



CITY OF SOUTH BEND, IN JAMES MUELLER, MAYOR
DEPARTMENT OF ADMINISTRATION AND FINANCE

2021 PROPOSED BUDGET

Budget Hearing #5: Strategic Initiatives
September 9, 2020

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2021 Budget Hearing #5: Strategic Initiatives

September 9, 2020



Follow-Up: Strategic Operations

Office of Community Initiatives & Recreation Division

GOING ALL IN ON RECREATION FOR SOUTH BEND.

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

OUR MISSION



PLAN GOALS

- **Recreation Division structure and operating playbook is outdated.**

The industry has evolved greatly in the past two decades, but our strategies have remained relatively consistent. Simultaneously, every area within the VPA department, apart from the Recreation Division, has seen a dramatic shift in organization over the past four years – the recreation model is no longer structured well within the department.

- **Roles are maligned & some positions are underpaid.**

A survey completed by the full-time recreation division staff revealed that over 80% of the team believed the division was overdue for a reorganization. A 2019 salary study by Human Resources illustrated that, compared to other city employees in similar job categories, most recreation division employees were paid less than the average wage in that category. This range below average varied had a median of 8% below with the most egregious at 20% below average.

- **Critical community needs continue to be accentuated.**

Statistics related to crime, shootings, educational achievement, economic disparities, and public health/wellness continue to worsen. Our operations, goals, and strategies within the Recreation Division should be measurable and directly aligned with addressing these critical community needs.

- **Share community resources / Reduce redundancies / Focus on core competencies**

There are dozens of community organizations who share common goals and visions to advance our city. There is often a duplication of resources, surface-level collaboration, and an environment that discourages specialization. Historical hurts, artificial boundaries, trust, and fear have kept us from achieving our full collective and collaborative potential.

- **Achieve Financial Operational Sustainability in Parks 201 Fund**

Recent property tax caps coupled with a global financial crisis – in back to back years – has caused the Parks Fund 201 to be in an unsustainable financial position. Combined, the loss in tax revenues and decrease in other earned revenues has approximately a \$2M impact to the Parks 201 Fund alone.

PLAN DEVELOPMENT

- **SB Stat & Drucker Institute Recreation Studies / Consulting (2017 – 2019)**
- **VPA 5 Year Plan (2016-2021)**
- **NRPA Peer Benchmarking (on-going)**
- **VPA Strategy Retreat (January 2020)**
- **Staff Meeting & Survey (January 2020)**
- **One-on-One Staff Meetings // Leadership & Human Resources (February/March 2020)**
- **VPA Recreation Division Meeting (March 2020)**
- **VPA Recreation Division Meeting (August 2020)**
- **Board of Park Commissioners / Council Leadership / Mayor's Office (August 2020)**

PROGRAM SITES

6 primary programming facilities.



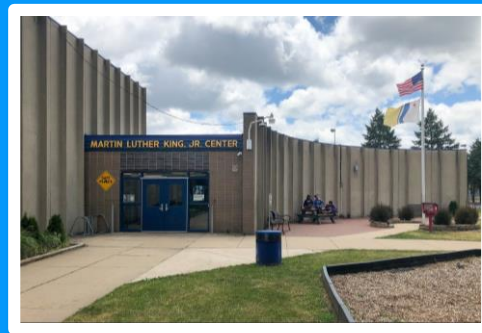
RUM VILLAGE
Nature Center



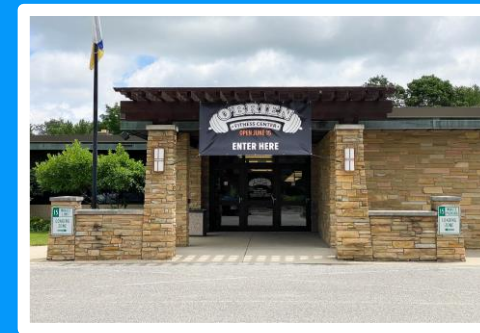
CHARLES BLACK
Community Center



HOWARD PARK
Event Center



MARTIN LUTHER KING, JR.
Community Center



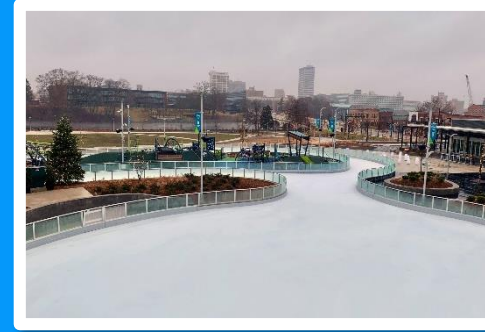
O'BRIEN
Fitness Center



PINHOOK
Community Center

PROGRAM SITES

6 Recreational Attractions



HOWARD PARK
Ice Trail



EAST RACE
Waterway



BYERS
Softball Complex



LEEPER
Tennis Center



POTAWATOMI
Pool



KENNEDY
Water Playground

BOOMIN' PARKS TOUR

Mobile programming initiative



WHO WE SERVE

Everyone in the community from cradle to grave.

