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The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of South Bend for its annual budget for the fiscal year beginning January 1, 2002. In order to receive this award, a governmental un
\it must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

The City of South Bend
2003 Program / Performance Based Budget
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CITY OF SOUTH BEND STEPHEN J. LUECKE, MAYOR

DEPARTMENT OF ADMINISTRATION AND FINANCE

FREDERICK B. OLLETT, III
CONTROLLER

April 8, 2003

To the Honorable Mayor Stephen J. Luecke,
Members of the City Common Council, and
the Residents of the City of South Bend:

It is with great pleasure and pride that we submit to you the City of South Bend's 2003 Performance Based Budget. The City has been publishing a budget in this format for seven years; however, significant changes have been made to this document over the past several years which are more fully discussed in later sections of this book. There is a great deal of information in this book and, in an attempt to make it more reader-friendly, we have arranged it in the following five sections.

Section A - Policies and Goals This section contains specific information on the City's long term goals and objectives, its mission and purpose statements, as well as the City's financial policies and core values. The section begins with a brief description of the City's strategic planning process and a historic overview of our approach to program and performance based budgeting. Also included in this section are the City's overall financial policy statements covering the budget process, operational procedures, revenues, reserves, debt and investments. The section ends with Mayor Stephen J. Luecke's State of the City Address as it was presented in its entirety to the Common Council on January 27, 2003. The Mayor begins by emphasizing the impact that this city has historically had on the community. He reviews the past year's accomplishments, highlights various partnerships that the City has developed over the past several years, and outlines where he believes this community should be headed in the future.

Section B - Financial Summary This section provides a general overview of the City's 2003 Operating and Capital Budgets. It starts with the Executive Summary, which contains highlights of the current year's budget as well as the challenges that the City faces in the coming year. This summary also explains the method of accounting used in the budgeting process, and it provides an explanation of the type of funds that are subject to annual appropriations. It presents a summary of major revenues, assumptions used in developing revenue estimates, and significant revenue trends thus providing a general overview of the total resources utilized by the City. The 2003 Budget (Operating and Capital) is then presented in summary form as it was approved by the Common Council, first by fund type identifying total revenue, expenditures and operating surpluses and then by each fund's major expenditure classification. These summaries are accompanied by a brief description of each of the City's budgeted funds. Also included in this section is historical data comparing the past three years' actual results and the prior year's

budget with the 2003 Budget (Operating and Capital). Financial trends are outlined through the use of graphs. Projected changes in fund balances for the budgeted year can be found in this report. Included in this section is a multi-year forecast of both revenue and expenditures. This has been provided to give the reader a better understanding of some of the financial trends the City is anticipating. The section ends with a summary of personnel staffing levels for the budget year and the prior two years.

Section C - Program/Performance Based Budget by Department This section is the backbone of the City's 2003 Budget. You will find this section of the budget document significantly enhanced from previous years. During 1998 and 1999, all City Departments embarked upon intensive training aimed at developing skills to better measure performance outcomes through development of program logic models. This training was primarily aimed at enhancing the City's Performance Based Budget process while providing a tool to help programs improve services. The logic model concept includes the identification of desired program outcomes (representing departmental goals and objectives) and performance indicators that attempt to measure the success of our programs. This process will help City employees determine whether or not the resources they expend actually produce the benefits desired for their customers. This entire concept is more fully explained in the introduction included in Section C. Although this is an ongoing process, we believe our efforts during the past three years have allowed us to take a giant step forward in improving accountability and helping us determine if the City's programs really make a difference in the lives of the people that live and work in this community.

Section D - Capital / Debt This section contains a summary of the City's 2003 Capital Budget along with an explanation of the procedures and the timing of the Capital Budget approval process. The City's multi-year capital improvement plan along with detailed descriptions of the plan's major projects are also included. A summary of the City's long term debt, legal debt limits and a debt service schedule complete this section.

Section E - Glossary This document ends with a glossary to assist the reader with terminology and acronyms that have been used throughout this book.

The following pages of the transmittal letter provide summary information on this community and its surrounding area. Also summarized are the key financial and budgetary controls with which the City is required to comply. The remainder is a discussion of the key issues the City is facing and their impact on current and future budgets. A detailed outline of the City's budget schedule has also been included in this letter.

GENERAL INFORMATION

The City of South Bend is the county seat of St. Joseph County, Indiana, and is the fourth largest city in the state. Its 2000 U.S. Bureau of the Census population of 107,789 classifies it as a "City of the Second Class" under Indiana statues (cities with a population of 35,000 to 250,000). It operates with a mayor as chief executive and a nine-member City Common Council composed of six members elected from districts and three members at-large.

The City provides a full range of traditional general governmental services to its citizens. These services include police and fire protection; sanitation services; the construction and maintenance of highways, streets and infrastructure; recreational activities and cultural events. In addition to general governmental activities, the Common Council or City Board of Public Works exercises oversight over the South Bend Water Works, the South Bend Wastewater Treatment Facility, the Century Center, the College Football Hall of Fame, the Studebaker Collection, the South Bend Redevelopment Authority and several downtown parking facilities.

Location

St. Joseph County lies within the heartland of the manufacturing belt and metropolitan regions of the Upper Midwest and Canada. The City of South Bend is located in the north central part of Indiana, ten miles south of the Michigan state line, and is commonly known to be within the "Michiana" area. The Michiana area is a vibrant and diverse area with a strong economy based on a mix of agricultural, service, manufacturing, other commercial and tourism industries. This diverse economic mix creates varied employment opportunities for the area's residents while providing insulation via diversification from future economic downturns.

The City is approximately 90 miles east of Chicago and 140 miles north of Indianapolis. Accessibility to transportation, including Interstate 80/90, a regional airport (which is the second busiest in the state of Indiana), the South Shore rail line and a port on Lake Michigan, has supported economic growth within the community. Proximity to Chicago, the largest rail and intermodal (rail/truck/ocean/inland waterway) transfer point in the country, is a significant advantage to St. Joseph County.

St. Joseph County / South Bend - Economic Conditions and Outlook

St. Joseph County, with its 2000 U.S. Bureau of the Census population of 265,559, boasts a strong history of manufacturing which continues today. As a complement to that, the service industry and retail trade has also flourished, creating a balance that serves the community well. The County has experienced a net growth in population of 26,945 (11.3% increase) between 1960 and 2000. After experiencing a reduction of 2.6% during 1969 to 1983, at which time the entire Midwest was at the depth of its economic restructuring and recess, the County's population increased 4.0% between 1983 and 1990 and another 7.5% between 1990 and 2000.

The total labor force in December 2002 of 135,020 in St. Joseph County is typical of the Midwest: well trained with a strong work ethic. Approximately 82.4% of the area's adult population are high school graduates or higher (as compared to the national average of 75%) with an estimated 23.6% with a Bachelor's Degree or higher. There are ten colleges, universities and technical schools within South Bend and the surrounding area including the University of Notre Dame, Indiana University of South Bend, Saint Mary's College, Bethel College and Ivy Tech State College. At the high school level, there are school-to-work transition programs that help prepare students for the world of work. St. Joseph County is currently experiencing an average unemployment rate of around 4.6% which compares favorably to the December 2002 national and State of Indiana rates of 6.0% and 4.8%, respectively.

The 2002 employment profile for St. Joseph County provides a good overview of the economic make-up of this community. Employment statistics for the County's major economic sectors are as follows:

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

St. Joseph County presently has an estimated 98,500 households with per household income as follows: 12% with household incomes that exceed $75,000; 18% with incomes $50,000 to $75,000; 25 % with incomes $35,000 to $49,999; 18% with incomes $25,000 to $34,999; 15% with incomes $15,000 to $24,999; and the remaining 12% with household incomes under $15,000 per year. The median household effective buying income (disposable income after taxes) in the County in 2000 was $40,420, which equated to more than $4.36 billion in effective buying income for this area.

Health and education lead the employment statistics for St. Joseph County. The largest employers in the County as of December 2002 were as follows: University of Notre Dame (4,100); Saint Joseph Regional Medical Center (3,358); South Bend Community School Corporation (3,000); Memorial Health Systems (3,300); Honeywell Incorporated (1,913); St. Joseph County Government (1,631); Indiana University of South Bend (1,481); Martin's Super Markets (1,435); City of South Bend (1,300); Meijer Incorporated (1,225); Penn-Harris-Madison School Corporation (1,215); AM General Corporation (2,300); First Source Bank (969) and Madison Center and Hospitals (815).

The following provides a profile of the adult population residing in St. Joseph County:

Gender:	48% male; 52% female
Age:	16.1% 18-24 years of age; 13% 25-34 years of age; 14.8% 35-44 years of age; 13.1% 45-54 years of age; 7.8% 55-64 years of age; and 13.6% 65 years or older
Race:	82.4% White; 11.5% Black/African American; 4.7% Hispanic/Latino; 1% Asian; and 1% Other
Marital Status:	59% Married; 18% Widowed/Divorced/Separated; and 23% Single
Home Ownership:	78% own; 22% rent
Type of Dwelling:	84% single unit; 16% other

The cost of living continues to be one of the greatest advantages of living in this community. The housing costs in South Bend are well below the national and regional averages. During the first quarter of 2002, the median sales price for a single family home (per the National and Indiana Association of Realtors) for the nation and the Midwest were $152,000 and $129,000, respectively, compared to South Bend's median price of only $84,300. For the same period,

Chicago's median price was $198,000 and Indianapolis stood at $111,900. South Bend's ACCRA cost of living index for the first quarter of 2002 was 95.3, which was 10.8% below the nationwide average. A further breakdown of South Bend's cost of living index for this period was as follows: grocery items - 88.9; housing costs - 102.5; utilities - 89.4; transportation - 89.6; health care - 98.1; and miscellaneous goods and services - 94.9.

The City of South Bend continues to place high emphasis on a growing and diversified local economy. It has been active in developing ten industrial parks, offering itself as a low-cost alternative to the Chicago metropolitan area to companies engaged in light manufacturing, distribution and services. More than 240 businesses operate in South Bend's industrial parks, including companies engaged in metalworking, plastics, warehousing and distribution, and professional services.

The South Bend Community School Corporation serves all of the City and some of the surrounding area and has a current enrollment of approximately 21,797 students in grades kindergarten through high school. An estimated 4,441 students attend private or parochial schools within the City. The ten institutions of higher education and technical training located within the South Bend area have a total enrollment of approximately 28,893. Over the years, the University of Notre Dame has provided a stabilizing influence on the economy with a very significant economic impact upon the community.

South Bend has continued to progress in its growth since 1842, when Father Edward Sorin named his rustic log chapel "Notre Dame du Lac" and began to teach the local Indians. Today, the chapel has grown into the University of Notre Dame. In 1852, H.C. Studebaker started the industry of making wagons and horse drawn buggies that evolved into the manufacturing of the Studebaker automobile. It made the name Studebaker synonymous with the area of South Bend.

Another industrial firm that would later become the area's largest began in 1923 when Vincent Bendix began manufacturing automotive brakes. In 1929, the company became the Bendix Aviation Corporation, and now, as Honeywell (formerly AlliedSignal Inc.), is a leading manufacturer of automotive and aerospace products.

Other special attractions within the South Bend area include the Olympic-class East Race Waterway and the East Bank area; the newly renovated Morris Performing Arts Center, which provides for the Broadway Theater League, the South Bend Symphony Orchestra with the Chamber and Pops Orchestras and the Southold Dance Theater and Patchwork Dance Company; the South Bend Civic Theater; the Studebaker National Museum; the South Bend Regional Museum of Art; the Snite Museum of Art at Notre Dame; the Northern Indiana Center for History; Copshaholm/The Oliver Mansion; the College Football Hall of Fame; Century Center; Potawatomi Zoo; the Morris Conservatory/Muessel-Ellison Tropical Gardens; Healthworks! Kids Museum; the Farmers' Market; the Belleville Softball Complex; the Firefly Performing Arts Festival; and the annual City of South Bend Ethnic Festival. The Coveleski Regional Baseball Stadium, a 5,000-seat facility which opened in 1987, is rated among the best in minor league baseball. It had record crowds during its seasons of play with the South Bend Silver Hawks, a minor league team of the Chicago White Sox up to the 1997 season. During 1997, the City signed on with the Arizona Diamondbacks and looks forward to continued success with its program.

Additional miscellaneous information about the City of South Bend can be found at the end of this transmittal letter.

Financial, Budgetary and Property Tax Controls

The City is required to undergo an annual single audit in conformity with the provisions of the Single Audit Act of 1984, the provisions of U.S. Office of Management and Budget Circular A-128, Audits of State and Local Governments, the provisions of Indiana Code section 5-11-1-9 and the requirements of the Indiana State Board of Accounts. For the last twelve years (years ended December 31, 1990 through 2001) the City has received an unqualified audit opinion. The audit of the City's financial reports for the year ended December 31, 2002 is currently underway, and it is anticipated that those financial statements will also receive an unqualified audit opinion.

In accordance with Indiana statutes, the City maintains budgetary controls integrated within the accounting system. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget which is adopted by the Common Council and then reviewed and approved by the Indiana State Board of Tax Commissioners. Activities of the general fund, certain special revenue and capital project funds and debt service funds are included in the annual budget. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established by major budget classification within funds. The Common Council may transfer appropriations from one major budget classification to another within a department by ordinance as long as the total appropriations for that department are not exceeded. Transfers from one department to another, or additional appropriations in excess of the original budget, must be submitted to and approved by the State Board of Tax Commissioners after an ordinance has been passed by the Common Council.

In addition to budgetary and other controls established by Indiana statute, the City must operate within specific and rigid controls governing the amount of property tax it may levy. The property tax control program, which began in 1973, limits the amount of property tax that may be levied by each unit of government in its legally budgeted funds. The total amount of property tax levied by the unit may increase by the same percentage that the total assessed valuation of the unit increases, with a maximum increase of 5% per year. In addition, if the unit finds that it cannot maintain basic governmental services for its residents within the property tax "freeze," it may appeal to the State Local Government Tax Control Board for an "excess levy" in certain specific instances. As a part of the property tax control program, the state transfers an amount generally equal to 20% of the total property tax levy (except for debt service levies as described below) to the County Auditor to be distributed to each taxing unit as a replacement for 20% of the property taxes levied. This "property tax replacement" is funded through the state sales tax.

The levy for Debt Service funds is controlled via a review and approval process by the State Local Government Tax Control Board (with a subsequent review and approval by the State Board of Tax Commissioners) for each issuance of general obligation indebtedness (or lease-purchase) entered into by a taxing unit. In addition, any indebtedness incurred after 1983 no longer receives the 20% state property tax replacement funds. A historical view of the City's tax rate and its net assessed valuation has been included at the end of this letter.

South Bend - Strategic Planning and Performance Measurement

During 1994 the City began a strategic planning process that included the development of long term goals and objectives (both on a citywide and departmental level), the enhancement of organizational communications (both internally and externally) and the development of a framework for which to enhance the annual performance based budget process. It is not easy to translate long term broad objectives into departmental work programs given the diversity of the City's business units. It is also difficult to develop meaningful measures of performance that help managers and the community determine how effective a given program truly is. This is an ever evolving effort that will continue year after year. The City's mission is to be a model city. That is a lofty goal, but it is attainable. The way this will be accomplished is through the synergy that is created by people and teams working toward a common end. These teams do not solely consist of the elected officials and the management levels of the organization, but also include the people in the field or office who provide the day to day services.

Whenever strategic planning takes place, there are always many questions that are asked. How do we fund a long list of important, costly capital needs without cutting or compromising the critical daily services we currently provide? How can we more equitably spread the cost of City services among those who receive their benefit? How do we continue to take the next step in reaching our mission to be recognized as a model city? Those questions and more represent some of the significant challenges facing this organization. It would be appropriate at this point to discuss the concept that drives this document and, more important, the two key issues that are always at the forefront: performance measurement and accountability to our customer.

The following comments are summarized from the municipal year book as published by The International City/County Management Association:

No management topic has received as much notoriety, as well as resources, from the public sector in the last few years as Performance Measurement. If organizations don't have a measurement system in place, they are probably considering developing one. If they have one in place, it is unlikely to shrink in importance or in the amount of management attention it commands. Performance measurement in local government is here to stay.

Many local governments have demonstrated that implementation of a performance measurement system is feasible and that, once in place, it serves as a valuable tool for improving the efficiency and effectiveness of services and operations.

As public confidence and trust in local government has waned, satisfaction with government service efficiency and effectiveness has diminished, as have available resources. As a result, policy makers and managers have had to examine more closely the efficiency of their operations, as well as demonstrate the value and impact of their services and programs. Performance measures have become not only an important management tool but also a vehicle to inform citizens about the use of their tax dollars.

This is the key to South Bend's commitment to the concept of performance based budgeting. This letter has spoken to our mission of being recognized as a model city, as well as the key issues facing our leaders. The fact is we cannot achieve our mission or overcome the long term hurdles without making improvements in our delivery of day to day services.

Section C of this book defines and quantifies more than 100 programs citywide, and all of these programs list indicators of performance. Those indicators need to be continually refined and modified on an ongoing basis to reflect the areas that are truly meaningful in evaluating an area of service. Costing programs, developing indicators and setting performance goals are important. However, the frequency with which we measure results and how we use the information with labor units and management is more critical. In order for an organization to be successful in implementing this concept, it must be ingrained in day to day operations and decision making. South Bend has done a great job to date on implementation; however, we are only a short way along the total evolutionary curve. We are committed to continue on that path to improve what we do, every day, in order to make a difference for our community.

Accomplishments for the Year 2002

We are pleased to announce that we have **underspent** the 2002 General Fund Expenditure Budget by **$3,932,000** while General Fund Revenue has **exceeded** the 2002 Budget by **$920,949**. This good news is a direct result of the hard work and never-ending focus on expense control by the City's department heads, managers and employees. The additional revenue is a result of increased collections for services provided and improved cash management procedures, which resulted in more than doubling the budgeted income received on investments. This net **$4.8 million** excess over budget has provided additional funds for the City's 2003 Capital Budget as well as increased cash reserves.

The 2002 results are a continuation of past successes. Last year the City was able to announce that it had underspent the 2001 General Fund Expenditure Budget by $2,873,000 while General Fund Revenue exceeded the 2001 Budget by $1,066,000. In 2000, General Fund Expenditure Budget was unspent by $2,868,000 and revenue was exceeded by $1,505,000. In 1999, the General Fund Budget was underspent by $ 2,890,000, and revenues came in at $2,283,000 more than originally anticipated. This provides evidence that the City's budgets have been prepared on a conservative basis, and they have provided adequate resources to fund services provided. All cities have limited resources and, thus, limited number of programs and services that can be provided. We are proud to say that we have done well in terms of maintaining a solid, financially sound organization by spending within our means.

The City of South Bend's overall financial stability continues to remain very strong. Once again the City's "AA" credit rating from Standard & Poor's and Fitch IBCA was reaffirmed when the City issued new debt for a new Public Works Service Center. The City also refunded two bonds in 2001, a Sewage Utility and a Redevelopment Authority Revenue Bond. Fitch's press release stated that "the rating reflects the City of South Bend's solid financial position, sound and diversified economic base, and low direct debt levels. The City's financial performance is consistently strong, with conservative budgeting and operating surpluses supporting the long record of sizable undesignated general fund balances." Standard and Poor's credit profile identified the City's strengths to include "a diverse local economy" and a "history of strong liquidity and good financial management." Moody's Investor Services also reaffirmed its previous rating of A2 which is a rating that the City is pleased with, however, the City's goal is to improve this rating in the near future.

The City continues to maintain adequate cash reserves not only in its General Fund (which

remained at 18% of the current year's operating expenditure budget as of the start of this year after setting aside funds for the 2003 Capital Budget) but also in its Special Revenue and Enterprise Funds that include operational activities. It is the City's goal to maintain cash reserves of **at least** 15% of operating expenditures (after funding capital needs for the current year) for each of these operating funds. Over the past four years, the City has been able to more than double its $10.7 million General Fund reserves, which stood at $4.2 million (11% of the operating budget) at the start of 1997. In 2002 the County began the daunting task of reassessment. Under State legislation, Indiana will be under new rules when calculating assessment value. At this time the City, as well as all other cities in Indiana, is not sure of the full affect reassessment will have on property tax revenues. Due to these fiscal constraints in 2003 and beyond, the reserves will be able to help the City manage its cash flow.

The Administration and Finance Department, along with all other department fiscal staff, continues to strive for overall improvement in providing meaningful and timely financial information to City Management, Common Council and the Public. Some significant enhancements included revenue and expenditure forecasting on a multi-year basis and the identification of the ongoing projected operational impact resulting from the City's future anticipated capital expenditures. The forecasting process has also enhanced the budgeting process by enabling City Management and the Common Council to compare anticipated actual results with the projected financial needs for the coming year.

In January of 2003 the City received, for the twelfth year in a row, the "Certificate of Achievement in Financial Reporting" issued by the Governmental Finance Officers Association (GFOA) for its comprehensive annual financial report (CAFR) for the fiscal year ended December 31, 2001. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The City will submit its 2002 CAFR during 2002 for consideration of this prestigious award.

Building South Bend in 2003 and beyond

Mayor Stephen Luecke's theme for the past several years has been "We're Building South Bend." That theme has had a major influence on the development of the 2003 budget. There were five areas of concentration that became or remained budget priorities for 2003.

- ***We're Building Neighborhoods*** - Mayor Luecke and the City's elected officials continued their strong commitment to neighborhoods. The City will invest $4.7 million to fund or leverage state and federal funding for housing assistance, development and home ownership programs, neighborhood public works and parks, neighborhood development for social services and organizations, and public safety initiatives. Committing these resources will help us maintain, improve and support strong neighborhood development.

- ***We're Building a Safe City*** - Public safety is the foundation of all the City's efforts to build South Bend. Through the targeted and creative use of available resources, the City is working to provide quality police, fire and ambulance services for the community. The crime rate has increased in several significant categories over past year. South Bend has

2.4 police officers and 2.3 firefighters per thousand population. These ratios are among the highest in the state and well above the national average. We believe that these extra officers are important for officer safety and community safety. We will also complete the long awaited and much needed design for renovation and expansion of Police Department offices. The City's Fire Department is rated one of the highest in the State. We have recently refurbished three main fire trucks to like-new status. This year we will start work on new administrative offices for the Fire Department and Central Fire Station. The Mayor's top initiatives will focus on regional policing, providing in-car cameras for all patrol cars and placing more emphasis on training and recruitment for the Police and Fire Departments.

- ***We're Building an Attractive City*** - We are working to enhance the natural and man-made beauty of our city through effective City programs. For the fifth year in a row we were named a Tree City USA. The Building Block Grant Program helps residents spruce up their neighborhoods, and aggressive Code Enforcement will continue to address deteriorated and nuisance properties. The Commercial Corridors Improvement Fund provides much needed funding to address a variety of needs along five of the City's major corridors. The City is funding major programs for curb & sidewalks, neighborhood centers, weed & seed program, and transforming a former dump into a model outdoor environmental lab.

- ***We're Building Opportunity*** - A key issue for any city is education and opportunity for young people. The City is committed to keeping schools open in our neighborhoods and to maximizing their use by the community. We are building partnerships that will create new strategies for enhancing our formal education system. Working together with families, student groups, school officials, neighborhoods, the faith community and civic organizations, we can support our local schools and improve the level of individual student performance.

- ***We're Building a Strong Economy*** - Local government plays a key role in economic development. By providing adequate infrastructure and offering targeted assistance, the City can stimulate private investment, creating business opportunities and jobs. The City's policies encourage new start-up businesses, strengthen existing business, attract new jobs, increase assessed value and emphasize direct investment in hard-to-develop areas. Efforts have been and will continue to focus on implementing the comprehensive plans for downtown and the East Bank. The City's administration will vigorously pursue the re-use and revitalization of older industrial sites, as well as the expansion of the Blackthorn area.

Budget Calendar

The budget process is a key component to the overall success of managing city operations. It allows each department the opportunity to reassess goals and objectives and the means of accomplishing them. It provides an opportunity for the public to be involved and to voice their opinions. It is a process that involves a great deal of people and spans a majority of the year. As more fully discussed in Section D of this document, the operating and capital budgets are prepared and approved at separate times of the year. The following calendar provides a general

overview of the entire budgeting process. (Note: The City's fiscal year is January 1 through December 31.)

May 2002 - Preliminary meetings are scheduled with management and fiscal staff to organize and plan the coming year's preparation. During this time, the Mayor outlines his overall goals and guidelines for the following year's operating budget.

June and July 2002 - A needs assessment review is completed and the preliminary budget for each department/program is prepared. Overall reviews of revenue and expense projections, program costs, performance indicators and goals and objectives are all components of this segment.

Early August 2002 - Departmental review of individual operating budgets; update projections and requests where necessary.

Late August 2002 - Review of entire City 2003 Operating Budget, division by division by the City Controller. Focus on budget targets based on multi-year projections. Revisions and changes are made where necessary.

--- Late August / early September begins the Council and Public portion of this process.

August 27 through September 12, 2002 - Council review of budgets - informal hearings over a three-week period where the public and media are invited to attend. Over the past several years no fewer than 20 hours per year of detailed review and analysis have occurred.

August 21, 2002 - Official filing of the 2003 Operating Budget with the City Clerk's Office for placement on the Council agenda.

August 26, 2002 - First reading of the 2003 Operating Budget at Common Council Meeting.

September 9, 2002 - Second reading of the 2003 Operating Budget and formal public hearing at the Common Council meeting. Members of the public may speak at this meeting.

September 23, 2002 - Third reading and adoption at the Common Council meeting. Comments on the 2003 Operating Budget are limited to the Council Members at this session. State statutes require that the Common Council pass a budget no later than September 30 for the following year's operating budget.

October 4, 2002 - On-sight review of 2003 Operating Budget by the Indiana State Board of Tax Commissioners. This review date is set by the Tax Commissioners. The actual review process spans several months.

Early January 2003 - Determination of year-end cash balances and preparation of the 2003 Capital Budget.

January 22, 2003 - Official filing of the 2003 Capital Budget with the City Clerk's Office for placement on the Council agenda.

January 27, 2003 - First reading of the 2003 Capital Budget at Common Council Meeting.

February 15, 2003 - Final budget order from the State Tax Commissioners covering the City's Operating Budget. This final action fixes all civil city appropriations, tax levies and tax rates. This final budget order is required by state statute to be completed by February 15.

February 10, 2003 - Second reading of the 2003 Capital Budget and formal public hearing at the Common Council meeting. Members of the public may speak during this portion of the meeting. Also occurring at this meeting is the third reading and adoption of the 2002 Capital Budget. Comments on the budget are limited to the Council Members during this portion of the meeting.

Early March 2003 - Appropriation approval from the State Tax Commissioners for the 2003 Capital Budget. This is the final action needed to complete the City's Operating and Capital Budget process.

Acknowledgments

Last year's hard work and effort by many resulted in the City's budget document receiving recognition from the Government Finance Officers Association. Once again, many people contributed to the 2003 version, which includes significant improvements in several areas. Special thanks should go to the City's Fiscal Staff and Department Heads for their efforts in their respective areas. Thanks also should go to our elected officials for their support of the concept and process. Finally, to the City's Administration and Finance staff whose tasks were the most challenging - a special thanks for a job well done!

Respectfully submitted,

Frederick B. Ollett, III
City Controller

Thomas J. Skarbek, CPA
Director of Budgeting & Financial Reporting

THE CITY OF SOUTH BEND
MISCELLANEOUS STATISTICS

Incorporated in 1865 - County Seat of St. Joseph County, Indiana

POLICE DEPARTMENT

Authorized Officers	258
Vehicles	290
Special Officer Groups:	
K-9 Patrols	7
SWAT Team	16
Metro Drug Task Force (of 20 total)	17
NEST - Special Neighborhood Unit	7
Bicycle Patrol Officers	4
Motorcycle Patrol Officers	2
Community Relations Officers	10
D.A.R.E. Officers	2
Crime Prevention Officers	3
2002 Crime Data:	
Murders	20
Rapes	93
Robbery	354
Aggravated Assault	353
Residential Burglary	1,197
Non-residential Burglary	630
Larceny	4,983
Theft - Auto	549
Arson	67
Calls for Service	476,182
Dispatches	102,830
Miles Driven	3,865,719

SEWER UTILITY

Customers	40,077
Dry Tons of Sludge produced per year *(English Tons)	3,774 *
Miles of Sanitary Sewer Lines	550
Miles of Storm Sewer Lines	240

SOUTH BEND REGIONAL AIRPORT

Year	Passenger Volume
1993	823,982
1994	859,260
1995	832,918
1996	894,247
1997	991,247
1998	986,350
1999	955,232
2000	857,740
2001	739,407
2002	812,080

The South Bend Regional Airport had over 74,000 take-offs and landings in 2002. Approximately 40 commercial airline flights per day fly to nine hub airports.

Commercial airlines with operations at SB Regional Airport:

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

DEPARTMENT OF PUBLIC WORKS

Traffic Lights	220
Street Lights (City maintained)	1,400
Miles of Streets	472
Miles of Sidewalks	675
Miles of Alleys	397
Miles of Sanitary Sewers and Storm Drain	550
City Owned Vehicles	1,069
Trash Picked Up Per Week (in tons)	700 /wk
(Organic Resource-Leaves Composted)	(100,000 Cu.Yd)

SIGN SHOP

Work orders for sign maintenance, installation or removal	2,300
Gallons of traffic paint for street markings	5,500
Pre-formed plastic arrows used for street markings	61
Built Portables	400
Railroad Crossings	2
Built Barricades	262
Special Signs Built	300

Barricades set up for 2000 events (# of events):

Block Parties	58
Parades	4
Run/Walkathons & Special Events	45
Notre Dame Football Games	6
Fireworks - Coveleski Stadium	7

CONVENTION FACILITIES

Century Center	64,000 square feet of exhibit space 2,992 available seating 700 seat theater
Morris Perf Arts Center	2,500 available seating
Notre Dame Joyce Athletic and Convocation Center	115,000 square feet of exhibit space 11,345 available seating
Motels	29 motels/hotels 4 Bed and Breakfasts Over 2,700 rooms

Major motels and meeting rooms:

Marriott	facilities to seat 800
Holiday Inn	facilities to seat 300

COMMUNICATIONS

Access to:
4 Major TV Networks, 1 Public Broadcasting Station and 1 Local Station
17 FM and 7 AM Radio Stations
1 Major Newspaper - The South Bend Tribune and 2 other weekly newspapers

FIRE DEPARTMENT

Paid Department established 1887

Sworn Firefighters (51 of which are Paramedics)	248
Fire Apparatus	20
Hazardous Materials Truck	1
Reserve Pumper Trucks	2
Reserve Ladder Trucks	2
River Rescue Boats	3
Ambulances	10
Neonatal (Newborn) Units	3
Fire Runs	39,298
Ambulance Runs	10,573

WATER UTILITY

Customers/Meters	43,441
Wells/Pumps in service	31
Pumping Capacity	65 m.g.d.
Daily Consumption	26 m.g.d.
Peak Demand	47.09 m.g.d.
Miles of Distribution Systems	527 miles

COLLEGES AND UNIVERSITIES

Universities and Colleges	Enrollment
The University of Notre Dame	11,311
Indiana University at South Bend	7,457
Bethel College	1,746
St. Mary's College	1,571
Holy Cross College	503
Purdue Program (IUSB)	276
Tri-State University	148
Technical Colleges	
Indiana Vocational Technical	3,080
Michiana College	485
Davenport College	595

HEALTH

Memorial Hospital, St. Joseph's Regional Medical Center and St. Joseph Community Hospital and other hospitals/ specialty hospitals provide over 1,500 beds and staff over 700 doctors and dentists with health care costs below the national average and lowest in the Midwest region.

TRANSPO

South Bend Public Transportation Corporation

Route Miles	177 miles
2001 Ridership	2.6 million
2001 Miles of Service	1.5 million

OTHER TRANSPORTATION

43 Trucking Lines, 33 Terminals
2 Interstate Bus Lines
4 Major Rail Systems (freight and passenger)

THE CITY OF SOUTH BEND
TEN YEAR HISTORICAL TREND INFORMATION

ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

	Real Property		Personal Property		Utilities		TOTAL	
Tax Year/ Collection Year	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value
1992/1993	$451,886,055	$1,355,658,165	$146,769,523	$440,308,569	$24,673,830	$74,021,490	$623,329,408	$1,869,988,224
1993/1994	451,978,420	1,355,935,260	148,102,742	444,308,226	25,390,750	76,172,250	625,471,912	1,876,415,736
1994/1995	450,571,020	1,351,713,060	155,508,460	466,525,380	26,946,050	80,838,150	633,025,530	1,899,076,590
1995/1996	416,771,801	1,250,315,403	168,912,208	506,736,624	23,587,030	70,761,090	609,271,039	1,827,813,117
1996/1997	412,196,114	1,236,588,342	175,914,981	527,744,943	23,734,600	71,203,800	611,845,695	1,835,537,085
1997/1998	414,421,223	1,243,263,669	181,879,676	545,639,028	22,850,850	68,552,550	619,151,749	1,857,455,247
1998/1999	418,589,739	1,255,769,217	183,410,077	550,230,231	23,807,830	71,423,490	625,807,646	1,877,422,938
1999/2000	417,107,034	1,251,321,102	203,975,332	611,925,996	25,550,230	76,650,690	646,632,596	1,939,897,788
2000/2001	421,717,995	1,265,153,985	201,409,514	604,228,542	26,148,300	78,444,900	649,275,809	1,947,827,427
2001/2002*	1,272,814,731	3,818,444,193	600,021,966	1,800,065,898	85,998,130	257,994,390	1,958,834,827	5,876,504,481
2002/2003**								

PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS
(Per $100 of Assessed Valuation in the South Bend - Portage Taxing District)

Tax Year/ Collection Year	City	County	School Districts	Townships	Redevelopmt District	Library	Airport/ Transportation/ State	TOTAL
1992/1993	$5.4950	$2.3795	$4.9691	$0.4140	$0.1744	$0.6422	$0.3213	$14.3955
1993/1994	5.6850	2.6505	5.2573	0.0757	0.2465	0.6455	0.3327	14.8932
1994/1995	5.8983	2.7700	5.1500	0.4030	0.1941	0.6674	0.4104	15.4932
1995/1996	6.5528	2.9274	5.8055	0.0892	0.2085	0.7061	0.3639	16.6534
1996/1997	6.6702	3.2256	5.8594	0.0920	0.0743	0.7106	0.3726	17.0047
1997/1998	6.9125	3.0079	6.0293	0.0967	0.1255	0.6886	0.3822	17.2427
1998/1999	7.2297	3.5002	5.8978	0.1020	0.0795	0.6933	0.4371	17.9396
1999/2000	7.3307	3.1142	5.9365	0.2256	0.0954	0.7059	0.4313	17.8396
2000/2001	7.7513	3.1402	6.3673	0.1123	0.3050	0.7366	0.4511	18.8638
2001/2002*	2.6664	0.9473	2.1725	0.0382	0.0983	0.2496	0.1518	6.3241
2002/2003**								

The above information was obtained from the St. Joseph County Auditor's office. The 2001 pay 2002 assessed values were not finalized and available as of the date of this printing.

* The 2001 pay 2002 tax rates were converted by current state legislation from 33% to 100% of assessed valuation. This conversion will have no affect on total dollars. Assessed values will increase and tax rates will decrease.

Real property was reassessed effective in 1989 payable in 1990 and again in 1995 payable in 1996.
**Due to new state legislation in assessed values these actual numbers were not avialble from the County Auditor at the time of printing.

For additional copiers of this document please contact:

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ORGANIZATIONAL CHANGE:
Strategic Planning, Citywide Goals and Program Budgeting

INTRODUCTION

In July 1994, the City of South Bend began a strategic planning process that would change the way it does its day-to-day business, including preparation and use of its annual budget. Over the past several years this effort has required us to rework our organizational culture, values, guiding principles, systems, strategies and structures. The strategic plan is a work in progress. We've had some successes. We've made some mistakes. And we've learned from our mistakes. Nonetheless, the commitment to change the organization in order to meet the challenges of the 21st Century remains strong.

It is not the intent of this brief section of the budget to describe the past, current and future efforts to rework organizational culture, values, principles, systems and strategies. The purpose of this section is to place the budget process and resulting document into the context of the strategic planning process—to establish the connection between the program and performance based budget and the broader and deeper organizational changes. The evolution of the budget process and document from the traditional detailed line item budget (focusing on inputs) to a budget of policy, programs, activities, outputs and outcomes reflect the broader organizational changes taking place because of the strategic planning process. The reformulation of the previous years' budget documents reflects an orientation toward accomplishments and measurements, growth objectives and goals, and purposes and mission—all aspects of the strategic plan.

STRATEGIC PLANNING OVERVIEW

The City's strategic planning process begins with an organizational mission, collective membership purpose, customer focus, guiding principles, growth objectives, strategic alliances (internal and external partnerships), core competencies and commitments to customers and fellow employees. It also focuses on the need to rework structure and organization, systems and procedures, along with budgeting practices and principles. It brings together tracking, measuring and evaluating performance against growth objectives, goals and mission.

In order to be successful, the planning process cannot rest solely with the City Management Team. To be successful in the long run, the process must penetrate the total organization, become internalized, and touch every City associate at every level. We've begun with the citywide framework which consists of a citywide mission, purpose, goals and growth objectives. We've also articulated a series of citywide guiding principles and statements of commitment to fellow City associates and to our customers. Our next step was to enable and empower each department, division, bureau, office and work group to develop and implement mission, purpose, goals, and growth objectives at each organizational level. The ultimate goal is for each City associate to have individualized job agreements with individual performance indicators. The

budget process and document must be integrated into the citywide strategic plan. Obviously the old model—a detailed line item budget—was incongruent with this overarching planning process and the emerging organization.

STRATEGIC PLANNING FRAMEWORK: Key Citywide Components

This budget document is one manifestation of the strategic planning process and plan. All components (including the budget) flow from and return to our overarching mission and membership purpose. We begin with the end in mind.

Our mission is:

"To Be Recognized As a Model City."

Our collective purpose is:

"To provide the leadership to create a competitive advantage in quality of life, economic security and safety for all our customers."

Our customers (clients) include:

"All residents of the City; all who pay taxes to the City; all visitors to the City; and all who use services provided by the City."

In order to achieve the mission, to provide meaningful leadership, and to measure our customers' satisfaction, the City's Management Team, led by the Mayor, established a citywide framework of goals and growth objectives which established the context for each department, division and bureau's performance indicators and growth objectives.

CITYWIDE GOALS AND OBJECTIVES

The City's Management Team, over the course of many meetings, developed eight broad goals that focus on the following areas: economy, safety, quality of life, trust, responsiveness, infrastructure, finance and workforce. These eight original goals have objectives which, if achieved, will result in the attainment of the goals. The eight goals are listed below.

GOAL: The Community's Economy

Improve South Bend's economy to ensure a vigorous local business climate; ample employment, business and investment opportunities for all our customers; and a tax base that is sufficient to meet the needs of the City, its residents and other customers.

GOAL: The Community's Public Safety and Civility

Improve South Bend's public safety and civility to ensure that every resident and other customers can live, work, play, run a business and raise a family in a humane, pleasant and safe environment; have adequate, affordable and timely access to all forms of emergency services; and can contribute and participate in a community where people of different backgrounds live in

mutual respect and harmony.

GOAL: The Community's Quality of Life

Improve South Bend's quality of life to ensure that every resident and every family can earn an adequate income; secure adequate housing; live in a safe, pleasant and humane neighborhood; enjoy a wide range of social, cultural and recreational opportunities; and have access to quality educational and medical services within an excellent natural and manmade environment.

GOAL: Trust in City Government

Improve residents' trust in City government to ensure that South Bend has a broad base of consensus and support on which to build the future, a strong foundation for collaborative action and community partnerships; and an increase in resident and customer participation in the daily public life of the community.

GOAL: The City's Responsiveness, Efficiency, and Effectiveness

Improve the responsiveness, efficiency, and effectiveness of City government to ensure that the City's customers get the value they expect and deserve.

GOAL: The City's Infrastructure

Improve the City's infrastructure to ensure that South Bend can support physical growth and economic development; and offer an excellent quality of life to all of its residents and other customers.

GOAL: The City's Financial Condition

Improve the financial condition of City government to ensure that South Bend has the financial resources necessary to achieve all its goals for the next five years.

GOAL: The City's Workforce

Improve the City government's existing workforce, work environment and human development systems to ensure that South Bend has the human resources necessary to achieve all its goals for the next five years.

CITY DEPARTMENT PURPOSE STATEMENTS

The City provides services to its customers through thirteen administrative departments. These departments have unique purposes that are intended to support the citywide mission statement. Each department developed a purpose statement which identifies its specific role.

Mayor's Office: Leading the community to become a model city through formulating

policy, directing operations and responding to customer concerns.

Common Council: Making certain that our City government is always responsive to the needs of our residents and that the betterment of South Bend is always our highest priority.

City Clerk's Office: Preserving all City Ordinances and Council meeting minutes for generations yet to be, and providing fair and consistent treatment of our Ordinance Violations Bureau customers.

Administration and Finance: Providing financial and organizational stability for the City through sound financial management while ensuring the existence of a safe work environment, quality employee benefits and equal treatment for all City employees.

Legal Department: Providing superior, professional and ethical legal services for our client, the City of South Bend.

Police Department: Protecting the life, property and personal liberties of all individuals; improving the overall quality of life by deterring criminal activity and respecting cultural diversity; delivering fair and impartial law enforcement services to all residents.

Fire Department: Providing the highest level of Fire and Emergency Medical Services possible to all of our customers, saving lives and property, and striving to become a model Fire Department for other cities in an efficient and cost-effective manner.

Code Enforcement: Maintaining and improving the physical quality of life in our neighborhoods.

Parks and Recreation: Offering all residents and guests of South Bend the highest quality of recreational and leisure activities, while providing well-managed parks and recreational facilities with updated programming and friendly productive service.

Community and Economic Development: Creating and expanding opportunities through partnerships in neighborhood revitalization, commercial and industrial development and community enhancement.

Public Works: Providing leadership in the development and delivery of engineering, fleet, transportation, sanitation, wastewater, water and other services as called upon by our customers.

Building

Department: Serving our customers by inspecting, informing and ensuring a safe place to work, play and live.

Century Center: Providing a state-of-the-art facility with excellent services to customers while generating maximum economic benefit to our community.

TECHNICAL ADVISORY COMMITTEE

A second level of management (a level below department heads) was asked to give a "reality check" to the citywide growth objectives. This group (the Technical Advisory Committee) represented all major City divisions and met consistently for many months analyzing each of the objectives. The Technical Advisory Committee's purpose was to make recommendations on additions, deletions or modifications to those objectives. The committee used seven criteria to evaluate each objective.

1) Compile data and use comparisons where possible to benchmark where we are currently.
2) Assess the objective for reasonableness.
3) Determine if the objective is measurable.
4) Determine what costs are associated with the objective.
5) Make sure the objective is compatible with the overall strategic planning process.
6) Determine which departments should be responsible for the accomplishment of the objective.
7) Identify what, if any, is the barrier to success.

CITYWIDE CORE VALUES

As a further step in the overall strategic planning process, the City identified key core values that are interwoven with the City's overall mission statement, goals and objectives and departmental purpose statements.

***Guiding Principles:* "We are merely the stewards of the City's assets. All assets of the City belong to the residents."**

- We are held to a high standard. Our actions meet the highest level of legal and ethical tests.
- We are open and honest in all of our dealings.
- Our dealings with all of our fellow employees and customers are consistent, fair and evenhanded.
- We consider the point of view of those who are affected by our decisions.
- Once a decision is made, we will quickly communicate our intended actions.
- We ask whether our decision will move us closer to accomplishing our mission.

***Areas of Core Competency:* "Our delivery of services is reliable."**

- We take a leadership role.
- We are technically competent.

- We protect the City's interests.
- We manage the taxpayers' money, providing them with a good value.
- We adapt to new situations, responding quickly to new problems and opportunities.
- We are accessible to our customers.
- We respond to our customers' problems.
- We troubleshoot and find the root of the problem.

Commitment to Customers: **"In all our dealings, we will demonstrate our attitude of concern."**

- We treat all customers with respect.
- We have an obligation to be competent and to be good at our jobs.
- We ensure that our delivery of services is consistent and of a high quality, regardless of where, when or to whom the services are to be delivered.
- We ensure that our delivery of services meet our customers' expectations of quality, consistency and value.
- Our cost of services is always competitive.
- We give our best effort to answering customer questions and resolving their problems.
- We are always honest; if we cannot accommodate a request, we do our best to explain why.

Commitment to Fellow Employees: **"We are loyal to, and supportive of, all dedicated City workers."**

- Promotions are made solely on the basis of the individual's ability, regardless of race or gender.
- Whenever possible, promotions are made from within the organization.
- We provide a work environment that encourages employees to grow.
- We provide training and development opportunities.
- All are treated in a consistent, fair and evenhanded manner.
- We do our best to ensure that all employees are fairly compensated for their work.
- We recognize employees who make an extraordinary contribution.
- We actively solicit and listen to the point of view of all City employees. When we cannot implement their suggestions or accommodate their request, we honestly explain why.

IMPROVING THE BUDGET PROCESS AND DOCUMENT

Since 1995, the City's management team and City employees have worked diligently to improve both the budget process (especially as it relates to the strategic planning process) and the City's budget document. The 2001 budget process and document have continued these efforts to make the budget more meaningful as a community wide resource, an effective policy statement and efficient management tool. In order to understand and appreciate the stages of improvements, a short history of our progress is provided.

- ***1995 Budget***—The 1995 City Budget was a traditional line item budget. During the 1995 budget process, the City was in the initial stages of establishing the City's mission, broad goals and rudimentary growth objectives. The Technical Advisory Committee was

beginning its review of growth objectives completed by the City Management Team. Many of the growth objectives did not include measurable benchmarks or targets, reliable data sources, and related information.

- ***1996 Budget***—The 1996 City Budget was our first attempt at a program based, performance driven strategic budget document. Line item information was provided by the administration to the City Council and to the general public in separate back-up work books while the main budget effort went into crafting the City's first program budget. For the first time, an overarching mission, broad goals and growth objectives were included. In addition to the citywide aspects, each department and division was asked to develop missions, goals, growth objectives and performance indicators. The Technical Advisory Committee continued to refine and define citywide growth objectives. A number of growth objectives were downgraded from citywide to department and division levels. Some citywide growth objectives were defined with measurable data. However, the growth objectives section was incomplete with a number of unclear and unassigned objectives.

- ***1997 Budget***—The 1997 City Budget was our second program based budget. Several improvements were made in both the format and information provided. A number of citywide training sessions were held for the City Management Team to highlight the connection between the strategic plan and the program budget. In addition, each department's management team made progress in completing individual department strategic plans and continued refinement of performance indicators. On a citywide basis the Technical Advisory Committee and the City Management Team further refined citywide growth objectives by identifying the following:

  - Scope of Responsibility—each growth objective was identified as either a City government or community growth objective.

  - City's Role—each growth objective was defined in terms of a specific city role ranging from direct city service or product to a partnership role (with a community partner), to a community leadership, advocate or a monitor's role. Each role was defined in detail.

  - Lead City Agency—each growth objective was assigned an internal lead agency (or agencies) with responsibility to assume the City role as identified above.

  - Key Community Partners—each growth objective was assigned a series of key community partners (necessary for a strategic alliance) to achieve the growth objective.

  - Schedule—a timetable of specific action was developed and assigned to each growth objective. Actions that were included were ongoing performance, project or program completion, evaluation or monitor activities.

- ***1998 Budget***—The 1998 City Budget was improved by the following actions:

- **1996-97 Customer Satisfaction Benchmark and Tracking Survey**—A scientific survey was conducted of our customers during late 1996/early 1997 by an independent consultant hired by the City. More than 2,000 responses to a six-page, 111 question survey were completed, received and evaluated. The consultant's work included focus groups and a survey pretest. The survey product resulted in a 99 percent confidence level and 2.81 confidence interval. This survey establishes the benchmark for many of our growth objectives ranging from customer service satisfaction, customer trust measures, service importance, specific project and program measurements, etc. This information will be tracked on a biannual basis (by survey) to help us determine progress toward our individual growth objectives, broad goals and our mission of becoming a recognized model city.

- **1998 Budget Improvements**—Additional training for the City Management Team in program budget development was conducted. Additional work in regards to growth objectives and goal setting at the Department Head level took place during the year. A commitment was made to begin program budget *logic model* training to enhance the budget document for future years.

- ***1999 Budget***—During 1998, the City took a giant step forward in making a commitment to revamp the performance based budget format that had been utilized in the budget years 1996 through 1998. A new format was developed and implemented for the 1999 Program Budgets. This new format included the development of *logic models* for each departmental program with the intent to more effectively measure each program's intended outcomes. Our goal was to focus more on measuring the "results" of our efforts instead of just focusing on our activities and the outputs that resulted from the activities we perform on a regular basis. We determined that the *logic model* format would help us more effectively identify the benefits or changes that we intended our customer (clients) to experience as a result of our efforts. In the Fall of 1998, the City's Management Team began intensive training with staff members from the United Way of St. Joseph County. The training facilitators had implemented this program with various community agencies that receive funding from the United Way. When measuring performance outcomes through the use of *logic models*, emphasis is placed upon inputs, activities, outputs, outcomes and indicators that effectively measure outcomes. A more complete description of this methodology can be found in the introduction to Section C of this document.

  It is important to point out that we were in the first year of a multi-year process in implementing the *logic model* format for 1999 and future years' budget documents. We identified indicators that we believed would effectively measure our intended outcomes; however, we did not (in the 1999 Budget document) established targets and benchmarks that would be necessary in determining how successful we were in achieving our outcomes. This next step was deferred to the second year of utilizing the *logic model* format. After six months of training, drafting, writing and rewriting (and often rewriting for a third or fourth time), we ended up with a product of which we were proud; and we felt confident that we had created a very effective management tool.

- ***2000 Budget***—It was our goal during the 2000 Budget to take the next step in this process of refining and further developing each departmental programs' *logic models*. That step included targeting and benchmarking our performance based program outcomes. In addition to establishing a target and a benchmark for all identified outcomes, each department was given the task of ensuring that each and every indicator was measurable and that reliable data could be gathered during 1999 and in the future in order to support these measurements. Since outcome indicators should be meaningful, measurable, unambiguous, timely, unbiased, acceptable and manageable, several modifications to the logic model (more specifically the indicators) became necessary during the year's budget process. In many cases, departments had been collecting data over the past several years that could be used to measure the intended outcomes. If this information was available for 1998 and prior, it was included in the document in order to provide historical trends. In a few cases, reliable information necessary for the accurate measurement of the indicators was not available in 1999; however, systems have since been put into place to enable us to measure our results in the future.

- ***2001-03 Budget***—The budgeting process focused primarily on the continued refining and reworking of each program's logic model. Significant emphasis was placed on integrating the logic models' outcomes and indicators with departmental and individual performance reviews. We realize that this is an ongoing process and that our work to more fully develop, refine and integrate this budget tool into our daily operations is essential to its overall success. We are committed to continuing to build on a document that has truly helped us focus on why we do what we do and how we can do it better.

Measuring performance outcomes enables us to improve the City's Performance Based Budget process. Just as important, it also provides us with a tool to help programs improve services. This process will help City employees determine whether or not the resources they expend actually produce the benefits desired for its customers. We believe this process will take us a significant step forward in improving accountability and help us determine if the City's programs really make a difference in the lives of the people that live and work in this community.

FINANCIAL POLICY STATEMENTS

Budgetary and Operating Policies

1) The City will adhere to all Federal, State and local legal requirements pertaining to the operating budget.

2) The City will employ a structured budget preparation and formulation process that will be used by all entities receiving funding from the City. The process employed will ensure adequate citizen input and participation culminating with the public hearings held prior to City Council adoption of the budget.

3) The City will maintain a budgetary control system (along with an encumbrance control system) to ensure adherence to the budget.

4) Essential services will receive first priority for funding. The City will attempt to maintain current service levels for all essential services. The City will identify low priority services for reduction or elimination, if necessary, before essential services are affected.

5) The City will consider the establishment of new user fees or increases in existing fees as an alternative to service reduction or elimination.

6) The City will continue to develop and implement a multi-year plan for capital improvement.

7) The City will pay for all current expenditures with current revenues. Long-term debt and year-end undesignated fund balances will not be used for funding current expenditures.

8) The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing necessary expenditures, accruing future years' revenues or rolling over short-term debt.

9) The budget will provide for adequate maintenance of capital plant and equipment and for their orderly replacement.

10) The budget will provide sufficient funding to cover annual debt retirement costs.

11) The City will consider technological and capital investment programs which are cost effective and which will reduce operating costs as high funding priorities.

12) The City will employ a structured expenditure and revenue forecasting system to allow for effective financial planning on a multi-year basis.

13) The utilization of the general operating fund undesignated fund balance as an operating

budget-balancing revenue will be avoided. These funds will be used for non-recurring capital acquisition items.

14) The City Administration will prepare regular reports comparing actual revenues and expenditures to budgeted amounts. The City will also prepare a comprehensive annual financial report in accordance with GAAP.

15) Where possible, the City will integrate service level measures and performance and/or productivity indicators with the budget.

16) An independent audit will be performed annually and an audit report will be received by the City Administration and City Council at the conclusion of the audit. The City Administration will promptly evaluate the audit report recommendations, determine the proper actions in response to these recommendations and complete, within established time frames, all actions that correct or otherwise resolve the matters included in the audit report.

Revenue Policies

1) The City will take active measures to encourage economic development, thereby developing a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.

2) The City will encourage the County to maintain sound appraisal procedures to keep property values current and to follow an aggressive policy of collecting all tax revenues due the City.

3) The City will establish all user charges and fees at a level closely related to the full cost of providing the services (i.e., direct, indirect and capital costs), taking into consideration similar charges/fees being levied by other public and private providers/organizations.

4) The City will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases and will revise user fees accordingly with review of the City Council.

5) The City will set fees and user charges for the Water and Sewer Enterprise Funds at a level that fully supports the total direct and indirect cost of the activity. Indirect costs include the cost of annual depreciation of capital assets.

6) The City will follow an aggressive policy of collecting revenues.

7) The City will aggressively seek Federal and State grant and capital improvement funds and evaluate future local fiscal impact.

Reserve Policies

1) The City will establish contingency reserves to provide for unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery costs. This reserve will be maintained at a minimum of 15 percent of the General Fund Operating Budget and 7.5 percent (increasing to 15 percent within two years) of the Park and Recreation Department Operating Budget. Reserves for Enterprise Funds will be targeted between 10 and 25 percent (increasing to 15 and 25 percent in 2003) of their respective operating budgets. These reserves will be identified and segregated at the time the annual capital budgets are prepared and approved.

2) The City will establish an insurance reserve for self-insured liabilities of the City. The maximum balance of the reserve will be $5 million (representing the City's tort liability limit) and the reserve will be maintained in the Internal Service Fund cash balances for Self-Funded Employee Benefits Fund and Insurance Liability Premium Reserve Fund.

3) The City will maintain adequate levels of funding for all retirement programs.

Debt and Investment Policies

1) Debt will be used to finance long-lived capital and operating assets within the constraints of maintaining or improving bond ratings and debt service capacity. Debt will always be maintained within the legal debt limits as defined by state statutes.

2) The City will use "pay as you go" financing to fund general capital projects when feasible and practical.

3) Capital projects financed through the issuance of bonds or other financing agreements will be financed for a period not to exceed the expected useful life of the asset or project. The City will keep the average maturity of general obligation bonds at or below 20 years.

4) Debt management will provide for the protection of bond ratings which would include (but not be limited to) the maintenance of adequate debt service reserves and compliance with debt instrument provisions and appropriate disclosures to investors, underwriters and rating agencies.

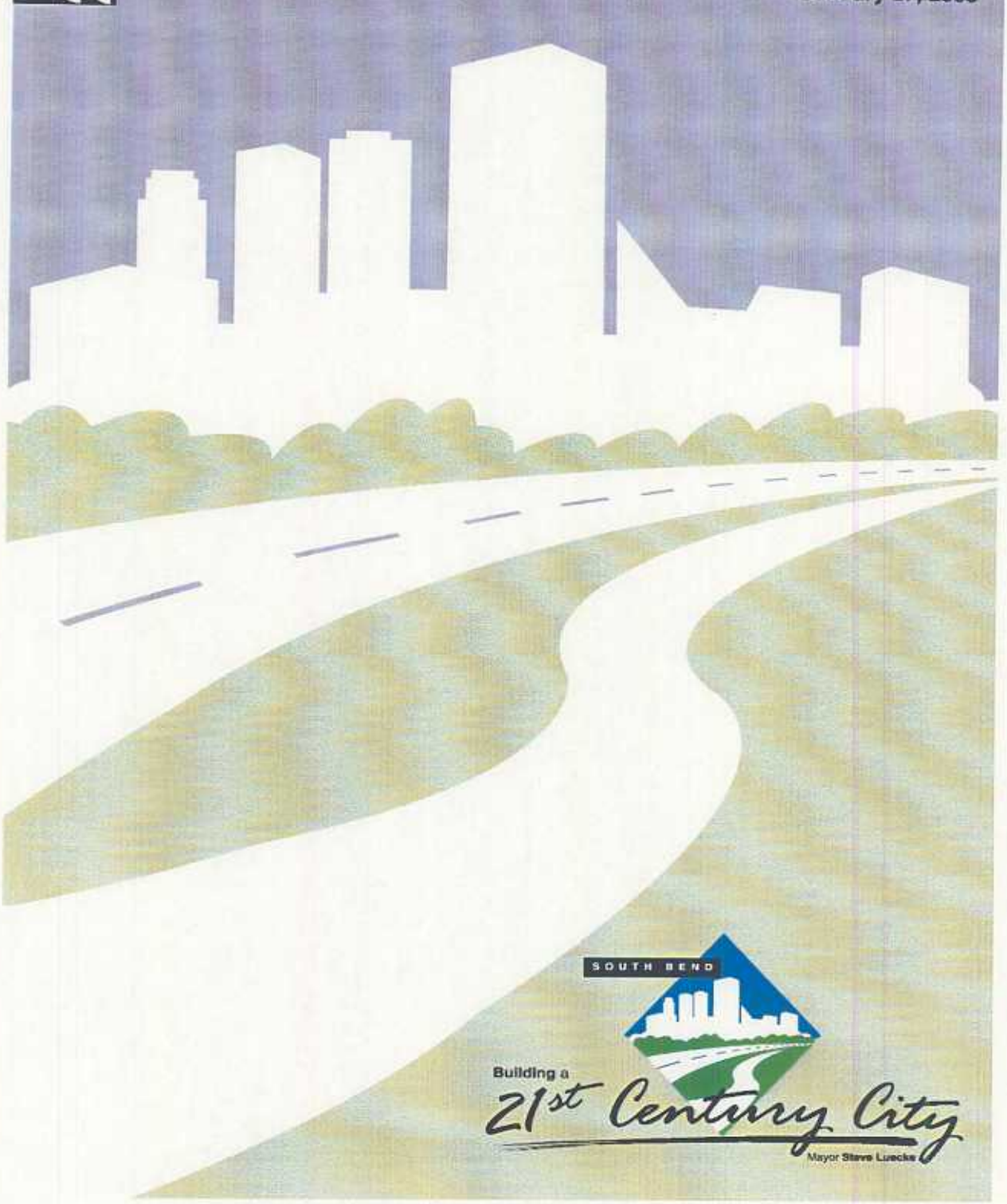
5) The City will maintain a sound relationship with all bond rating agencies.

6) The City, through investment management, will strive to maximize investment return on the City's idle funds. This will be accomplished through pooling funds, where permitted, in order to receive the best rate through competitive bidding, and by implementing effective cash forecasting procedures.

2003 State of the City Address

Stephen J. Luecke, Mayor
South Bend, Indiana

Presented to the City Council
January 27, 2003



Preamble - Grandma's Christmas letter

Council President White, Members of the Common Council, Department Heads, City employees, community leaders and residents, I am proud to present the State of the City address tonight. When I was young, my grandmother would send out an annual Christmas letter the Friday after Thanksgiving. She was a very organized woman! It always marked the start of the holiday season for us. We had a large family, so one of the highlights of the year was if you actually made it by name into Grandma's letter. You weren't really disappointed if you didn't make the cut, but it was pretty special to be mentioned.

I say this by way of preface to this State of the City address. There are so many things to touch on that I can't possibly mention them all. I am proud of the day-to-day services that we provide our residents, and many different initiatives that are underway, even if I can't mention them individually in this speech. That is why we have created the Departmental Year in Review as an appendix. It provides a more comprehensive record of our activities for the year. I hope you will all take time to peruse this section. I am always impressed with the amount and variety of work that we perform well every day.

These daily tasks, whether picking up trash, putting out fires, catching stray animals, or cleaning up after ice storms are the foundation for all that we do. They undergird our splashier efforts on large projects which will make a long term difference in South Bend - the kinds of projects that do get mentioned in Grandma's letter. So, let me start this address by expressing my gratitude to our City workforce, Board Members, and Commissioners who keep the City running efficiently day in and day out. Thank you. I hope you take pride in being mentioned. I know that you take pride in what you do.

Happy New Year at the Palais Royale!

Let's start with a project that would be in any Grandma's letter - restoration of the Palais Royale. The Grand Opening New Year's Eve celebration was a spectacular success. For the first time in more than thirty years, there was dancing and revelry. The band, the food and the crowd were all "top shelf," but the star of the evening was the ballroom itself. What a wonderful hall! If you had seen it before we started, painted black, plaster cracking, warped floors, and pigeon piles, you would not have believed that it could return to glory. I am so proud of this community for saving this facility. Like its companion, the Morris Performing Arts Center, this is unique space that sets South Bend apart from other cities, and says something special about us.

It says that we value our past and build for future generations; that we value culture and quality. It says that we are undaunted by complicated, almost hopeless, projects; that we plan for the future and create partnerships to get things done. It says that we reach for the stars and find a way to get there. It says that we can turn trash to treasure, that we can see through the surface to the true value that lies beneath. It says

that we value community spaces where people can come together to create wonderful memories. It says that we have optimism and generosity and skill, that when asked the question "Can we do it?", like Bob the Builder we respond "Yes we can!"

Thanks to all who were involved in this marvelous project, from the funders to the South Bend Entertainment Board, from City staff to the artisans who completed the work. This effort truly represents the state of our city. You will hear these values and this spirit throughout my report.

***City Plan* - A Smart Growth Initiative**

One of the keys to good development and smart growth is good planning. If you don't know where you're going, it's hard to get there (especially for that part of the species that refuses to ask directions). The City has done good planning and you can see the results, from the East Bank and Downtown to Blackthorn, from Studebaker Corridor to Commercial Corridors, from specific neighborhoods to our retail strategy. These action plans provide details which are useful to residents, investors, and business or property owners. In addition, the Common Council has recently approved *The South Bend – St. Joseph County Comprehensive Plan*, which proposes where growth should occur and establishes a set of policy guidelines for the unincorporated parts of the county. This land use plan provides an important framework for future development in the county, including at the City's edges, but it was not intended to provide specific focus for South Bend. We need to tie all this planning together.

