



## Today's Agenda

- Fire Department
- Fire Pension
- DCI – Introduction
- St. Joseph County Chamber of Commerce
- Downtown South Bend, Inc. (DTSB)
- Dept. of Community Investment



# South Bend Fire Department



# 2013 Accomplishments



- Vehicle Purchases
- Entered into MABAS
- New Turn-out gear
- New SCBA's
- Evaluation of IT needs and resources to create departmental efficiencies
- Departmental Wellness Program



# Recruit School Graduation 2013



# Building South Bend Fire Department Training Center



# Station 5 Rebuild



# Accreditation





# 2014 Key Initiatives

- SBFD Training Center
  1. Dedication
  2. Public Education
  3. Departmental Training Program
  4. Mutual Aid training
  5. Wellness Initiative – Work performance Evaluations
  6. Regional/State Funding possibilities?
- New Fire Station
- New Vehicles – 1 Ambulance, 2 pumpers
- Accreditation in full swing and ready for peer review 2014
- Emphasis on increasing diversity within SBFD





# Fire

## Key Performance Indicators (KPI)



Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
<6 min response time for emergencies	BE	Effectiveness	90%	73.7%	70.7%	80%
Lag time between call and occurrence and billing	BE	Effectiveness	Next day	25 weeks	3 weeks	Next day
< Fuel Consumption	GG	Outcome	<fuel 10%	65,065 gal	67,500 gal	58,351 gal





## Future KPI's

- On duty injuries/workman comp. claims, tie to wellness program and work performance evaluations
- Minority/Female applicant outreach and tracking, application pick up and return
- Public education – directed toward areas of city most impacted by residential fires



### Budget Summary: Fund 101-901 – Fire Department



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	18,902,384	19,253,401	18,951,695	9,176,696	17,894,359	(1,057,603)	-5.6%
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	174,657	155,000	-	-	(155,000)	-100.0%
Charges for Services	440,168	403,256	455,000	313,300	1,634,868	1,179,868	259.3%
Interest Earnings	-	-	-	-	-	-	-
Other Income	4,602	30,092	6,000	38,144	461,000	455,000	7583.3%
Transfers In	500,000	1,000,000	1,000,000	500,000	1,000,000	-	0.0%
<b>Total Revenue</b>	<b>19,847,155</b>	<b>20,861,408</b>	<b>20,567,695</b>	<b>10,028,140</b>	<b>20,990,227</b>	<b>422,265</b>	<b>2.1%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	13,394,603	13,788,204	13,668,186	6,835,298	13,664,917	(3,269)	0.0%
Fringe Benefits	3,997,113	4,703,377	4,439,545	2,178,632	4,636,582	197,037	4.4%
Other Personnel costs	467,725	439,860	441,449	137,145	502,165	60,716	13.8%
<b>Total Personnel</b>	<b>17,859,441</b>	<b>18,931,441</b>	<b>18,549,180</b>	<b>9,151,075</b>	<b>18,803,664</b>	<b>254,484</b>	<b>1.4%</b>
<b>Supplies</b>	<b>563,644</b>	<b>520,681</b>	<b>398,387</b>	<b>190,555</b>	<b>589,505</b>	<b>191,118</b>	<b>48.0%</b>
Professional Services (31xx)	15,153	65,350	25,650	28,960	73,127	47,477	185.1%
Comm/Transportation(32xx)	26,136	26,343	46,786	26,891	52,000	5,214	11.1%
Printing & Advertising (33xx)	1,568	4,373	10,888	5,715	8,350	(2,538)	-23.3%
Insurance (34xx)	302,640	244,404	244,404	119,730	254,838	10,434	4.3%
Utilities (35xx)	159,689	148,127	213,500	92,695	216,500	3,000	1.4%
Repairs & Maintenance (36xx)	877,674	838,022	949,125	385,230	872,443	(76,952)	-8.1%
Other Services & Charges (39xx)	35,904	74,602	121,687	27,289	119,800	(1,887)	-1.6%
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	5,304	8,064	8,088	-	-	(8,088)	-100.0%
<b>Total Service &amp; Charges</b>	<b>1,424,068</b>	<b>1,409,285</b>	<b>1,620,128</b>	<b>686,510</b>	<b>1,597,058</b>	<b>(23,070)</b>	<b>-1.4%</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>19,847,153</b>	<b>20,861,407</b>	<b>20,567,695</b>	<b>10,028,140</b>	<b>20,990,227</b>	<b>422,532</b>	<b>2.1%</b>
<b>Net Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Budget Summary: Fund 101-905 – Fire LOIT



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	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,207,624</b>	<b>2,364,074</b>	<b>3,133,190</b>	<b>1,566,595</b>	-	<b>(3,133,190)</b>	<b>-100.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,577,725	1,619,652	2,275,679	823,904	-	(2,275,679)	-100.0%
Fringe Benefits	520,980	597,252	799,011	275,793	-	(799,011)	-100.0%
Other Personnel costs	21,465	21,465	58,500	11,475	-	(58,500)	-100.0%
<b>Total Personnel</b>	<b>2,120,170</b>	<b>2,238,369</b>	<b>3,133,190</b>	<b>1,111,172</b>	-	<b>(3,133,190)</b>	<b>-100.0%</b>
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Transfers Out	87,454	125,705	-	455,423	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>87,454</b>	<b>125,705</b>	<b>-</b>	<b>455,423</b>	-	-	-
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>2,207,624</b>	<b>2,364,074</b>	<b>3,133,190</b>	<b>1,566,595</b>	-	<b>(3,133,190)</b>	<b>-100.0%</b>
<b>Net Surplus / (deficit)</b>	-	-	-	-	-	-	-