YOUTH

FAMILIES

STUDENTS

YOUNG ADULTS

SENIORS

AREAS OF FOCUS



EDUCATION



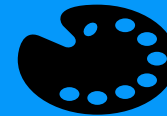
**FITNESS/
HEALTH &
WELLNESS**



MENTORSHIP

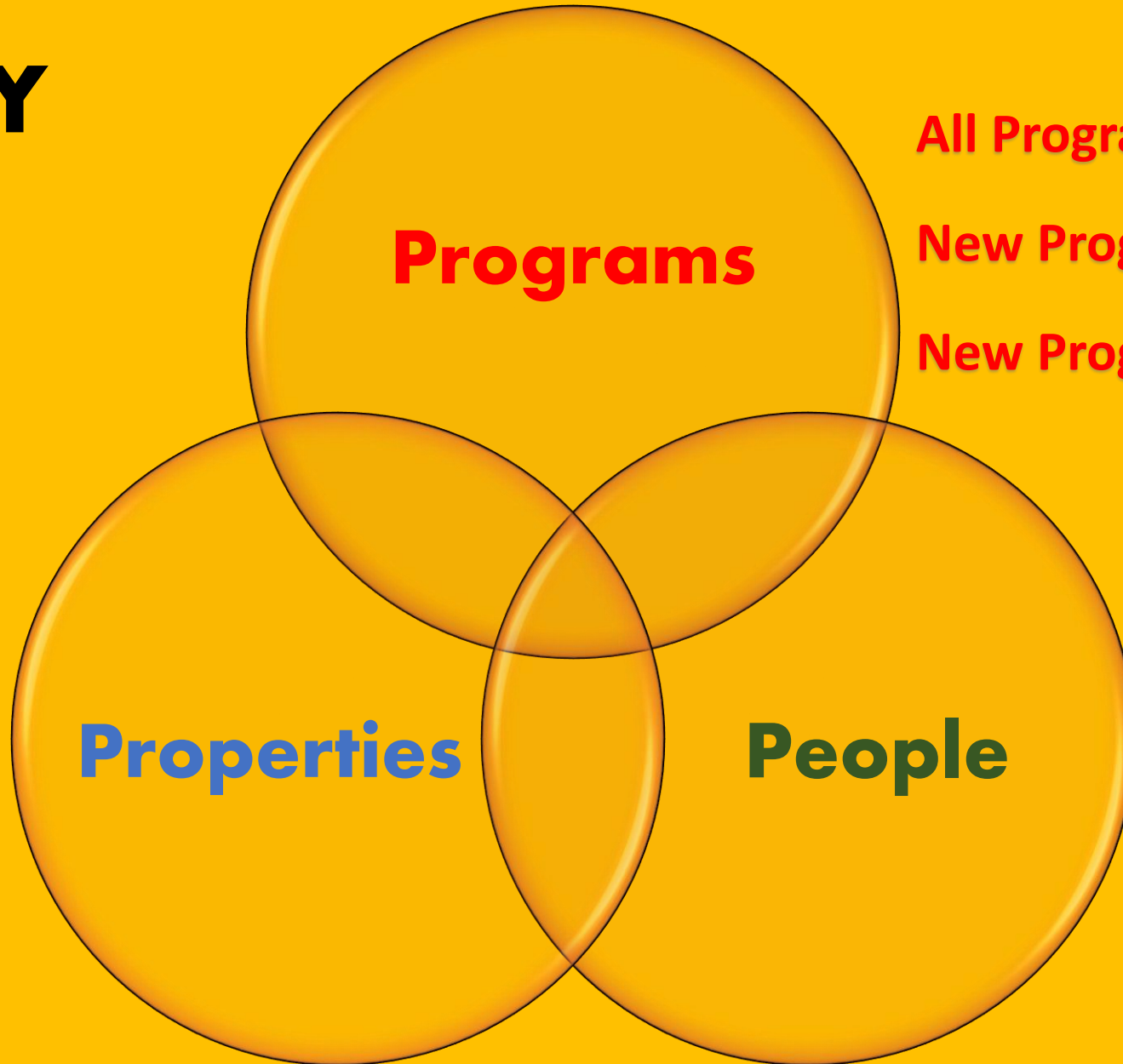


TECHNOLOGY



ARTS

STRATEGY



All Programs Retained

New Program Center

New Program Grants

R&M Budget Whole

\$50K Annual Facility Enhancements

\$300K @ LaSalle Park

Streamlined Org

Salary Increases

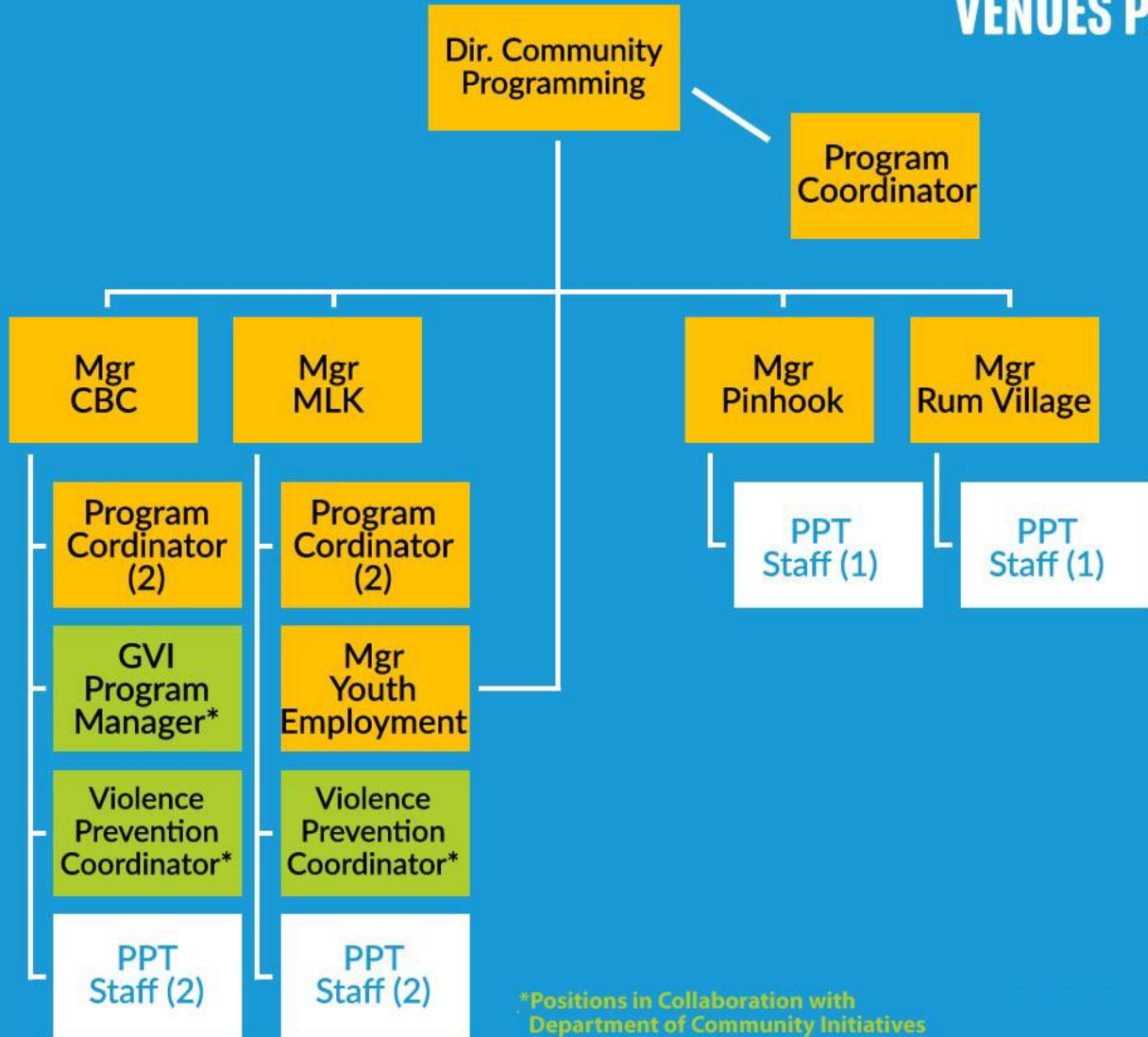
Increase #s at Program Sites

COMMUNITY PROGRAMMING

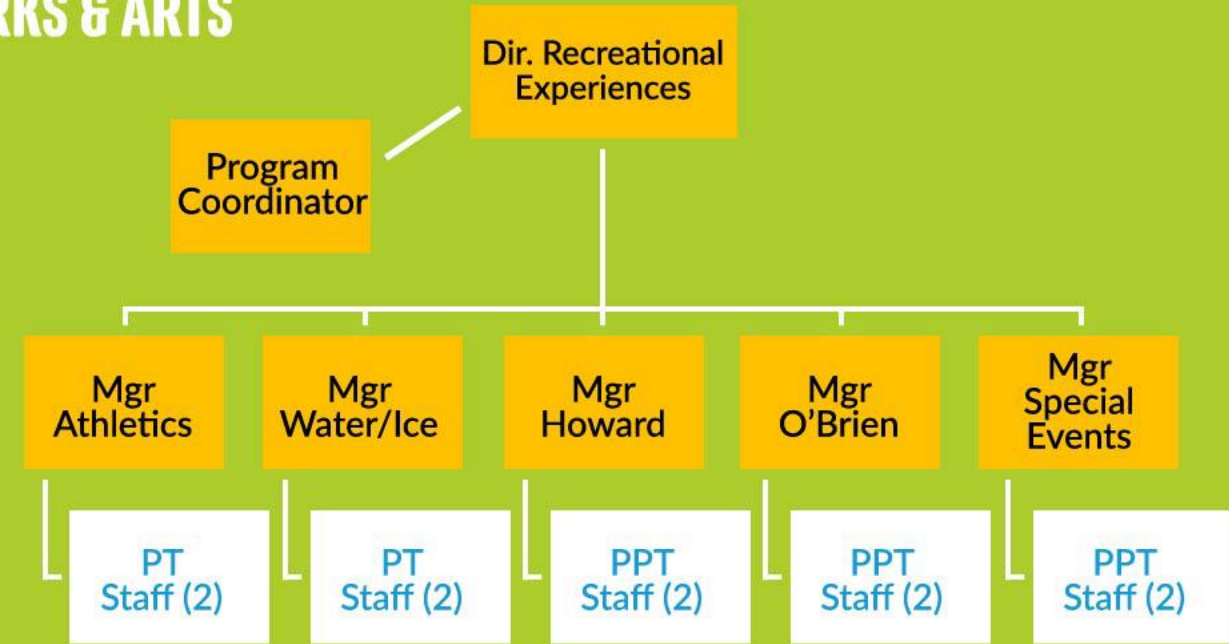


RECREATIONAL EXPERIENCES

CITY OF SOUTH BEND VENUES PARKS & ARTS



*Positions in Collaboration with Department of Community Initiatives



PARKS SUMMARY

Proposed Eliminations 9

Finance* (*Howard*)

Marketing* (*Howard*)

Assistant Director (*O'Brien*)

Naturalist (*Rum Village*)

3x Program Coordinators
(*O'Brien*)

Program Coordinator (*CBC*)

Program Coordinator (*MLK*)

**Discussed at Previous Budget Mtgs.*

Proposed Additions 3+

Director, Community Programming
(*CBC/MLK*)

Program Coordinator (*CBC/MLK*)

Community
Center Manager (*Pinhook*)

PPT Recreation Positions (*Various*)
-Events, Camps, Boomer, Centers

2x Violence Prevention
Coordinators (*CBC/MLK*)

Proposed Changes

-\$277K in Supplies/Services

Youth Employment
Coordinator to MLK Center

GVI Program Manager to CBC

+\$50K Annual Community
Center Capital Improvements

+\$300K LaSalle Park Upgrades

+\$50K Programming Grants

Salary Adjustments

WE'RE ALL IN THIS TOGETHER.





Recreation Division Budget Summary

Spending Category	2020 Original	2021 Proposed	Variance	Variance %
VPA - Recreation Division				
Salaries & Wages	1,758,668	1,614,172	(144,496)	-8.22%
Fringe Benefits	525,699	427,031	(98,668)	-18.77%
Education & Training	13,000	13,000	-	0.00%
Supplies	234,397	224,987	(9,410)	-4.01%
Printing & Advertising	29,806	29,806	-	0.00%
Professional Services	127,719	128,199	480	0.38%
Repairs & Maintenance	90,000	190,393	100,393	111.55%
Other Services & Charges	136,431	132,931	(3,500)	-2.57%
Travel	23,922	22,422	(1,500)	-6.27%
VPA - Recreation Division Total	2,939,642	2,782,941	(156,701)	-5.33%



Office of Community Initiatives Budget Summary

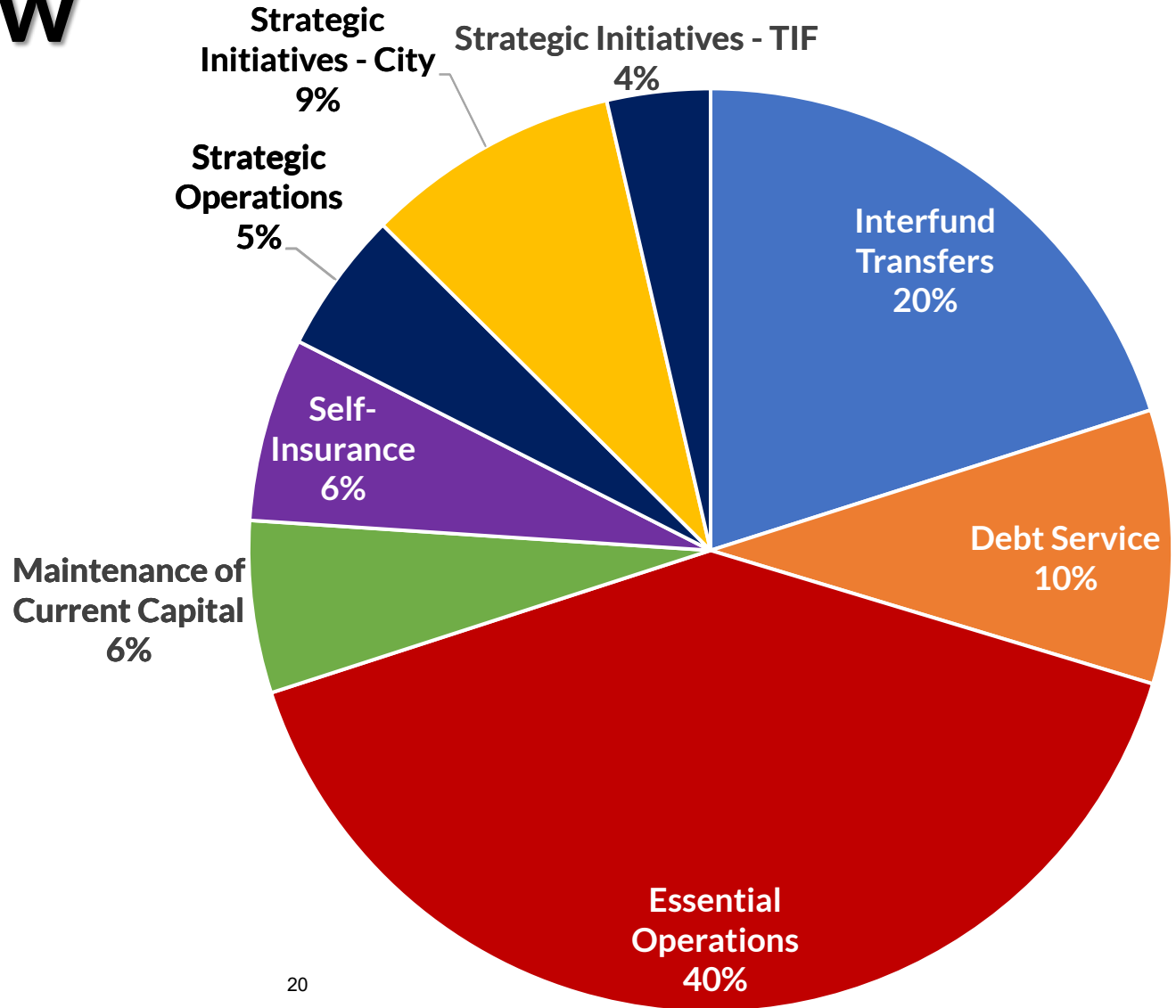
Spending Category	2020 Original	2021 Proposed	Variance	Variance %
Office of Community Initiatives				
Salaries & Wages	148,500	223,064	74,564	50.21%
Fringe Benefits	51,988	89,817	37,829	72.76%
Violence Reduction Initiatives	503,000	628,000	125,000	24.85%
Office of Community Initiatives Total	703,488	940,881	237,393	33.75%



