

# Today's Agenda

- **Introduction**
- **Morris PAC/Palais Royale**
- **Century Center**
- **Studebaker National Museum**
- **South Bend Museum of Art**
- **Parks & Recreation**





THE MAGNIFICENT  
*Morris*  
PERFORMING ARTS CENTER  
SOUTH BEND, IN

Palais  
Royale  
*South Bend's  
Premier Event Facility*



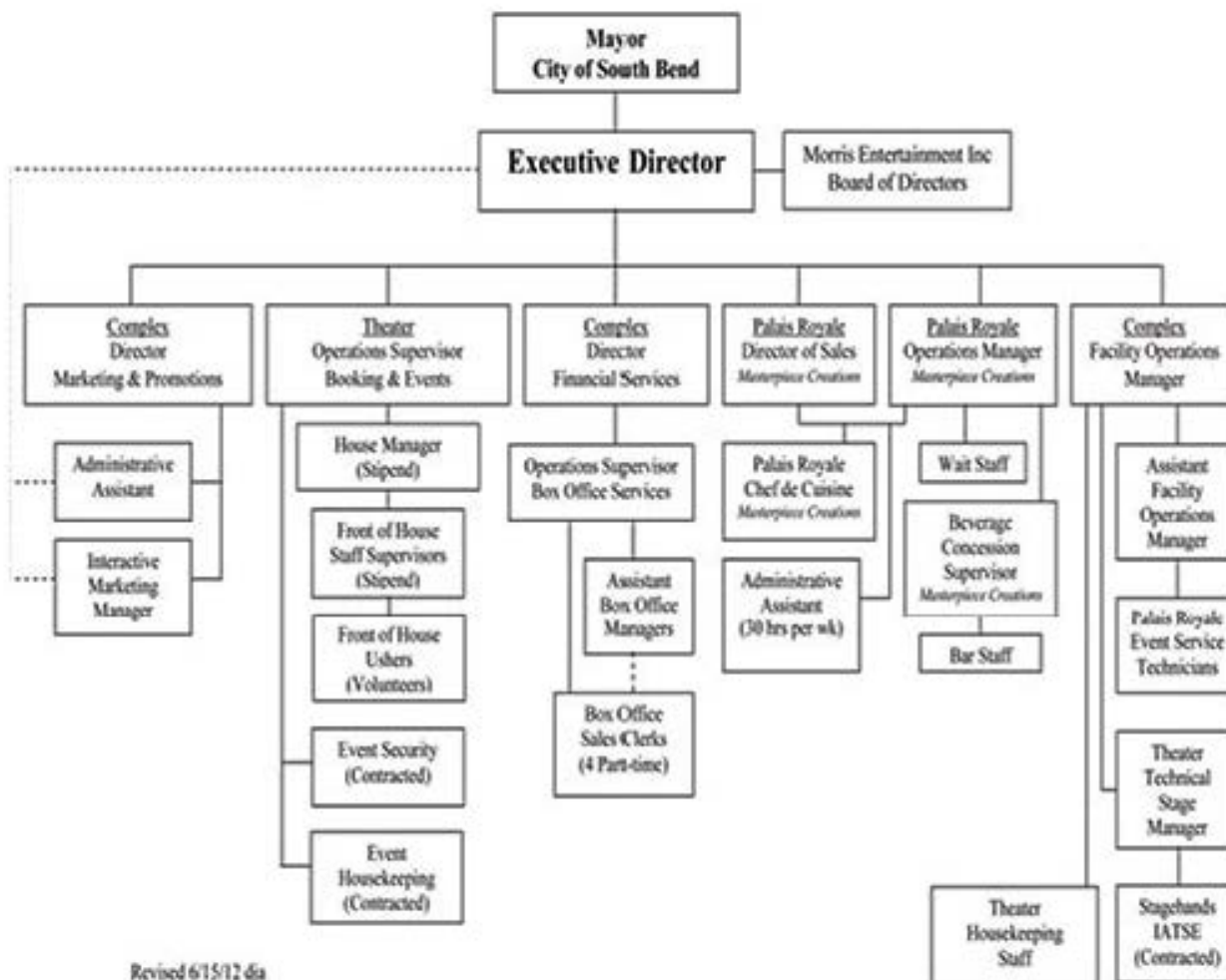


## 2012-2013 STATUS REPORT



# Organizational Flowchart

**Morris Performing Arts Center Complex**  
**Organizational Flowchart**  
 Leighton Theater \* Palais Royale Ballroom \* Jon R. Hunt Plaza \* Morris Bistro Restaurant



Revised 6/15/12 dja

# Morris Mission Statement



*Photo by Peter Ringenberg courtesy of South Bend Symphony Orchestra*

It is the mission of the Morris Performing Arts Center to be the premier performing arts center in the region; to provide a cornucopia of diverse events throughout the year fulfilling the needs and wishes of all who might use the facilities; and to be recognized as one of the best theater rental venues in the nation.

