry facility plan.
- 6 Exterior & interior restorations to maintain & prolong life of existing WWTP buildings.
- 7 Replace aging equipment past useful life.
- 8 Replace aging fleet with more fuel efficient units.
- 9 Upgrades for SCADA system.
- 10 Jet Rodder-replace 468 (2001) in 2014, 461 (2003) in 2016, & 488 (2006) in 2017.
- 11 Compressor w/90# hammer-Used for sewer construction/repairs.
- 12
- 13 4x4 Pick-ups for Supervisors, Retention crews, Concrete crew.
- 14 Sweeper for cleaning streets, Camera truck for inspection of sewer lines/system.
- 15 Tandem Axle dump w/front plow-replace 462 in 2015, 463 in 2016, 466 in 2017. Back Hoe w/needle replace 610 (2002)-give old unit to Streets.
- 16 Constructin Crew Trucks used for Sewer Construction Crews, Single Axle w/plow used throughout construction, repairs, snow plowing.
- 17 Wood Chipper to maintain retention areas & clean up storm damage. Mowing Tractors used to maintain & mow city owned retention areas.
- 18 To house various WWTP large tools & equipment.
- 19 Slip Lining-Sewer lines are concrete and/orclay. Many are 50+ yr old & deteriorating. Lining the sewer extends the life of the sewer system.
- 20 Manhole Lining-over 10,000 brick manholes in City, some 50+ yr old. Lining manholes strengthens structures & provides street support to avoid cave-ins/collapse.
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Sewage Works Operating &amp; Maintenance Reserve Fund</b>				<b>Fund Number</b>	<b>643</b>	
<b>Department Description &amp; Purpose</b>	Fund used to hold mandatory operating and maintenance reserve funds for Sewage Works.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	8,429	15,457	18,000	6,836	15,000	(3,000)	-16.7%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	401,154	-	109,098	200,296	223,715	114,617	105.1%
<b>Total Revenue</b>	<b>409,583</b>	<b>15,457</b>	<b>127,098</b>	<b>207,132</b>	<b>238,715</b>	<b>111,617</b>	<b>87.8%</b>
<b>Expenditures by Cost Center</b>							
Wastewater	8,429	74,960	18,000	6,836	15,000	(3,000)	-16.7%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>8,429</b>	<b>74,960</b>	<b>18,000</b>	<b>6,836</b>	<b>15,000</b>	<b>(3,000)</b>	<b>-16.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	8,429	74,960	18,000	6,836	15,000	(3,000)	-16.7%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>8,429</b>	<b>74,960</b>	<b>18,000</b>	<b>6,836</b>	<b>15,000</b>	<b>(3,000)</b>	<b>-16.7%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>8,429</b>	<b>74,960</b>	<b>18,000</b>	<b>6,836</b>	<b>15,000</b>	<b>(3,000)</b>	<b>-16.7%</b>
<b>Net Surplus / (deficit)</b>	<b>401,154</b>	<b>(59,503)</b>	<b>109,098</b>	<b>200,296</b>	<b>223,715</b>		
Beginning Cash Balance	2,750,653	3,151,807	3,092,304	3,092,304	3,292,599		
Balance Sheet Adjustments	-	-	91,197	-	-		
<b>Ending Cash Balance</b>	<b>3,151,807</b>	<b>3,092,304</b>	<b>3,292,599</b>	<b>3,292,600</b>	<b>3,516,314</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
The Sewage Works utility is required to maintain operations and maintenance (O&M) cash reserves equal to two months of operating expenditures (16.7%) per bond covenants. The balance sheet adjustment of \$91K is the difference between the 2013 budgeted transfer and the actual transfer needed to fully fund the reserve.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Sewer Bond 2004/2006</b>				<b>Fund Number</b>	<b>645</b>	
<b>Department Description &amp; Purpose</b>	Fund used for capital improvements and combined sewer overflow long term control projects from bonds issued in 2004 and 2006. No budget for 2014.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	12	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Cost Center</b>							
Sewers	14,371	-	-	-	-	-	-
Wastewater	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>14,371</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	14,371	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>14,371</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>14,371</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus / (deficit)</b>	<b>(14,359)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	14,371	12	12	12	12	12	12
Balance Sheet Adjustments	-	-	-	-	-	(12)	-
<b>Ending Cash Balance</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 No budget for 2014. The fund has an unencumbered cash balance of \$12. This fund needs to be closed as soon as one remaining purchase order is fully liquidated.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Sewer Bond 2007</b>				<b>Fund Number</b>	<b>647</b>	
<b>Department Description &amp; Purpose</b>	Fund used for capital improvements and combined sewer overflow long term control projects from bonds issued in 2007. No budget for 2014.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,352	202	-	35	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,352</b>	<b>202</b>	<b>-</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Cost Center</b>							
Sewers	839,292	47,861	19,017	13,616	-	(19,017)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>839,292</b>	<b>47,861</b>	<b>19,017</b>	<b>13,616</b>	<b>-</b>	<b>(19,017)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	612,805	9,590	19,017	13,616	-	(19,017)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>612,805</b>	<b>9,590</b>	<b>19,017</b>	<b>13,616</b>	<b>-</b>	<b>(19,017)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>226,487</b>	<b>38,271</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>839,292</b>	<b>47,861</b>	<b>19,017</b>	<b>13,616</b>	<b>-</b>	<b>(19,017)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>(837,940)</b>	<b>(47,659)</b>	<b>(19,017)</b>	<b>(13,581)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	904,639	66,699	19,040	19,040	19,040	-	-
Balance Sheet Adjustments	-	-	19,017	-	(19,040)	-	-
<b>Ending Cash Balance</b>	<b>66,699</b>	<b>19,040</b>	<b>19,040</b>	<b>5,459</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Fund is fully encumbered. No budget for 2014.



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Sewage Works Sinking Fund</b>				<b>Fund Number</b>	<b>649</b>	
<b>Department Description &amp; Purpose</b>	Fund used to pay debt service for Sewage Works bond issues.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	6,987	14,736	8,500	4,603	7,000	(1,500)	-17.6%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	6,916,481	8,354,292	8,226,256	4,806,003	9,797,645	1,571,389	19.1%
<b>Total Revenue</b>	<b>6,923,468</b>	<b>8,369,028</b>	<b>8,234,756</b>	<b>4,810,606</b>	<b>9,804,645</b>	<b>1,569,889</b>	<b>19.1%</b>
<b>Expenditures by Cost Center</b>							
Sewers	-	-	-	-	-	-	-
Wastewater	6,904,518	8,225,040	9,804,044	2,622,715	9,802,031	(2,013)	0.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>6,904,518</b>	<b>8,225,040</b>	<b>9,804,044</b>	<b>2,622,715</b>	<b>9,802,031</b>	<b>(2,013)</b>	<b>0.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	4,146,098	4,736,450	1,959,676	1,080,895	5,954,511	3,994,835	203.9%
Debt Service - Interest & Fees	2,758,421	3,488,590	7,844,368	1,581,020	3,844,520	(3,999,848)	-51.0%
Other Services & Charges (39xx)	-	-	-	800	3,000	3,000	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>6,904,519</b>	<b>8,225,040</b>	<b>9,804,044</b>	<b>2,662,715</b>	<b>9,802,031</b>	<b>(2,013)</b>	<b>0.0%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>6,904,519</b>	<b>8,225,040</b>	<b>9,804,044</b>	<b>2,662,715</b>	<b>9,802,031</b>	<b>(2,013)</b>	<b>0.0%</b>
<b>Net Surplus / (deficit)</b>	<b>18,949</b>	<b>143,988</b>	<b>(1,569,288)</b>	<b>2,147,891</b>	<b>2,614</b>		
Beginning Cash Balance	673,109	692,058	836,046	836,046	-		
Balance Sheet Adjustments	-	-	733,242	-	-		
<b>Ending Cash Balance</b>	<b>692,058</b>	<b>836,046</b>	<b>-</b>	<b>2,983,937</b>	<b>2,614</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
The Sewage Works Sinking Fund is the fund used to pay bond debt service payments. This fund receives scheduled transfers from the operating fund (641) to cover the principal and interest payments. All principal and interest amounts are as shown on the appropriate bond amortization schedules. Debt service payments in this fund will increase as additional borrowing is made in conjunction with the CSO long-term control plan.



**City of South Bend, Indiana  
2013 Budget Departmental Summary**

<b>Fund Name</b>	<b>2007B Sewage Bond</b>				<b>Fund Number</b>	<b>651</b>	
<b>Department Description &amp; Purpose</b>	Fund used for capital improvements and combined sewer overflow long term control projects from bond issue in 2007. No budget for 2014.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,989	575	-	64	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,989</b>	<b>575</b>	<b>-</b>	<b>64</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Cost Center</b>							
Sewers	1,199,049	138,194	39,512	35,983	-	(39,512)	-100.0%
Wastewater	307,647	50,928	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,506,696</b>	<b>189,122</b>	<b>39,512</b>	<b>35,983</b>	<b>-</b>	<b>(39,512)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	361,471	35,260	4,582	4,582	-	(4,582)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	85,661	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>447,132</b>	<b>35,260</b>	<b>4,582</b>	<b>4,582</b>	<b>-</b>	<b>(4,582)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>1,059,564</b>	<b>153,862</b>	<b>34,930</b>	<b>31,402</b>	<b>-</b>	<b>(34,930)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>1,506,696</b>	<b>189,122</b>	<b>39,512</b>	<b>35,983</b>	<b>-</b>	<b>(39,512)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>(1,503,707)</b>	<b>(188,547)</b>	<b>(39,512)</b>	<b>(35,919)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	1,731,812	228,105	39,558	39,558	46	-	-
Balance Sheet Adjustments	-	-	-	-	(46)	-	-
<b>Ending Cash Balance</b>	<b>228,105</b>	<b>39,558</b>	<b>46</b>	<b>3,639</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

No budget for 2014. The fund has been fully encumbered and will be closed when the remaining purchase orders are liquidated.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Sewage Works Debt Service Reserve Fund</b>				<b>Fund Number</b>	<b>653</b>	
<b>Department Description &amp; Purpose</b>	Fund used to hold mandatory bond reserve monies according to bond covenants						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	4,901	30,127	60,000	-	-	(60,000)	-100.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	2,138,915	1,936,620	1,745,314	14,096	-	(1,745,314)	-100.0%
<b>Total Revenue</b>	<b>2,143,816</b>	<b>1,966,747</b>	<b>1,805,314</b>	<b>14,096</b>	<b>-</b>	<b>(1,805,314)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	2,434,564	2,434,563	-	(2,434,564)	-100.0%
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	3,524	3,524	-	(3,524)	-100.0%
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>2,438,088</b>	<b>2,438,087</b>	<b>-</b>	<b>(2,438,088)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>-</b>	<b>2,438,088</b>	<b>2,438,087</b>	<b>-</b>	<b>(2,438,088)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>2,143,816</b>	<b>1,966,747</b>	<b>(632,774)</b>	<b>(2,423,992)</b>	<b>-</b>		
Beginning Cash Balance	5,600,254	7,744,070	9,710,817	9,710,817	9,078,043		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>7,744,070</b>	<b>9,710,817</b>	<b>9,078,043</b>	<b>7,286,825</b>	<b>9,078,043</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Required reserve for older debt was fully funded in 2013, per Crowe Horwath schedules. Newer bond reserves are now fully funded from the bond proceeds at the time of issue. The funds are held in reserve at a separate financial institution, to satisfy bond issue covenants. The expenses shown in 2013 resulted from the refunding of the 2004 Bond and 1998 SRF loan.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>2010 Sewer Bond Fund</b>				<b>Fund Number</b>	<b>658</b>	
<b>Department Description &amp; Purpose</b>	Fund used for bond proceeds and capital expenditures for CSOnet Long Term Control Plan improvements. No budget for 2014.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	18,528	4,348	-	202	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>18,528</b>	<b>4,348</b>	<b>-</b>	<b>202</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Cost Center</b>							
Sewers	6,540,782	1,129,622	97,256	96,111	-	(97,256)	-100.0%
Wastewater	151,248	812,667	14,833	3,684	-	(14,833)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>6,692,030</b>	<b>1,942,289</b>	<b>112,089</b>	<b>99,795</b>	<b>-</b>	<b>(112,089)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	97,015	404,627	112,089	99,795	-	(112,089)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	95,166	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>192,181</b>	<b>404,627</b>	<b>112,089</b>	<b>99,795</b>	<b>-</b>	<b>(112,089)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>6,499,849</b>	<b>1,537,662</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>6,692,030</b>	<b>1,942,289</b>	<b>112,089</b>	<b>99,795</b>	<b>-</b>	<b>(112,089)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>(6,673,502)</b>	<b>(1,937,941)</b>	<b>(112,089)</b>	<b>(99,593)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	8,723,645	2,050,143	112,203	112,203	114	-	-
Balance Sheet Adjustments	-	1	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>2,050,143</b>	<b>112,203</b>	<b>114</b>	<b>12,610</b>	<b>114</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 No budget for 2014. Bond is fully encumbered and will be closed when remaining purchase order is fully liquidated.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

2010 Sewer Bond Fund

Fund Number

658

**2013 Accomplishments/Outcomes (4-10 required)**

Bond proceeds have been used to fund all or part of the following projects:  
 Pleasant St. Sewer Separation-Phase II  
 East Bank Sewer Separation-Phases 1A & 1B  
 Diamond Ave. Storm Sewers  
 Replacement of 3 Lift Stations - Michigan St., River Commons, & Clay/Cleveland  
 Engineering work started for WWTP Aeration Controls project

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>2011 CSO Plan Sewer Bond Fund</b>				<b>Fund Number</b>	<b>659</b>	
<b>Department Description &amp; Purpose</b>	2011 Sewer Bond in the amount of \$21.5 million is being used to fund various wastewater and sewer projects in connection with the long term control plan.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	8,738	91,421	60,000	20,114	25,000	(35,000)	-58.3%
Bond Proceeds	21,500,000	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>21,508,738</b>	<b>91,421</b>	<b>60,000</b>	<b>20,114</b>	<b>25,000</b>	<b>(35,000)</b>	<b>-58.3%</b>
<b>Expenditures by Cost Center</b>							
Sewers	1,772,942	9,660,707	3,696,720	1,546,287	400,000	(3,296,720)	-89.2%
Wastewater	-	-	7,000,000	-	7,600,000	600,000	8.6%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,772,942</b>	<b>9,660,707</b>	<b>10,696,720</b>	<b>1,546,287</b>	<b>8,000,000</b>	<b>(2,696,720)</b>	<b>-25.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	398,882	425,228	229,090	700,000	274,772	64.6%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	1,555,804	-	-	-	-	-	-
Other Financing Uses (50xx)	217,138	371	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>1,772,942</b>	<b>399,253</b>	<b>425,228</b>	<b>229,090</b>	<b>700,000</b>	<b>274,772</b>	<b>64.6%</b>
<b>Capital</b>	<b>-</b>	<b>9,261,454</b>	<b>10,271,492</b>	<b>1,317,197</b>	<b>7,300,000</b>	<b>(2,971,492)</b>	<b>-28.9%</b>
<b>Total Expenditures by Type</b>	<b>1,772,942</b>	<b>9,660,707</b>	<b>10,696,720</b>	<b>1,546,287</b>	<b>8,000,000</b>	<b>(2,696,720)</b>	<b>-25.2%</b>
<b>Net Surplus / (deficit)</b>	<b>19,735,796</b>	<b>(9,569,286)</b>	<b>(10,636,720)</b>	<b>(1,526,173)</b>	<b>(7,975,000)</b>		
Beginning Cash Balance	-	19,735,796	10,166,510	10,166,510	8,029,790		
Balance Sheet Adjustments	-	-	8,500,000	-	-		
<b>Ending Cash Balance</b>	<b>19,735,796</b>	<b>10,166,510</b>	<b>8,029,790</b>	<b>8,640,337</b>	<b>54,790</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
The balance sheet adjustment of \$8.5 million represents an estimated amount budgeted in 2013 that will not be spent during the year and that will be available for appropriation during 2014. This fund is a "spend down" of \$21.5 million dollars in bond proceeds received during 2011 and the timing of spending is often based on project schedules.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

2011 CSO Plan Sewer Bond Fund

Fund Number

659

**2013 Accomplishments/Outcomes (4-10 required)**

- Remained in Compliance with the requirements of the EPA Consent Decree.
- Started construction on Phase 3 of Diamond Ave. Trunk Storm Sewer project
- Started construction on Phase 4 of East Bank Storm Sewer project
- Started design work on Southwood Sewer Separation project

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Remain in compliance with all requirements of the EPA Consent Decree.
- Design and construct CSO LTCP projects

City Strategy  
Number

1  
5

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

These projects need to be done on time and on budget in order to meet long term requirements of Consent Decree. We are attempting to be shovel ready with projects each construction season.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Remain in compliance with EPA CD		effectiveness	100%	NA	NA	100%
- Complete CD Contracts on Time		effectiveness	100%	NA	NA	100%
- Complete CD Contracts on Budget		effectiveness	97%	NA	NA	97%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**



## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

2011 CSO Plan Sewer Bond Fund

Fund Number

659

### Five-Year Capital Improvement Plan

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2	WWTP Improvements	Bond	7,000,000	-	-	-	-	7,000,000
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18	Green Separation Projects	Bond	300,000	-	-	-	-	300,000
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>7,300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,300,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