### Budget Summary: Fund 249 – Public Safety Local Option Income Tax



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	5,293,619	6,605,601	5,892,386	2,946,193	5,951,310	58,924	1.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	2,308	8,296	8,000	4,732	11,000	3,000	37.5%
Other Income	-	-	-	-	-	-	-
Transfers In	214,990	175,436	-	560,580	-	-	-
<b>Total Revenue</b>	<b>5,510,917</b>	<b>6,789,333</b>	<b>5,900,386</b>	<b>3,511,505</b>	<b>5,962,310</b>	<b>61,924</b>	<b>1.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	5,282,809	5,282,809	100.0%
Fringe Benefits	-	-	-	-	1,789,919	1,789,919	100.0%
Other Personnel costs	-	-	-	-	141,930	141,930	100.0%
<b>Total Personnel</b>	-	-	-	-	<b>7,214,658</b>	<b>7,214,658</b>	<b>100.0%</b>
<b>Supplies</b>	-	-	-	-	-	-	-
Professional Services (31xx)	-	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	-	-	-
Transfers Out	4,976,969	5,476,534	7,101,757	3,569,062	-	(7,101,757)	-100.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>4,976,969</b>	<b>5,476,534</b>	<b>7,101,757</b>	<b>3,569,062</b>	-	<b>(7,101,757)</b>	<b>-100.0%</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	<b>4,976,969</b>	<b>5,476,534</b>	<b>7,101,757</b>	<b>3,569,062</b>	<b>7,214,658</b>	<b>112,901</b>	<b>1.6%</b>
<b>Net Surplus / (deficit)</b>	<b>533,948</b>	<b>1,312,799</b>	<b>(1,201,371)</b>	<b>(57,557)</b>	<b>(1,252,348)</b>		
Beginning Cash Balance	1,143,195	1,677,143	2,989,942	2,989,942	1,788,571		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,677,143</b>	<b>2,989,942</b>	<b>1,788,571</b>	<b>2,932,385</b>	<b>536,223</b>		

### Budget Summary: Fund 288 – EMS Capital Fund



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Interest Earnings	15,121	30,051	20,000	11,751	10,000	(10,000)	-50.0%
Bond Proceeds	-	-	6,005,000	-	-	(6,005,000)	-100.0%
Other Income	2,553,379	2,258,510	2,967,084	1,444,098	2,651,000	(316,084)	-10.7%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,568,500</b>	<b>2,288,561</b>	<b>8,992,084</b>	<b>1,455,849</b>	<b>2,661,000</b>	<b>(6,331,084)</b>	<b>-70.4%</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>206,108</b>	<b>52,752</b>	<b>193,539</b>	<b>124,216</b>	<b>150,000</b>	<b>(43,539)</b>	<b>-22.5%</b>
Professional Services (31xx)	168,568	48,596	1,004,344	881,981	150,000	(854,344)	-85.1%
Insurance (34xx)	1,920	-	-	-	-	-	-
Repairs & Maintenance (36xx)	37,114	16,775	109,424	87,271	236,000	126,576	115.7%
Debt Service - Principal	138,207	57,200	1,055,020	19,252	232,000	(823,020)	-78.0%
Debt Service - Interest & Fees	-	-	135,576	1,081	119,106	(16,470)	-12.1%
Other Services & Charges (39xx)	9,727	14,088	12,000	5,708	12,000	-	0.0%
Transfers Out	500,000	1,000,000	1,000,000	500,000	1,000,000	-	0.0%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>855,536</b>	<b>1,136,659</b>	<b>3,316,364</b>	<b>1,495,293</b>	<b>1,749,106</b>	<b>(1,567,258)</b>	<b>-47.3%</b>
<b>Capital</b>	<b>1,004,136</b>	<b>1,089,061</b>	<b>7,568,260</b>	<b>859,104</b>	<b>775,000</b>	<b>(6,793,260)</b>	<b>-89.8%</b>
<b>Total Expenditures by Type</b>	<b>2,065,780</b>	<b>2,278,472</b>	<b>11,078,163</b>	<b>2,478,613</b>	<b>2,674,106</b>	<b>(8,404,057)</b>	<b>-75.9%</b>
<b>Net Surplus / (deficit)</b>	<b>502,720</b>	<b>10,089</b>	<b>(2,086,079)</b>	<b>(1,022,764)</b>	<b>(13,106)</b>		
Beginning Cash Balance	5,038,447	5,528,725	5,522,335	5,522,335	3,436,256		
Balance Sheet Adjustments	(12,442)	(16,479)	-	3,191	-		
<b>Ending Cash Balance</b>	<b>5,528,725</b>	<b>5,522,335</b>	<b>3,436,256</b>	<b>4,502,762</b>	<b>3,423,150</b>		

### Budget Summary: Fund 289 – Hazmat Fund



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	3,000	16,722	10,000	7,000	233.3%
Interest Earnings	8	13	-	19	-	-	-
Other Income	572	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>580</b>	<b>13</b>	<b>3,000</b>	<b>16,741</b>	<b>10,000</b>	<b>7,000</b>	<b>233.3%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>
Professional Services (31xx)	-	-	-	-	-	-	-
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>448</b>	<b>-</b>	<b>3,000</b>	<b>3,238</b>	<b>-</b>	<b>(3,000)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>448</b>	<b>-</b>	<b>3,000</b>	<b>3,238</b>	<b>10,000</b>	<b>7,000</b>	<b>233.3%</b>
<b>Net Surplus / (deficit)</b>	<b>132</b>	<b>13</b>	<b>-</b>	<b>13,503</b>	<b>-</b>		
Beginning Cash Balance	2,536	2,668	2,681	2,681	2,681		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>2,668</b>	<b>2,681</b>	<b>2,681</b>	<b>16,184</b>	<b>2,681</b>		

### Budget Summary: Fund 291 – Indiana River Rescue Fund



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



### Budget Summary: Fund 701 – Fire Pension Fund



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Other Taxes	5,524,569	5,233,388	5,035,292	2,517,646	5,386,832	351,540	7.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	4,330	4,740	4,987	1,636	4,500	(487)	-9.8%
Other Income	-	1,723	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>5,528,899</b>	<b>5,239,851</b>	<b>5,040,279</b>	<b>2,519,282</b>	<b>5,391,332</b>	<b>351,053</b>	<b>7.0%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	10,927	10,927	10,927	4,341	10,927	-	0.0%
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	5,615,445	5,596,271	5,883,998	2,751,912	5,858,568	(25,430)	-0.4%
<b>Total Personnel</b>	<b>5,626,372</b>	<b>5,607,198</b>	<b>5,894,925</b>	<b>2,756,253</b>	<b>5,869,495</b>	<b>(25,430)</b>	<b>-0.4%</b>
<b>Supplies</b>	<b>62</b>	<b>69</b>	<b>200</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>0.0%</b>
Professional Services (31xx)	-	-	2,096	48	2,100	4	0.2%
Comm/Transportation(32xx)	943	977	1,653	541	1,700	47	2.8%
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	99	100	-	100	-	0.0%
Other Services & Charges (39xx)	-	-	850	-	850	-	0.0%
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	204	204	-	-	(204)	-100.0%
<b>Total Service &amp; Charges</b>	<b>943</b>	<b>1,280</b>	<b>4,903</b>	<b>589</b>	<b>4,750</b>	<b>(153)</b>	<b>-3.1%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>5,627,377</b>	<b>5,608,547</b>	<b>5,900,028</b>	<b>2,756,842</b>	<b>5,874,445</b>	<b>(25,583)</b>	<b>-0.4%</b>
<b>Net Surplus / (deficit)</b>	<b>(98,478)</b>	<b>(368,696)</b>	<b>(859,749)</b>	<b>(237,560)</b>	<b>(483,113)</b>		
Beginning Cash Balance	1,815,041	1,716,563	1,347,867	1,347,867	488,118		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>1,716,563</b>	<b>1,347,867</b>	<b>488,118</b>	<b>1,110,307</b>	<b>5,005</b>		