Strategic Initiatives

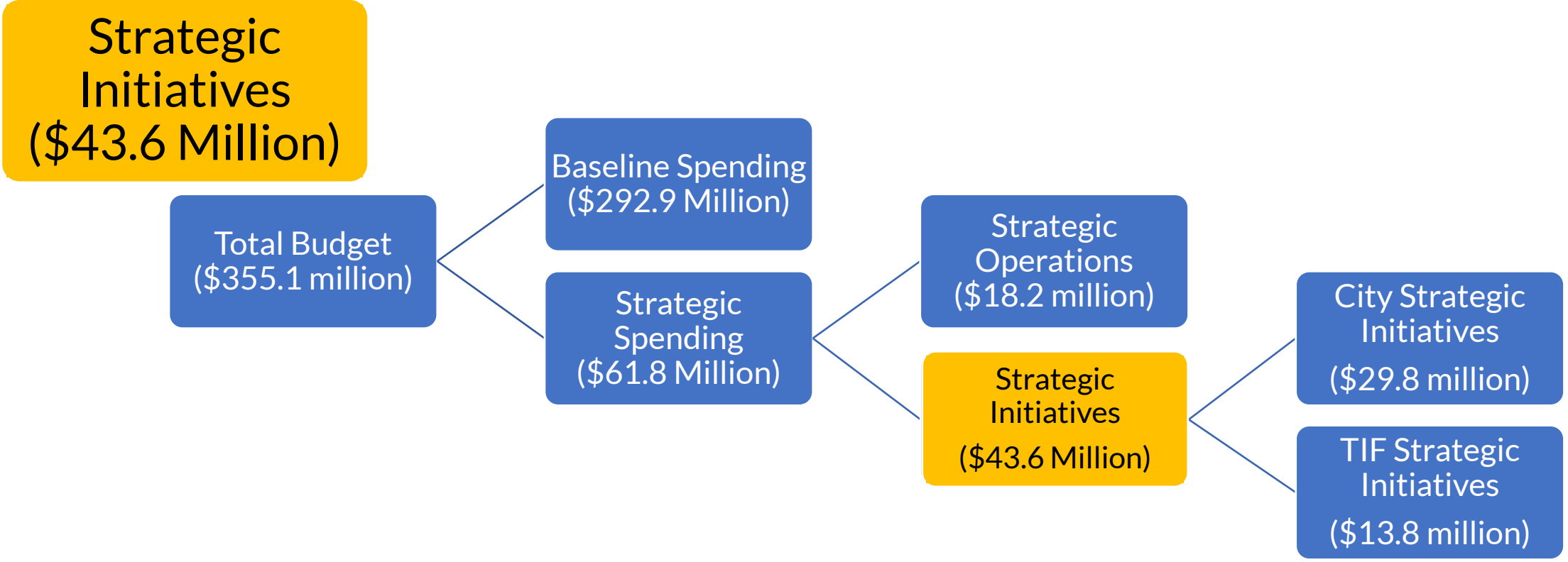


Budget Overview





Budget Overview





Budget Overview

Strategic
Initiatives
(\$43.6 Million)

- Strategic Spending is designed to build upon the fundamental services provided through Baseline Spending and enable our residents to not only survive, but to thrive.
- The budget process for determining Strategic Spending involves identifying the investments that most closely match the City's priorities, rather than simply trying to make core services more efficient.
- The most important question during the budget process for Strategic Spending is which investments to make in order to best reflect and accomplish the City's priorities.



Budget Overview

Strategic
Initiatives
(\$43.6 Million)

- Strategic **Initiatives** represent items that have more flexibility over time, such as grants, subsidies, capital projects, and other initiatives.



Budget Overview

Reform Public Safety Systems

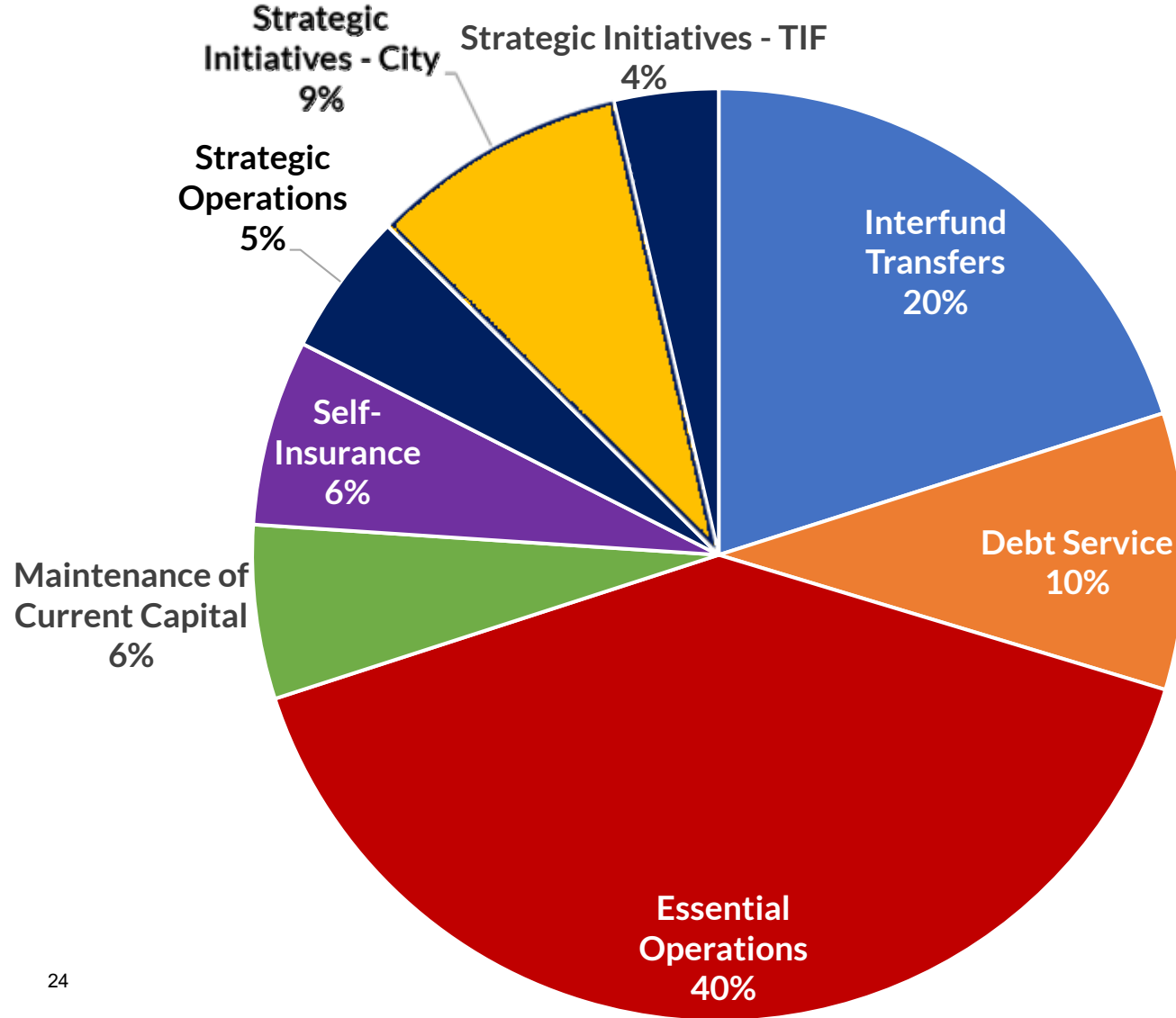
Build Reliable Infrastructure

Support Economic Recovery

Rebuild Vibrant Neighborhoods

Expand Access to Opportunity

Protect the Vulnerable





Budget Survey Results Overview

Respondents

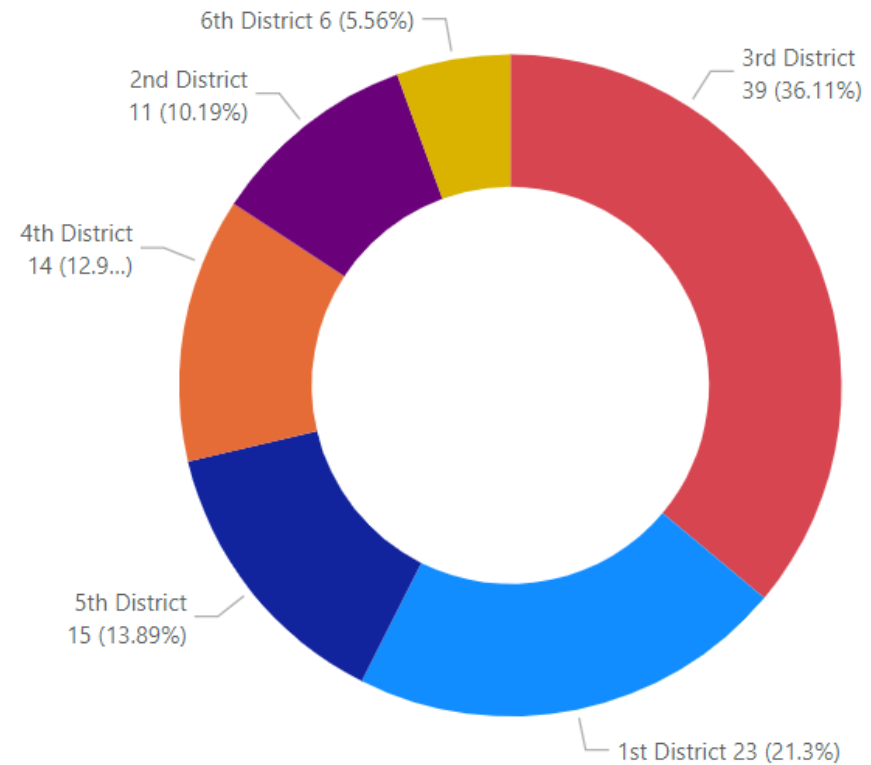
Total Number of Surveys (Complete and Incomplete)