Tonight I am announcing that the City of South Bend is beginning a city-wide planning process called *City Plan*. This will be an important component of our Smart Growth strategy. It will knit together the generalized and the specific plans within a broader City strategy having common goals and objectives. *City Plan* will provide guiding principles for future development in South Bend, determine a strategic process for allocating resources, promote coordination and cooperation among planning processes, look at innovative ways to encourage participation in City governance, and develop indicators to assess neighborhood conditions and measure progress toward *City Plan* goals. It will provide a framework for programs, policies and decisions that address issues such as housing, land use, and citizen participation.

City Plan will bridge the gap between generalities in the *South Bend – St. Joseph County Comprehensive Plan* and the tight focus of our individual plans. It will cultivate a network of partnerships - people, organizations, and institutions working together toward common goals. There will be three phases to *City Plan*. First, analyze existing data through meetings with local decision-makers in the private sector and with neighborhood-based and non-profit organizations. Second, present a draft outline of *City Plan* at a variety of forums for public discussion. After this input, a refined final draft will be presented to me for approval and to the Common Council for adoption as a Resolution. Finally, all City departments will be involved in implementation of *City Plan*.

Our first phase assessment of present conditions will include an ***analysis of . . .***

- existing land use, infrastructure and transportation.
- liabilities, assets, needs, and desires.

- community thoughts and attitudes.
- housing stock.
- demographic, social, and market trends.

These findings will then be presented via a public process to neighborhood-based organizations, business groups, institutions and interested parties to **establish . . .**

- a future, detailed land use plan.
- guiding principles which express the community's beliefs and ideals.
- innovative ways to encourage citizen participation in City governance.
- a method to assess neighborhood conditions.

Developing *City Plan* will take about 18 months. Implementing it will be ongoing. Both will aim at promoting South Bend as a residential, commercial and industrial location of choice. Residents will be encouraged to participate in the process for *City Plan* in a variety of ways, from public forums and neighborhood meetings to responding to surveys via the internet. Information will be available through libraries and on our website southbendcityplan.org. In addition to the public forums, I will be appointing an advisory committee to provide regular feedback and to help guide the process. If you are interested in participating in *City Plan*, please contact my office or visit the

Participate in Planning page on our website. Good development needs good planning. Good planning needs good input. Please participate.

Development Despite the Downturn

This has been a difficult time for economic development. During what has been described as the worst recession since World War II, with the uncertainty of 9/11 still hanging over us, and the specter of war on the horizon, nation-wide investments have dropped significantly. Total valuation for building permits issued in South Bend during 2002 was $111,000,000. This ranks fourth best out of the last ten years. Not bad under the circumstances, but well below the $180,000,000 achieved in 1999. Nevertheless, the "can do" attitude of this community proved itself in a number of major developments that will change the face of South Bend for years to come.

Crowe Chizek has just completed its 50,000 sq. ft. office building at the Jefferson Bridge. This $10 million facility will be the site for national corporate training and will bring 150 new jobs downtown. It cements Crowe's decision to keep its corporate headquarters in South Bend. This could lead to two additional buildings and more quality jobs, at this site in the next decade. Just to the south of the Crowe development, Press Ganey has acquired two buildings to expand its workforce by more than 190 jobs. Bringing more workers into the downtown stimulates the growth of restaurants, specialty retail, and nearby residential development.

Just across the river, Environmental Health Labs, a division of Underwriters Laboratory, has occupied its 50,000 sq. ft. addition. This $7 million investment will be the home for 100 new jobs - skilled jobs. This development, like Crowe's, may also be the precursor for future growth. The positions created at all three facilities represent the types of jobs that we want to grow in our community. Coincidentally, all three businesses are home grown. City staff played a major role in making these projects happen. This shows our strong commitment to supporting the existing business community and helping it thrive. Any city

would have been proud to have any one of these developments, especially in the downtown area.

Following our inside/outside strategy for development, we continue to provide sites for a variety of investments throughout the city. Interest remains strong at Blackthorn. Last year saw the construction of 547,000 sq. ft. of light industrial space valued at $19 million. Since1991, we have benefitted from more than $400 million in private investment, developing 6,000,000 sq. ft. of space, creating 2,700 new jobs and retaining 7,200 existing jobs. The largest and most notable project was Tech Data's new warehouse/distribution facility. Once again we were able to keep a company in South Bend that was being wooed by other communities. Tech Data now owns their facility, anchoring them more securely to our community. The development of this major logistics complex further establishes the Blackthorn/Airport area as an emerging logistics center for the upper Midwest.

2002 also saw the arrival of Ely Chemical in the Blackthorn industrial park. They chose South Bend to be their first location in the US. We hope that they see the same type of growth that Federal Mogul has experienced. In 1986, Federal Mogul (then AE Piston) built a 59,000 sq. ft. state-of-the-art piston manufacturing facility. It invested $3 million in the building and $5.6 million in machinery and equipment, creating 150 jobs. Last year, it expanded for the fourth time bringing its total investment to more than $60 million, quadrupling the size of the building and providing over 600 jobs with a payroll over $24 million. This is the benefit derived from our tax abatement program. Many people think that companies take the money and run when the City phases in taxes. That rarely happens. The Federal Mogul model is more typical. Companies stay in our community, reinvest and grow - though not all are as successful as Federal Mogul.

Another company reinvesting in South Bend is BOSCH. A few years ago, when their lease ended on their building, another state put together a $40 million incentive package to get them to relocate. With the help of the State of Indiana and the County, we were able to respond with a creative package that has kept 450 high skilled, high paying jobs in our community. The City now owns their building, but they are making major repairs and improvements to the facility. This year we will reroute Bendix around their site so that they can develop a campus setting. We held numerous public meetings to decide on the best route for the street. City staff responded quickly and effectively to make this project happen. We have a great development team.

Perhaps the most significant development of 2002 is the A.J. Wright distribution center at

Olive and Sample. My thanks to Pat McMahon and Project Future for leading the development team. This $40 million development is a real coup, bringing 800,000 sq. ft. and 800 jobs to South Bend on an underutilized brownfield site. This was an impossible dream: to assemble and clear the site, clean up environmental issues and meet a fast track timetable. The TJX team was skeptical that we could get it done, and there were days when the obstacles loomed so large, it seemed they were right. But our team wouldn't quit. They found a way to make it happen with the help of the State Department of Commerce, the UEA and the Redevelopment Commission. So this summer hundreds of nearby residents, Poles, African-Americans, and Hispanics, will have the opportunity to walk to work. This development brings new investment, new jobs and new pride to the West Side. It will spark new interest in the Sample and Western Avenue corridors, providing new customers for restaurants and small businesses. Equally important, this facility, along with Tech Data and Tire Rack's 500,000 sq. ft. building, put us on the map as a major distribution center. This will attract more jobs and investment in the future. Can we do it? "Yes we can!"

On a smaller scale, we also provide business assistance and employment support through the Urban Enterprise Association. Last year $4 million in Inventory Tax Credits stimulated $16.5 million in private investment and created 197 new jobs in an area where they are needed. At our Sample Street Incubator, we have forty-three tenants providing 158 jobs. Seven of these businesses are minority owned, four are owned by women. Two hundred four zone residents are employed in the UEZ, bringing benefits to their families and to the businesses that employ them. Our Zone Resident Employment Program provides assistance through Fast Track at Ivy Tech, the IN Plan, the WDS Certified Nursing training program, IN Development Accounts, bus tokens and gas vouchers, uniform assistance, tuition reimbursement, and childcare assistance. The Workforce Diversity Initiative helps ex-offenders find employment so they can become productive members of society. We want to put people to work.

Our community has a proven history of maximizing resources to enhance the business environment. With strong transportation links, a skilled workforce, and an attractive geographic location, we have many of the ingredients needed to successfully compete in today's economy. But tomorrow is a new day and different assets will be important to keep the local economy strong. The City has been participating in the Technology Task Force created by the Chamber of Commerce. The task force is working to maximize the availability of ready access to broadband connectivity, providing the ability to exchange data, both locally and to the world via the Internet, at high speed. This will be an important resource for the future. The task force has looked at the current access to broadband in St. Joseph County. It has examined various trends to determine practical and affordable steps to enhance access by businesses and neighborhoods. It has reviewed possible configurations to improve our capabilities, thus increasing our ability to retain and attract broadband intensive businesses. We want to increase accessibility and ensure competitive pricing. The accompanying maps illustrate that our community is well positioned from a fiber perspective at a national level, with major "pipes" located along the Toll Road and rail lines through South Bend. One business is already taking advantage of the fiber optic network through our community by establishing high-tech telecommunication hubs. DeLuxe Sheet Metal has incorporated on ramps to the information

superhighway at their new facility in Blackthorn, as well as at Union Station in downtown. This connectivity and planning will keep us competitive as a 21st Century City.

Foundations for Growth

Our success at development does not happen by accident. It depends on dedicated City staff, Boards and Commissions, on strategic partnerships with other governmental units, not-for-profit organizations, and businesses, and on volunteers. It builds on good planning and a vision for the future, and it requires resources to make things happen. We are blessed in this city with the talent and energy of volunteers. I believe that citizenship includes a call to participate in the commonweal, building the common good. I am grateful that our community responds to that call.

Partnerships

We have worked hard to include people in the decisions and work of government, and to support the efforts of organizations that share a common goal with us. Our partnerships are active and productive. I would like to highlight a few. DownTown South Bend has renewed vigor and purpose. It is a key factor in sustaining the momentum of downtown development. By purchasing properties for development, rallying the various downtown interest groups, advising on parking, beautification and design, they have helped us make better decisions. South Bend Entertainment provided leadership, vision, and resources to bring the Morris and Palais projects to reality. The Northeast Neighborhood Revitalization Organization is a partnership of Notre Dame, Memorial Hospital, Madison Center, St. Joe Med Center, and the City. Under the leadership of South Bend Heritage Foundation, the NNRO is balancing major reinvestment in the area with support for existing residents. Our Commercial Corridor Action Teams continue to set standards for other communities to emulate. This initiative won the 2002 Project of the Year award from the Indiana Association for Community Economic Development. Well done! And congratulations on this prestigious statewide recognition.

Public Investment

Another key stimulus to private investment in our community is the public facilities that we have built. These public investments create jobs, enhance the quality of life, stimulate activity and make South Bend unique. Our investments in the Morris and Palais help make downtown a true entertainment center. They bring thousands of visitors from throughout the region. They support convention activity and will help to spur new restaurants and other attractions here. The Morris held 140 events in 2002, an increase of 28% from the previous year. Attendance reached 170,000, earning this great facility the number 23 ranking out of the Top Fifty Theater Venues in the country (according to Pollstar magazine). Billboard magazine ranked the Morris 8th in the country for theaters with 2,500 seats or less. Action at the Palais will build on this energy. More than 6,000 people attended the open house on January 19th to see the work and remember old times. Staff at the Morris has also supported eight Friday by the Fountain lunchtime celebrations, helping to keep downtown hopping.

These two facilities are part of a long, proud tradition of public investment to keep our city vital. Century Center led the way. Twenty-five years ago, building a convention center was a bold move to revitalize the core. It helped to turn our focus back on the river as an asset and set a standard for future projects. It acted as a catalyst for other development and continues to thrive today. During its silver anniversary year, Century Center hosted 753 events with 225,000 visitors, including the President and Vice President of the United States. Staff did their usual excellent job, so everything went smoothly. Visitors are always impressed with not only the quality of the building, but also the quality of the service. We continue to improve the facility, adding new windows to the Whitewater Ballroom, carpeting to Bendix Theater, acoustic wall hangings and painting in C Hall, and expanded restroom facilities. Meet Me on the Island continues to be one of the most popular community celebrations at the site.

The East Race provides excitement and entertainment unmatched anywhere. Whether hosting national kayak competitions or public rafting there is no thrill quite like it. Thousands also enjoy the concert series at Seitz Park and walking or exercising on the East Race Trail. Our latest addition extends the trail to Angela Boulevard, providing 7 miles of beautiful walkway along the river, through downtown all the way to IUSB. Our next phase will build a trail from Angela along Riverside Drive up to Pinhook Park, and eventually to the Darden Bridge, where it will connect with County trails.

Fans continue to enjoy Coveleski as one of the premier minor league ballparks in the country. With the Silver Hawks caught up on their lease payments, we look forward to a successful season. We are reviewing the contract with the team to find a win-win formula that will allow them to be successful while still providing funds for capital investments that keep the stadium in top shape. Our amended lease will likely have bonus payments for the City based on attendance, so come on out and "Root, root, root for the home team!"

The Hall of Fame also had a milestone year. More than 6,000 fans participated in the Enshrinement festivities last year, which was broadcast for the first time by The Football Network. This new cable network has signed a five-year agreement with the National Football Foundation to produce shows on Enshrinement and the New York awards dinner. This should provide ongoing exposure for the Hall and for South Bend. Fans of all kinds flocked to Gathering on the Gridiron, another opportunity for celebration in downtown. When you add in the huge HOG (Harley Owners Group) Rally, the Studebaker Drivers Club meet to celebrate the 150th anniversary, Hummer owners

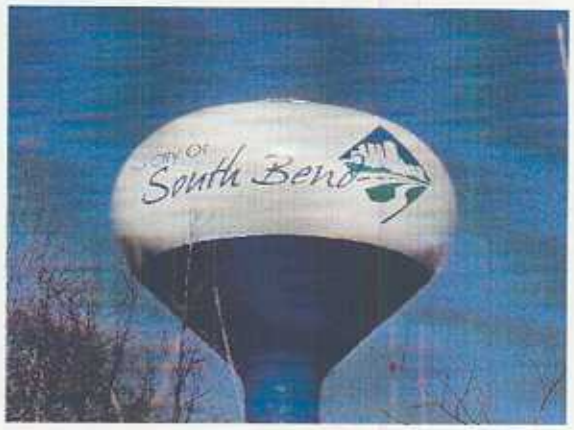
training, and Sunburst Marathon activity, 2002 may have been a record year for visitors to the downtown. 2002 was a year that the Hall enhanced its connection with young students, becoming the first satellite site for the NCAA "Stay in Bounds" education program. It also started a "Play it Smart" tutoring program at Clay High School. Legendary football coach Herman Boone was here for the Legends Luncheon Series. His story was the subject of the movie "Remember the Titans."

Not all of our public investments are as visible as these have been, but they still play an important role in spurring development. Our downtown parking garages make it possible for denser development in the core of the city, supporting new office construction and providing parking for the huge crowds at the Morris, Palais and other events. This year we will reinvest in our two oldest garages to make them more inviting for customers and to bring them up to current standards. This is the first major capital investment in those structures since they were built. We will also initiate additional security patrols on certain evenings and for late night events, so that our customers feel safer.

Some of our most important public investments are taken for granted - our streets, our water and sewer systems, the infrastructure that allows everything else to happen. Despite the loss of State funding from the previous year, we had a record paving program in 2002. By using money freed up through the Fire Protection Service fee, we were able to sustain the high level of street improvements at a time when other governmental units were scaling back. Those same funds will be committed to streets again this year. However, for the long term, we need a sustainable source of funds to keep ahead of road deterioration, to add new roads for future development, and to have matching funds for federal dollars so that we get the most bang for our buck.

We continue to invest in equipment and facilities for our street crews as well. We have purchased a new pothole patcher. This one-person operation replaces three workers and three pieces of equipment. It is safer, more efficient and provides a better solution than the traditional "cold patch." 2002 was also the year that we opened the new Public Works Service Facility. It is home to the Bureaus of Streets, Sewers, Traffic & Lighting, the Signal Shop, and the Utility Locating Department. This great facility sets a standard for development in the Studebaker Corridor. It will also protect and preserve our equipment and help us to be more efficient in the delivery of services.

Our municipally owned public utilities came more into the spotlight with the recent fee hike for sewage treatment. It was a difficult process that generated much discussion, mostly focused on significant increases for some of our major customers. Nevertheless, I do believe that we set a fair baseline for allocating costs and our rates still allow us to be competitive for new growth. The advisory committee which Council President White and I will appoint will help us to move forward as we look at future regulatory challenges, environmental issues and development needs. Our water utility also faces many needs as we strive to provide top quality service to our customers. We will meet all regulatory demands, continue to be good stewards of the environment, and provide the framework for new development and smart growth.



Homeland Security

In the aftermath of 9-11 and with the prospect

of war with Iraq looming ever larger, our community remains unsettled and uncertain about what lies ahead. The lingering recession does not help. Homeland Security and public safety issues are interconnected because our police, firefighters and EMS personnel will be the true first responders if there is a local terrorist attack. While I do not believe that we are at high risk for such an incident, I am confident in our ability to respond, because of the training, dedication and professionalism of these public safety officers.

We continue to examine our capacity and preparedness for all types of calamitous events. In November we held a countywide bio-terrorism training drill, which simulated an outbreak of smallpox. This provided an opportunity to check lines of communication and cooperation across jurisdictional lines. The major glaring challenge is the use of different radio systems throughout the county. It is difficult to communicate directly from one police department to another. We do have some temporary patches that will help, but eventually we should look to a common system. We are supporting the State's efforts to unify communications through Project Hoosier SAFE-T, but we will need major funding to convert radios and communication center equipment. We are also acquiring additional protective gear for police and fire, but more is needed. I support the US Conference of Mayors position that there should be a direct distribution of Homeland Security funds to cities and counties, rather than funneling everything through the states. Local units will be the first to respond. We know best what our specific needs are. These are trying times, but I am confident in our abilities, in particular because of the special skills that we have already developed through our Haz-Mat and Confined Space Rescue teams, through our Bomb Squad, S.W.A.T. and N.E.S.T. units, through our Incident and Unified Command experience. We are prepared. Let's hope and pray that we don't need to employ these skills.

We gathered last September at many sites to remember the victims of the terrorist attacks, especially those with family here in our community, and to honor our armed forces and public safety personnel. At IVY Tech we raised a flag that had been flown at Ground Zero in New York. It had been presented to me by Lt. Jim Morandi and Firefighter Rich Bostick, two New York City firefighters whom we had invited to South Bend as part of an ambassador program through the US Conference of Mayors. It gave us a direct link to the tragic events in New York, and a chance to thank them and their fellow officers for their heroism in response to the attack. It gave them a chance to get away for a few days and to represent their department in extending thanks for all the support and prayers from all over the country. They also wanted to encourage tourists to come back to the City, to fight back in small ways by keeping New York vital. The flag is on our awards table tonight. It will have a special place of honor in our new Fire Department offices when that facility is built.

Today, our families are torn in another way. Many of our sons and daughters in the Reserves and the National Guard have been called to active duty. Others are on alert status. We do not know yet where they may be assigned, but they are separated from their families in service to their country. Just after the New Year, I joined family members at the Armory as some of our local troops deployed to Camp Atterbury. I had the honor to represent our community, presenting a flag to the unit, asking them to fly it with pride and to return with it safely after their tour of duty. Others have since received their orders, as well. We hope and pray that this confrontation with Iraq can be resolved through diplomacy and sanctions. We ask the President to use war only as a last resort. But we tell these troops that we support them and their families, that we are grateful for their response to duty. God bless them and Godspeed.

Public Safety

Homeland Security is a specialized subset of our ongoing public safety responsibilities. We continue to fight crime and patrol our streets, to put out fires and respond to medical emergencies. These are core local government services. Our residents expect us to do them well. For our part, we work hard to recruit good personnel and provide them with the best training, equipment and facilities. These jobs are difficult under the best of circumstances, but the downturn in the economy has made them even tougher. There are more arsons, and often more violent crimes. 2001 had seen a spike up in major crimes, the first time during my tenure that the crime rate rose, but in 2002 we got back on the right track with a 10% decrease in major crimes. This is a 24% decrease in the crime rate since I became mayor. Burglaries and Larcenies are at the lowest levels since I came on the Council in 1988. Robberies and Motor Vehicle Thefts were 1% above the low marks during that fifteen-year period.

Despite this progress, there is still too much violent crime. Arson, Rape and Aggravated Assault increased in 2002, though still well below the high levels that had been reported during the last 15 years. The murder rate remains disturbingly high. Last year's numbers were compounded by the tragedy at Bertrand Products, where four people were killed by a co-worker. We are working with the Prosecutor and the US Attorney to focus efforts on violent criminals, especially repeat offenders. We will redouble our efforts to get illegal guns off the street, and to reduce gang and drug activity. We will be creative and proactive in our policing efforts to catch criminals. We will strengthen our two-pronged approach of enforcement and prevention.

Under the direction of our new Police Chief Thom Fautz, we have restructured the COP strategy. By adding Regional Coordinating Officers, we will improve crime analysis, contacts with community groups and accountability. This also puts Captains back on the streets in a shift supervisory capacity. It will provide better coverage, supervision and support for our officers and our neighborhoods. We will continue special patrols as needed. We will use the new Loitering Ordinance to help target "hot spots." N.E.S.T. will have broader responsibilities this year to assist in cracking crime sprees and eliminating nuisance property complaints. They spent much of 2002 focused on street level drug activity. Together with MSOS they had a record year for busting drug houses. The two units seized 182 weapons and over $1.5 million worth of drugs. These are guns and drugs that won't make it into our schools or neighborhoods. We will continue to reduce major crimes through focused and creative policing strategies.

Several other initiatives will support and extend these efforts. In the St. Adalbert's, St. Casimir's and LaSalle Park Weed & Seed area, we are working on gang identification and reduction efforts, providing positive alternatives to gang involvement, and using neighborhood youth to reduce/remove graffiti. We hope to learn soon whether our application for federal funding has been approved. There is also a Safe Neighborhood Initiative underway to expand Neighborhood Watch in the West Side. An Ecstacy Task Force will raise awareness about Rave parties. Our HUD walking patrols and extra late night patrols in the downtown have been an effective tactic. We continue to provide special attention to patrolling School Zones and we set up directed patrols as needed.

Community participation remains a critical component of a safe city. Hot tip cards, provided through the COP Leadership Council generated eight Crime Stopper tips last year. Five murder investigations were assisted through other Crime Stopper calls. The COP Y.O.U.T.H. Council cleaned 200 graffiti sites and fifteen blocks and alleys. Last year fifty-one people graduated from the Citizen Police Academy, bringing the grand total to 266 informed individuals since it started. The Civilian Volunteer Officer program provides important support during major events and strengthens our partnership with the community. We will supplement that with a new initiative, Volunteers in Policing. Specially trained residents will do citizen patrols, providing extra eyes and ears for the police department. All of this leads to better communication with neighborhood and business groups. All of this makes for a safer community.

To give you a better sense of why these volunteer activities are so important to us, here are some daunting statistics. The Communications Center answered 500,000 E911calls last year, that's about one per minute, and radioed 90,000 dispatches. Patrol units issued 11,000 citations for moving violations and investigated 4,000 accidents. The Detective Bureau analyzed 30,000 cases, including breaking up an auto theft and stolen parts ring involving over 75 vehicles in at least two states. This has resulted in seven federal charges against seven individuals. Crime Prevention trained over 900 business people on strategies to prevent workplace violence and did 95 security analysis inspections. They sent out nuisance abatement notices on 14 properties, installed 122 No Trespass signs and broadcast 137 fraud messages to financial institutions and federal agencies. Our Crime Analyst provided 130 crime maps, reviewed pawn shop records to bring criminal charges against eleven individuals and close 21 cases, and matched 26 burglaries to a confessed serial rapist/robber/burglar. That's the kind of person we want off the streets.

We are committed to better training and equipment for our officers. A new Digital Forensic Imaging station enhances images from the crime scene or lab to help solve crimes and gather evidence. We are equipping patrol officers to gather evidence at a crime scene and our new Regional Coordinators should provide better crime data analysis. We finally received the $500,000 grant to finish putting video cameras in all Uniform Division cars, and we have added six Automatic External Defibrillators to the fleet, bringing the total to 36. The addition of a Risk Management Officer to the Office of Professional Standards will help track use of force, look at possible liability areas and suggest training or procedures to correct problems early on.

I am proud of the work that our officers do every day. Responding with professionalism and pride. Protecting our community and building partnerships. The courage and determination of these men and women is best exemplified by Cpl. Ray Wolfenbarger who recently returned to light duty work at the department one year after his near fatal shooting. Welcome back, Ray. May 2003 bring full recovery and a return to full duty.

Fire Department

Efforts at the Fire Department have also focused on providing proper equipment and training for the safety of our firefighters. We received a $125,000 grant for "Clear Command" portable radio equipment. We now have six thermal imaging cameras to help find and rescue individuals in a fire and to reduce property damage by being able to locate "hot spots." All our SCBAs (Self Contained Breathing Apparatus) are equipped with Personnel Alert Safety devices which send an alarm if a firefighter goes down and can't move. As an additional precaution, we have been equipping and training Firefighter Assist and Search Teams to be better prepared to rescue an injured or trapped firefighter. The department now has two flashover simulators to provide realistic training in controlled conditions. Our dive team often has to operate in uncontrolled conditions. Fifteen divers have been outfitted with new dry suits and full face masks with wireless communication capability. This will allow them to contact each other, the dive boat or the shore. There is also an underwater camera to enhance our ability to search in difficult conditions. Firefighter safety is a top priority for the department.

Dependable equipment is a key to that safety, as well as to our ability to effectively fight fires. Last year we ordered two new pumpers for the fleet. Planned replacement of these fire engines has helped us to maintain our strong ISO rating. We also purchased two new vehicles for our 24 hour Chiefs. The amount of equipment that they need to carry to effectively respond and take command at a scene has increased dramatically. We are refurbishing one ambulance, which will save us $40,000 over purchasing a new one. This is possible because we bought quality equipment when we first purchased the unit.

Nurturing Neighborhoods

We are focused on one goal for South Bend - making it the community of choice in this area. We call it by many names, Building South Bend; Building a Safe City, a Clean City, a City of Opportunity; Building a competitive 21st century city, but it all comes back to the same thing. We want South Bend to be the place where people choose to work and where businesses choose to invest, where people come for culture and recreation. We want South Bend to be the city that people choose to call home. That is why we are involved in all this effort on parks and public safety, on economic development and public investment. The key to making that happen is to maintain strong neighborhoods. It is a key tenet of our Building strategy - support neighborhoods.

Over the years we have developed a number of initiatives to support our neighborhoods. From housing programs to Neighborhood Partnership Centers, from community organizing to curb and sidewalk programs, we are committing resources and energy to keeping these areas vital. We work it at the individual level with Building Block Grants for flowers, trees, and entry signage. Last year we had 350 participants receiving $70,000 in grants to help beautify their lot, their street, their neighborhood. We also work it at the macro level with action plans for Keller Park and River Park, for Southeast Side development and for the Weed & Seed area. We work it at the project level, with plans for the Oliver School site after the building is demolished this spring and with Christmas in April/Rebuilding Together. We support not-for-profit groups and social service agencies serving the residents.

We have wonderful neighborhoods in South Bend, from affordable to high end, historic and brand new. There is something for everyone. We are committed to strengthening them with all our resources. By encouraging new construction, we have seen 1,000 housing units built during my tenure as mayor. Most of those have been single-family homes, some as in-fill in older neighborhoods, some in new subdivisions. 2002 was the seventh straight year that had more than 100 new single-family homes constructed in the city. This year will see the start of the Villas at Blackthorn and eventually we will bring Westwood Knolls into the City, as well. We think there are strong possibilities for new residential in the near downtown and on the South Side. We will continue to be a community of choice by offering prime sites and a range of selection. We will continue to support those residents in their choice. We are committed to neighborhoods.

Last year in partnership with South Bend Heritage Foundation, we received a national award for neighborhood development efforts. The National League of Cities presented the James C. Howland Urban Enrichment Gold Award to the City of South Bend for the Near West Side

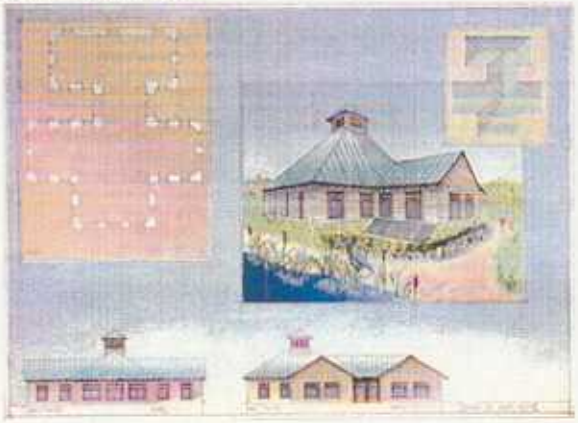
Neighborhood Revitalization Initiative. This is the NLC's most prestigious award. It recognizes our long term commitment to revitalization, and the results achieved through sustained effort. Using good design and good planning, this initiative restored vacant homes, transformed "the Block" into an award winning multi-family affordable housing development, then built new single-family homes on the next block; turned a vacant hardware store into the Charles Martin Youth Center; brought a small retail center to the corner of Chapin and Western; and began to reclaim Lincolnway West as a key entry into downtown through the development of the Colfax Campus. This initiative has been lifted up as a model for the entire country. Can we do it? "Yes we can!" But we have to be in it for the long haul, and we need creative and committed partners.

Parks

Our Park system is a jewel. It is one of the assets that sets us apart from other cities and gives us a leg up as a community of choice. Unique facilities like the East Race, Coveleski Stadium, and Potawatomi Zoo provide a range of experiences unmatched in other municipalities. We need to continually reinvest in our parks and to expand the facilities to meet the expectations of our residents. Last year was a banner year for the system. Once again we surpassed the million attendance mark for festivals and activities at our parks. Our crews maintain 1300 acres of park land, 115 street islands and 100,000 trees. For the sixth year in a row we were named a Tree City. We invested $100,000 in playground equipment for thirteen neighborhood parks.

Major projects included extending the riverwalk system behind Madison Center to Angela Boulevard. We started work on developing the first new neighborhood park in more than twenty years. This ten-acre site on the southeast side will incorporate new features and be a real asset for the YWCA, IVY Tech and neighborhood residents. With the help of a $1 million State loan, we moved forward on Frederickson Park on the northeast side. Students and faculty from Notre Dame, and staff from the South Bend Community School Corporation have been involved in plans to reclaim an old dump site and turn it into an environmental education center. The loan funds will help us take care of the environmental issues, but we will need to find additional resources to develop the amenities at this site. Our skate park at O'Brien Recreation Center was named the Best New Facility in the State in 2002. This 13,000 sq. ft. concrete structure, with ramps and bowls and obstacles hosted more than 7,000 skaters in its first four months of operation. This is one facility that I didn't demonstrate how to use, but I am amazed at the maneuvers that even the youngest skaters can perform.

EDUCATIONAL BUILDING



Potawatomi Zoo, the state's oldest municipal zoo celebrated its 100th anniversary. It is one of only 201 AZA accredited zoos in the country. Jack Hanna was here to help celebrate. Over 117,000 people came to see our new leopard, lion cubs and

ostriches, three new tigers and the red panda. Following the tragic loss of our wallabies, we were overwhelmed by the generosity of our community and the outpouring of sympathy and contributions. We opened the Veterinary Hospital with the help of the Zoological Society and donations of advanced equipment. We are now able to offer the best in veterinary care with sophisticated technology and equipment. The hospital also provides a quarantine facility for animals arriving at the zoo. A zoo master plan has been developed to give us a roadmap for future investments. Watch for "Celebrate Chimps" all around town as a special attraction and fundraiser. When it comes to zoos, we are the "chimpions"!

Last summer, we hosted two national softball tourneys at the Belleville complex. Our staff and the facility received the Amateur Softball Association Award of Excellence for these events. The South Bend Regional Sports Commission helped with these tournaments. They also partnered with our staff to attract the National Men's Major Fast Pitch Championship for 2004. This arm of the Convention and Visitors Bureau helped to bring the Mexican Women's National Soccer Team to South Bend for a game with Notre Dame, and this year we will host the Mexican Team and a team from Canada for a double header. The Sports Commission attempts to attract quality amateur and professional sporting events, thereby increasing tourism, improving quality of life and showcasing the South Bend region. We have the facilities to support that mission.

On the programming side, we were one of fifty sites selected across the nation to host a Hearts 'N' Parks program. With our innovative staff and support from Memorial Hospital, we are promoting healthier lifestyles for children, senior citizens, and City employees. The B.L.A.S.T. program helps 10 -14 year olds develop leadership skills and say "No" to smoking, drinking, and drugs. It was recognized as Best Program in the State last year! We also support our children through After School grants, Neighborhood Youth grants, and the Police Youth Rec Program. We're investing in youth, investing in parks, investing in community.

What's Next?

You can see that 2002 has been an incredible year, despite the sluggish economy, a year that would earn mention in my grandmother's letter. It was record setting and award winning. It spawned several major projects that will change the face of South Bend for years to come. So, what's next? How do we keep the momentum rolling? How do we continue to make South Bend the community of choice?

City Plan will be an important process to guide our growth. It will require widespread community input to agree on principles that will shape our decisions for years to come. In the meantime, we know that we want strong neighborhoods, a variety of good housing, new jobs, smart growth, a vibrant downtown, and effective, efficient city services. We have a number of projects in development that will further these goals and make 2003 noteworthy as well.

From simple attention to detail in city services to major investments, all that we do today makes a difference for the city of tomorrow. Code Enforcement is beginning Adopt-a-Lot and Adopt-a-Block projects with the Rum Village and Near Northwest neighborhoods. Code will continue to put pressure on owners to maintain their property. We will do it forcefully, but respectfully, and, whenever possible, we will seek to preserve homes rather than demolish them. Solid Waste will expand its pilot automated trash pick up program with uniform containers that have lids. We will purchase two new trucks for the program, which should make us more efficient and help to keep our alleys cleaner. Animal Control is modifying a trailer for its mobile pet adoption program. This should help us increase the number of cats and dogs that are adopted. In 2002 more than 1,000 animals were adopted or returned to their owners.

In downtown, the Redevelopment Commission has assembled a site at the corner of Main and Jefferson which will go up for bid this year. We expect it to become the site of a 60,000 sq. ft. office building. We are working hard with TRANSPO to bring Amtrak back downtown. That would provide energy and help to spur other development at the south end of our business district. DTSB has acquired the LaSalle Hotel and will be working with developers on the feasibility of residential use for that wonderful structure, either as a hotel, apartments or condos. Across the river, on the former Wharf site, the Holladay Corp. is testing the waters for a mixed use development site that could include high end condos. Memorial Hospital will construct its new $40 million Heart and Vascular Center and continue building out its long range plan for growth. Madison Center will also start new structures on their campus, with the possibility of first floor retail spaces to serve that area. We hope to attract a restaurant to the first floor space below the Palais.

On the west edge of downtown, we are doing a market study on the feasibility of creating Tippecanoe Commons, market rate housing that would strengthen downtown and the adjacent neighborhood. I mentioned the Villas at Blackthorn earlier, 200 new homes on the northwest side that will provide a unique housing product with easy access to the Toll Road and the Bypass. We have also been working with a developer on the possibility of new housing at the old Drewry's site. So there are exciting possibilities for new homes in this community of choice.

The City will continue to invest in public facilities and in projects that will spur private investment and create new jobs. This year we will finally see start of construction on our new administrative headquarters for the Fire Department combined with a new Central fire station. This will occur on the IVY Tech campus and create a new partnership for fire safety training. We will also look at new locations for Fire Stations 2 and 9 to provide better coverage throughout the city and respond to our growth to the northwest. As we start construction on the FD facility, we will also be able to begin major renovation to the existing building at 701 Sample for an expanded Police

Headquarters. These two facilities are long overdue. When they are completed, they should serve our public safety needs for decades to come.

Just around the corner from 701 Sample, we are pursuing one of the largest brownfield projects in the state. At the former Oliver Plow Works site, we are demolishing 1,000,000 sq. ft. of dinosaur buildings on 35 acres to make way for a new inner city industrial park that will bring new investment, new buildings and new jobs. We are already working with a potential first business for the development that would create a signature project, taking advantage of the old boiler house and chimney at the center of the site. This project is possible because of loans and grants that we were able to secure from the federal government to match local investment. It will also benefit from the Community Revitalization Enhancement District authorized by the Legislature. This district will provide incentives for businesses that locate here, and will generate funds for additional investment in the Studebaker Corridor that otherwise would have been captured by the State. Those additional funds will be needed. When we acquired the Oliver site, we also got the former South Bend Stamping plant as a bonus. This adds 1.4 million sq. ft. of industrial buildings to demolish on forty acres. We are also investigating other structures in the old industrial sector to remove for future development. It is the right time to be investing public funds here. When the economy recovers we will have sites ready for investors. We expect that it may take 2-3 years to fill the Oliver Industrial Park site. This is an area with a proud history of hard-working families, producing goods for the nation. It will soon have a proud future of new growth and new jobs.

The State and Rep. Pat Bauer have also been extremely helpful in providing resources for another development that is attracting significant attention, the South Side Development Area. This retail corridor along Ireland Road will soon be bustling with new shopping opportunities. We are working with developers at three different sites along this corridor. Scottsdale Mall, of course, has attracted the most publicity, but additional big box development will enhance the investment at the mall. The State has authorized a Sales Tax Increment Finance district. This will allow us to capture revenue that normally would have gone to the State and to use it for development in this area. These funds will help maximize use of the mall site and enhance its accessibility. Major retailers and developers are once again seeing South Bend as a viable location. It's nice to be back on the map, to once again be a community of choice.

So, we're on a roll. These are just a few of the things we are working on. I couldn't be more

proud of the staff that is working so hard to build our city. They are dedicated and talented. Look at the awards table. This is my report card on the state of the city. National recognition for neighborhood development. Statewide recognition for Commercial Corridors. Statewide awards for one of our recreation facilities and youth programs. Awards for financial reporting and budget presentation. The Governor's Environmental award. A Project award for work at the downtown dam. A feature article in the Indiana Association of Cities and Towns magazine about our brownfield success. It is particularly rewarding when recognition comes from your peers.

South Bend is alive with excitement. We are becoming that 21st Century City. We value our past as we build for future generations. We support culture and creativity. We plan for the future and create partnerships to get things done. We have optimism and generosity and skill. We are creating jobs, and housing and hope. We are bringing new investment and new ideas. We are becoming a community of choice. We are the "can do" city.

"Can we do it?" "Yes we can!"

Thank you.

EXECUTIVE SUMMARY

This Executive Summary has been prepared as a general overview of the City of South Bend's 2003 Budget. The 2003 Budget for all City funds totals $136.9 million for operating expenditures and $26.4 million for capital expenditures. As explained in more detail in Section D of this document, the City's current practice is to submit an operating budget to the City's Common Council during September for the fiscal year commencing the following January. A capital budget is then submitted for approval during February of the budget year. The main objective behind the delay in finalizing a capital budget stems from the City's desire to approve capital expenditures based upon actual cash on hand at the end of the fiscal year. Both the operating budget and the capital budget are approved by the Common Council through the passage of several ordinances. The budget becomes legally enacted after the City Controller receives approval from the State Board of Tax Commissioners.

The City uses "funds" and "account groups" to report its financial position and the results of its operations. A fund is a separate accounting entity with a self-balancing set of accounts. An account group is a financial reporting device designed to provide accountability for certain assets and liabilities that are not recorded in the funds because they do not directly affect net expendable available financial resources.

Funds are classified into three categories: governmental, proprietary and fiduciary. Each category, in turn, is divided into separate "fund types":

Governmental funds are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked moneys ("special revenue funds"), the servicing of general long-term debt ("debt service funds") and the acquisition or construction of general fixed assets ("capital project funds"). The "general fund" is used to account for all activities of the general government not accounted for in some other fund.

Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties ("enterprise funds") or to other departments or agencies primarily within the government ("internal service funds").

Fiduciary funds ("trust and agency funds") are used to account for assets held on behalf of outside parties, including other governmental units, or on behalf of other funds within the same government unit. When these assets are held under the terms of a formal trust agreement, a pension trust fund or an expendable trust fund is used. The term "expendable" means the City is under no obligation to maintain the trust principal. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent.

The City establishes operating and/or capital budgets for thirty-five separate funds. These thirty-five budgets are grouped into six major fund types as follows: General Fund, eight Special

Revenue Funds, three Internal Service Funds, eleven Capital and Debt Service Funds, three Trust and Agency Funds and nine Enterprise Funds. A description of all these funds can be found later in this section.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds and expendable trust funds are accounted for using a "current financial resources" measurement focus. Within this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

All proprietary funds and pension trust funds are accounted for on a "flow of economic resources" measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included in the balance sheet. Fund equity balances of proprietary funds (i.e., net total assets) reflect the present increases (revenues) and decreases (expenses) of the funds net total assets.

New for the 2002 financials the City has implemented the new reporting model GASB 34. Under this model the City financials are full accrual for the City wide statements and in fund statements modified accrual is used. The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred. The accrual basis of accounting is utilized by proprietary fund types and pension trust funds. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred.

The City's budget is adopted on a cash basis which is not consistent with the above described generally accepted accounting principles. Annual appropriated budgets are adopted for the thirty-five funds as mentioned above. All annual appropriations lapse at the end of the fiscal year. The level of control at which expenditures may not exceed appropriations is by object classification within the fund, except for the General Fund which is by object classification within the department of the fund. The object classifications are as follows: personal services, supplies, other services, other uses, and capital expenditures. The City's management cannot transfer appropriations within a budget without approval of the Common Council. Any revisions that alter the total expenditures by any fund or any department of the General Fund must be approved by the Common Council and the State Board of Tax Commissioners.

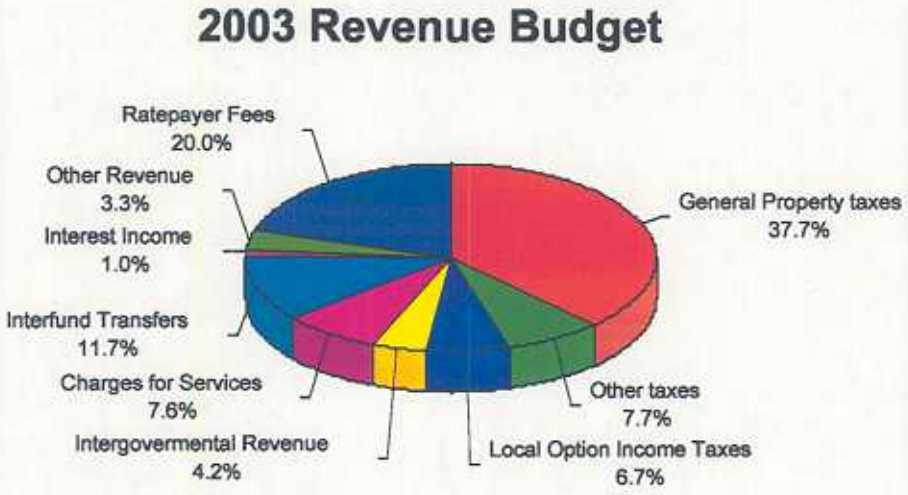
As a result of preparing the City budgets on a cash basis (non-GAAP) as required by state law and also reporting financial results using either the modified accrual basis or the accrual basis (GAAP), major differences exist when comparing budgets to the financial statements of the City. The main differences between the cash basis (budgetary non-GAAP basis) and the accrual basis (GAAP) fall within these three categories:

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

Included in this Financial Summary section is a historical comparison of both 2003 Capital and Operating Budgets and 2002 Original (excluding additional appropriations approved during the year) Operating and Capital Budgets along with actual results for the years 2000, 2001 and 2002. These actual results are recorded on a cash basis in order that a fair comparison can be made with the City's annual budgets. As a result of the cash basis presentation for these years, an adjustment for each fund was required to convert from the cash to the modified accrual basis in order to adequately reflect the projected fund balance at year-end. The City's 2002 financial results have not yet been audited as of the date of this publication, so no adjustments to the accrual basis have been included for 2002.

2003 REVENUE SOURCES AND SIGNIFICANT REVENUE TRENDS

The City provides the following services: public safety (police and fire), highways and streets, health and social services, culture and recreation, public improvements, planning and zoning, general administrative services, water, sewer, solid waste services, and urban redevelopment and housing. The costs incurred to provide these services are included in the City's annual budgets. The revenue required to fund these services are received from a variety of sources. The following summarizes the major sources of revenue that were budgeted to provide funding for both 2003 and 2002 expenditures (with a more detailed revenue source reported by fund found in the charts located later in this section):



	2003 Budget	2002 Budget
General Property Taxes	$ 56,320,163	$ 53,880,187
Local Option Income Taxes	10,081,615	14,921,451
Other Taxes	11,568,212	11,011,117
Fees Paid by Ratepayers (Water, Sewer, Solid Waste)	29,923,467	29,392,957
Charges for Services (User Fees)	11,361,243	11,567,767
Intergovernmental Revenue	6,208,199	6,012,685
Interest Income	1,511,863	2,377,950
Other Miscellaneous Revenue	4,975,667	4,057,035
Interfund Revenue Transferred In (from other City Funds)	17,530,139	17,899,421
Total Citywide Revenue	$ 149,480,568	$ 151,120,570

As shown above, the City's single largest source of revenue is generated by property taxation. This revenue calculation is based on a relationship between two variables. The first variable is the assessed property valuation of industrial, commercial and residential parcels, both real and personal property. The second variable is the application of a tax rate to arrive at the total tax levy. Taxable property is assessed at 100% of the true tax value. The City's maximum tax levy is restricted by Indiana Law (as explained in the transmittal letter), with certain adjustments and restrictions. Total anticipated general property tax revenue of $56.3 million for 2003 will be allocated to the following "civil city" funds for general operations: General Fund, Park and Recreation Department, Police and Firefighters Pension Funds and Cumulative Capital Development Fund. In addition, a separate tax levy is budgeted for the City's Redevelopment Authority District outstanding debt obligations which include the Studebaker Corridor Bond and the College Football Hall of Fame Bond.

Property tax revenue has been budgeted for the past three years as follows:

	2003 Budget	2002 Budget	2001 Budget
General Fund	$ 43,494,702	41,518,566	39,499,369
Parks and Recreation Fund	7,347,210	6,998,363	6,665,682
Police Pension Fund	1,227,783	1,169,317	1,114,564
Firefighters Pension Fund	1,368,101	1,303,789	1,243,512
Cumulative Capital Dev. Fund	974,431	974,431	957,530
Total Civil City Property Taxes	$ 54,412,227	51,964,466	49,480,657
Studebaker Corridor Bond	606,096	615,840	617,926
Football Hall of Fame Bond	1,301,840	1,299,891	1,329,051
Total Property Taxes	$ 56,320,163	53,880,187	51,427,634
Total Property Taxes Collected	n/a	52,306,833	50,888,088
% of Property Taxes Collected	n/a	97.1%	98.9%

Total budgeted property taxes have increased annually by the full 5% allowable by state law over the past several years (including 2003). Although current year's actual collections of the total tax levy rarely hit 100%, prior years' past due amounts collected during the current year often make up a significant amount of the shortfall as is reflected in the above amounts collected. As a result,

the tax levy is a reliable number to use when estimating the City's anticipated property tax revenue. As more fully discussed below, the City's Common Council has recently passed ordinances that established two new local option income taxes. These local option income taxes will eventually generate enough funds to reduce the heavy reliance the City currently needs to place on property taxes to fund a majority of the services provided by the City. Approximately 76% and 69% of the General Fund and Park Department revenue, respectively, are funded by property taxes. It is anticipated that it will take several years before these newly enacted taxes will be at a level that will make it possible to reduce the need to increase the City's total tax levy up to the maximum 5% each year. In the meantime, the City continues to search for other sources of revenue to reduce its reliance on property taxes.

As mentioned above, the City currently has available a major new source of revenue in the form of the County Option Income Tax (which was enacted effective July 1, 1997) and the Economic Development Income Tax (enacted effective July 1, 1995 and increased effective July 1, 1997). These two relatively new countywide taxes have allowed the City to shift a portion of its capital expenditure funding from the General Fund to these two Capital Funds. The County Option Income Tax rate was phased in over a four-year period, increasing from two tenths of a percent (0.2%) of adjusted gross income to it's current rate of six tenths of a percent (0.6%), and, when combined with the Economic Development Income Tax, the total tax is eight tenths of one percent (0.8%) of the county taxpayers' adjusted gross income. The maximum combined rate for these two income taxes could be 1% of adjusted gross income if the Economic Development Income Tax was raised to its limit (0.4%) by the County Income Tax Council.

Both of the local option income taxes are collected and administered by the Indiana Department of State Revenue. This department is required to estimate by July 1 of each year the amount of revenue to be received by the County during the following year. This estimate is referred to as the "certified distribution" and it becomes an amount that the County can be guaranteed to receive. The County then allocates these receipts based upon property tax levies as described below. This allocated certified amount is the amount budgeted by the City for both taxes. These two option income taxes have generated and are projected to generate the following annual revenue streams as a direct result of increasing tax rates (no income growth rate has been factored into these projections):

- Economic Development Income Tax (EDIT): Actual receipts for 1999, 2000, 2001 and 2002 were $3,156,441, $3,105,473, $3,417, and $5,462,867, respectively. The 2003 Budget projects receipts to be $3,689,202 and this is the anticipated level to be collected each year, assuming the current rate of two tenths of one percent and no growth rate. The 2002 receipts included a one time distribution of $1,506,173. This increase from the State is a "catch-up" from prior year conservative estimates. This tax is allocated between the County and the cities and towns in the County based on the proportionate amounts of property tax levy for each unit. The City's portion of the total County's EDIT was 35.6% in 2000. Due to a one-year increase in the County's tax levy in 2000, the City's share increased to 37% in 2001 and 2002. The budgeted 2003 Cites portion is 39.3%. Any future change in the actual annual amount of adjusted gross income reported by county taxpayers would have a direct impact on the amount of EDIT taxes collected. Another possible impact on the amount of EDIT funds received in the future would be a result of an EDIT rate change if approved by the County Income Tax Council.

- County Option Income Tax (COIT): These countywide taxes are allocated (net of homestead credits that are explained later) between all taxing units within the County

based on the proportionate amounts of property tax levy for each taxing unit. Actual City receipts for 2000, 2001 and 2002 were $2,378,487, $4,491,922 and $9,531,190 respectively. The City did not receive any COIT receipts in 1997 since this tax was first enacted in July 1997 and there is a six-month delay in receiving these funds from the State. The 2003 Budget includes receipts of $6,392,413. The actual receipts in 2002 included a one time distribution of $2,409,701. This increase from the State is a "catch-up" from prior year conservative estimates. Future annual collections (based upon the increasing COIT rate) are projected as follows: 2004 and beyond - $7,048,883 per year. Again, these projected revenue streams do not include any growth rate assumptions for years beyond 2003. The projected increase in 2004 and beyond reflects the impact from the annual tax rate increase only.

The City would not have supported the new County Option Income Tax if it had not been accompanied by a tandem ordinance which established an additional 6% homestead credit for property taxpayers. This additional homestead credit increased to 7% and 8% in 1999 and 2000, respectively, and then remains at 8% thereafter. Thus, as a result of the passage of this new tax, City property taxpayers were provided relief through a reduction in their property tax bills while the City was provided with an additional source of revenue that will eventually slow the growth of future property tax rate increases.

Other taxes received from the State of Indiana and allocated to various funds within the City in 2003 include the following: auto and commercial vehicle excise taxes ($4,393,163), gasoline tax ($4,467,335), cigarette tax ($561,176), financial institutions tax ($115,204) and alcohol gallonage/state liquor excise taxes ($289,765). In 2001 the State budget, adopted by the General Assembly, contained no additional funds for the Local Roads & Street Funds as it has done for the past three years. Therefore, Local Roads & Streets gasoline tax receipts well decrease by 6% or $75,623. In 2003 the Street Departments cash reserve balance was not able to cover its budget deficit. Because of this, the State mandated that the City cut it's original Street budget by $541,000 to bring it into balance. These cuts were made up decreasing personal and moving some expenses to the General Fund. If the State does not increase its appropriations allocations the City will have to find new ways to fund both of these budgets in the future to assure that City streets are maintained at appropriate levels. The remaining taxes listed above are not anticipated to change significantly over the next several years. The 2003 anticipated levels reflect modest increases from the prior year and follow general guidelines provided by the State of Indiana. One additional tax included in this category is the County's Hotel / Motel Tax, which is budgeted at $1,741,566 for 2003. This tax, which represents a portion of the 6% tax assessed against hotel and motel billings within the County, is projected to grow at a modest 3 to 4% per year. The City's portion of the Hotel / Motel Tax is utilized to support operational costs for the Century Center and marketing costs for the College Football Hall of Fame.

Another significant source of revenue is fees received from rate payers for services provided for water, sewer and solid waste pick-up. The $29.9 million anticipated revenue for 2003 breaks down as follows: $12,436,000 for Sewage Works, $12,471,233 for Water Works, $3,984,841 for the Solid Waste Removal and Recycling Program, $1,394,584 for the Water and Sewer Insurance Programs and the remaining $154,440 for Project Releaf (a program providing leaf pick-up throughout the City). Revenue collected from rate payers is generally determined by either a flat fee charged per month for the service provided (Solid Waste, Releaf Program and Water/Sewer Insurance) or by multiplying the volume of services utilized by the current utility rate (water and sewage).

The City is not anticipating any significant increase in volume of services provided by the utilities over the next several years. Volume increases will be generated through future annexations and overall growth within the City which cannot be accurately projected at this time. Future revenue can also be impacted by any rate change that may be enacted beyond 2003. Rate increases or decreases are determined on a case by case basis and can be impacted by either capital needs or funding of ongoing operational expenses.

The South Bend Water Works received approval from the Indiana Utility Regulatory Commission to increase its water utility rates and charges effective December 2001. The average water rate increase was approximately 18% over the prior rate. Although this sounds significant, the City of South Bend remained in the lower percentile in regards to water rates charged by other municipalities throughout Indiana. After the rate increase, South Bend's water rates ranked sixth lowest out of the twenty largest cities in Indiana. It had previously ranked fourth lowest prior to this 18% increase. The City is in the very early stages of determining if a future rate increase will be needed to cover the growing operations and maintenance costs anticipated in the years 2004 and beyond.

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

This increase in rates was requested in light of the need to issue Sewer revenue bonds totaling $20.5 million for capital improvements over five years. The purpose of issuing this debt is to finance the cost of necessary capital additions, improvements and extensions to the City's municipal sewer and wastewater infrastructure. These capital expenditures are necessary to enhance present and future needs and to maintain the highest level of quality and quantity acceptable for the community. The bond that will be issued are for capital needs only - not for operations or maintenance.

In late 1998, the County's Solid Waste Management District enacted a mandatory recycling program for all county residents. This program is expected to have a significantly positive impact on the City's future landfill costs. As a result of the anticipated cost savings resulting from City residents' participation in this countywide recycling program, a rate increase may now be delayed for an undetermined amount of time. Results of the recycling program will be reviewed prior to any final determination of future solid waste pick-up fees.

As mentioned earlier, the City is always looking for other sources of revenue that would reduce its reliance on property taxes. A viable source of revenue is from user fees and/or charges for services currently being performed. The City has included in its 2003 budget $11.3 million of revenue from user fees that are currently in place. It is the City's desire to establish all user charges and fees at a level closely related to the full cost of providing the services while taking into consideration similar charges/fees being levied by other public and private providers. The City recalculates, on an annual basis, the full costs of activities supported by user fees (including the Parks Department, EMS ambulance services, Building Department and the Century Center among others) to identify the impact of inflation and other cost increases. It then revises user fees

accordingly. As a result, overall charges for services and user fee revenues are anticipated to increase in line with annual operating and capital budgets.

Intergovernmental revenue of $6.2 million budgeted in 2003 mainly consists of pension relief distributions received from the State of Indiana for city-funded police and firefighters' pension plans ($4.4 million) plus grants received from local, state or federal agencies ($1.8 million). The State's pension relief funds are supported by a variety of revenue sources including cigarette taxes and lottery proceeds. These funds are distributed to cities within the state based upon complicated formulas that take into consideration the City's pay-as-you-go pension costs, funding for statewide pension plans and several other variables. As reported for the past several years, the City's Police and Fire Pension Funds continue to experience funding shortfalls as a result of the increasing number of retirees that are receiving pension benefits coupled with the base pay increases for the Police and Firefighters on which the pension payments are determined. Recent changes enacted by new state pension laws have had a positive impact on the overall funding of these funds. In 2001, the General Assembly enacted SEA 260 which guarantees that 50% of the pension payments the City makes will be reimbursed by the State in the current year. This law provides for this type of distribution through 2007. Also enacted in 2001 is SEA 524 that distributes the interest earned on the Public Deposit Insurance Fund. The total budgeted, for both pension funds, in 2003 is $455,000 for this new revenue source. The grants received from local, state or federal agencies are generally one year commitments and thus projecting this stream of revenue with any degree of certainty is difficult.

As mentioned in other sections of this document, the City is committed to preserving its cash reserves and investing these funds in order to maximize investment returns. As a result, the City is budgeting 2003 revenues from investment income of approximately $1.5 million. The City has assumed an overall investment rate of 1.2% for 2003. Historically, the City has been very conservative in its interest income revenue projection. Through fiscally responsible cash management and sound investments, the City once again believes that its 2003 interest income budget will be met and exceeded.

2003 EXPENDITURE BUDGET - SIGNIFICANT ISSUES AND HIGHLIGHTS

The 2003 Operating Budget is balanced and financially conservative. It continues the City's commitment to provide high quality, dependable services while directing available resources to service areas experiencing the greatest demand. The trend is to build upon what has already become a strong base. This budget addresses current and future community needs and balances service demands with conservative financial management. The City continually strives to "live within its means" while providing strong, responsible leadership and offering efficient city services.

Early on in the budgeting process, the Mayor set forth general guidelines that were communicated to department managers and fiscal staff before budgets were submitted to the City Controller. The Mayor emphasized his expectations of sound financial and operational decision making by his staff. He reminded City Managers that each of the eight citywide goals must remain at the forefront while preparing this year's budget. The three key points that the Mayor stressed for the 2003 Operating Budget were as follows: no increases in staff unless new or expanded services were to be added or additional costs were necessary due to legislative mandates; there was zero growth in the category of supplies (unless new services were to be provided); and hold

expenditures in the other services category to a maximum of 1.5% increase (excluding approved one-time unusual items). As a result, the City has budgeted the costs anticipated to fund all the services it currently provides as well as a few programs that have been modestly expanded. No services have been eliminated in this year's budget. Traditionally, the City prepares a conservative budget which includes the assumption that all personnel positions are filled for the entire year. This is an important assumption to note since personnel costs (salary and benefits) represent 47% of the total 2003 Operating & Capital Budget.

The remaining portion of this summary identifies significant items and/or highlights that are worth noting when reviewing the City's 2003 Budget. These comments are intended to help the reader better understand the opportunities and challenges faced by the City Administration when developing this budget.

- This year's revenue budget reflects the full five percent property tax levy increase for the civil city funds that has been discussed earlier in this document. Under current legislation all cities must convert their assessed values from 33 ½ percent to 100 percent for the 2003 budget. This conversion will have no affect on total dollars. Assessed values will increase and tax rates will decrease. The purpose of this conversion is to have assessed values equal true tax value.

- General Fund revenue, when excluding property taxes, is anticipated to increase by $551,453 (4.2%). Payment in Lieu of Taxes (which is paid by South Bend Water Works and Sewage Works to the General Fund) reflects a sizeable increase ($238,097 or 9.5%) due to increased net book value of the property owned by these Enterprise Funds. Fees collected from the County for EMS services (recorded as revenue) have decreased by $82,752 (5.1%) reflecting the increased cost for that service. Revenue from the newly renovated Palais Royale Ballroom Center, which opened December 31, 2002, is projected to be $271,743 for its first full year of operation; however, due to staffing changes and increased costs, the Palais' operational deficit is budgeted to be $26,040 in 2003. However, this deficit is substantially reduced from 2002 due to the Palais' first full year of operation. This operational subsidy is funded by the General Fund.

- Increased personnel costs in 2003 include an overall average increase in base salary of 5.3% for all Police Officers (first year of a four-year contract which includes base salary increases ranging from 4.7% to5.6% in 2003), an average increase of 2.8% for all Firefighters (third year of a four-year contract which includes base salary increases ranging from 2.15% to 4.05% in 2003), a 4.0% base pay increase for the Teamsters (first year of a four-year Teamster contract) and salary increases for non-bargaining employees of 4.0% (with some exceptions identified in the salary ordinance).

- The number of full-time equivalent (FTE) employees has decreased by 29.3 FTEs from last year's budget. Departments trimming Budgeted staff levels include: Street/Traffic &Lighting (5), Water Works (8), Wastewater/Sewage (4), Solid Waste (7), Parks (6), Police (1), and Century Center (1). Increases occurred at the Communication Center (1), Legal (1), and Palais (.67).

- The Mayor's 2003 general budget guidelines for expenditures included no increase for supplies and a 1.5% increase for other services unless unusual circumstances existed within a specific department or fund. General Fund expenditures not including police and fire pension funding and personnel costs decreased 3.9% from 2002 to 2003 due largely to

lower Engineering services.

- The Self-Insurance Employee Benefit Fund continues to experience sizeable increases in health insurance claim expenditures. Although there have been changes to the City's health coverage plan for all employees, it was still necessary to increase the "employer" portion of each employee's cost for this health insurance by approximately 13% in 2003 for all Teamsters and non-bargaining employees. Similar changes to the health coverage plan have been negotiated with the Firefighters' and Police Union (affecting both active and retired members) these changes went into effect on 1/1/01 for the Firefighters' and 1/01/02 for the Police. The City will continue to closely monitor this fund and will act when possible to curb anticipated increases in health care costs.

- The City's Liability Insurance Reserve Fund reflects an overall increase in expenditures of 23% from the prior year's budget. This increase is based upon current year trends, historical information (five year averages) and consideration of pending claims. The City is currently trying to settle several significant claims filed against the City over the past several years. These specific claims have not been included in the 2003 Budget due to the uncertainty as to the amount and timing of any potential settlement. Any unusually high claim will need to be paid out of this fund's reserve cash balance which stood at $1,020,577 as of December 31, 2002. This fund also pays all workers compensation claims which increased 25% or $151,000.

- The 2003 Budget includes two funds that are not "balanced" (revenues equal to or in excess of expenditures) for the year and thus these two funds will need to rely on existing fund cash balances to support the projected 2003 deficiency. Those funds include the Police and Fire pension funds. 2002 was the first year that the Parking Garage Fund will have a balanced budget. This is a direct result of debt service fund being fully funded to pay off the serial bonds that are due over the next eight years. However, this fund will still have a negative cash balance and will continue to be supported through an interfund cash advance (as reflected on the City's Comprehensive Annual Financial Report).

Fire and Police Pension Funds

- Although the budgets for the Police and Fire Pension Funds have been favorably impacted in comparison to prior years' budgets as a result of recent changes enacted by the new state pension law, these two funds will continue to be underfunded in the future years unless additional changes are made either by the State and/or through funding decisions within the City budget process. As the historical comparison report (included later in this section) shows, the fund balances for these two pensions have steadily decreased over the years as a result of pension payments outpacing revenues supporting these expenditures. It remains as one of the major funding issues for the future. The recent passage of a state bill that shifts pension payments for certain retirees from the city to the state (with future payments for these retirees to be made from a cost-sharing, multiple employer pension system administered by the Indiana Public Employees' Retirement Fund) has helped; however, it has not eliminated future funding concerns.