# Morris Awards

## **Facilities Magazine Prime Site Award**

(eight consecutive years 2006-2013)

## **South Bend Tribune Readers' Choice Award "Favorite Entertainment/Live Performance Theater"**

(eleven consecutive years 2003-2013)

## **Tripadvisor.com 2013 "Certificate of Excellence"**

## **Chamber of Commerce of Saint Joseph County 2012 "Salute To Business Capital Investment Award"**

for Continued Investment in the Community

## **Downtown South Bend (DTSB) "Pride of Place Award"**

2012 "Public Art" – "City Garden" Sculpture

2007 "Interior Tenant Improvement" – Morris Bistro Restaurant

## **Michiana Area Construction Industry Advancement Fund (MACIAF)**

### **"Excellence in Construction Award for Interior/Municipal"**

2012 - Renovation of lower level restrooms in 2011

1999 – Morris Performing Arts Center/Leighton Theater

## **City of South Bend December 2006 "1st District Business of the Year Award"**

By 1st District Councilman Derek D. Dieter

## **WNDU 2005 Viewer Choice Award – "Favorite Concert Venue"**

## **Indiana Association of Cities & Towns 2003 "Community Achievement Award"**

# Morris Theater Accomplishments

Two recent economic impact studies, completed in 2012 and 2013 by independent organizations, have concluded that the Morris Performing Arts Center Complex, which includes the Leighton Theater and the Palais Royale Ballroom, creates an economic impact between \$6.8 million and \$10.5 million for downtown South Bend, yearly. This includes spending at both facilities and throughout the City of South Bend. The tax revenue alone, due to this economic impact and returned to the city, is estimated to exceed \$500,000 per year.

Listed among the *Top 100 Theatre Venues Worldwide* by Pollstar Magazine for fourteen consecutive years from 2000-2013.

The 16 performances of WICKED, with over 36,000 tickets sold, from May 8-19, 2013 set records at the Morris! The success of the show will help pave the road for similar long term engagements. The Economic Impact of the Broadway blockbuster musical WICKED on South Bend is estimated at over One Million dollars.

Celtic Woman used the Morris live audience to film its new special for worldwide distribution in 2014.

The new automated Serapid Orchestra Pit Lift system installation was completed in Spring 2013.

New Android and iPhone Apps have been developed for the Morris by JacApps. Download Morris Center app at iTunes or Google Play. Patrons are now able to find information, receive show updates and purchase tickets from their Android and iPhone mobile devices using an App created for this purpose.

Fridays by the Fountain once again a success, hosted over 750 visitors per concert. The free summer outdoor concert series, held at lunchtime from June – August on the Jon R. Hunt Plaza, exploded from 6 events in past years to 13 concerts this year with the generous support of Memorial Regional Cancer Center and 25 other sponsors which underwrote the cost of the bands and expenses. *Fridays by the Fountain* is co-presented with Sunny 101.5 and WNDU. No city funds were used for the concert series.

# Programming Goals

Genre	Yearly Event Goal	2012* Actual # of Events	2013 Projected # of Events
Broadway	12	15	25
Symphony	10	9	9
Country	4	2	4
Pop Rock	4	3	1
Classic Rock	6	2	3
Children's	10	14	12
Latin	3	0	1
Comedy	8	11	8
Urban	4	1	2
Dance	6	7	6
Hip Hop/Rap	2	2	1
Oldies	2	1	1
Christian	2	1	1
Lecture/Speaker	2	0	1
Fridays by the Fountain	7	7	13
Commencement	1	1	1
Non-Theatrical Community Events*	4	4	4

\*Weddings, Business Luncheons, etc.

**TOTALS:**

**87**

**80**

**93**

BENCHMARK RESEARCH				
2012 Events	THEATER NAME	CITY	STATE	SEATS
40	Rialto Square Theater	Joliet	IL	1900
44	Embassy Theater	Fort Wayne	IN	2471
50	Warner Theater	Erie	PA	2200
54	John H. Mulroy Civic Center	Syracuse	NY	2117
55	INB PAC	Spokane	WA	2716
55	Star Theatre	Merrillville	IN	3400
62	Capitol Theatre	Wheeling	WV	2300
65	Peoria Civic Center	Peoria	IL	2173
80	Morris PAC	South Bend	IN	2564
99	Landmark Theater	Richmond	VA	3565

Benchmark: 60 revenue generating/ticketed events per year





# Morris PAC

## Key Performance Indicators (KPI)

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
-No. of gross tickets issued annually	GG	outcome	135000	110,561*	120000	127500
- No of shows booked	GG	outcome	90	80	93	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 Perf. Arts Center in Spokane. WA -- 55 events booked						
- Capitol Theater in Wheeling, WV -- 62 events booked						
-Industry Ranking-Pollstar Magazine	GG2	Outcome	Top 50	68	68	50



# Morris Budget

## MORRIS PERFORMING ARTS CENTER 2014 FUND BUDGET SUMMARY

### MORRIS PERFORMING ARTS CENTER (Fund Number 101-0404)

	2013 Amended Budget	2014 Proposed Budget
<b>REVENUE</b>		
Property taxes	151,800	160,170
Charges for Services	876,000	876,000
Other Income	6,000	6,000
<b>TOTAL REVENUE:</b>	<b>1,033,800</b>	<b>1,042,170</b>
<b>EXPENDITURES</b>		
Personnel	652,134	711,096
Supplies	30,346	30,897
Services	351,320	300,177
<b>TOTAL EXPENSES:</b>	<b>1,033,800</b>	<b>1,042,170</b>
<b>NET SURPLUS / (DEFICIT)</b>	<b>-</b>	<b>-</b>