Good evening Councilmembers. Its my pleasure to speak with you tonight on the topic of economic development in South Bend. A topic that is near- if not at the top – of the priority list for all in the City Government. Through your support in 2013, we’ve made great strides to change the way we do business in South Bend to attract more jobs and investment to the Community and expand economic opportunities. There is certainly much more to be done and we greatly appreciate your continued support for the efforts in 2014.

## DCI-VISION: Vibrant urbanism is economic development



Dull, inert cities, it is true, do contain the seeds of their own destruction and little else.

But lively, diverse, intense cities contain the seeds of their own regeneration, with energy enough to carry over for problems and needs outside themselves.

Jane Jacobs  
*Death & Life of American Cities*



***Thank you for your support and partnership to improve the quality of life in South Bend.***



Before we get started- a brief note on the vision: Cities exist for the purpose of exchange – to bring people together to exchange goods, services and ideas. Fostering an environment that brings people together, invites investment and attracts residents, is perhaps the most fundamental thing we can do to improve econ development.

## DCI - MISSION



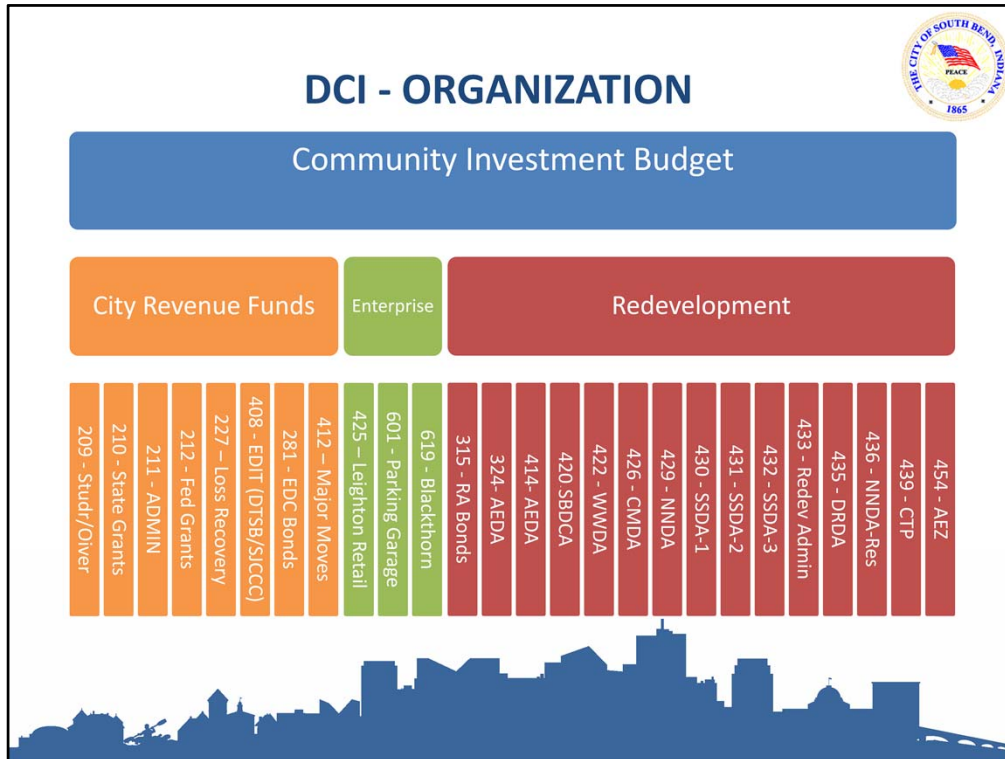
To spur investment in a stronger South Bend.

We do this by:

- Attracting & retaining growing businesses
- Planning for vibrant neighborhoods
- Connecting residents to economic opportunities



To realize that vision, we (collectively in the department) have honed the mission to underscore and clarify the key priorities. Our mission is to...



We achieve this mission through three critical funding sources: City Revenue Funds (which primarily fund our administrative duties), Enterprise Funds, and the Redevelopment Funds (which fund most of our operations). In years past, the Redevelopment budget was shared a later date, but in response to Council interest, we sought to incorporate the redevelopment budget as well in these materials.

The City brings a number of resources to bear to drive its goals on economic development. It's a collective strategy that requires partners. Funded through EDIT...

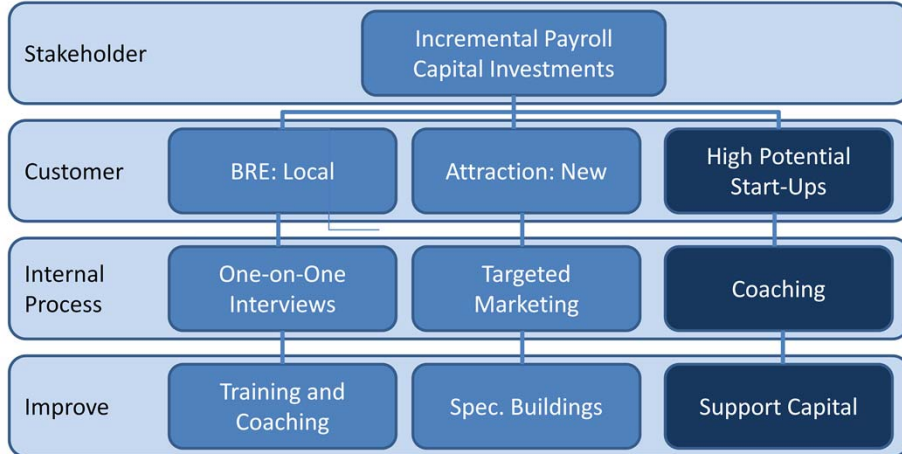
- Chamber
- DTSB

## What do you receive when you financially support our economic development programs?

- True **public-private partnership**, leveraging resources for a focused and measurable economic development program
- An “**outside sales**” arm to help raise the profile of South Bend and this region around the world
- An “**inside sales**” arm working to grow existing businesses in South Bend and this region.
- Your **Marketing/Information Source/Resource** for South Bend and this Region