### Justification:

1	EPA Consent Decree Requirement
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18	EPA Consent Decree Requirement
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>2012 Sewer Bond Fund</b>				<b>Fund Number</b>	<b>661</b>	
<b>Department Description &amp; Purpose</b>	2012 Sewer Bond in the amount of \$21,200,000 to be used to fund various wastewater and sewer projects in connection with the long term control plan.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	60,000	38,108	45,000	(15,000)	-25.0%
Bond Proceeds	-	25,196,371	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	<b>25,196,371</b>	<b>60,000</b>	<b>38,108</b>	<b>45,000</b>	<b>(15,000)</b>	<b>-25.0%</b>
<b>Expenditures by Cost Center</b>							
Sewers	-	1,564,917	11,760,000	493,001	9,000,000	(2,760,000)	-23.5%
Wastewater	-	-	7,400,000	-	9,000,000	1,600,000	21.6%
Bond Closing Costs	-	384,566	-	104,981	-	-	-
Debt Service Reserve	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	-	<b>1,949,483</b>	<b>19,160,000</b>	<b>597,982</b>	<b>18,000,000</b>	<b>(1,160,000)</b>	<b>-6.1%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	384,566	104,981	104,981	4,870,000	4,765,019	4538.9%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	1,564,917	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	<b>1,949,483</b>	<b>104,981</b>	<b>104,981</b>	<b>4,870,000</b>	<b>4,765,019</b>	<b>4538.9%</b>
<b>Capital</b>	-	-	<b>19,055,019</b>	<b>493,001</b>	<b>13,130,000</b>	<b>(5,925,019)</b>	<b>-31.1%</b>
<b>Total Expenditures by Type</b>	-	<b>1,949,483</b>	<b>19,160,000</b>	<b>597,982</b>	<b>18,000,000</b>	<b>(1,160,000)</b>	<b>-6.1%</b>
<b>Net Surplus / (deficit)</b>	-	<b>23,246,888</b>	<b>(19,100,000)</b>	<b>(559,874)</b>	<b>(17,955,000)</b>		
Beginning Cash Balance	-	-	23,246,888	23,246,888	18,000,000		
Balance Sheet Adjustments	-	-	13,853,112	-	-		
<b>Ending Cash Balance</b>	-	<b>23,246,888</b>	<b>18,000,000</b>	<b>22,687,014</b>	<b>45,000</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 The 2012 Sewer Bond fund proceeds are budgeted to be spent during 2013 and 2014.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

2012 Sewer Bond Fund

Fund Number

661

**2013 Accomplishments/Outcomes (4-10 required)**

- Supplemental Environmental Project (Environmental Assessment of Bowman Creek) associated with EPA Consent Decree completed on time.
- Recommendations from Environmental Assessment of Bowman Creek completed.
- \$10 million of CSO LTCP construction and design completed.
- Remained in compliance with all requirements of the EPA Consent Decree.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Construct \$18 million of CSO LTCP projects.
- Design CSO LTCP Projects required to complete PHASE I CSO CONTROLS.
- Combine "Optimized Solution" and original LTCP into one work plan.
- Remain in compliance with all requirements of the EPA Consent Decree.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Continue to fund projects through revenue bond sales in a poor economy.  
Raising sewage rates to meet coverage for bond sales.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Remain in compliance with EPA CD		effectiveness	100%	100%	100%	100%
- Complete CD Contracts on Time		effectiveness	100%	100%	100%	100%
- Complete CD Contracts on Budget		effectiveness	97%	100%	100%	97%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

2012 Sewer Bond Fund

Fund Number

661

### Five-Year Capital Improvement Plan

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	WWTP Upgrades	Bond	8,010,000	-	-	-	-	8,010,000
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18	LTCP Sewer work	Bond	5,120,000	-	-	-	-	5,120,000
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>13,130,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,130,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

1 Requirements of EPA Consent Decree. Per Jones & Henry facility plan.  
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 18 Requirements of EPA Consent Decree. CD contains specific projects and time frames  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>2013 Sewer Bond Fund</b>				<b>Fund Number</b>	<b>663</b>	
<b>Department Description &amp; Purpose</b>	2013 Sewer Bond in the amount of \$21,200,000 to be used to fund various wastewater and sewer projects in connection with the long term control plan.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	60,000	60,000	-
Bond Proceeds	-	-	21,200,000	-	-	(21,200,000)	-100.0%
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	<b>21,200,000</b>	-	<b>60,000</b>	<b>(21,140,000)</b>	<b>-99.7%</b>
<b>Expenditures by Cost Center</b>							
Sewers	-	-	-	-	16,000,000	16,000,000	-
Wastewater	-	-	-	-	3,100,000	3,100,000	-
Bond Issuance Costs	-	-	400,000	-	-	(400,000)	-100.0%
Debt Service Reserve	-	-	1,700,000	-	-	(1,700,000)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	-	-	<b>2,100,000</b>	-	<b>19,100,000</b>	<b>17,000,000</b>	<b>809.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	400,000	-	910,000	510,000	127.5%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	1,700,000	-	-	(1,700,000)	-100.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	<b>2,100,000</b>	-	<b>910,000</b>	<b>(1,190,000)</b>	<b>-56.7%</b>
<b>Capital</b>	-	-	-	-	<b>18,190,000</b>	<b>18,190,000</b>	<b>-</b>
<b>Total Expenditures by Type</b>	-	-	<b>2,100,000</b>	-	<b>19,100,000</b>	<b>17,000,000</b>	<b>809.5%</b>
<b>Net Surplus / (deficit)</b>	-	-	<b>19,100,000</b>	-	<b>(19,040,000)</b>		
Beginning Cash Balance	-	-	-	-	<b>19,100,000</b>		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	-	-	<b>19,100,000</b>	-	<b>60,000</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
The 2013 Sewer Bond fund proceeds are expected to be received late in 2013. The initial expenses are for estimated bond issuance costs of \$400,000 and an estimated transfer to the debt service reserve fund 653 of \$1,700,000. Actual amounts are determined in consultation with bond counsel and financial advisor. The majority of project costs will be paid during 2014.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

2013 Sewer Bond Fund

Fund Number

663

**2013 Accomplishments/Outcomes (4-10 required)**

Bond sold late in 2013.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Complete \$16,000,000 of sewer construction related to LTCP.
- Construct \$3,100,000 of wastewater upgrades related to LTCP.
- Design CSO LTCP Projects required to complete Phase I CSO Controls.
- Remain in compliance with all requirements of the EPA Consent Decree.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Continue to fund projects through revenue bond sales in a poor economy.  
Raising sewage rates to meet coverage for bond sales.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Remain in compliance with EPA CD		effectiveness	100%	100%	n/a	100%
- Complete CD Contracts on Time		effectiveness	100%	100%	n/a	100%
- Complete CD Contracts on Budget		effectiveness	97%	100%	n/a	97%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name 2013 Sewer Bond Fund

Fund Number 663

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18	Wastewater Treatment Plant upgrades	Bond	2,790,000	-	-	-	-	2,790,000
19	Prairie Avenue Separation	Bond	10,000,000	-	-	-	-	10,000,000
20	Memorial Park Tank Design	Bond	5,400,000	-	-	-	-	5,400,000
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>18,190,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,190,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18 Requirements of EPA Consent Decree. CD contains specific projects and time frames.  
19 Requirements of EPA Consent Decree. CD contains specific projects and time frames.  
20 Requirements of EPA Consent Decree. CD contains specific projects and time frames.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>2013A Cost Issuance Fund</b>				<b>Fund Number</b>	<b>664</b>	
<b>Department Description &amp; Purpose</b>	As required for the refunding of the 2004 Sewer Bond and 1998 SRF loan, this fund was set up to receive the proceeds and pay the issuance costs related to the refunding.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	85,741	85,740	-	(85,741)	-100.0%
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	<b>85,741</b>	<b>85,740</b>	-	<b>(85,741)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Sewers	-	-	-	-	-	-	-
Wastewater	-	-	81,065	81,064	-	(81,065)	-100.0%
Bond Issuance Costs	-	-	-	-	-	-	-
Debt Service Reserve	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	-	-	<b>81,065</b>	<b>81,064</b>	-	<b>(81,065)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	81,065	81,064	-	(81,065)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	<b>81,065</b>	<b>81,064</b>	-	<b>(81,065)</b>	<b>-100.0%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	-	-	<b>81,065</b>	<b>81,064</b>	-	<b>(81,065)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	-	-	<b>4,676</b>	<b>4,676</b>	-		
Beginning Cash Balance	-	-	-	-	<b>4,676</b>		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	-	-	<b>4,676</b>	<b>4,676</b>	<b>4,676</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>2014 Sewer Bond Fund</b>				<b>Fund Number</b>	<b>665</b>	
<b>Department Description &amp; Purpose</b>	2014 Sewer Bond in the estimated amount of \$20,500,000 to be used for Wastewater and Sewer projects in connection with the Long Term Control Plan and Consent Decree.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	21,000,000	21,000,000	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	-	-	<b>21,000,000</b>	<b>21,000,000</b>	-
<b>Expenditures by Cost Center</b>							
Sewers	-	-	-	-	-	-	-
Wastewater	-	-	-	-	-	-	-
Bond Issuance Costs	-	-	-	-	500,000	500,000	-
Debt Service Reserve	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	-	-	-	-	<b>500,000</b>	<b>500,000</b>	-
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	500,000	500,000	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	-	-	<b>500,000</b>	<b>500,000</b>	-
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	-	-	-	-	<b>500,000</b>	<b>500,000</b>	-
<b>Net Surplus / (deficit)</b>	-	-	-	-	<b>20,500,000</b>		
Beginning Cash Balance	-	-	-	-	-	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	-	-	-	-	<b>20,500,000</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	-	-	-	-	-	-	-

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Amounts are estimated.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

2014 Sewer Bond Fund

Fund Number

665

2013 Accomplishments/Outcomes (4-10 required)

2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)

City Strategy  
Number

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2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)

Key Performance Indicators

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
- Remain in compliance with EPA CD		effectiveness	100%	n/a	n/a	100%
- Complete CD Contracts on Time		effectiveness	100%	n/a	n/a	100%
- Complete CD Contracts on Budget		effectiveness	97%	n/a	n/a	97%

Types: output, efficiency, effectiveness, quality, outcome, technology

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

2014 Sewer Bond Fund

Fund Number

665

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
18	Sewers		-	21,000,000	-	-	-	21,000,000
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		-	<b>21,000,000</b>	-	-	-	<b>21,000,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>	<b>Century Center</b>				<b>Fund Number 670</b>		
<b>Department Description &amp; Purpose</b>	Century Center is Convention Center aimed at attracting local and regional meetings, special events, trade shows, conventions, and banquets. Century Center receives funding from charges for services, rental income, hotel/motel taxes and other sources.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	1,413,436	1,313,436	1,313,436	1,313,436	1,313,436	-	0.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	1,372,911	1,345,234	2,452,409	672,677	3,251,462	799,053	32.6%
Interest Earnings	1,839	228	360	228	-	(360)	-100.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,788,186</b>	<b>2,658,898</b>	<b>3,766,205</b>	<b>1,986,341</b>	<b>4,564,898</b>	<b>798,693</b>	<b>21.2%</b>
<b>Expenditures by Cost Center</b>							
Century Center	2,678,401	2,395,957	3,547,459	1,402,376	3,138,532	(408,927)	-11.5%
Food & Beverage	-	-	-	-	1,426,366	1,426,366	-
Transfer to Capital Fund 671	-	1,344,057	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,678,401</b>	<b>3,740,014</b>	<b>3,547,459</b>	<b>1,402,376</b>	<b>4,564,898</b>	<b>1,017,439</b>	<b>28.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,130,568	1,130,300	1,544,270	667,703	2,003,851	459,581	29.8%
Fringe Benefits	348,866	297,083	390,966	160,347	380,295	(10,671)	-2.7%
Other Personnel costs	46,259	51,540	71,161	34,078	66,729	(4,432)	-6.2%
<b>Total Personnel</b>	<b>1,525,693</b>	<b>1,478,923</b>	<b>2,006,397</b>	<b>862,128</b>	<b>2,450,875</b>	<b>444,478</b>	<b>22.2%</b>
<b>Supplies</b>	<b>58,726</b>	<b>51,528</b>	<b>237,415</b>	<b>936</b>	<b>476,400</b>	<b>238,985</b>	<b>100.7%</b>
Professional Services (31xx)	132,569	138,732	207,794	75,702	558,786	350,992	168.9%
Comm/Transportation(32xx)	52,775	36,378	46,780	17,819	43,000	(3,780)	-8.1%
Printing & Advertising (33xx)	39,713	58,083	44,055	31,102	45,000	945	2.1%
Insurance (34xx)	56,354	54,398	62,460	37,193	115,200	52,740	84.4%
Utilities (35xx)	276,928	271,458	269,499	187,714	277,000	7,501	2.8%
Repairs & Maintenance (36xx)	69,962	65,553	36,070	44,761	116,088	80,018	221.8%
Debt Service - Principal	3,743	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	280,201	240,904	307,989	145,021	67,520	(240,469)	-78.1%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	1,344,057	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>912,245</b>	<b>2,209,563</b>	<b>974,647</b>	<b>539,312</b>	<b>1,222,594</b>	<b>247,947</b>	<b>25.4%</b>
<b>Capital</b>	<b>181,737</b>	<b>-</b>	<b>329,000</b>	<b>-</b>	<b>415,029</b>	<b>86,029</b>	<b>26.1%</b>
<b>Total Expenditures by Type</b>	<b>2,678,401</b>	<b>3,740,014</b>	<b>3,547,459</b>	<b>1,402,376</b>	<b>4,564,898</b>	<b>1,017,439</b>	<b>28.7%</b>
<b>Net Surplus / (deficit)</b>	<b>109,785</b>	<b>(1,081,116)</b>	<b>218,746</b>	<b>583,965</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	1,798,707	1,949,264	901,198	901,198	1,119,943	-	-
Balance Sheet Adjustments	40,772	33,050	(1)	93,863	-	-	-
<b>Ending Cash Balance</b>	<b>1,949,264</b>	<b>901,198</b>	<b>1,119,943</b>	<b>1,579,026</b>	<b>1,119,943</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	16.00	16.00	17.00	18.00	23.00	6.00	
Bargaining	6.00	6.00	5.00	4.00	5.00	-	
Part-Time /Seasonal/Temporary	2.50	2.50	3.50	3.50	33.00	29.50	
<b>Total FTE's</b>	<b>24.50</b>	<b>24.50</b>	<b>25.50</b>	<b>25.50</b>	<b>61.00</b>	<b>35.50</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

SMG assumed management of the Century Center effective July 1, 2013. Food and beverage operations are included in the new management contract with SMG and gross revenue and expenditures are reflected in the 2014 proposed budget. In the past, the City received a net commission on food and beverage operations. The City liability insurance allocation increased for 2014 based on the net book value of the Century Center building. Estimated net income from operations of \$415,029 during 2014 will be available for capital expenditures.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Century Center

Fund Number

670

**Continued: Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Significant revenue changes can be seen because of food and beverage coming in-house instead of a third party vendor. Based on the addition of food and beverage coming in house; we anticipate revenue growth in all operating revenue line items.  
Significant expense changes can be seen in the overall personnel and other expense category. In 2013, with SMG taking over management, we will see an increase of personnel and other supplies expense because food and beverage being completed in-house.  
Utility savings are expected due to a relamping project that was completed in 2013.  
Three expense line items with increases compared to the 2013 budget are Professional Services, Insurance and Repair and Maintenance. The increase in Professional Services is based on food and beverage. The increase in Insurance is due to Workmens Comp. The increase in R+C36repair and Maintenance is due to food and beverage being completed in-house which requires us to take on responsibility for the kitchen maintenance and repairs.