### MORRIS PAC / PALAIS ROYALE MARKETING (Fund Number 273)

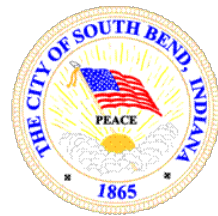
<b>REVENUE</b>	8,100	8,100
<b>EXPENDITURES</b>	10,149	8,100
<b>ENDING CASH BALANCE</b>	<b>24,665</b>	<b>24,665</b>

### MORRIS PERFORMING ARTS CENTER CAPITAL (Fund Number 416)

<b>REVENUE</b>	101,500	101,500
<b>EXPENDITURES</b>	72,666	53,200
<b>ENDING CASH BALANCE</b>	<b>425,102</b>	<b>473,402</b>

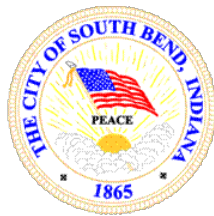


# Budget Summary: Fund 273 – Morris PAC/Palais Royale Marketing



Description	2013				2014	Variance 2013-2014	% Chg
	2011 Actual	2012 Actual	Amended Budget	6/30/13 Actual	Proposed Budget		
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	60	122	100	60	100	-	0.0%
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 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)	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	2,000	2,000	-	(2,000)	-100.0%
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>		

# Budget Summary: Fund 416 – Morris PAC Capital



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property 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%
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 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	13,000	7,920	155.9%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	20,926	14,407	15,890	7,204	10,000	(5,890)	-37.1%
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>		

# Palais Mission Statement



It is the mission of the Palais Royale to be the premier banquet facility in the region, distinguished by its history, ambience, service and exquisite food and beverage. It is the Palais' desire to draw business from South Bend and its surrounding communities as well as outside those areas, thus benefiting both the inhabitants of St. Joseph County and the economies and growth of downtown South Bend.

# Palais Awards & Testimonials

**Northwest Indiana Business Quarterly Magazine “Best of Business”  
Palais awarded 2013 “Best Meeting Site for Small Groups”**

**South Bend Tribune Readers’ Choice Award - “Favorite Banquet Facility”**  
(seven consecutive years 2004-2010)

**Downtown South Bend (DTSB)  
2007 “Achievement in Historic Preservation Award”**

## SOUTH BEND’S PREMIERE BANQUET FACILITY

“Working with the Palais Royale was a real pleasure! We have a short time line and the Palais staff really helped alleviate my worries. The event was a success, thanks to the help of the Palais staff. Without you, I don’t know how we could have pulled it all together.”  
- *Allison Hurlow, Andrews University*

“...Everything was wonderful! We’ll be back!” - *Justine Soboleski, Memorial Hospital Family Practice Residency Program*

“We enjoy having our formal dance at your facility. The staff is very helpful and the atmosphere at the Palais is like no other place around here. We look forward to doing more business with you.” - *Sandy Glenn, South Bend Chapter, United States Amateur Ballroom Dancing Association (USABDA)*







# Palais Royale

## Key Performance Indicators (KPI)

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



# Palais Budget

## PALAIS ROYALE 2014 FUND BUDGET SUMMARY

### PALAIS ROYALE (Fund Number 101-0405)

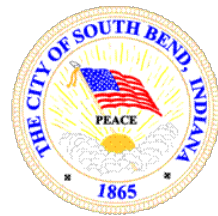
	2013 Amended Budget	2014 Proposed Budget
<b>REVENUE</b>		
Property taxes	182,849	188,430
Charges for Services	291,981	291,981
Other Income	18,000	18,000
<b>TOTAL REVENUE:</b>	<b>492,830</b>	<b>498,411</b>
<b>EXPENDITURES</b>		
Personnel	226,174	251,264
Supplies	15,730	31,377
Services	220,526	200,770
<b>CAPITAL</b>	30,400	15,000
<b>TOTAL EXPENSES:</b>	<b>492,830</b>	<b>498,411</b>
<b>NET SURPLUS / (DEFICIT)</b>	-	-

### PALAIS ROYALE HISTORIC PRESERVATION (Fund Number 450)

<b>REVENUE</b>	16,125	16,125
<b>EXPENDITURES</b>	-	10,000
<b>ENDING CASH BALANCE</b>	<b>74,429</b>	<b>80,554</b>



# Budget Summary: Fund 450 – Palais Royale Historic Preservation



Description	2011	2012	2013	6/30/13 Actual	2014	Variance 2013-2014	% Chg
	Actual	Actual	Amended Budget		Proposed Budget		
<b>Revenue</b>							
Property 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%
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 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	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
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>		

# Your Morris/Palais Team



**Dennis Andras**  
Executive Director  
Leads the Morris Center team to accomplish goals and strategic plans of the organization.



**Marika Anderson**  
Director of Financial Services  
Fiscal Officer oversees Morris Performing Arts Center Complex financial operational activities.



**Anita Beachy**  
Interactive Marketing Manager  
Oversees the online, digital and social experiences of the Morris Center, including communications, apps and both the Morris & Palais websites.