## Strategic Map



## Stakeholder Value

- Increased payrolls : \$171 million from direct jobs (2,000 jobs @ \$59,000/yr)
- New capital investments: \$200 million
- New real/personal property tax revenue: \$21 million





## Business Retention and Expansion

### Customers

- Target high impact, high risk employers
- 1<sup>st</sup> Priority are nonresident businesses (headquarters not local)
- Resident businesses with demonstrated growth potential
- Resident businesses in targeted growth industries and occupations





## Business Attraction

### Customers

- Target established companies and high potential start-ups in:
  - Wholesale/distribution/logistics
  - Steel fabrication and machining/ advanced manufacturing
  - Computer/Data Centers/ Analytics
  - Life Sciences/Healthcare/ Diagnostics/Therapeutics
  - Engineering, Design and Architecture related businesses





## Business Landscape

### Businesses with Income over \$1 million (1,033)

South Bend	60%
Mishawaka	26%
County	14%

### Real Estate Inventory in Database (112 properties)

South Bend	65%
Mishawaka	20%
County	15%

### Business Expansion Focus

South Bend: Data, Design, Distribute, Manufacture

Mishawaka: Retail, Commercial Office

County: Distribute, Manufacture





### **Economic Development Public Ask per Year**

South Bend	\$150,000 (47%)
Mishawaka	\$ 50,000 (13%)
County	\$125,000 (40%)

### **Economic Development Private Performance**

Total commitments, to date, over 4 years: \$2,286,500  
(\$571,000 per year)

Projected final 4 year total : \$2,804,000  
(\$701,000 per year)

### **South Bend Contribution/Spend Ratio**

$$\$150,000 / \$876,000 = 1/5.84$$





**Downtown South Bend, Inc. (DTSB)  
September 4, 2013**

## Downtown South Bend, Inc. (DTSB)



### MISSION

DTSB is committed to the advancement and vitality of downtown, through three primary areas of focus:

*Offering **BUSINESS RESOURCES**, support, initiatives & incentives.*

*Presenting **MARKETING & EVENTS** designed to attract visitors and highlight downtown as a destination for arts, entertainment & dining.*

*Providing **STREET LEVEL SOLUTIONS** to make downtown clean, safe, Beautiful, accessible & hospitable.*

*Incorporated in 2002 | 501 c (6) Non-Profit Organization  
Public-Private Partnership | Governed by Board of Directors*



# Downtown South Bend, Inc. (DTSB)



## BUSINESS RESOURCES



- Exterior Enhancement \$
- Interior Improvement \$
- Retail Assistance \$
- Co-Op Marketing
- RAS Meetings
- Business Listings
- Ribbon Cuttings
- Available Property
- Business Liaison
- Umbrella Marketing



**Municipal  
Riverfront  
Development  
District  
Liquor Licenses**



# Downtown South Bend, Inc. (DTSB)



## MARKETING & EVENTS



# Downtown South Bend, Inc. (DTSB)



## STREET LEVEL SOLUTIONS



Clean & Safe Program Statistics

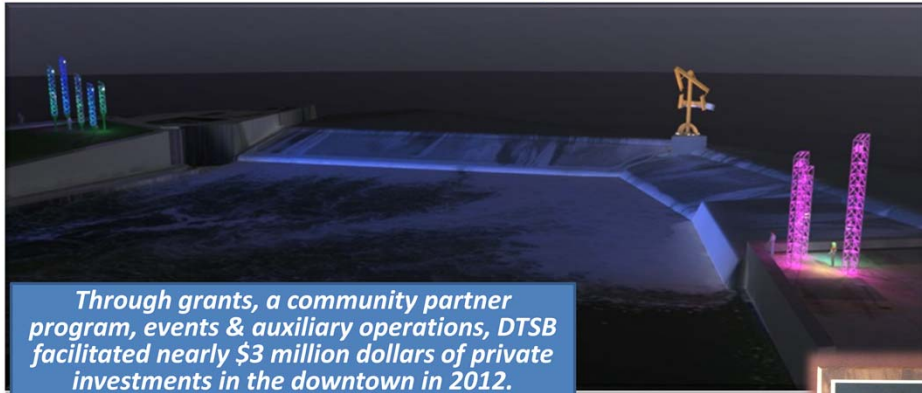
Month	Hours	Personnel	Tasks
Jan	1200	15	100
Feb	1100	14	90
Mar	1300	16	110
Apr	1400	17	120
May	1500	18	130
Jun	1600	19	140
Jul	1700	20	150
Aug	1800	21	160
Sep	1900	22	170
Oct	2000	23	180
Nov	2100	24	190
Dec	2200	25	200



Downtown South Bend Parking Promise



# Downtown South Bend, Inc. (DTSB) IMPROVE & EXPAND IMPACT



*Through grants, a community partner program, events & auxiliary operations, DTSB facilitated nearly \$3 million dollars of private investments in the downtown in 2012.*

- 1. Core Services | Empowerment | Built Environment
- 2. Residential | Adjacent Neighborhoods





## PRESENTATION OUTLINE

- Vision
- Mission & Organization
- Economic Development Partners
- 2013 Accomplishments
- 2014 Key Initiatives
- Administrative Budget
- Redevelopment Budget
- KPI's