**2013 Accomplishments/Outcomes (4-10 required)**

A new management company (SMG) assumed responsibility for the facility effective July 1, 2013.  
More comprehensive approach with the City on facility capital plan.  
Created South Bend Alliance.  
Year to date direct event income up 13% over prior year  
Year to date net loss down 10% over prior year  
Implemented an electronic customer survey with E-Autofeedback.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Increase bookings in the year for future years	3
Continued focus on yield management assessment opportunities	3
Improve client/customer relations through streamlined communication objectives	3
Decrease year over year net operating loss	1
Create partnership opportunities for self promoted events	3
Food and Beverage profit of 30%	3
Increase convention business potential with current and future improvements	3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Additional opportunities with industry partners, including DoubeTree, DTSB, CVB and others  
Obtain new advertising/sponsorship with local/regional vendors  
Focus on decreasing dependency on short term booking cycle

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Service to Rent Ratio	3	Efficiency	40%	31%	28%	27%
Gross Revenue per Square Foot	3	Effectiveness	Inc. over prior yr	10.52	12.18	\$12.30
Utility Expense per Square Foot	3	Efficiency	Less than \$2.15	\$1.12	\$1.37	\$1.17
Net Income to Operating Revenue	3	Effectiveness	50%	42%	43%	45%
Customer Service Results	3	Quality	5.0	4.62	4.69	4.73

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

-

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Century Center

Fund Number

670

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Riding Vacuum Cleaner	Cash	-	15,500	-	-	-	15,500
2	Pipe and Draping	Cash	-	-	21,000	-	-	21,000
3	Bendix Theater seating replacement	Cash	-	-	112,000	-	-	112,000
4	Air Wall Fabric replacement	Cash	-	-	30,000	-	-	30,000
5	Loading dock platform & dock plates	Cash	-	-	25,000	-	-	25,000
6	Office furniture upgrades	Cash	-	-	-	55,000	-	55,000
7	Furniture and enhancements for public	Cash	-	-	-	25,000	-	25,000
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18	Lighting	Cash	415,029	-	-	-	-	415,029
19	Roof replacement	Cash	-	1,100,000	-	-	-	1,100,000
20	Masonry repairs	Cash	-	171,000	-	-	-	171,000
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>415,029</b>	<b>1,286,500</b>	<b>188,000</b>	<b>80,000</b>	<b>-</b>	<b>1,969,529</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

- 1 Riding Vacuum Cleaner - to be more efficient in upkeep of the building.
- 2 Pipe and Draping - current inventory of pipe and drape is insufficient for business levels.
- 3 Bendix Theater seating replacement - many chairs broken.
- 4 Air Wall Fabric replacement - end of life cycle.
- 5 Loading dock platform & dock plates - to create more efficiency in the loading dock area.
- 6 Office furniture upgrades - majority of furniture are original.
- 7 Furniture and enhancements for public - to update appearances for clients.
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- 18 Lighting - to update the dimming system and lamps in the Suites, Bendix Theater, Recital Hall and Great Hall.
- 19 Roof Repair - Replacement of roofs where tenting and splitting has taken place.
- 20 Masonry repairs - repair work to concrete beams and covering of beams and sidewalk repair needed.
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Century Center Capital</b>				<b>Fund Number</b>	<b>671</b>	
<b>Department Description &amp; Purpose</b>	Century Center Capital fund is to be used for purchasing capital assets to be used at the Century Center to improve and maintain attractiveness and effectiveness of the building. Effective January 1, 2012, a separate Century Center Capital Fund was established to provide greater accountability and transparency for capital purchases.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	100,000	100,000	100,000	100,000	-	0.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	365	500	135	500	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	575,000	-	-	(575,000)	-100.0%
Transfers In	-	1,344,057	-	-	-	-	-
<b>Total Revenue</b>	-	<b>1,444,422</b>	<b>675,500</b>	<b>100,135</b>	<b>100,500</b>	<b>(575,000)</b>	<b>-85.1%</b>
<b>Expenditures by Cost Center</b>							
Century Center Capital	-	169,545	246,770	-	-	(246,770)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	-	<b>169,545</b>	<b>246,770</b>	-	-	<b>(246,770)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	134,397	-	-	(134,397)	-100.0%
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	11,000	-	-	(11,000)	-100.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	11,000	-	-	(11,000)	-100.0%
<b>Capital</b>	-	169,545	101,373	-	-	(101,373)	-100.0%
<b>Total Expenditures by Type</b>	-	<b>169,545</b>	<b>246,770</b>	-	-	<b>(246,770)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	-	<b>1,274,877</b>	<b>428,730</b>	<b>100,135</b>	<b>100,500</b>		
Beginning Cash Balance	-	-	1,274,877	1,274,877	1,456,837		
Balance Sheet Adjustments	-	-	(246,770)	-	-		
<b>Ending Cash Balance</b>	-	<b>1,274,877</b>	<b>1,456,837</b>	<b>1,375,012</b>	<b>1,557,337</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Capital expenditures of \$849,000 is budgeted in 2014 from funds received from the Hotel/Motel Tax Board. For 2014, capital spending in the amount of \$415,029 from net income is budgeted in Fund 671 - Century Center Operations. A separate Century Center capital bank account is maintained at Key Bank. The new management company, SMG, made a capital contribution to the fund of \$575,000 on August 13, 2013. An appropriation request of \$246,770 to spend some of this money on critical items for food and beverage operations has been submitted to the Common Council. Century Center has requested \$849,000 in hotel/motel capital spending for 2014 which is expended directly by the County.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Century Center Capital

Fund Number

671

**2013 Accomplishments/Outcomes (4-10 required)**

Received a capital contribution of \$575,000 from SMG Corporation to be used for capital items at the facility. A portion of this money (\$246,770) is being submitted for appropriation in 2013 for critical items of food and beverage operations and kitchen repairs.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

Review and update of capital plan and priorities  
Use County hotel/motel tax money wisely for important capital expenditures.

City Strategy  
Number

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Limited revenue streams flowing to this fund from PSDA Tax in the amount of \$100,000 per year. Other funding for capital provided by Century Center operations, County hotel/motel tax funds and tax increment financing funds (if available) budgeted to be \$849,000.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Maintain an adequate cash balance in line with board vision	1	Efficiency	Board Review	\$1,274,877	\$1,703,607	\$1,804,107

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

- - - - -

**Explain Significant Information Technology Trends and Changes Below:**



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Century Center Capital**

Fund Number

**671**

**Five-Year Capital Improvement Plan**

Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>							
1 Flooring Replacement - Convention Ha	Hotel/Motel	175,000	-	-	-	-	175,000
2 Carpet replacement - Suites 1-15	Hotel/Motel	50,000	-	-	-	-	50,000
3 Lock & Key replacement	Hotel/Motel	20,000	-	-	-	-	20,000
4 Ceiling tiles replacement - Lower Level	Hotel/Motel	158,000	-	-	-	-	158,000
5 Parking lot paving and striping	Hotel/Motel	18,000	-	-	-	-	18,000
6 Skylights glass replacement	Hotel/Motel	25,000	-	-	-	-	25,000
7 Radios	Hotel/Motel	7,000	-	-	-	-	7,000
8 IT and AV Equipment	Hotel/Motel	60,000	-	-	-	-	60,000
9 Tables	Hotel/Motel	74,000	-	-	-	-	74,000
10 Staging	Hotel/Motel	50,000	-	-	-	-	50,000
11 Dance Floor	Hotel/Motel	72,000	-	-	-	-	72,000
12							
13							
14 Hotel/motel tax money is appropriated in a separate							
15 County fund.							
16							
17							
<b>Project Capital</b>							
18 Passenger Elevator Modernization	Hotel/Motel	65,000	-	-	-	-	65,000
19 Skywalk support columns & concrete re	Hotel/Motel	75,000	-	-	-	-	75,000
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<b>Total</b>		<b>849,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>849,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

- 1 Convention Hall flooring - Carpet has reached the end of its life cycle; looking to replace with durable product
- 2 Carpet has reached the end of it life cycle; looking to replace with durable carpet product.
- 3 Lock & Key replacement - to increase security of the building.
- 4 Ceiling tiles replacement - Lower Level - will improve aesthetics.
- 5 Parking Lot Restriping and Resealing - Parking lot has significant wear and needs to be restriped and resealed.
- 6 Skylights glass replacements - to get all glass to match existing
- 7 Radios - need to come up on technology
- 8 IT and AV Equipment - need to update technology.
- 9 Tables - end of life cycle.
- 10 Staging - end of life cycle.
- 11 Dance Floor - end of life cycle.

- 18 Elevator Repair - Passenger elevator needs to be brought up to ANSI code.
- 19 Skywalk Support Repairs - Repair work to concrete beams and covering of beams and sidewalk repair needed.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Central Services Fund **Fund Number** 222

**Department Description & Purpose** Provider of internal services to City operations including: Equipment Services, Building Maintenance, Central Stores, Print Shop, Radio Communications, and Energy Office. Services include vehicle and equipment maintenance, building maintenance, central stores for janitorial and office supplies, printing services and two-way radio equipment maintenance.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	3,302,589	6,671,970	7,891,203	3,681,197	7,797,184	(94,019)	-1.2%
Interest Earnings	1,917	4,688	1,500	2,154	3,000	1,500	100.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	36,890	31,401	30,000	73,602	47,190	17,190	57.3%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>3,341,396</b>	<b>6,708,059</b>	<b>7,922,703</b>	<b>3,756,953</b>	<b>7,847,374</b>	<b>(75,329)</b>	<b>-1.0%</b>
<b>Expenditures by Cost Center</b>							
Equipment Services	2,184,855	2,229,744	2,695,811	1,134,537	2,442,018	(253,793)	-9.4%
Building Maintenance	152,856	151,708	177,426	81,391	185,617	8,191	4.6%
Central Stores	83,526	82,392	90,126	41,031	90,371	245	0.3%
Print Shop	106,888	114,285	132,220	57,735	131,872	(348)	-0.3%
Radio Shop	226,510	254,585	252,350	111,220	252,089	(261)	-0.1%
Energy/Sustainability Office	-	220,568	461,066	121,356	219,489	(241,577)	-52.4%
Utilities Allocation	-	3,639,979	4,170,430	2,137,977	4,371,260	200,830	4.8%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,754,635</b>	<b>6,693,261</b>	<b>7,979,429</b>	<b>3,685,246</b>	<b>7,692,716</b>	<b>(286,713)</b>	<b>-3.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,675,830	1,792,210	2,014,910	917,031	2,006,245	(8,665)	-0.4%
Fringe Benefits	565,248	618,126	785,324	333,397	804,704	19,380	2.5%
Other Personnel costs	11,165	13,358	13,749	7,584	17,315	3,566	25.9%
<b>Total Personnel</b>	<b>2,252,243</b>	<b>2,423,694</b>	<b>2,813,983</b>	<b>1,258,012</b>	<b>2,828,264</b>	<b>14,281</b>	<b>0.5%</b>
<b>Supplies</b>	<b>120,689</b>	<b>134,871</b>	<b>230,305</b>	<b>77,827</b>	<b>157,878</b>	<b>(72,427)</b>	<b>-31.4%</b>
Professional Services (31xx)	-	76,073	239,640	80,303	112,236	(127,404)	-53.2%
Comm/Transportation(32xx)	11,367	9,679	12,600	3,994	10,500	(2,100)	-16.7%
Printing & Advertising (33xx)	3,634	3,373	23,946	5,137	14,500	(9,446)	-39.4%
Insurance (34xx)	43,608	25,020	25,320	12,660	32,325	7,005	27.7%
Utilities (35xx)	56,513	3,692,681	4,252,180	2,172,980	4,434,498	182,318	4.3%
Repairs & Maintenance (36xx)	83,036	86,477	102,844	44,079	78,618	(24,226)	-23.6%
Debt Service - Principal	-	5,655	5,868	3,037	5,902	34	0.6%
Debt Service - Interest & Fees	-	1,069	454	-	595	141	31.1%
Other Services & Charges (39xx)	13,330	9,362	18,292	2,400	17,400	(892)	-4.9%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	52,116	54,012	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>263,604</b>	<b>3,963,401</b>	<b>4,681,144</b>	<b>2,324,590</b>	<b>4,706,574</b>	<b>25,430</b>	<b>0.5%</b>
<b>Capital</b>	<b>118,099</b>	<b>171,295</b>	<b>253,997</b>	<b>24,817</b>	<b>-</b>	<b>(253,997)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>2,754,635</b>	<b>6,693,261</b>	<b>7,979,429</b>	<b>3,685,246</b>	<b>7,692,716</b>	<b>(286,713)</b>	<b>-3.6%</b>
<b>Net Surplus / (deficit)</b>	<b>586,761</b>	<b>14,798</b>	<b>(56,726)</b>	<b>71,708</b>	<b>154,658</b>		
Beginning Cash Balance	502,823	999,858	1,090,355	1,090,355	1,033,629		
Balance Sheet Adjustments	(89,726)	75,699	-	(38,467)	-		
<b>Ending Cash Balance</b>	<b>999,858</b>	<b>1,090,355</b>	<b>1,033,629</b>	<b>1,123,596</b>	<b>1,188,287</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	16.00	16.00	18.00	18.00	18.00	-
Bargaining	26.00	26.00	26.00	22.00	24.00	(2.00)
Part-Time /Seasonal/Temporary	1.00	1.00	1.00	1.00	2.00	1.00
<b>Total FTE's</b>	<b>43.00</b>	<b>43.00</b>	<b>45.00</b>	<b>41.00</b>	<b>44.00</b>	<b>(1.00)</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Balance sheet adjustments for changes in inventory paid for with cash. In 2012, the Energy Office was transferred from stimulus grant funding in the General Fund to the Central Services Fund. Funding is provided by a surcharge of approximately 5.9% on electricity and natural gas costs charged to city departments. The actual surcharge is adjusted quarterly based on actual costs incurred in the Energy Office. We increase the Utilities cost for 2014 by 6.75% due to rate increases. Our 3% reduction for 2014 is based on electric efficiency work done in 2013. Going forward reduction will be based on significant performance contract. Central Services- Line items were reduced to keep 2014 expenditures equal to 2013 expenditures. A reduction of two(2) full time positions and one(1) part time position is required.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Central Services Fund

Fund Number

222

**2013 Accomplishments/Outcomes (4-10 required)**

Conducting energy quarterly training with employees  
 Installation of CNG monitoring system at North Garage, savings of \$32,000 performing in-house labor  
 Replaced 184 fixtures at the Sample street garage, a savings of 250 kw per each fixture  
 Printshop-taking on line training courses, 5 hrs ea per class, updated Adobe software  
 2.5 Million impressions completed, 99% completion rate  
 Stores - Volume \$225,000, 5% savings to customers, \$11,250 in savings  
 Purchased 3 more hybrids, 4 new CNG trash trucks  
 Maintaining fleet availability 98%  
 87.3% technician productivity  
 Conducting energy efficient lighting upgrades at the 3 garages, central service, century center and Seitz park  
 Roll out of transportation efficiency CNG conversion program  
 Utility Account added to report calendarization and Normalization capabilities.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Continue energy quarterly training with employees  
 Complete CNG monitoring system at the Sample St facility  
 Education & training in Building Systems for building maintenance employees,  
 Printshop-Continue advanced techniques in Adobe CS6 design & graphics  
 Stores - Centralized office supplies,more contracting,more savings,discounted prices for our customers  
 Radio Shop - Using the AS400 for Job Order system,customers will be invoiced for time & material, no longer funded by alloc.  
 10% new vehicles to be hybrid or alternate fuel for energy savings  
 All 2014 model gasoline powered vehicles converted to CNG  
 Establish tracking combacs in vehicle repairs  
 Increase customer base & revenues to \$125,000, Adoption of City Wide vehicle policy,Present business plan & budget for centralized building maintenance  
 Utilize EPA Energy Star Portfolio to benchmark all eligible facilities by 2014  
 Select and contract with an Energy Performance contractor for energy work  
 Conducting utilities bills detail analysis and provide abnormalities

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

City Owned Natural Gas Fueling Station,fully funded with a ----year payback  
 All 2014 model gasoline powered vehicles converted to CNG  
 Central Services Non-Reverting fund for capital purchases  
 New position added for Parts/contract manager  
 Radio Shop - dropped the Allocation to billing customers for time & material using the AS400 system  
 Re-locate energy office to former Human Rights Building  
 Add full time Assistant Director for energy  
 Significant work with Energy Services Company

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Radio Shop Operating Exp/cost/hr		efficiency	\$56.00	\$46.98	\$50.00	\$54.00
Bldg Maint In-house labor savings		efficiency	\$69,200	\$27,724	\$25,900	\$66,500
Printshop Jobs completed on time		effectiveness	99.8%	100.00%	99.5%	99.8%
Equip Serv Fleet Availability		quality	98.9%	98.35%	98.40%	98.5%
Energy Utility usage for electric reduction of 3%		efficiency	9%	n/a	n/a	3%
Energy Provide monthly reports & Energy strategy n		output	12	n/a	5	12
Stores Orders delivered within 24 hrs		effectiveness	99.8%	98.3%	99.5%	99.7%
Equip Serv Technician Productivity		quality	85%	81.19%	83%	84.5%

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name Central Services Fund

Fund Number 222

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Six (6) Truck Lifts	Cash		-	-	60,000	-	60,000
2	Six (6) inground Hoist replacements	Cash		35,000	35,000		-	70,000
3	Chain Link fence-sample st	Cash			25,900			25,900
4	Two furnaces & A/C units-parts room	Cash			-			-
5	Roof Replacement,skylites,insulation	Cash				-	-	-
6	Roof ventilation,energy recovery	Cash				-	-	-
7	Overhead Doors (5),#18,14,10,12,13	Cash		-	53,000	-	-	53,000
8	Parking Lot-paving-repairs	Cash		-	35,000	-	-	35,000
9	Used Scissor Lift	Cash	-	-	-	10,000	-	10,000
10	Natural Gas Generator	Cash	-	-	65,000	-	-	65,000
11	CNG -Sample St Garage			-	-	-	-	-
12	Vehicle Diagnostic Tool							
13								
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<b>Project Capital</b>								
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34								
	<b>Total</b>			<b>35,000</b>	<b>213,900</b>	<b>70,000</b>		<b>318,900</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Business Insurance **Fund Number** 226

**Department Description & Purpose** Fund is used for expenditures of the City insurance program, including safety and risk management department, property insurance, workers compensation, and general liability coverage.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	3,005,286	2,922,356	2,988,576	1,494,288	2,859,690	(128,886)	-4.3%
Interest Earnings	11,068	23,376	26,000	11,646	22,000	(4,000)	-15.4%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	62,294	21,796	18,500	295	17,000	(1,500)	-8.1%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>3,078,648</b>	<b>2,967,528</b>	<b>3,033,076</b>	<b>1,506,229</b>	<b>2,898,690</b>	<b>(134,386)</b>	<b>-4.4%</b>

<b>Expenditures by Cost Center</b>							
Safety and Risk Management	187,669	211,288	260,786	96,734	253,743	(7,043)	-2.7%
Liability Coverage	720,973	642,899	1,093,448	452,090	1,028,811	(64,637)	-5.9%
Business Insurance	467,516	419,244	491,693	71,662	572,300	80,607	16.4%
Workers Compensation	926,166	900,040	1,070,000	407,944	1,042,346	(27,654)	-2.6%
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	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,302,324</b>	<b>2,173,471</b>	<b>2,915,927</b>	<b>1,028,430</b>	<b>2,897,200</b>	<b>(18,727)</b>	<b>-0.6%</b>

<b>Expenditures by Account Type</b>							
Salaries & Wages	117,061	121,239	126,974	59,059	131,656	4,682	3.7%
Fringe Benefits	36,138	37,437	50,806	20,379	56,441	5,635	11.1%
Other Personnel costs	940	1,080	1,320	505	1,320	-	0.0%
<b>Total Personnel</b>	<b>154,139</b>	<b>159,756</b>	<b>179,100</b>	<b>79,943</b>	<b>189,417</b>	<b>10,317</b>	<b>5.8%</b>