- Prior to the passage of this bill, all City police officers and firefighters hired before May 1, 1977, participated in two single-employer defined benefit pension plans. Employees with twenty years of service could retire regardless of age and were entitled to full benefits. Benefits are based on actual years of service (twenty or more) and range from 50 to 74% of the current salary of first-class patrolman or firefighter. These plans also provide for

disability and death benefits. Covered employees are required by statute to contribute 6% of their salary. Indiana's state statute also requires annual employer contributions in an amount sufficient to fund projected benefits to be paid during that year on a pay-as-you-go basis. As part of the police and firefighters pension reform legislation in 1977, the State created a pension relief fund. The State distributions from this fund are to provide assistance to cities in meeting their employers' contribution requirements on a pay-as-you-go basis for these pension plans. Funding for this pension relief is provided by the state utilizing cigarette tax, liquor excise tax and other state revenue. This state pension relief revenue, along with City property taxes and employee contributions, was used to fund the City's current pension payments. However, due to the increased number of retirees that were employed prior to 1977, the pension payments were growing at a faster pace than the revenues supporting these payments. As a result, the Police and Fire Pension Fund balances were expected to be fully utilized by as early as 2001. It was necessary to begin to utilize General Fund dollars to support these two pension funds starting in 2000. The enaction of two new State pension laws, described earlier, in 2001 will have an effect on any amount transferred from General Fund to support the Pension Funds. The 2002 Budgeted interfund transfers from the General Fund ($840,000 to the Police Pension Fund and $459,000 to the Fire Pension Fund), were not necessary due to the one time "catch-up" funding from the State Pension Relief Funds in 2002. These "catch-up" dollars have allowed the pension funds to have accumulate available cash balances. The City estimates that due to total expenditures higher than total revenues, these cash balances will soon be expended and additional funds will again be needed.

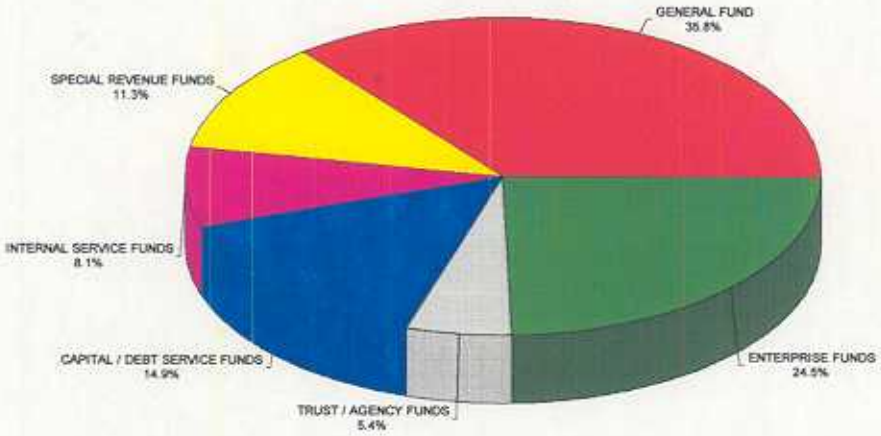
- The new state law that was passed in early 1998 has had the effect of shifting the responsibility for pension payments for certain police and firefighters from the City's pay-as-you-go pension plan to the State's 1977 Pension Plan. The pensioners that are impacted are those police and firefighters that have retired (or became disabled) before July 1, 1998 and have already opted to convert to the 1977 fund when the fund was established (even though the City was still financially responsible for all pension payments for those that had chosen to convert to the new plan). The City estimates that this change in pension payment responsibility will save the City approximately $1.5 million on an annual basis during the lifetime of those affected pensioners and their dependents. At this time, the City does not know how this bill will impact the state pension relief funds the City anticipates to receive in the years to come.

Following this Executive Summary, the reader will find the 2003 Budget Summary, along with each fund's projected annual revenue. A fund description summary precedes the 2003 Expenditure Budget by major classification as it was adopted by the City's Common Council. Following the 2003 Budget by Fund, a historical comparison of each fund's revenue and expenditures for the years 2000, 2001, and 2002 along with the 2002 original (i.e., excluding additional appropriations approved during the year) budget, will provide the reader with a broad view of the City's financial trends. Also included in this section is a multi-year forecast of revenue and expenditures for the City's budgeted funds. This has been provided, along with an explanation of the general assumptions used, in order to give the reader a better understanding of the City's projected financial future. This section ends with a personnel summary that provides historical data on staffing levels for the past three years.

THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - REVENUE AND EXPENDITURES

	2003 ANTICIPATED REVENUE	2003 OPERATING BUDGET	2003 OPERATING SURPLUS / (DEFICIENCY)	2003 CAPITAL BUDGET	2003 OPERATING & CAPITAL BUDGET
GENERAL FUND	$57,166,669	54,220,017	2,946,652	4,325,452	58,545,469
SPECIAL REVENUE FUNDS:					
Park and Recreation Department (4 funds)	11,451,637	10,590,138	861,499	563,817	11,153,955
Motor Vehicle Highway Fund	3,307,428	3,227,306	80,122	0	3,227,306
Community & Economic Development Admin	2,608,071	2,605,972	2,099	0	2,605,972
Human Rights - Federal Grants	174,942	143,394	31,548	0	143,394
Local Roads and Streets	1,208,844	0	1,208,844	1,297,000	1,297,000
INTERNAL SERVICE FUNDS:					
Liability Insurance Premium Reserve	2,328,642	2,326,860	1,782	0	2,326,860
Self-Funded Employee Benefits	7,969,346	7,966,447	2,899	0	7,966,447
Central Services	2,954,206	2,944,512	9,694	0	2,944,512
CAPITAL / DEBT SERVICE FUNDS:					
Studebaker Corridor Bond	650,212	658,760	(8,548)	0	658,760
College Football Hall of Fame Bond	1,396,598	1,407,400	(10,802)	0	1,407,400
College Football Hall of Fame (transfer)	816,991	810,991	6,000	0	810,991
County Option Income Tax	6,472,413	1,026,134	5,446,279	11,480,276	12,506,410
Cumulative Capital Development Fund	1,066,003	175,270	890,733	1,063,779	1,239,049
Cumulative Capital Improvement Fund	626,801	590,270	36,531	105,000	695,270
Economic Development Income Tax	3,821,202	3,372,401	448,801	1,962,556	5,334,957
Emergency Medical Services Capital	1,304,000	540,315	763,685	538,401	1,078,716
Morris Performing Arts Center Capital	n/a	0	0	28,500	28,500
Park Department Non-Reverting Capital	306,000	0	306,000	280,270	280,270
Coveleski Stadium Capital	n/a	0	0	344,000	344,000
TRUST / AGENCY FUNDS:					
Fire Pension Fund	3,894,254	4,250,351	(356,097)	0	4,250,351
Police Pension Fund	3,893,433	4,522,453	(629,020)	0	4,522,453
City Cemetery Trust Fund	n/a	0	0	10,000	10,000
ENTERPRISE FUNDS:					
Consolidated Building Fund	1,096,815	1,135,134	(38,319)	31,700	1,166,834
Parking Garage Fund	644,010	519,479	124,531	0	519,479
Solid Waste	4,081,439	3,808,393	273,046	163,242	3,971,635
Water Works	12,627,814	11,793,227	834,587	2,062,250	13,855,477
Utility Insurance Funds	1,394,584	1,381,380	13,204	0	1,381,380
Sewage / Wastewater Works	13,077,000	13,880,769	(803,769)	2,121,272	16,002,041
Project Releaf	154,440	108,511	45,929	51,050	159,561
Century Center	2,986,771	2,973,410	13,361	0	2,973,410
	$149,480,565	136,979,294	12,501,271	26,428,565	163,407,859

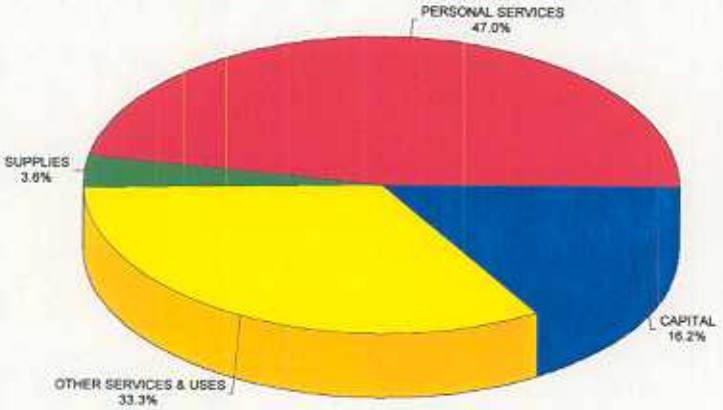
2003 TOTAL EXPENDITURES
BY FUND TYPE



THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - TOTAL EXPENDITURES BY TYPE

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL
GENERAL FUND	$41,252,601	2,109,039	10,858,377	4,325,452	58,545,469
SPECIAL REVENUE FUNDS:					
Park and Recreation Department (4 funds)	6,764,930	1,448,818	2,376,390	563,817	11,153,955
Motor Vehicle Highway Fund	2,887,732	97,373	242,201	0	3,227,306
Community & Economic Development Admin	2,255,193	39,425	311,354	0	2,605,972
Human Rights - Federal Grants	74,567	2,800	66,027	0	143,394
Local Roads and Streets	0	0	0	1,297,000	1,297,000
INTERNAL SERVICE FUNDS:					
Liability Insurance Premium Reserve	140,657	5,837	2,180,366	0	2,326,860
Self-Funded Employee Benefits	93,835	7,612	7,865,000	0	7,966,447
Central Services	2,374,736	216,397	353,379	0	2,944,512
CAPITAL / DEBT SERVICE FUNDS:					
Studebaker Corridor Bond	0	0	658,760	0	658,760
College Football Hall of Fame Bond	0	0	1,407,400	0	1,407,400
College Football Hall of Fame (transfer)	0	0	810,991	0	810,991
County Option Income Tax	0	0	1,026,134	11,480,276	12,506,410
Cumulative Capital Development Fund	0	0	175,270	1,063,779	1,239,049
Cumulative Capital Improvement Fund	0	0	590,270	105,000	695,270
Economic Development Income Tax	0	0	3,372,401	1,962,556	5,334,957
Emergency Medical Services Capital	0	0	540,315	538,401	1,078,716
Morris Performing Arts Center Capital	0	0	0	28,500	28,500
Park Department Non-Reverting Capital	0	0	0	280,270	280,270
Coveleski Stadium Capital	0	0	0	344,000	344,000
TRUST / AGENCY FUNDS:					
Fire Pension Fund	4,245,310	200	4,841	0	4,250,351
Police Pension Fund	4,518,143	1,020	3,290	0	4,522,453
City Cemetery Trust Fund	0	0	0	10,000	10,000
ENTERPRISE FUNDS:					
Consolidated Building Fund	934,254	39,680	161,200	31,700	1,166,834
Parking Garage Fund	195,004	10,368	314,107	0	519,479
Solid Waste	1,483,632	112,900	2,211,861	163,242	3,971,635
Water Works	3,689,700	614,775	7,488,752	2,062,250	13,855,477
Utility Insurance Funds	50,646	1,550	1,329,184	0	1,381,380
Sewage / Wastewater Works	3,940,189	983,404	8,957,176	2,121,272	16,002,041
Project Releaf	60,069	4,637	43,805	51,050	159,561
Century Center	1,802,262	121,695	1,049,453	0	2,973,410
	$76,763,460	5,817,530	54,398,304	26,428,565	163,407,859

2003 TOTAL EXPENDITURES
BY TYPE OF EXPENDITURE



2003 ALL FUNDS COMBINED SUMMARY
OF REVENUES, EXPENDITURES AND FUND BALANCE

	GENERAL FUND	SPECIAL REVENUE	INTERNAL SERVICE	CAPITAL & DEBT FUNDS	TRUST/ AGENCY FUNDS	ENTERPRISE FUNDS	TOTAL
Revenues by Type							
Property taxes	$43,494,702	$7,347,210	$0	$2,882,367	$2,595,884	$0	$56,320,163
Other taxes:							
Auto Excise Tax	2,798,630	472,750	0	191,771	167,030	0	3,630,181
Commercial Vehicle Excise Tax	602,061	101,701	0	23,290	35,933	0	762,985
Gasoline Tax	0	3,293,488	0	1,173,847	0	0	4,467,335
Cigarette Tax	116,391	17,984	0	426,801	0	0	561,176
Financial Institution	106,465	0	0	2,385	6,354	0	115,204
Alcohol tax	289,765	0	0	0	0	0	289,765
Hotel/Motel Tax	0	0	0	610,991	0	1,130,575	1,741,566
Total Other Taxes	3,913,312	3,885,923	0	2,429,085	209,317	1,130,575	11,568,212
Local Income Taxes (COIT & EDIT)	0	0	0	10,081,615	0	0	10,081,615
Intergovermental Revenue	320,000	1,166,717	0	350,000	4,371,482	0	6,208,199
Charges for services (excluding Utilities)	2,504,384	4,352,625	0	1,300,000	0	3,204,234	11,361,243
Interfund transfers (for services provided)	4,290,420	1,061,403	11,379,444	0	0	798,872	17,530,139
Interest Income	350,000	21,450	35,000	174,000	455,000	476,413	1,511,863
Other Revenue	2,293,851	12,750	1,837,750	146,000	156,004	529,312	4,975,667
Utility Ratepayer fees	0	0	0	0	0	29,923,467	29,923,467
TOTAL REVENUE	57,166,669	17,848,078	13,252,194	17,363,067	7,787,687	36,062,873	149,480,568
Expenditures by Category							
Personal Services	41,252,601	11,982,422	2,609,228	0	8,763,453	12,155,756	76,763,460
Supplies	2,109,039	1,588,416	229,846	0	1,220	1,889,009	5,817,530
Other Charges	9,605,284	2,637,397	10,137,411	7,520,550	8,131	15,029,848	44,938,621
Other Uses	1,253,093	358,575	261,334	1,060,991	0	6,525,690	9,459,683
Capital	4,325,452	1,860,817	0	15,802,782	10,000	4,429,514	26,428,565
TOTAL EXPENDITURES	58,545,469	18,427,627	13,237,819	24,384,323	8,782,804	40,029,817	163,407,859
Excess pf Revenues Over(Under) Expenditures	(1,378,800)	(579,549)	14,375	(7,021,256)	(995,117)	(3,966,944)	(13,927,291)
Beginning Fund/Equity Balance	13,692,012	6,298,413	911,620	17,379,141	4,784,853	121,084,511	164,150,550
Ending Fund/Equity Balance	$12,313,212	$5,718,864	$925,995	$10,357,885	$3,789,736	$117,117,567	$150,223,259

FUND DESCRIPTION SUMMARY

GENERAL FUND - To account for all financial resources of the City of South Bend except for those required to be accounted for in another fund. Many of the traditional services of government are funded through the General Fund, primarily public safety (Police and Fire Departments), the Engineering Department and other general Civil City functions including Elected Officials, the Controller's Department, the Legal Department and Neighborhood Code Enforcement.

SPECIAL REVENUE FUNDS:

Park and Recreation (Park Department, Non-reverting Recreation and Special Events) - To account for the operation of the city park system and for citywide recreational activities. Financing is provided by a specific annual property tax levy to the extent that user fees and miscellaneous revenues are insufficient to provide such financing.

Motor Vehicle Highway - To account for street construction and the operations of the street maintenance department. Financing is provided by state motor vehicle highway distributions.

Community & Economic Development - To account for revenues received from the U.S. Department of Housing and Urban Development related to community development and improvement and to fund activities performed throughout the city to promote community and economic development.

Human Rights - Federal Grants - To account for operating costs for a portion of the Human Rights Department that is federally funded through the Equal Employment Opportunity Commission and Housing and Urban Development.

Local Roads and Streets - To account for operation and maintenance of local and arterial road and street systems. Financing is provided by state gasoline tax distributions.

INTERNAL SERVICE FUNDS:

Liability Insurance Premium Reserve - To account for expenses related to maintaining the City's self-funded liability insurance including administrative costs, claims and premiums paid. Funding is provided by assessments to certain other City funds.

Self-funded Employee Benefits - To account for employer and employees' contributions for a medical insurance plan as well as other employee benefits. Funding is provided by assessments to certain other City funds as well as receipts from employees representing their share of the cost to provide their chosen benefits.

Central Services - To account for expenses related to fuel, vehicle and radio equipment repairs, print shop services and various supplies and services provided to City departments on a cost-

reimbursement basis. Funding is provided by assessments to certain other City funds.

CAPITAL / DEBT SERVICE FUNDS:

Redevelopment Bond - Studebaker Corridor - To accumulate monies for payment of Redevelopment District general obligation bonds which are serial bonds due in semiannual installments through 2006. Financing is provided by an annual property tax levy.

Redevelopment Bond - College Football Hall of Fame - To accumulate monies for payment of Redevelopment District lease rental revenue bonds. The refunding bonds are payable as to principal and interest from the rental payments under a lease between the Redevelopment Authority (as lessor) and the Redevelopment Commission (as lessee). The Commission is obligated to make lease payments semiannually, to make an annual appropriation and levy a tax at a rate to provide sufficient money to pay such lease payments from unlimited ad valorem taxes. These lease payments will be used to pay the principal and interest due on these outstanding bonds through 2018.

College Football Hall of Fame (transfer) - To accumulate the Hotel/Motel Tax Funds and Professional Sports Development Funds that are designated to be used by the College Football Hall of Fame. These funds will be transferred to the National Football Foundation (NFF) once an agreement is finalized between the City and the NFF that calls for the NFF to take over the responsibility for operational costs for the Hall of Fame. Ultimately these funds will be used for operations and capital needs at the Hall.

County Option Income Tax - To accumulate monies for payment of expenditures relating to various programs/projects such as public safety enhancement, economic development infrastructure, public works improvements, neighborhood improvement programs and other similar projects. Financing is provided by the City's share of the County Option Income Tax.

Cumulative Capital Development - To account for expenditures relating to the purchase or lease of capital improvements in the City. Financing is provided by a specific property tax levy.

Cumulative Capital Improvement - To account for state cigarette tax distributions used for improvement projects or for the payment of debt incurred for improvements to City property.

Economic Development Income Tax - To accumulate monies for payment of expenditures relating to various programs/projects such as Economic Development Administration grants, neighborhood development, municipal facility development, community facility development, early bond retirement funding, economic development projects and other similar projects. Financing is provided by the City's share of the Economic Development Income Tax.

Emergency Medical Services Capital - To account for purchases and maintenance of necessary equipment for the Fire Department and Emergency Medical Services Department. Financing is provided by ambulance fees.

Morris Performing Arts Center Capital - To accumulate monies for major repairs and capital

improvements to the Morris Performing Arts Center. Financing is provided by a surcharge on ticket sales for events held at the facility.

Park Department Non-reverting Capital - To account for revenue collected by the Park Department that is specifically dedicated to fund certain Park Department capital needs.

Coveleski Regional Stadium Capital - To account for expenditures related to the maintenance and improvement of the baseball stadium. Financing is provided by a portion of the City's rental charge for use of the stadium and a percentage of Coveleski Regional Stadium revenues.

TRUST AND AGENCY FUNDS:

Firefighters' Pension - To account for the provision of retirement and disability benefits to firefighters hired prior to May 1, 1977. Financing is provided by mandatory contributions by active members, state pension relief distributions, and a specific annual property tax levy.

Police Pension - To account for the provision of retirement and disability benefits to police officers hired prior to May 1, 1977. Financing is provided by mandatory contributions by active members, state pension relief distributions, and a specific annual property tax levy.

City Cemetery Trust Fund - To account for donations and a portion of the proceeds from the sale of cemetery lots. These funds are available for maintenance of City cemeteries.

ENTERPRISE FUNDS:

Consolidated Building - To account for the operation of the consolidated St. Joseph County/South Bend Building Department.

Parking Garage - To account for the operation and maintenance of three of the City's downtown parking garages and various off-street parking activity.

Solid Waste - To account for the provision of solid waste removal and recycling services. The area serviced by the utility is primarily contiguous with the City limits.

Water Works - To account for the provision of water services. The area serviced by the utility is primarily contiguous with the City limits.

Utility Insurance (Water Fund and Sewage Fund) - To account for the cost of necessary repairs incurred on behalf of the utility (water and sewage) rate payers. Financing is received from the utility rate payers in the form of insurance premiums and deductibles.

Sewage / Wastewater Works - To account for the provision of sewage services. The utility service area is primarily contiguous with the City limits.

FUND DESCRIPTION SUMMARY
(Continued)

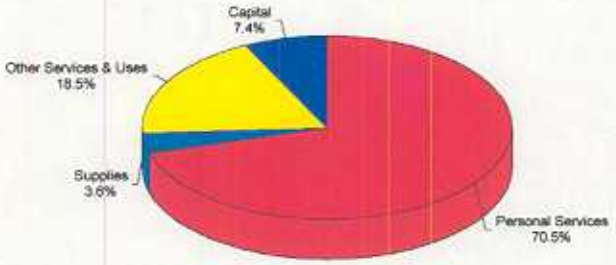
Project Releaf - To account for operational costs incurred in the City's leaf pick-up program. Financing of this activity is funded through monthly assessments included with utility billings.

Century Center - To account for operation and maintenance of the City's convention center. Financing is received from various rental agreements and a subsidy from the County Hotel/Motel Tax Board.

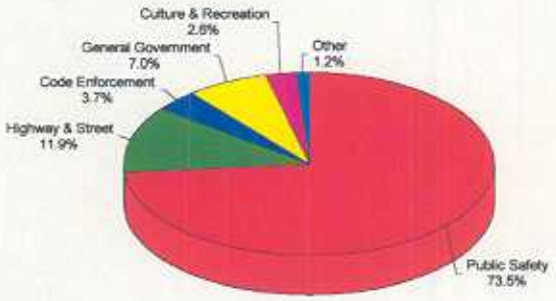
THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
GENERAL FUND:					
Public Safety:					
Police Department	$ 18,411,075	741,653	2,124,323	1,178,500	$ 22,455,551
Fire Department	15,319,385	339,164	992,447	0	16,650,996
Communications Center	1,122,413	6,029	28,736	52,852	1,210,030
Building Maintenance	232,241	42,933	485,791	0	760,965
Board of Safety			10,200	0	10,200
	35,085,114	1,129,779	3,641,497	1,231,352	41,087,742
Highway and Streets:					
Engineering Division	1,033,337	287,300	2,428,935	224,000	3,973,572
Traffic & Lighting Division	534,880	343,034	1,802,261	1,072,000	3,752,175
	1,568,217	630,334	4,231,196	1,296,000	7,725,747
Code Enforcement:					
Neighborhood Code Enforcement	834,125	167,765	235,147	234,900	1,471,937
Animal Control	248,174	38,823	74,855	0	361,852
Junk Vehicle	40,804	3,768	21,370	0	65,942
Code Hearing Officer	0	0	56,976	0	56,976
Unsafe Building	0	0	255,166	0	255,166
Weights and Measures	0	0	42,150	0	42,150
	1,123,103	210,356	685,664	234,900	2,254,023
General Government:					
Mayor's Office	556,699	22,343	109,890	0	688,932
City Clerk's Office	225,312	12,054	59,821	0	297,187
Common Council	193,426	3,553	211,945	0	408,924
Controller's Department	1,049,487	35,543	362,369	1,544,700	2,992,099
Legal Department	642,114	16,243	57,059	0	715,416
Human Rights Commission	214,218	6,131	43,146	0	263,495
	2,881,256	95,867	844,230	1,544,700	5,366,053
Culture & Recreation:					
Morris Performing Arts Center	439,434	31,853	326,849	0	798,136
Palais Royale Ballroom	155,477	10,850	112,957	18,500	297,784
SB Regional Museum of Art Grant	0	0	125,000	0	125,000
Studebaker National Museum Grant	0	0	219,010	0	219,010
	594,911	42,703	783,816	18,500	1,439,930
Other:					
Community & Economic Develop Grant	0	0	596,974	0	596,974
Youth Services Bureau Grant	0	0	75,000	0	75,000
	0	0	671,974	0	671,974
TOTAL GENERAL FUND	$ 41,252,601	2,109,039	10,858,377	4,325,452	$ 58,545,469

General Fund Expenditures by Classification



General Fund Operating Expenditures by Function (excluding Capital Expenditures)

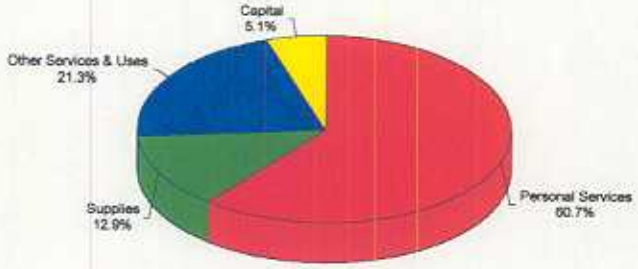


THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE

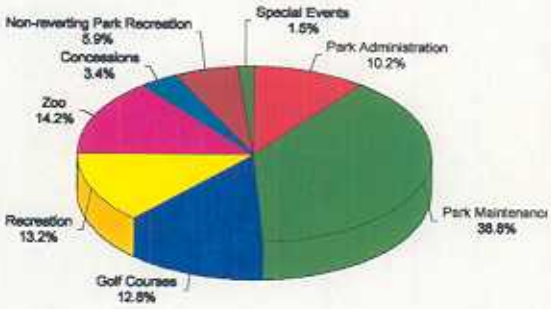
SPECIAL REVENUE FUNDS:

PARK DEPARTMENT (Including Special Events and Non-reverting Funds)	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
Park Administration	$ 723,518	16,209	342,342	0	$ 1,082,069
Park Maintenance	2,518,700	453,465	1,136,567	453,817	4,562,549
Golf Courses	793,998	338,884	216,905	0	1,349,787
Recreation	1,175,679	111,499	108,727	0	1,395,905
Potawatomi Zoo	960,721	246,069	292,772	0	1,499,562
Concessions	197,217	141,687	26,066	0	364,970
Non-reverting Park Recreation	390,959	126,956	106,059	40,000	663,974
Special Events	4,140	8,050	146,952	20,000	179,142
East Race Waterway	0	0	0	50,000	50,000
	$ 6,764,932	1,442,819	2,376,390	563,817	$ 11,147,958

Park Department Expenditures by Classification



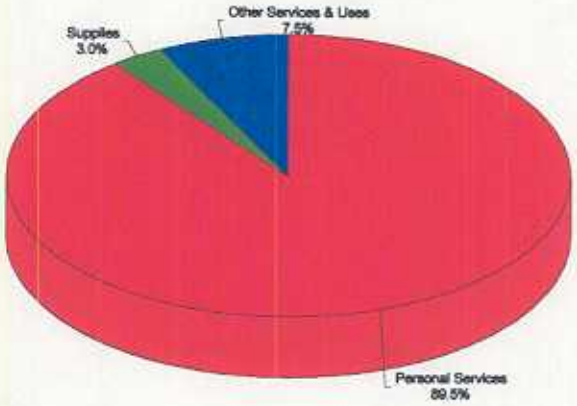
Park Department Operating Expenditures by Function (excluding Capital Expenditrues)



SPECIAL REVENUE FUNDS (continued):

MOTOR VEHICLE HIGHWAY:	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
Street Division	$ 2,887,732	97,373	242,201	0	$ 3,227,306

Motor Vehicle Highway Expenditures by Classification

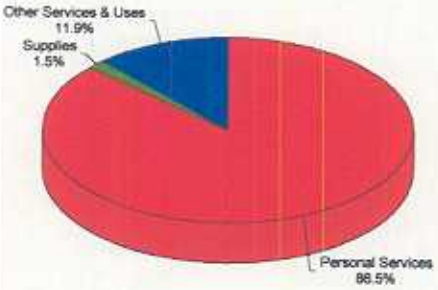


THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE

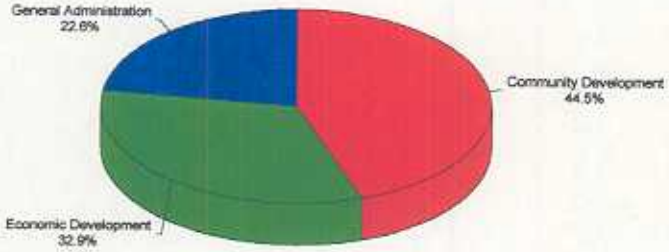
SPECIAL REVENUE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
COMMUNITY & ECONOMIC DEVELOPMENT:					
Community Development	$ 962,114	16,950	181,305	0	$ 1,160,369
Economic Development	769,474	13,150	75,243	0	857,867
General Administration	523,605	9,325	54,806	0	587,736
	$ 2,255,193	39,425	311,354	0	$ 2,605,972

Community & Economic Development Expenditures by Classification



Community & Ecomonic Development Expenditures by Function



SPECIAL REVENUE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
HUMAN RIGHTS - FEDERAL PROGRAMS	$ 74,567	2,800	66,027	0	$ 143,394
LOCAL ROADS AND STREETS FUND	$ 0	0	0	1,297,000	$ 1,297,000

INTERNAL SERVICE FUNDS:

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
LIABILITY INSURANCE PREMIUM	$ 140,657	5,837	2,180,366	0	$ 2,326,860
SELF-FUNDED EMPLOYEE BENEFITS	$ 93,835	7,612	7,865,000	0	$ 7,966,447
CENTRAL SERVICES:					
Equipment Services	$ 1,984,190	134,000	288,904	0	$ 2,407,094
Central Stores	105,375	5,293	8,990	0	119,658
Print Shop	84,271	48,004	36,647	0	168,922
Radio Shop	200,900	29,100	18,838	0	248,838
	$ 2,374,736	216,397	353,379	0	$ 2,944,512

THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE

CAPITAL / DEBT SERVICE FUNDS:

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
STUDEBAKER CORRIDOR BOND	$ 0	0	658,760	0	$ 658,760
COLLEGE FOOTBALL HALL OF FAME BOND	$ 0	0	1,407,400	0	$ 1,407,400
COLLEGE FOOTBALL HALL OF FAME TRANSFER	$ 0	0	810,991	0	$ 810,991
COUNTY OPTION INCOME TAX	$ 0	0	1,026,134	11,480,276	$ 12,506,410
CUM CAPITAL DEVELOPMENT FUND	$ 0	0	175,270	1,063,779	$ 1,239,049
CUM CAPITAL IMPROVEMENT FUND	$ 0	0	590,270	105,000	$ 695,270
ECONOMIC DEVELOPMENT INCOME TAX	$ 0	0	3,372,401	1,962,556	$ 5,334,957
EMS CAPITAL IMPROVEMENT	$ 0	0	540,315	538,401	$ 1,078,716
MORRIS PERFORMING ARTS CENTER CAPITAL	$ 0	0	0	28,500	$ 28,500
PARK DEPT NON-REVERTING CAPITAL	$ 0	0	0	280,270	$ 280,270
COVELESKI STADIUM CAPITAL	$ 0	0	0	344,000	$ 344,000

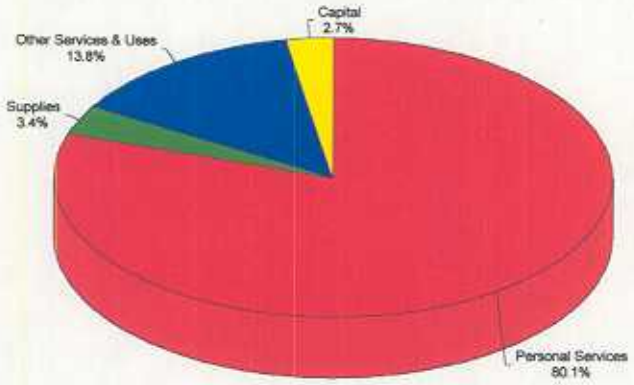
TRUST/AGENCY FUNDS:

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
FIRE PENSION FUND	$ 4,245,310	200	4,841	0	$ 4,250,351
POLICE PENSION FUND	$ 4,518,143	1,020	3,290	0	$ 4,522,453
CITY CEMETERY TRUST FUND	$ 0	0	0	10,000	$ 10,000

ENTERPRISE FUNDS:

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
CONSOLIDATED BUILDING FUND	$ 934,254	39,680	161,200	31,700	$ 1,166,834

Consolidated Building Expenditures by Classification

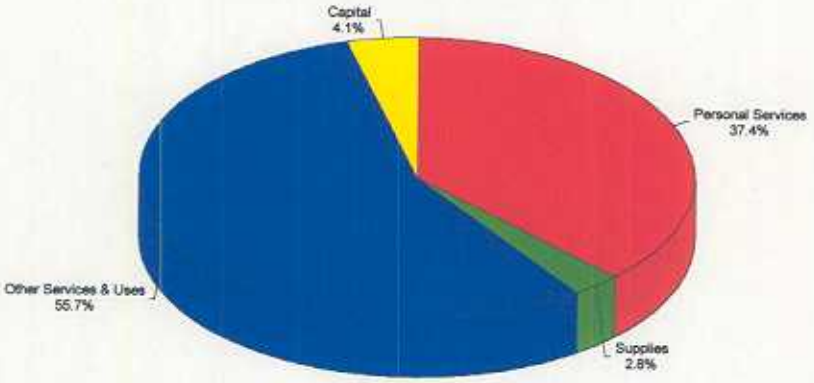


THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE

ENTERPRISE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
PARKING GARAGE FUND	$ 195,004	10,368	314,107	0	$ 519,479
SOLID WASTE					
Operations	$ 1,483,632	112,900	2,060,019	0	$ 3,656,551
Capital Financing	0	0	151,842	163,242	315,084
	$ 1,483,632	112,900	2,211,861	163,242	$ 3,971,635

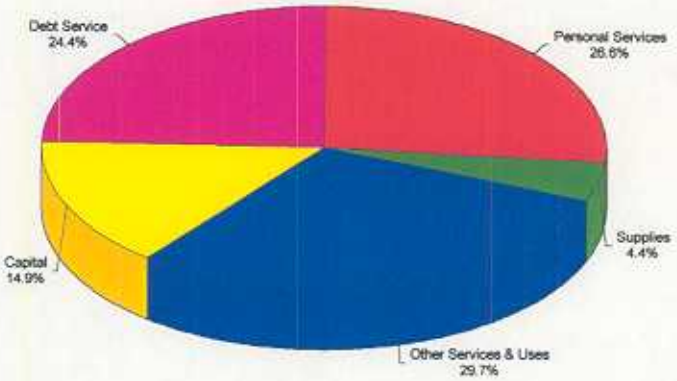
Solid Waste Expenditures by Classification



ENTERPRISE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
WATER WORKS					
Operations and Capital	$ 3,689,700	614,775	4,108,732	2,062,250	$ 10,475,457
Sinking Fund	0	0	3,380,020	0	3,380,020
	$ 3,689,700	614,775	7,488,752	2,062,250	$ 13,855,477

Water Works Expenditures by Classification

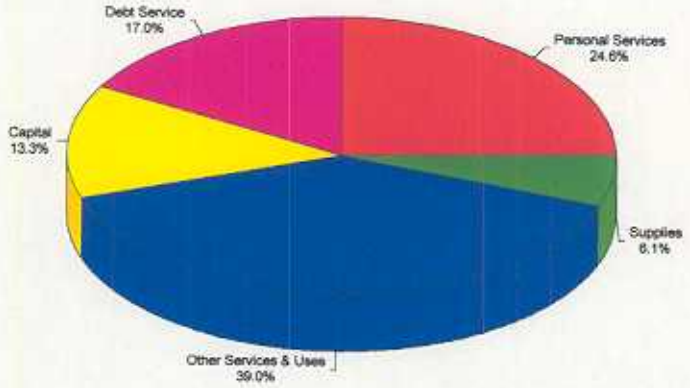


THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE

ENTERPRISE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
WATER/SEWER REPAIR/ INSURANCE FUNDS					
Water Repair / Insurance	$ 0	0	721,148	0	$ 721,148
Sewer Repair / Insurance	50,646	1,550	608,036	0	660,232
	$ 50,646	1,550	1,329,184	0	$ 1,381,380
SEWAGE/WASTEWATER					
Operations - Sewage	$ 1,310,272	617,704	824,129	450,000	$ 3,202,105
Operations - Wastewater	2,629,917	365,700	5,412,439	1,671,272	10,079,328
Sinking Fund	0	0	2,720,608	0	2,720,608
	$ 3,940,189	983,404	8,957,176	2,121,272	$ 16,002,041

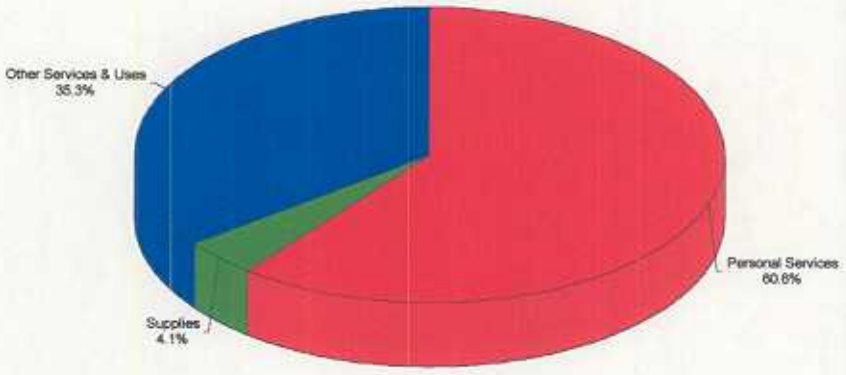
Sewage/Wastewater Expenditures by Classification



ENTERPRISE FUNDS (continued):

	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
PROJECT RELEAF	$ 60,069	4,637	43,805	51,050	$ 159,561
CENTURY CENTER	$ 1,802,262	121,695	1,049,453	0	$ 2,973,410

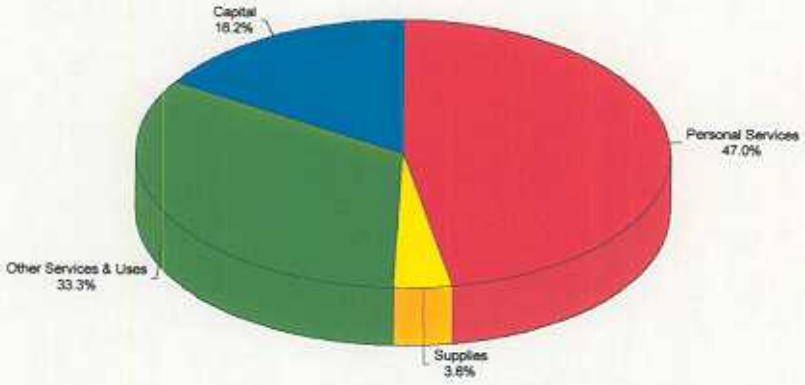
Century Center Expenditures by Classification



THE CITY OF SOUTH BEND
2003 BUDGET SUMMARY - OPERATING AND CAPITAL EXPENDITURES BY FUND TYPE

SUMMARY:	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES & USES	CAPITAL	TOTAL EXPENDITURES
General Fund	$ 41,252,601	2,109,039	10,858,377	4,325,452	$ 58,545,469
Special Revenue Funds	11,982,424	1,582,417	2,995,972	1,860,817	18,421,630
Internal Service Funds	2,609,228	229,846	10,398,745	0	13,237,819
Capital/Debt Service Funds	0	0	8,581,541	15,802,782	24,384,323
Trust/Agency Funds	8,763,453	1,220	8,131	10,000	8,782,804
Enterprise Funds	12,155,756	1,889,009	21,555,538	4,429,514	40,029,817
CITYWIDE TOTAL	$ 76,763,462	5,811,531	54,398,304	26,428,565	$ 163,401,862

City Wide Expenditures by Classification



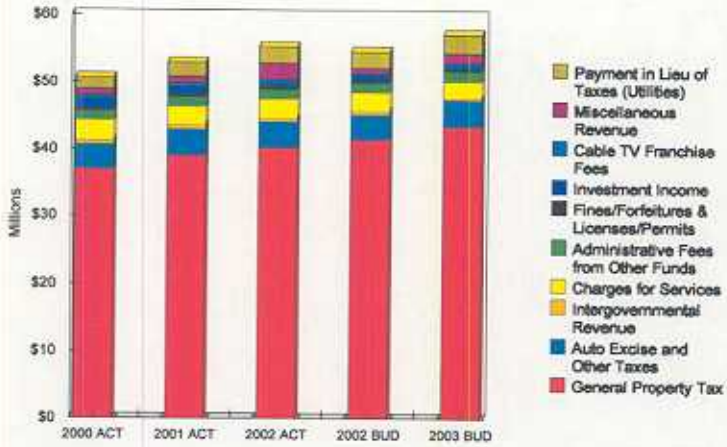
THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)

GENERAL FUND:

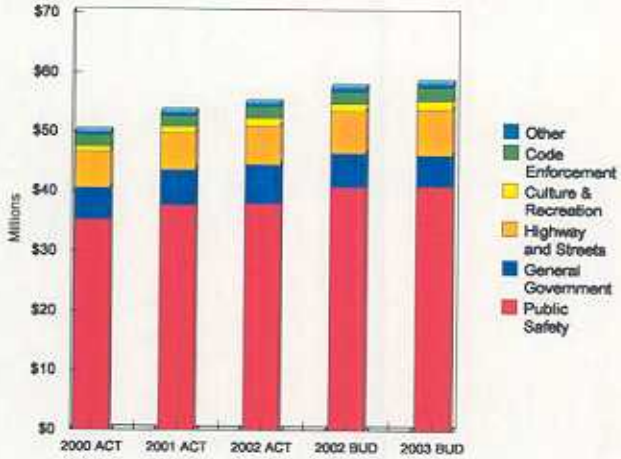
	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
General Property Tax	$ 37,066,358	39,080,500	40,301,341	41,518,556	43,494,702	$ 1,976,146	5%
Auto Excise and Other Taxes	3,571,076	3,891,071	3,815,525	3,738,611	3,913,312	174,701	5%
Intergovernmental Revenue	639,969	574,559	491,995	414,000	320,000	(94,000)	-23%
Charges for Services	3,023,395	2,851,160	2,887,098	2,858,458	2,504,384	(354,074)	-12%
Payment in Lieu of Taxes (Utilities)	1,697,203	2,028,295	2,499,311	2,499,311	2,737,408	238,097	10%
Administrative Fees from Other Funds	1,393,952	1,449,590	1,481,994	1,483,497	1,553,012	69,515	5%
Fines/Forfeitures & Licenses/Permits	394,828	386,703	437,109	293,175	317,255	24,080	8%
Investment Income	1,421,765	1,126,021	405,523	600,000	350,000	(250,000)	-42%
Cable TV Franchise Fees	578,129	524,580	654,591	500,000	525,000	25,000	5%
Miscellaneous Revenue	859,610	996,576	2,315,532	733,462	1,451,596	718,134	98%
Total General Fund Revenue	50,646,285	52,909,055	55,290,019	54,639,070	57,166,669	2,527,599	5%
Expenditures:							
Public Safety:							
Police Department	19,596,124	21,176,193	20,486,738	22,207,343	22,455,551	248,208	1%
Communications Center	987,074	1,026,685	1,121,915	1,150,085	1,210,030	59,945	5%
Fire Department / EMS	14,033,553	15,020,769	15,832,254	16,826,618	16,650,996	(175,622)	-1%
Building Maintenance	509,906	516,892	538,605	749,905	760,965	11,060	1%
Board of Safety	10,200	10,200	10,200	10,200	10,200	0	0%
Total Public Safety Expenditures	35,136,857	37,750,739	37,989,712	40,944,151	41,087,742	143,591	0%
Highway and Streets:							
Engineering Department	6,135,618	6,228,676	6,529,169	7,044,458	3,973,572	(3,070,886)	-44%
Traffic & Lighting	n/a	n/a	n/a	n/a	3,752,175	n/a	n/a
Total Highway & Streets Expenditures	6,135,618	6,228,676	6,529,169	7,044,458	7,725,747	(3,070,886)	-44%
General Government:							
Mayor's Office	496,138	558,806	642,783	669,190	688,932	19,742	3%
City Clerk's Office	231,459	235,485	242,042	287,963	297,187	9,224	3%
Common Council	389,922	265,676	253,562	296,905	408,924	112,019	38%
Controller's Department	3,566,087	4,063,699	4,643,047	3,602,145	2,992,099	(610,046)	-17%
Legal Department	566,824	601,246	659,678	645,193	715,416	70,223	11%
Human Rights Commission	201,213	216,399	236,223	250,787	263,495	12,708	5%
Total General Gov't Expenditures	5,451,643	5,941,311	6,677,335	5,752,183	5,366,053	(386,130)	-7%
Code Enforcement:							
Neighborhood Code Enforcement	1,151,497	1,207,188	1,214,828	1,290,705	1,471,937	181,232	14%
Code Hearing Officer	50,896	52,677	43,152	54,784	361,852	307,068	561%
Junk Vehicle	47,157	46,781	55,531	64,313	65,942	1,629	3%
Unsafe Building	176,288	218,974	197,613	191,781	56,976	(134,805)	-70%
Weights and Measures	40,796	40,760	38,042	48,013	255,166	207,153	431%
Animal Control	386,296	292,552	369,602	348,589	42,150	(306,439)	-88%
Total Code Enforcement Expenditures	1,852,930	1,858,932	1,918,768	1,998,185	2,254,023	255,838	13%
Culture & Recreation:							
Morris Performing Arts Center	528,692	670,912	706,121	687,872	798,136	110,264	16%
Palais Royale Ballroom	0	0	155,948	257,649	297,784	40,135	16%
SB Regional Art Museum - grant	135,000	125,000	125,000	125,000	125,000	0	0%
Studebaker National Museum - grant	180,566	191,787	212,021	214,688	219,010	4,322	2%
Total Culture & Rec Expenditures	844,258	987,699	1,199,090	1,285,209	1,439,930	154,721	12%
Other:							
Youth Services Bureau - grant	65,000	59,583	80,417	75,000	75,000	0	0%
Comm & Economic Development - grant	407,928	462,306	546,868	546,868	596,974	50,106	9%
Total Other Expenditures	472,928	521,889	627,285	621,868	671,974	50,106	8%
Total General Fund Expenditures	49,894,234	53,289,246	54,941,359	57,646,054	58,545,469	(2,852,760)	-5%
Revenue Over / (Under) Expenditures	752,051	(380,191)	348,660	(3,006,984)	(1,378,800)	$ 5,380,359	
Cash to Modified Accrual Adjustment	(271,310)	1,388,895	n/a	n/a	n/a		
Fund Balance - Beginning of Year	16,598,446	17,079,187	18,087,891	18,087,891	18,436,551		
Fund Balance - End of Year	$ 17,079,187	18,087,891	18,436,551	15,080,907	17,057,751		

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

General Fund Revenue



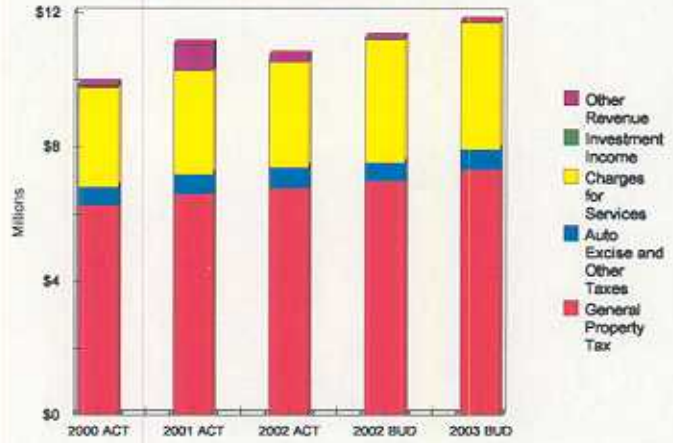
General Fund Expenditures



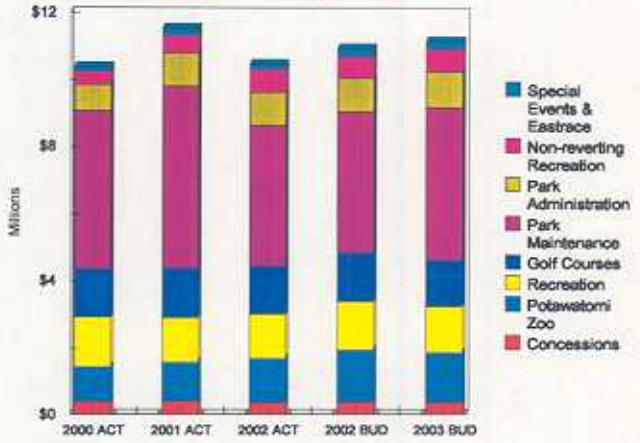
SPECIAL REVENUE FUNDS:

PARK & RECREATION DEPARTMENT	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
General Property Tax	$ 6,284,780	6,597,016	6,795,363	6,998,363	7,347,210	$ 348,847	5%
Auto Excise and Other Taxes	520,592	595,629	610,875	559,785	592,435	32,650	6%
Charges for Services / User Fees	2,982,439	3,104,730	3,138,586	3,674,930	3,805,492	130,562	4%
Investment Income	6,851	6,110	6,797	18,000	5,000	(13,000)	-72%
Other Revenue	57,333	751,977	186,677	10,000	7,500	(2,500)	-25%
Total Park & Recreation Revenue	9,851,995	11,055,462	10,738,298	11,261,078	11,757,637	496,559	4%
Expenditures:							
Park Administration	785,117	978,440	988,475	995,383	1,082,067	86,684	9%
Park Maintenance	4,714,296	5,434,275	4,185,952	4,207,422	4,568,548	361,126	9%
Golf Courses	1,416,312	1,461,959	1,440,026	1,471,766	1,349,787	(121,979)	-8%
Recreation	1,478,869	1,326,015	1,321,784	1,445,766	1,395,905	(49,861)	-3%
Potawatomi Zoo	1,067,778	1,184,422	1,319,099	1,545,420	1,499,562	(45,858)	-3%
Concessions	387,749	401,804	373,569	389,856	364,970	(24,886)	-6%
Non-reverting Recreation	393,851	544,953	666,866	634,223	663,974	29,751	5%
Special Events & Eastrace	133,693	209,703	159,590	233,312	229,142	(4,170)	-2%
Total Park & Recreation Expenditures	10,377,665	11,541,571	10,455,361	10,923,148	11,153,955	230,807	2%
Revenue Over / (Under) Expenditures	(525,670)	(486,109)	282,937	337,930	603,682	$ 265,752	
Cash to Modified Accrual Adjustment	(84,492)	2,433	n/a	n/a	n/a		
Fund Balance - Beginning of Year	2,247,845	1,637,683	1,154,007	1,154,007	1,436,944		
Fund Balance - End of Year	$ 1,637,683	1,154,007	1,436,944	1,491,937	2,040,626		

Park Department Revenue



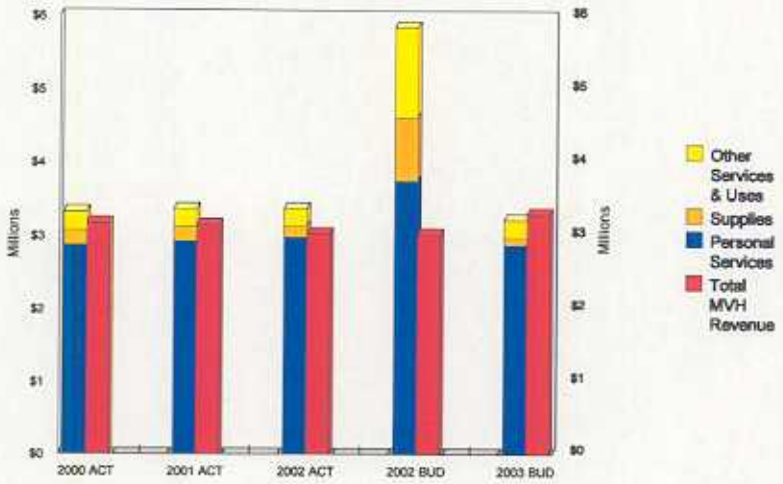
Park Department Expenditures



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

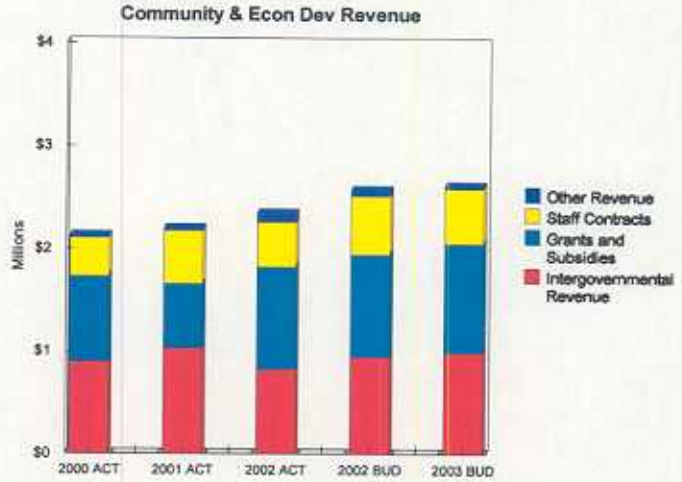
MOTOR VEHICLE HIGHWAY FUND	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
State MVH Distribution (Gas Tax)	$ 3,124,542	3,116,994	2,996,407	2,996,402	3,293,488	$ 297,086	10%
Charges for Services	21,300	8,940	8,940	8,940	8,940	0	0%
Investment Income	25,656	18,899	2,735	20,000	5,000	(15,000)	-75%
Other Revenue	0	0	27,885	0	0	0	n/a
Total Motor Vehicle Highway Revenue	3,171,498	3,144,833	3,035,967	3,025,342	3,307,428	282,086	9%
Expenditures:							
Street Dept Personal Services	2,875,248	2,926,239	2,978,445	3,758,945	2,887,732	(871,213)	-23%
Street Dept Supplies	203,660	214,634	160,631	866,614	97,373	(769,241)	-89%
Street Dept Other Services & Uses	249,466	224,175	235,321	1,234,209	242,201	(992,008)	-80%
Total Motor Vehicle Highway Expenditures	3,328,374	3,365,048	3,374,397	5,859,768	3,227,306	(2,632,462)	-45%
Revenue Over / (Under) Expenditures	(156,876)	(220,215)	(338,430)	(2,834,426)	80,122	$ 2,914,548	
Cash to Modified Accrual Adjustment	(122,472)	416,466	n/a	n/a	n/a		
Fund Balance - Beginning of Year	905,822	626,474	822,725	822,725	484,295		
Fund Balance - End of Year	$ 626,474	822,725	484,295	(2,011,701)	564,417		

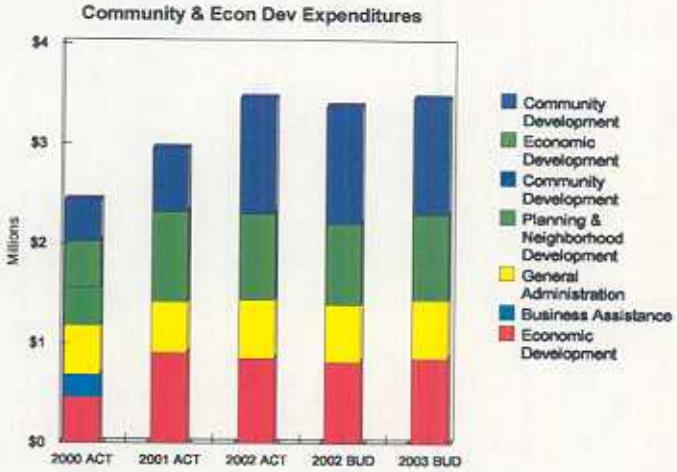
M.V.H. Revenue and Expenditures



COMMUNITY & ECONOMIC DEVELOPMENT (ADMIN SUPPORT ONLY)	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
Intergovernmental Revenue	$ 897,200	1,027,870	826,280	951,775	991,775	$ 40,000	4%
Staff Contracts	371,095	520,852	438,282	565,193	538,193	(27,000)	-5%
Grants and Subsidies	835,072	627,882	997,770	997,770	1,061,403	63,633	6%
Other Revenue	16,328	18,271	81,899	52,200	16,700	(35,500)	-68%
Total Comm & Econ Dev Revenue	2,119,695	2,194,875	2,344,231	2,566,938	2,608,071	41,133	2%
Expenditures:							
Community Development	411,639	626,957	1,160,369	1,169,871	1,160,369	(9,502)	-1%
General Administration	493,355	513,140	587,736	575,814	587,736	11,922	2%
Business Assistance	221,050	0	0	n/a	n/a	0	n/a
Economic Development	462,489	906,494	857,867	817,309	857,867	40,558	5%
Planning & Neighborhood Development	383,632	0	0	n/a	n/a	0	n/a
Total Comm & Econ Dev Expenditures	1,972,165	2,046,591	2,605,972	2,562,994	2,605,972	42,978	2%
Revenue Over / (Under) Expenditures	147,530	148,284	(261,741)	3,944	2,099	$ (1,845)	
Cash to Modified Accrual Adjustment	110,900	(534,441)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	4,450,904	4,709,334	4,323,177	4,323,177	4,061,436		
Fund Balance - End of Year	$ 4,709,334	4,323,177	4,061,436	4,327,121	4,063,535		

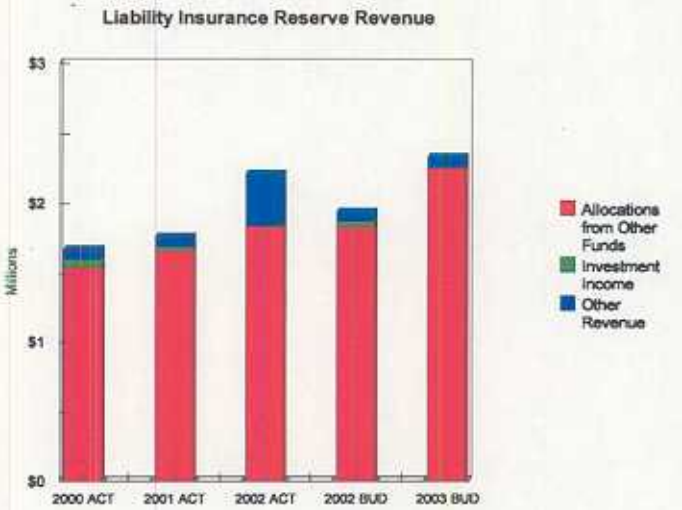
THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)

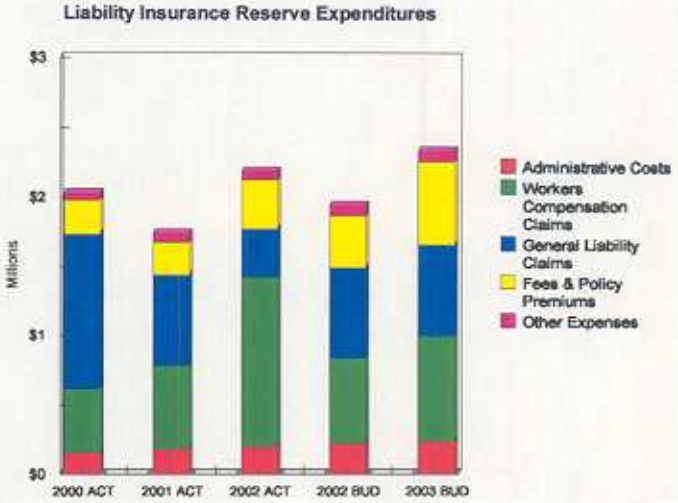




INTERNAL SERVICE FUNDS:

LIABILITY INSURANCE RESERVE	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
Allocations from Other Funds	$ 1,547,415	1,671,296	1,838,636	1,838,637	2,258,842	$ 420,205	23%
Investment Income	55,046	23,332	9,717	40,000	10,000	(30,000)	-75%
Other Revenue	62,377	64,904	356,873	59,800	59,800	0	0%
Total Liability Insur Reserve Revenues	1,664,838	1,759,532	2,205,226	1,938,437	2,328,642	390,205	20%
Expenditures:							
Administrative Costs	154,375	182,802	199,481	223,976	234,400	10,424	5%
Workers Compensation Claims	460,234	602,871	1,227,263	612,000	764,000	152,000	25%
General Liability Claims	1,121,242	653,373	346,511	659,800	659,800	0	0%
Fees & Policy Premiums	245,750	240,288	352,580	375,000	601,000	226,000	60%
Other Expenses	44,747	57,150	54,802	67,660	67,660	0	0%
Total Liability Insur Reserve Expenditures	2,026,348	1,736,484	2,180,637	1,938,436	2,326,860	388,424	20%
Revenue Over / (Under) Expenditures	(361,510)	23,048	24,589	1	1,782	$ 1,781	
Cash to Accrual Adjustment	(273,041)	(18,432)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	1,134,623	500,072	504,688	504,688	529,277		
Equity Balance - End of Year	$ 500,072	504,688	529,277	504,689	531,059		

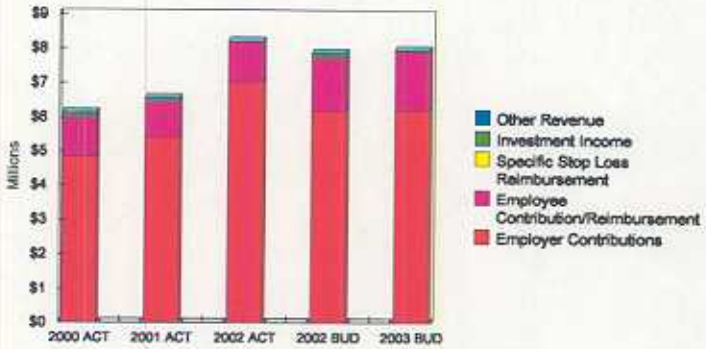




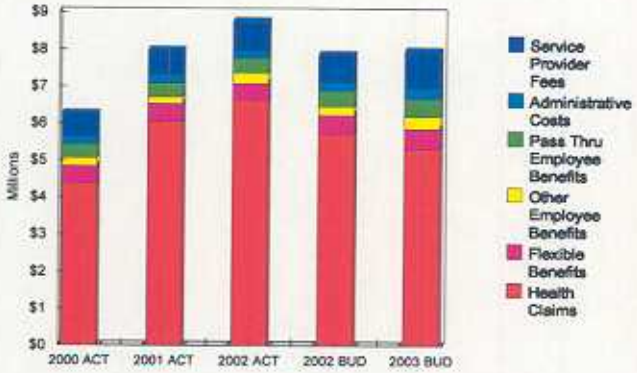
THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)

SELF-FUNDED EMPLOYEE BENEFITS	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
Employer Contributions	$ 4,839,353	5,404,166	7,037,676	6,195,167	6,219,536	$ 24,369	0%
Employee Contribution/Reimbursement	1,154,040	1,060,697	1,150,275	1,534,415	1,704,810	170,395	11%
Specific Stop Loss Reimbursement	0	0	0	0	0	0	n/a
Investment Income	120,282	72,287	8,999	118,000	25,000	(93,000)	-79%
Other Revenue	22,209	14,182	13,613	20,000	20,000	0	0%
Total Self-Funded Benefits Revenue	6,135,884	6,551,332	8,210,563	7,867,582	7,969,346	101,764	1%
Expenditures:							
Administrative Costs	216,148	223,157	224,057	237,996	271,995	33,999	14%
Service Provider Fees	602,362	647,516	773,808	734,314	997,171	262,857	36%
Pass Thru Employee Benefits	367,813	372,101	397,112	417,474	489,744	72,270	17%
Other Employee Benefits	221,670	182,815	267,260	220,876	344,000	123,124	56%
Flexible Benefits	452,910	472,890	451,025	500,000	525,000	25,000	5%
Health Claims	4,385,586	6,063,991	6,642,828	5,756,862	5,338,537	(418,325)	-7%
Total Self-Funded Benefits Expenditures	6,246,489	7,962,470	8,756,090	7,867,522	7,966,447	98,925	1%
Revenue Over / (Under) Expenditures	(110,605)	(1,411,138)	(545,527)	60	2,899	$ 2,839	
Cash to Accrual Adjustment	(368,588)	131,907	n/a	n/a	n/a		
Equity Balance - Beginning of Year	1,720,612	1,241,419	(37,812)	(37,812)	(583,339)		
Equity Balance - End of Year	$ 1,241,419	(37,812)	(583,339)	(37,752)	(580,440)		