## DCI - MISSION

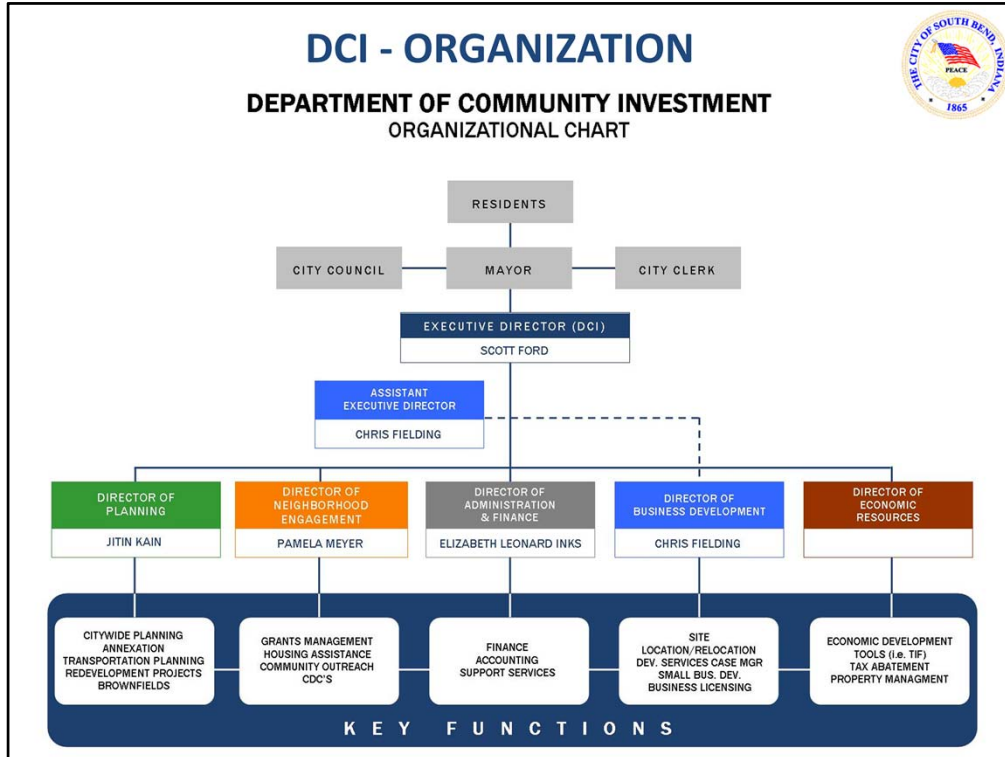
To spur investment in a stronger South Bend.

We do this by:

- Attracting & retaining growing businesses
- Planning for vibrant neighborhoods
- Connecting residents to economic opportunities



Again – our mission is...



Thank you for support the new structure. Its been helpful to increase our responsiveness to economic oppourtunities and improve the east of doing business with south bend. The Single Point of Contact – perhaps more than anything – has received the most feedback from the community.



## 2013 ACCOMPLISHMENTS

### 1. Attracting & Retaining growing businesses

- Served 17 businesses, representing \$23M investment with a projected \$2.99M increase in assessed value (AV)
- Working with prospects that represent 1,067 new and retained jobs, \$122M of investment, 1.1M s.f. of commercial space
- Noble Energy/New Energy Ethanol Plant
- Single Point of Contact
- Business Toolkit



#### ECONOMIC DEVELOPMENT SERVICES PORTFOLIO CITY OF SOUTH BEND, INDIANA

BUSINESS ASSISTANCE	2
BUSINESS LICENSING	2
LOCATION-BASED INCENTIVES	3
SITE LOCATION ASSISTANCE	6
GRANTS FOR BUSINESS	7
FUNDING MECHANISMS	8
MENU OF VALUE-ADDED REVENUE-CITY OF SOUTH BEND	9
MENU OF STATE INCENTIVES FOR INDIANA	14
MENU OF FEDERAL INCENTIVES	33

Organized accordingly to by mission, I wanted to share a few highlights from our work in 2013 thus far...



## 2013 ACCOMPLISHMENTS

### 2. Planning for Vibrant Neighborhoods:

- Downtown Residential Market Study
- Corridors RFP
- Fellows Street
- Smart Streets Workshops
- Supporting the Vacant & Abandoned Initiative

**SouthBendTribune.com**

Fellows Street residents happy with scaled-down project

October 25, 2012 | TOM MOOR | South Bend Tribune

SOUTH BEND — It appears the city h  
live with. it can

After months of meetings and debates  
of Ireland Road, the South Bend Rede  
approved a new, scaled-down project. north

**WEST SIDE CORRIDORS**  
MARKET ANALYSIS & MASTER PLAN



We've initiated several programs will enable us to be more intentional/targeted. To work with data. To engage the public.



## 2013 ACCOMPLISHMENTS

### 3. Connecting Residents to Economic Opportunities

- 236 jobs created from DCI assisted projects
- 107 announced jobs from new projects
- 51 home-owners assisted through Rebuilding Together and South Bend Home Improvement Program (SBHIP)
- 44 at risk home-owners assisted through foreclosure prevention counseling -2013



Jobs. Jobs. Jobs.

Also recognizing that homes/homeownership have economic implications.

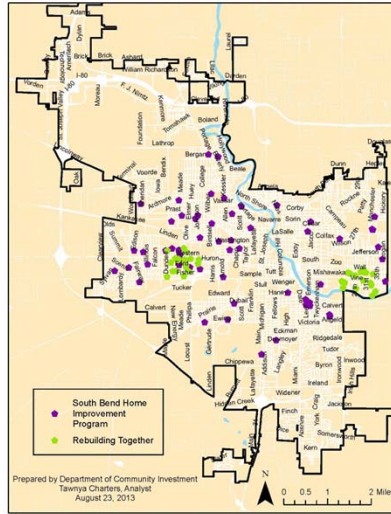




# 2013 ACCOMPLISHMENTS

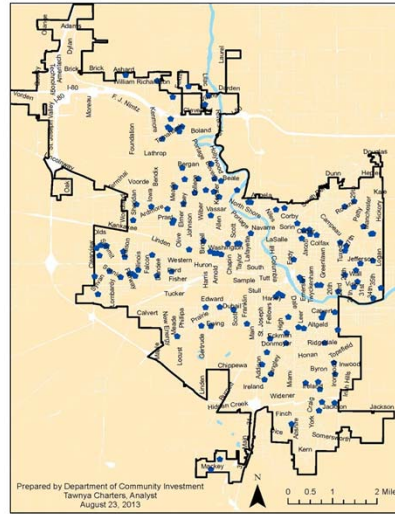
## Homeowner Rehabilitation Programs January 1, 2012 through August 22, 2013

Total Clients Served: 93



## South Bend Housing Counseling January 1, 2012 through August 20, 2013

Total Clients Served: 129, Pre-Purchase: 41, Mortgage Default: 88



# 2013 ACCOMPLISHMENTS



## South Bend Implements Drucker Public-Sector Leadership Program

### South Bend Implements Drucker Public-Sector Leadership Program

*Posted on Jul 22, 2013*

The City of South Bend and the Drucker Institute at Claremont Graduate University have announced a partnership through which city employees will learn practical lessons on public-sector effectiveness drawn from the teachings of the late Peter Drucker.