<b>Supplies</b>	<b>11,678</b>	<b>23,544</b>	<b>22,356</b>	<b>7,270</b>	<b>21,143</b>	<b>(1,213)</b>	<b>-5.4%</b>
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Professional Services (31xx)	158,369	63,881	307,428	183,339	238,791	(68,637)	-22.3%
Comm/Transportation(32xx)	6,271	1,913	6,400	1,865	4,000	(2,400)	-37.5%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	1,170,100	1,196,605	1,318,193	343,753	1,363,146	44,953	3.4%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	1,670	2,349	5,368	1,217	4,103	(1,265)	-23.6%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	663,631	578,987	1,052,382	410,190	1,066,600	14,218	1.4%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	136,466	146,436	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>2,136,507</b>	<b>1,990,171</b>	<b>2,689,771</b>	<b>940,364</b>	<b>2,676,640</b>	<b>(13,131)</b>	<b>-0.5%</b>

<b>Capital</b>	<b>-</b>	<b>-</b>	<b>24,700</b>	<b>853</b>	<b>10,000</b>	<b>(14,700)</b>	<b>-59.5%</b>
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<b>Total Expenditures by Type</b>	<b>2,302,324</b>	<b>2,173,471</b>	<b>2,915,927</b>	<b>1,028,430</b>	<b>2,897,200</b>	<b>(18,727)</b>	<b>-0.6%</b>
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<b>Net Surplus / (deficit)</b>	<b>776,324</b>	<b>794,057</b>	<b>117,149</b>	<b>477,799</b>	<b>1,490</b>		
Beginning Cash Balance	3,675,068	4,451,392	5,245,485	5,245,485	5,362,634		
Balance Sheet Adjustments	-	36	-	(73)	-		
<b>Ending Cash Balance</b>	<b>4,451,392</b>	<b>5,245,485</b>	<b>5,362,634</b>	<b>5,723,211</b>	<b>5,364,124</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	3.00	3.00	3.00	3.00	3.00	-
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 The 2014 budget is projected to be a breakeven as this is an internal service fund that receives its primary revenue from an allocation to other city departments. The allocation is based on various criterion including FTE's, liability claims, worker's compensation claims, and the net book value of capital assets. No change in staffing is projected for 2014.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Business Insurance

Fund Number

226

**2013 Accomplishments/Outcomes (4-10 required)**

Reduction of work related injuries by 20% over 2012 injuries  
 Reduction of vehicle crash by 30% through proactive approach  
 Increase safety training throughout public works and parks to include at least 24 hours per employee per year  
 Develop a vehicle crash committee to review all vehicle incidents  
 Strengthen relationships with departments equipment purchase process to make recommendations for safety features  
 Explore and look into implementing OHSAS 18000/18001 for the cities health and safety standards

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Reduction of work related injuries by 10% over 2013 injuries  
 Reduction of work related injury cost by 10% over 2013 cost  
 Increase the proactive programs for workers safety, workers compensation and training to no less than 30 hours a year per employee  
 Move at least 40% of the safety training programs to online and website access  
 Develop a discount program for all work related charges that will be equal with all area medical providers  
 Centralize all programs (audit, reporting, training tracking and informational) to the same electronic portal

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

With raising health care cost , new workers compensation legislation, and our aging workforce, we need to increase our proactive approach to our safety programs. This will include our commitment to time, money and technology as it is related to safety and risk management.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Amount spent on injuries	2	Outcome	\$300,000	\$426,928	\$215,000	\$350,000
Number of recordable accidents	2	Outcome	40	115	50	60
Amount of loss time due to injuries	2	Efficiency	20 days	88 days	60 days	20 days
Safety Culture	2	Effectiveness	98%	63%	90%	95%

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Business Insurance

Fund Number

226

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Laptop Projector	cash	-	-	-	-	-	-
2	Fit Test computer	cash	-	1,000	-	-	-	1,000
3	Toyota Prius or hybrid equivalent	cash	-	-	-	22,000	-	22,000
4	Electronic breathing equipment	cash	10,000	-	-	-	-	10,000
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18	Training computers	cash	-	-	-	-	-	-
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>10,000</b>	<b>1,000</b>	<b>-</b>	<b>22,000</b>	<b>-</b>	<b>33,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

1 Update Safety and Risk existing projector  
 2 Parts for current fit test computer cannot be found  
 3 Replacement of current Toyota Prius  
 4 AWD vehicle to replace 406  
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 18 Training computers for a safety training lab to train all city employees on new and ongoing safety training  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Take Home Vehicle Police</b>				<b>Fund Number</b>	<b>278</b>	
<b>Department Description &amp; Purpose</b>	To account for expenses associated with claims arising from use of program vehicles occurring while officers are not on duty. Funding is provided by officers participating in the program.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	833	1,828	2,000	889	2,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	85,326	126,372	127,400	61,773	121,160	(6,240)	-4.9%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>86,159</b>	<b>128,200</b>	<b>129,400</b>	<b>62,662</b>	<b>123,160</b>	<b>(6,240)</b>	<b>-4.8%</b>
<b>Expenditures by Cost Center</b>							
Accident Claims	8,164	10,842	40,000	-	20,000	(20,000)	-50.0%
Gasoline Charges	-	65,000	63,700	-	60,580	(3,120)	-4.9%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>8,164</b>	<b>75,842</b>	<b>103,700</b>	<b>-</b>	<b>80,580</b>	<b>(23,120)</b>	<b>-22.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>65,000</b>	<b>63,700</b>	<b>-</b>	<b>60,580</b>	<b>(3,120)</b>	<b>-4.9%</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	8,164	10,842	40,000	-	20,000	(20,000)	-50.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>8,164</b>	<b>10,842</b>	<b>40,000</b>	<b>-</b>	<b>20,000</b>	<b>(20,000)</b>	<b>-50.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>8,164</b>	<b>75,842</b>	<b>103,700</b>	<b>-</b>	<b>80,580</b>	<b>(23,120)</b>	<b>-22.3%</b>
<b>Net Surplus / (deficit)</b>	<b>77,995</b>	<b>52,358</b>	<b>25,700</b>	<b>62,662</b>	<b>42,580</b>		
Beginning Cash Balance	261,451	339,446	391,804	391,804	417,504		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>339,446</b>	<b>391,804</b>	<b>417,504</b>	<b>454,466</b>	<b>460,084</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The Police Take Home Vehicle Fund is used to account for the payroll deductions of \$10.00 for gasoline and \$10.00 for liability insurance received from police officers each pay period to be used to pay for gasoline costs and accident claims while an officer is not on duty. Currently, 233 police officers are participating in the program reduced from an estimate of 245 police officers for the 2013 budget. Liability and property claims have been low in this fund. The gasoline charge is paid annually to Central Services.



## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Take Home Vehicle Police

Fund Number

278

**2013 Accomplishments/Outcomes (4-10 required)**

- Vehicle property losses have been minimal during the year and less than the "premium" revenue charged to police officers.
- The police officer gasoline deduction was moved from the General Fund to the Take Home Police Vehicle Fund for 2012 for greater accountability and transparency.
- Claims are submitted by the Police Department, reviewed by the Claims Committee and processed by the Legal Department.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

- Maintain sufficient cash reserves to cover any casualty losses to vehicles incurred while a police officer is off duty.
- Use revenue from the payroll deduction for gasoline to reduce gasoline costs charged to the General Fund.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- If low claim trends continue, the City may wish to reduce the liability insurance payment of \$10.00 per officer on either a permanent or temporary basis or find another suitable use for the money being collected and held in this fund.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- Cash Reserves	2	Output	\$300,000	\$391,804	\$417,504	\$460,084
- Annual Interest Earnings	2	Output	\$3,000	\$1,828	\$2,000	\$2,000
- Number of Accident Claims	2	Output	10 or less	3	3	3

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

None. This fund is not used for IT expenditures.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Employee Benefits</b>				<b>Fund Number</b>	<b>711</b>	
<b>Department Description &amp; Purpose</b>	Fund is used to account for expenditures of the employee benefit programs offered to full time City employees and to Police and Fire retirees, including healthcare, dental and vision, EE flexible benefits, life insurance, and short and long term disability.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	11,247,932	10,855,113	11,937,800	6,002,334	13,385,150	1,447,350	12.1%
Interest Earnings	27,732	42,730	40,600	16,201	32,000	(8,600)	-21.2%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	177,461	210,500	210,498	1,300	(209,200)	-99.4%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>11,275,664</b>	<b>11,075,304</b>	<b>12,188,900</b>	<b>6,229,033</b>	<b>13,418,450</b>	<b>1,229,550</b>	<b>10.1%</b>
<b>Expenditures by Cost Center</b>							
Health Insurance Program	11,572,529	12,500,734	13,348,829	6,311,595	14,483,463	1,134,634	8.5%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>11,572,529</b>	<b>12,500,734</b>	<b>13,348,829</b>	<b>6,311,595</b>	<b>14,483,463</b>	<b>1,134,634</b>	<b>8.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	4,000	4,000	-
Fringe Benefits	-	-	-	-	326	326	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,326</b>	<b>4,326</b>	<b>-</b>
<b>Supplies</b>	<b>22,853</b>	<b>20,460</b>	<b>24,444</b>	<b>4,409</b>	<b>17,875</b>	<b>(6,569)</b>	<b>-26.9%</b>
Professional Services (31xx)	162,433	229,410	481,085	286,731	751,262	270,177	56.2%
Comm/Transportation(32xx)	3,217	1,367	4,000	316	4,300	300	7.5%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	11,193,569	12,067,486	12,837,300	6,019,593	13,701,200	863,900	6.7%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	1,493	1,255	2,000	546	4,500	2,500	125.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	188,964	180,756	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>11,549,676</b>	<b>12,480,274</b>	<b>13,324,385</b>	<b>6,307,186</b>	<b>14,461,262</b>	<b>1,136,877</b>	<b>8.5%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>11,572,529</b>	<b>12,500,734</b>	<b>13,348,829</b>	<b>6,311,595</b>	<b>14,483,463</b>	<b>1,134,634</b>	<b>8.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(296,865)</b>	<b>(1,425,430)</b>	<b>(1,159,929)</b>	<b>(82,562)</b>	<b>(1,065,013)</b>		
Beginning Cash Balance	9,150,486	8,853,621	7,428,191	7,428,191	6,268,262		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>8,853,621</b>	<b>7,428,191</b>	<b>6,268,262</b>	<b>7,345,629</b>	<b>5,203,249</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	0.16	0.16	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.16</b>	<b>0.16</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Part time assistant for the summer months. Loss projected in 2014 in Self Insurance fund. Cash reserves projected at December 31, 2014 of \$5,203,249 are 36% of expenditures (target minimum of 25%).

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Employee Benefits

Fund Number

711

**2013 Accomplishments/Outcomes (4-10 required)**

Introduction of the Wellness Portal to track wellness credits to fulfill quarterly requirements of participation. Portal includes educational material and courses.  
Increased participation in the Smoking Cessation Program due to increased employee awareness through City website communication.  
Introduction of the "Healthy City" newsletter.  
Introduction of Plan 3 Dental plan to correct out-of-network discrepancies.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Reduce employee health claims due to emphasis placed on wellness.	1
Decrease manual input of employee benefit maintenance through integration with outside provider networks.	3
Conduct annual training with payroll clerks in certain areas of benefits to better assist employees in their department.	6
Complete integration of HR system to NavilLine to eliminate using 2 systems to set-up employee benefits.	3
Conduct eligibility audit of employee medical coverage elections to ensure spouses/dependents are eligible for a potential savings in healthcare costs.	1, 2
Continued employee and supervisor training in areas of employee benefits including FMLA, PERF, flex and other related benefits.	2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Implementation of on-line open enrollment in an effort to decrease paperwork and reduce errors in enrollment.  
Improvement of Dental/Vision package to increase employee satisfaction of plan design

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Employee Participation in Wellness Prc	2	Effectiveness	100%	90%	95%	98%
Lunch-n-Learn Seminar attendance	2	Effectiveness	1000	876	800	900
Dental/Vision participants	2	Quality	1000	807	781	900

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

-

**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Unemployment Compensation Fund</b>				<b>Fund Number</b>	<b>713</b>	
<b>Department Description &amp; Purpose</b>	Established effective January 1, 2012, the fund is used to account for the payment of City unemployment claims. Revenue source is an unemployment fee charged to operating units of City operations. The fund is an Internal Service fund that is used to benefit other city funds and departments and is designed to recover costs.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	217,401	274,939	341,250	156,406	236,398	(104,852)	-30.7%
Interest Earnings	81	101	200	249	500	300	150.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>217,482</b>	<b>275,040</b>	<b>341,450</b>	<b>156,655</b>	<b>236,898</b>	<b>(104,552)</b>	<b>-30.6%</b>
<b>Expenditures by Cost Center</b>							
Unemployment Compensation	226,891	187,378	262,963	36,791	220,750	(42,213)	-16.1%
Administrative Expenses	-	5,688	4,284	2,142	7,224	2,940	68.6%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>226,891</b>	<b>193,066</b>	<b>267,247</b>	<b>38,933</b>	<b>227,974</b>	<b>(39,273)</b>	<b>-14.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	226,891	187,378	262,963	36,791	220,750	(42,213)	-16.1%
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>226,891</b>	<b>187,378</b>	<b>262,963</b>	<b>36,791</b>	<b>220,750</b>	<b>(42,213)</b>	<b>-16.1%</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	4,284	2,142	7,224	2,940	68.6%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	5,688	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>5,688</b>	<b>4,284</b>	<b>2,142</b>	<b>7,224</b>	<b>2,940</b>	<b>68.6%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>226,891</b>	<b>193,066</b>	<b>267,247</b>	<b>38,933</b>	<b>227,974</b>	<b>(39,273)</b>	<b>-14.7%</b>
<b>Net Surplus / (deficit)</b>	<b>(9,409)</b>	<b>81,974</b>	<b>74,203</b>	<b>117,722</b>	<b>8,924</b>		
Beginning Cash Balance	-	15,591	72,565	72,565	146,768		
Balance Sheet Adjustments	25,000	(25,000)	-	-	-		
<b>Ending Cash Balance</b>	<b>15,591</b>	<b>72,565</b>	<b>146,768</b>	<b>190,287</b>	<b>155,692</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The Unemployment Compensation Fund is an Internal Service Fund used to pay claims. The fund charges a premium to departments of 1% of payroll and is intended to break even. At December 31, 2011, the Rainy Day Fund advanced the Unemployment Compensation Fund \$25,000 and this amount has been paid back in 2012. Unemployment claims are reviewed by the Human Resources Department. A goal of the fund is to maintain cash reserves of 20% of annual expenditures for unusual future claims. Rate reduced to .5% for the 2014 budget. Cash reserves have increase during 2012 and 2013 due to low claims paid.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Unemployment Compensation Fund

Fund Number

713

**2013 Accomplishments/Outcomes (4-10 required)**

- An Excel data base for claims paid was started to track claims by employee and department.
- A monthly allocation journal entry is used to charge departments for their share of fund revenue.
- Unemployment compensation rates charged to departments were reduced by 25% in May, 2013 and another 25% in July, 2013 due to low claims paid.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

- Conduct training sessions with managers at departments with high unemployment claims (i.e. Parks & Recreation) to seek ways to manage claims better and reduce costs.
- Continue to contest unwarranted unemployment claims with the Indiana Department of Workforce Development.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Unemployment claims are volatile. The City of South Bend is a "reimbursing employer" for claims paid as opposed to many private companies that are charged a payroll taxes. In a sense, the City of South Bend is self-insured for unemployment claims.
- Unemployment claims paid during 2013 have been low and significantly less than revenue received. This has allowed the City to reduce the rate charged to departments to .5% for 2014.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
- Unemployment claims - total filed	2	Output	<70	78	80	70
- Unemployment claims - approved	2	Effectiveness	<40	75	60	40
- Percent of claims approved	2	Effectiveness	57%	75%	n/a	57%
- Cash Reserves % of Expenditures	2	Output	>20%	38%	55%	68%

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Fire Pension</b>				<b>Fund Number</b>	<b>701</b>	
<b>Department Description &amp; Purpose</b>	Account for post employment retirement benefits paid to retired 1937 plan member firefighters and surviving dependents. Financing is provided by state pension relief distributions.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	5,524,569	5,233,388	5,035,292	2,517,646	5,386,832	351,540	7.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	4,330	4,740	4,987	1,636	4,500	(487)	-9.8%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	1,723	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>5,528,899</b>	<b>5,239,851</b>	<b>5,040,279</b>	<b>2,519,282</b>	<b>5,391,332</b>	<b>351,053</b>	<b>7.0%</b>
<b>Expenditures by Cost Center</b>							
Fire Pension	5,627,377	5,608,547	5,900,028	2,756,842	5,874,445	(25,583)	-0.4%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>5,627,377</b>	<b>5,608,547</b>	<b>5,900,028</b>	<b>2,756,842</b>	<b>5,874,445</b>	<b>(25,583)</b>	<b>-0.4%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	10,927	10,927	10,927	4,341	10,927	-	0.0%
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	5,615,445	5,596,271	5,883,998	2,751,912	5,858,568	(25,430)	-0.4%
<b>Total Personnel</b>	<b>5,626,372</b>	<b>5,607,198</b>	<b>5,894,925</b>	<b>2,756,253</b>	<b>5,869,495</b>	<b>(25,430)</b>	<b>-0.4%</b>
<b>Supplies</b>	<b>62</b>	<b>69</b>	<b>200</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>0.0%</b>
Professional Services (31xx)	-	-	2,096	48	2,100	4	0.2%
Comm/Transportation(32xx)	943	977	1,653	541	1,700	47	2.8%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	99	100	-	100	-	0.0%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	850	-	850	-	0.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	204	204	-	-	(204)	-100.0%
<b>Total Service &amp; Charges</b>	<b>943</b>	<b>1,280</b>	<b>4,903</b>	<b>589</b>	<b>4,750</b>	<b>(153)</b>	<b>-3.1%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>5,627,377</b>	<b>5,608,547</b>	<b>5,900,028</b>	<b>2,756,842</b>	<b>5,874,445</b>	<b>(25,583)</b>	<b>-0.4%</b>
<b>Net Surplus / (deficit)</b>	<b>(98,478)</b>	<b>(368,696)</b>	<b>(859,749)</b>	<b>(237,560)</b>	<b>(483,113)</b>		
Beginning Cash Balance	1,815,041	1,716,563	1,347,867	1,347,867	488,118		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,716,563</b>	<b>1,347,867</b>	<b>488,118</b>	<b>1,110,307</b>	<b>5,005</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