109

Number of Completed Surveys

92

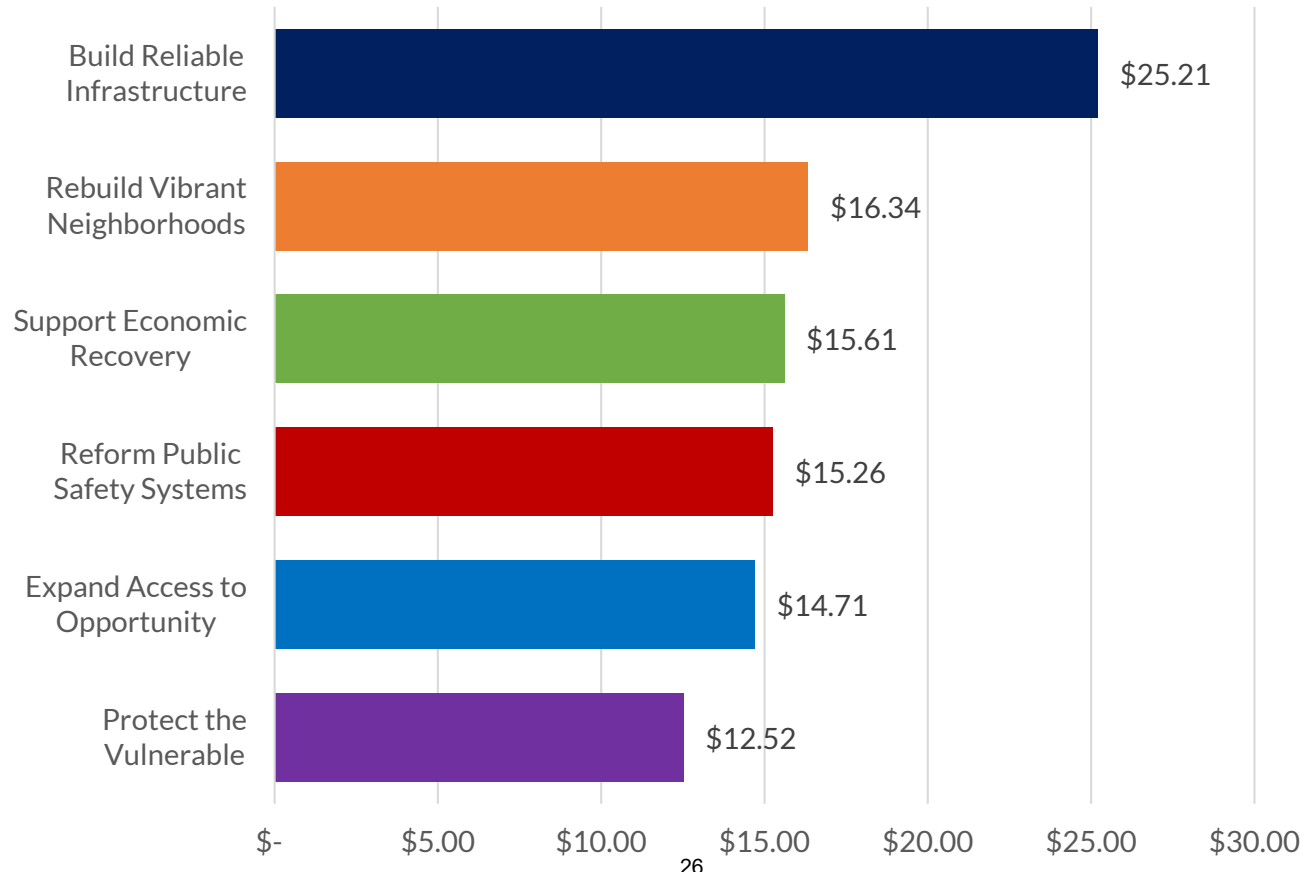
Responses by Council District





Budget Survey Results Overview

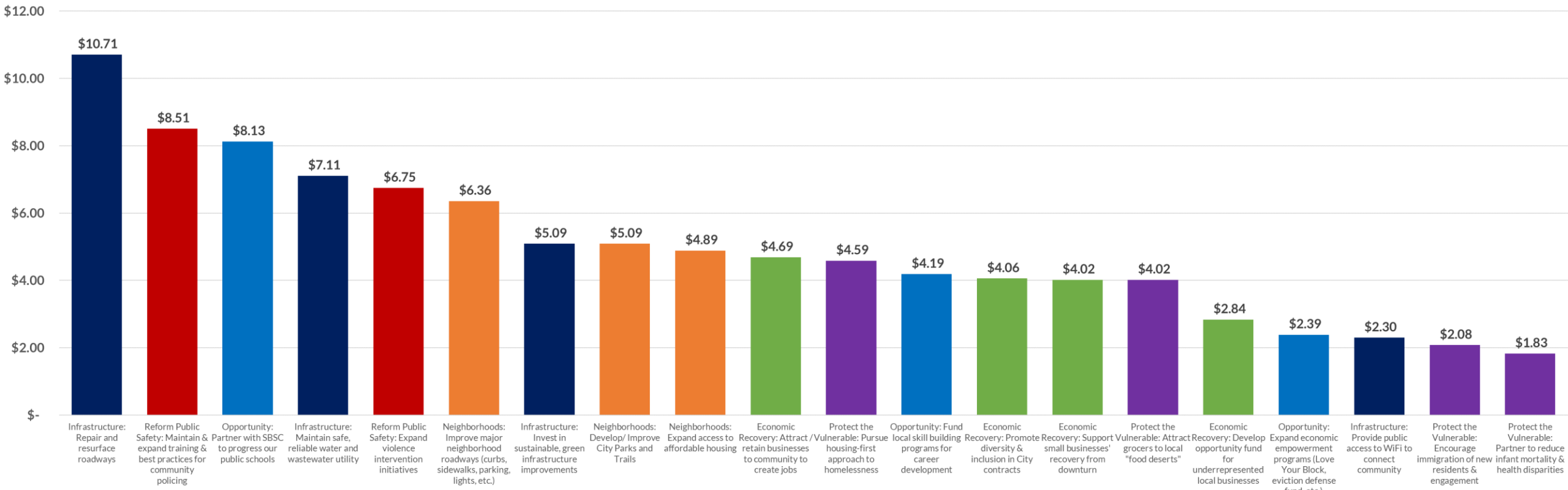
You have \$100 to divide among the City's priorities. How would you divide that among the following?





Budget Survey Results Overview

You have \$100 to divide among the City's priorities. How would you divide that among the following?





What specific projects would you like to see the City invest in?





Strategic Initiatives Overview

Reform Public Safety Systems

Build Reliable Infrastructure

Support Economic Recovery

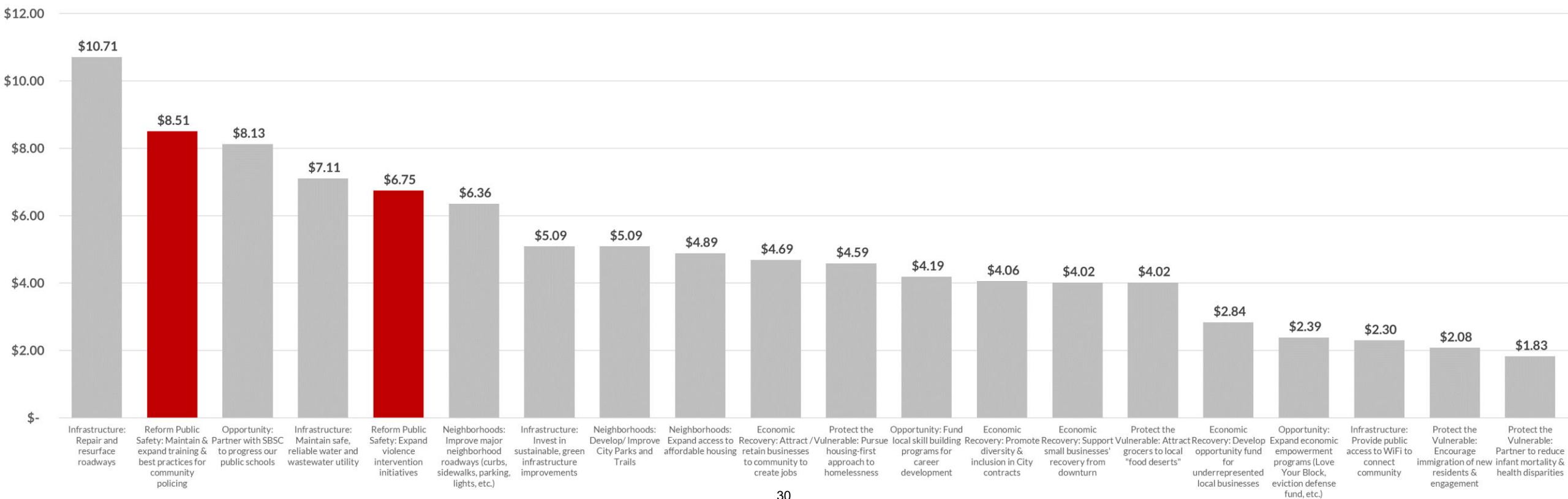
Rebuild Vibrant Neighborhoods

Expand Access to Opportunity

Protect the Vulnerable



Reform Public Safety Systems





Reform Public Safety Systems

Spending Category	2020 Original	2021 Proposed	Variance	Variance %
Strategic Initiatives				
Reform Public Safety Systems				
Fire				
Community Paramedicine Program	120,596	123,008	2,412	2.00%
Police				
Shotspotter	200,000	200,000	-	0.00%
Police Athletic League	100,000	100,000	-	0.00%
Body Cameras & Connectivity	178,000	216,000	38,000	21.35%
Police Education & Training	179,500	169,500	(10,000)	-5.57%
Reform Public Safety Systems Total	778,096	808,508	30,412	3.91%