**John Centrail**  
Assistant Box Office Manager  
Provides ticketing service to the Morris' clients and patrons, supervises part-time ticket sellers, and supports the Box Office Manager in general operations.



**Scott Chadak**  
Operations Manager  
Masterpiece Creations  
Oversees all catered functions, works on a consistent basis with sales personnel to generate new business, and acts as a "Hospitality Ambassador."



**Michelle DeBeck**  
Operations Supervisor/Box Office Services  
Oversees daily box office operations and supervises ticket selling and cash management functions in coordination with the promoter and building personnel.



**Wendy Garner**  
Assistant Box Office Manager  
Provides ticketing service to the Morris' clients and patrons, supervises part-time ticket sellers, and supports the Box Office Manager in general operations.



**Brian Jaarda**  
Event Service Technician  
Assists the Assistant Facility Operations Manager with maintaining the physical and mechanical operations of the Palais, including set-up & tear-down of Palais events.



**Karen King**  
Administrative Assistant  
Provides administrative office support to the general operations of the Morris Center, specifically in the areas of PR, purchasing, marketing, research, and database administration.



**Lyn Mayer**  
Regional Vice President  
Centerplate  
Masterpiece Creations  
Leads the Morris Center Food & Beverage Masterpiece Creations team.



**Tonya McGowan**  
Chef de Cuisine  
Masterpiece Creations  
Responsible for all kitchen activities including, menu creation, plating design, food ordering & prep, and kitchen staff management.



**Kyle Miller**  
Assistant Facility Operations Manager  
Supervises set-up and tear down of Palais Events as well as participates in the operation, maintenance and repair of the stage and stage house equipment.



**Jim Monroe**  
Facility Operations Manager  
Oversees all facility maintenance and repairs, mechanical operations, capital asset projects, and improvements made throughout the facilities.



**Katherine "Cat" Nelson**  
Technical Stage Manager  
Coordinates all technical requirements for Morris events, maintains all staging and house equipment, and acts as administrative liaison with the local I.A.T.S.E. union event stage crew.



**Mary Ellen Smith**  
Marketing & Promotions Director  
Oversees the marketing plans and promotions that support all of the Morris Center's events and services, as well as, all PR efforts for the organization.



**Zanette Smith**  
Custodian  
Responsible for assisting in maintaining the cleanliness of the Morris Center facilities.



**Jesse Vogel**  
Director of Sales  
Masterpiece Creations  
Oversees all aspects of sales and allied partnerships including, weddings, corporate events, special events, sponsorship, and advertising.



**Denise Zigler**  
Operations Supervisor/Booking & Events  
Identifies & secures event bookings, directs event operations and manages front-of-house staff including, volunteer ushers, and security.

**MASTERPIECE**  
CREATIONS



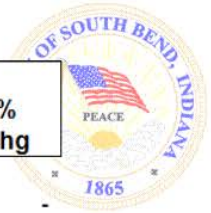
CHARTERED JANUARY 8, 1919

SERVING THE ENTERTAINMENT INDUSTRY FOR 100 YEARS

# CENTURY CENTER

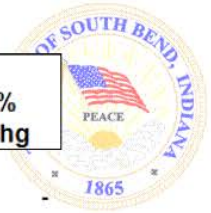


# Budget Summary: Fund 670 – Century Center



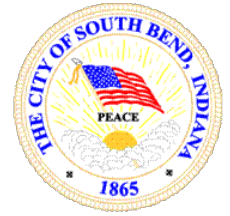
Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Other Taxes	1,413,436	1,313,436	1,313,436	1,313,436	1,313,436	-	0.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	1,372,911	1,345,234	1,621,910	672,677	3,251,462	1,629,552	100.5%
Interest Earnings	1,839	228	360	228	-	(360)	-100.0%
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,788,186</b>	<b>2,658,898</b>	<b>2,935,706</b>	<b>1,986,341</b>	<b>4,564,898</b>	<b>1,629,192</b>	<b>55.5%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,130,568	1,130,300	1,234,445	667,703	2,003,851	769,406	62.3%
Fringe Benefits	395,125	348,623	416,182	194,425	447,024	30,842	7.4%
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>1,525,693</b>	<b>1,478,923</b>	<b>1,650,627</b>	<b>862,128</b>	<b>2,450,875</b>	<b>800,248</b>	<b>48.5%</b>
<b>Supplies</b>	<b>58,726</b>	<b>51,528</b>	<b>54,875</b>	<b>936</b>	<b>476,400</b>	<b>421,525</b>	<b>768.2%</b>
Professional Services (31xx)	132,569	138,732	156,169	75,702	558,786	402,617	257.8%
Comm/Transportation(32xx)	52,775	36,378	42,780	17,819	43,000	220	0.5%
Printing & Advertising (33xx)	39,713	58,083	44,055	31,102	45,000	945	2.1%
Insurance (34xx)	56,354	54,398	52,740	37,193	115,200	62,460	118.4%
Utilities (35xx)	276,928	271,458	269,499	187,714	277,000	7,501	2.8%
Repairs & Maintenance (36xx)	69,962	65,553	34,070	44,761	116,088	82,018	240.7%
Debt Service - Principal	3,743	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	280,201	240,904	301,891	145,020	67,520	(234,371)	-77.6%
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>901,204</b>	<b>539,311</b>	<b>1,222,594</b>	<b>321,390</b>	<b>35.7%</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>2,935,706</b>	<b>1,402,375</b>	<b>4,564,898</b>	<b>1,629,192</b>	<b>55.5%</b>
<b>Net Surplus / (deficit)</b>	<b>109,785</b>	<b>(1,081,116)</b>	<b>-</b>	<b>583,966</b>	<b>-</b>		
Beginning Cash Balance	1,798,707	1,949,264	901,198	901,198	901,197		
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>901,197</b>	<b>1,579,027</b>	<b>901,197</b>		