The Fire Pension fund pays retirement benefits to certain firefighters and received reimbursement from the State of Indiana in the form of pension relief for costs incurred. Loss for 2014 results from certain costs like retiree health insurance and some other mandatory statutory benefits that are not eligible for reimbursement. Pension relief payments are received from the State two times per year, in June and September.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Fire Pension

Fund Number

701

**2013 Accomplishments/Outcomes (4-10 required)**

- Processed 4 new pensions to date
- Published and mailed 2 newsletters to 302 Retirees and Widows
- Serviced and counseled prospective retirees
- Processed 16 Retiree/Dependant Deaths
- In the process of a software update
- Successfully filed Pension relief report with the Sate

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

- Fulfill all statutory obligations
- Minimize unnecessary expenses
- Eliminating overpays by updating contact information and increasing communication
- Disseminating more retirement information to active firefighters

**City Strategy  
Number**

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- The most significant current challenge to the Pension Fund is a failure to notify us of the death of a Retiree/Widow/Dependent. I intend to solve the problem by increasing communication with Retirees/Widows/Dependents so families understand the importance of notifying us in the event of a death.
- Structural cash deficit problem with the fund as certain costs such as retiree health insurance are not eligible for state pension relief payments.
- By my estimates we will no longer be able to fully fund retiree health insurance through our cash balance by 2015.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Police Pension</b>				<b>Fund Number</b>	<b>702</b>	
<b>Department Description &amp; Purpose</b>	Account for post employment retirement benefits paid to retired 1925 plan member police officers and surviving dependents. Financing is provided state pension relief distributions.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	6,481,287	6,731,621	5,863,697	2,931,849	6,300,000	436,303	7.4%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	5,510	6,904	6,000	3,190	6,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	5,703	12,898	4,000	1,111	4,000	-	0.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>6,492,500</b>	<b>6,751,423</b>	<b>5,873,697</b>	<b>2,936,150</b>	<b>6,310,000</b>	<b>436,303</b>	<b>7.4%</b>
<b>Expenditures by Cost Center</b>							
Pension Administration	12,309	11,286	18,098	5,974	17,496	(602)	-3.3%
Pension Payments	6,683,830	6,595,376	6,911,035	3,250,638	7,204,445	293,410	4.2%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>6,696,139</b>	<b>6,606,662</b>	<b>6,929,133</b>	<b>3,256,612</b>	<b>7,221,941</b>	<b>292,808</b>	<b>4.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	7,908	8,076	8,232	4,116	8,400	168	2.0%
Fringe Benefits	1,073	257	3,454	315	3,596	142	4.1%
Other Personnel costs	6,683,830	6,595,376	6,911,035	3,250,638	7,204,445	293,410	4.2%
<b>Total Personnel</b>	<b>6,692,811</b>	<b>6,603,709</b>	<b>6,922,721</b>	<b>3,255,069</b>	<b>7,216,441</b>	<b>293,720</b>	<b>4.2%</b>
<b>Supplies</b>	<b>600</b>	<b>812</b>	<b>1,100</b>	<b>642</b>	<b>1,100</b>	<b>-</b>	<b>0.0%</b>
Professional Services (31xx)	1,738	-	3,412	456	2,500	(912)	-26.7%
Comm/Transportation(32xx)	990	1,085	1,900	445	1,900	-	0.0%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	1,056	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>2,728</b>	<b>2,141</b>	<b>5,312</b>	<b>901</b>	<b>4,400</b>	<b>(912)</b>	<b>-17.2%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>6,696,139</b>	<b>6,606,662</b>	<b>6,929,133</b>	<b>3,256,612</b>	<b>7,221,941</b>	<b>292,808</b>	<b>4.2%</b>
<b>Net Surplus / (deficit)</b>	<b>(203,639)</b>	<b>144,761</b>	<b>(1,055,436)</b>	<b>(320,462)</b>	<b>(911,941)</b>		
Beginning Cash Balance	2,367,504	2,163,865	2,308,626	2,308,626	1,253,190		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>2,163,865</b>	<b>2,308,626</b>	<b>1,253,190</b>	<b>1,988,164</b>	<b>341,249</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Police Pension

Fund Number

702

**2013 Accomplishments/Outcomes (4-10 required)**

Prepared pension relief request with INPRS.  
 Conducted 12 monthly pension board meetings and 2 disability hearings.  
 Processed retirements, death benefits and DROP payments.  
 No audit exceptions for the Pension Fund by the State Board of Accounts.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

To maintain pension benefits to retirees, widows and dependants.  
 To counsel and provide information regarding benefits to members of the Pension Fund. (Active & Retired)  
 To apply for pension relief funding from INPRS.  
 To serve the membership of the Pension Fund in a courteous, timely and proper manner.  
 To provide complete and concise records of the Pension Fund.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Pension budget increased \$ 292,808 including \$ 36,329 to members.  
 Two DROP payments to be made in 2014 totaling \$ 226,721..  
 Ten officers are currently enrolled in the DROP program.  
 Number of members is currently at 232. The members will continue to decrease due to deaths and having fewer remaining eligible officers still active.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Pension Board Meetings	2	# Meetings	12	14	12	12
Process Retirement Applications	2	# Applications	6	7	6	6
Process Pension Relief	2	Man Hours	20	20	25	20
Provide Pension Advice	2	Man Hours	15	12	15	15

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>City Cemetery Trust</b>				<b>Fund Number</b>	<b>730</b>	
<b>Department Description &amp; Purpose</b>	Fund is used to maintain the City Cemetery						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	118	202	250	89	250	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>118</b>	<b>202</b>	<b>250</b>	<b>89</b>	<b>250</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
City Cemetery	-	-	15,000	-	10,000	(5,000)	-33.3%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>10,000</b>	<b>(5,000)</b>	<b>-33.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>10,000</b>	<b>(5,000)</b>	<b>-33.3%</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>10,000</b>	<b>(5,000)</b>	<b>-33.3%</b>
<b>Net Surplus / (deficit)</b>	<b>118</b>	<b>202</b>	<b>(14,750)</b>	<b>89</b>	<b>(9,750)</b>		
Beginning Cash Balance	40,792	40,910	41,112	41,112	26,362		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>40,910</b>	<b>41,112</b>	<b>26,362</b>	<b>41,201</b>	<b>16,612</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

City Cemetery Trust

Fund Number

730

**2013 Accomplishments/Outcomes (4-10 required)**

Began digitizing cemetery records, 100 year old maps of burial plots restored by Notre Dame, GIS overlay of plots for interactive website developed.  
20,000 records digitized and made part of searchable database.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

Applying for grant to continue digitizing all records  
Go live with searchable map similar to Arlington National Cemetery's  
Implement Council's five year project to restore the cemetery.

City Strategy  
Number

3,6

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Designate funding for long term resoration and rehabilitation of cemetery infrastructure with a focus on repair of headstones and markers, security of area.  
Much attention has been brought to the condition of the cemetery through the efforts of staff and elected officials. The public has been educated to the prominent citizens of our city and nation that are buried there.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Repair of Headstones	GG	Outcome	400	n/a	150	200

Types: output, efficiency, effectiveness, quality, outcome, technology

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

City Cemetery Trust

Fund Number

730

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18	Repair of Headstones	Cash	10,000	-	-	-	-	10,000
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

1  
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18 Restore the entry way to the cemetery.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Redevelopment Bond - Central Development</b>				<b>Fund Number</b>	<b>314</b>	
<b>Department Description &amp; Purpose</b>	To accumulate monies as a reserve for the payment of Redevelopment Authority bonds for the central development project.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,373	3,009	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,373</b>	<b>3,009</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Cost Center</b>							
Interfund Transfer	2,373	825,509	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,373</b>	<b>825,509</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	2,373	825,509	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>2,373</b>	<b>825,509</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>2,373</b>	<b>825,509</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>(822,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	822,500	822,500	-	-	-	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>822,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Bond tied to this debt service account was paid off in early 2012. Cash in reserve has been transferred to fund 420 for use on projects. This fund can now be closed.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Redevelopment Bond - Airport Taxable</b>				<b>Fund Number</b>	<b>315</b>	
<b>Department Description &amp; Purpose</b>	To accumulate monies as a reserve for the payment of Redevelopment Authority bonds for the airport taxable project						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	5,538	5,571	5,000	2,241	5,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>5,538</b>	<b>5,571</b>	<b>5,000</b>	<b>2,241</b>	<b>5,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Transfer interest to fund 324	886,240	5,571	5,000	2,241	5,000	-	0.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>886,240</b>	<b>5,571</b>	<b>5,000</b>	<b>2,241</b>	<b>5,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	886,240	5,571	5,000	2,241	5,000	-	0.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>886,240</b>	<b>5,571</b>	<b>5,000</b>	<b>2,241</b>	<b>5,000</b>	<b>-</b>	<b>0.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>886,240</b>	<b>5,571</b>	<b>5,000</b>	<b>2,241</b>	<b>5,000</b>	<b>-</b>	<b>0.0%</b>
<b>Net Surplus / (deficit)</b>	<b>(880,702)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	1,919,606	1,038,904	1,038,904	1,038,904	1,038,904	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>1,038,904</b>	<b>1,038,904</b>	<b>1,038,904</b>	<b>1,038,904</b>	<b>1,038,904</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>	No significant issues. Bond associated with this fund pays off in 2024.						

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Redevelopment Bond - Blackthorn Golf</b>				<b>Fund Number</b>	<b>319</b>	
<b>Department Description &amp; Purpose</b>	<b>Debt service reserve funds for Blackthorn Golf Course bond</b>						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,827	4,420	50	464	-	(50)	-100.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,827</b>	<b>4,420</b>	<b>50</b>	<b>464</b>	<b>-</b>	<b>(50)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Interfund Transfer	2,827	658,420	326,050	326,464	-	(326,050)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,827</b>	<b>658,420</b>	<b>326,050</b>	<b>326,464</b>	<b>-</b>	<b>(326,050)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	2,827	658,420	326,050	326,464	-	(326,050)	-100.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>2,827</b>	<b>658,420</b>	<b>326,050</b>	<b>326,464</b>	<b>-</b>	<b>(326,050)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>2,827</b>	<b>658,420</b>	<b>326,050</b>	<b>326,464</b>	<b>-</b>	<b>(326,050)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>(654,000)</b>	<b>(326,000)</b>	<b>(326,000)</b>	<b>-</b>		
Beginning Cash Balance	980,000	980,000	326,000	326,000	-		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>980,000</b>	<b>326,000</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Bond associated with this debt service fund will pay off in February 2013. At that time, cash will be transferred to fund 324 for projects and fund 319 can be closed.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Redevelopment Bond - Palais Royale</b>				<b>Fund Number</b>	<b>328</b>	
<b>Department Description &amp; Purpose</b>	To accumulate monies as a reserve for the payment of Redevelopment Authority bonds for the Palais Royale project.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	3,159	8,258	6,000	3,745	6,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>3,159</b>	<b>8,258</b>	<b>6,000</b>	<b>3,745</b>	<b>6,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Cost Center</b>							
Interest - transferred out	-	8,258	6,000	3,745	6,000	-	0.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>8,258</b>	<b>6,000</b>	<b>3,745</b>	<b>6,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	8,258	6,000	3,745	6,000	-	0.0%
Other Financing Uses (50xx)	(637,633)	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>(637,633)</b>	<b>8,258</b>	<b>6,000</b>	<b>3,745</b>	<b>6,000</b>	<b>-</b>	<b>0.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>(637,633)</b>	<b>8,258</b>	<b>6,000</b>	<b>3,745</b>	<b>6,000</b>	<b>-</b>	<b>0.0%</b>
<b>Net Surplus / (deficit)</b>	<b>640,792</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	1,095,048	1,735,840	1,735,840	1,735,840	1,735,840	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>1,735,840</b>	<b>1,735,840</b>	<b>1,735,840</b>	<b>1,735,840</b>	<b>1,735,840</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							
Debt service reserve only.							



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Central Development Area Bond Proceeds **Fund Number** 305

**Department Description & Purpose** To account for expenses financed by a 2003 revenue bond issue.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,657	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,657</b>	-	-	-	-	-	-

<b>Expenditures by Cost Center</b>							
SBCDA 2003 Bond proceeds(1050)	1,333,429	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>1,333,429</b>	-	-	-	-	-	-

<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-

<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	40,361	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	2,304	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	586,184	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>628,849</b>	-	-	-	-	-	-

<b>Capital</b>	<b>704,581</b>	-	-	-	-	-	-
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<b>Total Expenditures by Type</b>	<b>1,333,430</b>	-	-	-	-	-	-
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<b>Net Surplus / (deficit)</b>	<b>(1,330,773)</b>	-	-	-	-	-	-
Beginning Cash Balance	1,330,773	-	-	-	-	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>-</b>	-	-	-	-	-	-

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Fund no longer needed once 2003 bond was refinanced. Request fund be closed.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Redevelopment District Capital - AEDA2003</b>				<b>Fund Number</b>	<b>428</b>	
<b>Department Description &amp; Purpose</b>							
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	-	-	-	-	-
<b>Expenditures by Cost Center</b>							
Community Development (0001)	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	-	-	-	-	-	-	-
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	-	-	-	-	-
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	-	-	-	-	-	-	-
<b>Net Surplus / (deficit)</b>	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	-	-	-	-	-	-	-
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	-	-	-	-	-	-	-

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 In 2010 used remaining funds to reimburse fund 324 eligible expenses. Fund no longer needed. Request it be closed.

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Redevelopment General</b>				<b>Fund Number</b>	<b>433</b>	
<b>Department Description &amp; Purpose</b>	To account for eligible redevelopment activities in the Studebaker Corridor financed by proceeds from land sales or leases.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	107	164	150	68	-	(150)	-100.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>107</b>	<b>164</b>	<b>150</b>	<b>68</b>	<b>-</b>	<b>(150)</b>	<b>-100.0%</b>
<b>Expenditures by Cost Center</b>							
Services	5,071	3,213	6,787	854	-	(6,787)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>5,071</b>	<b>3,213</b>	<b>6,787</b>	<b>854</b>	<b>-</b>	<b>(6,787)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	5,071	3,213	6,787	854	-	(6,787)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>5,071</b>	<b>3,213</b>	<b>6,787</b>	<b>854</b>	<b>-</b>	<b>(6,787)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>5,071</b>	<b>3,213</b>	<b>6,787</b>	<b>854</b>	<b>-</b>	<b>(6,787)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	<b>(4,964)</b>	<b>(3,049)</b>	<b>(6,637)</b>	<b>(786)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	39,455	34,491	31,442	31,442	24,805	-	-
Balance Sheet Adjustments	-	-	-	-	-	-	-
<b>Ending Cash Balance</b>	<b>34,491</b>	<b>31,442</b>	<b>24,805</b>	<b>30,656</b>	<b>24,805</b>	<b>-</b>	<b>-</b>
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>							
Funds available to cover general administrative expenses not covered by project budgets. No budget for 2014. Will need to file an additional appropriation with the Redevelopment Commission in 2014.							

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Redevelopment General

Fund Number

433

**2013 Accomplishments/Outcomes (4-10 required)**

Provide legal services to Redevelopment Commission as needed.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

Provide legal services to Redevelopment Commission as needed.

City Strategy  
Number

3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Certified Technology Park</b>				<b>Fund Number</b>	<b>439</b>	
<b>Department Description &amp; Purpose</b>	Funds derived under State program which collects sales and use taxes and distributes to local government. Funds can be used for activities in Innovation Park and Ignition Park.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	3,571	2,000	4,121	3,000	1,000	50.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	812,791	-	1,446,074	1,446,074	1,450,000	3,926	0.3%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>812,791</b>	<b>3,571</b>	<b>1,448,074</b>	<b>1,450,195</b>	<b>1,453,000</b>	<b>4,926</b>	<b>0.3%</b>
<b>Expenditures by Cost Center</b>							
Capital Improvements	-	-	-	-	3,600,000	3,600,000	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>-</b>
<b>Net Surplus / (deficit)</b>	<b>812,791</b>	<b>3,571</b>	<b>1,448,074</b>	<b>1,450,195</b>	<b>(2,147,000)</b>		
Beginning Cash Balance	-	812,791	816,362	816,362	2,264,436		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>812,791</b>	<b>816,362</b>	<b>2,264,436</b>	<b>2,266,557</b>	<b>117,436</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Maximum of \$5M will be captured by the State from the incremental personal income and sales taxes generated by employment and sales within the Certified Technology Park. These funds are then sent to the City to be used for approved uses, such as: acquisition, construction, improvement, planning or equipping facilities or operation of facilities within a certified technology park. Also can repay debt or establish debt service reserve for same.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Certified Technology Park

Fund Number

439

**2013 Accomplishments/Outcomes (4-10 required)**

None - no expenses expected until 2014.

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

Augment facilities construction, improvement and/or equipping within certified technology park.