Self-Funded Employee Benefits Revenue

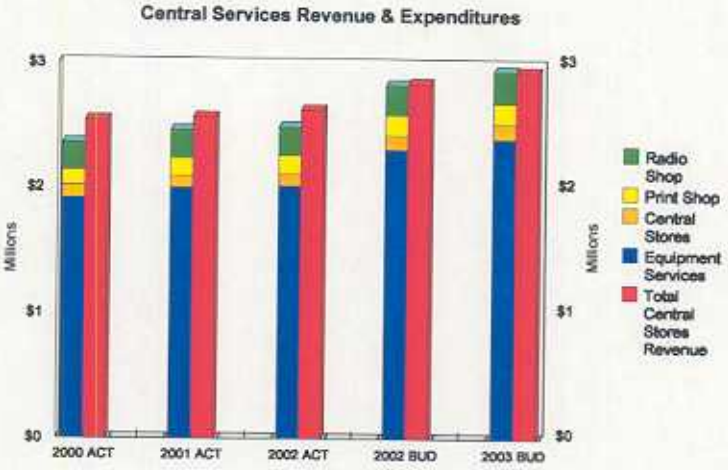


Self-Funded Employee Benefits Expenditures



CENTRAL SERVICES	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
Labor Charges	$ 1,589,195	1,618,038	1,689,795	1,874,392	1,961,635	$ 87,243	5%
Parts Mark-up	341,766	343,719	306,355	360,000	350,000	(10,000)	-3%
Fuel Mark-up	113,238	34,301	28,362	30,000	34,500	4,500	15%
Print Shop Receipts	121,334	152,608	156,476	164,593	169,500	4,907	3%
Central Stores Allocation	107,659	111,046	113,536	113,795	115,933	2,138	2%
Radio Shop Allocation	222,692	255,327	243,013	239,887	255,498	15,611	7%
Other Revenue	48,446	53,725	92,206	60,500	56,140	(4,360)	-7%
Total Central Services Revenue	2,544,330	2,568,764	2,629,743	2,843,167	2,943,206	100,039	4%
Expenditures:							
Equipment Services	1,923,181	2,007,581	2,020,764	2,317,371	2,407,094	89,723	4%
Central Stores	97,813	89,917	96,985	114,643	119,658	5,015	4%
Print Shop	124,873	144,294	148,794	164,585	168,922	4,337	3%
Radio Shop	211,334	223,401	223,643	239,839	248,838	8,999	4%
Total Central Services Expenditures	2,357,201	2,465,193	2,490,186	2,836,438	2,944,512	108,074	4%
Revenue Over / (Under) Expenditures	187,129	103,571	139,557	6,729	(1,306)	$ (8,035)	
Cash to Accrual Adjustment	(20,650)	17,056	n/a	n/a	n/a		
Equity Balance - Beginning of Year	(213,898)	(47,419)	73,208	73,208	212,765		
Equity Balance - End of Year	$ (47,419)	73,208	212,765	79,937	211,459		

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



CAPITAL / DEBT SERVICE FUNDS:

STUDEBAKER CORRIDOR BOND	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
General Property Tax	$ 605,258	612,259	598,759	615,840	616,096	$ 256	0%
Auto & Commercial Vehicle Excise Taxes	48,397	47,949	46,676	46,306	44,116	(2,190)	-5%
Investment Income	479	0	0	0	0	0	n/a
Other Revenue	21	0	0	0	0	0	n/a
Total Studebaker Bond Revenue	654,155	660,208	645,435	662,146	660,212	(1,934)	-0%
Total Debt Service Expenditures	653,120	659,631	656,588	659,278	658,760	(518)	-0%
Revenue Over / (Under) Expenditures	1,035	577	(11,153)	2,868	1,452	$ (1,416)	
Cash to Modified Accrual Adjustment	(255)	(1)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	316,136	316,916	317,492	317,492	306,339		
Fund Balance - End of Year	$ 316,916	317,492	306,339	320,360	307,791		

COLLEGE FOOTBALL HALL OF FAME - BOND FUND and TRANSFER FUND							
Revenue:							
General Property Tax	$ 0	1,316,862	1,263,835	1,299,891	1,301,840	$ 1,949	0%
Auto & Commercial Vehicle Excise Taxes	0	103,127	98,524	96,878	94,758	(2,120)	-2%
Hotel / Motel Tax	0	462,376	433,185	433,185	460,991	27,806	6%
Professional Sports Development Tax & Mis	0	650,793	346,590	350,000	356,000	6,000	2%
Total Hall of Fame Bond Revenue	0	2,533,158	2,142,134	2,179,954	2,213,589	33,635	2%
Expenditures:							
Debt Service	0	706,300	1,406,500	1,408,900	1,407,400	(1,500)	-0%
Funds Transfer to the NFF	0	1,047,731	778,457	783,185	810,991	27,806	4%
Total Hall of Fame Expenditures	0	1,754,031	2,184,957	2,192,085	2,218,391	26,306	1%
Revenue Over / (Under) Expenditures	0	779,127	(42,823)	(12,131)	(4,802)	$ 7,329	
Cash to Modified Accrual Adjustment	0	0	0	n/a	n/a		
Fund Balance - Beginning of Year	0	0	779,127	779,127	736,304		
Fund Balance - End of Year	$ 0	779,127	736,304	766,996	731,502		

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

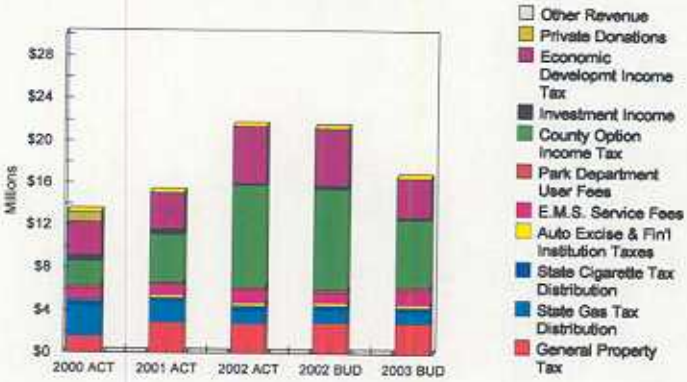
	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
COUNTY OPTION INCOME TAX							
Revenue:							
County Option Income Tax	$ 2,378,487	4,491,922	9,531,190	9,458,584	6,392,413	$ (3,066,171)	-32%
Investment Income	39,801	158,868	114,650	80,000	80,000	0	0%
Other Revenue	3,000,085	1,832,931	8,129,243	0	0	0	n/a
Total COIT Revenue	5,418,373	6,483,721	17,775,083	9,538,584	6,472,413	(3,066,171)	-32%
Expenditures:							
Neighborhood/Community Programs	308,090	580,810	740,202	1,664,000	1,350,000	(314,000)	-19%
Capital Projects	1,144,650	2,048,815	13,912,778	6,976,587	11,156,410	4,179,823	60%
Total COIT Expenditures	1,452,740	2,629,625	14,652,980	8,640,587	12,506,410	3,865,823	45%
Revenue Over / (Under) Expenditures	3,965,633	3,854,096	3,122,103	897,997	(6,033,997)	$ (6,931,994)	
Cash to Modified Accrual Adjustment	(149,170)	(471,918)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	1,005,422	4,821,885	8,204,063	8,204,063	11,326,166		
Fund Balance - End of Year	$ 4,821,885	8,204,063	11,326,166	9,102,060	5,292,169		
CUMULATIVE CAPITAL DEVELOPMENT FUND							
Revenue:							
General Property Tax	$ 951,663	947,666	946,166	974,431	974,431	$ 0	0%
Auto Excise & Fin'l Institution Taxes	78,830	85,562	85,057	77,943	78,572	629	1%
Investment Income	26,985	24,542	16,436	20,000	13,000	(7,000)	-35%
Total CCDF Revenue	1,057,478	1,057,770	1,047,659	1,072,374	1,066,003	(6,371)	-1%
Total Capital Expenditures	1,136,452	901,750	604,759	862,780	1,072,049	209,269	24%
Revenue Over / (Under) Expenditures	(78,974)	156,020	442,900	209,594	(6,046)	$ (215,640)	
Cash to Modified Accrual Adjustment	814	5,843	n/a	n/a	n/a		
Fund Balance - Beginning of Year	990,945	912,785	1,074,648	1,074,648	1,517,548		
Fund Balance - End of Year	$ 912,785	1,074,648	1,517,548	1,284,242	1,511,502		
CUMULATIVE CAPITAL IMPROVEMENT FUND							
Revenue:							
State Cigarette Tax Distribution	$ 549,399	377,613	498,162	444,091	426,801	$ (17,290)	-4%
Investment Income	2,116	0	226	0	0	0	n/a
Other Revenue	200,000	200,000	200,000	200,000	200,000	0	0%
Total CCIF Revenue	751,515	577,613	698,388	644,091	626,801	(17,290)	-3%
Expenditures:							
Neighborhood/Community Programs	72,807	134,504	28,000	28,000	105,000	77,000	275%
Capital Projects	594,000	594,000	594,000	594,000	590,270	(3,730)	-1%
Total CCIF Expenditures	666,807	728,504	622,000	622,000	695,270	73,270	12%
Revenue Over / (Under) Expenditures	84,708	(150,891)	76,388	22,091	(68,469)	$ (90,560)	
Cash to Modified Accrual Adjustment	(9,701)	34,915	n/a	n/a	n/a		
Fund Balance - Beginning of Year	392,927	467,934	351,958	351,958	428,346		
Fund Balance - End of Year	$ 467,934	351,958	428,346	374,049	359,877		
ECONOMIC DEVELOPMENT INCOME TAX							
Revenue:							
Economic Development Income Tax	$ 3,105,473	3,417,763	5,462,867	5,462,867	3,689,202	$ (1,773,665)	-32%
Investment Income	151,147	121,675	33,039	80,000	40,000	(40,000)	-50%
Private Donations	1,000,000	48,630	0	0	0	0	n/a
Other Revenue	79,160	87,000	119,068	80,000	92,000	12,000	15%
Total EDIT Revenue	4,335,780	3,675,068	5,614,974	5,622,867	3,821,202	(1,801,665)	-32%

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

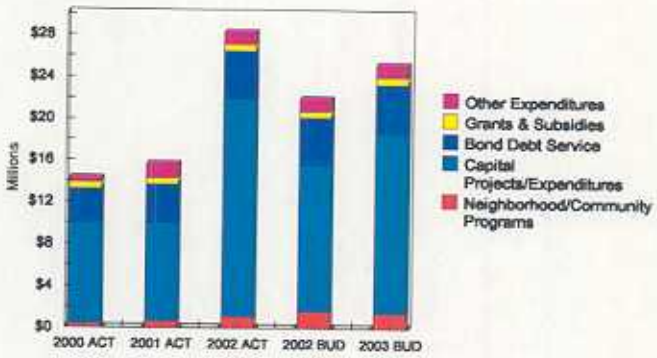
	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
ECON DEVELOPMENT INCOME TAX (cont)							
Expenditures:							
Grants and Subsidies	567,142	575,654	600,902	610,902	624,429	13,527	2%
Neighborhood/Community Programs	0	0	375,193	0	0	0	n/a
Debt Service	2,547,075	2,355,089	2,426,481	2,546,777	2,747,972	201,195	8%
Capital Projects	1,458,886	719,598	2,049,809	2,610,000	1,962,556	(647,444)	-25%
Total EDIT Expenditures	4,573,103	3,650,341	5,452,385	5,767,679	5,334,957	(432,722)	-8%
Revenue Over / (Under) Expenditures	(237,323)	24,727	162,589	(144,812)	(1,513,755)	$ (1,368,943)	
Cash to Modified Accrual Adjustment	(262,081)	260,321	n/a	n/a	n/a		
Fund Balance - Beginning of Year	3,707,456	3,208,052	3,493,100	3,493,100	3,655,689		
Fund Balance - End of Year	$ 3,208,052	3,493,100	3,655,689	3,348,288	2,141,934		
EMS CAPITAL IMPROVEMENT							
Revenue:							
Charges for Services	$ 884,884	908,031	1,213,667	955,000	1,300,000	$ 345,000	36%
Investment Income	385	0	2,326	2,500	0	(2,500)	-100%
Other Revenue	21,592	19,388	15,747	4,000	4,000	0	0%
Total EMS Capital Revenue	906,861	927,419	1,231,740	961,500	1,304,000	342,500	36%
Expenditures:							
Capital Purchases/Financing	899,627	782,213	555,800	474,467	810,716	336,249	71%
Collection Fees	10,544	16,860	16,708	12,500	18,000	5,500	44%
Interfund Transfer to General Fund	250,000	187,500	250,000	250,000	250,000	0	0%
Total EMS Capital Expenditures	1,160,171	986,573	822,508	736,967	1,078,716	341,749	46%
Revenue Over / (Under) Expenditures	(253,310)	(59,154)	409,232	224,533	225,284	$ 751	
Cash to Modified Accrual Adjustment	88,908	70,328	n/a	n/a	n/a		
Fund Balance - Beginning of Year	648,299	483,897	495,071	495,071	904,303		
Fund Balance - End of Year	$ 483,897	495,071	904,303	719,604	1,129,587		
PARK NON-REVERTING CAPITAL							
Revenue:							
Charges for Services / User Fees	$ 263,798	234,551	318,585	302,000	302,000	$ 0	0%
Investment Income	9,002	22,773	1,817	8,000	4,000	(4,000)	-50%
Total Park Capital Revenue	272,800	257,324	320,402	310,000	306,000	(4,000)	-1%
Total Capital Expenditures	246,705	192,029	317,519	322,700	280,270	(42,430)	-13%
Revenue Over / (Under) Expenditures	26,095	65,295	2,883	(12,700)	25,730	$ 38,430	
Cash to Modified Accrual Adjustment	(10,097)	(26,803)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	328,067	344,065	382,557	382,557	385,440		
Fund Balance - End of Year	$ 344,065	382,557	385,440	369,857	411,170		
LOCAL ROADS AND STREETS (Special Revenue Fund used for capital purposes)							
Revenue:							
State Gas Tax Distribution	$ 2,865,757	2,023,142	1,213,106	1,249,470	1,173,847	$ (75,623)	-6%
Investment Income	284,671	164,613	16,344	75,000	35,000	(40,000)	-53%
Other Revenue	0	8,541	347,876	0	0	0	n/a
Total LRSA Revenue	3,150,428	2,196,296	1,577,326	1,324,470	1,208,847	(115,623)	-9%
Total Capital Expenditures	4,259,205	4,062,246	2,835,310	2,074,000	1,297,000	(777,000)	-37%
Revenue Over / (Under) Expenditures	(1,108,777)	(1,865,950)	(1,257,984)	(749,530)	(88,153)	$ 661,377	
Cash to Modified Accrual Adjustment	23,031	(215,238)	n/a	n/a	n/a		
Fund Balance - Beginning of Year	4,907,527	3,821,781	1,740,593	1,740,593	482,609		
Fund Balance - End of Year	$ 3,821,781	1,740,593	482,609	991,063	394,456		

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

Total Capital/Debt Service Funds Revenue



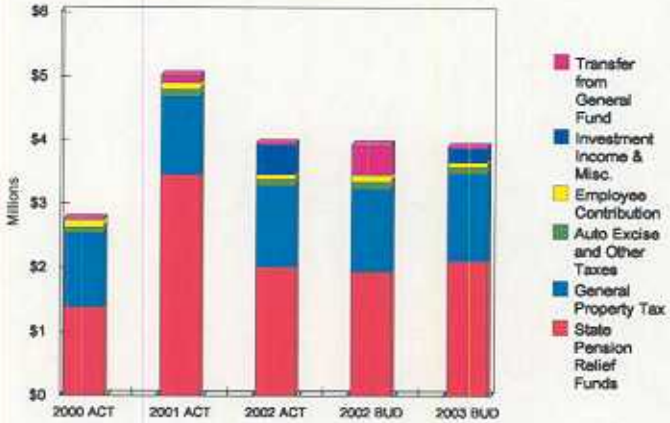
Total Capital/Debt Service Funds Expenditures



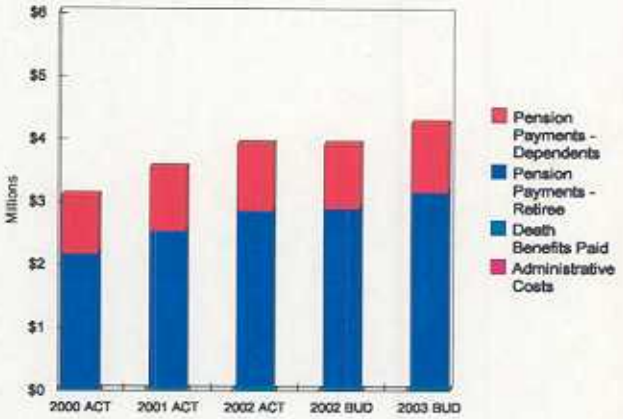
TRUST / AGENCY FUNDS:

FIRE PENSION FUND	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
State Pension Relief Funds	$ 1,383,537	3,466,084	2,014,048	1,945,331	2,116,783	$ 171,452	9%
General Property Tax	1,157,856	1,230,701	1,265,971	1,303,789	1,368,101	64,312	5%
Auto Excise and Other Taxes	95,910	111,117	113,806	104,287	110,316	6,029	6%
Employee Contribution	104,794	92,199	71,850	114,200	69,054	(45,146)	-40%
Investment Income & Misc.	0	1,377	477,378	0	230,000	230,000	n/a
Transfer from General Fund	0	100,000	0	459,000	0	(459,000)	-100%
Total Fire Pension Revenue	2,742,097	5,001,478	3,943,053	3,926,607	3,894,254	(32,353)	-1%
Expenditures:							
Administrative Costs	10,025	11,085	8,779	16,608	16,786	178	1%
Death Benefits Paid	45,000	54,000	72,000	72,000	72,000	0	0%
Pension Payments - Retiree	2,125,958	2,480,041	2,783,226	2,814,112	3,079,760	265,648	9%
Pension Payments - Dependents	904,468	988,749	1,035,618	1,004,550	1,081,805	77,255	8%
Total Fire Pension Expenditures	3,085,451	3,533,875	3,899,623	3,907,270	4,250,351	343,081	9%
Revenue Over / (Under) Expenditures	(343,354)	1,467,603	43,430	19,337	(356,097)	$ (375,434)	
Cash to Accrual Adjustment	71	590	n/a	n/a	n/a		
Fund Balance - Beginning of Year	1,150,438	807,155	2,275,348	2,275,348	2,318,778		
Fund Balance - End of Year	$ 807,155	2,275,348	2,318,778	2,294,685	1,962,681		

Fire Pension Revenue



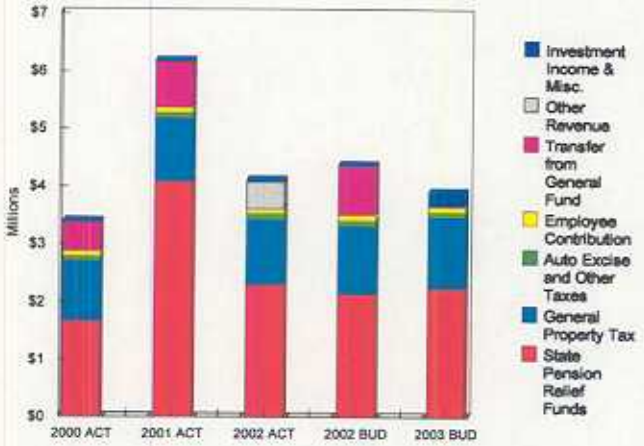
Fire Pension Expenditures



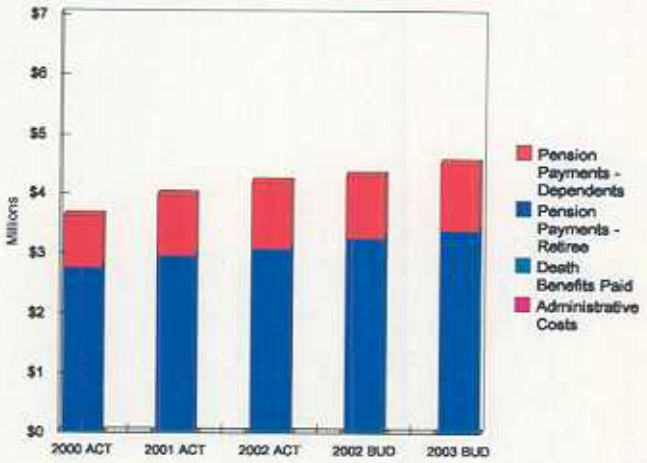
THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)

POLICE PENSION FUND	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2002 BUDGET -VS- 2001 BUDGET	% CHGE
Revenue:							
State Pension Relief Funds	$ 1,670,530	4,082,384	2,302,186	2,150,579	2,254,699	$ 104,120	5%
General Property Tax	1,037,946	1,103,084	1,135,398	1,169,317	1,227,783	58,466	5%
Auto Excise and Other Taxes	85,977	99,594	102,069	93,531	99,001	5,470	6%
Employee Contribution	88,144	83,138	78,280	107,850	86,950	(20,900)	-19%
Investment Income	0	1,377	16,544	0	225,000	225,000	n/a
Transfer from General Fund	500,000	800,000	0	840,000	0	(840,000)	-100%
Other Revenue	6,077	7,497	468,729	0	0	0	n/a
Total Police Pension Revenue	3,388,674	6,177,074	4,103,206	4,361,277	3,893,433	(467,844)	-11%
Expenditures:							
Administrative Costs	7,925	7,622	9,034	12,877	13,055	178	1%
Death Benefits Paid	45,000	72,000	63,000	72,000	72,000	0	0%
Pension Payments - Retiree	2,708,640	2,886,622	3,021,840	3,183,334	3,324,830	141,496	4%
Pension Payments - Dependents	856,480	1,006,656	1,100,686	1,045,824	1,112,568	66,744	6%
Total Police Pension Expenditures	3,618,045	3,972,900	4,194,560	4,314,035	4,522,453	208,418	5%
Revenue Over / (Under) Expenditures	(229,371)	2,204,174	(91,354)	47,242	(629,020)	$ (676,262)	
Cash to Accrual Adjustment	1,306	77	n/a	n/a	n/a		
Fund Balance - Beginning of Year	499,407	271,342	2,475,593	2,475,593	2,384,239		
Fund Balance - End of Year	$ 271,342	2,475,593	2,384,239	2,522,835	1,755,219		

Police Pension Revenue



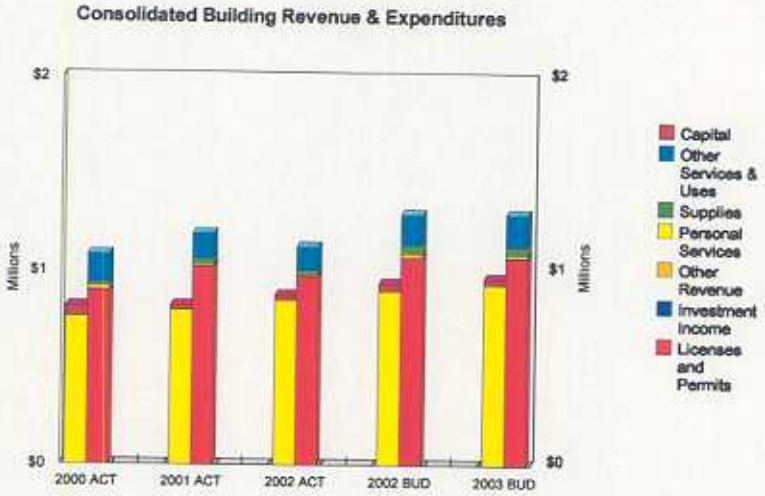
Police Pension Expenditures



ENTERPRISE FUNDS:

CONSOLIDATED BUILDING FUND	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
Licenses and Permits	$ 897,802	1,024,256	974,911	1,073,075	1,075,575	$ 2,500	0%
Investment Income	4,740	3,539	2,166	4,500	4,500	0	0%
Other Revenue	24,906	10,553	9,843	19,240	16,740	(2,500)	-13%
Total Consolidated Building Revenue	927,448	1,038,348	986,920	1,096,815	1,096,815	0	0%
Expenditures:							
Personal Services	765,644	798,036	849,899	899,743	934,254	34,511	4%
Supplies	11,820	24,784	20,891	46,055	39,680	(6,375)	-14%
Other Services & Uses	143,270	129,337	118,430	150,177	161,200	11,023	7%
Capital	47,043	21,419	28,026	38,900	31,700	(7,200)	-19%
Total Consolidated Building Expenditures	967,777	973,576	1,017,246	1,134,875	1,166,834	31,959	3%
Revenue Over / (Under) Expenditures	(40,329)	64,772	(30,326)	(38,060)	(70,019)	$ (31,959)	
Cash to Accrual Adjustment	(16,158)	(9,294)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	243,541	187,054	242,532	242,532	212,206		
Equity Balance - End of Year	$ 187,054	242,532	212,206	204,472	142,187		

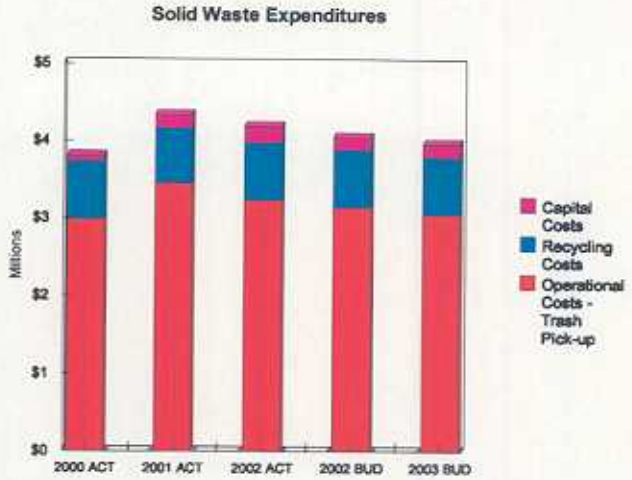
THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)



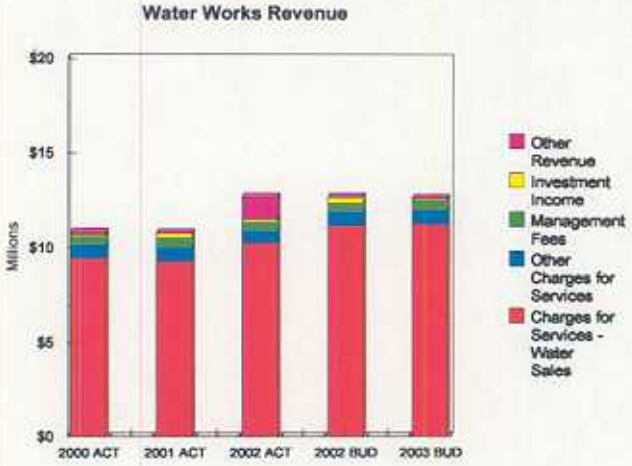
PARKING GARAGE FUND	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
Garage Parking Fees	$ 568,938	512,586	548,798	587,660	524,010	$ (63,650)	-11%
Downtown Parking Fines and Fees	139,021	126,347	163,645	120,000	120,000	0	0%
Other Revenue	210	195	15,760	1,260	0	(1,260)	-100%
Total Parking Garage Revenue	708,169	639,128	728,203	708,920	644,010	(64,910)	-9%
Expenditures:							
Operating Costs	519,008	437,441	596,226	489,544	519,479	29,935	6%
Capital Lease Payments	298,462	270,284	0	0	0	0	n/a
Total Parking Garage Expenditures	817,470	707,725	596,226	489,544	519,479	29,935	6%
Revenue Over / (Under) Expenditures	(109,301)	(68,597)	131,977	219,376	124,531	$ (94,845)	
Cash to Accrual Adjustment	131,467	(463,995)	n/a	n/a	n/a		
Equity Balance - Beginning of Year	(94,955)	(72,789)	(605,381)	(605,381)	(473,404)		
Equity Balance - End of Year	$ (72,789)	(605,381)	(473,404)	(386,005)	(348,873)		

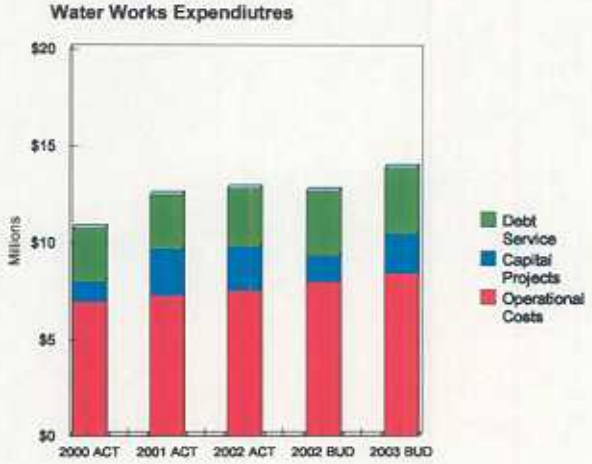
SOLID WASTE							
Revenue:							
Charges for Services - Solid Waste	$ 3,178,186	3,119,972	3,119,678	3,143,491	3,143,491	$ 0	0%
Charges for Services - Recycling	842,981	770,113	820,741	841,350	841,350	0	0%
Investment Income	8,484	9,781	4,720	5,500	5,500	0	0%
Other Revenue	40,653	76,126	88,751	69,098	91,098	22,000	32%
Total Solid Waste Revenue	4,070,304	3,975,992	4,033,890	4,059,439	4,081,439	22,000	1%
Expenditures:							
Operational Costs - Trash Pick-up	2,990,260	3,462,396	3,240,235	3,148,972	3,058,393	(90,579)	-3%
Recycling Costs	754,542	702,528	744,520	750,000	750,000	0	0%
Capital Costs	63,016	175,927	210,550	151,842	163,242	11,400	8%
Total Solid Waste Expenditures	3,807,818	4,340,851	4,195,305	4,050,814	3,971,635	(79,179)	-2%
Revenue Over / (Under) Expenditures	262,486	(364,859)	(161,415)	8,625	109,804	$ 101,179	
Cash to Accrual Adjustment	153,568	422,294	n/a	n/a	n/a		
Equity Balance - Beginning of Year	428,708	844,762	902,197	902,197	740,782		
Equity Balance - End of Year	$ 844,762	902,197	740,782	910,822	850,586		

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



SOUTH BEND WATER WORKS	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
Charges for Services - Water Sales	$ 9,481,742	9,323,944	10,302,639	11,188,455	11,278,601	$ 90,146	1%
Other Charges for Services	661,273	701,482	588,935	683,500	710,500	27,000	4%
Management Fees	487,020	482,137	482,132	482,132	482,132	0	0%
Investment Income	80,093	251,186	121,693	295,000	98,500	(196,500)	-67%
Other Revenue	101,749	49,970	1,190,284	45,000	58,080	13,080	29%
Total Water Works Revenue	10,811,877	10,808,719	12,685,683	12,694,087	12,627,813	(66,274)	-1%
Expenditures:							
Operational Costs	6,990,271	7,286,455	7,530,471	8,006,216	8,413,207	406,991	5%
Capital Projects	1,010,010	2,387,905	2,282,300	1,328,454	2,062,250	733,796	55%
Interfund Transfer to Clay Water	0	0	0	0	0	0	n/a
Debt Service	2,717,838	2,773,420	2,988,335	3,317,253	3,380,020	62,767	2%
Total Water Works Expenditures	10,718,119	12,447,780	12,801,106	12,651,923	13,855,477	1,203,554	10%
Revenue Over / (Under) Expenditures	93,758	(1,639,061)	(115,423)	42,164	(1,227,664)	$ (1,269,828)	
Cash to Accrual Adjustment	1,709,363	2,463,081	n/a	n/a	n/a		
Equity Balance - Beginning of Year	23,619,928	25,423,049	26,247,069	26,247,069	26,131,646		
Equity Balance - End of Year	$ 25,423,049	26,247,069	26,131,646	26,289,233	24,903,982		

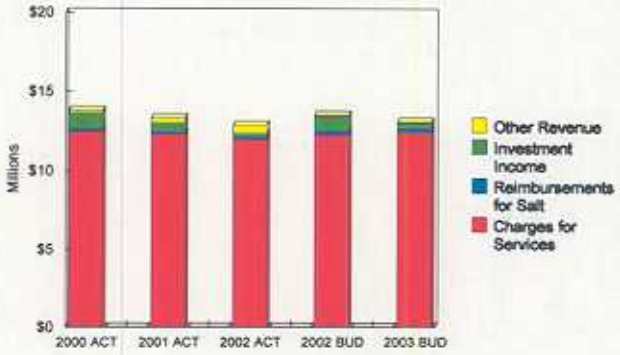




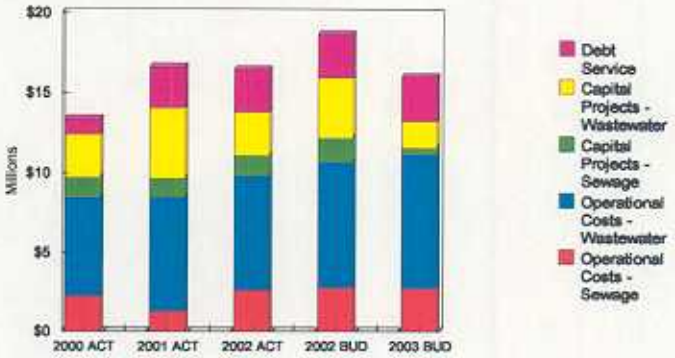
THE CITY OF SOUTH BEND
REVENUE AND EXPENDITURES - HISTORICAL COMPARISON (cash basis)

	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORIGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
UTILITY INSURANCE FUNDS:							
Revenue:							
Charges for Services - Water	$ 548,768	690,826	702,977	657,502	731,986	$ 74,484	11%
Charges for Services - Sewer	482,293	471,034	575,801	469,720	656,598	186,878	40%
Investment Income	12,701	10,446	851	11,000	6,000	(5,000)	-45%
Other Revenue	297,500	0	8,497	0		0	n/a
Total Utility Insurance Revenue	1,341,262	1,172,306	1,288,126	1,138,222	1,394,584	256,362	23%
Expenditures:							
Water Repair / Insurance	790,133	777,232	839,725	656,182	721,148	64,966	10%
Sewer Repair / Insurance	569,945	662,632	625,855	595,393	660,232	64,839	11%
Total Utility Insurance Expenditures	1,360,078	1,439,864	1,465,580	1,251,575	1,381,380	129,805	10%
Revenue Over / (Under) Expenditures	$ (18,816)	(267,558)	(177,454)	(113,353)	13,204	$ 126,557	
SOUTH BEND SEWAGE WORKS							
Revenue:							
Charges for Services	$ 12,502,057	12,323,289	12,012,946	12,281,500	12,436,000	$ 154,500	1%
Reimbursements for Salt	141,053	167,956	149,299	250,000	250,000	0	0%
Investment Income	1,034,888	553,074	239,684	920,000	350,000	(570,000)	-62%
Other Revenue	104,138	278,275	484,982	41,000	41,000	0	0%
Total Sewage Works Revenue	13,782,136	13,322,594	12,886,911	13,492,500	13,077,000	(415,500)	-3%
Expenditures:							
Operational Costs - Sewage	2,264,084	1,304,133	2,638,533	2,773,833	2,752,105	(21,728)	-1%
Operational Costs - Wastewater	6,172,085	7,162,485	7,201,554	7,895,755	8,408,056	512,301	6%
Capital Projects - Sewage	1,283,095	1,162,462	1,255,388	1,515,700	450,000	(1,065,700)	-70%
Capital Projects - Wastewater	2,742,906	4,460,586	2,768,647	3,778,350	1,671,272	(2,107,078)	-56%
Debt Service	917,448	2,510,483	2,582,421	2,708,311	2,720,608	12,297	0%
Total Sewage Works Expenditures	13,379,618	16,600,149	16,446,543	18,671,949	16,002,041	(2,669,908)	-14%
Revenue Over / (Under) Expenditures	402,518	(3,277,555)	(3,559,632)	(5,179,449)	(2,925,041)	$ 2,254,408	
Cash to Accrual Adjustment	1,367,911	2,840,474	n/a	n/a	n/a	13,880,769	
Equity Balance - Beginning of Year	36,304,160	38,074,589	37,637,508	37,637,508	34,077,876		
Equity Balance - End of Year	$ 38,074,589	37,637,508	34,077,876	32,458,059	31,152,835		

Sewage Works Revenue

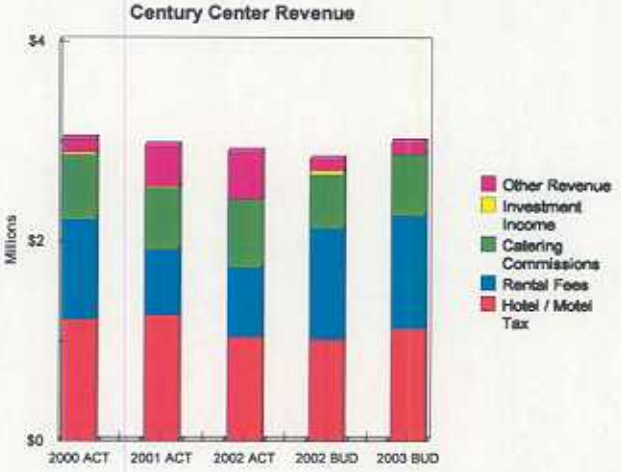


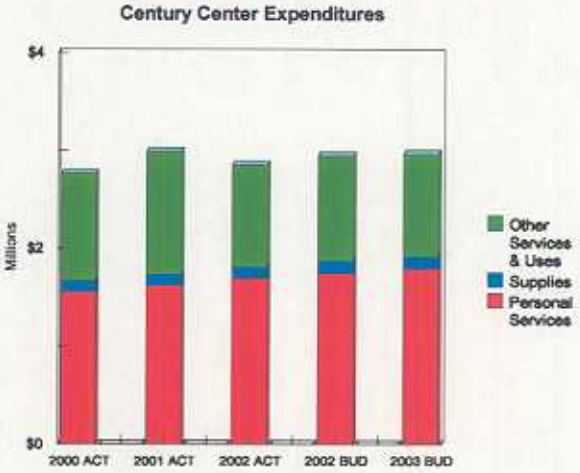
Sewage Works Expenditures



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

CENTURY CENTER	2000 ACTUAL RESULTS	2001 ACTUAL RESULTS	2002 ACTUAL RESULTS	2002 ORGINAL BUDGET	2003 BUDGET	2003 BUDGET -VS- 2002 BUDGET	% CHGE
Revenue:							
Hotel / Motel Tax	$ 1,220,860	1,269,694	1,045,801	1,020,628	1,130,575	$ 109,947	11%
Rental Fees	994,727	652,539	697,775	1,108,546	1,129,273	20,727	2%
Catering Commissions	647,204	610,209	675,023	543,490	609,714	66,224	12%
Investment Income	30,840	19,175	4,013	40,000	11,913	(28,087)	-70%
Other Revenue	128,317	396,280	468,497	105,000	105,296	296	0%
Total Century Center Revenue	3,021,948	2,947,897	2,891,109	2,817,664	2,986,771	169,107	6%
Expenditures:							
Personal Services	1,560,524	1,627,019	1,707,124	1,756,908	1,802,262	45,354	3%
Supplies	111,621	107,150	106,610	121,695	121,695	0	0%
Other Services & Uses	1,092,243	1,257,410	1,040,907	1,072,294	1,049,453	(22,841)	-2%
Total Century Center Expenditures	2,764,388	2,991,579	2,854,641	2,950,897	2,973,410	22,513	1%
Revenue Over / (Under) Expenditures	257,560	(43,682)	36,468	(133,233)	13,361	$ 146,594	
Cash to Accrual Adjustment	(63,295)	118,199	n/a	n/a	n/a		
Equity Balance - Beginning of Year	1,309,983	1,504,248	1,578,765	1,578,765	1,615,233		
Equity Balance - End of Year	$ 1,504,248	1,578,765	1,615,233	1,445,532	1,628,594		





FIVE YEAR FINANCIAL FORECAST

The City's five-year financial forecast includes as its first year the actual 2003 Budget. The objective of the financial forecast is to provide a frame of reference for evaluating the City's financial condition, and it is used as a basis for decision making. The forecast was developed using a baseline environment; that is, revenues and expenditures were projected based primarily on growth patterns or inflation factors assuming the present level of services provided by the City. Anticipated inflation and historical growth rates are used to predict expenditure patterns, while revenues are projected by trend or by specific circumstances as each case may warrant. It is important to stress that the general assumption used when developing this forecast was that the services currently provided, as budgeted in the year 2003, will continue to be provided at the same level for the following four years. As needs change over time, service levels will also change; thus, future budgets may not necessarily reflect this assumption.

As mentioned earlier in this document, the City takes a conservative approach when preparing operating budgets. Anticipated revenue has generally been underestimated for budget purposes, and expenditure budgets have been underspent. This conservative approach is not just limited to the General Fund. A quick look at the past three years will bear this out. Actual revenue collected citywide was over the estimated revenue budgeted for 2002, 2001 and 2000 by $12.1 million (8.1% of original budget), $7.5 million (5.5%) and $6.2 million (4.8%), respectively. Total citywide budgeted expenditures were underspent by $13.5 million (7.4% of original budget), $8.8 million (5.7%) and $6.0 million (4.3%) for the 2001, 2000 and 1999, respectively. A significant portion of this favorable variance from budget (which amounted to $16.3 million in 2002, $16.3 million in 2001 and $12.2 million in 2000) was available for capital projects for the year 2003 and beyond. The multi-year forecast included in this section has been prepared using the same conservative approach embedded in the budgeting process.

The City prepares its annual capital budget during a separate process after the annual operating budget is prepared and approved (as more fully explained in Section D). As a result of this capital budgeting policy, these forecasts do not include specific capital expenditures beyond the year 2003. In keeping with the overriding theory behind appropriating dollars for capital projects based upon funds on hand, only operating expenditures are forecasted with the net operating surplus identified as funds available for future capital projects.

Over the five-year forecast period, the City's revenue and expenditures are projected to maintain fairly constant growth patterns. The following information provides the general assumptions that were used in preparing the multi-year forecast:

REVENUE ASSUMPTIONS:

- Property Tax Levies - increase the maximum 5% per year
- Auto and Commercial Vehicle Excise Taxes - 1% increase per year
- Payment in Lieu of Taxes - 2.5% increase per year
- Local Option Income Taxes - 2% increase per year. No additional local option income tax rate increases have been included that have not already been approved by the County Income Tax Council.

- State Pension Relief Funds - amount to be received by the City from the State represents a minimum of 50% of the current year's total pension benefits paid by the City.
- Hotel / Motel Taxes - 3.5% increase per year for Century Center & Hall of Fame
- Other taxes - range from no growth up to 4% per year depending upon type of tax
- Charges for Services - generally 3% increase per year for most services; however, this varies depending upon the type of service provided and the projected cost incurred to provide the service
- Utility Fees - modest 1% per year growth (which assumes no rate changes) with a few exceptions: Solid Waste (assumes a multi-year rate increase starting in 2003) and Sewer Insurance Fees (assumes a rate increase in 2003)
- Administrative Fees and Other Allocations - 3% increase per year
- Intergovernmental grants - varies based upon type of grant
- All other miscellaneous revenue - generally no growth; however, this has been determined on a case by case basis

EXPENDITURE ASSUMPTIONS:

- Salaries for Police Officers, Firefighters, Teamsters and Non-bargaining employees - ranges from 4% to 5.8% increase per year dependent upon year and contract
- Health Benefits - range from 7% to 16% increase per year
- Other Benefits and Personnel Costs - 3% increase per year
- Supplies - 3% increase per year
- Other Services - 3.5% increase per year
- Other Uses - 3.5% increase per year
- Debt Service Payments (for outstanding bonds and financing obligations) - the forecast includes all debt service schedules outstanding as of the beginning of 2003 plus any anticipated financing planned during 2003. No additional debt was assumed beyond 2002 since capital assumptions have not been included for the years 2004 through 2007 in this multi-year operational forecast
- Other unique changes (increases and decreases) have been included on a case by case basis where necessary

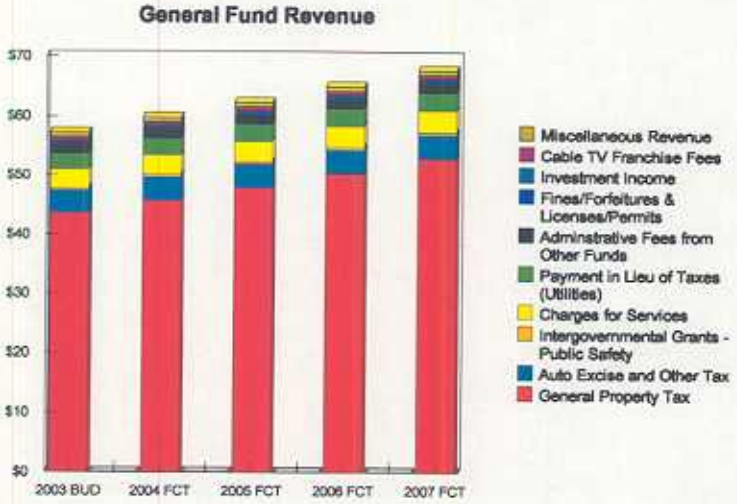
This five-year forecast helps to identify specific funds that will need to rely on existing cash balances to fund anticipated future year budget deficits. In some cases, the fund's cash balance is not sufficient at the current time to fully support the projected budget deficits that are anticipated within the next five years. In these cases, tough decisions will need to be made to determine how to fund the activities within each fund.

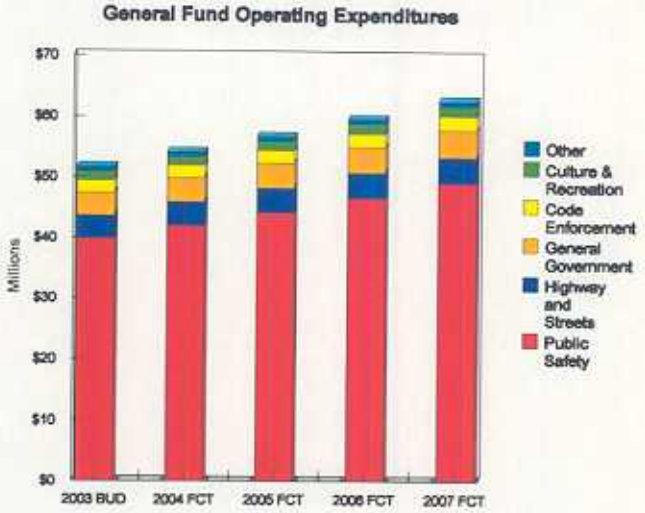
THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

GENERAL FUND:

	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
General Property Tax	$ 43,494,702	45,669,437	47,952,909	50,350,554	52,868,082	5.4%
Auto Excise and Other Taxes	3,913,312	3,947,319	3,981,666	4,016,356	4,051,394	0.9%
Intergovernmental Grants - Public Safety	320,000	472,000	417,000	425,000	425,000	8.2%
Charges for Services	3,203,198	3,315,460	3,427,826	3,558,708	3,695,333	3.8%
Payment in Lieu of Taxes (Utilities)	2,737,408	2,805,843	2,875,989	2,947,889	3,021,586	2.6%
Adminstrative Fees from Other Funds	1,553,012	1,599,602	1,647,590	1,697,018	1,747,929	3.1%
Fines/Forfeitures & Licenses/Permits	317,255	320,105	323,012	325,977	329,002	0.9%
Investment Income	350,000	350,000	350,000	350,000	350,000	0.0%
Cable TV Franchise Fees	525,000	540,750	556,973	573,682	590,892	3.1%
Miscellaneous Revenue	752,782	752,782	752,782	752,782	752,782	0.0%
Total General Fund Revenue	57,166,669	59,773,299	62,285,747	64,997,967	67,831,999	4.7%
Operating Expenditures:						
Public Safety:						
Police Department	21,277,051	22,538,745	23,817,297	25,137,491	26,515,373	6.2%
Fire Department / EMS	16,650,996	17,513,671	18,324,827	19,348,278	20,417,538	5.7%
Communications Center	1,157,178	1,216,139	1,268,394	1,323,006	1,380,090	4.8%
Building Maintenance	760,965	781,939	811,557	842,348	874,363	3.7%
Board of Safety	10,200	10,353	10,715	11,090	11,479	3.1%
Total Public Safety Expenditures	39,856,390	42,060,847	44,232,790	46,662,213	49,198,843	5.9%
Highway and Streets:						
Engineering Division	3,749,572	3,838,930	3,980,425	4,127,290	4,279,739	3.5%
Total Highway & Streets Expenditures	3,749,572	3,838,930	3,980,425	4,127,290	4,279,739	3.5%
General Government:						
Mayor's Office	688,932	718,243	747,689	778,395	810,419	4.4%
City Clerk's Office	297,187	310,700	323,693	337,263	351,439	4.6%
Common Council	408,924	423,092	439,803	457,209	475,341	4.1%
Controller's Department	1,447,399	1,500,857	1,560,232	1,622,027	1,686,343	4.1%
Legal Department	715,416	747,795	778,853	811,256	845,065	4.5%
Human Rights Commission	263,495	274,730	285,965	297,681	309,899	4.4%
Total General Government Expenditures	3,821,353	3,975,418	4,136,237	4,303,832	4,478,506	4.3%
Code Enforcement:						
Neighborhood Code Enforcement	1,237,037	1,284,168	1,335,501	1,389,001	1,444,765	4.2%
Animal Control	361,852	377,121	392,611	408,780	425,662	4.4%
Junk Vehicle	65,942	68,623	71,428	74,356	77,411	4.3%
Code Hearing Officer	56,976	57,831	59,855	61,950	64,118	3.1%
Unsafe Building	255,166	258,993	268,058	277,440	287,151	3.1%
Weights and Measures	42,150	42,782	44,280	45,829	47,433	3.1%
Total Code Enforcement Expenditures	2,019,123	2,089,518	2,171,733	2,257,356	2,346,539	4.1%
Culture & Recreation:						
Morris Performing Arts Center	800,443	829,253	862,122	896,363	932,036	4.1%
Palais Royale Ballroom	279,284	289,596	301,151	313,192	325,742	
SB Regional Art Museum - grant	125,000	126,875	131,316	135,912	140,669	3.1%
Studebaker National Museum - grant	219,010	222,295	230,075	238,128	246,462	3.1%
Total Culture & Rec Expenditures	1,423,737	1,468,020	1,524,664	1,583,594	1,644,909	3.9%
Other:						
Comm & Economic Development - grant	596,974	596,974	596,974	596,974	596,974	0.0%
Youth Services Bureau - grant	75,000	76,125	78,789	81,547	84,401	3.1%
Total Other Expenditures	671,974	673,099	675,763	678,521	681,375	0.3%
Total General Fund Operating Expenditures	51,542,149	54,105,832	56,721,611	59,612,806	62,629,911	5.4%
Revenue Net of Operating Expenditures	5,624,520	5,667,467	5,564,135	5,385,161	5,202,088	
Cash Available on 1/1/02 for Capital Expenditures	3,779,163	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(3,778,684)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 5,624,999	5,667,467	5,564,135	5,385,161	5,202,088	

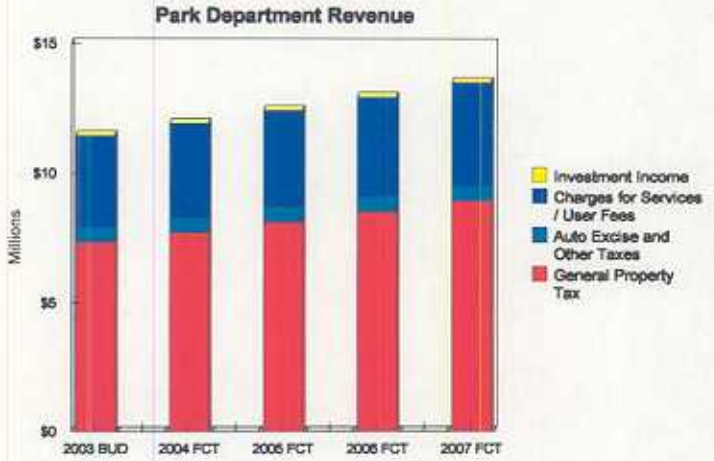
THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

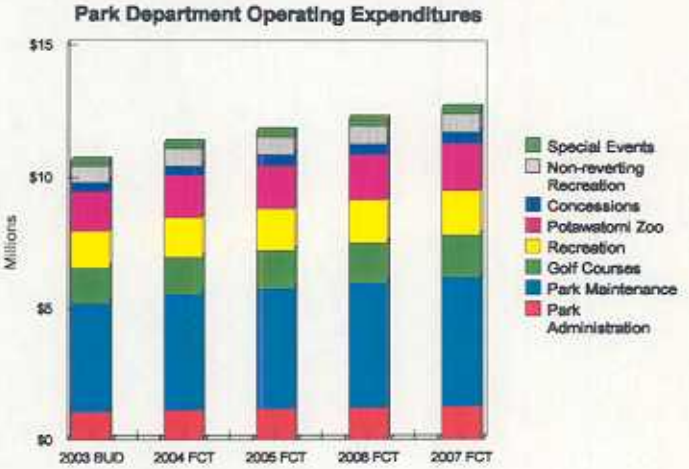




SPECIAL REVENUE FUNDS:

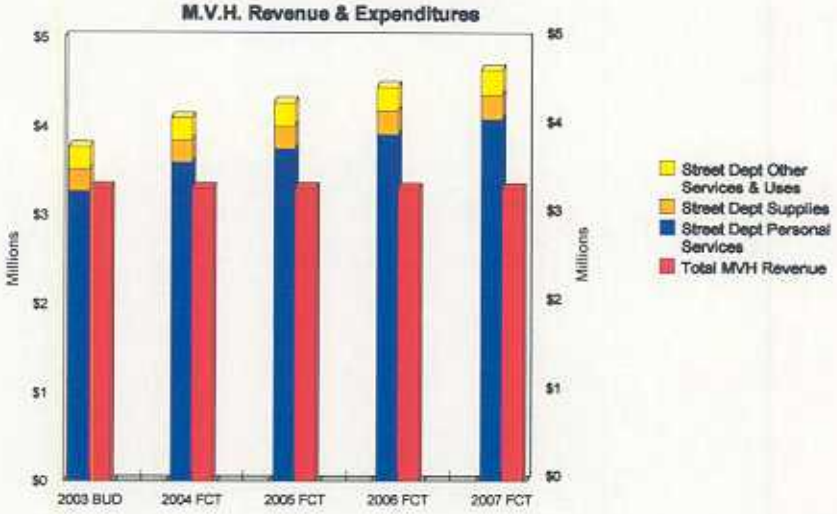
PARK & RECREATION DEPARTMENT	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2004 FORECAST	AVG 4 YR CHG
Revenue:						
General Property Tax	$ 7,347,210	7,714,571	8,100,299	8,505,314	8,930,580	5.4%
Auto Excise and Other Taxes	592,435	598,180	603,981	609,841	615,760	1.0%
Charges for Services / User Fees	3,502,992	3,608,082	3,716,324	3,827,814	3,942,648	3.1%
Investment Income	9,000	9,000	9,000	9,000	9,000	0.0%
Total Park & Recreation Revenue	11,451,637	11,929,832	12,429,605	12,951,969	13,497,988	4.5%
Operating Expenditures:						
Park Administration	1,082,069	1,156,316	1,202,860	1,251,357	1,301,895	5.1%
Park Maintenance	4,108,732	4,371,333	4,544,433	4,724,744	4,912,587	4.9%
Golf Courses	1,349,787	1,428,156	1,482,979	1,540,013	1,599,351	4.6%
Recreation	1,395,923	1,507,194	1,568,689	1,632,801	1,699,647	5.4%
Potawatomi Zoo	1,499,562	1,594,860	1,657,363	1,722,433	1,790,182	4.8%
Concessions	364,970	382,977	397,054	411,669	426,844	4.2%
Non-reverting Recreation	623,974	654,371	677,151	700,738	700,738	3.1%
Special Events	159,142	161,708	167,305	173,097	173,097	2.2%
Total Park & Recreation Operating Expenditures	10,584,159	11,256,915	11,697,835	12,156,851	12,604,341	4.8%
Revenue Net of Operating Expenditures	867,478	672,917	731,770	795,118	893,647	
Cash Available on 1/1/01 for Capital Expenditures	921,064	n/a	n/a	n/a	n/a	
Less: 2001 Capital Budget	(735,000)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 1,053,542	672,917	731,770	795,118	893,647	





THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

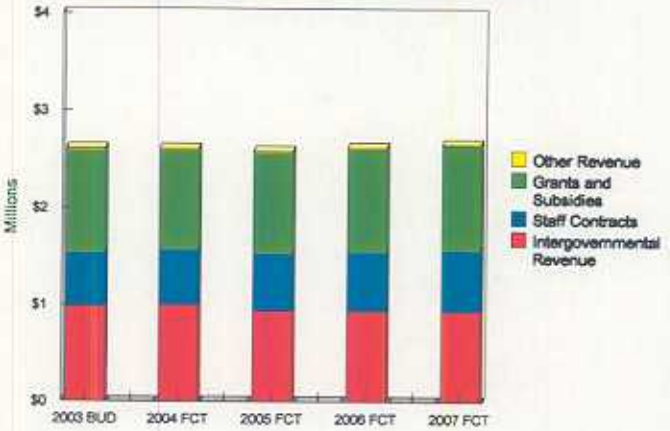
MOTOR VEHICLE HIGHWAY FUND	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
State MVH Distribution (Gas Tax)	$ 3,293,488	3,293,488	3,293,488	3,293,488	3,293,488	0.0%
Charges for Services	8,940	8,940	8,940	8,940	8,940	0.0%
Investment Income	5,000	5,000	5,000	5,000	5,000	0.0%
Total Motor Vehicle Highway Revenue	3,307,428	3,307,428	3,307,428	3,307,428	3,307,428	0.0%
Operating Expenditures:						
Street Dept Personal Services	3,277,114	3,601,825	3,758,955	3,923,308	4,095,237	6.2%
Street Dept Supplies	249,698	249,698	257,189	264,905	272,852	2.3%
Street Dept Other Services & Uses	242,201	247,839	256,513	265,491	274,783	3.4%
Total Motor Vehicle Highway Expenditures	3,769,013	4,099,362	4,272,657	4,453,703	4,642,872	5.8%
Operating Budget Deficit	(461,585)	(791,934)	(965,229)	(1,146,275)	(1,335,444)	
Cash Available/(Deficit) at Beginning of Year	844,565	(408,953)	(1,200,887)	(2,166,116)	(3,312,392)	
Projected Year-end Cash Balance	$ 382,980	(1,200,887)	(2,166,116)	(3,312,392)	(4,647,835)	



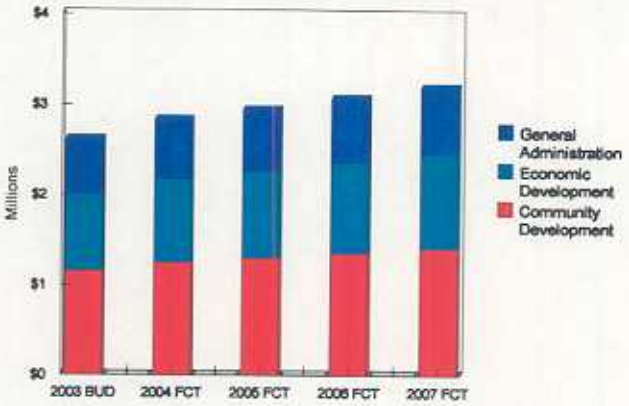
COMMUNITY & ECONOMIC DEVELOPMENT (ADMIN SUPPORT ONLY)	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Intergovernmental Revenue	$ 991,775	1,003,705	942,855	942,855	942,855	-1.2%
Staff Contracts	538,193	557,030	576,526	596,704	617,589	3.7%
Grants and Subsidies	1,061,403	1,030,684	1,047,508	1,064,921	1,082,943	0.5%
Other Revenue	16,700	16,700	16,700	16,700	16,700	0.0%
Total Comm & Econ Dev Revenue	2,608,071	2,608,119	2,583,589	2,621,180	2,660,087	0.5%
Operating Expenditures:						
Community Development	1,160,369	1,256,122	1,308,543	1,363,260	1,420,379	5.6%
Economic Development	857,867	931,413	970,279	1,010,837	1,053,167	5.7%
General Administration	587,736	637,721	664,231	691,894	720,764	5.7%
Total Comm & Econ Dev Expenditures	2,605,972	2,825,256	2,943,053	3,065,991	3,194,309	5.6%
Revenue Net of Operating Expenditures	$ 2,099	(217,138)	(359,464)	(444,811)	(534,223)	

THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

Community & Econ Development (CED) Revenue



CED Operating Expenditures

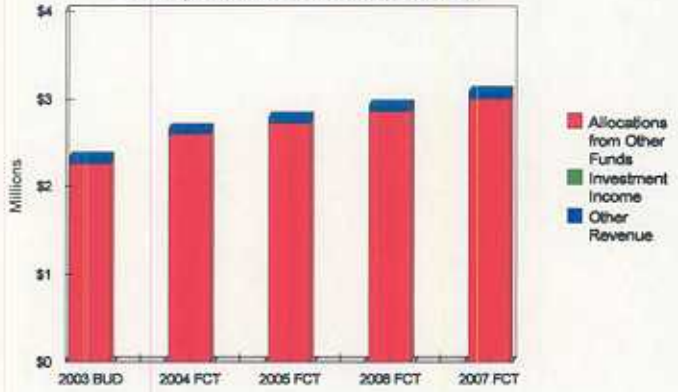


HUMAN RIGHTS - FEDERAL PROGRAMS	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Intergovernmental Revenue	$ 174,942	147,864	152,235	156,758	161,439	-1.9%
Total Human Rights - Federal Revenue	174,942	147,864	152,235	156,758	161,439	-1.9%
Expenditures:						
Personal Services	74,567	82,003	85,592	89,345	93,273	6.3%
Supplies	2,800	2,800	2,884	2,971	3,060	2.3%
Other Services & Uses	66,027	67,075	69,422	71,852	74,367	3.2%
Total Human Rights - Federal Expenditures	143,394	151,878	157,898	164,168	170,699	4.8%
Revenue Net of Expenditures	$ 31,548	(4,014)	(5,663)	(7,410)	(9,260)	