The newly developed "Drucker Playbook for the Public Sector" will be implemented in a pilot program within the City of South Bend's Department of Community Investment.



Finally – a note on improving our workforce within the Department. We are piloting with the Drucker Institute to get world-class training as they develop a program for leadership in the public sector.



## 2014 KEY INITIATIVES

### 1. Attracting and retaining growing businesses

- Reforming economic development tools
- Creating investment ready places
  - Ignition Park
  - Renaissance District
  - Smart Streets (Corridors & Downtown Streetscapes)
  - Supporting the Vacant and Abandoned Initiative
- Improved customer service/CRM



Looking ahead to 2014 – again organized by our mission – there is a strong emphasis on improving the ease of doing business in South Bend.



## 2014 KEY INITIATIVES

### 2. Planning for vibrant neighborhoods

- Creating investment ready places
- Smart Streets (Corridor planning and implementation & Downtown Streetscapes)
- Assisting neighborhood plans for Vacant & Abandoned Homes Initiative



In many ways these activities will be supporting the desired outcomes of the other two priorities (business attraction and econ opportunities)



## 2014 KEY INITIATIVES

### 3. Connecting residents to economic opportunities

- Workforce Development Initiative
  - Implementation of successful employer-led curriculum model
- Deconstruction Jobs Training Program
- Talent Attraction/ Investing in a Vibrant Core



### Budget Summary: Fund 211 – DCI Administration



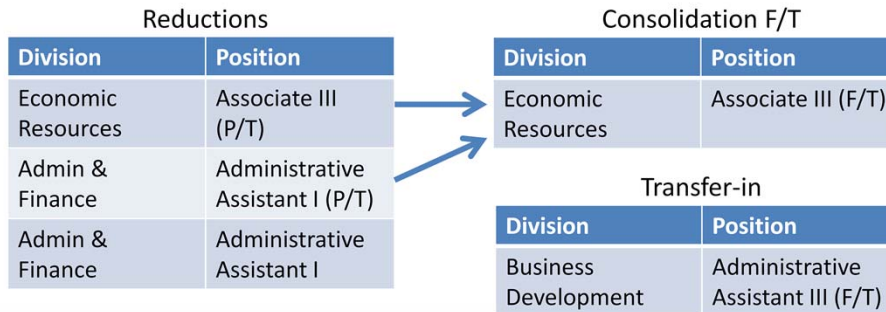
Description	2011		2013		2014	Variance 2013-2014	% Chg
	Actual	Actual	Amended Budget	6/30/13 Actual	Proposed Budget		
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	359,168	324,599	421,787	70,914	386,787	(35,000)	-8.3%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,625	3,057	2,200	1,597	2,200	-	0.0%
Other Income	272,990	238,621	200,300	131,474	200,300	-	0.0%
Transfers In	1,850,346	1,527,146	1,717,521	858,760	1,794,383	76,862	4.5%
<b>Total Revenue</b>	<b>2,484,129</b>	<b>2,093,423</b>	<b>2,341,808</b>	<b>1,062,745</b>	<b>2,383,670</b>	<b>41,862</b>	<b>1.8%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	1,244,270	1,235,109	1,433,305	663,618	1,493,176	59,871	4.2%
Fringe Benefits	355,428	390,778	486,862	225,200	558,500	71,638	14.7%
Other Personnel costs	16,882	12,277	17,880	5,936	17,880	-	0.0%
<b>Total Personnel</b>	<b>1,616,580</b>	<b>1,638,164</b>	<b>1,938,047</b>	<b>894,754</b>	<b>2,069,556</b>	<b>131,509</b>	<b>6.8%</b>
<b>Supplies</b>	<b>20,904</b>	<b>20,630</b>	<b>32,861</b>	<b>12,474</b>	<b>29,472</b>	<b>(3,389)</b>	<b>-10.3%</b>
Professional Services (31xx)	12,905	26,536	253,523	127,991	133,002	(120,521)	-47.5%
Comm/Transportation(32xx)	29,941	26,327	34,969	13,898	34,000	(969)	-2.8%
Printing & Advertising (33xx)	8,622	17,016	16,950	4,834	17,950	1,000	5.9%
Insurance (34xx)	7,860	15,972	16,332	8,166	44,892	28,560	174.9%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	23,793	23,004	31,829	11,022	31,829	-	0.0%
Other Services & Charges (39xx)	7,600	14,792	25,100	6,644	23,100	(2,000)	-8.0%
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	239,928	243,144	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>330,649</b>	<b>366,791</b>	<b>378,703</b>	<b>172,554</b>	<b>284,773</b>	<b>(93,930)</b>	<b>-24.8%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>4,720</b>	<b>4,720</b>	<b>-</b>	<b>(4,720)</b>	<b>-100.0%</b>
<b>Total Expenditures by Type</b>	<b>1,968,133</b>	<b>2,025,585</b>	<b>2,354,331</b>	<b>1,084,502</b>	<b>2,383,801</b>	<b>29,470</b>	<b>1.3%</b>
<b>Net Surplus / (deficit)</b>	<b>515,996</b>	<b>67,838</b>	<b>(12,523)</b>	<b>(21,757)</b>	<b>(131)</b>		
Beginning Cash Balance	-	516,213	584,037	584,037	571,514		
Balance Sheet Adjustments	217	(14)	-	(201)	-		
<b>Ending Cash Balance</b>	<b>516,213</b>	<b>584,037</b>	<b>571,514</b>	<b>562,079</b>	<b>571,383</b>		

Now to dive into the numbers. Fund 211 – our Admin Budget is essentially flat year over year.




## ADMINISTRATIVE BUDGET

- 26 FT + 2 PT 2013.
- 27 FT in 2014



One key change in the Fund 211 relates to personnel. To better serve the top line priorities of job creation and investment, we're proposing an adjustment that would allocate assets to assist with these goals.