City Strategy  
Number

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection

Types: output, efficiency, effectiveness, quality, outcome, technology

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Certified Technology Park

Fund Number

439

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18	Construction/improvement/equipping	439	3,600,000	1,415,000	-	-	-	5,015,000
19			-	-	-	-	-	-
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>3,600,000</b>	<b>1,415,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,015,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

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18 Eligible uses of the fund.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Airport Urban Enterprise Zone</b>				<b>Fund Number</b>	<b>454</b>	
<b>Department Description &amp; Purpose</b>	To account expenditures for improvements in the Zone area, financed by property taxes on qualifying properties in the Zone.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	123,165	111,721	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	473	1,323	1,000	810	1,500	500	50.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>123,638</b>	<b>113,044</b>	<b>1,000</b>	<b>810</b>	<b>1,500</b>	<b>500</b>	<b>50.0%</b>
<b>Expenditures by Cost Center</b>							
Project Impact Grants & Subsidies	58,322	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>58,322</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	58,322	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>58,322</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>58,322</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus / (deficit)</b>	<b>65,316</b>	<b>113,044</b>	<b>1,000</b>	<b>810</b>	<b>1,500</b>		
Beginning Cash Balance	196,723	262,039	375,083	375,083	376,083		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>262,039</b>	<b>375,083</b>	<b>376,083</b>	<b>375,893</b>	<b>377,583</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 No plans at this date. In the past, majority of revenue came from personal property taxes paid by AJ Wright. Since it is are now closed, balance reflects probable end of fund. AJ Wright overpaid taxes and is due a refund of \$37,240 which may need to be repaid.



**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Blackthorn Golf Course Operations</b>				<b>Fund Number</b>	<b>619</b>	
<b>Department Description &amp; Purpose</b>	To account for the operation and maintenance of the City's Blackthorn Golf Course.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	1,391,938	1,669,151	1,696,879	764,739	1,696,879	-	0.0%
Interest Earnings	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	1,413	-	-	-	-	-	-
Transfers In	-	-	50,500	50,500	-	(50,500)	-100.0%
<b>Total Revenue</b>	<b>1,393,351</b>	<b>1,669,151</b>	<b>1,747,379</b>	<b>815,239</b>	<b>1,696,879</b>	<b>(50,500)</b>	<b>-2.9%</b>
<b>Expenditures by Cost Center</b>							
Debt Service/Capital	651,500	651,500	326,000	207,879	10,578	(315,422)	-96.8%
Maintenance	523,660	527,046	521,664	233,977	511,086	(10,578)	-2.0%
Administraton	165,086	161,679	150,935	61,229	150,935	-	0.0%
Pro Shop	548,704	717,512	577,534	264,803	577,534	-	0.0%
Concessons	158,393	170,171	165,573	62,123	165,573	-	0.0%
Management Fees	105,135	103,917	106,000	52,929	106,000	-	0.0%
LPGA Event	-	-	150,000	-	150,000	-	0.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,152,478</b>	<b>2,331,825</b>	<b>1,997,706</b>	<b>882,940</b>	<b>1,671,706</b>	<b>(326,000)</b>	<b>-16.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	557,622	596,913	589,518	257,226	589,518	-	0.0%
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	91,973	87,309	100,163	31,486	100,163	-	0.0%
<b>Total Personnel</b>	<b>649,595</b>	<b>684,222</b>	<b>689,681</b>	<b>288,712</b>	<b>689,681</b>	<b>-</b>	<b>0.0%</b>
<b>Supplies</b>	<b>329,530</b>	<b>355,461</b>	<b>394,069</b>	<b>129,430</b>	<b>394,069</b>	<b>-</b>	<b>0.0%</b>
Professional Services (31xx)	19,250	17,844	24,000	12,000	24,000	-	0.0%
Comm/Transportation(32xx)	15,268	17,958	20,267	6,109	20,267	-	0.0%
Printing & Advertising (33xx)	43,980	46,071	43,727	14,006	43,727	-	0.0%
Insurance (34xx)	14,613	8,080	13,708	8,903	13,708	-	0.0%
Utilities (35xx)	39,906	39,882	40,578	17,405	40,578	-	0.0%
Repairs & Maintenance (36xx)	82,498	94,241	37,520	31,712	37,520	-	0.0%
Debt Service - Principal	651,500	651,500	311,120	207,879	-	(311,120)	-100.0%
Debt Service - Interest & Fees	-	-	14,880	-	-	(14,880)	-100.0%
Other Services & Charges (39xx)	275,338	405,987	397,578	163,259	397,578	-	0.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>1,142,353</b>	<b>1,281,563</b>	<b>903,378</b>	<b>461,273</b>	<b>577,378</b>	<b>(326,000)</b>	<b>-200.0%</b>
<b>Capital</b>	<b>30,999</b>	<b>10,579</b>	<b>10,578</b>	<b>3,526</b>	<b>10,578</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenditures by Type</b>	<b>2,152,477</b>	<b>2,331,825</b>	<b>1,997,706</b>	<b>882,940</b>	<b>1,671,706</b>	<b>(326,000)</b>	<b>-16.3%</b>
<b>Net Surplus / (deficit)</b>	<b>(759,126)</b>	<b>(662,674)</b>	<b>(250,327)</b>	<b>(67,701)</b>	<b>25,173</b>		
Beginning Cash Balance	157,892	54,744	44,271	44,271	1,823		
Balance Sheet Adjustments	655,978	652,201	207,879	213,356	-		
<b>Ending Cash Balance</b>	<b>54,744</b>	<b>44,271</b>	<b>1,823</b>	<b>189,926</b>	<b>26,996</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Explain Significant Revenue, Expenditure and Staffing Changes Below:</b>	Golf course bond was paid off in 2013.						

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

**Blackthorn Golf Course Operations**

Fund Number

**619**

**2013 Accomplishments/Outcomes (4-10 required)**

Hosted 2nd Annual Four Winds Invitational. Once again broke attendance records all three days.  
 Raised \$56,000 for Memorial Children's Hospital from FWI  
 Improved golf course conditions significantly.  
 Improved NOI from LPGA  
 Voted Best Golf Course for 19th consecutive year "South Bend Tribune" Readers Choice Awards  
 Extensive Expense Savings initiative installed in 2013

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Continue to grow membership revenue.  
 Grow the LPGA event profitability.  
 Continue to explore new ideas to generate non-traditional revenues.  
 Continue to expand the Blackthorn Card membership to offer more benefits for golfers at places other than Blackthorn.  
 Continue to control expenses while keeping service levels and course conditions on par with expectations of our golfers.

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

Lack of cash to fund capital needs to maintain and improve a 19-year-old golf course.  
 Economy and golf business in general. Need to focus on creating the correct pricing structure to entice golfers to play more golf.  
 Rising fuel and food costs have significantly increased our expenses.  
 Competition continues to cut pricing to combat for the decreasing market share in South Bend area.

**Key Performance Indicators**

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Increase Rounds		Ouptut	31000	31000	29303	29464
Increase Revenue		Ouptut	1700000	1700000	1676077	1696879
Increase Membership Revenues		Ouptut	215000	220000	189000	210621
Control Expenses		Efficiency	1666128	1655000	1644055	1666128
Increased Profitability		Outcome	30751	5000	32021	30751

Types: output, efficiency, effectiveness, quality, outcome, technology

**Information Technology (costs and FTE's also included in the financial summary)**

Expenditures	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014
Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-

Information Tech. Staffing (FTE's)

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**Explain Significant Information Technology Trends and Changes Below:**

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Blackthorn Golf Course Operations**

Fund Number

**619**

**Five-Year Capital Improvement Plan**

Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>							
1 Tractor 50 HP with Loader	619 or 324	27,500	-	-	-	-	27,500
2 ProCore Aerifier	619 or 324	22,000	-	-	-	-	22,000
3 Irrigation Upgrades	619 or 324	5,000	5,000	5,000	5,000	5,000	25,000
4 Utility Vehicles	619 or 324	7,000	7,000	7,000	7,000	7,000	35,000
5 Carpet for Clubhouse	619 or 324	10,000	-	-	-	-	10,000
6 HVAC replacement	619 or 324	15,000	-	-	-	-	15,000
7 Equipment payments	619 or 324	10,578	10,578	10,578	-	-	31,734
8 Golf cart payments	619 or 324	56,424	56,424	56,424	58,000	58,000	285,272
9 Tractor 45 HP	619 or 324	-	25,000	-	-	-	25,000
10 Heavy Duty Utility Vehicle	619 or 324	-	25,000	-	-	-	25,000
11 Finish Rough Mower	619 or 324	-	55,000	-	-	-	55,000
12 Tractor 40 HP	619 or 324	-	-	22,000	-	-	22,000
13 Walk Behind Greens Mower	619 or 324	-	-	20,000	20,000	-	40,000
14 Sprayer 175 gallon	619 or 324	-	-	35,000	-	-	35,000
15 Triplex Green Mower	619 or 324	-	-	-	40,000	40,000	80,000
16 Triplex Fairway Mower	619 or 324	-	-	-	50,000	50,000	100,000
17 Green/Tee Bank Mower	619 or 324	-	-	-	-	30,000	30,000
<b>Project Capital</b>							
18 Greens Drainage	619 or 324	-	10,000	10,000	10,000	10,000	40,000
19 Parking Lot Resurfaced	619 or 324	-	10,000	-	-	-	10,000
20 Kitchen Equipment Replacement	619 or 324	-	-	20,000	-	-	20,000
21		-	-	-	-	-	-
22		-	-	-	-	-	-
23		-	-	-	-	-	-
24		-	-	-	-	-	-
25		-	-	-	-	-	-
26		-	-	-	-	-	-
27		-	-	-	-	-	-
28		-	-	-	-	-	-
29		-	-	-	-	-	-
30		-	-	-	-	-	-
31		-	-	-	-	-	-
32		-	-	-	-	-	-
33		-	-	-	-	-	-
34		-	-	-	-	-	-
<b>Total</b>		<b>153,502</b>	<b>204,002</b>	<b>186,002</b>	<b>190,000</b>	<b>200,000</b>	<b>933,506</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital							

**Justification:**

- 1 Replace loader which is over 19 years old with more efficient model
- 2 Replace aerifier which is over 15 years old with more efficient model
- 3 Upgrades to irrigation to keep course areas appropriately watered
- 4 Replace old utility vehicles with more efficient models, vehicles are 12 years old
- 5 Replace worn carpet to keep clubhouse in good shape
- 6 Replace HVAC unit which has had maintenance problems in last 5 years
- 7 Make payments as agreed on equipment purchased previously
- 8 Make payments as agreed on golf carts purchased previously
- 9 Replace loader which is over 13 years old with more efficient model
- 10 Replace vehicle that is 19 years old
- 11 Replace unit that is 9 years old, but is costing thousands of dollars a year to keep running
- 12 Replace tractor that will be 22 years old
- 13 Replace walk behind mowers that will be 20 years old
- 14 Replace sprayer that will be 15 years old
- 15 Replace mowers that will be 16 years old
- 16 Replace mowers that will be 16 years old
- 17 Replace mower that will be 15 years old
- 18 Correcting black layer issues that have lended to high costs to maintain and poor playing conditions for golfers
- 19 Resurface and stripe parking lot that is 10 years old
- 20 Original kitchen equipment needs to be replaced after 22 years

## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>	<b>TIF Revenue - Airport</b>				<b>Fund Number</b>	<b>324</b>	
<b>Department Description &amp; Purpose</b>	<i>Improvement of the Airport Economic Development Area utilizing funds captured from assessed value increase in the area over time under tax increment financing (TIF) program.</i>						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	11,187,768	11,631,287	11,200,000	7,111,555	13,400,000	2,200,000	19.6%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	68,381	80,260	84,612	35,785	79,612	(5,000)	-5.9%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	472,547	292,066	2,374,640	2,306,322	-	(2,374,640)	-100.0%
Transfers In	889,068	663,991	281,000	278,205	5,000	(276,000)	-98.2%
<b>Total Revenue</b>	<b>12,617,764</b>	<b>12,667,604</b>	<b>13,940,252</b>	<b>9,731,867</b>	<b>13,484,612</b>	<b>(455,640)</b>	<b>-3.3%</b>
<b>Expenditures by Cost Center</b>							
Airport Debt Service Payments	3,090,518	3,394,399	3,476,441	1,545,057	3,561,979	85,538	2.5%
Original Airport Economic Dev Area	1,482,280	577,745	1,022,801	344,746	740,000	(282,801)	-27.6%
Original Sample Ewing Dev Area	10,005,966	8,628,323	11,645,767	3,115,525	1,634,870	(10,010,897)	-86.0%
Portage Prairie	2,225,605	1,839,914	29,796	-	-	(29,796)	-100.0%
LaSalle Square	1,133,418	149,391	141,092	-	150,000	8,908	6.3%
Area Wide	608,709	1,650,819	8,928,695	484,011	14,238,583	5,309,888	59.5%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>18,546,496</b>	<b>16,240,591</b>	<b>25,244,592</b>	<b>5,489,339</b>	<b>20,325,432</b>	<b>(4,919,160)</b>	<b>-19.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	2,588,210	1,283,398	4,953,614	622,705	95,000	(4,858,614)	-98.1%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	25,605	-	25,000	(605)	-2.4%
Insurance (34xx)	480	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	55,475	60,631	65,000	47,579	65,000	-	0.0%
Debt Service - Principal	1,293,000	2,687,786	2,507,313	1,078,750	2,360,000	(147,313)	-5.9%
Debt Service - Interest & Fees	1,797,518	706,613	969,128	466,308	935,032	(34,096)	-3.5%
Other Services & Charges (39xx)	5,459,154	2,405,254	887,050	263,925	695,400	(191,650)	-21.6%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>11,193,837</b>	<b>7,143,681</b>	<b>9,407,710</b>	<b>2,479,268</b>	<b>4,175,432</b>	<b>(5,232,278)</b>	<b>-55.6%</b>
<b>Capital</b>	<b>7,352,659</b>	<b>9,096,910</b>	<b>15,836,882</b>	<b>3,010,072</b>	<b>16,150,000</b>	<b>313,118</b>	<b>2.0%</b>
<b>Total Expenditures by Type</b>	<b>18,546,496</b>	<b>16,240,591</b>	<b>25,244,592</b>	<b>5,489,339</b>	<b>20,325,432</b>	<b>(4,919,160)</b>	<b>-19.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(5,928,732)</b>	<b>(3,572,987)</b>	<b>(11,304,340)</b>	<b>4,242,528</b>	<b>(6,840,820)</b>		
Beginning Cash Balance	28,535,435	21,951,900	17,727,414	17,727,414	8,097,074		
Balance Sheet Adjustments	(654,803)	(651,499)	1,674,000	(207,879)	-		
<b>Ending Cash Balance</b>	<b>21,951,900</b>	<b>17,727,414</b>	<b>8,097,074</b>	<b>21,762,063</b>	<b>1,256,254</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Significant one-time revenues received in 2013: \$2M Bosch Reimbursement; \$90K reimbursement for Fire Training Facility; and \$65K for private donations for Code for America. Assumes \$2M cash carry forward into 2014.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

TIF Revenue - Airport

Fund Number

324

**2013 Accomplishments/Outcomes (4-10 required)**

Transfer of Bosch facility to new owner  
 Ignition Park improvements: infrastructure construction; environmental work; additional acquisitions  
 Begin significant work on Renaissance District project  
 Completion of Code for American project

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Promote and attract good jobs in growing sectors  
 Increase regional capacity  
 More inclusive and accessible opportunities  
 Reinvest locally created wealth into the local economy  
 Target investment for sustainable development

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
New jobs announced approved projects	ED	Outcome	100	390	75	80
Gross AV increase	ED	Effectiveness	7.00%	8.12%	25.55%	5.00%

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

TIF Revenue - Airport

Fund Number

324

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18	Ignition Park East Acq/Reloc/Demo	324	484,870	-	-	-	-	484,870
19	Ignition Park South Acq/Reloc/Demo	324	450,000	-	-	-	-	450,000
20	Ig Pk Infrastructure Phase 1B	324	7,000,000	-	-	-	-	7,000,000
21	Installment Pymt - St. Vincent's	324	138,125	138,125	-	-	-	276,250
22	Renaissance District	324	700,000	-	-	-	-	700,000
23	Commercial Corridors	324	2,000,000	-	-	-	-	2,000,000
24	Vacant & Abandoned Demos	324	-	-	-	-	-	-
25	Development Opportunity	324	5,377,005	-	-	2,599,200	5,000,000	12,976,205
26	Ignition Park West Acq/Reloc/Demo	324	-	3,836,633	-	-	-	3,836,633
27	Auten Road Construction	324	-	600,000	1,200,000	-	-	1,800,000
28	Cleveland/Dylan/Brick Intersection	324	-	120,000	-	-	-	120,000
29	Bendix Imp. - Cleveland to Lathrop	324	-	-	-	500,000	-	500,000
30	Commerce Extension - Sheridan	324	-	-	-	1,200,000	-	1,200,000
31	Eagle Way	324	-	-	-	100,000	-	100,000
32	Olive Extension north to Adams	324	-	-	-	350,000	-	350,000
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>16,150,000</b>	<b>4,694,758</b>	<b>1,200,000</b>	<b>4,749,200</b>	<b>5,000,000</b>	<b>31,793,958</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18	Completion of property acquisition, relocation and demolition for east section of Ignition Park
19	Completion of property acquisition, relocation and demolition for south section of Ignition Park
20	Estimated costs to provide next phase of infrastructure to Ignition Park & open up more land for development
21	Make payment as agreed
22	Additional costs for development of telecommunications highway project
23	First phase of work on Lincolnway West and Western Avenue Corridors
24	Assistance in effort to eliminate dilapidated structures in neighborhoods
25	Development projects which may become opportunities for our community
26	Completion of property acquisition, relocation and demolition for west section of Ignition Park
27	Infrastructure projects to support development in Airport Economic Development Area
28	Infrastructure projects to support development in Airport Economic Development Area
29	Infrastructure projects to support development in Airport Economic Development Area
30	Infrastructure projects to support development in Airport Economic Development Area
31	Infrastructure projects to support development in Airport Economic Development Area
32	Infrastructure projects to support development in Airport Economic Development Area
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Tax Incremental Financing (TIF) - Downtown **Fund Number** 420