Spending Category	2020 Original	2021 Proposed	Variance	Variance %
Office of Community Initiatives				
Salaries & Wages	148,500	223,064	74,564	50.21%
Fringe Benefits	51,988	89,817	37,829	72.76%
Violence Reduction Initiatives	503,000	628,000	125,000	24.85%
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Strategic Initiatives Overview

Reform Public Safety Systems

Build Reliable Infrastructure

Support Economic Recovery

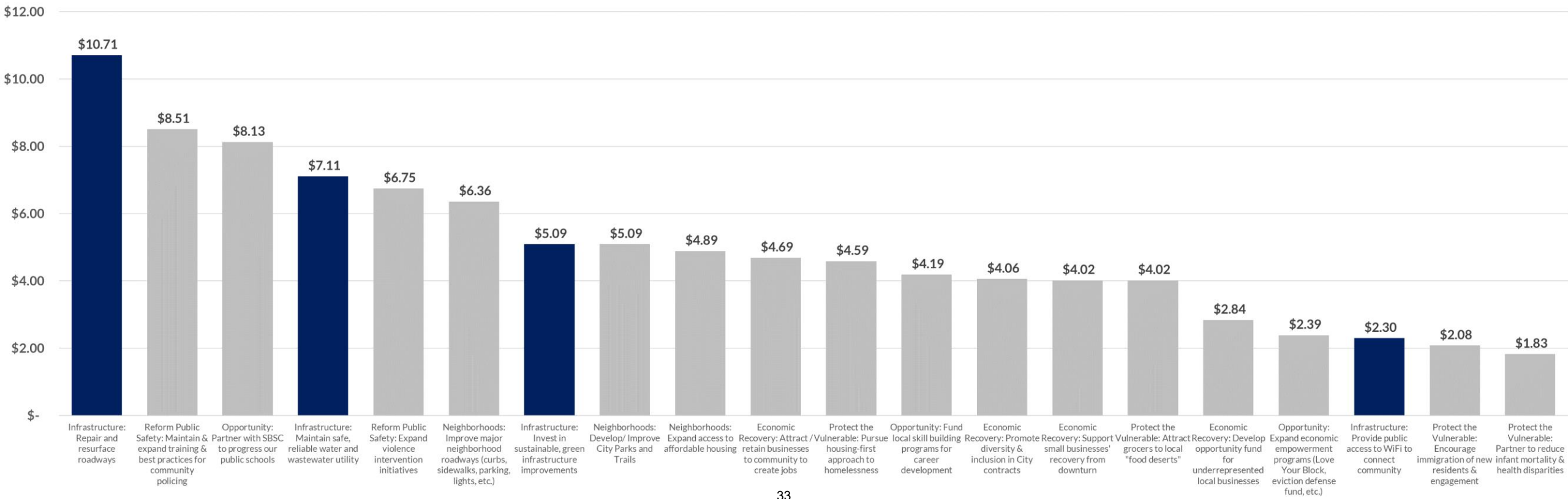
Rebuild Vibrant Neighborhoods

Expand Access to Opportunity

Protect the Vulnerable



Build Reliable Infrastructure





Build Reliable Infrastructure

Spending Category	2020 Original	2021 Proposed	Variance	Variance %
Strategic Initiatives				
Build Reliable Infrastructure				
Additional funding for road projects	4,583,684	9,462,221	4,878,537	106.43%
Water Works Capital	2,380,000	2,100,000	(280,000)	-11.76%
Wastewater Capital	7,465,500	4,462,500	(3,003,000)	-40.23%
Storm Sewer Capital	825,000	1,024,000	199,000	24.12%
Build Reliable Infrastructure Total	15,254,184	17,048,721	1,794,537	11.76%

Above Gas Tax/Wheel Tax funded.

Proposed Neighborhood Infrastructure Projects Bond (2021):

- \$8 million total bond
- ~\$7 million available for road projects, including roughly \$6.3 million for road resurfacing projects.
 - Includes the match on \$1 million on Community Crossings grant



Street Infrastructure Projects (2021)

- Developing Streets Improvement Plan
 - Short term and long term goals
 - Address highest priority, failing streets within next 3 years
 - Set up plan to maintain high quality streets in future
 - Look for additional sources of funding





Coal Line Trail – Phase I (2021)

- 10' Multi-Use Trail (\$1.92M)
 - LPA Partnership with MACOG/INDOT with Federal Funding Participation
 - Construction from Lincoln Way West to Riverside Trail at Angela Roundabout
 - Much of the path will use old Railroad Corridor
 - Bid and Award
 - Q1 2021
 - Construction
 - Q2-3 2021





Dubail Ave. Streetscape (2021)

- Dubail Ave. from Miami to Michigan St. (\$1.7M)
 - Road Diet for Traffic Calming
 - Curb and Sidewalk Replacement
 - Drainage Improvements
 - Mill and Overlay Asphalt Pavement
 - Bid and Award
 - Q1 2021
 - Construction
 - Q2-3 2021





3400 Block Main St. Streetscape Improvements (2021)

- Sidewalk, curb, and curb ramps (\$200k)
 - Newly Constructed Sidewalk along Dean St., Sherwood St., and Main St
 - Curb Installation on Dean St. and Sherwood St.
 - Newly installed curb ramps adjacent to sidewalk
 - Bid and Award
 - Q1 2021
 - Construction
 - Q2-3 2021





Wastewater Utility Projects (2021)

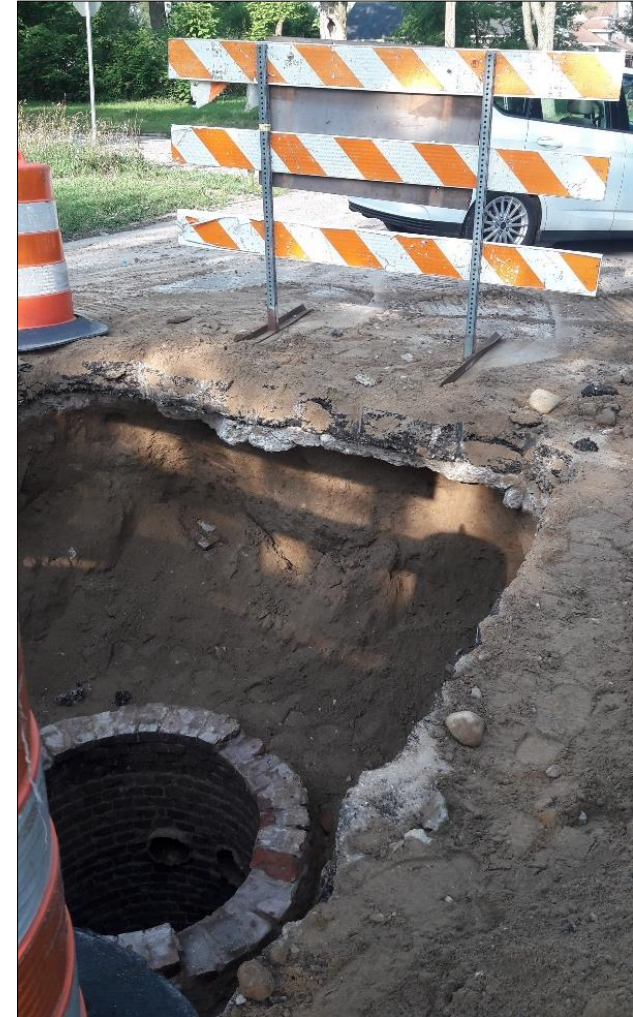
- Wastewater Treatment Plant Updates:
 - Final Clarifiers 4-5
 - Aeration Tanks 1-4
 - Disinfection Improvements
 - Gallery Buildings 1-4 Masonry Improvements





Sewer and Manhole Rehabilitation

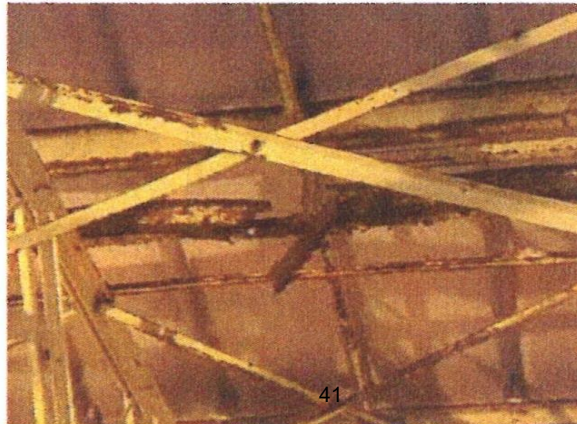
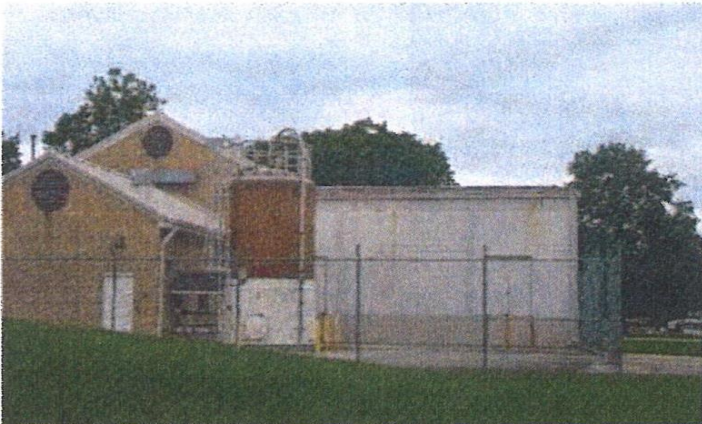
- Rehabilitation of the City's storm, sanitary, and combined sewers using sewer and manhole specialized rehabilitation methods
- Budget: \$2,000,000





Water Utility Projects (2021)

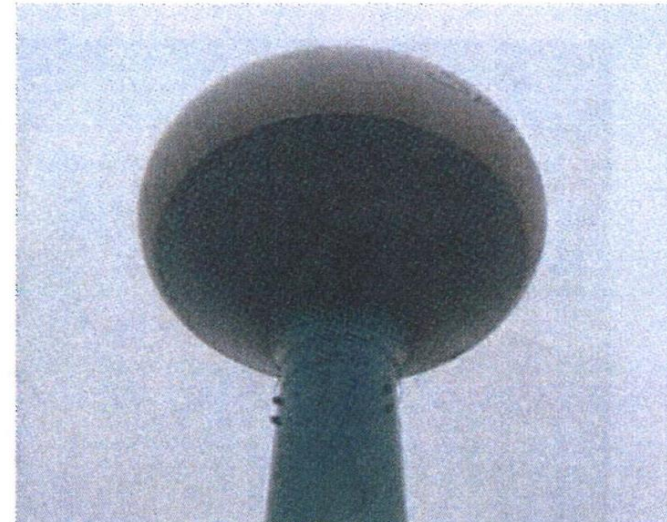
- Edison Filtration Plant
 - Repairs to roof of main building
 - Rehabilitation of filter, including underdrain, air scour, valves and actuators
 - Replace Sodium Hydrochlorite system
 - Replace PCL, pump motors