# Budget Summary: Fund 671 – Century Center Capital



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property 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%
Other Income	-	-	575,000	-	-	(575,000)	-100.0%
Transfers In	-	1,344,057	-	-	-	-	-
<b>Total Revenue</b>	-	1,444,422	675,500	100,135	100,500	(575,000)	-85.1%
<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)	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	-	-	-	-	-	-	-
<b>Capital</b>	-	169,545	-	-	-	-	-
<b>Total Expenditures by Type</b>	-	169,545	-	-	-	-	-
<b>Net Surplus / (deficit)</b>	-	1,274,877	675,500	100,135	100,500		
Beginning Cash Balance	-	-	1,274,877	1,274,877	1,703,607		
Balance Sheet Adjustments	-	-	(246,770)	-	-		
<b>Ending Cash Balance</b>	-	1,274,877	1,703,607	1,375,012	1,804,107		





# Key Performance Indicators (KPI)

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Service Income to Rent Income Ratio	ED	Efficiency	40%	31%	28%	27%
Gross Revenue per Square Foot	ED	Effectiveness	Inc. over prior yr	\$10.52	\$12.18	\$12.30
Utility Expense per Square Foot	ED	Efficiency	Less than \$2.15	\$1.12	\$1.37	\$1.17
Net Income to Operating Revenue	ED	Effectiveness	50%	42%	43%	45%
Customer Service Results	ED	Quality	5.0	4.62	4.69	4.73
Maintain an adequate cash balance in line with board vision	GG	Efficiency	Board Review	\$1,274,877	\$1,703,607	\$1,804,107



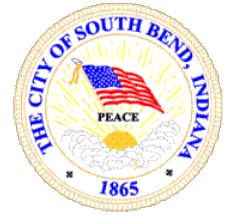


# Century Center Vision

Century Center is a convention center aimed at attracting local and regional meetings, special events, sporting events, trade shows, conventions, and banquets.

Century Center enhances the economy of St. Joseph County by attracting and hosting events with significant economic impact. The team at Century Center understands that in order to accomplish the goals set for them; we must work closely with Visit South Bend/Mishawaka and our other hospitality partners. In order to ensure that every event is memorable and expectations are exceeded, it is our mission to provide superior food and beverage and exceptional customer service.



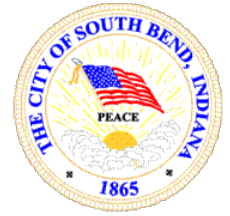


# Goals & Objectives

- Operate the Century Center with the highest level of efficiency and professional integrity through the development of streamlined departments within the organization.
  - Client Relations, Community Interaction, Revenue Generation, Customer Service Initiatives
  - Technology & Security
  - Event Services
  - Sales & Marketing
  - Finance & Personnel
  - Marketing/Branding
- Increase year over year revenue and decrease year over year net loss

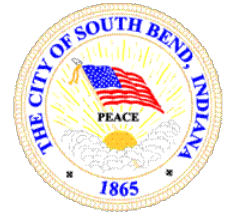


# 2013 Accomplishments



- New management agreement with SMG and SMG F & B, LLC.
- Capital Projects
  - Facility relamping/dimming project in progress
  - West entrance door replacement project has been completed.
  - Food & Beverage updates are in progress to be up to Code and efficiency.
- Increased comprehensive approach with the City on facility capital plan
- Direct Event Income up 13% over prior year
- YTD operating loss down 10% over prior year
- Implemented an electronic customer survey with E-Autofeedback.

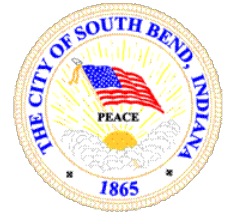




# 2013 Key Initiatives

- Increase bookings in the year for future years
- Continued focus on yield management assessment opportunities
- Improve Client/Customer relations through streamlined communication objectives
- Decrease year over year net operating loss
- Create partnership opportunities for self promoted events
- Food and Beverage profit of 30%
- Increase convention business potential with current and future facility improvements





# Budget Comments

- Revenue Increases:
  - Streamlining of sales process – Development of packages (i.e.) AV packages, meeting, Food and Beverage/non-profit packages)
  - Year over year rate increases
- Expense Management:
  - Efficient Labor management with Food and Beverage being completed in-house vs. third party.
  - Utility expense savings (relamping/dimming project)



# Opportunities/Challenges



- Additional opportunities with local industry partners
  - DoubleTree, CVB, Morris/Palais, and DTSB (South Bend Alliance)
    - New initiatives with CVB, hosted meeting planner board meetings, and vendor partnerships
- Obtaining new advertising/sponsorship with local/regional vendors
- Focus on dependency on short term booking cycle