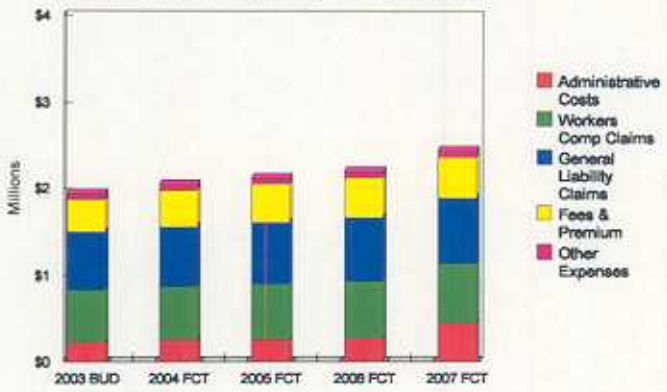
INTERNAL SERVICE FUNDS:

LIABILITY INSURANCE RESERVE	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Allocations from Other Funds	$ 2,258,842	2,597,668	2,727,552	2,863,929	3,007,126	8.3%
Investment Income	10,000	10,000	10,000	10,000	10,000	0.0%
Other Revenue	59,800	59,800	59,800	59,800	68,770	3.8%
Total Liability Insur Reserve Revenues	2,328,642	2,667,468	2,797,352	2,933,729	3,085,896	8.1%
Expenditures:						
Administrative Costs	223,976	250,949	260,971	271,413	449,392	25.2%
Workers Comp Claims	612,000	621,180	642,921	665,424	688,713	3.1%
General Liability Claims	659,800	682,893	706,794	731,532	757,136	3.7%
Fees & Premium	375,000	426,007	440,917	456,349	472,321	6.5%
Other Expenses	67,660	67,660	70,028	72,479	75,016	2.7%
Total Liability Insur Reserve Expenditures	1,938,436	2,048,689	2,121,632	2,197,197	2,442,579	6.5%
Revenue Net of Expenditures	$ 390,206	618,779	675,720	736,533	643,317	

Liability Insurance Reserve Revenue



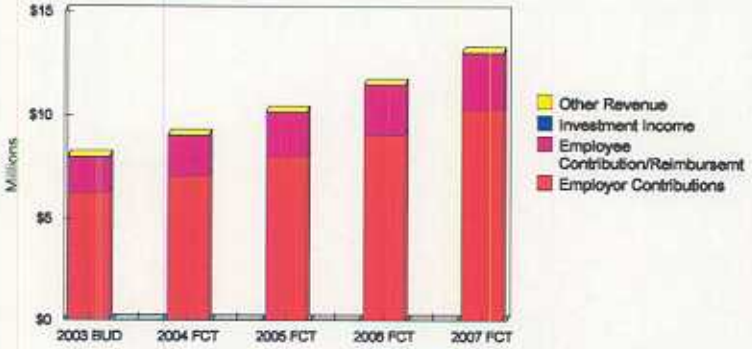
Liability Insurance Reserve Expenditures



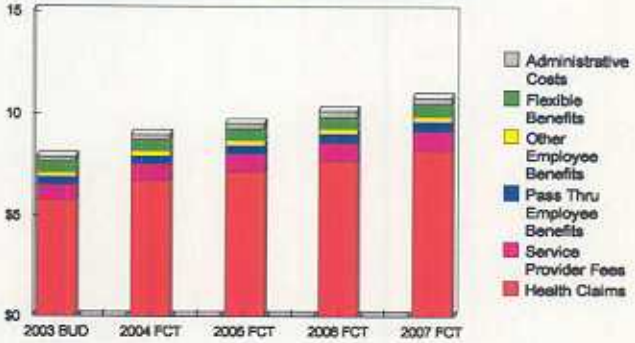
THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

SELF-FUNDED EMPLOYEE BENEFITS	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Employor Contributions	$ 6,219,536	7,038,988	7,988,965	9,077,656	10,325,724	16.5%
Employee Contribution/Reimbursemt	1,704,810	1,946,823	2,164,635	2,415,119	2,703,175	14.6%
Investment Income	25,000	25,000	25,000	25,000	25,000	0.0%
Other Revenue	20,000	20,000	20,000	20,000	20,000	0.0%
Total Self-Funded Benefits Revenue	7,969,346	9,030,811	10,198,600	11,537,775	13,073,898	16.0%
Expenditures:						
Administrative Costs	237,996	286,421	297,065	308,115	319,271	8.5%
Service Provider Fees	703,339	815,873	872,984	934,093	999,480	10.5%
Pass Thru Employee Benefits	417,474	423,736	438,567	453,917	469,804	3.1%
Other Employee Benefits	222,851	226,194	234,111	242,304	250,785	3.1%
Flexible Benefits	529,000	536,935	555,728	575,178	595,309	3.1%
Health Claims	5,756,862	6,676,892	7,143,168	7,642,045	8,175,843	10.5%
Total Self-Funded Benefits Expenditures	7,867,522	8,966,051	9,541,623	10,155,652	10,810,492	9.4%
Revenue Net of Expenditures	$ 101,824	64,760	656,977	1,382,122	2,263,406	530.7%

Self-Funded Employee Benefits Revenue

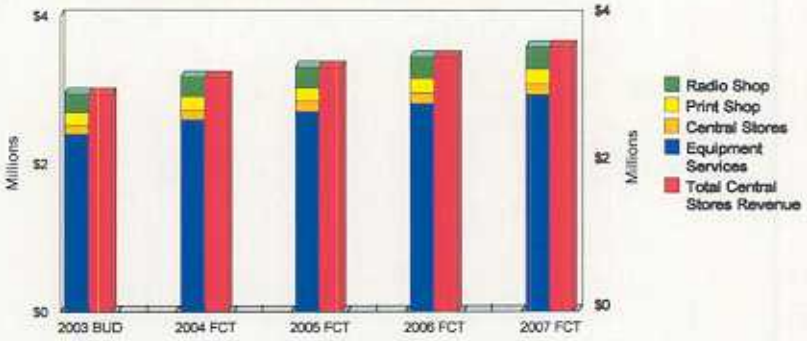


Self-Funded Employee Benefits Expenditures



CENTRAL SERVICES	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Labor Charges	$ 1,922,331	2,090,535	2,184,609	2,282,917	2,385,648	6.0%
Parts Mark-up	391,204	425,434	444,578	464,584	485,491	6.0%
Fuel Mark-up	32,600	35,453	37,048	38,715	40,458	6.0%
Print Shop Receipts	169,500	177,636	182,965	188,454	194,108	3.6%
Central Stores Allocation	120,433	129,345	135,166	141,248	147,604	5.6%
Radio Shop Allocation	255,498	269,039	277,111	285,424	293,987	3.8%
Other Revenue	54,640	54,640	54,640	54,640	54,640	0.0%
Total Central Services Revenue	2,946,206	3,182,082	3,316,117	3,455,982	3,601,935	5.6%
Operating Expenditures:						
Equipment Services	2,407,094	2,605,805	2,714,330	2,827,619	2,945,898	5.6%
Central Stores	119,658	129,323	134,593	140,086	145,811	5.5%
Print Shop	168,922	177,582	184,284	191,251	198,496	4.4%
Radio Shop	248,838	268,893	280,012	291,618	303,732	5.5%
Total Central Serv Operating Expenditures	2,944,512	3,181,603	3,313,219	3,450,574	3,593,937	5.5%
Revenue Net of Operating Expenditures	$ 1,694	479	2,898	5,408	7,997	

Central Services Revenue & Expenditures



THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

CAPITAL / DEBT SERVICE FUNDS:

	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
STUDEBAKER CORRIDOR BOND						
Revenue:						
General Property Tax	$ 606,096	622,221	621,333	623,573	618,765	0.5%
Auto & Commercial Vehicle Excise Taxes	44,116	44,557	45,003	45,453	45,907	1.0%
Total Studebaker Bond Revenue	650,212	666,779	666,336	669,026	664,673	0.6%
Expenditures:						
Debt Service - Studebaker Corridor Bond	658,760	658,760	661,375	656,945	656,945	-0.1%
Total Debt Service Expenditures	658,760	658,760	661,375	656,945	656,945	-0.1%
Revenue Net of Debt Service Expenditures	$ (8,548)	8,019	4,961	12,081	7,728	-47.6%
COLLEGE FOOTBALL HALL OF FAME BOND						
Revenue:						
General Property Tax	$ 1,301,840	1,326,797	1,324,500	1,323,695	1,321,382	0.4%
Auto & Commercial Vehicle Excise Taxes	94,758	95,706	96,663	97,629	98,606	1.0%
Total Hall of Fame Bond Revenue	1,396,598	1,422,503	1,421,163	1,421,324	1,419,988	0.4%
Expenditures:						
Debt Service - Hall of Fame Bond	1,407,400	1,405,000	1,405,000	1,403,500	1,403,500	-0.1%
Total Debt Service Expenditures	1,407,400	1,405,000	1,405,000	1,403,500	1,403,500	-0.1%
Revenue Net of Debt Service Expenditures	$ (10,802)	17,503	16,163	17,824	16,488	
COLLEGE FOOTBALL HALL OF FAME TRANSFER FUND						
Revenue:						
Hotel / Motel Tax	$ 460,991	477,126	493,825	511,109	528,998	3.7%
Professional Sports Development Tax	350,000	362,250	374,929	388,051	401,633	3.7%
Total Hall of Fame Bond Transfer Revenue	810,991	839,376	868,754	899,160	930,631	3.7%
Expenditures:						
Transfer to National Football Foundation	810,991	839,376	868,754	899,160	930,631	3.7%
Total Transfer Expenditures	810,991	839,376	868,754	899,160	930,631	3.7%
Revenue Net of Transfer Expenditures	$ 0	0	0	0	0	
COUNTY OPTION INCOME TAX						
Revenue:						
County Option Income Tax	$ 6,392,413	6,520,261	6,650,666	6,783,680	6,919,353	2.1%
Investment Income	80,000	80,000	80,000	80,000	80,000	0.0%
Total COIT Revenue	6,472,413	6,600,261	6,730,666	6,863,680	6,999,353	2.0%
Expenditures:						
Debt Service - Capital Lease	1,026,134	2,174,391	2,170,559	2,170,412	2,170,412	n/a
Total COIT Debt Service Expenditures	1,026,134	2,174,391	2,170,559	2,170,412	2,170,412	n/a
Revenue Net of Debt Service Expenditures	5,446,279	4,425,870	4,560,107	4,693,268	4,828,941	
Cash Available on 1/1/02 for Capital Expenditures	9,838,908	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(8,238,000)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 7,047,187	4,425,870	4,560,107	4,693,268	4,828,941	
CUM CAPITAL DEVELOPMENT FUND						
Revenue:						
General Property Tax	$ 974,431	998,792	1,023,762	1,049,356	1,075,589	2.6%
Auto Excise and Other Taxes	78,684	79,446	80,215	80,993	81,777	1.0%
Investment Income	13,000	13,000	13,000	13,000	13,000	0.0%
Total CCDF Revenue	1,066,115	1,091,238	1,116,977	1,143,348	1,170,367	2.4%
Expenditures:						
Debt Service - Finance Leases	175,270	0	0	0	0	n/a
Total CCDF Debt Service Expenditures	175,270	0	0	0	0	n/a
Revenue Net of Debt Service Expenditures	890,845	1,091,238	1,116,977	1,143,348	1,170,367	
Cash Available on 1/1/02 for Capital Expenditures	983,196	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(862,780)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 1,011,261	1,091,238	1,116,977	1,143,348	1,170,367	

THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

CUM CAPITAL IMPROVEMENT FUND	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
State Cigarette Tax Distribution	$ 426,801	426,801	426,801	426,801	426,801	0.0%
Other Revenue	200,000	200,000	200,000	200,000	200,000	0.0%
Total CCIF Revenue	626,801	626,801	626,801	626,801	626,801	0.0%
Expenditures:						
Debt Service - Century Center Bond	590,270	594,000	594,000	594,000	594,000	0.2%
Total CCIF Debt Service Expenditures	590,270	594,000	594,000	594,000	594,000	0.2%
Revenue Net of Debt Service Expenditures	36,531	32,801	32,801	32,801	32,801	
Cash Available on 1/1/02 for Capital Expenditures	28,005	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(28,000)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 36,536	32,801	32,801	32,801	32,801	

ECONOMIC DEVELOPMENT INCOME TAX						
Revenue:						
Economic Developmt Income Tax	$ 3,689,202	3,762,986	3,838,246	3,915,011	3,993,311	2.1%
Investment Income	40,000	40,000	40,000	40,000	40,000	0.0%
Other Revenue	92,000	80,000	92,000	108,000	125,000	9.0%
Total EDIT Revenue	3,821,202	3,882,986	3,970,246	4,063,011	4,158,311	2.2%
Operating Expenditures:						
Grants and Subsidies for Econ Developmt	610,902	620,066	641,768	664,230	687,478	3.1%
Debt Service - Various Bonds	2,761,499	2,745,361	2,722,712	2,727,383	2,727,383	-0.3%
Total EDIT Operating Expenditures	3,372,401	3,365,427	3,364,480	3,391,612	3,414,860	0.3%
Revenue Net of Operating Expenditures	448,801	517,559	605,766	671,398	743,451	
Cash Available on 1/1/02 for Capital Expenditures	2,610,965	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(2,610,000)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 449,766	517,559	605,766	671,398	743,451	

EMS CAPITAL IMPROVEMENT						
Revenue:						
Charges for Services	$ 1,300,000	1,339,000	1,379,170	1,420,545	1,463,161	3.1%
Other Revenue	4,000	4,000	4,000	4,000	4,000	0.0%
Total EMS Capital Revenue	1,304,000	1,343,000	1,383,170	1,424,545	1,467,161	3.1%
Expenditures:						
Debt Service - Finance Leases	277,815	270,339	224,909	91,549	91,549	-16.8%
Collection Fees	12,500	12,688	13,132	13,591	14,067	3.1%
Interfund Transfer to General Fund	250,000	250,000	250,000	250,000	250,000	0.0%
Total EMS Financing Expenditures	540,315	533,026	488,040	355,140	355,616	-8.5%
Revenue Net of Financing Expenditures	763,685	809,974	895,130	1,069,405	1,111,546	
Cash Available on 1/1/02 for Capital Expenditures	5,073	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	0	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 768,758	809,974	895,130	1,069,405	1,111,546	

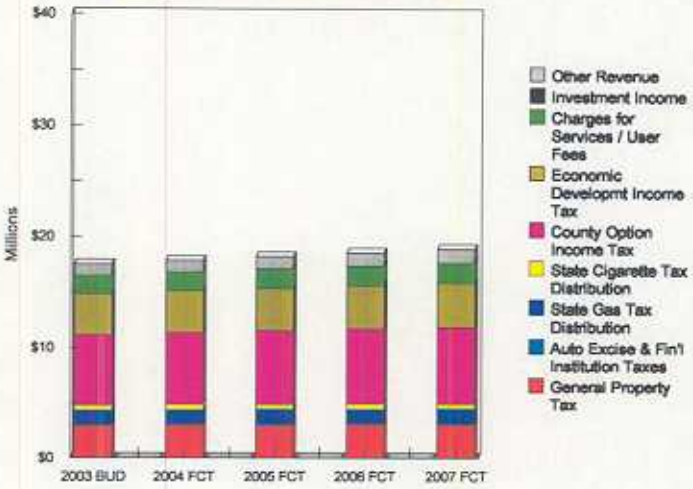
PARK NON-REVERTING CAPITAL						
Revenue:						
Charges for Services / User Fees	$ 302,000	311,060	320,392	330,004	339,904	3.1%
Investment Income	4,000	4,000	4,000	4,000	4,000	0.0%
Total Park Capital Revenue	306,000	315,060	324,392	334,004	343,904	3.1%
Cash Available on 1/1/02 for Capital Expenditures	380,934	n/a	n/a	n/a	n/a	n/a
Less: 2002 Capital Budget	(322,700)	n/a	n/a	n/a	n/a	n/a
Funds Available for Future Capital Expenditures	$ 364,234	315,060	324,392	334,004	343,904	

THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

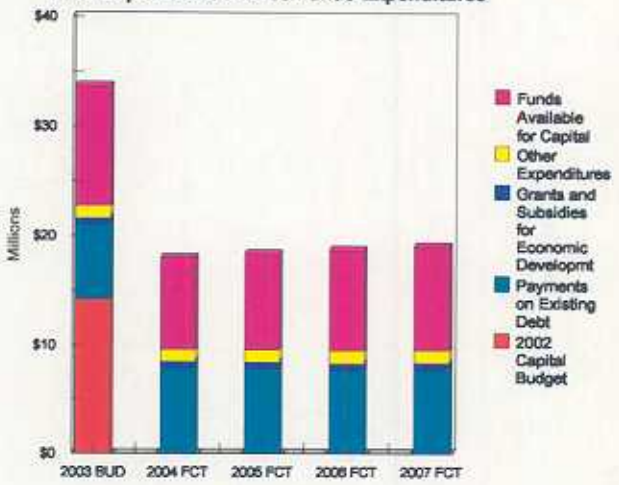
LOCAL ROADS AND STREETS (Special Revenue Fund used for capital purposes)

	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
State Gas Tax Distribution	$ 1,173,847	1,185,585	1,197,441	1,209,416	1,221,510	1.0%
Investment Income	35,000	35,000	35,000	35,000	35,000	0.0%
Total LRSA Revenue	1,208,847	1,220,585	1,232,441	1,244,416	1,256,510	1.0%
Cash Available on 1/1/02 for Capital Expenditures	2,124,690	n/a	n/a	n/a	n/a	n/a
Less: 2002 Capital Budget	(2,074,000)	n/a	n/a	n/a	n/a	n/a
Funds Available for Future Capital Expenditures	$ 1,259,537	1,220,585	1,232,441	1,244,416	1,256,510	

Total Capital/Debt Service Funds Revenue



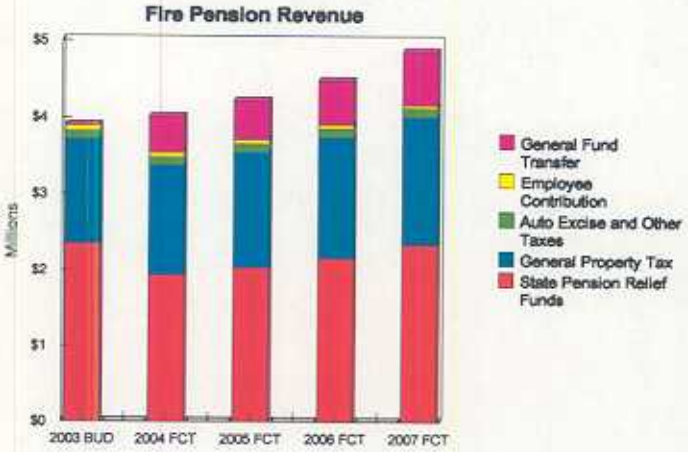
Total Capital/Debt Service Funds Expenditures

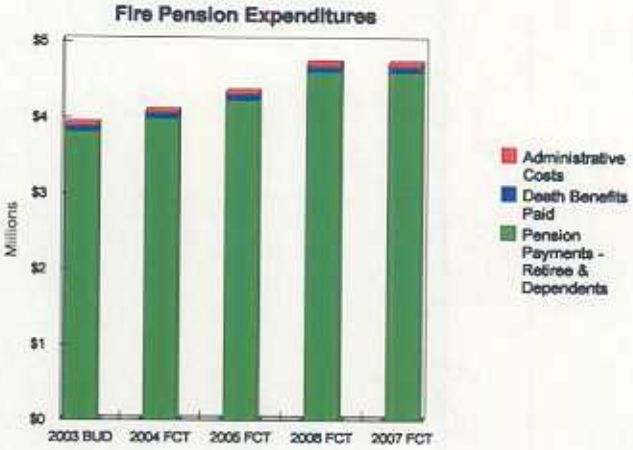


TRUST / AGENCY FUNDS:

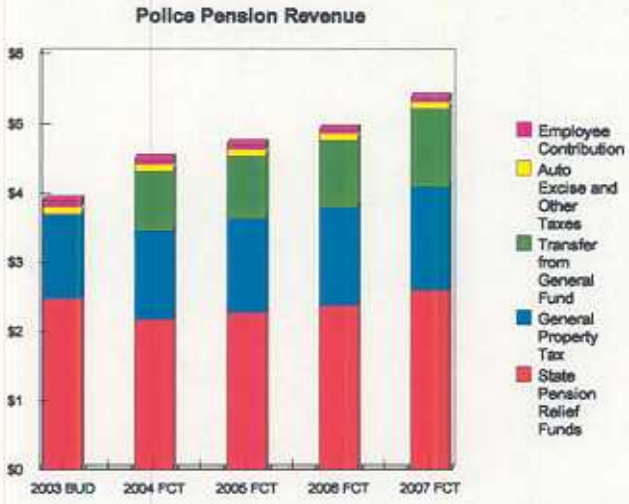
FIRE PENSION FUND	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
State Pension Relief Funds	$ 2,346,783	1,935,929	2,032,209	2,156,863	2,343,740	-0.0%
General Property Tax	1,368,101	1,436,506	1,508,331	1,583,748	1,662,935	5.4%
Auto Excise and Other Taxes	110,316	111,419	112,533	113,659	114,795	1.0%
Employee Contribution	69,054	58,696	49,892	42,408	36,047	-11.9%
General Fund Transfer	0	459,000	502,000	568,000	692,000	ERR
Total Fire Pension Revenue	3,894,254	4,001,550	4,204,965	4,464,677	4,849,517	6.1%
Expenditures:						
Administrative Costs	16,608	17,518	18,130	18,763	18,763	3.2%
Death Benefits Paid	72,000	72,000	72,000	72,000	72,000	0.0%
Pension Payments - Retiree & Dependents	3,818,662	3,992,417	4,241,725	4,615,479	4,615,479	5.2%
Total Fire Pension Expenditures	3,907,270	4,081,935	4,331,855	4,706,242	4,706,242	5.1%
Budget Deficit	(13,016)	(80,385)	(126,890)	(241,565)	143,275	
Cash Available at Beginning of Year	2,275,239	2,262,223	2,181,838	2,054,948	1,813,384	
Projected Year-end Cash Balance	$ 2,262,223	2,181,838	2,054,948	1,813,384	1,956,659	

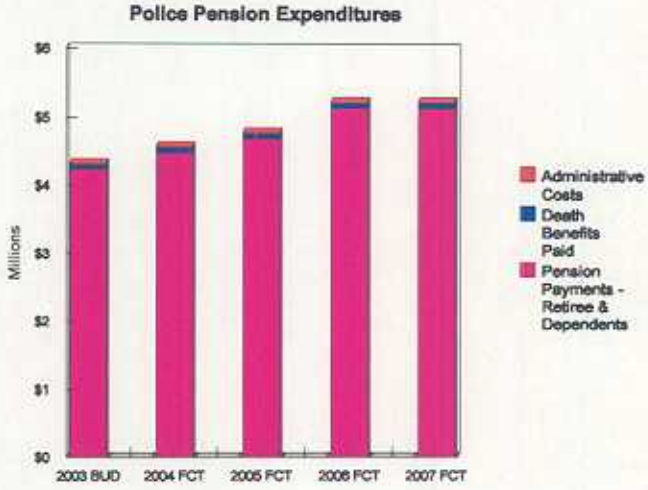
THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST





POLICE PENSION FUND	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
State Pension Relief Funds	$ 2,479,699	2,172,318	2,275,194	2,380,593	2,601,957	1.2%
General Property Tax	1,227,783	1,289,172	1,353,631	1,421,312	1,492,378	5.4%
Auto Excise and Other Taxes	99,001	99,991	100,991	102,001	103,021	1.0%
Employee Contribution	86,950	73,908	62,821	53,398	45,388	-11.9%
Transfer from General Fund	0	857,000	911,000	962,000	1,125,000	7.8%
Total Police Pension Revenue	3,893,433	4,492,389	4,703,637	4,919,304	5,367,744	9.5%
Expenditures:						
Administrative Costs	12,877	13,512	13,981	14,464	14,464	3.1%
Death Benefits Paid	72,000	72,000	72,000	72,000	72,000	0.0%
Pension Payments - Retiree & Dependents	4,229,158	4,478,387	4,689,186	5,131,914	5,131,914	5.3%
Total Police Pension Expenditures	4,314,035	4,563,899	4,775,167	5,218,378	5,218,378	5.2%
Budget Deficit	(420,602)	(71,510)	(71,530)	(299,074)	149,366	
Cash Available/(Deficit) at Beginning of Year	2,475,592	2,054,990	1,983,480	1,911,950	1,612,876	
Projected Year-end Cash Balance	$ 2,054,990	1,983,480	1,911,950	1,612,876	1,762,242	



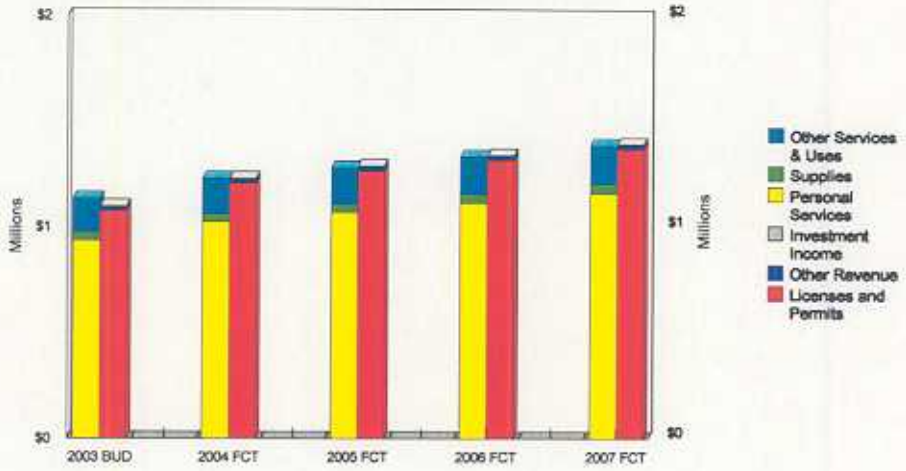


THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

ENTERPRISE FUNDS:

CONSOLIDATED BUILDING FUND	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Licenses and Permits	$ 1,075,575	1,206,795	1,267,135	1,317,820	1,370,533	6.9%
Investment Income	4,500	4,500	4,500	4,500	4,500	0.0%
Other Revenue	16,740	18,782	19,721	20,510	21,331	6.9%
Total Consolidated Building Revenue	1,096,815	1,230,077	1,291,356	1,342,831	1,396,364	6.8%
Operating Expenditures:						
Personal Services	934,254	1,025,871	1,070,400	1,116,962	1,165,656	6.2%
Supplies	39,680	39,680	40,870	42,097	43,359	2.3%
Other Services & Uses	161,200	163,924	169,662	175,600	181,746	3.2%
Total Building Dept Operating Expenditures	1,135,134	1,229,475	1,280,932	1,334,659	1,390,762	5.6%
Revenue Net of Operating Expenditures	(38,319)	603	10,424	8,172	5,602	
Cash Available on 1/1/02 for Capital Expenditures	93,196	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(38,900)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 15,977	603	10,424	8,172	5,602	

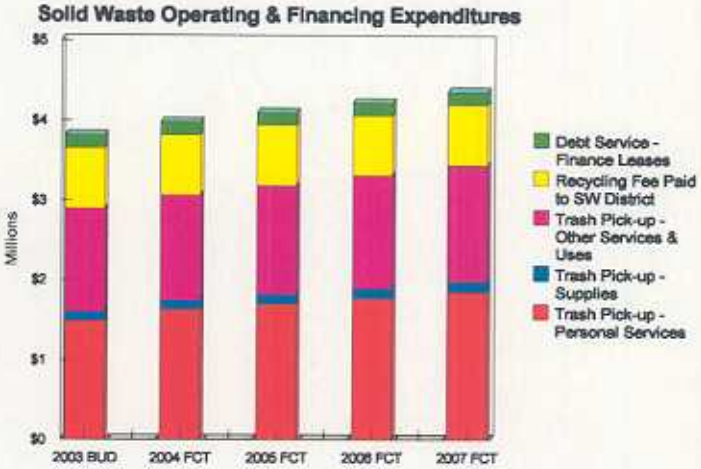
Consolidated Building Revenue & Operating Expenditures



PARKING GARAGE FUND	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Garage Parking Fees	$ 523,170	523,170	601,646	601,646	601,646	3.8%
Downtown Parking Fines and Fees	120,840	120,840	138,966	138,966	138,966	3.8%
Total Parking Garage Revenue	644,010	644,010	740,612	740,612	740,612	3.8%
Operating & Financing Expenditures:						
Operating Costs	314,107	319,021	330,187	341,743	353,704	3.2%
Capital Lease Payments	0	0	0	0	0	n/a
Total Parking Garage Expenditures	314,107	319,021	330,187	341,743	353,704	3.2%
Funds Available for Future Capital Expenditures	$ 329,903	324,989	410,425	398,868	386,907	

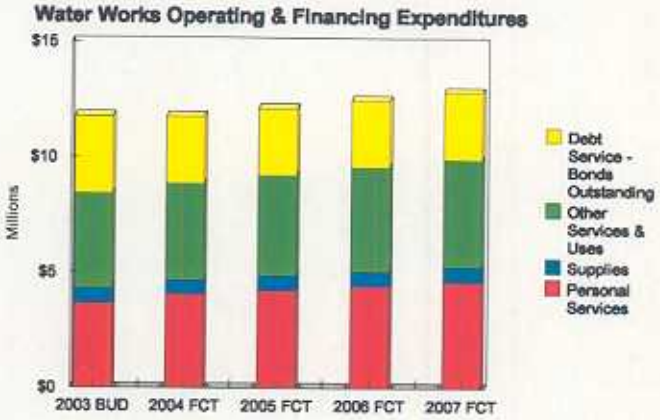
THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

SOLID WASTE	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Charges for Services - Solid Waste	$ 3,143,491	3,536,427	3,673,955	3,811,483	3,954,159	6.4%
Charges for Services - Recycling	841,350	841,350	841,350	841,350	841,350	0.0%
Management Fees	47,000	48,410	49,862	51,358	52,899	n/a
Investment Income	5,500	5,500	5,500	5,500	5,500	0.0%
Other Revenue	44,098	44,098	44,098	44,098	44,098	0.0%
Total Solid Waste Revenue	4,081,439	4,475,785	4,614,765	4,753,789	4,898,006	5.0%
Operating & Financing Expenditures:						
Trash Pick-up - Personal Services	1,483,632	1,627,555	1,697,817	1,771,263	1,848,047	6.1%
Trash Pick-up - Supplies	112,900	112,900	116,287	119,776	123,369	2.3%
Trash Pick-up - Other Services & Uses	1,302,019	1,324,327	1,370,749	1,418,795	1,468,523	3.2%
Recycling Fee Paid to SW District	758,000	758,000	758,000	758,000	758,000	0.0%
Debt Service - Finance Leases	151,842	151,841	151,841	151,841	151,841	-0.0%
Total Solid Waste Oper & Fin Expenditures	3,808,393	3,974,623	4,094,693	4,219,674	4,349,779	3.6%
Revenue Net of Operating Expenditures	273,046	501,162	520,072	534,115	548,226	
Cash Available on 1/1/02 for Capital Expenditures	601,551	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(91,800)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 782,797	501,162	520,072	534,115	548,226	

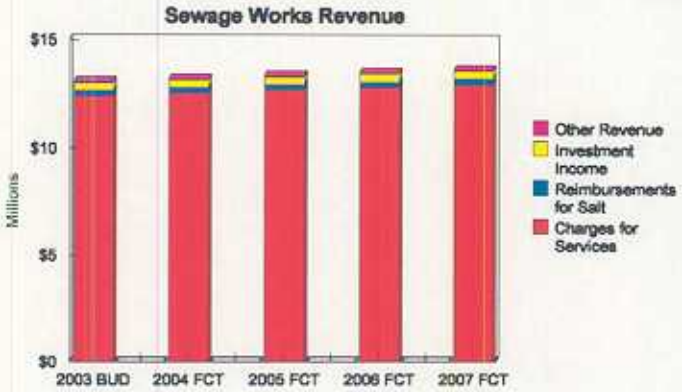


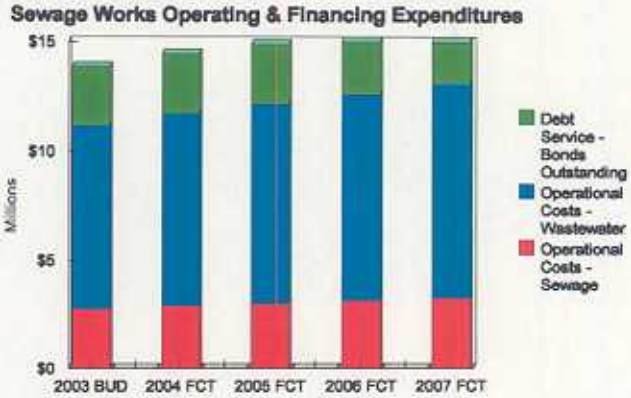
WATER WORKS	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Charges for Services - Water Sales	$ 11,989,101	12,108,992	12,230,082	12,352,383	12,475,907	1.0%
Management Fees	482,132	496,596	511,494	526,839	542,644	3.1%
Investment Income	98,500	98,500	98,500	98,500	98,500	0.0%
Other Revenue	58,080	58,080	58,080	58,080	58,080	0.0%
Total Water Works Revenue	12,627,813	12,762,168	12,898,156	13,035,801	13,175,130	1.1%
Operating & Financing Expenditures:						
Personal Services	3,689,700	4,057,274	4,234,720	4,420,351	4,614,572	6.3%
Supplies	614,775	614,775	633,218	652,215	671,781	2.3%
Other Services & Uses	4,108,732	4,204,070	4,351,212	4,503,505	4,661,128	3.4%
Debt Service - Bonds Outstanding	3,380,020	2,918,880	2,920,489	2,937,978	2,937,978	-3.3%
Total Water Works Oper & Fin Expenditures	11,793,227	11,794,999	12,139,640	12,514,049	12,885,459	2.3%
Revenue Net of Oper & Fin Expenditures	834,586	967,169	758,516	521,752	289,672	
Cash Available on 1/1/02 for Capital Expenditures	1,527,935	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(1,328,454)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ 1,034,067	967,169	758,516	521,752	289,672	

THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST



UTILITY INSURANCE FUNDS:	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Charges for Services - Water	$ 731,986	731,986	731,986	731,986	731,986	0.0%
Charges for Services - Sewer	656,598	806,203	806,203	806,203	806,203	5.7%
Investment Income	6,000	6,000	6,000	6,000	6,000	n/a
Total Utility Insurance Revenue	1,394,584	1,544,189	1,544,189	1,544,189	1,544,189	2.7%
Expenditures:						
Water Repair / Insurance	721,148	746,388	772,512	799,550	827,534	3.7%
Sewer Repair / Insurance	660,232	674,822	698,930	723,911	749,795	3.4%
Total Utility Insurance Expenditures	1,381,380	1,421,210	1,471,442	1,523,460	1,577,329	3.5%
Revenue Net of Expenditures	$ 13,204	122,979	72,746	20,728	(33,140)	
SEWAGE WORKS						
Revenue:						
Charges for Services	$ 12,436,000	12,560,360	12,685,964	12,812,823	12,940,951	1.0%
Reimbursements for Salt	250,000	257,500	265,225	273,182	281,377	3.1%
Investment Income	350,000	350,000	350,000	350,000	350,000	0.0%
Other Revenue	41,000	41,000	41,000	41,000	41,000	0.0%
Total Sewage Works Revenue	13,077,000	13,208,860	13,342,189	13,477,005	13,613,329	1.0%
Operating & Financing Expenditures:						
Operational Costs - Sewage	2,752,106	2,899,046	3,009,373	3,124,140	3,243,540	4.5%
Operational Costs - Wastewater	8,408,056	8,814,056	9,143,864	9,486,412	9,842,217	4.3%
Debt Service - Bonds Outstanding	2,720,608	2,761,203	2,749,340	2,785,150	2,785,150	0.6%
Total Sewage Works Oper & Fin Expenditures	13,880,770	14,474,305	14,902,577	15,395,702	15,870,906	3.6%
Revenue Net of Oper & Fin Expenditures	(803,770)	(1,265,445)	(1,560,389)	(1,918,697)	(2,257,577)	
Cash Available on 1/1/02 for Capital Expenditures	5,304,477	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(5,294,050)	n/a	n/a	n/a	n/a	
Funds Available for Future Capital Expenditures	$ (793,343)	(1,265,445)	(1,560,389)	(1,918,697)	(2,257,577)	

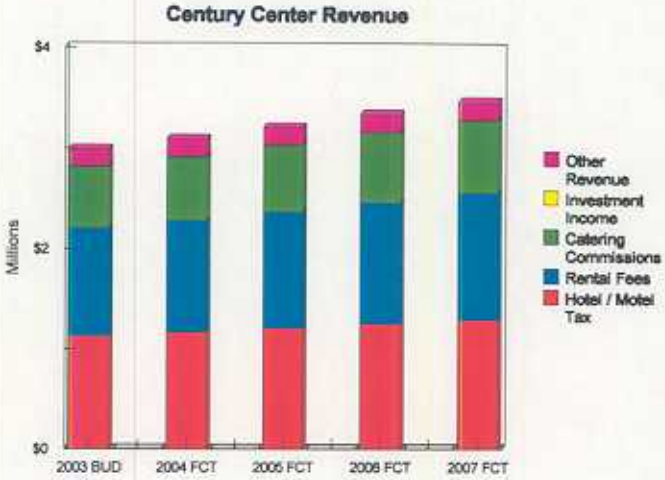


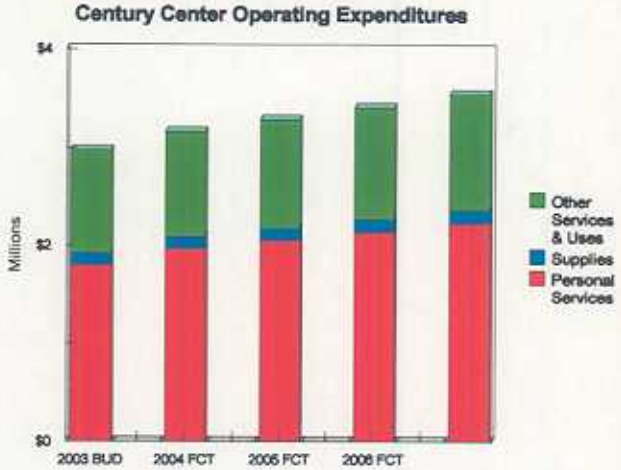


THE CITY OF SOUTH BEND
FIVE YEAR FINANCIAL FORECAST

PROJECT RELEAF	2003 BUDGET	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST	AVG 4 YR CHG
Revenue:						
Charges for Services - Leaf Pick-up	$ 154,440	154,440	154,440	154,440	154,440	0.0%
Total Project Releaf Revenue	154,440	154,440	154,440	154,440	154,440	0.0%
Operating Expenditures:						
Personal Services	60,069	64,971	67,569	70,272	73,083	5.4%
Supplies	4,637	4,637	4,776	4,919	5,067	2.3%
Other Services & Uses	43,805	44,547	46,106	47,720	49,390	3.2%
Total Project Releaf Operating Expenditures	108,511	114,155	118,452	122,911	127,540	4.4%
Revenue Net of Operating Expenditures	45,929	40,285	35,988	31,529	26,900	
Cash Available on 1/1/02 for Capital Expenditures	101,275	n/a	n/a	n/a	n/a	
Less: 2002 Capital Budget	(50,750)	n/a	n/a	n/a	n/a	
Revenue Net of Expenditures	$ 96,454	40,285	35,988	31,529	26,900	

CENTURY CENTER						
Revenue:						
Hotel / Motel Tax	$ 1,130,575	1,170,145	1,211,100	1,253,489	1,297,361	3.7%
Rental Fees	1,075,685	1,113,334	1,161,207	1,213,462	1,268,067	4.5%
Catering Commissions	609,714	631,054	658,189	687,808	718,759	4.5%
Investment Income	11,913	11,913	11,913	11,913	11,913	0.0%
Other Revenue	158,884	162,151	166,076	170,138	174,343	2.4%
Total Century Center Revenue	2,986,771	3,088,597	3,208,486	3,336,810	3,470,444	4.0%
Operating Expenditures:						
Personal Services	1,802,262	1,971,002	2,054,768	2,142,240	2,233,591	6.0%
Supplies	121,695	121,695	125,346	129,106	132,979	2.3%
Other Services & Uses	1,049,453	1,066,479	1,103,806	1,142,439	1,182,425	3.2%
Total Century Center Operating Expenditures	2,973,410	3,159,176	3,283,920	3,413,786	3,548,995	4.8%
Revenue Net of Operating Expenditures	$ 13,361	(70,579)	(75,435)	(76,976)	(78,551)	





THE CITY OF SOUTH BEND PERSONNEL SUMMARY

	2001 Budgeted FTE	2002 Budgeted FTE	2003 Budgeted FTE
GENERAL GOVERNMENT			
MAYOR'S OFFICE			
Mayor	1	1	1
Assistant to the Mayor	3	3	3
Director--Secretarial Services	1	1	1
Secretary V	1	1	1
Secretary IV	1	1	1
Director - Community Affairs	1	1	1
Events Coordinator - Community Affairs/Mayor	0	1	1
Manager of Special Projects	1	1	1
Total Mayor's Office	**9**	**10**	**10**
CITY CLERK'S OFFICE			
City Clerk	1	1	1
Chief Deputy City Clerk	1	1	1
Deputy City Clerk	1	1	1
Ordinance Violations Clerk	1	1	1
Secretary V	1	1	1
Total City Clerk's Office	**5**	**5**	**5**
COMMON COUNCIL			
Council Members (part-time positions)	9	9	9
Total Common Council	**9**	**9**	**9**
ADMINISTRATION & FINANCE			
City Controller	1	1	1
Director of City Finance	1	1	1
Director of Budgeting & Financial Reporting	1	1	1
Information Technology Director	1	1	1
Human Resources Director	1	1	1
Safety/Risk Specialist	1	1	1
Human Rights Director	1	1	1
Auditor III	3	3	3
Auditor II	1	1	1
System Specialist IV	1	1	1
System Specialist III	1	1	1
System Specialist III	2	2	2
System Specialist I	1	1	1
Personnel Specialist IV	1	1	1
Benefits Manager	1	1	1
Personnel Specialist III	1	1	1
Intake Officer/Investigator	1	1	1
Investigator IV	1	1	1
Investigator III	0	1	1
Investigator II	3	2	2
Administrative Assistant	1	1	1
Secretary V	2	2	2
Secretary II	0	1	1
Receptionist/Secretary	0	0	0
Total Administration & Finance	**27**	**28**	**28**
LEGAL DEPARTMENT			
City Attorney (part-time)	1	1	1
Chief Assistant City Attorney (part-time)	1	1	1
Assistant City Attorney	3	3	3
Paraleagal	0	0	1
Deputy City Attorney III (part-time)	2	2	2
Deputy City Attorney IV (part-time)	1	1	1
Office/Administrative/Fiscal Manager	1	1	1
Claims Adjuster	1	1	1
Collection Specialist	1	1	1
Secretary V	2	2	2
Total Legal Department	**13**	**13**	**14**
TOTAL GENERAL GOVERNMENT	**63**	**65**	**66**
PUBLIC SAFETY			
POLICE DEPARTMENT			
Chief	1	1	1
Division Chief	4	4	4
Captains	13	13	13
Lieutenants	25	25	25

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

Sergeants	74	74	74
Corporals	123	123	133
Patrolmen	18	18	8
Director - Financial Services	1	1	1
Programer/Analyst II	0	1	1
Programer/Analyst I	2	1	1
Fingerprint Examiner	1	1	1
Crime Analyst	1	1	1
Auditor IV	0	0	1
Auditor III	1	1	1
Auditor II	1	1	0
Armorer	1	1	0
Film Processor	1	1	1
Office Manager	1	1	1
Secretary V (Non-Bargaining)	3	3	3
Senior Property/Evidence Custodian	0	1	1
M.S.O.S. Property/Evidence Officer	1	1	1
Property/Evidence Officer	1	0	0
Fingerprint/Photo Tech	2	2	2
Public Assistance Clerks	8	8	8
P.M. Coordinator	1	1	1
Research & Planning Assistant	1	1	1
Data/Records Coordinator	1	1	1
Data Entry Specialist II	5	5	5
Court Liaison	1	1	1
Secretary V (Teamsters)	4	4	4
Clerk Terminal Operator	9	9	9
Data/Alarm Coordinator	1	1	1
Crossing Guard Captain	1	1	1
Crossing Guard (based upon 30 part-time positions)	8.33	10	10
Total Police Department	**315.33**	**317**	**316**
COMMUNICATION CENTER			
Director of Communication	1	1	1
Communication Specialist	23	23	23
Communication Superintendents	4	4	5
Total Communication Center	**28**	**28**	**29**
FIRE DEPARTMENT			
Fire Chief	1	1	1
Assistant Chief	4	4	4
Battalion Chief	8	8	8
Captains	57	57	57
Arson Investigator	2	2	2
Inspector	4	4	4
Paramedic Lieutenant	21	21	21
Pump Engineer	48	48	48
Engineer	82	76	79
Firefighter 1st Class	20	26	23
Instructor	1	1	1
Auditor II	1	1	1
Auditor I	2	2	2
Accounting Clerk III	1	1	2
Accounting Clerk II	1	1	0
Office Manager	1	1	1
General Maintenance	1	1	1
Maintenance Foreman II	1	1	1
P. M. Coordinator	1	1	1
Total Fire Department	**257**	**257**	**257**
BUILDING MTCE FOR POLICE & FIRE DEPT			
Building Engineering	1	1	1
Building Maintenance Man	1	1	1
Building Janitors	3	4	4
Total Building Mtce for Police & Fire Dept	**5**	**6**	**6**
TOTAL PUBLIC SAFETY	**605.33**	**608**	**608**
CODE ENFORCEMENT			
Director - Code Enforcement	1	1	1
Administrative Services Director	1	1	1
Chief Inspector	1	1	1
Inspector IV	9	9	9
Auditor IV	1	1	1
Secretary V	3	3	3
Secretary IV	3	3	3
Operator III	1	1	1

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

Senior Animal Control Officer	1	1	1
Animal Control Officers	3	3	3
Animal Control Assistant	2	3	3
TOTAL CODE ENFORECMENT	**26**	**27**	**27**
PARK AND RECREATION			
PARK ADMINISTRATION			
Parks Superintendent	1	1	1
Director of Administrative Services	1	1	1
Director of Financial Services	1	1	1
Auditor III	1	1	1
Auditor II	2	2	2
System Specialist - Departmental	1	1	1
Secretary V	1	1	1
Secretary IV	1	1	1
Director of Marketing	1	1	1
Specialist Marketing & Promotions	1	1	1
Park Police II	3	3	3
Total Park Administration	**14**	**14**	**14**
PARK MAINTENANCE			
Maintenance Superintendent	1	1	1
Superintendent V	3	3	3
Forester	1	1	1
Stockroom Coordinator	1	1	1
Pool & Rink Engineer	1	1	1
Office Manager	1	1	1
Florist	1	0	0
Fleet & Safety Coordinator	1	1	1
Foreman V	0	0	1
Carpenter II	4	4	4
Carpenter I	2	2	1
Plumber IV	2	2	2
Painter IV	2	2	2
Electrician	1	1	1
Mason	1	1	1
Welder	1	1	1
Hi-Ranger Group Leader	2	2	2
Heavy Equip. Operator II	5	5	3
Hi-Ranger Operator	2	2	3
Mechanic IV	2	2	2
Grower III	2	0	0
Grower III Weed Control	1	0	0
Group Leader	4	4	6
Courier	1	1	1
Athletic Field Maintenance	2	2	2
Street Island Group Maintenance	1	1	0
Grower III	1	1	1
Operator II	4	4	3
Operator I	5	5	2
Head Custodian	5	5	4
Skilled Laborer	2	2	1
Building Maintenance	1	1	0
Building Maintenance Custodian & Labor	1	1	1
General Laborer	2	2	4
Total Park Maintenance	**66**	**62**	**57**
GOLF DIVISION			
Director of Golf	1	1	1
Golf Course Manager	1	1	1
Golf Course/Rink Manager	1	1	1
Supt. III/Head Greenskeeper	1	1	1
Greenskeeper	2	2	2
Assistant Greens Superintendent	2	2	2
Assistant Golf Manager	0	0	1
Mechanic IV	2	2	2
Golf Equipment Operator	2	2	2
Operators II	1	1	0
Total Golf Division	**13**	**13**	**13**
RECREATION DIVISION			
Recreation Director	1	1	1
Assistant Recreation Director	1	1	1
Athletic Supervisor	2	2	2
At Risk Youth Supervisor	1	1	1
Program Supervisor	2	2	2

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

Coordinator - Events	2	2	2
Academic Coordinator - King Center	1	1	1
Coordinator - Violence Prevention II	1	1	1
Healthy Seniors Coordinator	2	2	2
Academic Coordinator - LaSalle Center	1	1	1
Coordinator - Violence Prevention I	1	1	1
Youth Sports Coordinator	1	1	1
Rum Village Director	1	1	1
Rum Village Naturalist	1	1	1
Senior Citizens Leader	1	1	1
Total Recreation Division	**19**	**19**	**19**
ZOO DIVISION			
Zoo Director	1	1	1
Zoo Veterinarian	1	1	1
Marketing & Education Curator	1	1	1
Office Manager	1	1	1
General Curator	1	1	1
Building and Structure Maintenance	1	1	1
Veterinarian Technician	1	1	1
Zoo Keeper IV	3	3	3
Zoo Grounds Maintenance	1	1	1
Zoo Keeper II	4	4	2
Dietician	1	1	1
General Labor	1	1	0
Florist	0	1	1
Grower III	0	0	1
Grower II	0	2	1
Grower I	0	1	1
Zoo Keeper I	1	1	3
Total Zoo Division	**18**	**22**	**21**
CONCESSION DIVISION			
Director of Concessions	1	1	1
Assistant Concessions Manager	1	1	1
Total Concessions Division	**2**	**2**	**2**
TOTAL PARK AND RECREATION	**132**	**132**	**126**
COMMUNITY & ECONOMIC DEVELOPMENT			
Executive Director - CED	1	1	1
Director of Economic Development	1	1	1
Assistant Directors	2	2	2
Community & Economic Development Specialist Senior	0	1	3
Community & Economic Development Specialist VI	4	6	4
Community & Economic Development Specialist V	1	2	1
Community & Economic Development Specialist IV	3	1	1
Community & Economic Development Specialist III	0	1	1
Community & Economic Development Specialist II	1	2	1
Community & Economic Development Specialist I	0	1	1
Sr. Community & Economic Development Specialist	2	2	2
Senior Housing Specialist	3	2	1
Housing Specialist VI	1	1	2
Housing Specialist V	2	3	2
Housing Specialist IV	1	0	0
Office Manager	1	1	1
Director of Planning	1	1	1
Senior Planner	1	1	0
Assistant Director - Community & Economic Develop.	0	0	1
Planner VI	4	1	0
Planner V	1	2	0
Planner IV	1	1	6
Director of Community Development	1	1	1
Director F&PM	1	1	1
Fiscal Officer	2	2	2
Project Analyst VII	1	2	2
Project Analyst IV	1	0	0
Auditor III	0	1	1
Auditor III 90%	0	1	1
Auditor I	1	0	0
Accounting Clerk IV	1	0	0
Accounting Clerk IV 90%	1	0	0
Administrative Assistant	1	1	1
Administrative Assistant- CED	1	0	0
Secretary V (One part-time position)	1	2.5	2.5
Secretary IV	1	0	0
Project Coordinator (part-time position)	0.5	0.5	0.5

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

TOTAL COMMUNITY & ECON DEVELOPMT	44.5	45	44
ENGINEERING			
City Engineer	1	1	1
Assistant City Engineer	1	2	2
Public Construction Manager	1	1	1
G.I.S. (Geographic Information Systems) Manager	1	1	1
Public Works Safety Coordinator	0	1	1
Supervisor - Sign Shop	1	0	0
Supervisor - Signals	1	0	0
Senior CAD Specialist	1	1	1
Permits Manager	1	1	1
Project Inspector II	1	1	1
Project Inspector I	1	1	1
Engineer Inspectors	3	3	3
Customer Service Coordinator	0	0	1
Traffic Investigator	1	1	0
Engineer Aide III	2	0	0
Locators	0	2	2
Senior G.I.S. Specialist	1	1	1
Fiscal Officer	1	1	1
Secretary of the Board	1	1	1
Secretary V	0	0	1
Secretary IV	2	2	1
Sign Artist	1	0	0
Signal Technician II	3	0	0
Operation Technician	6	0	0
Group Leader	1	0	0
TOTAL ENGINEERING	**32**	**21**	**21**
STREET DEPARTMENT			
Director	1	1	1
Manager	2	2	2
Superintendent V	1	1	1
Forman VI	7	6	6
Auditor IV	1	1	1
Auditor II	1	1	1
Heavy Equipment II	10	10	13
Equipment Operator III	13	13	10
Equipment Operator II	46	46	42
TOTAL STREET DEPARTMENT	**82**	**81**	**77**
TRAFFIC & LIGHTING			
Manager of Traffic	0	1	1
Operation Technician	0	5	4
Signal Technician	0	1	1
Group Leader	0	1	1
Sign Artist	0	1	1
Signal Technician II	0	3	3
TOTAL TRAFFIC & LIGHTING DEPARTMENT	**0**	**12**	**11**
WATER WORKS			
Director	1	1	1
Director of Finance	1	1	1
Director of Distributions	1	1	1
Network Engineer	1	1	1
Director of Treatment	1	1	1
Water Quality Specialist	1	1	1
Utilities System Specialist	1	1	1
Assistant Director of Distribution	1	1	2
Assistant Director of Treatment	1	1	1
Special Projects Coordinator	1	1	1
Customer Service Manager	1	1	1
Meter Reader Supervisor	1	1	0
Water Treatment Operator-PF	1	1	3
Water Treatment Operator-CT	1	2	0
Quality Assurance Treatment Technician	1	1	1
Water Treatment Operator-Trainee	1	0	0
Quality Assurance Distribution Technician	1	1	1
Engineering Aide IV	0	1	1
Payment Processor Supervisor	1	0	0
Data Processor Supervisor	1	1	1
Secretary of the Board	1	1	0
Customer Service Supervisor	1	1	2
Distribution Records Drafter	1	1	1

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

Auditor IV	1	2	3
Auditor III	3	3	3
Auditor II	2	2	0
Auditor I	0	0	1
Accountig Clerk IV	0	0	1
Coordinator Water Special Projects	0	0	1
Maintenance Tech II	3	3	3
Maintenance Tech I	1	0	0
Field Repair/Inspector III	3	3	2
Field Repair/Inspector II	2	2	2
Field Repair/Inspector I	0	0	3
Meter Serviceman V	4	4	0
Meter Serviceman IV	0	0	13
Meter Serviceman III	10	10	0
Clerk/Dispatcher III	3	3	3
Job Leader	5	5	4
Heavy Equip Operator I	4	4	3
Heavy Equip Operator II	0	0	1
Operator III	2	2	1
Operator II	6	6	5
Operator I	2	1	1
Machinist	1	1	1
Customer Service Rep Lead	0	1	1
Customer Service Rep Senior	6	7	9
Utility Clerk	2	0	0
Payment Processor Senior	4	4	0
Crew Chief	1	1	0
Meter Reader Senior	6	5	0
System Specialist - Lead	1	1	2
Data Processor V	1	1	0
Janitor	1	1	1
Courier/Supply Clerk	1	1	1
TOTAL WATER WORKS	**97**	**95**	**87**
SEWAGE WORKS			
SEWERS			
Manager	1	1	1
Superintendent IV	2	2	2
Accounting Clerk IV	1	1	1
Job Leader	5	5	5
Heavy Equipment	10	10	10
Equipment Operator III	4	4	4
Equipment Operator II	9	9	6
Total Sewers	**32**	**32**	**29**
WASTEWATER			
Salary			
Director of Public Works	1	1	1
Division Director	1	1	1
Manager - Wastewater Maintenance	1	1	1
Manager - Wastewater Process	1	1	1
Superintendent V	1	1	1
Superintendent IV	1	1	1
Superintendent III	1	0	2
Superintendent III (Sewer Insurance)	1	1	1
Fiscal Officer	1	1	1
Supervisor - Customer Service	1	1	1
Secretary V	1	1	1
Systems Specialist-Departmental	1	1	1
Pretreatment Coordinator	1	1	1
Chemist/Safety Officer	1	1	1
Chemist	4	4	5
City Engineer	1	1	1
Assistant Superintendent I	1	1	1
Engineer Inspector	1	1	1
Engineer	0	0	0
Salary Total	**21**	**20**	**23**
Hourly			
Lead Operators	2	2	0
Senior Operators	8	9	9
General Operators	6	6	6
Maintenance Lead	1	1	1
Maintenance Repair IV	4	3	3
Maintenance Repair III	2	2	1
Maintenance Repair II	1	1	1
Maintenance Electrician V	1	1	1

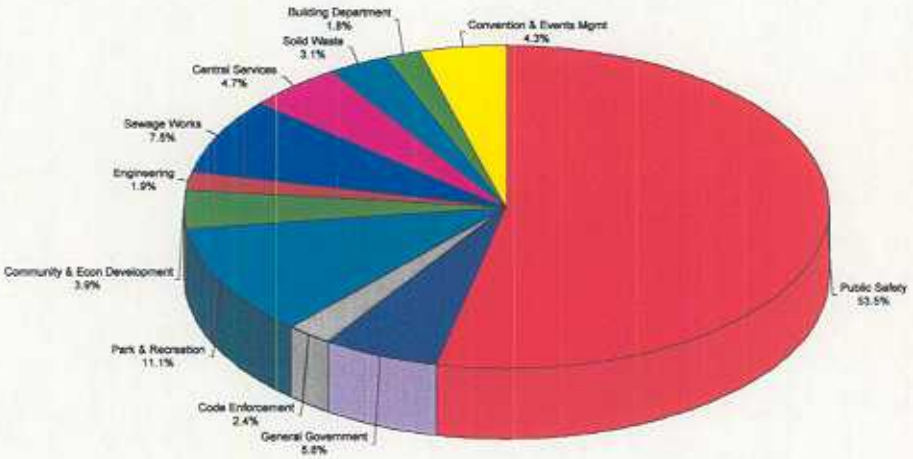
THE CITY OF SOUTH BEND PERSONNEL SUMMARY

Job Leader	1	1	1
Equipment Operator I	1	1	1
Sanitation Operator	2	2	2
Lift Station Maintenance Repair II	2	2	2
CSO Repair II	1	2	2
CSO Repair I	1	0	0
Heavy Equipment Operator II	2	2	2
Heavy Equipment Operator I	2	2	1
Hourly Total	**37**	**37**	**33**
TOTAL SEWAGE WORKS	**90**	**89**	**85**
CENTRAL SERVICES			
Director Central Services	1	1	1
Manager of Equipment Services	1	1	1
Purchasing Manager	1	1	1
Maintanence Mechanic Supervisor	4	4	4
Superintendent II	1	1	1
Foreman V	1	1	1
Foreman IV	1	1	1
Fiscal Officer	1	1	1
Auditor III	1	1	1
Inventory Control Technician II	1	1	1
Secretary V	1	1	1
Secretary III	1	1	1
Printshop Manager	1	1	1
Print Shop-Technician	1	1	1
Director of Communication	1	1	1
Radio Technician III	1	1	1
Radio Technician II	0	1	1
Radio Technician I	2	1	1
Mechanic V	12	16	16
Mechanic IV	8	4	4
Machinist V	2	2	2
Machinist IV	1	1	1
Bodyman V	3	3	3
Parts Clerk I	2	1	1
Parts Clerk II	2	3	3
Parts Runner	1	1	1
Janitor/Laborer	1	1	1
TOTAL CENTRAL SERVICES	**53**	**53**	**53**
SOLID WASTE			
Salary			
Superintendent V	2	2	2
Foreman VI (Code Enforcement)	1	1	1
Auditor II	1	1	1
Secretary V	1	1	1
Salary Total	**5**	**5**	**5**
Hourly			
Drivers	19	20	14
Picker II	10	8	7
Picker I	2	0	0
Operator III (Code Enforcement)	8	8	8
Job Leader	1	1	1
Hourly Total	**40**	**37**	**30**
TOTAL SOLID WASTE	**45**	**42**	**35**
BUILDING DEPARTMENT			
Building Commissioner	1	1	1
Design/Plan Review Specialist	1	1	1
Assistant Zone Administrator	1	1	1
Fiscal Officer	1	1	1
Inspector VI	11	11	11
Secretary IV	3	3	3
Administrative Assistant	2	2	2
TOTAL BUILDING DEPARTMENT	**20**	**20**	**20**
CONVENTION & EVENTS MANAGEMENT			
CENTURY CENTER			
Executive Director	1	1	1
Director Events Services	1	1	1
Events Coordinator	2	2	2
Building Engineer	1	1	1
Director Marketing & Sales	1	1	1

THE CITY OF SOUTH BEND PERSONNEL SUMMARY

Sales Manager III	2	2	2
Secretary II	2	1	1
Secretary III	0	1	1
Director Finance & Personnel	1	1	1
Auditor III	1	1	1
Director Administrative Services/Network Administrator	1	1	1
Secretary of the Board	1	1	1
Engineering Aide IV	2	2	1
Engineering Aide III	0	0	1
Manager Set Up/Housekeeping	2	2	1
Director of Media Services	1	1	1
Assistant Directorn of Media Services	1	1	1
Audio Visual Technician	1	1	1
Sales Assistant	1	1	1
Set Up IV	1	1	1
Set Up III	5	5	5
Housekeeping I	3	5	5
Group Leader	1	1	1
Utility Person	1	1	1
Groundskeeper	1	1	1
Total Century Center	**34**	**36**	**35**
PALAIS ROYALE BALLROOM			
Executive Director	0	0.33	0.33
Salel/Operation Manager	0	1	1
Secretary V	0	1	1
Engineering Aide	0	0.33	1
Total Palais Royale Ballroom	**0**	**2.66**	**3.33**
MORRIS PERFORMING ARTS CENTER			
Executive Director	1	0.67	0.67
Auditor II	1	1	1
Event Operation Manager	1	1	1
Box Office Manager	1	1	1
Facility/Stage Manager	1	1	1
Assistant Director	1	1	1
Custodian	1	1	1
Administrative Assistant	1	1	1
Box Office Assistant	1	1	2
Engineering Aide I	1	1	1
Total Morris Performing Arts Center	**10**	**9.67**	**10.67**
TOTAL CONVENTION AND EVENTS MGMT	**44**	**48.33**	**49.00**
TOTAL CITYWIDE	**1333.83**	**1338.33**	**1309.00**

Staffing by Department in 2003



PERFORMANCE BASED BUDGETING AND OUTCOME MEASUREMENT

INTRODUCTION

The City of South Bend has an established and well-respected commitment to ***performance based budgeting***. This process attempts to hold departments and staff accountable for achieving citywide goals and objectives by benchmarking their actual performance and by budgeting accordingly. For the City, as for many other entities using performance based budgeting, articulating long-range goals and objectives – the vision – has not been terribly difficult. What has been difficult, however, has been itemizing and expressing real and meaningful measures of performance. In the performance based budgets prepared by the City prior to 1999 there were no standardized or utilitarian definitions of performance measures utilized by all departments. In the absence of such standards or definitions, departments simply recorded and reported their outputs, their production – certainly a measure of something, but not necessarily a measure of their contributions to the realization of citywide goals and objectives. In order to enhance the performance based budget, the City incorporated ***outcome measurement*** in the process which utilizes formats called *logic models*.