Water Utility Projects (2021)

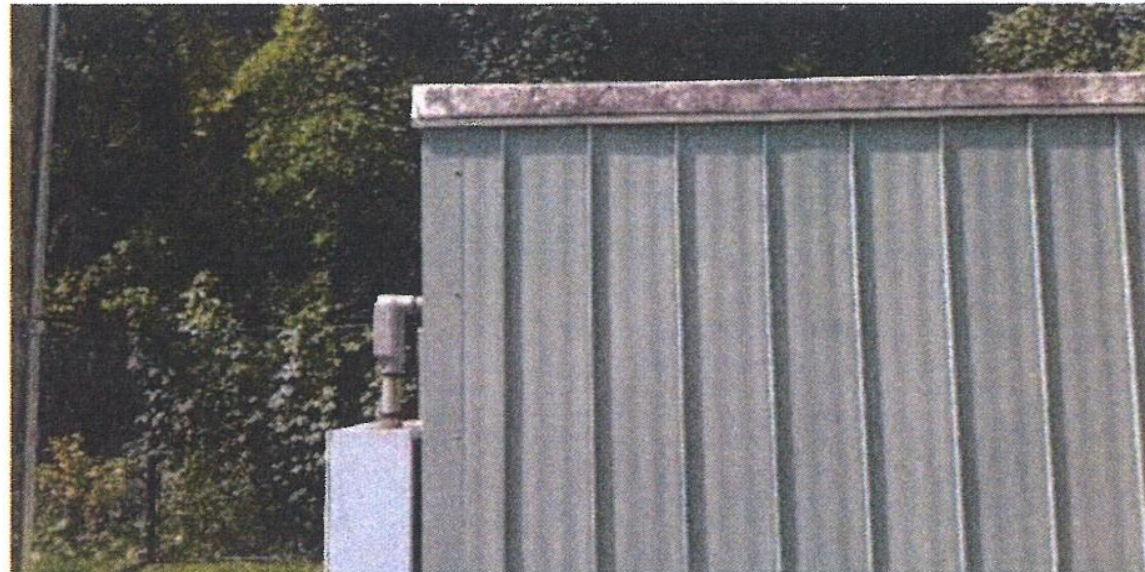
- Northwest Elevated Tank
 - Rebuilding of 12" swing check valve
 - Repair of 16" altitude valve
 - Other tank improvements





Water Utility Projects (2021)

- Locust Booster Station
 - Roof repairs, refurbishment of motors and pumps
 - Expansion of station





Water Utility Project (2021)

- Prairie Avenue Water Main Loop (\$1.9M)
 - Design at 90% Complete
 - Water main extension to Four Winds Casino and looping the existing system
 - Boring under US 31/US 20
 - New customers along SR 23
 - Easement acquisitions
 - Bid and Award
 - Q1 2021
 - Construction
 - Q2-3 2021





Stormwater Projects (2021)

- St. Joseph Riverbank Stabilization: Riverside Drive (\$550k*)
 - Design at 90% complete
 - Stabilize bank along Riverside Drive near Yukon
 - **Engineering Division seeking grant funding to assist with cost (IDNR-LARE and Great Lakes Nutrient and Sediment Reduction Program)*
 - Bid & Award
 - Q4 2021
 - Construction
 - Q1-3 2022*
 - **Grant awards in fall each year*





Stormwater Projects (2021)

- Various Professional Services (\$230k)
 - Study and Design efforts for stormwater drainage issues
 - Survey, land and easements acquisition services
 - DSSMR - Federal Energy Regulatory Commission yearly requirements
- Miscellaneous Drainage Repairs (\$220k)
 - Catch basin repairs, basin investigations, storm sewer/culvert cleaning



1200N COUNTY-CITY BUILDING
227 W. JEFFERSON BLVD.
SOUTH BEND, INDIANA 46601-1830



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CITY OF SOUTH BEND, IN JAMES MUELLER, MAYOR
DEPARTMENT OF ADMINISTRATION AND FINANCE

PERSONNEL DETAIL – STRATEGIC OPERATIONS

Office of Community Initiatives & Recreation Division only. The budget for the remaining Strategic Operations was presented on 9/2/2020.



City of South Bend - 2021 Proposed Budget

Personnel Summary

Fund-Sub.	Subdivision	Position	Status	2020 FTE	2021 FTE	2020 Salary Cap	Estimated % Increase	2021 Salary Cap
101-011	Community Initiatives	Director of Community Initiatives	NB	1	1	\$ 88,500	0.30%	\$ 88,766
101-011	Community Initiatives	GVI Program Manager	NB	1	1	\$ 50,000	0.30%	\$ 50,150
101-011	Community Initiatives	Violence Prevention Coordinator II	NB	-	2	\$ 41,948	0.30%	\$ 42,074
201-230	Recreation	Director of Recreation	NB	1	2	\$ 76,961		\$ 75,000
201-230	Recreation	Manager - Center	NB	-	6	\$ -		\$ 56,000
201-230	Recreation	Manager - Athletics	NB	-	1	\$ -		\$ 56,000
201-230	Recreation	Manager - Aquatics	NB	-	1	\$ -		\$ 56,000
201-230	Recreation	Manager - Youth Employment	NB	-	1	\$ -		\$ 56,000
201-230	Recreation	Program Coordinator - Recreation	NB	7	6	\$ 40,800		\$ 42,000
201-230	Recreation	Assistant Director of Recreation	NB	1	-	\$ 61,938		
201-230	Recreation	Supervisor - Center	NB	3	-	\$ 56,100		
201-230	Recreation	Supervisor - Athletic	NB	1	-	\$ 50,824		
201-230	Recreation	Supervisor - Program	NB	2	-	\$ 50,824		
201-230	Recreation	Youth Employment Program Coordinator	NB	1	-	\$ 50,824		
201-230	Recreation	Supervisor - Fitness	NB	2	-	\$ 47,279		
201-230	Recreation	Supervisor - Rum Village Park	NB	1	-	\$ 43,776		
201-230	Recreation	Supervisor - Administrative Assistant	NB	1	-	\$ 38,853		
201-230	Recreation	Naturalist	NB	1	-	\$ 38,566		
201-230	Recreation	Supervisor - Assistant Program	NB	2	-	\$ 37,470		
				25	21			

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CITY OF SOUTH BEND, IN JAMES MUELLER, MAYOR
DEPARTMENT OF ADMINISTRATION AND FINANCE

LINE-LEVEL BUDGET DETAIL – STRATEGIC INITIATIVES

Fund	Fund Classification	Fund Type	Department	Subdivision	Account	Main Account Description	Category	Strategic / Baseline Category 1	Strategic / Baseline Category 2	Strategic / Baseline Category 3	2018 ACTUAL	2019 ACTUAL	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	2021 PROPOSED BUDGET
101	Governmental	General Fund	Police	Police General	101-08-080-080-411010	Personnel-Employee Benefits-Med/Surgical/Dental	Police Education & Training	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	2,094	-	18,000	18,000	18,000
101	Governmental	General Fund	Police	Police General	101-08-080-080-421001	Supplies-Office-Official Records	Body Cameras & Connectivity	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	604	-	6,000	6,000	6,000
101	Governmental	General Fund	Police	Police General	101-08-080-080-422000	Supplies-Operating-Other Operating Supplies	Police Athletic League	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems			13,000	13,000	13,000
101	Governmental	General Fund	Police	Police General	101-08-080-080-432004	Services & Charges-Communication & Transp-Telecommunications	Body Cameras & Connectivity	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	136,850	170,254	172,000	172,000	210,000
101	Governmental	General Fund	Police	Police General	101-08-080-080-439300	Services & Charges-Other-Grants & Subsidies	Police Athletic League	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems			47,000	37,000	47,000
101	Governmental	General Fund	Fire	Fire General	101-09-090-090-410001	Personnel-Salaries & Wages-Salaried Wages	Community Paramedicine Pro	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	-	59,116	120,596	120,596	123,008
201	Governmental	Special Revenue Fund	Venues Parks & Arts	Parks & Green Spaces	201-11-201-201-423000	Supplies-Repair & Maint-Other R&M Supplies	Asphalt Court Repair	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods			100,000		100,000
201	Governmental	Special Revenue Fund	Venues Parks & Arts	Parks & Green Spaces	201-11-201-201-445003	Capital Outlay-Machinery & Equip-Park Equipment	Asphalt Court Repair	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods					100,000
201	Governmental	Special Revenue Fund	Venues Parks & Arts	Parks & Green Spaces	201-11-201-201-445003	Capital Outlay-Machinery & Equip-Park Equipment	Lasalle Park Projects	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	96,801	-	-	300,000
201	Governmental	Special Revenue Fund	Venues Parks & Arts	Parks & Green Spaces	201-11-206-273-444000	Capital Outlay-Impv Other Than Bldgs-Land Improvement	Regional Cities Grant	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	1,000,000	500,000	500,000	-
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-410001	Personnel-Salaries & Wages-Salaried Wages	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	71,575	58,716	59,890	59,890	60,070
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-410002	Personnel-Salaries & Wages-Teamster Wages	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	166,283	259,463	297,606	297,606	300,596
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-410004	Personnel-Salaries & Wages-Extra & Overtime	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	8,187	10,758	10,863	10,863	10,968
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-410005	Personnel-Salaries & Wages-Seasonal & Interns	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	34,102	26,946	49,920	49,920	49,920
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-410007	Personnel-Salaries & Wages-Longevity Pay	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	450	600	650	650	600
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-410014	Personnel-Salaries & Wages-Contract Add Pays	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	4,901	7,883	11,488	11,488	36,554
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411001	Personnel-Employee Benefits-FICA Regular	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	21,160	26,517	33,187	33,187	35,351
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411004	Personnel-Employee Benefits-PERF Regular	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	28,148	37,236	42,996	42,996	46,164
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411005	Personnel-Employee Benefits-PERF Union	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	2,710	2,967	4,854	4,854	5,275
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411007	Personnel-Employee Benefits-Unemployment Comp	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	38	38	108
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411008	Personnel-Employee Benefits-Health Insurance	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	80,564	67,390	92,883	92,883	92,883
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411009	Personnel-Employee Benefits-Life Insurance	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	623	840	960	960	960
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411014	Personnel-Employee Benefits-Parental Leave	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	650	713	1,332	1,332	1,431
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411015	Personnel-Employee Benefits-Other Fringe Benefits	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	200	600	600	600	600
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411203	Personnel-Employee Benefits-Job Readiness Allow.	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	1,700	1,700	2,975	2,975	2,975
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-411206	Personnel-Employee Benefits-Cell Phone Allowance	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	453	420	420	420	420
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-422000	Supplies-Operating-Other Operating Supplies	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	1,451	1,683	1,750	1,803	1,750
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-422001	Supplies-Operating-C.S. Gasoline	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	6,323	8,037	5,200	5,200	6,500
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-422005	Supplies-Operating-Uniforms	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	1,172	1,364	1,905	1,905	1,905
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-423003	Supplies-Repair & Maint-Concrete Repair Supplies	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	76,344	106,459	100,000	100,000	100,000
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-423006	Supplies-Repair & Maint-Small Tools & Equipment	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	4,090	1,117	5,000	6,662	5,000
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-431000	Services & Charges-Professional-Other Professional Svcs	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	670,422	612,007	749,014	830,722	483,476
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-432002	Services & Charges-Communication & Transp-Mailing	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	300	300	300
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-433002	Services & Charges-Printing & Ad-Publication of Legal Notice	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	167	67	500	500	500
202	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	202-06-602-505-439020	Services & Charges-Other-Curb & Sidewalk Reimburse	Curb & Sidewalk	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	83,103	168,641	115,000	115,000	115,000
209	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	209-10-101-120-431000	Services & Charges-Professional-Other Professional Svcs	On-going brownfield remediat	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	53,337	120,450	25,000	858,503	25,000
212	Governmental	Special Revenue Fund	Community Investment	Housing	212-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	CDBG (Federal Funding)	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	3,848,101	2,555,898	2,619,900	5,264,954	2,835,111
212	Governmental	Special Revenue Fund	Community Investment	Community Investment	212-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	ESG (Federal Funding)	Strategic Spending	Strategic Initiatives	Protect the Vulnerable			291,100		315,000
216	Governmental	Special Revenue Fund	Police	Police General	216-08-080-088-439006	Services & Charges-Other-Education & Training	Police Education & Training	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	-	-	20,000	20,000	10,000
217	Governmental	Special Revenue Fund	Innovation & Technology	Innovation	217-07-071-072-431000	Services & Charges-Professional-Other Professional Svcs	Commuters Trust - Bloomberg	Strategic Spending	Strategic Initiatives	Expand Access to Opportunity	-	127,296	286,028	550,198	322,506
219	Governmental	Special Revenue Fund	Code Enforcement	Neighborhood Revitalization	219-12-300-104-431000	Services & Charges-Professional-Other Professional Svcs	Associated expenses with mor	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	16,300	16,300	17,500
219	Governmental	Special Revenue Fund	Code Enforcement	Neighborhood Revitalization	219-12-300-104-431001	Services & Charges-Professional-Legal Services	Associated expenses with mor	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	37,725	39,500	-	9,000	-