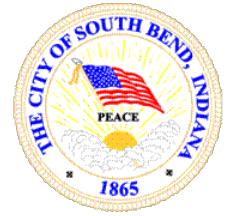




# Studebaker National Museum







# Budget Request

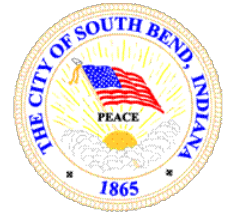
- 2013 Allocation - \$236,385 operating, \$10,000 capital reserve fund
- 2014 Request - \$241,116 operating (2% increase), \$10,000 capital reserve fund (5 year commitment – 2012 to 2016)
- COIT Fund, Account No. 404-0409-453-39-30 – page 103





# South Bend Museum of Art





# Budget Request

- 2014 Request - \$65,000 (same amount as in prior years, per contract)
- Allocation used to pay rental costs to Century Center.
- COIT Fund, Account No. 404-408-453-39-30 – page 102





# Parks & Recreation



# South Bend Parks and Recreation Department 2014 Budget



- Fund 201- Park Department Fund
- Fund 203- Recreation Nonreverting Fund
- Fund 405- Park Nonreverting Capital Fund
- Fund 401- Coveleski Stadium Fund
- Fund 403- Zoo Endowment Fund
- Fund 730- City Cemetery Fund
- Fund 271- East Race Waterway



# South Bend Parks and Recreation Department 2014 Budget

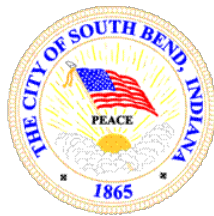


## Fund 201- Park Department Fund

- Operating Fund for Parks and Recreation Department
- Contains Administration, Maintenance, Golf, Recreation, Potawatomi Zoo, Greenhouse/Conservatory, and Graffiti Abatement Divisions



# Budget Summary: Fund 201 – Parks & Recreation



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%
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%
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 Account Type</b>							
Salaries & Wages	5,550,682	5,698,043	5,984,671	2,688,343	6,033,490	48,819	0.8%
Fringe Benefits	1,617,163	30,619	1,971,043	906,530	2,068,816	97,773	5.0%
Other Personnel costs	21,343	1,714,960	36,220	12,549	28,995	(7,225)	-19.9%
<b>Total Personnel</b>	<b>7,189,188</b>	<b>7,443,622</b>	<b>7,991,934</b>	<b>3,607,422</b>	<b>8,131,301</b>	<b>139,367</b>	<b>1.7%</b>
<b>Supplies</b>	<b>1,552,836</b>	<b>1,565,065</b>	<b>1,556,880</b>	<b>909,265</b>	<b>1,509,818</b>	<b>(47,062)</b>	<b>-3.0%</b>
Professional Services (31xx)	24,559	22,430	221,048	118,626	396,540	175,492	79.4%
Comm/Transportation(32xx)	98,294	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)	438,289	396,486	350,247	137,056	339,464	(10,783)	-3.1%
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	486,902	552,714	348,495	504,056	(48,658)	-8.8%
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>2,274,805</b>	<b>2,444,063</b>	<b>2,542,411</b>	<b>1,244,295</b>	<b>2,675,764</b>	<b>133,353</b>	<b>5.2%</b>
<b>Capital</b>	<b>741,790</b>	<b>560,095</b>	<b>801,238</b>	<b>150,121</b>	<b>107,000</b>	<b>(694,238)</b>	<b>-86.6%</b>
<b>Total Expenditures by Type</b>	<b>11,758,619</b>	<b>12,012,845</b>	<b>12,892,463</b>	<b>5,911,103</b>	<b>12,423,883</b>	<b>(468,580)</b>	<b>-3.6%</b>
<b>Net Surplus / (deficit)</b>	<b>230,434</b>	<b>262,540</b>	<b>(530,134)</b>	<b>197,200</b>	<b>(233,476)</b>		
Beginning Cash Balance	4,379,483	4,611,791	4,873,821	4,873,821	4,343,687		
Balance Sheet Adjustments	1,873	(510)	-	8,318	-		
<b>Ending Cash Balance</b>	<b>4,611,791</b>	<b>4,873,821</b>	<b>4,343,687</b>	<b>5,079,339</b>	<b>4,110,211</b>		

# Fund 201- Park Department 2013 Accomplishments



- 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
- Customer Service Index (CSI) rating of 4.7 out of 5.0
- Volunteer Service Hours to Exceed 20,000 hrs. for a Saving of \$422,000
- Partnership with the Crossing School for Tree Maintenance Services