**Budget Summary: Fund 212 – DCI Grants**



Description	2012		2013		2014	Variance 2013-2014	% Chg
	Actual	Actual	Amended Budget	6/30/13 Actual	Proposed Budget		
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	5,584,509	3,667,111	8,148,705	2,343,694	3,525,000	(4,623,705)	-56.7%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	3,147	2,578	2,000	1,199	2,000	-	0.0%
Other Income	318,991	490,126	649,600	170,993	284,000	(365,600)	-56.3%
Transfers In	200,000	-	-	-	-	-	-
<b>Total Revenue</b>	<b>6,106,647</b>	<b>4,159,815</b>	<b>8,800,305</b>	<b>2,515,886</b>	<b>3,811,000</b>	<b>(4,989,305)</b>	<b>-56.7%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	380	48	-	143	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>380</b>	<b>48</b>	<b>-</b>	<b>143</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>971</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Services (31xx)	4,099	-	-	-	-	-	-
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	1,316	-	-	-	-	-	-
Other Services & Charges (39xx)	676,819	110,413	-	-	-	-	-
Grants & Subsidies	5,054,698	3,829,792	8,957,256	2,527,499	3,811,000	(5,146,256)	-57.5%
Transfers Out	546,087	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>6,283,019</b>	<b>3,940,205</b>	<b>8,957,256</b>	<b>2,527,499</b>	<b>3,811,000</b>	<b>(5,146,256)</b>	<b>-57.5%</b>
<b>Capital</b>	<b>9,433</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures by Type</b>	<b>6,293,804</b>	<b>3,940,253</b>	<b>8,957,256</b>	<b>2,527,642</b>	<b>3,811,000</b>	<b>(5,146,256)</b>	<b>-57.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(187,157)</b>	<b>219,562</b>	<b>(156,951)</b>	<b>(11,755)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Cash Balance	501,923	299,072	513,841	513,840	356,889	-	-
Balance Sheet Adjustments	(15,694)	(4,794)	-	(2,162)	-	-	-
<b>Ending Cash Balance</b>	<b>299,072</b>	<b>513,840</b>	<b>356,889</b>	<b>499,924</b>	<b>356,889</b>	<b>-</b>	<b>-</b>

As you may recall from last year's discussion, the Federal and City financial calendars are slightly out of phase. This leads to what is perceived to be a huge jump every year, when in actuality the funds will net out to smaller figure when they are processed.



## ADMINISTRATIVE BUDGET –FUND 212



- Projected \$3.8M Federal Grants to assist neighborhood-stabilization and homelessness assistance programs.
  - \$2.4M (CDBG)
  - \$296,479 NSP Program Income
  - \$220,990 ESG
  - \$280,000 Shelter + Care
  - \$94,000 Supplemental Housing Rental Assistance
  - \$500,000 Reserve
- NSP-1 and CDBG-R are expended. 25% drop in 2013 ESG (Emergency Solutions Grant)



## REDEVELOPMENT BUDGET



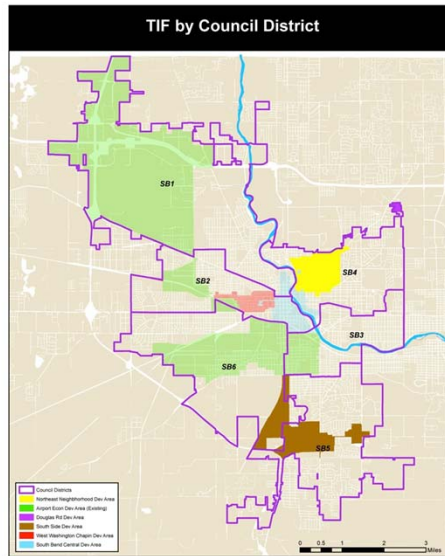
To fund local public improvements in or serving the TIF area. Local public improvements include:

- Buildings
- Parking facilities
- Acquisition of land, rights-of-way, and other property to be redeveloped.
- All architectural, engineering, legal, financing, accounting, advertising, bond discount, and supervisory expenses related to the acquisition and redevelopment of the property or the issuance of bonds.
- Capitalized interest and debt-service reserve for the bonds
- Other local improvements such as streets, curbs, sidewalks, water, sewers, etc.



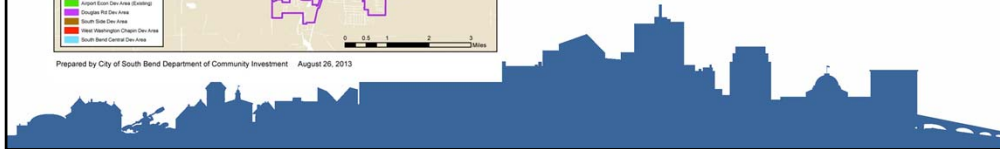
As we mentioned earlier, many of the operations are funding through our TIF funds. Although this are typically shared at a later date- I wanted to include a brief note about this in today's slides – in response to Council interest.

# REDEVELOPMENT BUDGET



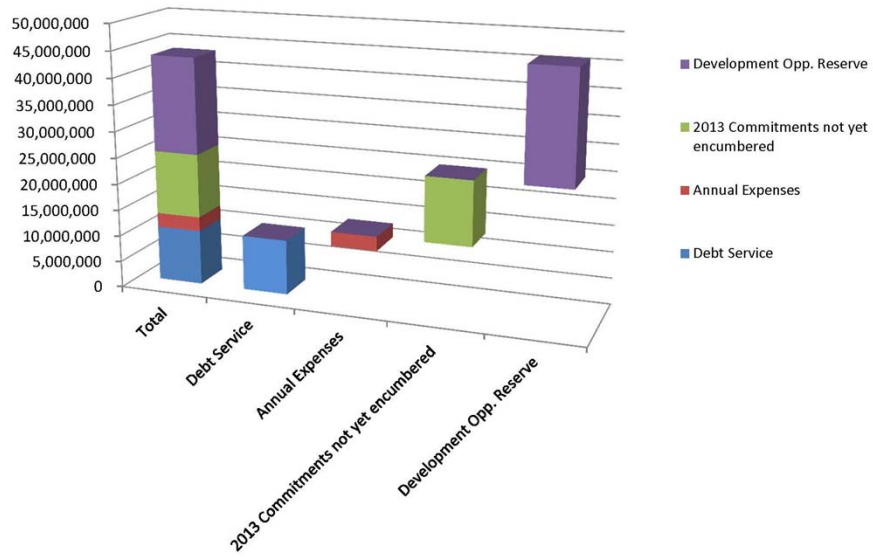
Prepared by City of South Bend Department of Community Investment August 26, 2013

Council District	Parcel Area (acres)	% area TIF District
1	7155.4	65.0
2	2107.62	38.3
3	1560.05	24.7
4	2263.63	24.9
5	3791.1	14.2
6	4482.04	35.4