Outcome measurement is a unique tool that is client-centered. It produces a clear, defined and standardized set of indicators reflecting the impact or change that each program attempts to effect among their clients or customers. It is a tool that provides a foundation for performance based budgeting. It allows each City program's staff to identify the clients they serve, to describe the changes they wish to make in those clients, and to associate those changes with citywide goals. It allows decision-makers to evaluate programs three-dimensionally: first in terms of the outcomes these programs say they will produce, second in terms of community wide goals and objectives, and finally in terms of cost effectiveness. It is a tool that puts flesh on the performance based budgeting skeleton. (Those wishing to read further about the tool should look at United Way of America's *Measuring Program Outcomes: A Practical Approach.*)

Outcome measurement always begins with a defined mission, a clear and concise presentation of the program's purpose and intent. In the following pages you will find that each program has written a purpose statement (program purpose) intended to focus the program's activities and services in a manner consistent with the city's mission statement – "to become a model city." The program's clients or consumers have also been identified. Within the context of outcome measurement, ***clients or consumers*** are simply those people who *directly consume* the services provided by a program.

When reading this document, it is important to remember that clients or consumers may be distinct from ***beneficiaries.*** Beneficiaries are those larger populations who reap a return from the investment made in programs but who do not necessarily consume the services of those programs. To better illustrate this, consider the following example. As guards in a prison, the staff manages the activities of the incarcerated population -- enforcing schedules, providing

recreational opportunities, making certain that prisoners have appropriate access to families and legal counsel, etc. The prisoners, then, directly consume the services the prison staff provides through their correctional program. The prisoners are the clients. All residents, however, are the beneficiaries of these services in that they are afforded protection and safety.

A ***program*** is simply a related set of activities *consistently pursued* and *systematically applied* with *purposeful intent*, that intent being – at least within the outcome measurement framework – to change something in a client or a client group. A program then does not necessarily have to be organizationally bound. It may require staff, but it does not require a discreet organizational chart, an independent administrator, or its own suite of offices. A program may actually be the shared responsibility of the entire staff of an entire division or department. A good example is the Community and Economic Development's Capacity Building Program which can be found in the following pages of this section. The Department of Community and Economic Development holds a variety of contracts with community based and non-profit organizations to provide staff support and management to these groups and their volunteers. The purpose is to provide opportunities that address obstacles that impede individual and organizational self-sufficiency. The contracts are not the sole responsibility of any single division; the contracts are dispersed across a variety of divisions. Non-profit organization management and the related efforts of capacity building, however, is viewed as a coherent program for which all divisions are responsible simply because the activities engaged and the services provided are *consistent* and *systematic* across all the client groups who share the common characteristics of being organized into non-profits requiring management and staff support. In this sense, the *purposeful intent* across all divisions providing services is to change the client groups into functioning bodies capable of conducting business. The divisions share a homogenous client need, a related set of activities, and a common purpose when managing non-profits; they share a program in effect.

When we talk about ***outcomes*** in this document, we are always talking about incremental changes in clients or client groups. It is important to understand that outcomes contribute to but are different from ***impact.*** Impact is a community wide phenomenon. It is the net result of all the outcomes of all those programs being offered in a specific geographic area, *including programs operating independently of the City.* Citywide goals are an expression of the impact the City wishes to have through its programs. It should also be recognized that others outside of municipal government hold some responsibility for contributing to the desired impact. This document reflects the contribution of each program's outcomes to specific impacts (goals).

In order to better understand the components of the logic models that follow this introduction, it may be helpful to provide some overall definitions. Outcome measurement as an evaluation tool deals with the logical relationships among *inputs, activities, outputs and outcomes.* ***Inputs*** are simply the resources that programs have at their disposal, including those that constrain them. Inputs -- the resources programs have -- include staff, volunteers, funding sources, specialized equipment, etc. They also include ordinances, regulatory bodies, accrediting standards, and all those structures that place boundaries on programs. ***Activities*** are the things programs actually *do* – to educate, to prepare, to update, to maintain, to repair, etc. Activities are obviously actions, not things. ***Outputs***, on the other hand, are very much *things.* They are the products emerging from activities. (If the activity, for example, is *to educate*, then the products might include the number of classes offered, the number of newsletters produced, or the number of

individual tutoring sessions engaged.) Outputs are the things that all programs track and benchmark annually in order to gauge productivity and cost-effectiveness. Outputs are always expressed as a number, a ***target***, reflecting the desired level of productivity required for the outcome.

The outcome measurement model does not abandon traditional benchmarking of outputs. In fact, it relies upon such measures to help in determining cost effectiveness. This model adds the benchmarking of outcomes as an additional dimension of programmatic evaluation so that cost effectiveness can be discussed in terms of tangible changes among clients or ***outcomes***. Like outputs, outcomes must also have a ***target***, a numerical expression of the desired level of change among clients. Targets are often not realistic until there are at least baseline data and, preferably, at least one year of benchmarking. During 1999 (when preparing the 2000 Budget), the City began the process of collecting data on outcomes using indicators established through the use of these logic models. ***Indicators***, of course, are nothing more than a quantitative measure of performance with a specific outcome. It is important to remember that indicators are not necessarily direct measures of changes in clients; they are often just indications of such changes, which is why it is best to cross validate findings and evaluations with multiple indicators.

A ***logic model*** is simply a format for expressing the progression from inputs to outcomes. It attempts to apply the *"if ...then"* proposition of logic. Within outcome measurement, the proposition should read something like this:

1. if a program has these inputs (resources and constraints), then it can engage these activities (actions);
2. if it engages these activities, then it can produce these outputs (things);
3. if it produces these outputs, then it will effect these outcomes (changes);
4. if it effects these outcomes, then it will contribute to these citywide goals.

Included as an integral part of the logic model is the linkage between each program's outcome (representing departmental goals and objectives) and the corresponding citywide goal(s). The City's eight broad goals (as outlined earlier in this document) are repeated here for the reader's ease. Each logic model references the citywide goals using a letter which would correspond as follows:

GOAL A: The Community's Economy

Improve South Bend's economy to ensure a vigorous local business climate; ample employment, business and investment opportunities for all our customers; and a tax base that is sufficient to meet the needs of the City, its residents and other customers.

GOAL B: The Community's Public Safety and Civility

Improve South Bend's public safety and civility to ensure that every resident and other customers can live, work, play, run a business and raise a family in a humane, pleasant and safe environment; have adequate, affordable and timely access to all forms of emergency services; and can contribute and participate in a community where people of different backgrounds live in mutual respect and harmony.

GOAL C: The Community's Quality of Life

Improve South Bend's quality of life to ensure that every resident and every family can earn an adequate income; secure adequate housing; live in a safe, pleasant and humane neighborhood; enjoy a wide range of social, cultural and recreational opportunities; and have access to quality educational and medical services within an excellent natural and manmade environment.

GOAL D: Trust in City Government

Improve residents' trust in City government to ensure that South Bend has a broad base of consensus and support on which to build the future; a strong foundation for collaborative action and community partnerships; and an increase in resident and customer participation in the daily public life of the community.

GOAL E: The City's Responsiveness, Efficiency, and Effectiveness

Improve the responsiveness, efficiency and effectiveness of City government to ensure that the City's customers get the value they expect and deserve.

GOAL F: The City's Infrastructure

Improve the City's infrastructure to ensure that South Bend can support physical growth and economic development; and offer an excellent quality of life to all of its residents and other customers.

GOAL G: The City's Financial Condition

Improve the financial condition of City government to ensure that South Bend has the financial resources necessary to achieve all its goals for the next five years.

GOAL H: The City's Workforce

Improve the City government's existing workforce, work environment and human development systems to ensure that South Bend has the human resources necessary to achieve all its goals for the next five years.

The logic models contained in this publication represent the City's third year of utilizing this measurement process. Outcome measurement assumes that all benchmarked data (outputs and outcomes) will elicit continual discussion of each and every program. It is the hope of all who have invested time and energy into the development of outcome measurement for the City that this process will not only make performance based budgeting more useful but that it will also qualitatively enrich the lives of the City's residents.

Following this introduction is a table of contents for this section which has been included to provide easy access to specific department logic models. The table of contents is followed by a citywide organizational chart which provides an overview of all city functions. The remainder of this section is divided by department. Each department begins with an organizational chart and then is followed by program budgets. These budgets are summarized by major budget classification (first by funding source and then by individual program) and include both 2003 and 2002 budgets as well as 2002 and 2001 actual costs for comparative purposes. Logic models for all programs follow their respective program budget summaries.

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Department/Division
2003 Program/Performance Based Budget
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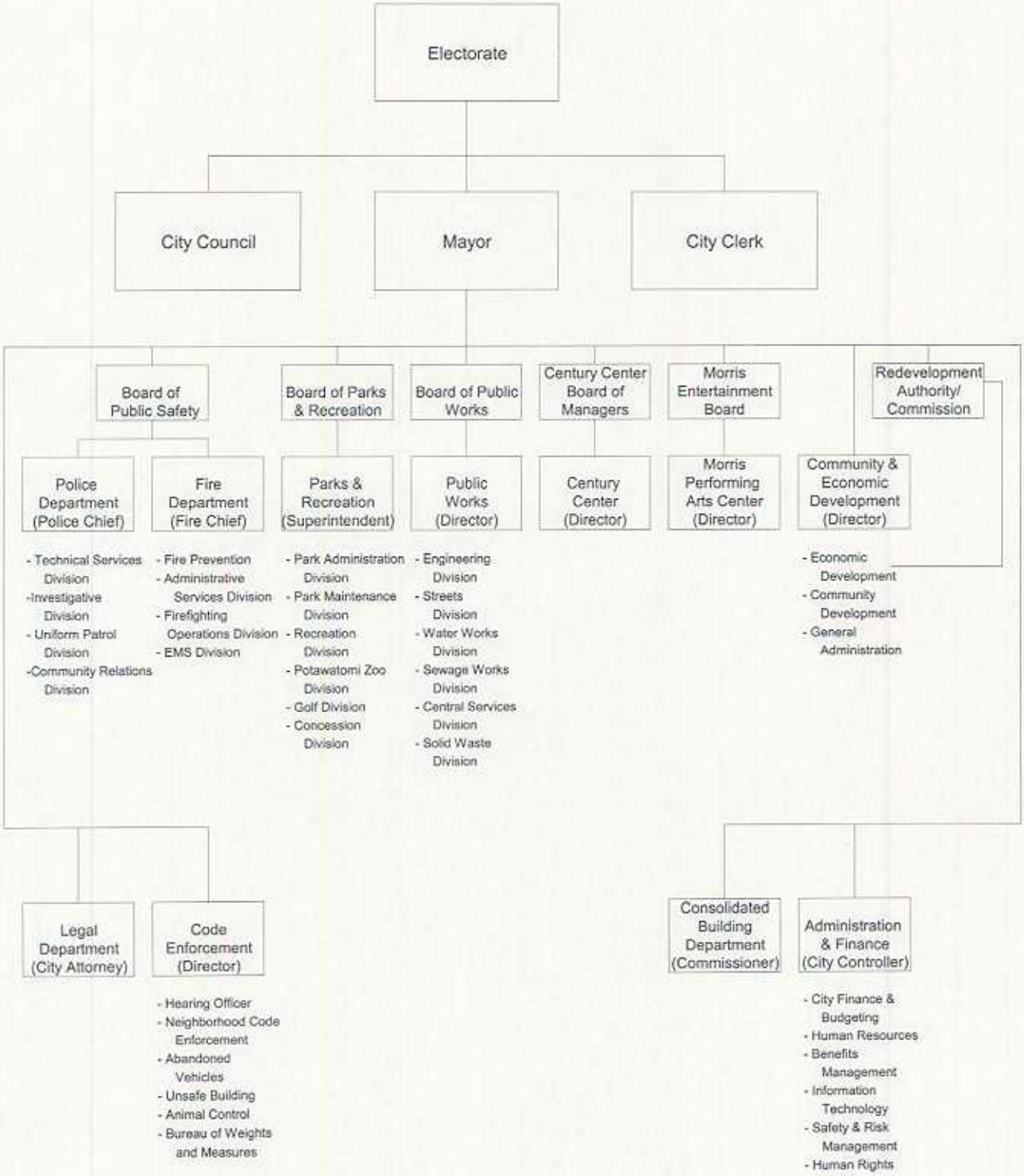
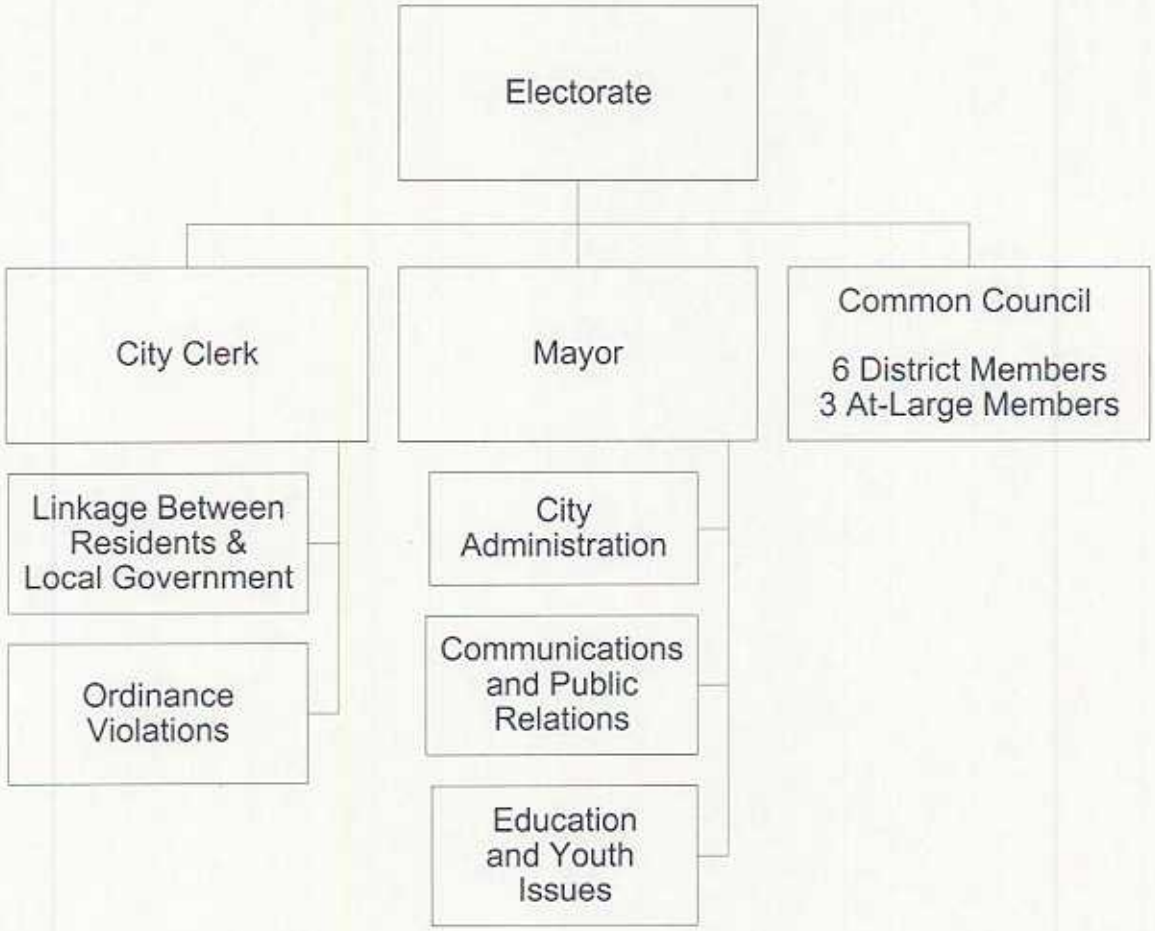
CITY OF SOUTH BEND ORGANIZATIONAL CHART



ELECTED OFFICIALS



ELECTED OFFICIALS

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Mayor's Office					
Personal Services	464,750	516,620	538,031	556,699	10.00
Supplies	16,361	23,234	16,343	22,343	
Other Services	77,342	90,836	102,023	109,513	
Capital	0	11,800	12,500	0	
Other Uses	353	293	293	377	
	558,806	642,783	669,190	688,932	
City Clerk' Office					
Personal Services	199,268	207,896	216,480	225,312	5.00
Supplies	8,142	6,398	12,054	12,054	
Other Services	27,157	27,563	59,244	59,616	
Other Uses	243	185	185	205	
Capital	675	0	0	0	
	235,485	242,042	287,963	297,187	
Common Council					
Personal Services	180,560	184,736	193,817	193,426	9.00
Supplies	836	1,103	3,553	3,553	
Other Services	83,832	67,276	99,261	211,649	
Other Uses	661	274	274	296	
Capital	1,787	173	0	0	
	265,889	253,389	296,905	408,924	
TOTAL ELECTED OFFICIALS	1,060,180	1,138,214	1,254,058	1,395,043	24.00

PROGRAM BUDGETS:

MAYOR'S OFFICE - CITY ADMINISTRATION					
Personal Services	316,244	351,539	365,861	384,619	7.00
Supplies	12,925	18,355	12,911	12,911	
Other Services	35,577	41,784	46,931	50,376	
Other Uses	326	269	278	358	
Capital	0	11,800	12,500	0	
	365,072	423,747	438,481	448,264	
MAYOR'S OFFICE - COMMUNICATIONS AND PUBLIC RELATIONS					
Personal Services	92,950	103,324	107,606	111,306	2.00
Supplies	1,472	2,090	1,471	1,471	
Other Services	34,804	40,876	45,910	49,281	
Other Uses	27	24	15	19	
	129,253	146,314	155,002	162,077	

ELECTED OFFICIALS

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
MAYOR'S OFFICE - EDUCATION AND YOUTH ISSUES					
Personal Services	55,770	61,584	64,564	66,780	1.00
Supplies	1,963	2,789	1,961	1,961	
Other Services	6,961	8,176	9,182	9,850	
	64,694	72,549	75,707	78,591	
CITY CLERK - LINKAGE BETWEEN RESIDENTS AND LOCAL GOVERNMENT					
Personal Services	169,378	176,712	179,678	187,009	3.50
Supplies	5,537	4,351	7,956	7,956	
Other Services	17,380	17,640	23,698	23,846	
Other Uses	243	185	185	205	
Capital	675	0	0	0	
	193,213	198,888	211,517	219,016	
CITY CLERK - ORDINANCE VIOLATIONS BUREAU					
Personal Services	29,890	31,184	36,802	38,303	1.50
Supplies	2,605	2,047	4,098	4,098	
Other Services	9,777	9,923	35,546	35,770	
	42,272	43,154	76,446	78,171	
COMMON COUNCIL					
Personal Services	180,560	184,736	193,817	193,426	9.00
Supplies	836	1,103	3,553	3,553	
Other Services	81,832	67,276	99,261	211,649	
Other Uses	661	274	274	296	
Capital	1,787	173	0	0	
	265,676	253,562	296,905	408,924	
TOTAL PROGRAMS	1,060,180	1,138,214	1,254,058	1,395,043	24.00

MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION

Program Purpose: To provide leadership for the City of South Bend through operational support for departments, policy development and implementation, promotion of community partnerships and accessibility for all residents

Clients: Residents, Council Members, Department Managers, City Employees, Community Organizations and Community Leaders

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 7 FTE • Interns and Volunteers • 2003 Budget: $448,264	Coordinate interdepartmental communication Communicate with Department Managers	22 Department Head meetings held 48 Strategic Action Team meetings held 24 City Management Team meetings held 46 Employee "Hot Sheets" distributed One-on-one meetings held as needed	Department Managers and City employees will receive information regarding community needs and issues. Department Managers will have access to key internal partnerships.	Goals E and H Goals E and H	Percent of participants in attendance Number of "Hot Sheets" distributed
	Coordinate strategic planning	City goals revised as needed Programs developed as needed Capital Improvement Plan (CIP) revised as needed Operational Budget Guidelines developed as needed	Department Managers will be provided information regarding the City's long-range plans. Department Mangers will have financial resources to administer their programs consistent with the City's long-range plans.	Goals A, B, C, D, E, F, G and H Goals A, B, C, D, E, F, G and H	Number of City goals modified Percent of departmental budgets approved Number of CIP review meetings held Number of new programs implemented The level which residents rate the City government in the area of leadership - (1) low / (5) high

–Continued–

MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Administer policy	Policies and procedures reviewed as needed Policies and procedures revised as needed Policies and procedures developed as needed	Department Managers will be knowledgeable of City policies and procedures. Department Managers will have clear direction on implementing daily activity.	Goals E and H Goals E and H	Number of policies and procedures revised Number of policies and procedures developed
	Communicate with Council Members	Meetings conducted as needed Correspondence written as needed Phone calls made as needed	Council Members will be informed of community needs and issues. Council Members will make informed decisions consistent with City goals.	Goals D and E Goals D and E	Number of City Council contacts made Number of ordinances approved by Mayor
	Coordinate inter-organizational communications	48 Neighborhood Task Force meetings coordinated 24 CommUnity Religious Effort (CURE) meetings held Follow-up meetings coordinated as needed Correspondence written as needed Phone calls made as needed	Community organizations will be informed of City needs and issues. Community organizations will have access to key partnerships. Community organizations will work together to resolve City needs and issues.	Goals B, C, D and E Goals B, C, D and E Goals B, C, D and E	Number of Neighborhood Task Force meetings held Number of Neighborhood Task Force issues addressed Number of Neighborhood Task Force issues resolved Number of CURE meetings held Number of new community organizations involved

–Continued–

MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Respond to residents' concerns	Residents responded to as needed Referrals provided as needed 6 Mayor's Night Outs/Neighborhood Walks facilitated	Residents will have their concerns responded to in a timely manner. Residents will be informed of community programs and services.	Goals D and E Goals D and E	Number of concerns received Percent of responses made within 24 hours Number of concerns addressed The level which residents rate the City's employees (across departments) in the area of doing their job well - (1) low / (5) high
	Facilitate business meetings	12 Business Roundtable meetings facilitated Business meetings facilitated as needed	Community leaders will have the opportunity for dialogue on community needs and issues.	Goals A, B, C, D and E	Numbers of business meetings facilitated Number of community board meetings attended The level which residents rate the Mayor's office as satisfactory - (1) low / (5) high
	Represent City on community boards	32 Community boards represented			

MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percent of participants in attendance	92%	92%	92%	92%	92%
Number of "Hot Sheets" distributed	41	37	44	45	40
Number of City goals modified	As needed	As needed	As needed	As needed	As needed
Percent of department budgets approved	100%	100%	100%	100%	100%
Number of CIP review meetings held	8	7	8	10	10
Number of new programs implemented	18	As needed	As needed	As needed	As needed
The level which residents rate the City government in the area of leadership - (1) low / (5) high	N/A	N/A	N/A	4.8	4.8
Number of policies and procedures revised	As needed	As needed	As needed	As needed	As needed
Number of policies and procedures developed	As needed	As needed	As needed	As needed	As needed
Number of City Council contacts made	830	860	887	1,000	1,000
Number of ordinances approved by Mayor	100%	100%	100%	100%	100%
Number of Neighborhood Task Force meetings held	44	45	47	46	46
Number of Neighborhood Task Force issues addressed	425	250	240	300	350
Number of Neighborhood Task Force issues resolved	400	240	240	300	350

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MAYOR'S OFFICE
PROGRAM: CITY ADMINISTRATION
(Continued)

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of CURE meetings held	22	22	22	22	22
Number of new community organizations involved	3	7	3	4	4
Number of concerns received	7,950	7,488	7,188	7,000	7,000
Percent of responses made within 24 hours	94%	93%	93%	94%	100%
Number of concerns addressed	100%	100%	100%	100%	100%
The level which residents rate the City's employees (across departments) in the area of doing their job well - (1) low / (5) high	N/A	N/A	N/A	4.5	4.5
Number of business meetings facilitated	48	45	46	48	50
Number of community board meetings attended	295	330	347	360	360
The level which residents rate the Mayor's office as satisfactory	N/A	N/A	N/A	4.5	4.5

MAYOR'S OFFICE
PROGRAM: COMMUNICATIONS & PUBLIC RELATIONS

Program Purpose: To enhance and promote City relations within our immediate community and beyond
Clients: Residents, Community Agencies and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • 2003 Budget: $162,077	Coordinate media opportunities Coordinate public relations opportunities Coordinate speeches	104 Media alerts produced 104 Media releases produced 104 Media conferences scheduled 5 Media contacts developed 104 Media follow ups completed 26 Payroll notices produced 2 Written materials produced to promote the City 6 Written materials produced to educate the community 12 Updates made to webpage 24 Speeches scheduled 24 Speeches delivered	Residents will be informed of City services and programs. Community agencies will gain increased community awareness. Residents will be provided with information regarding the Mayor's vision and policies.	Goals D and E Goals C and D Goals D and E	Number of times the City, Mayor or Department is covered by the media Number of times community agencies are covered by the media as a result of City efforts
	Participate in recognition and community events	100 Proclamations prepared 25 Proclamations presented 35 Letters of recommendation, support and welcome prepared 300 Recognition events attended 40 Keys to the City presented 35 Meetings attended 16 Dinners/luncheons attended 12 Community events attended	Residents and community agencies will benefit from City participation in community sponsored events. Residents will be made aware of community contributions leading to enhanced quality of life.	Goals C and D Goals C and D	Number of formal public relation opportunities per week Number of people and organizations recognized by the City

–Continued--

MAYOR'S OFFICE
PROGRAM: COMMUNICATIONS & PUBLIC RELATIONS
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Participate in state, national and international events	4 State events attended 2 National events attended 1 International events attended	City will receive recognition at broader levels.	Goal D	Number of state, national and international events in which the City participates
	Coordinate City employees' participation in community events	4 Fund raising events coordinated 4 Other events coordinated 80 Employee participants	Community agencies will benefit from staff support provided by City employees. Community agencies will gain financial support through donations.	Goals C, D and E Goals C, D and E	Amount of funds collected through City involvement Number of volunteer hours donated by City employees Number of agencies receiving support

MAYOR'S OFFICE
PROGRAM: COMMUNICATIONS & PUBLIC RELATIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of times the City, Mayor or Department is covered by the media	150	415	1,196	300	300
Number of times community agencies are covered by the media as a result of City efforts	35	30	40	40	40
Number of formal public relation opportunities per week	4	4	4	4	4
Number of people and organizations recognized by the City	316	276	570	300	300
Number of state, national and international events in which the City participates	8	13	11	11	12
Amount of funds collected through City involvement	$2,500	$1,500	$3,200	$3,000	$3,000
Number of volunteer hours donated by City employees	90	500	250	250	200
Number of agencies receiving support	9	20	15	10	10

MAYOR'S OFFICE
PROGRAM: EDUCATION AND YOUTH ISSUES

Program Purpose: To provide leadership and support for youth service and program providers and to promote collaboration in providing education and recreational programming for youth

Clients: Youth, Local Schools and Youth Program Providers

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • Volunteers • 2003 Budget: $78,591	Compile information on youth programs and providers Refer youth to community programs	40 Youth program providers identified 60 Youth programs identified Database of program providers inventoried Referrals made as needed	Youth, local schools and youth program providers will have access to information on youth programs and their providers. Youth will be referred to appropriate youth service programs. Youth will participate in youth service programs.	Goals C and E Goals C and E Goal C	Number of youth service providers Number of youth service programs Number of youth participants
	Develop collaboration	10 Community meetings organized 55 Community meetings attended 40 Youth program providers participating	Youth program providers will have access to key partnerships. Youth programs providers will work together to address youth issues.	Goal C Goal C	Number of meetings held Number of youth program providers involved Number of new youth program providers involved
	Provide after school grant programs	16 After school programs 300 Youth participants	Youth will have access to safe and high quality after school programs.	Goal C	Number of after school grant applications distributed Number of after school grant applications received Number of after school grants awarded Dollar amount of after school programs awarded

MAYOR'S OFFICE
PROGRAM: EDUCATION AND YOUTH ISSUES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of youth service providers	55	60	60	60	100
Number of youth service programs	78	80	80	80	250
Number of youth participants	1,600	2,000	2,000	2,000	5,000
Number of meetings held	20	20	8	10	10
Number of youth program providers involved	55	60	60	60	100
Number of new youth program providers involved	20	30	30	30	100
Number of after school grant applications distributed	400	420	410	400	420
Number of after school grant applications received	41	34	30	30	50
Number of after school grants awarded	17	18	18	20	20
Dollar amount of after school programs awarded	$150,000	$150,000	$150,000	$150,000	$150,000

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

Program Purpose: To serve as a resource of information and referral; to serve as historian; store and preserve records for future generations

Clients: Residents Seeking Information and Referral Services, Common Council and Petitioners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3.50 FTE • External Providers: Common Council, Legal Department, Police Department, Ampco, Code Enforcement, Petitioners • Laws/Regulations: Federal, State and Local • 2003 Budget: $219,016	Certify documents Notarize documents Answer inquiries and references Provide staff support for Common Council Administer oaths Prepare legal advertisements Maintain code books Maintain preservation of laws/records Perform marriages	* Certified documents issued, such as: 3 Minutes 114 Designating/confirming tax abatements 90 Rezonings 45 Annexations 50 Vacations 49 Court certifications 32 Compliance of benefit statements (CFI's) 24 Statement of Benefits Forms All ballots of election 23 "Oaths of Office" or member of Board/Commissions administered 182 Legal advertisements and notices prepared 64 Dispersal and money collection for Municipal Code book inserts made (four times a year) All information and referrals served All petitioners served 24 Minutes of Common Council meetings 24 Council agendas and meeting packets prepared 143 Common Council Committee notices prepared	Clients will have increased knowledge of information provided by our staff. Clients will have access to appropriate documents. Clients will have access to accurate and efficient record keeping of historical records. Clients will have access to complete information that incorporates the use of modern technology. Petitioners will have greater knowledge of the process on how to file a petition. Council will be provided with a number of viable petitioners. Council will be provided with appropriate information needed to conduct public meetings. Council will have recorded and preserved meeting minutes. Clients will have recorded and preserved laws passed by Council. Council will have tools and administrative support to do their jobs.	Goal E Goal E Goal E Goal E Goal E Goals E and H Goals E and H Goal E Goals E and H Goal E	Number of transactions that are preserved and stored Percentage of petitioners that file successfully Number of recorded laws passed by Council Number of meeting minutes recorded

* Double for entire 2002

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of transactions that are preserved and stored	1,010	1,000	1,000	1,000	1,000
Percentage of petitioners that file successfully	100%	100%	100%	100%	100%
Number of recorded laws passed by Council	450	500	500	500	500
Number of meeting minutes recorded	75	75	75	75	75

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

Program Purpose: Collection of ordinance violations, fines and penalties
Clients: City Departments, Residents and Visitors Cited for Violations

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1.50 FTE • External Providers: Legal Department, Code Enforcement, Ampco, Police Department, Park Police, Small Claims, County Clerk, Bureau of Motor Vehicles - Indiana and Michigan, SBA, HTE • Laws/Regulations: Federal, State and Local • 2003 Budget: $78,171	Collect fines and penalties Record violations Maintain files Send notices and letters Maintain payment plans Correspond with Bureau of Motor Vehicles Maintain reports Answer information and referral calls Service counter clients Balance deposits daily	9,453 Citations entered $250,220 Billed out 1,084 Voided violations processed 7,656 Letters/notices sent	Residents and visitors will have a place to pay citations and have their questions answered. Residents will have increased knowledge of OVB procedures. City Departments will have their outstanding citations collected and applied to proper accounts. Clients will have information and referral inquiries serviced appropriately.	Goal E Goal E Goal E Goal E	Percentage of citations voided to citations written Percentage decrease in the number of citations written Percentage decrease in number of client complaints Percentage of clients with repeat tickets
		4 Disks for request of license ownership with addresses sent to Bureau of Motor Vehicles in Indiana and Michigan 1,848 Names and addresses of violators found	City Departments will have located and identified license owners who were previously unknown at time of issued citation.	Goal E	Percentage of citations collected from the efforts of identifying previously unknown offenders
	Reconcile records with Legal, Code Enforcement and Small Claims Forward appeals to Legal Department	All uncollected citations sent to Legal Department for collection through Small Claims Court: 2,387 Cases sent to Legal Department 179 Cases went to Small Claims 1,148 Appeal Forms sent to Legal Department	City Departments will have their citations paid. City Departments will be represented by Legal Department, which either pursues in court or works out payment agreement.	Goal E Goal E	Percentage of citations sent to Legal Department vs. citations collected

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of citations voided to citations written	10%	15%	19%	5%	5%
Percentage decrease in the number of citations written per year	3.4%	15%	1%	5%	5%
Percentage decrease in number of client complaints per year	50%	75%	24%	85%	85%
Percentage of clients with repeat tickets	35%	25%	25%	25%	25%
Percentage of citations collected from the efforts of identifying previously unknown offenders	75%	78%	78%	100%	100%
Percentage of citations sent to Legal Department vs. citations collected	10%	8%	8%	5%	5%

COMMON COUNCIL
PROGRAM: MUNICIPAL LEGISLATION / RESIDENT REPRESENTATION

Program Purpose: To pass legislation which serves the residents of South Bend and work cooperatively with the City administration in the overall best interests of the City

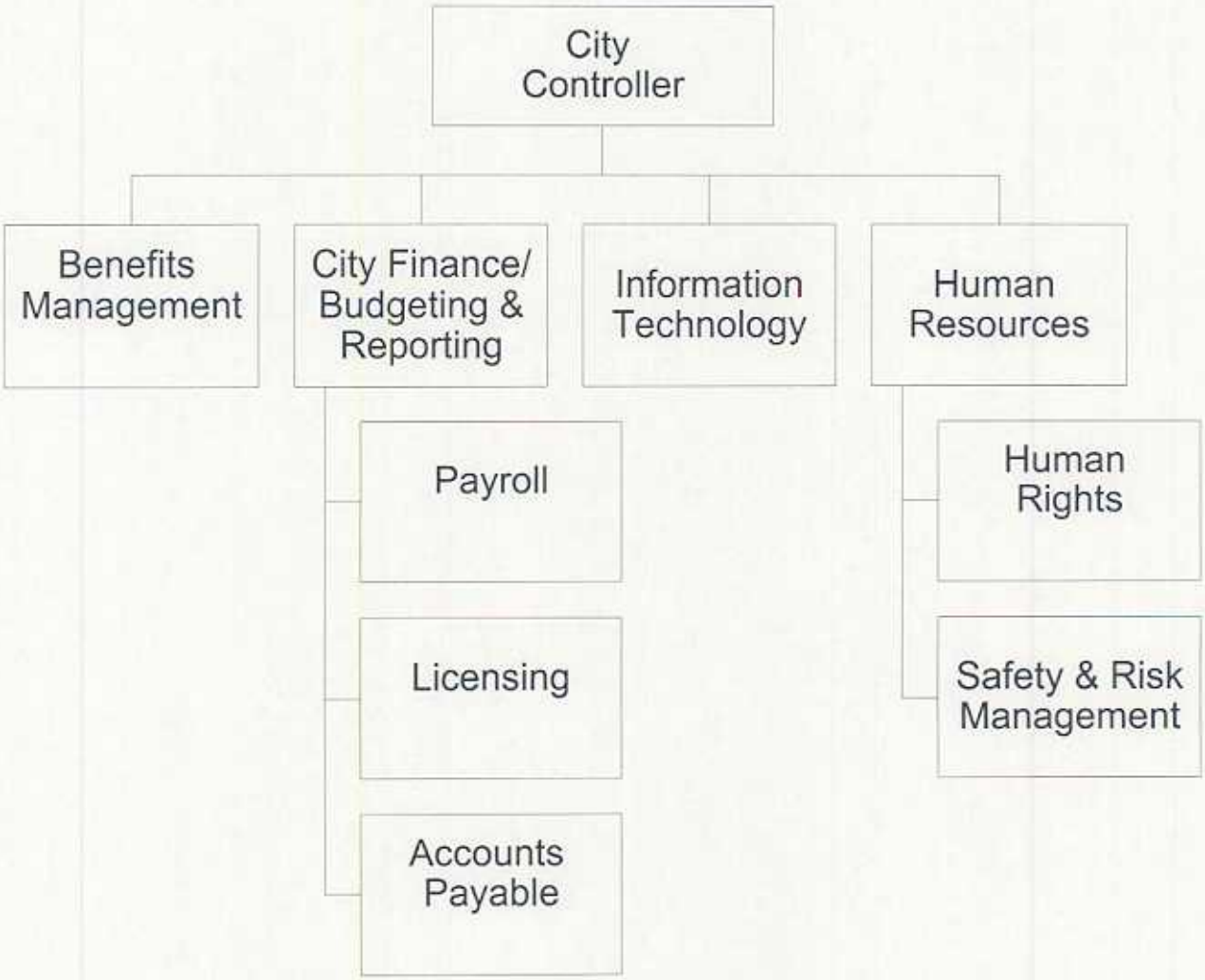
Clients: Residents of South Bend, Neighborhood Organizations and Business Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 9 Council Members 1 Council Attorney • External Providers: All Departments of the City of South Bend • Laws/Regulations: City Ordinances • 2003 Budget: $408,924	Develop better communication with City administration and City Clerk Hold monthly Council President/Mayor meetings Enact ordinances Develop better accountability to taxpayers Adopt resolutions Hold Council Administration retreat Hold public hearings Develop proactive activities Respond to residents regarding City operations Oversee City operations on behalf of residents Adopt policy and set priorities for City Conduct neighborhood meetings Hold standing committee hearings of Council's 11 standing committees Represent residents on boards, commissions, at events and activities Create a youth advisory council Enhance Council web page Develop a Council brochure Hold quarterly meetings with state legislators	88 Ordinances passed 91 Resolutions adopted 102 Committee hearings held: 14 Public Works & Property Vacates 6 Utilities 5 Parks & Recreation 4 Residential Neighborhoods 23 Zoning & Annexation 22 Community & Economic Development 10 Health & Public Safety 18 Personnel & Finance All neighborhood meetings held as needed	Residents will have more outreach opportunities developed for them. Residents will have Council provide policy direction to the City Administration in the implementation and evaluation of various City programs. Residents will have Council preserve and improve the City's infrastructure and economic base. Residents, neighborhood organizations and business owners will have enhanced communications through meetings and other initiatives.	Goal E Goal E Goal E Goal E	The level which residents rate the City's fiscal condition - (1) low / (5) high City's bond rating Number of recreational classes, special events, leagues offered The level which residents rate the City's infrastructure - (1) low / (5) high Crime statistics Fire rating - Insurance Service Organization City population City assessed valuation Jobs created City housing starts

COMMON COUNCIL
PROGRAM: MUNICIPAL LEGISLATION / RESIDENT REPRESENTATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
The level which residents rate the City's fiscal condition - (1) low / (5) high	N/A	N/A	N/A	N/A	4.8
City's bond rating	AA	AA	AA	N/A	AAA
Number of recreational classes, special events, leagues offered	447	500	N/A	N/A	550
The level which residents rate the City's infrastructure - (1) low / (5) high	N/A	N/A	N/A	N/A	4.7
Crime statistics	Violent: 798	880	820	N/A	350
	Non-Violent: 7,754	8,288	7,426	N/A	3,250
Fire rating - Insurance Service Organization	3	3	3	N/A	2
City population	107,789	108,000	108,000	N/A	125,000
City assessed valuation	$646,632,596	$638,353,000	$1,958,834,827	N/A	As needed
Jobs created	540	625	366	N/A	900
City housing starts	160	160	107	N/A	200

ADMINISTRATION & FINANCE



ADMININSTRATION AND FINANCE DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Controller's Department					
Personal Services	839,815	920,966	1,013,987	1,049,487	17.00
Supplies	31,554	34,611	35,543	35,543	
Other Services	365,732	363,609	418,052	361,064	
Other Uses	1,253	801,163	1,163	1,305	
Capital	2,825,345	2,522,698	2,133,400	1,544,700	
	4,063,699	4,643,047	3,602,145	2,992,099	
Human Rights Commission					
Personal Services	190,573	199,873	207,665	214,218	5.00
Supplies	4,278	3,441	6,131	6,131	
Other Services	21,425	32,798	36,880	43,022	
Other Uses	123	111	111	124	
	216,399	236,223	250,787	263,495	
SPECIAL REVENUE FUND:					
Human Rights - Federal Fund Programs					
Personal Services	63,455	69,249	71,781	74,567	2.00
Supplies	2,698	2,836	2,800	2,800	
Other Services	62,729	107,564	53,788	63,155	
Other Uses	3,070	2,769	2,769	2,872	
	131,952	182,418	131,138	143,394	
INTERNAL SERVICE FUNDS:					
Liability Insurance Premium (Safety & Risk Mgt)					
Personal Services	45,966	71,642	76,403	79,719	2.00
Supplies	5,558	7,134	5,583	5,583	
Other Services	943,221	1,673,913	1,101,810	1,480,517	
Other Uses	34,924	35,418	35,418	40,049	
	1,029,669	1,788,107	1,219,214	1,605,868	
Self-Funded Employee Benefits					
Personal Services	77,968	81,673	89,997	93,835	2.00
Supplies	2,768	2,554	7,612	7,612	
Other Services	7,746,114	8,539,476	7,637,526	7,702,452	
Other Uses	135,620	132,387	132,387	162,548	
	7,962,470	8,756,090	7,867,522	7,966,447	
TOTAL ADMINISTRATION & FINANCE	13,404,189	15,605,885	13,070,806	12,971,303	28.00

PROGRAM BUDGETS:

CITY FINANCE / BUDGETING AND REPORTING					
Personal Services	321,185	351,743	358,305	370,482	6.50
Supplies	19,986	22,156	22,615	22,615	
Other Services	131,245	124,800	169,558	179,775	
Other Uses	1,253	801,163	1,163	1,305	
	473,669	1,299,862	551,641	574,177	

ADMININSTRATION AND FINANCE DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
HUMAN RESOURCES					
Personal Services	153,903	161,191	164,198	169,779	4.50
Supplies	7,479	8,343	8,165	8,165	
Other Services	88,936	82,116	96,408	102,039	
	250,318	251,650	268,771	279,983	
INFORMATION TECHNOLOGIES					
Personal Services	243,859	312,978	318,817	329,653	6.00
Supplies	4,089	4,112	4,763	4,763	
Other Services	145,551	156,693	152,086	74,598	
	393,499	473,783	475,666	409,014	
SAFETY & RISK MANAGEMENT					
Personal Services	45,966	71,642	76,403	79,719	2.00
Supplies	5,558	7,134	5,583	5,583	
Other Services	943,221	1,673,913	1,101,810	1,480,517	
Other Uses	34,924	35,418	35,418	40,049	
	1,029,669	1,788,107	1,219,214	1,605,868	
BENEFITS MANAGEMENT					
Personal Services	77,968	81,673	89,997	93,835	2.00
Supplies	2,768	2,554	7,612	7,612	
Other Services	7,746,114	8,539,476	7,637,526	7,702,452	
Other Uses	135,620	132,387	132,387	162,548	
	7,962,470	8,756,090	7,867,522	7,966,447	
HUMAN RIGHTS					
Personal Services	254,028	269,122	279,446	288,785	7.00
Supplies	6,976	6,277	8,931	8,931	
Other Services	84,154	140,362	90,668	106,177	
Other Uses	3,193	2,880	2,880	2,996	
	348,351	418,641	381,925	406,889	
CITY-WIDE EXPENDITURES (not included in above programs)					
Personal Services	120,869	95,054	172,667	184,225	n/a
Capital	2,825,345	2,522,698	2,133,400	1,544,700	
	2,946,214	2,617,752	2,306,067	1,728,925	
TOTAL PROGRAMS	13,404,190	15,605,885	13,070,806	12,971,303	28.00

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

Program Purpose: To provide quality financial management services for the City and to ensure prudent use and maintenance of the City's financial resources and physical assets

Clients: City Managers (Mayor, Department Heads and other Managers), Common Council, Residents, Financial Investors, All City Employees, Pensioners and Vendors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 6.5 FTE • Accounting Software and Personal Computers • Laws / Regulations / Accounting Standards: Federal, State and Local • 2003 Budget: $574,177	Coordinate the preparation of the City's Annual Operating and Capital Budgets	1 City-wide Annual Operating Budget 1 City-wide Annual Capital Budget 1 City-wide Five Year Capital Plan	City Managers and Common Council will become better informed of the City's financial condition. City Managers and Common Council will make more informed decisions regarding financial efficiency. Residents and Financial Investors will become better informed of the City's financial condition. Residents and Financial Investors will show acceptable levels of satisfaction in regards to the prudent use of the City's financial resources and physical assets.	Goal G Goal G Goals D, E and G Goals D, E and G	Percentage of Funds that perform within budgetary guidelines Adequate Cash Reserves as a percentage of operating expenditures are maintained Average number of days needed to distribute the monthly Fund Cash Report Percentage of Funds that accurately forecast actual results within a 5% margin The City is awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its CAFR The City is presented the Distinguished Budget Presentation Award from the GFOA for its annual Budget Book Maintain or improve the current "AA" credit rating for the City's General Obligation Bonds The level which residents rate the City in the area of responsibility with tax dollars - (1) low / (5) high
	Prepare annual financial reports and necessary supplemental information	1 Audited Comprehensive Annual Financial Report (CAFR)			
	Coordinate the issuance of City debt and monitor debt capacity	All financing needs addressed			
	Coordinate process of forecasting City-wide revenue and expenditures	4 Monthly forecasts performed for current year Ongoing multi-year forecast updated throughout the year			
	Provide direction and support to City Managers and Common Council regarding all financial manners	Performed as needed			
	Provide staff assistance for a variety of special projects aimed at improving organizational performance	Performed as needed			
	Reconcile cash receipts and revenue to Treasurer's Office/Bank Statements	12 Month-end Cash Balance Reports completed			
	Invest the City's available cash	All available cash is invested			
	Maintain fund accountability for all City Funds	37 Budgeted funds maintained			
	Maintain accountability for all City Fixed Assets	1 Listing of Fixed Assets prepared for Audit			
	Calculate monthly telephone billing reimbursements	41 Departments billed on a monthly basis			

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ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: CITY FINANCE / BUDGETING AND REPORTING
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Prepare payroll checks and pension checks	26 Employee payroll runs completed 12 Pension payroll runs completed	Vendors, all City employees and pensioners will be paid on a timely and accurate basis.	Goal E	Number of errors and/or corrections needed to be made on payroll and accounts payable documents Number of accounts payable and payroll runs processed on time
	Process accounts payable invoices and debt service payments	52 Accounts payable runs completed			
	Comply with all state and federal tax withholding requirements and other payroll deductions	2,161 Year-end W-2 Forms filed 4 Quarterly 941-Forms filed 12 Monthly State and County Tax Forms filed 730 Year-end 1099-Forms filed			
	Coordinate the issuance of licenses for City regulated businesses	450 Restaurant licenses issued 96 Auto Repair & Service Center licenses issued 36 Entertainment licenses issued 204 Miscellaneous licenses issued	Residents will experience a safer environment as a result of enforcing the City's ordinances.	Goal B	Number of licenses revoked Number of licenses denied

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of Funds that perform within budgetary guidelines	100%	100%	100%	100%	100%
Adequate Cash Reserves as a percentage of operating expenditures are maintained	18%	15%	15%	15%	15%
Average number of days needed to distribute the monthly Fund Cash Report	6	4 Days	3 Days	3 Days	3 Days
Percentage of Funds that accurately forecast actual results within a 5% margin	96%	97%	98%	100%	100%
The City is awarded a certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its CAFR	Yes	Yes	Yes	Yes	Yes
The City is presented the distinguished Budget Presentation Award from the GFOA for its annual Budget Book	Yes	Yes	Yes	Yes	Yes
Maintain or improve the current "AA" credit rating for the City's General Obligation Bonds	"AA"	"AA"	"AA"	"AAA"	"AAA"
The level which residents rate the City in the area of responsibility with tax dollars - (1) low / (5) high	N/A	N/A	N/A	N/A	4.8

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ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: CITY FINANCE / BUDGETING AND REPORTING
(Continued)

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of errors and/or corrections needed to be made on payroll and accounts payable documents	A/P: 60	43	25	24	0
	Payroll: 30	26	15	10	0
	Pensioners: 4	3	1	0	0
Number of accounts payable and payroll runs processed on time	A/P: 52	52	52	52	52
	Payroll: 26	26	26	26	26
	Pensioners: 12	12	12	12	12
Number of licenses revoked	3	0	0	0	0
Number of licenses denied	43	38	10	10	5

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: HUMAN RESOURCES

Program Purpose: To serve our clients fairly and equitably while administering policies and procedures
Clients: City Employees, Applicants, Retirees, Former City Employees, City Managers and Community Hiring Program Participants

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4.5 FTE • Personnel Policies and Procedures • Employment Law: State, Federal and Local • Labor Union - Teamsters' Contract • 2003 Budget: $279,983	Facilitate employment-related training	4 New employee orientations held 16 Policies and procedures review sessions held at City Management Team Meetings Individual Department meetings held as requested 1 Interview training session held 1 Discrimination/Diversity training session held 1 Biannual retirement planning session held	City employees and retirees will become more knowledgeable regarding employment practices within the City. City employees and retirees will effectively utilize the knowledge gained to make informed decisions. City employees, applicants, retirees and former City employees will experience fair and equitable treatment.	Goal H	Number of City employees who receive training provided by Human Resources Staff Percentage of City employees that rate the training programs above average or better Number of Labor/Management meetings held
	Respond to questions regarding City policies and procedures	All questions asked are addressed			
	Coordinate Labor/Management meetings	4 Labor/Management meetings coordinated			
	Facilitate grievances and appeal hearings for non-bargaining and Teamster employees	All grievances and appeal hearings are heard		Goal H	Number of grievances filed at Human Resources Department level Number of grievances filed involving unfair and/or inequitable treatment Cost savings experienced through reduction of unemployment claims filed Number of changes to the Policy and Procedure Manual based upon unfair employment practices
	Facilitate hiring process and record keeping for all non-bargaining and Teamster employees	All non-bargaining and Teamster positions are filled 700 Employee files maintained All inquiries answered regarding employees' status		Goal H	
	Investigate and resolve unemployment claims filed by former City employees	All claims filed are resolved			
	Update and communicate all changes to personnel policies and procedures in order to maintain fair employment standards	All policies and procedures are updated as needed			

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ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: HUMAN RESOURCES
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Recruit qualified applicants by marketing the City	1 City-On-Display promotional program attended 15 Speaking engagements given 1 Internet site utilized 5 Job fairs attended Multiple media placements utilized: South Bend Tribune and other local newspapers Periodicals Professional and ethnical publications Universities, colleges and trade schools and high schools Neighborhood agencies/organizations	City Managers will have a diverse and qualified pool of applicants from which to fill vacant positions. Community Hiring Program participants will have exposure to City work experiences and general work skills.	Goal H Goal H	Number of applications received by the Human Resources Department Number of applicants hired Number of employees that leave the City during the initial probationary period Percentage of Community Hiring Program participants that rate the experience with the City as useful
	Participate in community hiring programs	21 Internships coordinated 6 Job shadowing assignments coordinated through South Bend Community Schools 12 Mock interviews coordinated for Workforce Development and Goodwill Industries			
	Provide job-specific training guidance	30 Training brochures/programs distributed to City departments 40 Hours of research pertaining to training programs outside the City	City employees will have access to training opportunities which enhances the quality of the City-wide workforce.	Goal H	Percentage of employees that take advantage of training programs

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: HUMAN RESOURCES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of City employees who receive employment training provided by the Human Resources Staff	850	950	900	1,000	950
Percentage of City employees that rate the training programs above average or better	95%	95%	90%	100%	100%
Number of Labor/Management meetings held	4	4	4	4	4
Number of grievances filed at Human Resources Department level	6	8	15	10	0
Number of grievances filed involving unfair and/or inequitable treatment	0	1	0	1	0
Cost savings experienced through reduction of unemployment claims filed	$5,100	0	0	$6,000	$8,000
Number of changes to the Policy and Procedure Manual based upon unfair employment practices	0	As deemed necessary	As deemed necessary	As deemed necessary	As deemed necessary
Number of applications received by the Human Resources Department	4,259	4,790	5,392	5,000	4,000
Number of applicants hired	Full Time: 172	114	108	As needed	As needed
	Part Time: 564	492	545	As needed	As needed
Number of employees that leave the City during the initial probationary period	5	7	8	6	0
Percentage of Community Hiring Program participants that rate the experience with the City as useful	95%	90%	100%	100%	100%
Percentage of employees that take advantage of training programs	70%	60%	85%	75%	100%

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: INFORMATION TECHNOLOGIES

Program Purpose: To create higher levels of efficiency and cost effectiveness by providing an integrated computer network and telecommunications system

Clients: All City Employees, Residents, the City and Visitors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 6 FTE • External Providers: Technical Support Training Instructors • City-wide Hardware and Software: AS/400 Midframe HTE Accounting Software Personal Computer Software • Telephone System • 2003 Budget: $409,014	Support computer software	400 Software packages installed All support requests answered	City employees will have access to appropriate and working technology resources.	Goals E and H	Percentage of time the AS/400 is not available during normal working hours Number of times the AS/400 "crashes" Percentage of time the telephone system is not available Percentage of employees with appropriate computer equipment (excluding those employees that do not require such equipment)
	Support computer hardware	582 Computers maintained			
	Set up and install new computers	143 New computers installed			
	Support AS/400 midframe computer and HTE software	280 Users on the AS/400 system 360 AS/400 backups performed 10 Upgrades performed			
	Administer programing of phones	All needed program changes completed			
	Coordinate phone installations and repairs	All phone installations completed All phone repairs completed			
	Administer voice mail system	All needed voice mail boxes created 770 voice mail boxes maintained			

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ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: INFORMATION TECHNOLOGIES
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Manage the City's computer networks including servers, printers, hubs, cables, modems, etc.	11 Local area networks supported 77 Printers connected 612 Computers and terminals connected 684 Network users 17 Departments connected 4,200 Network backups run per year All upgrades installed as needed $250,000 of computer equipment purchased	The City will experience an overall cost reduction as a result of City employees sharing network resources (i.e., hardware, software and expertise).	Goal G	Ratio of personnel required to maintain networks as a percentage of total number of users Percentage of time system is available during working hours
	Create Internet web pages	2,331 Web pages developed 183 Web pages revised	Residents and visitors will have access to information regarding departments and City-sponsored programs.	Goal E	Number of web "hits" per day

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: INFORMATION TECHNOLOGIES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of time the AS/400 is not available during normal working hours	0.01%	0.1%	0.01%	0.01%	0%
Number of times the AS/400 "crashes"	0	0	0	0	0
Percentage of time the telephone system is not available	0.01%	0.02%	0.01%	0.01%	0%
Percentage of employees with appropriate computer equipment (excluding those employees that do not require such equipment)	99%	99%	99%	99%	100%
Ratio of personnel required to maintain networks as a percentage of total number of users	1/140	1/140	1/150	1/150	1/140
Percentage of time network system is available during working hours	99.66%	99.8%	99.99%	99.9%	100%
Number of web "hits" per day	7,566	9,132	8,970	9,800	10,000

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: SAFETY/RISK MANAGEMENT

Program Purpose: To ensure a safe and drug/alcohol-free work environment for all City employees and to minimize the loss of City resources

Clients: All City Employees, the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • External Providers: Third Party Administrators Medical Providers Insurance Consultants • Laws/Regulations: Federal, State and Local • 2003 Budget: $1,605,868	Perform inspections to assess safety and health hazards and to monitor compliance	Indiana Occupational Safety and Health Administration (IOSHA) Safety Inspections performed: 15 Industrial Hygiene/noise sampling 28 Audits (Mock OSHA inspections) 15 Property/state boiler inspections	City employees will experience a safe and hazard-free work environment.	Goals B and H	Number of violations cited by regulatory bodies Number of repeated violations Number of work-related accidents Total cost of workers' compensation claims
	Conduct health and safety educational training programs and develop new training as needed	Training programs conducted: New hire orientation as needed 2 Confined training sessions 10 Blood-borne pathogen sessions 10 Hazardous communications training sessions 10 Personal protective equipment training sessions 4 Industrial forklift training sessions 2 Tree cutting removal training session 4 Electrical training sessions 10 Emergency evacuation training sessions 10 Fire extinguisher training sessions 4 Hearing conservation training sessions 10 Work compensation training sessions 2 Trench & excavation training sessions Sprain/strain education City-wide being developed Public awareness education completed Ergonomics program being developed Workplace violence program being developed 12 CPR/First aid training sessions	City employees will have an increased knowledge of safety procedures.	Goals B and H	

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ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: SAFETY/RISK MANAGEMENT
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Initiate drug and medical testing/procedures	Drug and Medical Testing/ Procedures initiated: 120 Random drug tests 24 Alcohol tests All post-accident drug tests 15 Ova parasite tests 15 Tuberculosis tests 80 Respiratory clearance tests 150 Hepatitis B inoculations 180 Audio metric tests	City employees will experience a drug/alcohol-free and healthy work environment.	Goals B and H	Number of drug/alcohol related accidents Percent of employees tested negative
	Identify and minimize health hazards	All identified workplace health hazards are minimized			
	Identify and minimize safety hazards in the workplace	278 Claims processed 274 Claims paid Monthly reports made as needed 7 Policies monitored All post accidents are investigated All identified workplace safety hazards are minimized	City will experience cost-effective Safety/Risk program. City employees will experience prompt and necessary treatment when involved in work-related accidents.	Goals E and G	Average number of days employee takes to return to work Number of policies repriced Number of modifications per program Average cost per accident Average number of months a claim is open
	Monitor work performance of third party administrator (claims payer)	278 Claims monitored per year 274 Claims paid per year 12 Monthly reports made 4 Quarterly reports made 1 Annual Report made All case reviews completed as needed		Goal H	
	Oversee various City-wide insurance policies	3 Policies monitored 1 Property/Boiler 1 Embezzlement 1 Bondable 7 Programs monitored 1 Loss control	All modifications will be made as needed. All policies will be reviewed and renewed as necessary to comply with regulatory standards.	Goal H Goal H	

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: SAFETY / RISK MANAGEMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of violations cited by regulatory bodies	1	1	0	0	0
Number of repeated violations	0	0	0	0	0
Number of work-related accidents	317	278	281	275	250
Total cost of workers' compensation claims	$288,818	$970,797	$441,904	$350,000	$275,000
Number of drug/alcohol related accidents	2	5	6	0	0
Percent of employees tested negative	99%	96%	80%	100%	100%
Average number of days employee takes to return to work	17	37	30	0	0
Number of policies repriced	2	2	3	As Needed	As Needed
Number of modifications per program	2	2	3	As Needed	As Needed
Average cost per accident	$911	$3,492	$1,573	$1,273	$1,000
Average number of months a claim is open	1 Month	1 Month	1 Month	1 Month	1 Month

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: BENEFITS MANAGEMENT

Program Purpose: To provide the highest quality of benefits and related services to all benefit participants while maintaining cost control

Clients: Current and Former City Employees Still Receiving Benefits (Benefit Participants) and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • External Providers: Third Party Administrators, Insurance Consultant, Employee Assistance Program (EAP), Preferred Provider Organization (PPO) • Laws/Regulations: Federal, State and Local • 2003 Budget: $7,966,447	Provide benefits information	4 Employee orientation programs provided 2 Employee Assistance Program seminars provided All benefit participants provided with one-on-one enrollment meetings 1 Training session held for payroll clerks	Benefit participants will become more knowledgeable of the benefits program offered by the City. Benefit participants will make informed decisions regarding the betterment of their health.	Goal H Goal H	Number of participants enrolled in optional benefits program as of the first quarter of the year Percentage of claims filed within PPO network Number of preventative procedures performed upon benefit participants Number of people participating in health and wellness programs Average cost per participant of health plan Number of employees who exceed the $125,000 for total individual claims
	Write informational articles and memos	4 Benefit articles written 4 Direct mailings prepared 8 Payroll stuffers prepared			
	Distribute and update benefit plans	All new employees receive benefits binder All benefits participants receive benefits binder updates as necessary			
	Answer questions from benefit participants and their dependents regarding benefits offered by the City	All questions asked will be answered			
	Sponsor benefits fairs	1 Benefits fair sponsored on a biannual basis			
	Facilitate the establishment of health and wellness programs	3 Health club choices made available 1 EAP Program made available			

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ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: BENEFITS MANAGEMENT
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Monitor performance of third party administrator (claims payer)	All case reviews completed as needed 12 Monthly report packages reviewed 24,000 Claims monitored per year	Benefit participants and the City will experience cost-effective benefit programs. Benefits participants will experience timely processed claims.	Goals G and H Goals E and H	Average number of days to process and pay health claims per year Average number of days to process and pay flex claims per year Dollars saved by monitoring policies and programs Number of policies repriced Number of modifications to programs
	Monitor cost effectiveness of programs and policies	All modifications made to policies and programs as needed 4 Policies monitored 1 Life policy 1 Long-term disability policy 1 Dental policy 1 Vision policy 4 Programs monitored 1 Self-insured medical program 1 Self-insured short-term disability program 1 Flex program 1 Deferred compensation program 2 Policies rebid 2 Programs modified			

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: BENEFITS MANAGEMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of participants enrolled in optional benefits program as of the first quarter of the year	816	824	950	850	All employees
Percentage of claims filed within PPO network	85%	85%	85%	90%	90%
Number of preventative procedures performed upon benefit participants	753	810	900	1,000	1,000
Number of people participating in health and wellness programs	100	103	120	500	500
Average cost per participant of health plan	$4,406	$4,770	$4,871	$5,058	$4,000
Number of employees who exceed the $125,000 for total individual claims	5	11	2	3	2
Average number of days to process and pay health claims per year	7	5	7	7	10
Average number of days to process and pay flex claims per year	7	5	7	7	7
Dollars saved by monitoring policies and programs	$37,000	$90,000	$128,000	$80,000	All savings available
Number of policies repriced	2	2	4	2	As needed
Number of modifications to programs	2	1	6	4	As needed

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: HUMAN RIGHTS

Program Purpose: To enforce the City's Human Rights Ordinance with the purpose of eliminating discrimination for all City residents