Fund	Fund Classification	Fund Type	Department	Subdivision	Account	Main Account Description	Category	Strategic / Baseline Category 1	Strategic / Baseline Category 2	Strategic / Baseline Category 3	2018 ACTUAL	2019 ACTUAL	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	2021 PROPOSED BUDGET
219	Governmental	Special Revenue Fund	Code Enforcement	Neighborhood Revitalization	219-12-300-104-436012	Services & Charges-Repairs & Maint-Site Mowing (Parks)	Demolitions (Vacant & Aband	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	83,995	78,758	-	-	-
219	Governmental	Special Revenue Fund	Code Enforcement	Neighborhood Revitalization	219-12-300-104-436013	Services & Charges-Repairs & Maint-Graffiti Removal	Demolitions (Vacant & Aband	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	64,010	16,627	-	-	-
219	Governmental	Special Revenue Fund	Code Enforcement	Neighborhood Revitalization	219-12-300-104-439000	Services & Charges-Other-Misc Charges & Svcs	Demolitions (Vacant & Aband	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	11,725	9,935	-	-	-
219	Governmental	Special Revenue Fund	Code Enforcement	Neighborhood Revitalization	219-12-300-104-439018	Services & Charges-Other-Demolition & Clearance	Demolitions (Vacant & Aband	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	95,200	95,200	96,000
219	Governmental	Special Revenue Fund	Code Enforcement	Neighborhood Revitalization	219-12-300-104-439100	Services & Charges-Other-Refunds/Awards/Indemnities	Demolitions (Vacant & Aband	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	240	90	-	-	-
220	Governmental	Special Revenue Fund	Police	Police General	220-08-080-088-432003	Services & Charges-Communication & Transp-Travel	Police Education & Training	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	40,706	41,704	50,000	50,000	50,000
220	Governmental	Special Revenue Fund	Police	Police General	220-08-080-088-439006	Services & Charges-Other-Education & Training	Police Education & Training	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	77,133	64,459	80,000	86,050	80,000
227	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	227-06-600-506-442001	Capital Outlay-Infrastructure-Streets & Alleys	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	24,273	-	-	-	-
251	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	251-06-600-506-423002	Supplies-Repair & Maint-Street Material	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	555,400	63,646	250,000	278,876	350,000
251	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	251-06-600-506-431000	Services & Charges-Professional-Other Professional Svcs	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	14,000	175,032	80,000	671,081	80,000
251	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	251-06-600-506-436008	Services & Charges-Repairs & Maint-Street Maint	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	211,920	20,317	850,000	882,220	-
251	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	251-06-600-506-436009	Services & Charges-Repairs & Maint-Lane Marking	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	27,000	-	-	1,526	-
251	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	251-06-600-506-436010	Services & Charges-Repairs & Maint-Traffic Signal Maint	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	525,200	355,972	400,000	696,465	-
251	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	251-06-600-506-439000	Services & Charges-Other-Misc Charges & Svcs	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	5,000	15,000	15,000	15,000
251	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	251-06-600-506-442001	Capital Outlay-Infrastructure-Streets & Alleys	Traffic Calming	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	400,000	-	300,000
257	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	257-06-600-506-431000	Services & Charges-Professional-Other Professional Svcs	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	390,739	257,469	-	23,860	-
257	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	257-06-600-506-442001	Capital Outlay-Infrastructure-Streets & Alleys	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	939,155	434,025	-	140,227	-
265	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	265-06-600-506-436008	Services & Charges-Repairs & Maint-Street Maint	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	1,704,898	996,856	2,000,000	2,974,341	2,000,000
265	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	265-06-600-506-439100	Services & Charges-Other-Refunds/Awards/Indemnities	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	334,741	-	-	-	-
279	Governmental	Internal Service Fund	Police	Police General	279-07-071-071-436004	Services & Charges-Repairs & Maint-Computer Equip R&M	Shotspotter	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	-	-	200,000	200,000	200,000
294	Governmental	Special Revenue Fund	Police	Police General	294-08-080-088-432003	Services & Charges-Communication & Transp-Travel	Police Education & Training	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	-	-	1,500	1,500	1,500
294	Governmental	Special Revenue Fund	Police	Police General	294-08-080-088-439006	Services & Charges-Other-Education & Training	Police Education & Training	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	6,150	157	10,000	10,000	10,000
295	Governmental	Special Revenue Fund	Police	Police General	295-08-080-085-422000	Supplies-Operating-Other Operating Supplies	Police Athletic League	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	-	-	20,000	-	20,000
295	Governmental	Special Revenue Fund	Police	Police General	295-08-080-085-439000	Services & Charges-Other-Misc Charges & Svcs	Police Athletic League	Strategic Spending	Strategic Initiatives	Reform Public Safety Systems	-	-	20,000	-	20,000
404	Governmental	Special Revenue Fund	Venues Parks & Arts	Park Administration	404-04-040-040-439300	Services & Charges-Other-Grants & Subsidies	Studebaker Museum & Art M	Strategic Spending	Strategic Initiatives	Support Economic Recovery	465,991	465,991	335,991	335,991	335,991
404	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	404-06-600-500-422018	Supplies-Operating-Signals/Lights	Light Up South Bend	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	17,400	207,469	200,000	254,743	200,000
404	Governmental	Special Revenue Fund	Public Works	Neighborhood Infrastructure	404-06-600-500-431000	Services & Charges-Professional-Other Professional Svcs	Light Up South Bend	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	71,004	40,392	60,000	77,085	60,000
404	Governmental	Special Revenue Fund	Public Works	Local Roads & Streets	404-06-600-506-436008	Services & Charges-Repairs & Maint-Street Maint	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	12,755	-	-	-	-
404	Governmental	Special Revenue Fund	Community Investment	Neighborhood Planning	404-10-101-120-431000	Services & Charges-Professional-Other Professional Svcs	2020 Census	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	3,334	8,852	20,000	92,000	-
404	Governmental	Special Revenue Fund	Code Enforcement	Neighborhood Revitalization	404-12-300-100-439018	Services & Charges-Other-Demolition & Clearance	Demolitions (Vacant & Aband	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	380,083	250,000	517,640	400,000
407	Governmental	Capital Projects Fund	Community Investment	Neighborhood Infrastructure	407-10-101-120-442001	Capital Outlay-Infrastructure-Streets & Alleys	Complete Streets Transporta	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	80,000	80,000	-
407	Governmental	Capital Projects Fund	Community Investment	Neighborhood Infrastructure	407-10-101-120-443001	Capital Outlay-Buildings-Building Improvements	Alley Stabilization Project	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	-	-	-
407	Governmental	Capital Projects Fund	Community Investment	Neighborhood Revitalization	407-10-101-120-444000	Capital Outlay-Impv Other Than Bldgs-Land Improvement	Burke Building Stabilization p	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	100,000	100,000	-
408	Governmental	Special Revenue Fund	Public Works	Streets	408-06-602-503-436008	Services & Charges-Repairs & Maint-Street Maint	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	-	488,684	3,391,903	1,017,221
408	Governmental	Special Revenue Fund	Public Works	Streets	408-06-602-503-436008	Services & Charges-Repairs & Maint-Street Maint	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	-	-	54,561	-
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Planning	408-10-101-120-431000	Services & Charges-Professional-Other Professional Svcs	Plan Commission Start Up Cos	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	270,000	-	-
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-431005	Services & Charges-Professional-Appraisal/Land Survey	Expenses related to RDC own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	36,409	49,268	134,000	168,487	150,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-431006	Services & Charges-Professional-Title Work	Expenses related to RDC own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	7,001	7,394	12,000	12,000	10,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-433002	Services & Charges-Printing & Ad-Publication of Legal Notice	Expenses related to RDC own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	606	350	5,000	5,000	5,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-433003	Services & Charges-Printing & Ad-Promotional	Expenses related to RDC-own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	40,000	40,000	40,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-435001	Services & Charges-Utility Services-Electric	Expenses related to RDC own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	-	15,000	20,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-435002	Services & Charges-Utility Services-Natural Gas	Expenses related to RDC own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	-	18,000	18,000