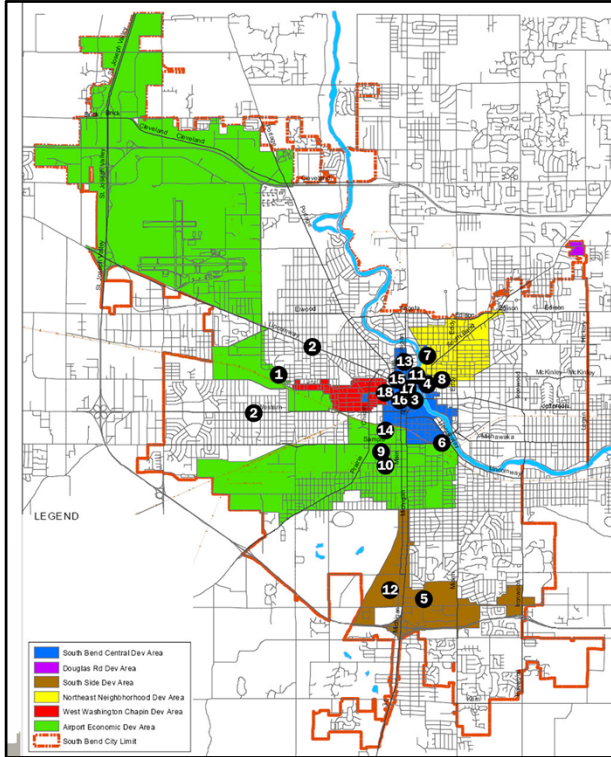




# REDEVELOPMENT BUDGET



# REDEVELOPMENT PROJECTS SOUTH BEND (2013-2014)



## LEGEND

- 1 Bosch Facility Reuse
- 2 Corridors Master Plan for Lincolnway & Western
- 3 College Football Hall of Fame Reuse
- 4 Colfax Ave. Streetscape Urban Village/Complete Streets Pilot
- 5 Fellows St. Improvement Project
- 6 Fire Training Center Property Acquisition
- 7 Hill St. Infrastructure Infrastructure to support new residential
- 8 Hill & Cofax Mixed Use New Mixed Use Development
- 9 Ignition Park Infrastructure Phase 2
- 10 Ignition Park Multi-Tenant Building
- 11 LaSalle Hotel Rehab; New Apartments &
- 12 Main Lafayette Connector
- 13 Memorial Skyway Bridge
- 14 Renaissance District
- 15 Rushton Building Rehab Senior Housing
- 16 Smart Streets Initiative (2 Way Street Reversion)
- 17 Studebaker Plaza New Public Plaza in Downtown
- 18 William St. Streetscape

## KEY PERFORMANCE INDICATORS



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



### Budget Summary: Fund 227 – Loss Recovery Fund



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	12,545	21,894	26,000	9,357	17,000	(9,000)	-34.6%
Other Income	211,701	-	3,804,857	6,309	-	(3,804,857)	-100.0%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>224,246</b>	<b>21,894</b>	<b>3,830,857</b>	<b>15,666</b>	<b>17,000</b>	<b>(3,813,857)</b>	<b>-99.6%</b>
<b>Expenditures by Account Type</b>							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies</b>	<b>-</b>	<b>-</b>	<b>208,000</b>	<b>-</b>	<b>-</b>	<b>(208,000)</b>	<b>-100.0%</b>
Professional Services (31xx)	99,400	12,520	316,033	37,388	500,000	183,967	58.2%
Insurance (34xx)	-	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	-	-	2,000,000	2,000,000	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
<b>Total Service &amp; Charges</b>	<b>99,400</b>	<b>12,520</b>	<b>316,033</b>	<b>37,388</b>	<b>2,500,000</b>	<b>2,183,967</b>	<b>691.1%</b>
<b>Capital</b>	<b>-</b>	<b>161,468</b>	<b>2,152</b>	<b>-</b>	<b>2,500,000</b>	<b>2,497,848</b>	<b>116071.0%</b>
<b>Total Expenditures by Type</b>	<b>99,400</b>	<b>173,988</b>	<b>526,185</b>	<b>37,388</b>	<b>5,000,000</b>	<b>4,473,815</b>	<b>850.2%</b>
<b>Net Surplus / (deficit)</b>	<b>124,846</b>	<b>(152,094)</b>	<b>3,304,672</b>	<b>(21,722)</b>	<b>(4,983,000)</b>		
Beginning Cash Balance	4,368,809	4,493,655	4,341,561	4,341,561	7,646,233		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>4,493,655</b>	<b>4,341,561</b>	<b>7,646,233</b>	<b>4,319,839</b>	<b>2,663,233</b>		

### Budget Summary: Fund 412 – Major Moves



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
<b>Revenue</b>							
Property Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	77,860	394,379	289,648	136,372	269,746	(19,902)	-6.9%
Other Income	32,036	320,884	239,014	118,032	312,052	73,038	30.6%
Transfers In	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>109,896</b>	<b>715,263</b>	<b>528,662</b>	<b>254,403</b>	<b>581,798</b>	<b>53,136</b>	<b>10.1%</b>
<b>Expenditures by 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)	-	-	-	-	-	-	-
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>336,666</b>	<b>2,142,922</b>	<b>3,395,846</b>	<b>892,516</b>	<b>4,500,000</b>	<b>1,104,154</b>	<b>32.5%</b>
<b>Total Expenditures by Type</b>	<b>336,666</b>	<b>2,142,922</b>	<b>3,395,846</b>	<b>892,516</b>	<b>4,500,000</b>	<b>1,104,154</b>	<b>32.5%</b>
<b>Net Surplus / (deficit)</b>	<b>(226,770)</b>	<b>(1,427,658)</b>	<b>(2,867,184)</b>	<b>(638,113)</b>	<b>(3,918,202)</b>		
Beginning Cash Balance	9,551,125	9,324,355	7,896,697	7,896,697	5,029,513		
Balance Sheet Adjustments	-	-	-	-	-		
<b>Ending Cash Balance</b>	<b>9,324,355</b>	<b>7,896,697</b>	<b>5,029,513</b>	<b>7,258,584</b>	<b>1,111,311</b>		





## DCI-VISION: Vibrant urbanism is economic development

Dull, inert cities, it is true, do contain the seeds of their own destruction and little else.

But lively, diverse, intense cities contain the seeds of their own regeneration, with energy enough to carry over for problems and needs outside themselves.

Jane Jacobs

*Death & Life of American Cities*



***Thank you for your support and partnership to improve the quality of life in South Bend.***