# Fund 201- Park Department

## 2014 Goals & Challenges

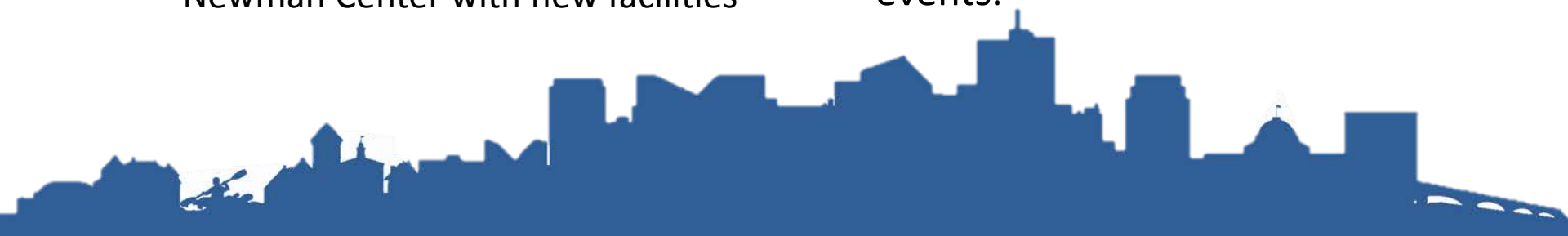


### Goals

- Generate \$5 million in user fees and misc. revenue (Fds 201 & 203)
- AZA reaccreditation for Potawatomi Zoo and filling of leadership position
- Park Bond for park development and improvements (\$2.5 million - EDIT)
- Park attendance at all facilities – one million
- Maintain CAPRA standards
- Install and train staff to use Contact Management and Facilities Management/Work Orders
- Replace the Howard Park Ice Rink and Newman Center with new facilities

### Challenges

- Severe shortage of needed capital funding to be addressed in part with consideration of a park bond
- 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.





# BEGIN HERE - Park Department Key Performance Indicators (KPI)

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 Maint- Acres Mowed	BE, GG	Output	9,500	10,000	8,771	9,000
Cost per Acre Mowed	GG	Efficiency	\$11.25	\$11.78	\$11.78	\$11.50
Skilled Trades Work Orders Completed	BE, 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
Central Mowing Cost per Acre	GG	Efficiency	\$8.70	\$8.81	\$8.81	\$8.75





# Park Department

## Key Performance Indicators (KPI)

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Summer Playground/Lunch Attendance	GG	Outcome	28,000	27,466	27,000	28,000
Recreation Program Attendance (fd 201 & 203)	GG	Outcome	395,000	397,281	375,000	395,000
Website Unique Visits per Month	GG	Outcome	18,000	10,667	13,500	14,000
Maintain Golf Digest Rating of Elbel/Erskine Golf Courses	GG	Quality	4.5/4	4/3.5	4/3.5	4/3.5
Golf Rounds Played	GG	Outcome	80,000	71,264	68,000	73,000
Zoo Attendance	GG	Outcome	216,000	203,898	201,000	206,000
Training Hours for Staff	GG	Output	3,400	3,119	3,300	3,300



# South Bend Parks and Recreation Department 2014 Budget

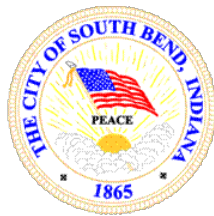


## Fund 203- Recreation Nonreverting Fund

- Fund Contains Self Supporting Programs and Events



# Budget Summary: Fund 203 – Recreation Nonreverting



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property 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%
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 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)	-	-	-	-	-	-	-
Other Services & Charges (39xx)	142,323	175,899	287,598	70,755	273,349	(14,249)	-5.0%
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>		

# Fund 203- Recreation Nonreverting 2013 Accomplishments



- 2013 ASA Men's Major National Softball Tournament will be held at Belleville Park in August
- East Race Waterway celebrates its 30<sup>th</sup> Anniversary
- St. Joseph County Wellness Program has chosen the O'Brien Fitness Center as a component of their program
- Silver Sneakers Program has begun at the O'Brien Fitness Center



# Fund 203- Recreation Nonreverting 2014 Goals & Challenges



## Goals

- Receive bid for 2015 International Softball Conference Fast Pitch World Championship Softball Tournament
- Sustain Membership and Revenues of O'Brien Fitness Center
- Expand Usage of Park Facilities by City Wellness Participants
- Expand Training Opportunities for Staff
- Promotion of Events and Activities through Donations and Sponsorships

## Challenges

- Maintain the Sustainability of the Fund as an Avenue for Staff Training and Education
- Obtain Grants, Donations and Sponsors to Enhance the Fund Balance





# Recreation Nonreverting Fund Key Performance Indicators (KPI)

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
River City Basketball Lg Players	GG,ED	Outcome	650	604	600	620
Softball League Teams	GG,ED	Outcome	240	235	235	235
Daddy-Daughter Dance	GG,ED	Outcome	1,200	1,070	1,100	1,200
Kid's Triathlon	GG,ED	Outcome	350	327	330	335
Rec Center Attendance	GG,ED	Outcome	112,500	112,112	112,300	112,400
Pool Attendance	GG,ED	Outcome	15,000	13,232	11,000	14,000





South Bend Parks  
and Recreation Department  
2014 Budget

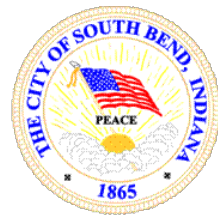


# Fund 405- Park Nonreverting Capital

- Funded by Portion of User Fees from Designated Venues
- Golf, Zoo, Picnic Sites, Forestry, East Race Waterway, and Howard Park Ice Rink