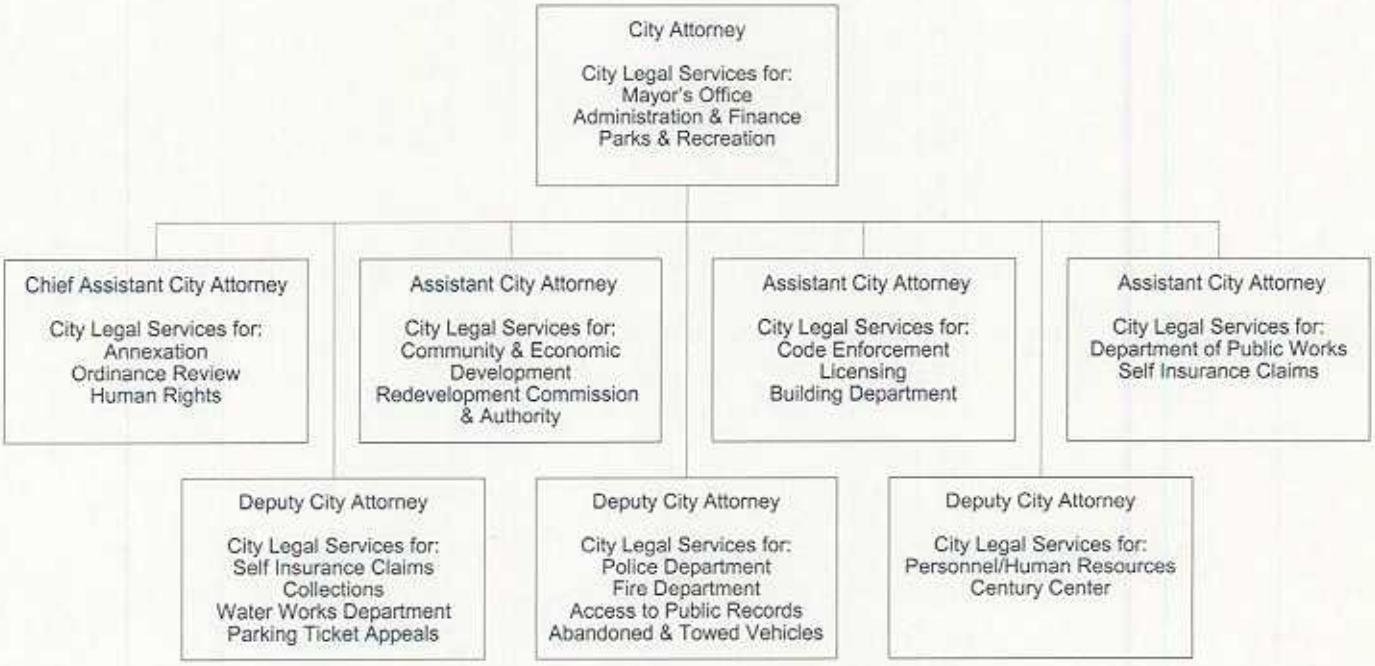
Clients: Residents, Businesses (Employers, Landlords and other Organizations that do Business in South Bend) and Non-Resident Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 7 FTE • External Providers: Human Rights Commissioners Equal Employment Opportunity Commission (EEOC) Department of Housing and Urban Development (HUD) Indiana Civil Rights Commission (ICRC) Indiana Consortium Commission Attorney Staff Attorney Hearing Officers • Laws: City Ordinance State Statutes Federal Laws • 2003 Budget: $406,889	Provide educational opportunities	18 Speaking engagements held 4 Seminars provided 9 Workshops facilitated 112 Businesses participated 603 Individuals participated 10,000 Brochures distributed	Residents and businesses will be more knowledgeable concerning all areas of Human Rights.	Goal C	Number of charges filed by individuals that have previously been exposed to the department's educational opportunities Number of charges filed against individuals/businesses that have previously been exposed to the department's educational opportunities
	Investigate allegations of discrimination	1,807 Inquires received 716 Interviews performed 188 Cases investigated 37 Complaints settled	Residents and businesses will adhere to the City's Human Rights Ordinance.	Goal C	Number of repeat offenders Number of non-jurisdictional referrals made to other agencies Percentage of cases investigated where discrimination occurred
	Convene Human Rights Commissioners for case rulings	12 Commission meetings held	Non-resident employees will be provided an avenue to seek information and remedies.	Goal C	Average length of time to complete investigation of a case (months) Number of cases that exceed 1 year (staff) Number of cases that exceed 1 year (legal)
	Facilitate the resolution of charges	38 Discrimination cases resolved 150 Cases where no discrimination was found	Residents and businesses will experience a discrimination-free community.	Goal C	Number of cases that exceed 5 years Average length of time between department completion and resolution (months)

ADMINISTRATION & FINANCE DEPARTMENT
PROGRAM: HUMAN RIGHTS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of charges filed by individuals that have previously been exposed to the department's educational opportunities	Valid: 75	25	38	56	All as needed
	Invalid: 128	133	150	150	0
Number of charges filed against individuals/businesses that have previously been exposed to the department's educational opportunities	73	70	112	80	0
Number of repeat offenders	7	35	70	30	0
Number of non-jurisdictional referrals made to other agencies	700	750	455	700	As needed
Percentage of cases investigated where discrimination occurred	4%	3%	7%	9%	0%
Average length of time to complete investigation of a case (months)	14	10	11	11	6
Number of cases that exceed 1 year (staff)	40	23	14	10	0
Number of cases that exceed 1 year (legal)	6	6	4	4	0
Number of cases that exceed 5 years	0	1	0	0	0
Average length of time between department completion and resolution (months)	12	13	11	8	As needed

LEGAL DEPARTMENT



LEGAL DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Legal Department					
Personal Services	540,914	590,014	573,098	642,114	13.00
Supplies	13,537	15,517	16,243	16,243	
Other Services	46,615	53,961	55,666	56,852	
Other Uses	180	186	186	207	
	601,246	659,678	645,193	715,416	
INTERNAL SERVICE FUNDS:					
Liability Insurance Premium (Self-Insurance Portion)					
Personal Services	53,349	45,712	59,168	60,938	1.00
Supplies	93	307	254	254	
Other Services	653,373	346,511	659,800	659,800	
	706,815	392,530	719,222	720,992	
TOTAL LEGAL DEPARTMENT	1,308,061	1,052,208	1,364,415	1,436,408	14.00

PROGRAM BUDGET:

CITY LEGAL SERVICES					
Personal Services	594,263	635,726	632,266	703,052	14.00
Supplies	13,630	15,824	16,497	16,497	
Other Services	46,615	53,961	55,666	56,852	
Other Services (Claims)	653,373	346,511	659,800	659,800	
Other Uses	180	186	186	207	
TOTAL PROGRAM	1,308,061	1,052,208	1,364,415	1,436,408	14.00

LEGAL DEPARTMENT
PROGRAM: CITY LEGAL SERVICES

Program Purpose: To provide high quality counsel, advice and representation to all City Departments in the daily operations of City business and in any litigation in which the City is a litigant or has a stake in the outcome

Clients: All City Departments, Department Boards and Commissions, Residents and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 14 FTE • Laws/Regulations: Federal, State and Local • Legal Software, Computers and Legal Reference Materials • 2003 Budget: $1,436,408	Represent City Boards and Commissions	Meetings attended: 26 Board of Public Works 26 Board of Works Agenda Sessions 12 Park Board 12 Human Rights Commission 12 Board of Public Safety 24 Redevelopment Commission 12 Alcoholic Beverage Commission 12 Historic Preservation Commission 68 Code Enforcement Proceedings 50 Neighborhood Task Force Committee 12 Board of Zoning Appeals 12 Urban Enterprise	City Departments, Boards and Commissions will be informed of appropriate legal requirements.	Goals D and E	The level which residents rate the City in the area of responsibility with tax dollars - (1) low / (5) high Number of opinions rendered
	Respond to questions Render written legal opinions Advise City Departments, Boards or Commission of changes in law Draft changes in procedures and policies	All questions are responded to as needed Legal opinions rendered as needed All new/modified laws are reviewed as needed All necessary changes in City procedures and policies are drafted as needed	City Departments, Boards and Commissions will operate within the scope of the law.	Goals D and E	Number of property or non-tort cases filed against City Number of cases resolved in favor of the City

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LEGAL DEPARTMENT
PROGRAM: CITY LEGAL SERVICES
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Review and render opinions on legislation Initiate ordinances	All opinions rendered as needed All ordinances initiated or drafted	City Departments will propose or recommend legislation that is consistent with appropriate laws.	Goals B and C	Number of times a City ordinance is used as a model for other cities and towns Number of instances when constitutional or other challenges are successfully initiated against City ordinances
	Promote and enforce compliance with City ordinances	All collection letters written All collection suits filed in court All directives issued as needed All lawsuits filed to enforce compliance with City codes - non monetary, compliance suits	City Departments will be supported in efforts to enforce City ordinances. Residents will experience a standard code in enforcement of ordinances.	Goals D, E and H Goals D and E	Percentage of collection rate Number of ordinance violations that are filed to collect penalties Number of legal suits generated to compel corrective action or to defend hearing officer Number of violations settled (Penalty collections and enforcement proceedings) Decrease in repeat violations
	Initiate litigation where necessary to protect City interests or to foster City policy	All lawsuits filed	City Departments, Boards and Commissions will have their policies fully implemented and enforced.	Goals B, C, E and F	Number of concluded cases in which City is successful or effective in litigation which involves its interests or policies Percentage of successful litigated cases

–Continued–

LEGAL DEPARTMENT
PROGRAM: CITY LEGAL SERVICES
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Review claims filed against the City Defend City in all claims against it which result in lawsuits	All claims reviewed All lawsuits defended (new cases) 10 Prior pending lawsuits defended $341,655 Claims paid for City-wide incidents (54% were 2002 claims) * $67,113.34 Claims paid for Police Take Home Cars 7 Lawsuits resolved by negotiated settlements, dismissal or verdict for City (336% of total lawsuits filed)	City will have claims resolved in a fiscally responsible manner.	Goal G	Number of claims and lawsuits made or filed against City resolved
	Initiate policy	150 Memoranda sent	City Departments will have access to information that will reduce financial risk to City.	Goal G	Percentage of decrease in repeat claims by department
	Review contracts, leases and any other written documents Prepare contracts, leases and other written documents	300 Contracts, leases or written undertakings reviewed 200 Contracts, leases or written documents prepared 150 Deeds, easements and other instruments prepared	City Departments, Boards and Commissions will be bound with fair, reasonable and appropriate documents.	Goals E and G	Number of lawsuits initiated to challenge matters of contract
	Respond to resident requests Distribute public records	Requests responded to as needed Public records distributed as needed	Residents will have their inquiries addressed promptly. Residents will have access to public records.	Goal D Goal D	The level which residents rate the City in the area of responsibility with tax dollars - (1) low / (5) high Percentage of public records responded to within 48 hours

* Includes one claim from 2001 of $439. Many claims paid for police take home car accidents go to the South Bend Police Department for repair/replacement of vehicles rather than to third parties.

LEGAL DEPARTMENT
PROGRAM: CITY LEGAL SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
The level which residents rate the City in the area of "responsibility with tax dollars" - (1) low / (5) high	3.5	N/A	4.8	4.8	4.8
Number of opinions rendered	100	100% As needed	100% As Needed	100% As Needed	100% As needed
Number of property or non-tort cases filed against the City	N/A	0	0	0	0
Number of cases resolved in favor of the City	100%	Not resolved in 2001	100%	100%	100%
Number of times a City ordinance is used as a model for other cities and towns	2	8	3	2	Not predictable
Number of instances when constitutional or other challenges are successfully initiated against City ordinances	0	0	0	0	0
Percentage of collection rate	65%	65%	65%	75%	75%
Number of ordinance violations that are filed to collect penalties	1,018	1,083	998	1,000	100% As needed
Number of legal suits generated to compel corrective action or to defend hearing officer *	97	60	66	60	100% As needed
Number of violations settled (Penalty collections and enforcement proceedings)	416 (37%)	145	150	150	** 35% of filings

* This includes the City's defense of hearing officer decisions in Code Enforcement cases.

** Based on private sector collection case effectiveness, and considering the low income status of many defendants, a 35% collection rate target is more appropriate and realistic.

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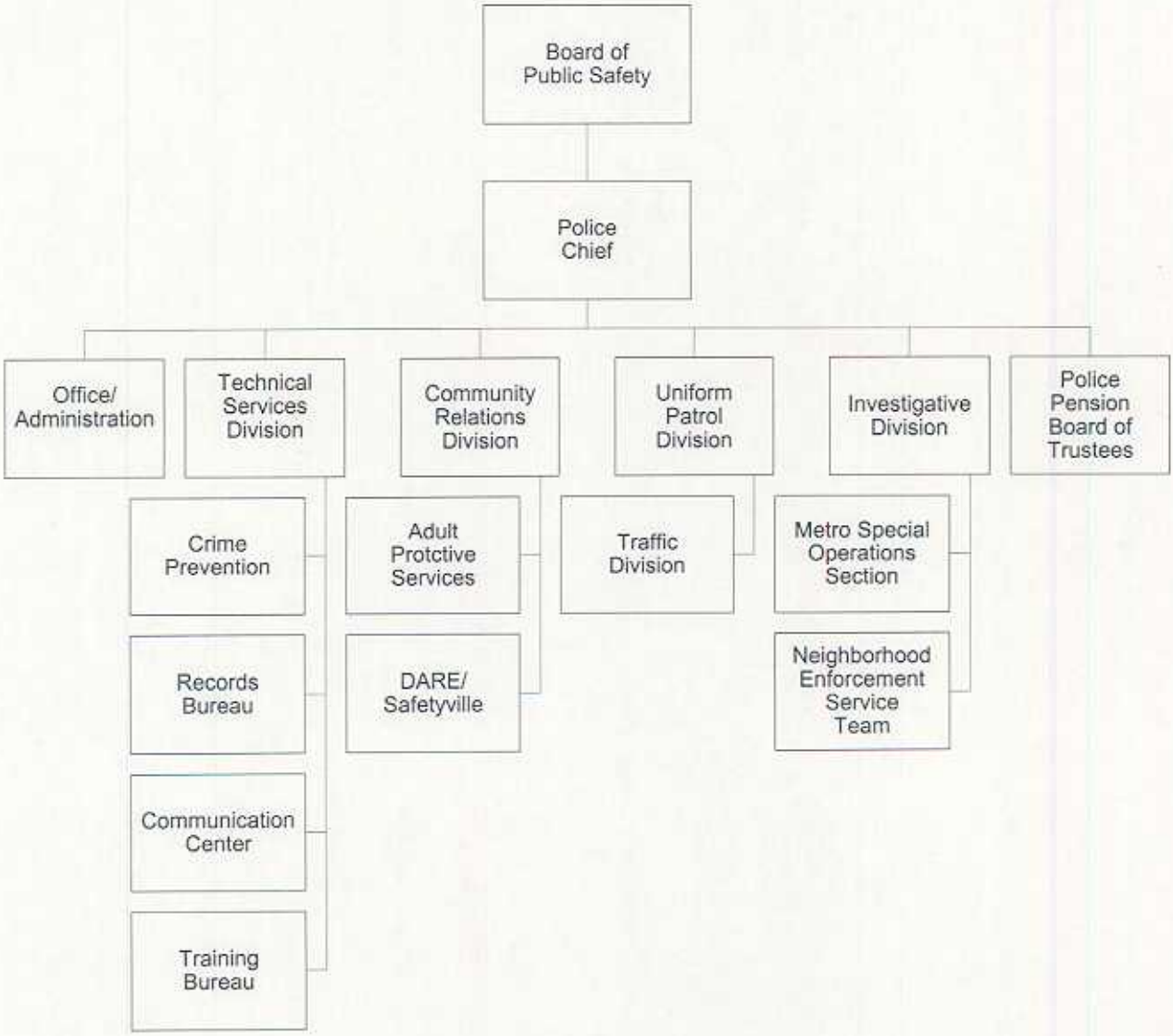
LEGAL DEPARTMENT
PROGRAM: CITY LEGAL SERVICES
(Continued)

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Decrease in repeat violations	55%	60%	60%	60%	100%
Number of concluded cases in which City is successful or effective in litigation which involved its interests or policies	10	31	10	10	100%
Percentage of successful litigated cases	* 85%	* 85%	75%	75%	75%
Number of claims and lawsuits made or filed against City resolved	** 236 (65% of total)	** 349 (95% of total)	194 (86% of total)	250 (65% of total)	** 100 (65 % of total)
Percentage of decrease in repeat claims by department	60%	65%	100%	100%	100%
Number of lawsuits initiated to challenge matters of contract	0	0	0	0	0
The level which residents rate the City in the area of "responsibility with tax dollars" - (1) low / (5) high	3.5	N/A	N/A	N/A	4.8
Percentage of public records responded to within 48 hours	99%	99%	99%	99%	100%

* The City was highly successful in its litigation in 2002, but a 100% success rate is virtually impossible. Lawsuits vary in difficulty and complexity and in their potential for success or failure. Because the general average of win/losses in litigation in the private sector is 50% and an above average ratio is what the Legal Department desires, a 75 % target rate of success is very good.

** The City resolved in some manner 194 out of 225 claims or claims-related lawsuits filed in 2002. Twenty (20) cases are pending due to liability disputes. Overall, the City's record is one of efficiency and prompt decision making.

POLICE DEPARTMENT



POLICE DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Police Department					
Personal Services	16,223,694	17,146,222	17,525,289	18,411,075	316.33
Supplies	585,496	515,438	712,213	741,653	
Other Services	2,477,338	1,743,116	2,010,772	2,113,300	
Other Uses	811,614	11,569	851,569	11,023	
Capital	1,078,051	1,070,393	1,107,500	1,231,352	
	21,176,193	20,486,738	22,207,343	22,508,403	
Communication Center					
Personal Services	994,977	1,092,470	1,116,837	1,122,413	29.00
Supplies	9,049	2,865	6,029	6,029	
Other Services	22,568	26,496	27,135	28,641	
Other Uses	91	84	84	95	
	1,026,685	1,121,915	1,150,085	1,157,178	
PENSION TRUST FUNDS:					
Police Pension Fund					
Personal Services (benefits)	3,971,592	4,192,093	4,309,725	4,518,143	n/a
Supplies	0	600	1,020	1,020	
Other Services	1,308	1,867	3,290	3,290	
	3,972,900	4,194,560	4,314,035	4,522,453	
TOTAL POLICE DEPARTMENT	26,175,778	25,803,213	27,671,463	28,188,034	345.33

PROGRAM BUDGETS:

POLICE CHIEF'S OFFICE / ADMINISTRATION					
Personal Services	454,263	284,660	308,324	317,183	5.00
Other Services	895	339	1,000	500	
	455,158	284,999	309,324	317,683	
TECHNICAL SERVICES DIVISION					
Personal Services	373,145	446,829	477,548	412,386	8.00
Supplies	550,132	454,963	666,535	696,425	
Other Services	2,346,395	1,596,925	1,852,286	1,935,014	
Other Uses	811,614	11,569	851,569	11,023	
Capital	1,078,051	1,070,393	1,107,500	1,231,352	
	5,159,337	3,580,679	4,955,438	4,286,200	
CRIME PREVENTION					
Personal Services	292,026	234,910	261,323	168,677	5.00
Other Services	3,178	1,776	6,100	2,700	
	295,204	236,686	267,423	171,377	

POLICE DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
RECORDS BUREAU					
Personal Services	791,961	800,447	829,424	803,055	24.00
Supplies	22,127	20,593	31,178	32,678	
Other Services	1,340	18,332	500	21,750	
	815,428	839,372	861,102	857,483	
COMMUNICATION CENTER					
Personal Services	994,977	1,092,470	1,116,837	1,122,413	29.00
Supplies	9,049	2,865	6,029	6,029	
Other Services	22,568	26,496	27,135	28,641	
Other Uses	91	84	84	95	
	1,026,685	1,121,915	1,150,085	1,157,178	
TRAINING BUREAU					
Personal Services	227,132	223,740	242,107	214,792	5.00
Supplies	369	809	500	1,500	
Other Services	6,637	3,265	13,210	5,500	
	234,138	227,814	255,817	221,792	
COMMUNITY RELATIONS DIVISION					
Personal Services	584,053	541,992	567,175	482,525	10.00
Other Services	1,707	840	1,100	1,500	
	585,760	542,832	568,275	484,025	
LIAISON MENTAL HEALTH & GERIATRIC/ADULT PROTECTIVE SERVICES					
Personal Services	60,027	59,448	63,841	66,806	1.00
Other Services	180	240	0	500	
	60,207	59,688	63,841	67,306	
D.A.R.E. / SAFETYVILLE					
Personal Services	243,355	236,834	255,957	96,776	5.00
Supplies	0	0	200	100	
Other Services	1,600	3,311	3,250	4,000	
	244,955	240,145	259,407	100,876	
UNIFORM PATROL DIVISION					
Personal Services	8,363,072	9,222,459	9,316,060	10,646,362	161.00
Supplies	10,130	33,053	10,000	6,000	
Other Services	20,787	18,630	24,455	23,500	
	8,393,989	9,274,142	9,350,515	10,675,862	
TRAFFIC DIVISION					
Personal Services	681,395	1,033,783	1,051,738	517,279	22.33
Supplies	504	2,005	500	500	
Other Services	4,150	2,464	6,251	3,250	
	686,049	1,038,252	1,058,489	521,029	

POLICE DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
INVESTIGATIVE DIVISION					
Personal Services	2,758,027	2,776,499	2,804,933	3,179,765	48.00
Supplies	1,099	3,209	1,500	3,250	
Other Services	17,419	69,710	22,030	80,185	
	2,776,545	2,849,418	2,828,463	3,263,200	
METRO SPECIAL OPERATIONS SECTION (MSOS)					
Personal Services	1,022,093	925,630	968,179	1,028,345	16.00
Supplies	1,135	806	1,800	1,200	
Other Services	73,050	26,721	80,027	33,801	
	1,096,278	953,157	1,050,006	1,063,346	
NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)					
Personal Services	373,145	358,991	378,680	477,124	6.00
Other Services	0	563	563	1,100	
	373,145	359,554	379,243	478,224	
POLICE PENSION - BENEFIT PAYMENTS					
Personal Services (benefits)	3,971,592	4,192,093	4,309,725	4,518,143	n/a
Supplies	0	600	1,020	1,020	
Other Services	1,308	1,867	3,290	3,290	
	3,972,900	4,194,560	4,314,035	4,522,453	
TOTAL PROGRAMS	26,175,778	25,803,213	27,671,463	28,188,034	345.33

POLICE DEPARTMENT
PROGRAM: POLICE CHIEF'S OFFICE / ADMINISTRATION

Program Purpose: To promote leadership for the South Bend Police Department through research and planning, policy development, departmental philosophy and ethics; provide information and educate the public concerning Law Enforcement issues

Clients: South Bend Police Personnel (Sworn and Civilian), Residents, News Media, City Managers (Mayor, Department Heads and other City Managers), Common Council and Board of Public Safety

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 5 FTE • External Providers: Department of Justice Indiana Criminal Justice Agency • Laws/Regulations: Federal, State, Local, Police Contract and Duty Manual • 2003 Budget: $317,683	Administer departmental policy	All policies written 1 Annual departmental report made	South Bend Police Personnel will have information regarding rules, regulations and programs governing the South Bend Police Department.	Goals B and H	Number of departmental policy changes Number of Officer Disciplinary Actions reported Number of disciplinary actions taken
	Report to Board of Public Safety	17 Meetings with Board of Public Safety attended 12 Monthly Uniform Crime Reports submitted All policy changes made All officer disciplinary actions made	Board of Public Safety will become knowledgeable of Police Department. Board of Public Safety will make informed decisions about the Police Department.	Goals B and E Goals B and E	
	Provide direction and support to command staff	12 Superior Officer meetings attended 38 Command Staff meetings attended	South Bend Police will have information regarding departmental changes.	Goals B and H	Total number of Superior Officer and Command Staff meetings

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POLICE DEPARTMENT
PROGRAM: POLICE CHIEF'S OFFICE / ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Plan and research technology projects	All projects researched All projects planned	South Bend Police personnel will have access to new technologies.	Goals B and H	Number of new technologies projects installed Number of technology policies implemented
	Develop technology procedures and policy	All new policies implemented All new projects implemented	South Bend Police personnel will increase productivity.	Goals B and H	Number of FTE redeployed due to technology implementations
	Investigate public and internal concerns	All public investigations and reviews made All internal investigations and reviews made All firearm usage reviews made All use of force reviews made	Residents and police personnel will have all conduct investigations resolved. Residents will have standardized police conduct that is acceptable to community standards.	Goals D and H Goal D	Number of valid internal and external complaints and inquiries reported Number of internal and external complaints and inquiries resolved
	Provide administrative and command staff support	All informational inquiries answered All outside correspondence answered All internal correspondence answered 60 Permits issued	Residents, City Managers, Common Council, and South Bend Police personnel will have timely and accurate information from the Chief's Office regarding the Police Department.	Goals B, D, E and H	Total number of correspondence and contacts with South Bend Police personnel and residents, City Managers and Common Council

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POLICE DEPARTMENT
PROGRAM: POLICE CHIEF'S OFFICE / ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Inform public	12 Public service announcements made 2 Lectures regarding public information office at Citizen Police Academy held 12 Mayor's Night In/Out held 1 Media Police Academy held All news releases made	Residents will have greater understanding of Police Department. Residents will have access to accurate information about Law Enforcement activities.	Goals B and D Goals B, D and E	Total number of meetings, news releases and lectures with the public concerning Law Enforcement activities
	Inform the media	All written news releases made All Law Enforcement stories for electronic media arranged All contacts with media made	Media will have a greater understanding about the Police Department. Media will have access to accurate information regarding City Law Enforcement.	Goals B and D Goals B and E	Number of meetings, news releases and lectures with the media concerning Law Enforcement issues
	Inform South Bend law enforcement personnel	All meetings with officers held All meetings with the Fraternal Order of Police held	Officers will have access to information regarding administrative changes.	Goals B and H	Number of meetings with police officers and law enforcement organizations
	Administer departmental personnel files and voice mail system	All officer personnel files administered All voice mail records made	Officers will have access to well-maintained personnel records and voice mail.	Goals B, E and H	Number of personnel files maintained Number of voice mail records

POLICE DEPARTMENT
PROGRAM: POLICE CHIEF'S OFFICE / ADMINISTRATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of policy changes	7	55	5	20	25
Number of Officer Disciplinary Actions reported	13	50	25	25	15
Number of disciplinary actions taken	13	17	25	25	15
Total number of Superior Officer and Command Staff meetings	54	45	48	60	60
Number of new technologies projects installed	10	10	10	5	5
Number of technology policies implemented	8	8	8	8	8
Number of FTE redeployed due to technology implementations	12	25	30	6	10
Number of valid internal and external complaints and inquiries reported	37	100	100	75	25
Number of internal and external complaints and inquiries resolved	31	100	100	75	25
Total number of correspondence and contacts with South Bend Police personnel and residents, City Managers and Common Council	6,900	7,250	7,500	7,750	7,000
Total number of meetings, news releases and lectures with the public concerning Law Enforcement activities	40	32	44	24	24
Number of meetings, news releases and lectures with the media concerning Law Enforcement issues	340	450	450	250	300
Number of meetings with police officers and law enforcement organizations	149	140	195	150	125
Number of personnel files maintained	264	258	258	258	258
Number of voice mail records	337	300	363	370	315

POLICE DEPARTMENT
PROGRAM: TECHNICAL SERVICES DIVISION

Program Purpose: To provide quality financial management services and responsible use and maintenance of the Department's physical assets

Clients: All Police Department Employees, Retired Officers, Fire Department Employees, Federal Bureau of Investigation, City Managers (Mayor, Controller and other Managers), Common Council, Citizens and Vendors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 8 FTE • Accounting Software and Personal Computers • NCR Mainframe Computer/ADSI Software • Police Department Fleet • Federal and State Grants • 2003 Budget: $4,286,200	Coordinate the preparation of the Police Department's Annual Operating and Capital Budgets	1 Annual Police Department Operating Budget 1 Annual Police Department Capital Budget 1 Five-Year Police Department Capital Plan	Police Department employees, City Managers, Common Council Members and residents will have financial accountability and guideline reports to make better informed decisions regarding financial efficiency.	Goals G and H	Percentage of accounts that perform within budgetary guidelines
	Prepare monthly and annual account balance sheets	12 Month-end account balance reports 1 Year-end account balance report			
	Maintain accountability for all Police Department accounts	85 Budgeted accounts			
	Maintain all of the Police Department's equipment inventory records	1 Listing of equipment inventory	Police Department employees will have appropriate and properly maintained equipment records.	Goals E and H	Number of discrepancies between actual counts and inventory records

–Continued–

POLICE DEPARTMENT
PROGRAM: TECHNICAL SERVICES DIVISION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Invest the Police Department's Federal Grant funds and seizure funds	All available cash is invested in short-term investments	Police Department employees will have an increased amount of funds available for necessary equipment purchases.	Goals G and H	Percentage of available funds invested Dollar amount of interest earned on funds
	Prepare payroll and pension payroll	26 Employee payroll runs completed 12 Pension payroll runs completed	Vendors, Police Department employees and retired officers will be paid in an accurate and timely manner.	Goals E and H	Total number of complaints received from vendors, employees and retired officers
	Process accounts payable invoices	52 Accounts payable runs completed			
	Oversee the maintenance of the Police Department fleet	1300 Preventative maintenance jobs requested 930 Mechanical repair jobs requested 50 Body repair jobs requested	Officers will have access to efficient, safe and properly maintained vehicles.	Goals B and H	Number of vehicles taken out of service as a result of mechanical breakdowns and not preventative maintenance
	Facilitate software and computer training	All training classes performed	Employees will have access to computer and software training.	Goal H	Number of employees trained
	Support NCR 4300 mainframe computer and ADSI software	All files backed up daily All system maintenance files performed daily All application maintenance files performed daily All downloads to system files performed	Police and Fire Department employees will have an efficiently run and maintained computer system enabling access to accurate information and records.	Goals E and H	Number of times computer system is out of service

–Continued–

POLICE DEPARTMENT
PROGRAM: TECHNICAL SERVICES DIVISION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Compile uniform crime report statistics	12 Monthly reports compiled	Police, City Managers, Council Members, residents and Federal Bureau of Investigation will have accurate statistics reported to them concerning Part I Crime Statistics in South Bend.	Goals D, E and H	Number of errors on the monthly reports
	Compile daily reports	365 Reports for Police Department 365 Reports for Fire Department	Police and Fire Departments will have an accurate listing and summary of all of the previous day's reports for review and evaluation.	Goals B and H	Percentage of errors on daily reports
	Compile periodic batch reports	All case status reports performed All active stolen auto reports performed All found property reports performed All crime offense activity by hour of day reports performed All case assignments reports performed	Police Department employees will have access to specific information related to crime activity and cases. Police Department employees will have the ability to evaluate accurate information in an efficient manner.	Goals B and H Goals B and H	Percentage of errors on batch reports run
	Compile special runs	All special runs pertaining to case reports generated in a particular geographic grid, zone or police beat performed	All clients will have access to the breakdown of case reports by specific geographic areas to evaluate and review police reported activities.	Goal B	Total number of special runs executed Percentage of errors on special run reports

POLICE DEPARTMENT
PROGRAM: TECHNICAL SERVICES DIVISION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of accounts that perform within budgetary guidelines	97%	100%	100%	100%	100%
Number of discrepancies between actual counts and inventory records	0	0	0	0	0
Percentage of available funds invested	100%	100%	100%	100%	100%
Dollar amount of interest earned on funds	$28,000	$18,985	$12,248	$15,000	$15,000
Total number of complaints received from vendors, employees and retired officers	0	0	0	0	0
Number of vehicles taken out of service as a result of mechanical breakdowns and not preventative maintenance	22	31	* 70	15	5
Number of employees trained	31	20	11	10	10
Number of times computer system is out of service	0	0	0	0	0
Number of errors on the monthly reports	0	0	0	0	0
Percentage of errors on daily reports	0	0	0	0	0
Percentage of errors on batch reports run	0	0	0	0	0
Total number of special runs executed	160	160	160	160	160
Percentage of errors on special run reports	0	0	0	0	0

* Severe rust problem discovered on Ford frames led to having to take those cars out of service prematurely.

POLICE DEPARTMENT
PROGRAM: CRIME PREVENTION

Program Purpose: To reduce or prevent crime through the coordination of safe programs and by promoting information and training to the public and private sectors

Clients: Police, Community Organizations, Volunteers, Neighborhood Residents, Neighborhood Watch Participants, Residents and Business Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 5 FTE • Grants • Volunteers/ Volunteer Organizations • 2003 Budget: $171,377	Provide safety information to public	66 Safety presentations 16,674 Crime information phone messages 230 Fraud messages faxed 106 Neighborhood summaries presented 800 Homes received information handouts	Residents and police will have access to information regarding appropriate safety practices. Clients will engage in appropriate safety practices.	Goal B Goal B	Number of safety presentations held with number of residents in attendance Number of crime messages given to public
	Assess security needs of private homes and businesses	80 Residential security assessments 56 Business security assessments	Clients will have their security assessed. Clients will have safer homes and businesses.	Goal B Goal B	Number of homes contacted with information packets Number of properties receiving security improvement Percentage of properties remaining free of burglaries
	Coordinate South Bend's Neighborhood Watch Program	205 Neighborhood watch groups 1,840 Neighborhood watch captains 9,200 Neighborhood watch participants (homes)	Neighborhood watch groups will have gained knowledge that can assist in making their neighborhoods safer.	Goal B	Number of neighborhood watch volunteers

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POLICE DEPARTMENT
PROGRAM: CRIME PREVENTION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Notify participants of problem properties or activities	10 Warning letters sent 10 Nuisance abatement notices served 60 No trespassing sites posted and monitored	Residents will have a change in reported nuisance violations in their neighborhoods. Residents will have notification of problems on their properties. Residents will have assistance in addressing problem properties.	Goal B Goal B Goal B	Number of nuisance complaints received Percentage of complaints resolved
	Compile and analyze crime data Provide crime trend information	568 Crime mappings 20 Suspect bulletins 150 Investigative summaries 20 Crime bulletins 129 Patrol requests 15 Pawn shops notices	Neighborhood residents and police officers will have access to data compiled into easily understood crime trend reports. Neighborhood residents and police officers will use this information to better understand crime. Police officers will have additional information to resolve crimes.	Goals B and C Goals B and H Goals B, C and H	Number of crime data documents distributed to residents Number of crime data sent to officers Number of stolen property cases closed as a result of crime trend data

–Continued–

POLICE DEPARTMENT
PROGRAM: CRIME PREVENTION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Recruit volunteers	160 Neighborhood watch participants recruited 40 Graffiti eradications by volunteers 10 Landlords trained 100 Crime Walk volunteers	Volunteers will increase their involvement with anti-crime efforts.	Goals B and D	Number of neighborhood watch volunteers Number of volunteer activities Number of volunteers recruited

POLICE DEPARTMENT
PROGRAM: CRIME PREVENTION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of safety presentations held with number of residents in attendance	61 / 2,537	67 / 2,000	66 / 1,860	70 / 2,000	60 / 3,000
Number of crime messages given to public	2,278	1,838	2,225	2,500	2,000
Number of homes contacted with information packets	2,700	500	800	450	4,000
Number of properties receiving security improvement	88	75	80	80	200
Percentage of properties remaining free of burglaries	100%	100%	100%	100%	100%
Number of neighborhood watch volunteers	1,821	1,800	1,800	1,800	2,500
Number of nuisance complaints received	151	77	100	100	300
Percentage of complaints resolved	92%	83%	80%	90%	100%
Number of crime data documents distributed to residents	6,878	2,500	2,500	2,500	4,000
Number of crime data sent to officers	397	888	510	600	500
Number of stolen property cases closed as a result of crime trend data	20	12	40	40	30
Number of neighborhood watch volunteers	9,105	9,000	9,200	9,500	12,000
Number of volunteer activities	113	74	220	220	200
Number of volunteers recruited	218	158	170	170	300

POLICE DEPARTMENT
PROGRAM: RECORDS BUREAU

Program Purpose: The systematic collection and maintaining of all police reports as a matter of public record
Clients: Residents, Criminal Justice System (Local, State and National), City, Insurance Companies and Alarm Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 24 FTE • 2003 Budget: $857,483	Collect reports	All reports collected	Residents and the Criminal Justice System will have factual information.	Goal B	Number of reports on file Number of Part 1 crimes reported to F.B.I.
	Disseminate	All daily summaries typed and disseminated All individual reports disseminated			
	File	All cases classified and filed			
	Collect fees	Amount of fees collected for accident reports, summaries, records checks, finger prints and photographs	City will have extra revenue.	Goal B	Amount of money collected
	Develop film	All photographs developed	Criminal Justice System will have access to current investigative identifiers to further their investigations.	Goal E	Amount of film processed
	Classify finger prints	All finger prints classified			Number of finger prints on file
	Record false alarm responses	All alarms responded to All false alarm letters mailed	Alarm owners will be notified of false alarm problems. City will have financial compensation as a result of false alarm responses.	Goal E Goal E	Number of false alarms Dollar amount collected from false alarm charges Number of alarm letters mailed
	Respond to insurance requests	All insurance requests filled	Insurance agencies will receive their needed copies to process claims.	Goal B	Percentage of insurance requests filled

POLICE DEPARTMENT
PROGRAM: RECORDS BUREAU

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of reports on file	33,199	31,781	29,497	30,000	35,000
Number of Part 1 crimes reported to F.B.I.	8,553	9,176	8,246	8,350	10,000
Amount of money collected	$57,527	$60,441	$54,787.60	$56,000	Amount Collected
Amount of film processed	997 Rolls	1,663 Rolls	1,658 Rolls	1,650 Rolls	1,200 Rolls
Number of finger prints on file	103,527	106,072	108,925	110,500	100,900
Number of false alarms	9,253	8,724	8,034	8,000	11,250
Dollar amount collected from false alarm charges	$41,725	$55,455	$54,950	$56,000	$15,000
Number of alarm letters mailed	3,627	3,823	3,580	3,000	1,400
Percentage of insurance requests filled	100%	100%	100%	100%	100%

POLICE DEPARTMENT
PROGRAM: COMMUNICATIONS CENTER

Program Purpose: To provide the City of South Bend and our surrounding communities with effective dispatching of police, fire and emergency medical services

Clients: Residents, City of South Bend Police and Fire Departments, Outside Police, Fire and Emergency Medical Services

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 29 FTE • External Providers: St. Joseph County E911 Funds St. Joseph County E911 Specialized Telephone Equipment • Specialized Computer Aided Dispatch (CAD) Software Radio Equipment Voice Logger System Emergency Warning System • 2003 Budget: $1,157,178	Receive calls Dispatch calls	476,182 Calls received 102,830 Calls dispatched	Residents will have dispositions on dispatches. Police, fire and emergency medical services agencies will have supporting case evidence through stored data.	Goals B and E Goals B, E and H	Total number of dispatches generated Total number of calls for service Total number of stored audio records Total number of 911 calls
	Disseminate information Document incidents	3,151 Referrals and requests for outside departments and agencies services given 364 Daily tape radio and telephone data documented	Police, fire and emergency medical services agencies will have documented records of requests for services from other departments or agencies. Residents will be referred to correct agency.	Goals B, E and H Goals B and E	Total number of non-emergency calls Total number of referred CAD incidents Total number of outside referrals

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POLICE DEPARTMENT
PROGRAM: COMMUNICATIONS CENTER
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide emergency pre-arrival instructions Provide emergency response times	8,348 Emergency medical calls received 91,828 Computer and audio records of emergency units response times provided	Residents will have immediate medical or safety instructions. Police, fire, and emergency medical systems agencies will have access to emergency units response times.	Goals B and E Goals B, E and H	Total number of documented critical incidents Total number of medical emergencies Total number of computer incidents documenting emergency response times
	Make entries into NCIC/IDACS (National Crime Information Center and Indiana Data and Communications Systems)	231,123 NCIC/IDACS records entered	Police agencies will have NCIC/IDACS records that conform with federal regulations.	Goal E	Successful completion of FBI and Indiana State Police NCIC/IDACS audits Total number of NCIC/IDACS stored computer records
	Educate public on proper use of 911 emergency service	10,221 "911" calls transferred to non-emergency telephone lines	Residents will become more knowledgeable on how to properly use the emergency 911 service.	Goal B	Total number of 911 calls transferred to non-emergency telephone lines

POLICE DEPARTMENT
PROGRAM: COMMUNICATIONS CENTER

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Total number of dispatches generated	123,179	122,710	102,830	112,000	122,000
Total number of calls for service	308,093	312,911	299,201	300,000	298,000
Total number of stored audio records	12,503	13,104	11,968	12,500	12,410
Total number of 911 calls	93,544	87,904	85,170	90,000	90,000
Total number of non-emergency calls	234,150	245,420	226,095	225,000	208,000
Total number of referred CAD incidents	1,842	1,925	1,998	1,900	3,000
Total number of outside referrals	2,810	2,611	2,467	2,500	3,000
Total number of documented critical incidents	123	105	106	110	80
Total number of medical emergencies	7,738	8,708	8,348	8,400	9,000
Total number of computer incidents documenting emergency response times	99,763	99,271	91,828	90,000	100,000
Successful completion of FBI and Indiana State Police NCIC/IDACS audits	1	1	2	1	1
Total number of NCIC/IDACS stored computer records	245,336	300,816	231,123	240,000	210,000
Total number of 911 calls transferred to non-emergency telephone lines	21,472	21,251	10,221	15,000	18,000

POLICE DEPARTMENT
PROGRAM: TRAINING BUREAU

Program Purpose: To screen, hire, process and train qualified police applicants and coordinate the training of the Department's police and civilian personnel. To train officers from area police departments through the South Bend Police Department's Regional Police Academy. To review individual applications for handgun licenses

Clients: Police (South Bend Officers and Officers from Regional Departments), Civilian Personnel, Police Applicants, Handgun Applicants, Residents and City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 5 FTE • Instructors • Trainers • Specialized Training Equipment • Membership Fees • Testing Materials • Applications and Recruitment Materials • 2003 Budget: $221,792	Provide in-service and specialized classes	53 In-service classes provided 97 Classes provided by outside agencies All Officers trained through in-service classes	Police officers who attend classes will have access to updated information and job skills training.	Goals E and H	Number of South Bend police officers completing classes Number of training hours provided Number of area officers completing classes
	Provide specialized training	15 Classes provided through the regional academy 26 Area police departments are members of the regional academy 438 Police officers enrolled in academy classes	Police officers will have a greater understanding of the training skills needed.	Goals E and H	Number of area police departments enrolling officers for classes Number of specialized classes offered by academy

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POLICE DEPARTMENT
PROGRAM: TRAINING BUREAU
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain South Bend Police Department's training records	337 Training files maintained 112 Files of class completions Average of 32.5 hours of training per officer	Officers will have their training compiled for certification and future training needs.	Goals E and H	Number of officers certified Number of officers completing various training courses Number of area departments renewing regional academy memberships Number of regional academy classes provided Number of police officers completing the regional classes
	Maintain training records for the South Bend regional academy	15 Regional academy classes provided 26 Departments accepted as members of the regional academy $8,100 in regional academy fees accepted			
	Process police applications	141 Police applications received 141 Police applicants screened 17 Police applicants hired	Department will have qualified applicants to hire.	Goals E and H	Number of officers graduating from State Law Enforcement Academy Number of officers completing the probationary training program

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POLICE DEPARTMENT
PROGRAM: TRAINING BUREAU
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Review applications for handgun licenses	751 Handgun licenses processed 688 Handgun licenses approved 63 Handgun licenses disapproved	Residents and police officers will be assured that appropriate candidates are receiving licenses. Handgun applicants will receive handgun licenses.	Goal B Goal B	Percentage of handgun license applications approved
	Provide training reports to outside agencies	4 Quarterly reports provided to Board of Safety Yearly report provided to Chief and Mayor Yearly report provided to Indiana Law Enforcement Academy 4 Reports confirming officers' training	City Departments will provide reports of financial accountability. Clients will have reports confirming officers' training.	Goals B and H Goals B and E	Number of City departments receiving training reports Number of training reports generated

POLICE DEPARTMENT
PROGRAM: TRAINING BUREAU

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of South Bend police officers completing classes	264	264	258	258	258
Number of training hours provided	16,293	15,558.5	15,957.5	18,000	18,000
Number of area officers completing classes	351	263	323	330	370
Number of area police departments enrolling officers for classes	37	29	26	29	29
Number of specialized classes offered by academy	34	16	15	19	19
Number of officers certified	259	264	258	258	258
Number of officers completing various training courses	2,395	3,702	3,229	3,800	4,500
Number of area departments renewing regional academy memberships	33	28	26	29	30
Number of regional academy classes provided	15	14	15	19	19
Number of police officers completing the regional classes	453	520	438	500	550
Number of officers graduating from State Law Enforcement Academy	18	4	9	10	10
Number of officers completing the probationary training program	6	6	11	13	10
Percentage of handgun license applications approved	91%	93%	91.6%	91.6%	91%
Number of City departments receiving training reports	3	3	3	3	3
Number of training reports generated	16	16	11	11	11

POLICE DEPARTMENT
PROGRAM: COMMUNITY RELATIONS DIVISION

Program Purpose: To provide information, programming and support to youth and adults while maintaining a positive relationship with the community at large

Clients: Residents, Youth, Community Organizations, Local Schools, Police Department and Media

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 10 FTE • Transportation • South Bend Community School Corporation • Recreation Department • Community and Neighborhood Centers • Media • Volunteers • Instructors • 2003 Budget: $484,025	Teach classes	3 Sessions taught 62 Classes taught 2,880 Students attending classes	Residents will have greater understanding of the working operation of the Police Department.	Goals B and C	Number of residents completing classes
	Counsel youth	Youth counseled as needed	Youth will develop a positive relationship with police officers. Youth will receive information to help make good life choices.	Goals B and C Goals B and C	Number of youth served
	Generate case reports	165 Reports filed 125 Reports investigated	Local schools will have access to Police Department personnel. Youth will have access to Police Department personnel. Youth will report inappropriate activity to Police personnel that may lead to juvenile or adult charges.	Goals B and D Goals B and D Goals B and D	Percentage of cases charged due to youth reports
	Develop collaboration	29 Community meetings organized 48 Community meetings attended 13 Other Community groups involved	Community organizations will develop strategies to better serve the community. Police Department and community organizations will have information for solving crimes and community problems.	Goals B, C and D Goals B, C and D	Number of community groups involved Number of projects worked on

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POLICE DEPARTMENT
PROGRAM: COMMUNITY RELATIONS DIVISION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide Crime Stoppers tips Coordinate Crime Stoppers Program	50 Crime Stoppers "Tips of the Week" provided 581 Tips received 232 Crimes solved $21,050 paid out 192 Arrests made	Media will receive information to provide community with correct information. Police Department will receive information leading to arrest or indictments of offenders.	Goals D and E Goals B, D and E	Number of Crime Stoppers tips provided vs. number of tips received Percentage of crimes solved through Crime Stoppers Program
	Coordinate youth activities	Eight-week summer program sponsored (20 hours a week) A variety of recreational and educational activities and field trips for community youth provided as needed	Youth will have exposure to experiences outside their neighborhood. Youth will have an opportunity to interact with youth from different neighborhoods. Youth will interact with police in a positive way.	Goals B and C Goals B and C Goals B and C	Number of youth served Number of community sites involved

POLICE DEPARTMENT
PROGRAM: COMMUNITY RELATIONS DIVISION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of residents completing classes	46	59	60	60	90
Number of youth served	7,293	5,300	7,200	8,000	5,500
Percentage of cases charged due to youth reports	67%	65%	65%	65%	100%
Number of community groups involved	12	8	11	11	12
Number of projects worked on	20	26	28	30	20
Number of Crime Stoppers tips provided vs. number of tips received	50 vs. 1,181	50 vs. 1,129	50 vs. 1,063	Unknown	50 vs. 1,150
Percentage of crimes solved through Crime Stoppers Program	42%	28.8%	30%	Unknown	100%
Number of youth served	1,008	1,030	1,200	1,200	700
Number of community sites involved	6	6	6	6	6

POLICE DEPARTMENT
PROGRAM: LIAISON MENTAL HEALTH AND GERIATRIC / ADULT PROTECTIVE SERVICES

Program Purpose: To provide quality assistance in the areas of mental health, geriatrics and adult protective services and to promote police services to the public

Clients: Police Personnel (Officers and Civilians), Senior Citizens and Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • Adult Protective Services Volunteers Mental Health Agencies Medical Professionals Criminal Justice Agencies Civic Organizations • 2003 Budget: $67,306	Conduct training programs	15 Stress management classes presented 15 Adult Protective Service classes given 5 Infectious/communicable disease classes given 5 Exploitation/fraud classes presented	Police personnel will have a greater understanding of health and safety issues.	Goal H	Number of health and safety classes presented Percentage of participants completing classes
	Receive resident referrals Assess residents for services Refer residents in need of services to appropriate agencies Review filed mental health/Adult Protective Service cases	* All resident referrals performed 100 Residents assessed for services 50 Mental health referrals made 12 Mental health committals made	Residents will be assessed and referred for mental, social or medical services. Residents will be directed to appropriate service agencies.	Goal B Goal E	Number of residents evaluated for appropriate service Number of residents referred for services Percentage of residents committed due to referral services Number of cases reviewed
	Participate in public events	15 Public events participated in	Residents will have information on public safety and police programs.	Goal B	Number of special events attended
	Provide safety and anti-crime information	15 TRIAD/SALT presentations provided 8 TRIAD/SALT meetings held	Seniors and residents will have safety information. Seniors and residents will become more knowledgeable of safety and anti-crime issues.	Goal B Goal B	Number of South Bend Tribune articles written and published Number of meetings

* Estimated

Re: Outputs - All classes/speeches presented included topics of Stress Management, Frauds, TRIAD, Mental Health, Geriatrics.

POLICE DEPARTMENT
PROGRAM: LIAISON MENTAL HEALTH AND GERIATRIC / ADULT PROTECTIVE SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of health and safety classes presented	42	15	38	40	40
Percentage of participants completing classes	100	100	100	100	100
Number of residents evaluated for appropriate service	* 100	* 100	* 100	* 100	150
Number of residents referred for services	* 75	* 100	* 100	* 100	150
Percentage of residents committed due to referral services	* 30%	Only those that need to be committed	Only those that need to be committed	Only those that need to be committed	Only those that need to be committed
Number of cases reviewed	505	351	* 400	400	500
Number of special events attended	32	12	18	20	20
Number of South Bend Tribune articles written and published	** 27	49	20	*** 0	0
Number of meetings	71	40	91	75	75

* Estimated
** First article published June 26, 2000
*** Final article published 6/3/02

POLICE DEPARTMENT
PROGRAM: DRUG ABUSE RESISTANCE EDUCATION (D.A.R.E) / SAFETYVILLE

Program Purpose: To provide drug, violence and safety instruction for children
Clients: Preschool and School Age Students and Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 5 FTE • External Providers: DARE Board of Directors, South Bend Community School Corporation Substance Abuse Coordinator • 2003 Budget: $100,876	Conduct classes	20 Preschool Stranger Danger classes conducted 6 Kindergarten Stranger Danger classes conducted 10 First-grade Pedestrian Safety classes conducted 12 Second and third-grade Bicycle Safety classes conducted 88 Fifth-grade DARE classes conducted 6 Kindergarten through fourth-grade presentations made 2 Stranger Danger presentations made	Clients will have access to positive interaction with police officers. Preschool and school-age participants will become knowledgeable on how to keep away from strangers, cross streets safely and ride bikes safely. School-age participants will become knowledgeable about basic information on drugs, medicine and violence. Fifth-grade participants will have a greater understanding about drugs, choices and violence.	Goal B Goal B Goal B Goal B	Number of classes that visit Safetyville Number of participants who receive instruction about safety issues Number of school-age participants Number of fifth-grade participants Number of fifth graders that complete DARE curriculum

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POLICE DEPARTMENT
PROGRAM: DRUG ABUSE RESISTANCE EDUCATION (D.A.R.E) / SAFETYVILLE
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Disseminate information	25 Information booths 5,500 Anti-drug materials given out 5,500 Anti-violence materials given out 5,500 Safety materials given out 10 Speaking engagements attended	Residents will have a greater understanding about drugs, violence and safety.	Goal B	Number of information booths Number of anti-drug materials given out Number of anti-violence materials given out Number of safety materials given out Number of speaking engagements
	Organize youth events	8 DARE skates 2 Parades 1 Baseball game 1 DARE rally	Clients will have access to positive interaction with police officers. Clients will have an opportunity to meet positive role models. Clients will experience recreational activities without drugs. Clients will become more knowledgeable on how to help build positive support systems.	Goal B Goal B Goal B Goal B	Number of participants Number of events

POLICE DEPARTMENT
PROGRAM: DRUG ABUSE RESISTANCE EDUCATION (D.A.R.E.) / SAFETYVILLE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of classes that visit Safetyville	79	45	18	27	80
Number of participants who receive instruction about safety issues	3,600	3,330	1,801	3,300	3,200
Number of school-age participants	6,000	3,208	2,893	3,100	2,400
Number of fifth-grade participants	2,400	2,500	1,084	1,084	2,300
Number of fifth graders that complete DARE curriculum	2,320	2,200	0	0	2,300
Number of information booths	19	27	22	15	100
Number of anti-drug materials given out	3,000	5,120	5,780	3,000	7,500
Number of anti-violence materials given out	3,000	5,120	5,780	3,000	7,500
Number of safety materials given out	54,000	7,080	2,200	6,000	7,500
Number of speaking engagements	10	17	12	20	50
Number of participants	12,000	11,950	4,300	5,000	12,500
Number of events	21	27	10	14	25

POLICE DEPARTMENT
PROGRAM: UNIFORM PATROL DIVISION

Program Purpose: To provide for public safety through uniform patrol, enforcement and neighborhood service
Clients: Residents and Police Officers

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 161 FTE • Equipment: Fully-Equipped Squad Cars Mountain Bikes and Related Equipment SWAT Truck and Related Equipment Bomb Truck and Related Equipment • 2003 Budget: $10,675,862	Patrol streets and neighborhoods	24 Uniform beats units per shift 140,000 Incident reports documented	Residents will have increased police in their neighborhoods.	Goal B	Number of police officers assigned to patrol streets Total number of reports taken Number of miles patrolled
	Make arrests	5,300 Suspects arrested	Residents will have a more orderly community through enforcement of laws.	Goal B	Number of suspect arrests
	Issue citations	16,000 Citations issued			Total number of citations
	Respond to non-emergency telephone calls	All non-emergency calls responded to All dispatches generated All incident reports documented	Residents will have their requests for service documented. Residents will have their service requests responded to.	Goals B and E Goals B and E	Number of calls received Number of incident reports filed and dispatches forwarded by front desk

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POLICE DEPARTMENT
PROGRAM: UNIFORM PATROL DIVISION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Make agency referrals Resolve disputes	All tracking referral forms filled out All disputes resolved	Residents will have their referrals sent to correct agency. Residents will receive help in conflict resolutions.	Goal B Goal B	Number of tracking referral forms resolved
	Train field trainee officers Train in roll calls	All field trainees taught All roll call training sessions attended	Probationary officers will have on-the-job training in law enforcement techniques. Officers will have ongoing training in law enforcement techniques and procedures.	Goals B and H Goals B and H	Total number of field trainee officers taught Number of roll call training sessions conducted

POLICE DEPARTMENT
PROGRAM: UNIFORM PATROL DIVISION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of police officers assigned to patrol streets	24	21	21	21	18
Total number of reports taken	33,003	31,781	29,497	29,300	35,700
Number of miles patrolled *	4,063,320	4,098,570	3,865,719	4,000,000	3,800,000
Number of suspect arrests	4,474	4,438	4,165	4,300	5,300
Total number of citations (warnings are not longer included as of 2000)	18,142	15,679	10,829	12,000	16,000
Number of calls received	523,754	552,195	476,182	525,900	550,000
Number of incident reports filed and dispatches forwarded by front desk	28,891	24,169	29,203	26,000	26,000
Number of tracking referral forms resolved	2,047	1,480	1,936	1,500	875
Total number of field trainee officers taught	0	6	11	15	25
Number of roll call training sessions conducted	13	40	40	40	100

* These are take-home cars.

POLICE DEPARTMENT
PROGRAM: TRAFFIC DIVISION

Program Purpose: To provide enforcement of traffic laws and City ordinances related to the movement of vehicles and pedestrians, parking laws, crash investigation, traffic enforcement and related events

Clients: Residents, School Children, Police Officers, Police Department and Engineering Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 22.33 FTE • External Providers: State of Indiana Grant Event Sponsors • Equipment: Specialized Traffic Equipment • Traffic Supplies: Moving Traffic Tickets, Warning Tickets, Parking Tickets • 2003 Budget: $521,029	Receive traffic complaints	120 Complaints received	Residents will have response to their traffic complaints.	Goals B and E	Number of complaints serviced
	Investigate traffic crashes Review traffic crashes for errors Correct traffic crash errors Tabulate traffic crash causation factors	5,018 Traffic crashes investigated 5,018 Traffic crashes reviewed for errors 1,500 Errors corrected on traffic crashes 5,018 Traffic crash causation factors tabulated	Residents will have correct crash reports. Residents will have access to crash causes.	Goal B Goal B	Number of traffic crashes Number of amended reports Number of cause factors in traffic accidents
	Disseminate traffic information	5,018 Traffic crash locations forwarded for evaluation	Engineering Department will have traffic crash information for evaluation. Residents will have safer traffic flow patterns.	Goal H Goal B	Number of crashes at specific locations submitted

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POLICE DEPARTMENT
PROGRAM: TRAFFIC DIVISION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Conduct traffic enforcement activities	15,148 Traffic movers issued 3,842 Traffic warnings issued 4,642 Parking tickets issued	Residents will have access to factual enforcement information. Residents will have traffic enforcement on their roadways.	Goal B Goal B	Total number of traffic citations issued
	Administer Enforcement Grant for driving under the influence (D.U.I.) and seat belt program	16 Driving under the influence (D.U.I.) patrol shifts 100 Seat belt citations given	Police Department will have additional staff to enforce alcohol-related traffic incidents. Residents will have additional enforcement of seat belt laws.	Goals B and H Goal B	Total number of grant citations Number of vehicle alcohol arrests Number of seat belt violation tickets
	Coordinate with City towing services	6 Towing companies contracted	Residents will have towing services. Police officers will have towing services.	Goal B Goals B and H	Number of towing services used Number of police-requested towing jobs
	Coordinate traffic and security needs for City special events	Special events traffic and security details provided as needed	Residents will have security and traffic control for special events.	Goals B and C	Total number of events for which security and traffic details are provided

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POLICE DEPARTMENT
PROGRAM: TRAFFIC DIVISION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Conduct traffic education classes	14 Traffic education classes	Residents will become more knowledgeable about traffic information.	Goal B	Number of participants instructed in traffic education classes
	Coordinate response to civil emergencies	Staff provided to respond to emergencies as needed 12 Emergency strategy meetings held Public service announcements related to civil emergencies provided as needed	Residents will have a greater understanding about information on preparedness for civil emergencies (tornados, floods, snow, etc.). Residents will have response to civil emergencies.	Goal B Goal B	Number of public service announcements distributed Number of civil emergencies responded to
	Provide traffic control assistance at school crossing zones	27 Intersections for traffic control	School children will have school crossing traffic control.	Goal B	Number of intersections covered Number of accidents involving school children during covered period

POLICE DEPARTMENT
PROGRAM: TRAFFIC DIVISION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of complaints serviced	110	92	82	75	100
Number of traffic crashes	5,069	4,451	4,162	5,000	5,000
Number of amended reports	81	72	83	100	0
Number of cause factors in traffic accidents	4,980	4,451	4,162	5,000	5,000
Number of crashes at specific locations submitted	5,069	4,451	4,162	5,000	5,000
Total number of traffic citations issued	20,152	40,424	31,218	45,000	20,000
Total number of grant citations	2,764	5,590	5,225	6,000	1,000
Number of vehicle alcohol arrests	25	32	37	40	20
Number of seat belt violation tickets	2,591	3,138	2,220	2,000	1,000
Number of towing services used	7	7	6	7	6
Number of police-requested towing jobs	7,276	6,979	5,854	4,000	6,000
Total number of events for which security and traffic details are provided	68	65	69	68	60
Number of participants instructed in traffic education classes	62	55	60	55	55
Number of public service announcements distributed	25	25	25	25	25
Number of civil emergencies responded to	6	4	3	5	5
Number of intersections covered	28	35	30	30	28
Number of accidents involving school children during covered period	1	0	0	0	0

POLICE DEPARTMENT
PROGRAM: INVESTIGATIVE DIVISION

Program Purpose: To deliver effective analysis and investigation of criminal cases and provide the prosecution and judicial arms of the criminal justice system with accurate information concerning criminal activity

Clients: Residents, Detectives and Uniform Police Officers, Outside Agencies, Prosecutors and Courts

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 48 FTE • Technical (Forensic Science) Equipment • 2003 Budget: $3,263,200	Provide case analysis	30,000 Cases analyzed	Detectives will have investigations that are crime related.	Goals E and H	Percentage of accurately assigned cases
	Investigate cases	10,500 Investigations documented 8,000 Items analyzed	Prosecutors will have properly investigated and chargeable cases. Prosecutors and courts will have analyzed evidence in court.	Goals B and E Goals B and E	Number of submitted cases for charges Number and percent of cases returned from Prosecutor's Office for additional investigation Number of crime lab analysis reports
	Forward completed cases	1,400 Court-ready cases forwarded	Courts and prosecutors will have accurate information.	Goals B and E	Number of subpoenas issued to investigative personnel
	Gather property	3,600 Personal property items recovered	Residents will have recovery of lost property.	Goals B and E	Number of property items released
	Arrest offenders	1,300 Offenders arrested	Residents will have identified offenders placed into the criminal justice system.	Goal B	Number of investigative division arrests
	Disseminate crime information	350 Crime information bulletins disseminated	Police and outside agencies will have access to information regarding criminal activity.	Goal B	Number of crime bulletins issued by the Detective Bureau

POLICE DEPARTMENT
PROGRAM: INVESTIGATIVE DIVISION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of accurately assigned cases	99%	99%	99%	99%	100%
Number of submitted cases for charges	1,303	1,288	1,362	1,350	1,400
Number and percent of cases returned from Prosecutor's Office for additional investigation	6 -.5%	19 1%	15 1%	15 1%	0 0%
Number of crime lab analysis reports	* 35	615	688	700	800
Number of subpoenas issued to investigative personnel	1,004	673	450	350	750
Number of property items released	1,100	537	480	550	650
Number of investigative division arrests	1,380	1,221	689	1,400	1,400
Number of crime bulletins issued by the Detective Bureau	245	283	94	350	400

* Lab not open yet.