Fund	Fund Classification	Fund Type	Department	Subdivision	Account	Main Account Description	Category	Strategic / Baseline Category 1	Strategic / Baseline Category 2	Strategic / Baseline Category 3	2018 ACTUAL	2019 ACTUAL	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	2021 PROPOSED BUDGET
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-435004	Services & Charges-Utility Services-Water	Expenses related to RDC own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	1,281	3,274	-	12,781	13,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-436001	Services & Charges-Repairs & Maint-Building R&M	Expenses related to RDC own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	3,329	54,196	46,000	18,798	17,000
408	Governmental	Special Revenue Fund	Community Investment	Parks & Green Spaces	408-10-101-120-436016	Services & Charges-Repairs & Maint-Tree Maintenance	Tree Maintenance in Neighbo	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	130,000	127,000	129,250	160,750	120,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-439000	Services & Charges-Other-Misc Charges & Svcs	Expenses related to RDC own	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	26,263	221	5,000	5,000	-
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Planning	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Development of neighborhood	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods			300,000		150,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Facade Matching Grant	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods			275,000		-
408	Governmental	Special Revenue Fund	Community Investment	Housing	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Home Repair Program	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods			250,000		350,000
408	Governmental	Special Revenue Fund	Community Investment	Community Investment	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Homeless Strategy Implement	Strategic Spending	Strategic Initiatives	Protect the Vulnerable			320,000		650,000
408	Governmental	Special Revenue Fund	Community Investment	Community Investment	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Love Your Block	Strategic Spending	Strategic Initiatives	Expand Access to Opportunity			25,000		25,000
408	Governmental	Special Revenue Fund	Community Investment	Housing	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Neighborhood Development F	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods					500,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Neighborhood Org. Support	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods			175,000		175,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Planning	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Neighborhood Plan - Portage	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	864,922	975,685	50,000	5,127,468	50,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Neighborhood Scale Developr	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods			150,000		150,000
408	Governmental	Special Revenue Fund	Community Investment	Community Investment	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	South Bend Regional Chambe	Strategic Spending	Strategic Initiatives	Support Economic Recovery			115,000		115,000
408	Governmental	Special Revenue Fund	Community Investment	Community Investment	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Small Business Assistance	Strategic Spending	Strategic Initiatives	Support Economic Recovery					250,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	West Side Main Streets	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods			35,000		35,000
408	Governmental	Special Revenue Fund	Community Investment	Community Investment	408-10-101-120-439300	Services & Charges-Other-Grants & Subsidies	Workforce Development	Strategic Spending	Strategic Initiatives	Expand Access to Opportunity			500,000		500,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Infrastructure	408-10-101-120-442001	Capital Outlay-Infrastructure-Streets & Alleys	Complete Streets Transporta	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	100,000	100,000	100,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Infrastructure	408-10-101-120-443001	Capital Outlay-Buildings-Building Improvements	Alley Stabilization Project	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	-	-	50,000	50,000	50,000
408	Governmental	Special Revenue Fund	Community Investment	Neighborhood Revitalization	408-10-101-124-439300	Services & Charges-Other-Grants & Subsidies	HPC Matching Grant	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods			-		100,000
412	Governmental	Capital Projects Fund	Public Works	Local Roads & Streets	412-06-600-506-431000	Services & Charges-Professional-Other Professional Svcs	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	1,502	500,000	597,870	-
412	Governmental	Capital Projects Fund	Public Works	Local Roads & Streets	412-06-600-506-442001	Capital Outlay-Infrastructure-Streets & Alleys	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	7,090	513,712	-	932,316	-
455	Governmental	Capital Projects Fund	Public Works	Neighborhood Revitalization	455-06-602-503-442001	Capital Outlay-Infrastructure-Streets & Alleys	Other Neighborhood Projects	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods					1,000,000
455	Governmental	Capital Projects Fund	Public Works	Neighborhood Infrastructure	455-06-602-503-442001	Capital Outlay-Infrastructure-Streets & Alleys	Additional funding for road pr	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	-	-		6,000,000
622	Enterprise	Enterprise Fund	Public Works	Water Works	622-06-604-620-442005	Capital Outlay-Infrastructure-Treatment/Disposal Equipment	Water Works Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	-	1,521,000	2,572,600	903,000
622	Enterprise	Enterprise Fund	Public Works	Water Works	622-06-604-620-442006	Capital Outlay-Infrastructure-Wells	Water Works Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	491,086	179,000	235,473	-
622	Enterprise	Enterprise Fund	Public Works	Water Works	622-06-604-620-442007	Capital Outlay-Infrastructure-Mains	Water Works Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	-	680,000	680,000	867,000
622	Enterprise	Enterprise Fund	Public Works	Water Works	622-06-604-620-442010	Capital Outlay-Infrastructure-Distribution Reservoirs	Water Works Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	-	-	-	330,000
641	Enterprise	Enterprise Fund	Public Works	Wastewater	641-06-605-514-439001	Services & Charges-Other-Other Contractual Services	Wastewater Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	1,113,921	1,071,816	1,215,500	1,382,326	1,212,500
642	Enterprise	Enterprise Fund	Public Works	Sewers	642-06-602-509-442003	Capital Outlay-Infrastructure-Sewer Rehabilitation	Wastewater Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	852,921	6,250,000	2,522,933	2,000,000
642	Enterprise	Enterprise Fund	Public Works	Wastewater	642-06-605-514-442005	Capital Outlay-Infrastructure-Treatment/Disposal Equipment	Wastewater Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	1,261,651	3,246,778	-	8,956,232	1,250,000
655	Enterprise	Enterprise Fund	Public Works	Neighborhood Revitalization	655-06-602-508-410004	Personnel-Salaries & Wages-Extra & Overtime	Leaf Pickup	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	2,274	292	20,160	20,160	20,160
655	Enterprise	Enterprise Fund	Public Works	Neighborhood Revitalization	655-06-602-508-410005	Personnel-Salaries & Wages-Seasonal & Interns	Leaf Pickup	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	40,948	60,606	53,760	53,760	53,760
655	Enterprise	Enterprise Fund	Public Works	Neighborhood Revitalization	655-06-602-508-411001	Personnel-Employee Benefits-FICA Regular	Leaf Pickup	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	3,307	4,659	5,655	5,655	5,655
655	Enterprise	Enterprise Fund	Public Works	Neighborhood Revitalization	655-06-602-508-422000	Supplies-Operating-Other Operating Supplies	Leaf Pickup	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	1,184	-	5,000	5,000	10,476
655	Enterprise	Enterprise Fund	Public Works	Neighborhood Revitalization	655-06-602-508-439999	Services & Charges-Other-Bad Debt Expense	Leaf Pickup	Strategic Spending	Strategic Initiatives	Rebuild Vibrant Neighborhoods	5,773	3,419	6,500	6,500	6,500
667	Enterprise	Enterprise Fund	Public Works	Storm Sewer	667-06-605-517-431000	Services & Charges-Professional-Other Professional Svcs	Storm Sewer Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	54,500	-	5,500	200,000
667	Enterprise	Enterprise Fund	Public Works	Storm Sewer	667-06-605-517-442002	Capital Outlay-Infrastructure-Sewers	Storm Sewer Capital	Strategic Spending	Strategic Initiatives	Build Reliable Infrastructure	-	275,886	825,000	866,230	824,000
754	Governmental	Special Revenue Fund	Community Investment	Community Investment	754-10-101-120-431000	Services & Charges-Professional-Other Professional Svcs	Revolving Loan Funds (IRF & F	Strategic Spending	Strategic Initiatives	Support Economic Recovery	450	-	-	-	62,500
754	Governmental	Special Revenue Fund	Community Investment	Community Investment	754-10-101-120-431001	Services & Charges-Professional-Legal Services	Revolving Loan Funds (IRF & F	Strategic Spending	Strategic Initiatives	Support Economic Recovery	15,353	12,506	45,000	45,000	25,000
754	Governmental	Special Revenue Fund	Community Investment	Community Investment	754-10-101-120-431020	Services & Charges-Professional-Program Staff Contracts	Revolving Loan Funds (IRF & F	Strategic Spending	Strategic Initiatives	Support Economic Recovery	51,542	57,903	63,000	58,000	315,945
754	Governmental	Special Revenue Fund	Community Investment	Community Investment	754-10-101-120-431021	Services & Charges-Professional-Admin Staff Contracts	Revolving Loan Funds (IRF & F	Strategic Spending	Strategic Initiatives	Support Economic Recovery	22,087	24,815	27,000	27,000	25,817

Fund	Fund Classification	Fund Type	Department	Subdivision	Account	Main Account Description	Category	Strategic / Baseline Category 1	Strategic / Baseline Category 2	Strategic / Baseline Category 3	2018 ACTUAL	2019 ACTUAL	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	2021 PROPOSED BUDGET
754	Governmental	Special Revenue Fund	Community Investment	Community Investment	754-10-101-120-439000	Services & Charges-Other-Misc Charges & Svcs	Revolving Loan Funds (IRF & R	Strategic Spending	Strategic Initiatives	Support Economic Recovery	-	-	7,000	7,000	5,000
754	Governmental	Special Revenue Fund	Community Investment	Community Investment	754-10-101-120-439005	Services & Charges-Other-Bank & Credit Card Fees	Revolving Loan Funds (IRF & R	Strategic Spending	Strategic Initiatives	Support Economic Recovery	10,258	11,009	7,000	7,000	13,000
754	Governmental	Special Revenue Fund	Community Investment	Community Investment	754-10-101-120-439026	Services & Charges-Other-Other Program Expenses	Revolving Loan Funds (IRF & R	Strategic Spending	Strategic Initiatives	Support Economic Recovery	2,568	13,209	-	5,000	51,298