# Budget Summary: Fund 405 – Park Nonreverting Capital



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,020	1,772	2,200	928	2,200	-	0.0%
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 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>67,389</b>	<b>48,090</b>	<b>13,816</b>	<b>52,707</b>	<b>-</b>	<b>(13,816)</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	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>21,299</b>	<b>14,505</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>	<b>132,264</b>	<b>115,792</b>	<b>203,500</b>	<b>12,467</b>	<b>176,800</b>	<b>(26,700)</b>	<b>-13.1%</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>		

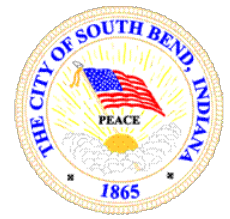
# Fund 405- Park Nonreverting Capital 2013 Accomplishments



- 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



# Fund 405- Park Nonreverting Capital 2014 Goals & Challenges



- Provide additional revenue for major repairs and equipment for designated facilities and operations





# Parks Nonreverting Capital Key Performance Indicators (KPI)

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Elbel Golf Course- Customer Service Index (0-5)	GG, ED	Quality	4.25	n/a	3.93	4
Erskine Golf Course- Golf Digest Rating (0-5)	GG, ED	Quality	4.0	n/a	3.8	4
Non-reverting Golf Revenue (total all courses)	GG	Outcome	90,000	71,226	72,000	75,000
Zoo Non-reverting Revenue	GG	Outcome	120,000	104,019	105,000	110,000
Potawatomi Zoo- Customer Service Index (0-5)	GG	Quality	4.7	n/a	4.4	4.5
East Race Waterway Non-reverting Revenue	GG	Outcome	6,000	6,377	5,000	5,000
Howard Park Ice Rink Non-reverting Revenue	GG	Outcome	6,000	4,125	4,500	5,000



# South Bend Parks and Recreation Department 2014 Budget

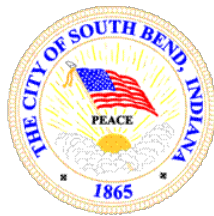


## Fund 401- Coveleski Stadium Capital

- Funded by Payments per Lease Agreement with Team



# Budget Summary: Fund 401 – Coveleski Stadium Capital



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	262	327	500	58	500	-	0.0%
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 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%
Other Services & Charges (39xx)	3,030	-	-	-	-	-	-
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>		

# Fund 401- Coveleski Stadium



## 2013 Accomplishments

- Ownership changed in 2012 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





# Fund 401- Coveleski Stadium 2014 Goals & Challenges



- 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
- Increased attendance will provide additional revenues in future years





# Fund 401- Coveleski Stadium Key Performance Indicators (KPI)

<b>Measure</b>	<b>Mayoral Goal</b>	<b>Type</b>	<b>2016 Long Term Goal</b>	<b>2012 Actual (if available)</b>	<b>2013 Estimated (if available)</b>	<b>2014 Target</b>
Attendance	ED	Outcome	300,000	112,795	225,000	250,000



# South Bend Parks and Recreation Department 2014 Budget



## Fund 403- Zoo Endowment

- Designated for Donations made to Potawatomi Zoo



# Budget Summary: Fund 403 – Zoo Endowment



Description	2013				2014	Variance 2013-2014	% Chg
	2011 Actual	2012 Actual	Amended Budget	6/30/13 Actual	Proposed Budget		
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	97	211	200	105	200	-	0.0%
Donations	3,660	13,000	2,700	-	2,700	-	0.0%
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>3,757</b>	<b>13,211</b>	<b>2,900</b>	<b>105</b>	<b>2,900</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)	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
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>3,757</b>	<b>13,211</b>	<b>2,900</b>	<b>105</b>	<b>2,900</b>		
Beginning Cash Balance	<b>31,878</b>	<b>35,635</b>	<b>48,846</b>	<b>48,846</b>	<b>51,746</b>		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>35,635</b>	<b>48,846</b>	<b>51,746</b>	<b>48,951</b>	<b>54,646</b>		

# South Bend Parks and Recreation Department 2014 Budget

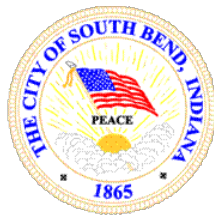


## Fund 271- East Race Waterway

- Originally Funded by Revenue from Kayaking Events held on the East Race
- These Events are No Longer Held



# Budget Summary: Fund 271 – East Race Waterway



Description	2011	2012	2013	6/30/13 Actual	2014	Variance 2013-2014	% Chg
	Actual	Actual	Amended Budget		Proposed Budget		
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	78	99	100	31	100	-	0.0%
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 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)	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
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>		

# South Bend Parks and Recreation Department 2014 Budget

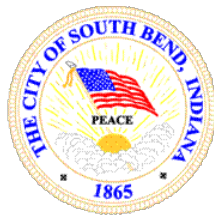


## Fund 730- City Cemetery Trust

- Revenues for this fund originally came from the sale of burial plots



# Budget Summary: Fund 730 – City Cemetery Trust



Description	2011	2012	2013	6/30/13 Actual	2014	Variance 2013-2014	% Chg
	Actual	Actual	Amended Budget		Proposed Budget		
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	118	202	250	89	250	-	0.0%
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 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)	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-
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>		