**Department Description & Purpose** *To account for expenditures for public improvements in the central business tax incremental district. Also, transfers are made to debt service funds to meet debt obligations as they mature. Financing is provided by property tax proceeds in excess of those attributable to the assessed valuation of the property in the district before redevelopment.*

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	3,633,473	3,671,478	3,650,000	1,705,491	3,650,000	-	0.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	400,000	398,000	398,500	198,500	401,000	2,500	0.6%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	9,217	7,940	59,993	5,036	6,000	(53,993)	-90.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	78,792	584,658	554,761	266,297	355,366	(199,395)	-35.9%
Transfers In	775,482	833,768	-	3,745	6,000	6,000	-
<b>Total Revenue</b>	<b>4,896,964</b>	<b>5,495,844</b>	<b>4,663,254</b>	<b>2,179,069</b>	<b>4,418,366</b>	<b>(244,888)</b>	<b>-5.3%</b>
<b>Expenditures by Cost Center</b>							
SBCDA Debt Service	2,487,053	2,235,539	2,880,167	1,440,375	2,881,966	1,799	0.1%
SBCDA Activity Exp	3,223,700	4,911,624	2,421,935	263,606	2,785,745	363,810	15.0%
Interfund Transfers	824,558	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>6,535,311</b>	<b>7,147,163</b>	<b>5,302,102</b>	<b>1,703,981</b>	<b>5,667,711</b>	<b>365,609</b>	<b>6.9%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	337,850	371,671	203,302	45,620	77,500	(125,802)	-61.9%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	72	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	947,500	1,392,581	1,851,667	1,008,333	1,906,668	55,001	3.0%
Debt Service - Interest & Fees	1,539,552	842,958	1,029,255	432,042	975,298	(53,957)	-5.2%
Other Services & Charges (39xx)	513,775	414,419	424,050	180,585	359,000	(65,050)	-15.3%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	824,558	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>4,163,307</b>	<b>3,021,629</b>	<b>3,508,274</b>	<b>1,666,580</b>	<b>3,318,466</b>	<b>(189,808)</b>	<b>-5.4%</b>
<b>Capital</b>	<b>2,372,004</b>	<b>4,125,534</b>	<b>1,793,828</b>	<b>37,401</b>	<b>2,349,245</b>	<b>555,417</b>	<b>31.0%</b>
<b>Total Expenditures by Type</b>	<b>6,535,311</b>	<b>7,147,163</b>	<b>5,302,102</b>	<b>1,703,981</b>	<b>5,667,711</b>	<b>365,609</b>	<b>6.9%</b>
<b>Net Surplus / (deficit)</b>	<b>(1,638,347)</b>	<b>(1,651,319)</b>	<b>(638,848)</b>	<b>475,088</b>	<b>(1,249,345)</b>		
Beginning Cash Balance	5,004,735	3,348,082	1,630,693	1,630,693	991,845		
Balance Sheet Adjustments	(18,306)	(66,070)	-	(4,001)	-		
<b>Ending Cash Balance</b>	<b>3,348,082</b>	<b>1,630,693</b>	<b>991,845</b>	<b>2,101,780</b>	<b>(257,500)</b>		

Staffing (FTE's)	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014
Non-Bargaining	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 2012 Revenues included one-time receipts from pay-off of 1996 bonds and land sales. Debt service changes relate to one-time payment restructuring of 2003 bonds in 2012.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) - Downtown

Fund Number

420

**2013 Accomplishments/Outcomes (4-10 required)**

Completion of Century Center Island Park improvements  
Coveleski improvements in partnership with new owners  
Acquisition of Gates property  
Rehabilitation of structure for new Veteran's Clinic

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Promote and attract good jobs in growing sectors  
Increase regional capacity  
More inclusive and accessible opportunities  
Reinvest locally created wealth into the local economy  
Target investment for sustainable development

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
New jobs announced approved projects	ED	Outcome	50	0	50	50
Number of new residential units	ED	Output	100	6	35	105
Grow Assessed Value of area	ED	Effectiveness	5.00%	0.19%	-0.19%	2.00%

Types: output, efficiency, effectiveness, quality, outcome, technology



## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) - Downtown

Fund Number

420

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18	Streetscape improvements	420	750,000	-	-	-	-	750,000
19	Development Opportunity	420	1,599,245	-	-	-	-	1,599,245
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>2,349,245</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,349,245</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18 Plans for downtown to be determined in late 2013 as part of a strategic planning process.  
19 Plans for downtown to be determined in late 2013 as part of a strategic planning process.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Tax Incremental Financing (TIF) - West Washington</b>				<b>Fund Number</b>	<b>422</b>	
<b>Department Description &amp; Purpose</b>	To account for expenditures for public improvement projects in the West Washington Economic Development Area. Financing is provided by property tax proceeds in excess of those attributable to the assessed value of the property in the district before redevelopment.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	431,085	422,715	440,000	264,690	420,000	(20,000)	-4.5%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	3,141	3,920	4,000	857	2,000	(2,000)	-50.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>434,226</b>	<b>426,635</b>	<b>444,000</b>	<b>265,547</b>	<b>422,000</b>	<b>(22,000)</b>	<b>-5.0%</b>
<b>Expenditures by Cost Center</b>							
West Washington TIF Activities	658,344	906,749	668,815	135,870	648,915	(19,900)	-3.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>658,344</b>	<b>906,749</b>	<b>668,815</b>	<b>135,870</b>	<b>648,915</b>	<b>(19,900)</b>	<b>-3.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	23,190	6,089	1,191	1,168	-	(1,191)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	42,423	610	10,305	510	-	(10,305)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>65,613</b>	<b>6,699</b>	<b>11,496</b>	<b>1,678</b>	<b>-</b>	<b>(11,496)</b>	<b>-100.0%</b>
<b>Capital</b>	<b>592,731</b>	<b>900,050</b>	<b>657,319</b>	<b>134,192</b>	<b>648,915</b>	<b>(8,404)</b>	<b>-1.3%</b>
<b>Total Expenditures by Type</b>	<b>658,344</b>	<b>906,749</b>	<b>668,815</b>	<b>135,870</b>	<b>648,915</b>	<b>(19,900)</b>	<b>-3.0%</b>
<b>Net Surplus / (deficit)</b>	<b>(224,118)</b>	<b>(480,114)</b>	<b>(224,815)</b>	<b>129,677</b>	<b>(226,915)</b>		
Beginning Cash Balance	1,155,962	931,844	451,730	451,730	226,915		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>931,844</b>	<b>451,730</b>	<b>226,915</b>	<b>581,407</b>	<b>-</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Anticipate completion of Rushton Square and Hansel Center projects in 2013.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) - West Washington

Fund Number

422

**2013 Accomplishments/Outcomes (4-10 required)**

Completion of Rushton Square project  
Completion of Hansel Center project

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Identification of appropriate projects for City involvement	3
Invest for growth to maximize funding for appropriately effective projects	3
Review possible expansion of area to enhance development	3
More inclusive and accessible opportunities	3
Reinvest locally created wealth into the local economy	3
Target investment for sustainable development	3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Grow Assessed Value in area	ED	Effectiveness	5%	4.77%	22.28%	4.00%

Types: output, efficiency, effectiveness, quality, outcome, technology

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) - West Washington

Fund Number

422

### Five-Year Capital Improvement Plan

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
19	West Washington Activities	422	648,915	440,000	-	-	-	1,088,915
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>648,915</b>	<b>440,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,088,915</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Redevelopment Retail &amp; Leighton Plaza</b>				<b>Fund Number</b>	<b>425</b>	
<b>Department Description &amp; Purpose</b>	Upkeep and management of the Michigan Street Shops, Leighton Plaza, and Wayne Street Retail spaces in downtown.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	334	383	500	186	500	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	112,761	131,416	176,234	86,218	163,803	(12,431)	-7.1%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>113,095</b>	<b>131,799</b>	<b>176,734</b>	<b>86,404</b>	<b>164,303</b>	<b>(12,431)</b>	<b>-7.0%</b>
<b>Expenditures by Cost Center</b>							
Leighton Retail	126,900	89,830	100,409	34,407	112,104	11,695	11.6%
Leighton Plaza	26,255	22,591	33,918	15,674	31,500	(2,418)	-7.1%
Wayne Street Retail	9,709	23,462	16,858	3,775	5,821	(11,037)	-65.5%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>162,864</b>	<b>135,883</b>	<b>151,185</b>	<b>53,856</b>	<b>149,425</b>	<b>(1,760)</b>	<b>-1.2%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	<b>9,300</b>	<b>7,366</b>	<b>11,432</b>	<b>1,175</b>	<b>9,450</b>	<b>(1,982)</b>	<b>-17.3%</b>
Professional Services (31xx)	11,115	14,135	10,905	-	7,000	(3,905)	-35.8%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	17,018	4,922	9,182	3,428	7,392	(1,790)	-19.5%
Repairs & Maintenance (36xx)	83,083	56,703	65,113	29,754	64,870	(243)	-0.4%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	38,048	38,757	47,527	19,498	39,661	(7,866)	-16.6%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>149,264</b>	<b>114,517</b>	<b>132,727</b>	<b>52,679</b>	<b>118,923</b>	<b>(13,804)</b>	<b>-10.4%</b>
<b>Capital</b>	<b>4,300</b>	<b>14,000</b>	<b>7,026</b>	<b>-</b>	<b>21,052</b>	<b>14,026</b>	<b>199.6%</b>
<b>Total Expenditures by Type</b>	<b>162,864</b>	<b>135,883</b>	<b>151,185</b>	<b>53,855</b>	<b>149,425</b>	<b>(1,760)</b>	<b>-1.2%</b>
<b>Net Surplus / (deficit)</b>	<b>(49,769)</b>	<b>(4,084)</b>	<b>25,549</b>	<b>32,549</b>	<b>14,878</b>		
Beginning Cash Balance	149,244	99,475	95,394	95,394	120,943		
Balance Sheet Adjustments	-	3	-	-	-		
<b>Ending Cash Balance</b>	<b>99,475</b>	<b>95,394</b>	<b>120,943</b>	<b>127,944</b>	<b>135,821</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
 Keep retail spaces maintained and occupied to complement a vibrant downtown.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Redevelopment Retail & Leighton Plaza

Fund Number

425

**2013 Accomplishments/Outcomes (4-10 required)**

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Upgrade AVAC units	3
Maintain full occupancy	3
Replace awnings	3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Collect rents as stated in lease terms	ED	Efficiency	95%	101%	90%	90%
Maintain occupancy	ED	Effectiveness	95%	93%	90%	90%

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Redevelopment Retail & Leighton Plaza

Fund Number

425

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1	Replace HVAC units as necessary	425	-	-	-	-	-	-
2	Awning replacement	425	7,026	-	-	-	-	7,026
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<b>Project Capital</b>								
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34								
<b>Total</b>			<b>7,026</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,026</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

**Justification:**

1 Current units are old and do not work efficiently  
 2 Awnings showing wear and tear  
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## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>		<b>Tax Incremental Financing (TIF) - Central Medical Service Area</b>				<b>Fund Number</b> <b>426</b>	
<b>Department Description &amp; Purpose</b>		To account for expenditures for public improvements in the central business tax incremental district, medical service area. Financing is provided by property tax proceeds in excess of those attributable to the assessed valuation of the property in the district before redevelopment.					
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	1,704,238	1,606,915	1,720,000	613,185	1,600,000	(120,000)	-7.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	10,028	16,841	10,000	7,809	15,000	5,000	50.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,714,266</b>	<b>1,623,756</b>	<b>1,730,000</b>	<b>620,994</b>	<b>1,615,000</b>	<b>(115,000)</b>	<b>-6.6%</b>
<b>Expenditures by Cost Center</b>							
Central Medical TIF Activities	2,094,737	1,262,380	4,770,544	629,024	3,702,500	(1,068,044)	-22.4%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,094,737</b>	<b>1,262,380</b>	<b>4,770,544</b>	<b>629,024</b>	<b>3,702,500</b>	<b>(1,068,044)</b>	<b>-22.4%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>							
	-	-	-	-	-	-	-
Professional Services (31xx)	145,851	176,938	304,171	43,187	2,500	(301,671)	-99.2%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	69,399	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>215,250</b>	<b>176,938</b>	<b>304,171</b>	<b>43,187</b>	<b>2,500</b>	<b>(301,671)</b>	<b>-99.2%</b>
<b>Capital</b>	<b>1,879,487</b>	<b>1,085,442</b>	<b>4,466,373</b>	<b>585,837</b>	<b>3,700,000</b>	<b>(766,373)</b>	<b>-17.2%</b>
<b>Total Expenditures by Type</b>	<b>2,094,737</b>	<b>1,262,380</b>	<b>4,770,544</b>	<b>629,024</b>	<b>3,702,500</b>	<b>(1,068,044)</b>	<b>-22.4%</b>
<b>Net Surplus / (deficit)</b>	<b>(380,471)</b>	<b>361,376</b>	<b>(3,040,544)</b>	<b>(8,030)</b>	<b>(2,087,500)</b>		
Beginning Cash Balance	3,878,193	3,497,725	3,859,101	3,859,101	3,018,557		
Balance Sheet Adjustments	3	-	2,200,000	-	-		
<b>Ending Cash Balance</b>	<b>3,497,725</b>	<b>3,859,101</b>	<b>3,018,557</b>	<b>3,851,071</b>	<b>931,057</b>		
<b>Staffing (FTE's)</b>							
	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Anticipated 2014 projects include 2-way streets along with some possible parking lot and structure upgrades. Assume cash carry forward of \$2.2M.



## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) - Central Medical Service Area

Fund Number 426

**2013 Accomplishments/Outcomes (4-10 required)**

Zero audit findings  
Complete Skyway bridge upgrades  
Complete Memorial Campus street improvements  
Complete Skyway building improvements

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Increase regional capacity  
Target investment for sustainable development  
Reinvest locally created wealth into the local economy  
More inclusive and accessible opportunities

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Grow Assessed Value in area	ED	Effectiveness	2.00%	.92%	-38.52%	2.00%

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

Tax Incremental Financing (TIF) - Central Medical Service Area

Fund Number 426

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
<b>Replacement Capital</b>								
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
<b>Project Capital</b>								
18	2-Way Streets	426	3,700,000	-	-	-	-	3,700,000
19	Bartlett St. - new entrance & pkg	426	-	2,925,000	-	-	-	2,925,000
20	Office Bldg - west façade	426	-	-	525,000	-	-	525,000
21	Civic Theatre upgrades	426	-	-	400,000	-	-	400,000
22	MRI area - columns & screenwall	426	-	-	230,000	-	-	230,000
23	Fencing btwn bank & Skyway	426	-	-	100,000	-	-	100,000
24	Fencing & landscaping -so. Skyway	426	-	-	185,000	-	-	185,000
25	Mar-Main building upgrades	426	-	-	290,000	-	-	290,000
26	NIPSCO building	426	-	-	450,000	-	-	450,000
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
<b>Total</b>			<b>3,700,000</b>	<b>2,925,000</b>	<b>2,180,000</b>	<b>-</b>	<b>-</b>	<b>8,805,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18	Demolish old Pizza Hut building and create new parking lot for Memorial Hospital employees
19	Widen Bartlett St. from Michigan to Main Street and reconfigure north parking lot.
20	Upgrade façade on west side of office building
21	Assist in preparation of building addition for South Bend Civic Theatre
22	Upgrade façade on MRI area - part of agreement with Memorial Hospital
23	Decorative fence and columns between bank and Skyway Building - part of agreement with Memorial Hospital
24	Decorative fence, columns and landscaping on south side of Skyway - part of agreement with Memorial Hospital
25	Completion of façade project on east side of Michigan - part of agreement with Memorial Hospital
26	Completion of façade project on east side of Michigan - part of agreement with Memorial Hospital
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Tax Incremental Financing (TIF) - Northeast Development</b>				<b>Fund Number</b>	<b>429</b>	
<b>Department Description &amp; Purpose</b>	To account for expenditures for public improvements in the northeast development tax incremental district. Financing is provided by property tax proceeds in excess of those attributable to the assessed valuation of the property in the district before redevelopment.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	715,063	1,351,048	820,000	431,979	820,000	-	0.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,040	5,286	3,000	4,758	7,000	4,000	133.3%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>716,103</b>	<b>1,356,334</b>	<b>823,000</b>	<b>436,737</b>	<b>827,000</b>	<b>4,000</b>	<b>0.5%</b>
<b>Expenditures by Cost Center</b>							
NNDA TIF Activities	36,795	38,788	2,388,995	31,165	2,350,000	(38,995)	-1.6%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>36,795</b>	<b>38,788</b>	<b>2,388,995</b>	<b>31,165</b>	<b>2,350,000</b>	<b>(38,995)</b>	<b>-1.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	5,795	38,684	50,305	9,101	20,000	(30,305)	-60.2%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	104	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	29,800	22,064	-	(29,800)	-100.0%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>5,795</b>	<b>38,788</b>	<b>80,105</b>	<b>31,165</b>	<b>20,000</b>	<b>(60,105)</b>	<b>-75.0%</b>
<b>Capital</b>	<b>31,000</b>	<b>-</b>	<b>2,308,890</b>	<b>-</b>	<b>2,330,000</b>	<b>21,110</b>	<b>0.9%</b>
<b>Total Expenditures by Type</b>	<b>36,795</b>	<b>38,788</b>	<b>2,388,995</b>	<b>31,165</b>	<b>2,350,000</b>	<b>(38,995)</b>	<b>-1.6%</b>
<b>Net Surplus / (deficit)</b>	<b>679,308</b>	<b>1,317,546</b>	<b>(1,565,995)</b>	<b>405,572</b>	<b>(1,523,000)</b>		
Beginning Cash Balance	222,770	902,078	2,219,624	2,219,624	2,853,629		
Balance Sheet Adjustments	-	-	2,200,000	(1)	-		
<b>Ending Cash Balance</b>	<b>902,078</b>	<b>2,219,624</b>	<b>2,853,629</b>	<b>2,625,195</b>	<b>1,330,629</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Anticipate \$2.2M in unencumbered cash at 12/31/13.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) - Northeast Development

Fund Number

429

**2013 Accomplishments/Outcomes (4-10 required)**

Complete 5-Points Utility Study  
 Complete Demolition for AEP Easement  
 Contract for Hill Street Project with South Bend Heritage Foundation  
 Contract for 5-Points Utility Work

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Zero audit findings  
 Invest funds for growth to maximize available cash for projects  
 Reinvest locally created wealth into the local economy  
 Target investment for sustainable development

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Gross Assessed Value for area	ED	Effectiveness	5%	105.58%	-28.23%	5%

Types: output, efficiency, effectiveness, quality, outcome, technology

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name Tax Incremental Financing (TIF) - Northeast Development Fund Number 429

### Five-Year Capital Improvement Plan

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
	<b>Replacement Capital</b>							
1			-	-	-	-	-	-
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18	5 Points Infrastructure	429	2,000,000	-	-	-	-	2,000,000
19	South Eddy Streetscape	429	-	1,400,000	1,700,000	-	-	3,100,000
20	Development Opportunity	429	330,000	-	-	-	-	330,000
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>2,330,000</b>	<b>1,400,000</b>	<b>1,700,000</b>	<b>-</b>	<b>-</b>	<b>5,430,000</b>
Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital								

### Justification:

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18 Develop plans to improve area  
19 Improve 5 Points intersection  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Tax Incremental Financing (TIF) No. 1 - Southside Development **Fund Number** 430

**Department Description & Purpose** To account for expenditures for improvements in the southside development tax incremental district no. 1. Financing is provided by property tax proceeds in excess of those attributable to the assessed valuation of the property in the district before redevelopment.

Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	1,808,952	2,466,203	1,820,000	1,381,537	2,500,000	680,000	37.4%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	10,154	19,939	20,000	11,235	15,000	(5,000)	-25.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	4,200	-	-	-	-	-
Transfers In	-	1,401,397	-	-	1,100,000	1,100,000	-
<b>Total Revenue</b>	<b>1,819,106</b>	<b>3,891,739</b>	<b>1,840,000</b>	<b>1,392,772</b>	<b>3,615,000</b>	<b>1,775,000</b>	<b>96.5%</b>

<b>Expenditures by Cost Center</b>							
SSDA #1 Erskin Common Activities	2,235,661	2,247,813	6,122,885	696,851	5,700,000	(422,885)	-6.9%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,235,661</b>	<b>2,247,813</b>	<b>6,122,885</b>	<b>696,851</b>	<b>5,700,000</b>	<b>(422,885)</b>	<b>-6.9%</b>

<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-

<b>Supplies</b>							
	-	-	-	-	-	-	-

Professional Services (31xx)	819,218	881,580	785,730	289,100	-	(785,730)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	32,244	38,303	7,725	360	7,500	(225)	-2.9%
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>851,462</b>	<b>919,883</b>	<b>793,455</b>	<b>289,460</b>	<b>7,500</b>	<b>(785,955)</b>	<b>-99.1%</b>

<b>Capital</b>							
	1,384,199	1,327,930	5,329,430	407,391	5,692,500	363,070	6.8%

<b>Total Expenditures by Type</b>							
	<b>2,235,661</b>	<b>2,247,813</b>	<b>6,122,885</b>	<b>696,851</b>	<b>5,700,000</b>	<b>(422,885)</b>	<b>-6.9%</b>

<b>Net Surplus / (deficit)</b>	<b>(416,555)</b>	<b>1,643,926</b>	<b>(4,282,885)</b>	<b>695,921</b>	<b>(2,085,000)</b>		
Beginning Cash Balance	4,167,405	3,750,850	5,394,776	5,394,776	2,111,891		
Balance Sheet Adjustments	-	-	1,000,000	-	-		
<b>Ending Cash Balance</b>	<b>3,750,850</b>	<b>5,394,776</b>	<b>2,111,891</b>	<b>6,090,697</b>	<b>26,891</b>		

<b>Staffing (FTE's)</b>							
	2011 Actual	2012 Actual	2013 Budget	6/30/13 Actual	2014 Budget	Variance 2013-2014	
Non-Bargaining	-	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	-
<b>Total FTE's</b>	-	-	-	-	-	-	-

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
2014 Assumes \$1M cash carry forward.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) No. 1 - Southside Development

Fund Number 430

**2013 Accomplishments/Outcomes (4-10 required)**

Zero audit findings  
Continue work on Main/Lafayette crossover as appropriate  
Contract for work on Fellows Street Connector  
Finish work on Erskine Plaza Ponds

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Promote and attract good jobs in growing sectors  
Increase regional capacity  
More inclusive and accessible opportunities  
Target investment for sustainable development

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Increase Assessed Value in area	ED	Effectiveness	5.00%	11.53%	-0.59%	5.00%

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name Tax Incremental Financing (TIF) No. 1 - Southside Development Fund Number 430

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
	<b>Project Capital</b>							
18	Ireland Road Improvements	430	750,000	-	-	-	-	750,000
19	Sidewalk along Golf Course	430	100,000	-	-	-	-	100,000
20	Walter Street Sidewalks	430	100,000	-	-	-	-	100,000
21	Development Opportunity	430	4,742,500	-	-	-	-	4,742,500
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>5,692,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,692,500</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18 State re-route of US-31 interchange requires upgrade of Fellows Street to handle significant increase in traffic.  
19 Improve traffic flow in South Side area  
20 Infrastructure, utility upgrades and extensions to facilitate development of last major property on Ireland Road Corridor.  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

**Fund Name** Tax Incremental Financing (TIF) No. 3 - Southside Development **Fund Number** 432

**Department Description & Purpose** To account for expenditures for improvements in the southside development tax incremental district no. 3. Financing is provided by property tax proceeds in excess of those attributable to the assessed valuation of the property in the district before redevelopment.

Description	2011	2012	2013	6/30/13	2014	Variance	%
	Actual	Actual	Amended Budget	Actual	Proposed Budget	2013-2014	Chg
<b>Revenue</b>							
Property Taxes	1,603,182	-	1,331,000	659,735	-	(1,331,000)	-100.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	13,192	27,801	15,000	11,524	15,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,616,374</b>	<b>27,801</b>	<b>1,346,000</b>	<b>671,259</b>	<b>15,000</b>	<b>(1,331,000)</b>	<b>-98.9%</b>
<b>Expenditures by Cost Center</b>							
SSDA#3 Erskine Village Debt Serv	496,080	149,809	500,000	344,898	493,495	(6,505)	-1.3%
SSDA #3 Activities	-	-	1,268	1,157	-	(1,268)	-100.0%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>496,080</b>	<b>149,809</b>	<b>501,268</b>	<b>346,055</b>	<b>493,495</b>	<b>(7,773)</b>	<b>-1.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	1,268	1,157	-	(1,268)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	496,080	149,809	195,000	195,000	210,000	15,000	7.7%
Debt Service - Interest & Fees	-	-	305,000	149,898	283,495	(21,505)	-7.1%
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>496,080</b>	<b>149,809</b>	<b>501,268</b>	<b>346,055</b>	<b>493,495</b>	<b>(7,773)</b>	<b>-1.6%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>496,080</b>	<b>149,809</b>	<b>501,268</b>	<b>346,055</b>	<b>493,495</b>	<b>(7,773)</b>	<b>-1.6%</b>
<b>Net Surplus / (deficit)</b>	<b>1,120,294</b>	<b>(122,008)</b>	<b>844,732</b>	<b>325,205</b>	<b>(478,495)</b>		
Beginning Cash Balance	4,569,341	5,689,635	5,567,627	5,567,627	6,412,359		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>5,689,635</b>	<b>5,567,627</b>	<b>6,412,359</b>	<b>5,892,832</b>	<b>5,933,864</b>		

Staffing (FTE's)	2011	2012	2013	6/30/13	2014	Variance
	Actual	Actual	Budget	Actual	Budget	2013-2014
Non-Bargaining	-	-	-	-	-	-
Bargaining	-	-	-	-	-	-
Part-Time /Seasonal/Temporary	-	-	-	-	-	-
<b>Total FTE's</b>	-	-	-	-	-	-

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**  
Used for debt service only, cannot payoff until 2017 at the earliest, though exploring options to make most financial sense for the City.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) No. 3 - Southside Development

Fund Number 432

**2013 Accomplishments/Outcomes (4-10 required)**

Debt service payments made as required  
Invest for growth to cover early payoff  
Zero audit findings  
Request last tax distribution to prepare way for closing TIF

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

**City Strategy  
Number**

Make debt service payments as required	2
Invest for growth to cover early payoff	2
Zero audit findings	2
Receive last tax distribution necessary to ensure ability to fund early payoff in 2017	2

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection

Types: output, efficiency, effectiveness, quality, outcome, technology

## City of South Bend, Indiana 2014 Budget Departmental Summary

<b>Fund Name</b>	<b>Tax Incremental Financing (TIF) - Douglas Road</b>				<b>Fund Number</b>	<b>435</b>	
<b>Department Description &amp; Purpose</b>	<i>To account for expenditures for improvements in the Douglas Road development tax incremental district. Financing is provided by property tax proceeds in excess of those attributable to the assessed valuation of the property in the district before redevelopment.</i>						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	306,053	285,713	320,000	164,168	320,000	-	0.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	246	723	1,000	245	750	(250)	-25.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>306,299</b>	<b>286,436</b>	<b>321,000</b>	<b>164,413</b>	<b>320,750</b>	<b>(250)</b>	<b>-0.1%</b>
<b>Expenditures by Cost Center</b>							
Douglas Road Debt Service	251,938	290,460	190,461	95,231	190,463	2	0.0%
Douglas Road TIF Activities	18,486	27,723	264,321	257	155,000	(109,321)	-41.4%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>270,424</b>	<b>318,183</b>	<b>454,782</b>	<b>95,488</b>	<b>345,463</b>	<b>(109,319)</b>	<b>-24.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	18,486	19,223	4,782	257	-	(4,782)	-100.0%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	166,354	211,761	122,481	60,485	128,682	6,201	5.1%
Debt Service - Interest & Fees	85,584	78,699	67,980	34,746	61,781	(6,199)	-9.1%
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>270,424</b>	<b>309,683</b>	<b>195,243</b>	<b>95,488</b>	<b>190,463</b>	<b>(4,780)</b>	<b>-2.4%</b>
<b>Capital</b>	-	8,500	259,539	-	155,000	(104,539)	-40.3%
<b>Total Expenditures by Type</b>	<b>270,424</b>	<b>318,183</b>	<b>454,782</b>	<b>95,488</b>	<b>345,463</b>	<b>(109,319)</b>	<b>-24.0%</b>
<b>Net Surplus / (deficit)</b>	<b>35,875</b>	<b>(31,747)</b>	<b>(133,782)</b>	<b>68,925</b>	<b>(24,713)</b>		
Beginning Cash Balance	156,796	192,671	160,924	160,924	27,142		
Balance Sheet Adjustments	-	-	-	2	-		
<b>Ending Cash Balance</b>	<b>192,671</b>	<b>160,924</b>	<b>27,142</b>	<b>229,851</b>	<b>2,429</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	-	-	-	-	-	-	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Only significant project remaining is the construction of a dedicated turn lane on Douglas Road. After that, anticipate repayment of debt to Mishawaka and Major Moves as quickly as possible so TIF area can be closed.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) - Douglas Road

Fund Number 435

**2013 Accomplishments/Outcomes (4-10 required)**

Engineering work for Douglas Road turn lane  
Paid \$100,000 additional principal on debt to Mishawaka  
Zero audit findings

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Construct dedicated turn lane on Douglas Road  
Increase regional capacity  
More inclusive and accessible opportunities  
Reinvest locally created wealth into the local economy  
Target investment for sustainable development

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**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Grow Assessed Value in the area	ED	Effectiveness	5.00%	9.82%	-43.37%	5.00%

Types: output, efficiency, effectiveness, quality, outcome, technology

**City of South Bend, Indiana  
2014 Budget Departmental Summary**

Fund Name

**Tax Incremental Financing (TIF) - Douglas Road**

Fund Number

**435**

**Five-Year Capital Improvement Plan**

	Name	Funding Source	2014 Budget	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Total
1	<b>Replacement Capital</b>							
2			-	-	-	-	-	-
3			-	-	-	-	-	-
4			-	-	-	-	-	-
5			-	-	-	-	-	-
6			-	-	-	-	-	-
7			-	-	-	-	-	-
8			-	-	-	-	-	-
9			-	-	-	-	-	-
10			-	-	-	-	-	-
11			-	-	-	-	-	-
12			-	-	-	-	-	-
13			-	-	-	-	-	-
14			-	-	-	-	-	-
15			-	-	-	-	-	-
16			-	-	-	-	-	-
17			-	-	-	-	-	-
18	<b>Project Capital</b>							
18	Douglas Road Turn Lane	435	125,000	-	-	-	-	125,000
19	Development Opportunity	435	30,000	-	-	-	-	30,000
20			-	-	-	-	-	-
21			-	-	-	-	-	-
22			-	-	-	-	-	-
23			-	-	-	-	-	-
24			-	-	-	-	-	-
25			-	-	-	-	-	-
26			-	-	-	-	-	-
27			-	-	-	-	-	-
28			-	-	-	-	-	-
29			-	-	-	-	-	-
30			-	-	-	-	-	-
31			-	-	-	-	-	-
32			-	-	-	-	-	-
33			-	-	-	-	-	-
34			-	-	-	-	-	-
	<b>Total</b>		<b>155,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>155,000</b>

Funding Sources: Cash, Lease, Grant, Bond, Contributed Capital

**Justification:**

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18 Construct dedicated turn lane to improve traffic flow  
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**City of South Bend, Indiana  
2014 Budget Departmental Summary**

<b>Fund Name</b>	<b>Tax Incremental Financing (TIF) - Northeast Residential</b>				<b>Fund Number</b>	<b>436</b>	
<b>Department Description &amp; Purpose</b>	To account for expenditures for improvements in the Northeast Neighborhood Residential development tax incremental district. Financing is provided by property tax proceeds in excess of those attributable to the assessed valuation of the property in the district before redevelopment.						
<b>Description</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Proposed Budget</b>	<b>Variance 2013-2014</b>	<b>% Chg</b>
<b>Revenue</b>							
Property Taxes	2,446,103	2,514,048	2,450,000	1,340,028	2,500,000	50,000	2.0%
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,266	10,211	10,000	5,702	10,000	-	0.0%
Bond Proceeds	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,448,369</b>	<b>2,524,259</b>	<b>2,460,000</b>	<b>1,345,730</b>	<b>2,510,000</b>	<b>50,000</b>	<b>2.0%</b>
<b>Expenditures by Cost Center</b>							
Northeast Residential TIF Debt Serv	2,391,373	897,251	3,228,227	1,567,838	3,321,228	93,001	2.9%
Northeast Residential TIF Activity	-	-	-	-	-	-	-
Other	-	-	1,730	1,370	2,000	270	15.6%
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Total Cost Center Expenditures</b>	<b>2,391,373</b>	<b>897,251</b>	<b>3,229,957</b>	<b>1,569,208</b>	<b>3,323,228</b>	<b>93,271</b>	<b>2.9%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	-	-	-	-	-	-	-
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	6,423	1,137	1,730	1,370	2,000	270	15.6%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	2,384,000	594,726	1,103,652	500,569	1,243,962	140,310	12.7%
Debt Service - Interest & Fees	950	301,388	2,124,575	1,067,269	2,076,316	(48,259)	-2.3%
Other Services & Charges (39xx)	-	-	-	-	950	950	-
Grants & Subsidies	-	-	-	-	-	-	-
Payment In Lieu of Taxes	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>2,391,373</b>	<b>897,251</b>	<b>3,229,957</b>	<b>1,569,208</b>	<b>3,323,228</b>	<b>93,271</b>	<b>2.9%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>2,391,373</b>	<b>897,251</b>	<b>3,229,957</b>	<b>1,569,208</b>	<b>3,323,228</b>	<b>93,271</b>	<b>2.9%</b>
<b>Net Surplus / (deficit)</b>	<b>56,996</b>	<b>1,627,008</b>	<b>(769,957)</b>	<b>(223,478)</b>	<b>(813,228)</b>		
Beginning Cash Balance	1,817,307	1,874,303	3,501,311	3,501,311	2,731,354		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,874,303</b>	<b>3,501,311</b>	<b>2,731,354</b>	<b>3,277,833</b>	<b>1,918,126</b>		
<b>Staffing (FTE's)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>6/30/13 Actual</b>	<b>2014 Budget</b>	<b>Variance 2013-2014</b>	
Non-Bargaining	-	-	-	-	-	-	
Bargaining	-	-	-	-	-	-	
Part-Time /Seasonal/Temporary	-	-	-	-	-	-	
<b>Total FTE's</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Explain Significant Revenue, Expenditure and Staffing Changes Below:**

Only paying debt service and small administrative cost of TIF requirements.

## City of South Bend, Indiana 2014 Budget Departmental Summary

Fund Name

Tax Incremental Financing (TIF) - Northeast Residential

Fund Number

436

**2013 Accomplishments/Outcomes (4-10 required)**

Make debt service payments on time

**2014 Department Goals & Objectives/Linkage to City Strategies (4-10 required)**

City Strategy  
Number

Work with developer to encourage construction of remaining pieces of original project as appropriate

3

Reinvest locally created wealth into the local economy

3

Target investment for sustainable development

3

**2014 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

**Key Performance Indicators**

Measure	Mayoral Goal	Type	Target	2012 Actual (if available)	2013 Estimated (if available)	2014 Projection
Grow Assessed Value in area	ED	Effectiveness	10.00%	5.05%	2.22%	2.00%

Types: output, efficiency, effectiveness, quality, outcome, technology