POLICE DEPARTMENT
PROGRAM: METRO SPECIAL OPERATIONS SECTIONS (MSOS)

Program Purpose: To prevent and reduce the importation and sales of illegal drugs through effective investigations, utilizing both State and Federal narcotic laws

Clients: Residents, South Bend Police Department (Investigative and Uniform Divisions), Outside Police Agencies, Federal and State Prosecutors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 16 FTE • Outside Agency Staff: St. Joseph County Police Department - 6 FTE; Mishawaka Police Department - 2 FTE • 2003 Budget: $1,063,346	Conduct drug enforcement activities	650 Drug arrests 575 Drug cases 240 Search warrants 240 Crime scenes processed 12 Stolen items recovered Illegal drugs seized (in grams): Total: 211,000 Currency seized: $125,000	Investigators will properly investigate illegal drug and theft cases. Federal and State prosecutors will have properly investigated illegal drug and theft cases in order to make appropriate charges. Residents will have a reduction in community drug traffic.	Goals B, C and E Goals B, C and E Goals B, C and E	Number of drug cases Number of drug arrests Number of search warrants Number of crime scenes processed Number of theft arrests Number of recovered stolen items Number of crime scene cases filed Dollar amount of currency seized Number of grams of illegal drugs seized
	Conduct training programs	10 Drug house programs 8 Drug identification programs 100 Residents attending training programs 60 Police officers attending training programs	Outside police agencies and residents will have access to information on illegal drug trends and activities. Outside police agencies and residents will become more knowledgeable of illegal drug trends and activities.	Goal B Goal B	Number of drug house programs Number of drug identification programs Number of residents attending training programs Number of police officers attending training programs

POLICE DEPARTMENT
PROGRAM: METRO SPECIAL OPERATIONS SECTIONS (MSOS)

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of drug cases	456	510	676	450	425
Number of drug arrests	481	848	1,115	900	550
Number of search warrants	178	201	222	260	200
Number of crime scenes processed	208	217	242	245	200
Number of theft arrests	0	0	0	4	3
Number of recovered stolen items	11	7	15	20	15
Number of crime scene cases filed	169	192	221	225	175
Dollar amount of currency seized	$104,447	$118,832	$532,000	$150,000	$150,000
Number of grams of illegal drugs seized	285,099.17 gr.	165,880.50 gr.	211,000 gr.	200,000 gr.	250,000 gr.
Number of drug house programs	4	9	4	12	10
Number of drug identification programs	2	6	6	10	10
Number of residents attending training programs	425	285	375	150	300
Number of police officers attending training programs	10	85	85	125	200

POLICE DEPARTMENT
PROGRAM: NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)

Program Purpose: To improve the quality of our neighborhoods by enhancing the operations of the department through specifically targeted enforcement and investigations

Clients: Residents, Police Officers, Private Businesses and other Public Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 6 FTE • Specialized Equipment • 2003 Budget: $478,224	Enforce laws and ordinances	20 Gang-related arrests 50 Prostitution-related arrests 150 Narcotic-related arrests 50 Fugitive-related arrests 25 Traffic-related arrests 400 Citations issued	Residents will have offenders placed into the criminal justice system.	Goal B	Number of arrests made Number of citations issued
	Provide information	20 Training sessions 50 Fugitive watch bulletins	Residents will have greater understanding of gang-related issues. Police will have accurate gang intelligence.	Goal B Goal B	Number of public anti-gang presentations presented Number of fugitive bulletins issued
	Conduct searches	200 Narcotics-related searches 15 Stolen property-related searches	Residents will have stolen property returned. Businesses will have stolen property returned. Residents will have contraband removed from their neighborhoods.	Goal B Goal B Goal B	Amount of property recovered Percentage of property returned Number of searches conducted Number of weapons recovered

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POLICE DEPARTMENT
PROGRAM: NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)

(Continued)

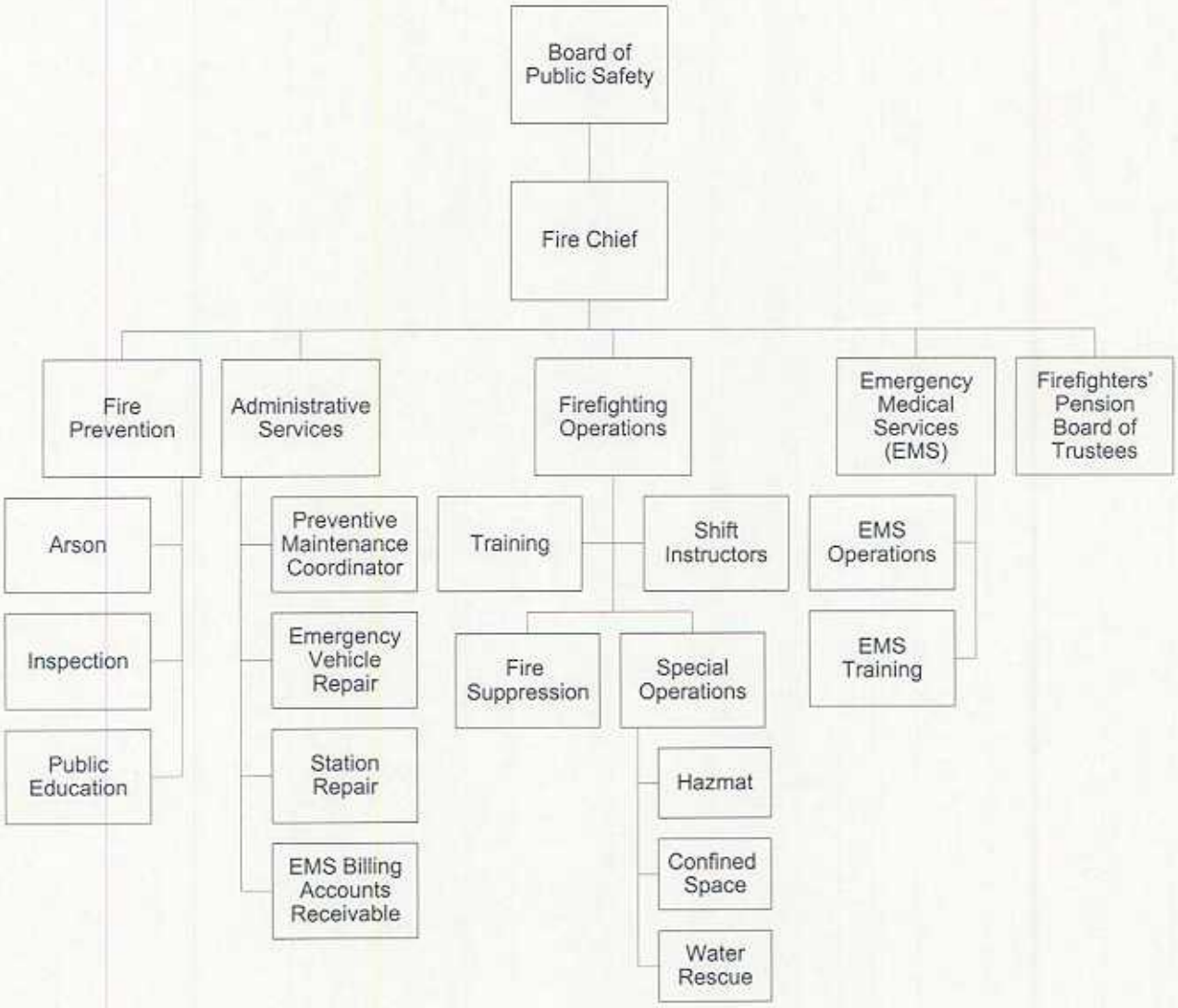
INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Investigate complaints	All complaints investigated	Residents will have response to complaints of criminal activity.	Goals B and E	Number of cases sent for prosecution because of resident complaints
	Monitor persons on probation	Operations assisting probation department: 50 Adult home visits 850 Juvenile home visits	Probation departments will have assistance monitoring their clients.	Goal B	Number of contacts with probation department clients

POLICE DEPARTMENT
PROGRAM: NEIGHBORHOOD ENFORCEMENT SERVICE TEAM (NEST)

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of arrests made	409	248	280	250	450
Number of citations issued	1,610	908	313	1,000	1,000
Number of public anti-gang presentations presented	5	9	10	0	25
Number of fugitive bulletins issued	10	11	10	10	50
Amount of property recovered	$175,000	$382,000	$65,000	$100,000	$30,000
Percentage of property returned	85%	85%	85%	85%	90%
Number of searches conducted	130	145	125	50	125
Number of weapons recovered	32	28	73	45	25
Number of cases sent for prosecution because of resident complaints	120	110	125	125	150
Number of contacts with probation department clients	650	800	850	100	225

There will be a marked significant change in some categories. This is due to the unit being assigned strictly drug enforcement investigations, which began March 1, 2002.

FIRE DEPARTMENT



FIRE DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Fire Department					
Personal Services	13,611,061	14,326,496	14,848,151	15,319,385	257.00
Supplies	274,080	257,297	339,164	339,164	
Other Services	951,833	1,022,277	986,367	988,084	
Other Uses	103,320	3,252	462,252	4,363	
Capital	80,475	222,932	190,684	0	
	15,020,769	15,832,254	16,826,618	16,650,996	
CAPITAL FUND:					
EMS / Fire Department Capital Fund					
Other Services	718,311	491,177	486,967	290,315	
Other Uses	187,500	250,000	250,000	250,000	
Capital	80,762	81,331	0	538,401	
	986,573	822,508	736,967	1,078,716	
PENSION TRUST FUNDS:					
Firefighters' Pension Fund					
Personal Services (benefits)	3,532,233	3,898,011	3,902,229	4,245,310	n/a
Supplies	157	0	200	200	
Other Services	1,485	1,612	4,841	4,841	
	3,533,875	3,899,623	3,907,270	4,250,351	
TOTAL FIRE DEPARTMENT	19,541,217	20,554,385	21,470,855	21,980,063	257.00

PROGRAM BUDGETS:

ADMININSTRATIVE SERVICES					
Personal Services	424,107	448,172	448,172	465,409	11.00
Supplies	123,789	105,321	187,188	187,188	
Other Services	1,606,894	1,411,204	1,371,084	1,176,149	
Other Uses	290,820	253,252	712,252	254,363	
Capital	161,237	304,263	190,684	538,401	
	2,606,847	2,522,212	2,909,380	2,621,510	
FIRE PREVENTION					
Personal Services	361,047	374,195	374,195	379,683	7.00
Supplies	1,000	1,000	1,000	1,000	
Other Services	6,000	6,000	6,000	6,000	
	368,047	381,195	381,195	386,683	
FIREFIGHTING OPERATIONS					
Personal Services	9,786,273	10,196,816	10,718,471	11,308,465	187.00
Supplies	74,700	75,592	75,384	75,384	
Other Services	43,250	82,250	82,250	82,250	
	9,904,223	10,354,658	10,876,105	11,466,099	

FIRE DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
EMERGENCY MEDICAL SERVICES					
Personal Services	3,039,634	3,307,313	3,307,313	3,165,828	52.00
Supplies	74,592	75,384	75,592	75,592	
Other Services	14,000	14,000	14,000	14,000	
	3,128,226	3,396,697	3,396,905	3,255,420	
FIREFIGHTERS' PENSION - BENEFIT PAYMENTS					
Personal Services (benefits)	3,532,233	3,898,011	3,902,229	4,245,310	n/a
Supplies	157	0	200	200	
Other Services	1,485	1,612	4,841	4,841	
	3,533,875	3,899,623	3,907,270	4,250,351	
TOTAL PROGRAMS	19,541,218	20,554,385	21,470,855	21,980,063	257.00

FIRE DEPARTMENT
PROGRAM: ADMINISTRATION SERVICES

Program Purpose: Provide the highest level of life in an efficient and cost-effective manner for City residents
Clients: Residents, Fire Department Employees and Users of Emergency Medical Services (E.M.S.)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 11 FTE • Equipment/Supplies • Fire Stations • External Providers: Equipment Services Federal, State and Local Emergency Management Agencies • Laws/Regulations: Federal, State and Local • Collective Bargaining Agreement • Leadership • Billing • 2003 Budget: $2,621,510	Supervise and direct programs with the Fire Department Process applicants for employment Maintain and inventory department equipment Provide building maintenance Process Emergency Medical Services billing Process payroll, accounts receivable and accounts payable Prepare yearly budget	11 Monthly staff meetings held 2 Officers' meetings held 52 Mayor's weekly staff meetings held 8 Monthly Pension Board meetings held 4 Office meetings held Yearly budget prepared 16,142 E.M.S. bills processed All equipment and inventory records updated 196 Applications processed 49 Vehicles maintained 72 Random drug tests made	Residents will have an aggressive and efficient response force capable of providing effective control of hazards within the community. Fire Department employees will be informed as to the direction of the department. Fire Department employees will have a drug-free workplace. Fire Department employees will have new equipment and supplies available as budgeted. Fire Department employees will have assigned equipment and proper training to conduct their jobs. Fire Department prospects will be identified and hired. Fire Department employees (firefighters) will have benefits according to the Collective Bargaining Agreement and salary ordinance. Users of E.M.S. will be aware of E.M.S. bills. Users of E.M.S. will pay E.M.S. bills.	Goal H Goals B and H Goals B and H Goals B and H Goals B and H Goals B and H Goal B Goal B Goal B	Number of Fire Department employees who filed complaints regarding knowledge of departmental policies or activities Number of claims paid due to Fire Department negligence Number of drug tests Number of job-related injuries Number of firefighters hired Number of firefighters that are receiving correct benefits according to agreement Percentage of E.M.S. bills collected to E.M.S. bills outstanding

FIRE DEPARTMENT
PROGRAM: ADMINISTRATION SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of Fire Department employees who filed complaints regarding knowledge of departmental policies or activities	1	1	2	2	0
Number of claims paid due to Fire Department negligence	2	7	7	5	0
Number of drug tests	87	85	86	72	72
Number of job-related injuries	128	137	121	125	25
Number of firefighters hired	17	10	12	12	12
Number of firefighters that are receiving correct benefits according to agreement	248	248	248	248	248
Percentage of E.M.S. bills collected to E.M.S. bills outstanding	78%	78%	74%	80%	100%

FIRE DEPARTMENT
PROGRAM: FIRE PREVENTION

Program Purpose: Quality management of the inspection, education, investigation and site / building plan review functions for the City Fire Department

Clients: Owners and Occupants of Commercial Businesses in the City, Residents' Organizations, South Bend Community School Corporation, High Risk Residents and Households, Prosecutor's Office, Police Department, Insurance Companies, Planners and Fire Inspectors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 7 FTE • Indiana Building Codes • Indiana Fire Codes • NFPA Codes • 3 Part-Time Firefighters Suppression: Videos Coloring Books Handouts Kiwanis Club • 1 Police Officer TDY • State Fire Marshal • Federal Bureau of Investigations (FBI) –Continued–	Inspect commercial buildings for life/safety hazards Conduct fire inspections Observe fire sprinkler tests Observe fire pump tests	10,332 Commercial building inspections performed 1,437 life/safety hazards found in buildings 957 Follow-up inspections conducted	Owners and occupants will be in compliance with City code. Owners and occupants will have a safe building. Occupants will have a safe environment. Owners and occupants will have an increased general knowledge of fire safety. Owners and occupants will become aware of hazards. Owners will correct hazards.	Goal B Goal B Goal B Goal B Goal B Goal B	Number of fire safety violations issued Percentage decrease in number of fire safety violations Number of commercial fires due to safety hazards

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FIRE DEPARTMENT
PROGRAM: FIRE PREVENTION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
(Continued) • Bureau of Alcohol, Tobacco and Firearms (ATF) • Indiana Laws and Statues • City Municipal Code • Insurance Companies • Computer and Printer • 2003 Budget: $386,683	Conduct fire safety programs Conduct educational training programs	25 Juvenile fire setters taught 1,500 Preschool/daycare children taught 950 First-graders taught fire safety 850 Fourth-graders taught fire safety 650 Super setters taught 12,000 Employees/residents taught fire safety 950 Tours given 375 Smoke detectors installed 350 Home inspections conducted 150 Career day classes given 385 Hospital/school fire drills conducted 150 Career day classes given 25 Public educations meetings held 60 Media projects and interviews held 1,750 People taught on fire extinguisher training	Clients will have increased knowledge of fire safety. Clients will have smoke detectors in their homes. Clients will have increased knowledge of specific hazards in their homes, centers or facilities. Clients will be able to develop a safety and escape plan. Clients will be able to execute a safety and escape plan. Clients will know how to use a fire extinguisher. Clients will acquire or maintain fire extinguishers. Clients will understand basic responses to emergencies.	Goal B Goal B Goal B Goal B Goal B Goal B Goal B Goal B	Number of participants who receive instruction on fire safety Number of smoke detectors installed by Fire Department

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FIRE DEPARTMENT
PROGRAM: FIRE PREVENTION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Conduct fire investigations Work with prosecutor Work with Police Department Attend the following schools: National Fire Academy Ohio Fire Academy Indiana Fire Marshal's School	All fires investigated All cases sent to prosecutor for prosecution All cases sent to Police Department for criminal investigation All classes attended by inspectors	Clients will understand the cause of all fires. Insurance companies will have the information necessary to process claims. Police Department will have the physical evidence and analysis needed to conduct investigations and close cases. Prosecutor's Office will have the physical evidence necessary to determine the value of a prosecution. Insurance companies will have the information necessary to determine premiums when fires are properly classified. Planners will have the information necessary to reduce hazards, define risk areas and combat arson when fires are properly classified. Prosecutor's Office will have the physical evidence and analyses necessary to conduct a viable prosecution. Owners of commercial businesses will have the information necessary to pursue claims when fires are properly classified. Fire inspectors will be properly trained and gain certification.	Goals B and E Goals B and E Goals B and E Goals B and E Goals B and E Goals B and E Goals B and E Goals B and E Goals B and E	Percentage of fires properly classified Number of arson fire arrests Percentage of fire prosecutions to fire arrests Percentage of investigators maintaining certifications

FIRE DEPARTMENT
PROGRAM: FIRE PREVENTION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of fire safety violations issued	1,525	1,310	1,437	1,500	1,600
Percentage decrease in number of fire safety violations	11%	14%	9%	10%	16%
Number of commercial fires due to safety hazards	53	46	41	45	40
Number of participants who receive instruction on fire safety	20,000	20,000	20,000	20,000	20,000
Number of smoke detectors installed by Fire Department	175	537	375	450	475
Percentage of fires properly classified	100%	100%	100%	100%	100%
Number of arson fire arrests	11	8	20	15	13
Percentage of fire prosecutions to fire arrests	Maintain 86%	Maintain 86%	Maintain 86%	Maintain 86%	Maintain 86%
Percentage of investigators maintaining certifications	100%	100%	100%	100%	100%

FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS

Program Purpose: To provide quality and efficient fire operations, rescue, extrication, hazmat, tactical rescue and training of all Fire Department personnel

Clients: Those in Need of Emergency Services, Residents, Firefighters, Fire Truck Companies and Specific Public Safety Employees from Other Agencies

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 187 FTE • Fire Apparatus/Specialized Equipment • 2 Classrooms/Audio Visual Equipment • Fire Stations • Unit 511 (Fire Buffs Volunteers) • Collective Bargaining Agreement • Federal, State and Local Laws • 2003 Budget: $11,466,099	Perform Fire Suppressions	All fires extinguished	Clients in need of emergency services will have decreased response time of firefighters and fire truck companies to suppress fires. Clients threatened by fire will experience a reduced chance of loss of life and property.	Goal B Goal B	Total annual dollar amount of property loss due to fire Number of fires extinguished (residential, commercial, vehicle)
	Perform Special Operations: Confined space rescue Hazmat clean up Water rescue Extrication	All specialized rescues attempted	Clients requiring rescue will have access to responsive and timely rescue services.	Goal B	Number of specialized rescues attempted

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FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide emergency medical services	All emergency medical services provided	Clients will experience a reduced chance of significant injuries and loss of life.	Goal B	Number of emergency medical services runs
	Educate and train firefighters on fire suppression	228 Firefighters attended firefighting classes	New firefighters will increase job knowledge and skills. Firefighters will increase skills to fight fires safely and effectively.	Goal B Goal B	Average number of hours a firefighter spent on fire suppression education Number of firefighters with certification in various levels of fire suppression

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FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide special rescue operations training in house	Firefighters trained for special operations which include: 36 Hazmat 36 Tactical 18 Swift water 15 Divers	Firefighters on the special rescue operations teams will become more knowledgeable in their speciality due to monthly training. Firefighters on specialty teams will successfully complete training. Clients in need of emergency services will have special rescue operations teams available when needed.	Goal B Goal B Goal B	Number of firefighters that successfully complete special operations training Percentage of firefighters that maintain special operations certifications Average number of hours per month spent in special operations training
	Provide emergency medical services training	228 CPR/emergency medical services first-responder training provided	Firefighters will obtain annual certification in CPR. Firefighters will maintain their state emergency medical certifications.	Goal B Goal B	Number of firefighters that successfully complete training Percentage of firefighters that maintain certification
	Perform hiring application procedure Educate and train new firefighters	9 Firefighters hired 1 Twenty-week rookie school attended each year by new firefighters	Firefighter applicants will be processed and ranked for employment. New firefighters will obtain state firefighters' certification.	Goal H Goal H	Percentage of new firefighters that make it through rookie school

–Continued–

FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide firefighter education and training	100 Firefighters attending state fire schools, conferences or special meetings	Firefighters will have increased knowledge of fire suppression, prevention, special operation and emergency medical operations.	Goal B	Number of firefighters that successfully complete state fire schools and conferences
		64 Officers attending fire department officer training	Firefighters will improve specialized skills.	Goal B	Number of officers that successfully complete annual officer training
		228 Firefighters attending incident command system training	Firefighters will be capable of using the incident command system through annual training.	Goal B	Number of firefighters that successfully complete incident command system training
		200 Firefighters attending fire apparatus emergency vehicle operation	Firefighters will know emergency vehicle operations.	Goal B	Number of firefighters that successfully complete fire apparatus emergency vehicle training
		12 Firefighters attending fire truck driver/operator pumping course	Firefighters will obtain fire truck driver/operator certifications.	Goal B	Number of drivers/operators that successfully complete training and gain certification
		228 Firefighters attending self-contained breathing apparatus training	Firefighters will be able to use their self-contained breathing apparatus through annual training.	Goal B	Number of firefighters that successfully complete self-contained breathing apparatus training
		228 Firefighters attending hazardous materials incident first-responder training	Firefighters will know hazardous materials incident first responder procedures through annual training.	Goal B	Number of firefighters that successfully complete hazardous material training
		200 Firefighters attending fire truck hose testing	Firefighters will test all fire truck hoses.	Goal B	Number of firefighters that participate in annual hose test training

FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Total annual dollar amount of property loss due to fire	2.8 mil	2.81 mil	3.8 mil	3.9 mil	3.5 mil
Number of fires extinguished (residential, commercial, vehicle)	357	341	480	480	450
Number of specialized rescues attempted	67	46	57	60	55
Number of emergency medical services runs	14,475	16,091	16,200	16,500	16,500
Average number of hours a firefighter spent on fire suppression education	24	24	24	48	48
Number of firefighters with certification in various levels of fire suppression	248	248	248	248	248
Number of firefighters that successfully complete special operations training	105	106	106	106	106
Percentage of firefighters that maintain special operations certifications	100%	100%	100%	100%	100%
Average number of hours per month spent in special operations training	3	3	3	3	3
Number of firefighters that successfully complete training	228	228	228	228	228
Percentage of firefighters that maintain certification	100%	100%	100%	100%	100%

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FIRE DEPARTMENT
PROGRAM: FIREFIGHTING OPERATIONS
(Continued)

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of new firefighters that make it through rookie school	94%	92%	100%	100%	100%
Number of firefighters that successfully complete state fire schools and conferences	80	80	80	80	80
Number of officers that successfully complete annual officer training	50	64	64	64	64
Number of firefighters that successfully complete incident command system training	200	200	200	200	228
Number of firefighters that successfully complete fire apparatus emergency vehicle training	200	200	200	200	200
Number of drivers/operators that successfully complete training and gain certification	4	17	10	10	10
Number of firefighters that successfully complete self-contained breathing apparatus training	228	228	228	228	228
Number of firefighters that successfully complete hazardous material training	228	228	228	228	228
Number of firefighters that participate in annual hose test training	200	200	200	200	200

FIRE DEPARTMENT
PROGRAM: EMERGENCY MEDICAL SERVICES

Program Purpose: Provide the highest level of pre-hospital care to residents and visitors of the City and St. Joseph County

Clients: Residents and Visitors of the City and St. Joseph County in Need of Emergency Medical Services (EMS) and Firefighters/Paramedics

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 52 FTE • External Providers: Local Law Enforcement Agencies City and Township Fire Departments Municipal, Private and Volunteer Ambulance Services Local Medical Institutions University of Notre Dame South Bend Community School Corporation Prosecutor's Office • Laws/Regulations: Federal, State and Local • Collective Bargaining Agreement • 2003 Budget: $3,255,420	Respond to all emergency calls for medical assistance Respond to other emergency calls Assist fire suppression Assist other government agencies	10,573 Calls by City ambulances responded to 4,818 Calls by County ambulances responded to 4 City / 3 County ambulances provided 1 Support vehicle provided 559 Residential and commercial fires responded to 179 Specialized rescues responded to All residents unable to care for themselves assisted All residents involved with adult and child abuse cases assisted 16,129 Total calls responded to	Residents and visitors will have pre-hospital care in accordance to state and national standards. Residents and visitors will have access to responsive and timely EMS service. Residents and visitors will have referrals to other proper facilities and agencies.	Goals B and C Goals B and C Goals B and C	Number of EMS-related incidents Number of non-EMS calls responded to Number of specialized rescues responded to Average time it takes to respond to accident scene
	Assist Memorial Hospital with special transport ambulance	Driver provided 24 hours a day/7 days per week - Memorial All vehicles driven safely (EVOC certified) All outlying hospital routes known Vehicles kept in ready-to-respond condition 382 Calls-ins supported	Residents and visitors requiring intra-hospital transportation will have rapid and safe care consistent with certification levels.	Goal C	Number of specialized health care transports

–Continued–

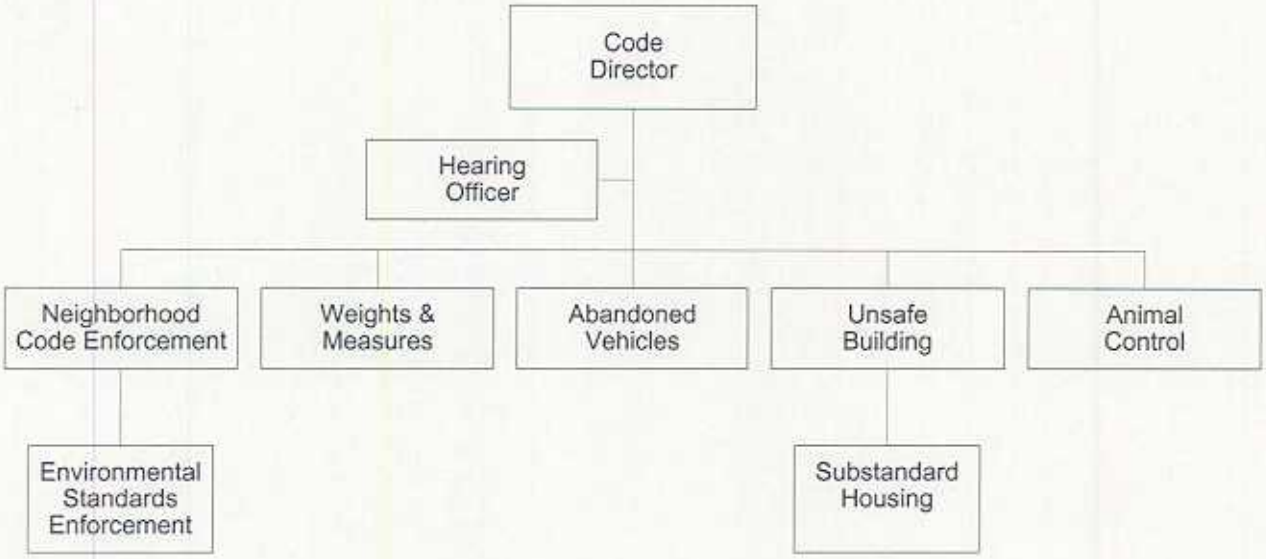
FIRE DEPARTMENT
PROGRAM: EMERGENCY MEDICAL SERVICES
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Conduct medical education training Attend classes sponsored by Memorial and Saint Joseph Hospitals	Training programs provided: 24 Hours monthly of combined didactic and skills review 18 CPR classes to fire suppression Educational programs attended: 8 Hours monthly in-service and quality improvements classes sponsored by the hospitals 16 Hours advanced cardiac life support 12 Hours pediatric life support All courses sponsored by the hospitals 235 Firefighters certified in EMS	Firefighters/Paramedics will maintain their state emergency medical certifications. Residents and visitors will have proper EMS care. Firefighters/Paramedics will maintain their proficiency in delivering care. Firefighters/Paramedics will maintain the state EMS certifications.	Goals B and C Goals B and C Goals B and C Goals B and C	Number of firefighters holding medical certification

FIRE DEPARTMENT
PROGRAM: EMERGENCY MEDICAL SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of EMS-related incidents	9,882	10,264	10,705	11,000	10,000
Number of non-EMS calls responded to	752	646	583	600	400
Number of specialized rescues responded to	27	49	23	25	30
Average time it takes to respond to accident scene	5.68 min.	5.85 min.	5.86 min.	6.0 min.	5.5 min.
Number of specialized health care transports	683	530	382	450	450
Number of firefighters holding medical certification	223	221	235	235	240

CODE ENFORCEMENT



CODE ENFORCEMENT DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Neighborhood Code Enforcement					
Personal Services	709,321	796,307	798,279	834,125	19.00
Supplies	147,005	107,929	167,765	167,765	
Other Services	262,027	224,293	241,920	232,954	
Other Uses	1,845	2,141	2,141	2,193	
Capital	86,990	84,158	80,600	234,900	
	1,207,188	1,214,828	1,290,705	1,471,937	
Weights and Measures:					
Other Services	40,760	38,042	48,013	42,150	
	40,760	38,042	48,013	42,150	
Code Hearing Officer					
Other Services	52,677	43,152	54,784	56,976	
	52,677	43,152	54,784	56,976	
Junk Vehicle					
Personal Services	32,606	33,854	39,175	40,804	1.00
Supplies	2,639	2,096	3,768	3,768	
Other Services	11,536	19,581	21,370	21,370	
	46,781	55,531	64,313	65,942	
Unsafe Building					
Other Services	218,974	197,613	191,781	255,166	
	218,974	197,613	191,781	255,166	
Animal Control					
Personal Services	183,486	225,396	238,270	248,174	7.00
Supplies	30,815	53,177	38,823	38,823	
Other Services	76,959	72,354	71,172	74,538	
Other Uses	243	324	324	317	
Capital	1,049	18,351	0	0	
	292,552	369,602	348,589	361,852	
ENTERPRISE FUND:					
Solid Waste Fund (Code Enforcement only)					
Personal Services	306,798	284,110	325,628	333,916	10.00
TOTAL CODE ENFORCEMENT	2,165,730	2,202,878	2,323,813	2,587,939	37.00

CODE ENFORCEMENT DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
PROGRAM BUDGETS:					
ENVIRONMENTAL STANDARDS ENFORCEMENT					
Personal Services	581,784	579,295	637,157	665,291	17.00
Supplies	40,272	35,960	46,763	47,842	
Other Services	147,943	131,111	139,839	155,372	
Other Uses	466	543	548	571	
Capital	19,647	22,587	17,918	53,424	
	790,112	769,496	842,225	922,500	
SUBSTANDARD HOUSING					
Personal Services	369,582	392,440	418,033	442,448	7.00
Supplies	54,126	47,808	62,751	63,878	
Other Services	417,810	371,922	379,428	462,617	
Other Uses	626	722	735	762	
Capital	26,406	30,029	24,044	71,331	
	868,550	842,921	884,991	1,041,036	
ABANDONED VEHICLES					
Personal Services	104,849	111,262	120,997	127,765	6.00
Supplies	13,219	11,526	16,050	16,323	
Other Services	50,403	53,963	58,098	62,143	
Other Uses	122	142	144	150	
Capital	5,162	5,923	4,706	14,020	
	173,755	182,816	199,995	220,401	
ANIMAL CONTROL					
Personal Services	183,486	225,396	238,270	248,174	7.00
Supplies	30,815	53,177	38,823	38,823	
Other Services	76,959	72,354	71,172	74,538	
Other Uses	243	324	324	317	
Capital	1,049	18,351	0	0	
	292,552	369,602	348,589	361,852	
WEIGHTS AND MEASURES (services performed by the County)					
Other Services	40,760	38,042	48,013	42,150	
	40,760	38,042	48,013	42,150	
TOTAL PROGRAMS	2,165,729	2,202,877	2,323,813	2,587,939	37.00

CODE ENFORCEMENT DEPARTMENT
PROGRAM: ENVIRONMENTAL STANDARDS ENFORCEMENT

Program Purpose: To provide clean and safe properties by inspecting those properties and working with property owners to ensure that the properties meet the environmental standards set forth in the City Ordinance

Clients: Residents and Property Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 17 FTE • Laws: City and State • Educational Materials • Vehicles • Client Complaints • 2003 Budget: $922,500	Conduct Inspections	38,768 Inspections performed 18,784 Violation letters sent	Residents and property owners will experience cleaner neighborhoods.	Goals B and C	Number of violation letters sent Number of properties cleaned by City Number of properties cleaned by owner
	Resolve Violations	5,877 Properties cleaned by the City 12,907 Properties cleaned by the owner All tickets written			
	Educate Clients	3,000 Educational brochures distributed Neighborhood meetings attended Residents contacted as needed			

CODE ENFORCEMENT DEPARTMENT
PROGRAM: ENVIRONMENTAL STANDARDS ENFORCEMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of violation letters sent	19,976	19,761	18,784	18,784	0
Number of properties cleaned by City	7,000	6,976	5,877	5,877	0
Number of properties cleaned by owner	10,000	12,785	12,907	12,907	All

CODE ENFORCEMENT DEPARTMENT
PROGRAM: SUBSTANDARD HOUSING

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

Clients: Residents and Landlords

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 7 FTE • Laws: City and State • Educational Materials • Vehicles • Client Complaints • 2003 Budget: $1,041,036	Conduct inspections	5,944 Inspections performed 1,775 Letters sent	Residents and landlords will have access to housing that meets minimum maintenance requirements.	Goals B and C	Number of inspections performed
	Write tickets	650 Tickets issued			
	Coordinate hearings	1,700 Structures repaired 88 Structures demolished 737 Hearings held	Residents and landlords will experience a stabilization or increase in actual property values.	Goals B and C	Number of structures repaired Number of structures demolished Number of hearings held
	Educate clients	2,000 Brochures circulated Resident contacts performed as needed Neighborhood meetings attended			

CODE ENFORCEMENT DEPARTMENT
PROGRAM: SUBSTANDARD HOUSING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of inspections performed	5,074	5,842	5,944	5,944	6,500
Number of structures repaired	1,000	1,505	1,600	1,600	All
Number of structures demolished	55	188	88	88	10
Number of hearings held	1,554	1,484	737	737	700

CODE ENFORCEMENT DEPARTMENT
PROGRAM: ABANDONED VEHICLES

Program Purpose: To promote a better living environment for all residents
Clients: Residents and Vehicle Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 6 FTE • Tow Truck • Impound Lot • 2003 Budget: $220,401	Conduct inspections	6,574 Inspections performed 3,367 Vehicles tagged	Residents will live in areas free of abandoned vehicles.	Goals B and C	Number of vehicles tagged Number of vehicles towed Number of vehicles scrapped Number of vehicles sold at auction
	Tow vehicles	1,186 Vehicles towed			
	Handle the disposition of towed vehicles	20 Vehicles reclaimed 1,099 Vehicles scrapped 48 Vehicles sold at auction			
	Educate public	600 Brochures distributed	Residents will become knowledgeable about state laws regarding abandoned vehicles.	Goals B and C	

CODE ENFORCEMENT DEPARTMENT
PROGRAM: ABANDONED VEHICLES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of vehicles tagged	7,234	7,971	3,367	3,367	1,000
Number of vehicles towed	770	889	1,186	1,200	100
Number of vehicles scrapped	573	821	1,099	1,099	50
Number of vehicles sold at auction	122	110	48	50	50

CODE ENFORCEMENT DEPARTMENT
PROGRAM: ANIMAL CONTROL

Program Purpose: To promote and educate the public on the humane treatment of animals and to foster respect, understanding and compassion for all creatures while insuring that all pet owners adhere to the City ordinance

Clients: Residents and Pet Owners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 7 FTE • Laws: City and State • Guidelines: Humane Society of the United States American Humane Association • Capture Equipment • Shelter • Vans • 2003 Budget: $361,852	Educate the public on proper animal care Educate the public on nuisance pets Educate the public on animal overpopulation	2,500 Educational brochures distributed 2 School programs attended	Pet owners will have access to proper animal care guidelines.	Goal C	Number of educational brochures distributed Number of school programs attended
	Control domestic animals Provide shelter for domestic animals Euthanize unadoptable domestic animals	3,127 Domestic animals picked up 1,758 Domestic animals dropped off 785 Domestic animals adopted 1,874 Domestic animals euthanized 4,439 Complaints investigated	Residents will live in neighborhoods with fewer stray and unwanted animals.	Goals B and C	Number of domestic animals picked up Number of domestic animals euthanized
	Control Wildlife	141 Wild animals picked up 95 Wild animals euthanized 34 Wild animals rehabbed or released	Residents will have access to adoptable pets.	Goal C	Number of wild animals euthanized Number of domestic animals dropped off
	Resolve abuse and neglect situations	Resident contacts performed as needed	Pet owners will experience a decrease in abuse or neglect of their pet.	Goal C	Number of pets adopted through the program

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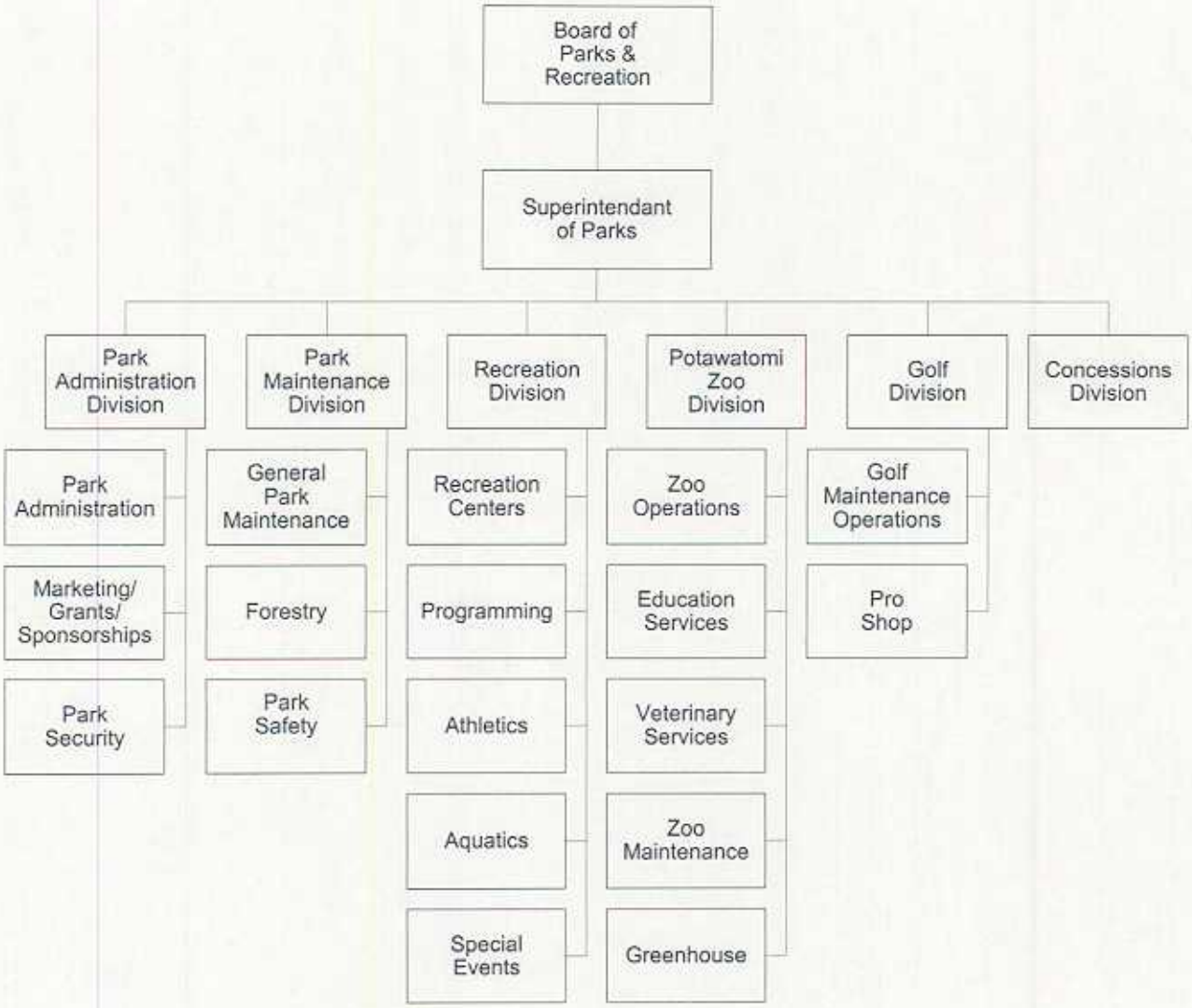
CODE ENFORCEMENT DEPARTMENT
PROGRAM: ANIMAL CONTROL
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	License domestic animals	2,758 Licenses sold	Residents will have access to vaccinated pets.	Goals B and C	Number of pet licenses issued
	License pet stores	3 Inspections performed	Pet owners will have access to licensed pet stores.	Goal C	Number of licenses issued to pet stores

CODE ENFORCEMENT DEPARTMENT
PROGRAM: ANIMAL CONTROL

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of educational brochures distributed	2,000	2,500	2,500	2,500	3,000
Number of school programs attended	2	3	2	2	12
Number of domestic animals picked up	2,297	3,609	3,127	3,200	100
Number of domestic animals euthanized	1,418	2,197	1,874	1,500	Only unadoptable
Number of wild animals euthanized	41	85	95	50	Only sick and injured
Number of domestic animals dropped off	900	1,232	1,758	1,758	100
Number of pets adopted through the program	366	678	785	785	All adoptable
Number of pet licenses issued	2,332	2,691	2,758	2,800	All pets in City
Number of licenses issued to pet stores	2	3	3	3	All pet stores in City

PARKS AND RECREATION



PARKS AND RECREATION DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
SPECIAL REVENUE FUND:					
Parks and Recreation					
Personal Services	6,163,145	6,153,598	6,511,491	6,369,831	126.00
Supplies	1,258,266	1,130,904	1,351,118	1,313,812	
Other Services	1,876,847	1,858,547	1,939,681	1,885,562	
Other Uses	242,583	231,822	231,822	237,817	
Capital	1,246,074	254,032	21,500	453,817	
	10,786,915	9,628,903	10,055,612	10,260,839	
Recreation Non-reverting Operating Fund					
Personal Services	269,497	384,608	370,401	390,959	0.00
Supplies	170,777	191,869	132,883	126,956	
Other Services	84,636	90,388	100,939	106,059	
Capital	20,043	0	30,000	40,000	
	544,953	666,865	634,223	663,974	
Special Events					
Personal Services	1,663	1,495	4,140	4,140	0.00
Supplies	11,161	8,860	8,050	8,050	
Other Services	177,686	128,775	216,788	141,485	
Other Uses	3,103	4,334	4,334	5,467	
Capital	16,090	4,376	0	20,000	
	209,703	147,840	233,312	179,142	
Park Non-reverting Capital					
Capital	192,029	317,518	322,700	280,270	
	192,029	317,518	322,700	280,270	
TOTAL PARKS AND RECREATION	11,733,600	10,761,126	11,245,847	11,384,225	126.00

PROGRAM BUDGETS:

PARK ADMINISTRATION					
Personal Services	404,796	430,355	445,809	472,693	9.00
Supplies	18,070	24,127	17,509	14,509	
Other Services	241,456	216,815	215,320	287,441	
Other Uses	17,207	20,162	20,162	21,351	
	681,529	691,459	698,800	795,994	
MARKETING / GRANTS / SPONSORSHIPS					
Personal Services	82,878	88,499	90,442	90,707	2.00
Supplies	330	367	600	600	
Other Services	34,764	38,736	37,050	33,550	
Capital	801	0	0	0	
	118,773	127,602	128,092	124,857	
PARK SECURITY					
Personal Services	155,216	149,229	165,891	160,117	3.00
Supplies	2,857	1,105	2,600	1,100	
Other Services	200	0	0	0	
	158,273	150,334	168,491	161,217	

PARKS AND RECREATION DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
GENERAL PARK MAINTENANCE					
Personal Services	2,204,602	2,190,590	2,300,615	2,194,497	49.00
Supplies	391,461	554,203	452,311	434,061	
Other Services	1,035,151	836,485	1,094,347	1,130,109	
Capital	1,149,948	273,456	60,100	491,817	
	4,781,162	3,854,734	3,907,373	4,250,484	
GREENHOUSE					
Personal Services	119,783	136,377	147,429	152,597	4.00
Supplies	8,103	10,733	10,838	10,838	
Other Services	92,185	74,551	91,140	91,140	
Capital	6,985	0	0	0	
	227,056	221,661	249,407	254,575	
FORESTRY					
Personal Services	280,044	283,876	286,461	301,376	7.00
Supplies	13,032	11,803	19,405	18,905	
Other Services	7,455	2,794	5,442	5,434	
Capital	15,050	6,190	0	13,500	
	315,581	304,663	311,308	339,215	
PARK SAFETY					
Personal Services	122	18,580	19,816	22,826	1.00
Supplies	8,877	3,602	6,500	6,500	
Other Services	855	0	1,025	1,025	
	9,854	22,182	27,341	30,351	
RECREATION CENTERS					
Personal Services	486,006	500,745	528,178	544,860	12.00
Supplies	48,923	36,050	71,485	63,445	
Other Services	94,872	92,710	96,856	93,030	
Capital	34,583	0	0	40,000	
	664,384	629,505	696,519	741,335	
PROGRAMMING					
Personal Services	326,355	348,249	259,354	283,214	2.00
Supplies	92,833	69,369	38,249	42,948	
Other Services	23,448	25,247	16,649	21,101	
	442,636	442,865	314,252	347,263	
ATHLETICS					
Personal Services	284,400	368,478	464,620	438,859	2.00
Supplies	111,370	158,990	114,398	104,772	
Other Services	37,076	53,757	61,600	51,293	
Capital	56,500	0	0	0	
	489,346	581,225	640,618	594,924	
AQUATICS					
Personal Services	215,757	206,245	240,057	217,578	1.00
Supplies	12,690	12,597	16,205	16,205	
Other Services	5,548	9,923	8,940	8,240	
Capital	0	0	30,000	0	
	233,995	228,765	295,202	242,023	

PARKS AND RECREATION DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
SPECIAL EVENTS					
Personal Services	87,334	88,108	82,842	86,266	2.00
Supplies	19,337	27,237	20,895	19,135	
Other Services	216,772	165,957	262,974	188,074	
Capital	16,089	4,376	0	20,000	
	339,532	285,678	366,711	313,475	
POTAWATOMI ZOO OPERATIONS					
Personal Services	593,682	572,605	557,342	538,664	12.00
Supplies	145,904	121,304	181,530	182,530	
Other Services	151,887	149,539	154,428	161,861	
Capital	96,193	189,093	154,100	121,670	
	987,666	1,032,541	1,047,400	1,004,725	
POTAWATOMI ZOO EDUCATION SERVICES					
Personal Services	30,551	40,841	67,835	65,911	1.00
Supplies	0	14	200	200	
Other Services	2,535	2,817	6,920	6,670	
	33,086	43,672	74,955	72,781	
POTAWATOMI ZOO VETERINARY SERVICES					
Personal Services	82,217	94,435	109,985	97,475	2.00
Supplies	11,158	10,276	14,350	14,350	
Other Services	10,034	13,560	17,550	16,700	
	103,409	118,271	141,885	128,525	
POTAWATOMI ZOO MAINTENANCE					
Personal Services	108,668	70,149	131,321	106,075	2.00
Supplies	40,037	27,136	38,150	38,150	
Other Services	15,218	13,637	16,400	16,400	
	163,923	110,922	185,871	160,625	
GOLF MAINTENANCE OPERATIONS					
Personal Services	490,593	479,468	486,687	485,709	9.00
Supplies	221,104	207,978	221,684	231,684	
Other Services	310,541	296,047	311,858	156,875	
Capital	95,732	102,811	130,000	107,100	
	1,117,970	1,086,304	1,150,229	981,368	
GOLF PRO SHOP					
Personal Services	270,687	282,711	297,226	308,289	4.00
Supplies	125,888	121,853	102,200	107,200	
Other Services	55,615	48,888	52,111	60,030	
	452,190	453,452	451,537	475,519	
CONCESSIONS					
Personal Services	214,219	185,297	204,121	197,217	2.00
Supplies	168,080	160,965	162,942	141,687	
Other Services	29,808	29,028	22,793	26,066	
Capital	1,128	0	0	0	
	413,235	375,290	389,856	364,970	
TOTAL PROGRAMS	11,733,600	10,761,125	11,245,847	11,384,226	126.00

PARKS & RECREATION DEPARTMENT
PROGRAM: PARK ADMINISTRATION

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

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 9 FTE • Information from other Park Department Divisions • Information from other City Operations • 2003 Budget: $795,994	Manage park system	1 Strategic plan developed 24 Division Manager meetings held Individual meetings held as needed	Park Department Division Managers will be provided with strategic direction.	Goal E	Amount of budgets approved by Council Percentage of users who rate services of each park as good or excellent rather than fair or poor
	Manage fiscal operations	All paychecks issued All purchase orders approved and issued 3 Annual operating budgets prepared 7 Annual capital budgets prepared All vendor checks issued All financial transactions entered into City computer system Annual financial report produced All budgets monitored throughout the year Financial information provided to all clients when needed	Park Department vendors and employees will be paid promptly and accurately. Park Department Division Managers will be informed of Department financial conditions. Park Department Division Managers will make informed decisions regarding financial efficiency.	Goal E Goal G Goal G	Number of paycheck errors Number of Divisions that operate within budget Number of adjusting entries made to correct errors Number of audit comments

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PARKS & RECREATION DEPARTMENT
PROGRAM: PARK ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide customer service	All resident inquiries resolved	Residents will have their requests responded to in an accurate and timely manner.	Goals D and E	Favorable rating from survey Percentage of complaint calls Number of calls
	Rent park facilities	90 Rentals of Pinhook Pavilion rented 700 Rentals of Potawatomi Park picnic areas and shelters rented 100 Rentals of picnic shelter at Rum Village Park rented	Residents will have access to recreational facilities for public use. Residents will show a level of satisfaction when using City rental facilities. Park Department will benefit from additional revenue.	Goal C Goals C and E Goal G	Number of rentals Increased rental income Number of repeat customers
	Provide Park Board support	12 Monthly meetings arranged 12 Monthly financial information statements compiled 12 Monthly meeting minutes taken 12 Monthly Board information packets mailed	Park Board Members will be provided with accurate and timely information on which to base their decisions.	Goal E	Park Board materials mailed to members in advance of meeting Financial statements compiled for members Meeting minutes compiled for members

PARKS & RECREATION DEPARTMENT
PROGRAM: PARK ADMINISTRATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Amount of budgets approved by Council	Capital: $1,111,112	$1,061,000	$374,200	$794,087	As needed
	Operating:$9,628,692	$10,226,752	$10,871,647	$10,590,138	As needed
Percentage of users who rate services of each park as good or excellent rather than fair or poor	96%	96%	96%	96%	100%
Number of paycheck errors	0.5%	0.1%	0.01%	0%	0%
Number of Divisions that operate within budget	6	6	6	6	6
Number of adjusting entries made to correct errors	12	11	5	5	5
Number of audit comments	0	0	0	0	0
Favorable rating from survey	90%	90%	91%	98%	98%
Percent of complaint calls	4%	5%	2%	2%	2%
Number of calls	15,000	18,000	27,000	27,000	27,000
Number of rentals	866	938	818	1,000	1,000
Increased rental income	$2,040	$2,977	$596	$1,000	$1,000
Number of repeat customers	65%	65%	70%	70%	70%
Park Board materials mailed to members in advance of meeting	12	12	12	12	12
Financial statements compiled for members	12	12	12	12	12
Meeting minutes compiled for members	12	12	12	12	12

PARKS & RECREATION DEPARTMENT
PROGRAM: MARKETING / GRANTS / SPONSORSHIPS

Program Purpose: Increase the Park Department's public visibility while supplementing divisional budgets with grants and sponsorships

Clients: Parks and Recreation Divisions, Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • 2003 Budget: $124,857	Issue press releases	30 Press releases issued 10 Media alerts issued	Residents will be knowledgeable about Park Department services.	Goal C	Number of stories covered by the media
	Develop print media	3 Recreation guides produced 6 Billboards erected	Residents will be aware of special events and recreation programs.	Goal C	Number of attendees at special events
	Write grants	6 Grants written	Park Department Divisions will have access to grant writing and production.	Goal G	Number of grants submitted
			Park Department Divisions will have budgets supplemented by grant funds.	Goal G	Dollar amount of grants received
	Seek event sponsorships	500 Sponsors contacted	Park Department Divisions will have sponsorship funds for their special events.	Goal G	Dollar amount of sponsorships received

PARKS & RECREATION DEPARTMENT
PROGRAM: MARKETING / GRANTS / SPONSORSHIPS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of stories covered by the media	69	100	110	100	90
Number of attendees at special events	144,522	147,700	150,000	150,000	150,000
Number of grants submitted	5	8	10	8	8
Dollar amount of grants received	$13,985	$600,000	$80,700	$150,000	$200,000
Dollar amount of sponsorships received	$54,000	$55,000	$57,000	$70,000	$60,000

PARKS & RECREATION DEPARTMENT
PROGRAM: PARK SECURITY

Program Purpose: To ensure that the City's parks are regularly patrolled and to ensure safe transfer of the Park Department's cash collected from operations

Clients: City Park Visitors and Park Department Divisions

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3 FTE (Full time) 3.3 FTE (Part time) • 3 Vehicles • 2003 Budget: $161,217	Patrol parks	2 - 3 Patrols daily	City park visitors will have access to regularly patrolled parks.	Goal B	Number of crime reports generated from City parks Number of complaints received from park users relating to illegal activities
	Inspect playground equipment	15 Playgrounds inspected weekly	City park visitors will have sturdy play equipment on which to play.	Goals B and C	Number of injuries reported on play equipment
	Pick up and deposit park revenues	2,946 Deposits made yearly	Park Department Divisions will have safely deposited revenue.	Goal G	Percentage of deposits made without error
	Close bathrooms	14 Bathrooms closed daily (seasonal)	City park visitors will have access to undamaged bathrooms during the day.	Goal C	Number of bathroom vandalisms reported

PARKS & RECREATION DEPARTMENT
PROGRAM: PARK SECURITY

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of crime reports generated from City parks	3	7	9	11	3
Number of complaints received from park users relating to illegal activities	4	4	7	4	2
Number of injuries reported on play equipment	0	0	0	0	0
Percentage of deposits made without error	100%	100%	100%	100%	100%
Number of bathroom vandalisms reported	45	18	30	25	5

PARKS & RECREATION DEPARTMENT
PROGRAM: GENERAL PARK MAINTENANCE

Program Purpose: To maintain and develop pleasant parks and green spaces for residents and visitors while maximizing the City's investment

Clients: Residents and All Visitors Utilizing Parks and Green Spaces, Maintenance Division Employees and Other Departments within the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 49 FTE (Full time) 25 FTE (Part time) • Marketing Department • Other City Departments • Grants • CDBG Funds • Good Neighbor/Good Neighborhood Funds • Non-Reverting Funds • 2003 Budget: $4,250,484	Maintain parks, facilities and green spaces owned by the City	1 Four-diamond softball complex maintained 2 Municipal pool maintained 1 Outdoor ice rink facility maintained East Race Waterway maintained 15 Baseball diamonds maintained 20 Restroom facilities maintained 25 Miscellaneous fields maintained 71 Tennis courts maintained 75 Park properties maintained 115 Street islands maintained 1,550 Acres maintained 13,000 Acres mowed annually	Residents and visitors will have access to well-maintained parks and park facilities. Residents and visitors will utilize the parks and park facilities. Residents and visitors will have an enjoyable experience when using the parks and park facilities.	Goal C Goal C Goal C	Average number of exceptions on inspection reports Number of work orders processed annually Number of complaints received Percentage of capital projects completed
	Develop new projects	8 - 10 Project drafts prepared 4 Blue prints solicited 4 Permits obtained 4 Sites prepared 4 Projects completed			

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PARKS & RECREATION DEPARTMENT
PROGRAM: GENERAL PARK MAINTENANCE
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain small equipment and fleet	11 Toro mowers maintained 15 Pieces of snow equipment maintained 20 Wheel horses maintained 41 Pieces of miscellaneous equipment maintained 43 Weedeaters maintained 46 Lawnboys maintained 7 Heavy equipment maintained 23 Large equipment maintained 32 Other equipment maintained 63 Small equipment maintained	Maintenance Division employees will have access to well-maintained equipment.	Goal H	Number of fleet repairs performed
	Support other departments throughout the City	Storm damage pick up performed as needed Snow removal performed as needed Leaf pick up performed as needed	Other divisions benefit from the assistance of more equipment and staff support.	Goal E	Number of hours spent assisting other departments Number of truck hours and miles used

PARKS & RECREATION DEPARTMENT
PROGRAM: GENERAL PARK MAINTENANCE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Average number of exceptions on inspection reports	2	1	1	1	1
Number of work orders processed annually	1,100	913	926	1,000	1,000
Number of complaints received	21	9	4	12	0
Percentage of capital projects completed	80%	80%	80%	80%	100%
Number of fleet repairs performed	869	775	827	850	775
Number of hours spent assisting other departments	730	1,600	1,400	1,000	1,200
Number of truck hours and miles used	Hours: 16,027 Miles:624,318	15,460 579,653	15,623 581,436	15,000 525,000	15,000 550,000

PARKS & RECREATION DEPARTMENT
PROGRAM: GREENHOUSE

Program Purpose: To provide residents with beautiful plantings in parks and City green space and the opportunity to enjoy seasonal shows at the greenhouse

Clients: Greenhouse Visitors, Schools, Organizations and Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4 FTE • Marketing Department • Maintenance Support • 2003 Budget: $254,575	Grow plants and flowers	900 - 1,000 Plants grown 30,000 - 35,000 Flowers grown	Residents will experience seasonal plants and flower-filled parks and green spaces.	Goal C	Number of flowers produced Number of flowerbeds maintained in parks Number of visitors
	Distribute plants and flowers	3 Floral displays 25,000 Flowers and plants dispersed in City parks and green spaces			
	Maintain flowerbeds	20 Flowerbed sites maintained			
	Coordinate school groups' and educational organizations' use of facility	10 Group visits	Schools and other organizations will have the opportunity to increase knowledge of botany.	Goal C	Number of visits by school groups Number of visits by organizations Number of total visitors
	Maintain Muessel Ellison and Ella Morris Conservatories facilities	3 Facilities cleaned daily 35,000 - 40,000 Plants and flowers watered daily 6 Pieces of specialized equipment maintained 200 - 300 Repairs made 35,000 - 40,000 Trimming as needed	Visitors will have access to a well-maintained facility.	Goal C	

PARKS & RECREATION DEPARTMENT
PROGRAM: GREENHOUSE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of flowers produced	22,000	26,000	24,000	24,000	26,500
Number of flowerbeds maintained in parks	90	94	98	98	100
Number of visitors	7,300	7,500	7,500	7,500	7,500
Number of visits by school groups	60	40	50	50	60
Number of visits by organizations	12	15	15	15	20
Number of total visitors	13,700	14,000	14,000	14,000	20,000

PARKS & RECREATION DEPARTMENT
PROGRAM: FORESTRY

Program Purpose: To maintain trees in all park and City tree lawn areas
Clients: Residents Utilizing Parks and Green Spaces and Forestry Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 7 FTE (Full Time) 2 FTE (Part Time) • Marketing Department • Equipment • 2003 Budget: $339,215	Maintain trees in all parks and tree lawn areas	165 Tree removal letters sent 397 Tree permits issued 487 Trees removed 2,267 Trees trimmed 143 Stumps removed 150 Hours of brush removal 1,483 Hours of limb pickup/448 Locations 970 Trees for planting 123 Hours of nursery maintenance 25 Miscellaneous fields maintained 75 Park properties maintained 85 Street islands maintained 1,550 Acres maintained 453 Miles of City tree lawn areas maintained	Residents will have access to parks and green spaces that have well-maintained trees and tree lawn areas. Residents will experience unobstructed parks and green spaces.	Goal C Goal C	Number of complaint calls received from the public Forestry-related revenue generated Forest revenue collected Number of permits issued Number of tree removal letters sent

PARKS & RECREATION DEPARTMENT
PROGRAM: FORESTRY

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of complaint calls received from the public	37	20	35	35	20
Forestry-related revenue generated	$27,096	$26,508	$33,196	$30,000	$30,000
Forestry revenue collected	$7,753	$16,140	$13,263	$15,000	$15,000
Number of permits issued	675	397	202	300	300
Number of tree removal letters sent	925	165	290	300	300

PARKS & RECREATION DEPARTMENT
PROGRAM: PARK SAFETY

Program Purpose: To provide employees and residents with a safe environment to work and play
Clients: Users of all Park Grounds and Facilities, Park Department Employees and Park Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • Maintenance Office Support Staff • Indiana Occupational Safety and Health Administration (I.O.S.H.A.) • J.W.F. (Worker's Compensation) • Park Security • Safety & Risk Management Division • 2003 Budget: $30,351	Provide safety training	3 - 7 Safety classes provided 10 - 40 Participants	Park Department employees will be more knowledgeable regarding safety in the work place.	Goal H	Percentage of employees in safety sensitive jobs that participate in class Percentage of class participants that become certified
	Enforce all health and safety issues	Violations cited as needed Violations resolved as needed	Park Department employees will experience fewer on-the-job injuries. Park Department will be in compliance with Federal laws.	Goal H Goals B and H	Number of accidents within the Park Department Amount spent on Worker's Compensation claims within the Park Department Number of Occupational Safety and Health Administration (OSHA) violations
	Identify and minimize safety hazards in parks and park facilities	Necessary repairs performed as needed 4 Inspections performed All identified safety hazards minimized	Users of park grounds and facilities will experience a safe environment.	Goals B and C	Number of safety issues addressed Number of accidents involving the public Number of safety park repairs completed Number of complaint calls received Number of safety inspections passed

PARKS & RECREATION DEPARTMENT
PROGRAM: PARK SAFETY

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of employees in safety sensitive jobs that participate in class	100%	100%	100%	100%	100%
Percentage of class participants that become certified	100%	98%	99%	100%	100%
Number of accidents within the Park Department	10	18	8	15	0
Amount spent on worker's compensation claims within the Park Department	$24,508.92	$225,000	$116,301	$25,000	0
Number of Occupational Safety and Health Administration (OSHA) violations	0	0	0	0	0
Number of safety issues addressed	13	32	14	28	All safety issues
Number of accidents involving the public	17	17	3	16	0
Number of safety park repairs completed	450	430	418	420	All repairs
Number of complaint calls received	4	10	0	8	0
Number of safety inspections passed	520	490	500	480	All inspections

PARKS & RECREATION DEPARTMENT
PROGRAM: RECREATION CENTERS

Program Purpose: To provide age-appropriate recreational and educational activities at neighborhood and recreation centers

Clients: Residents that Participate in Center Activities

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 12 FTE (Full time) 4 FTE (Part time) • 20 to 40 Volunteers • Marketing Department • Facilities and Equipment: 2 Neighborhood Centers Rum Village Nature Center Howard Park Senior Center Various Equipment • Program Fees • 2003 Budget: $741,335	Provide educational activities	75 - 95 School field trips to Nature Center 35 - 45 Migratory naturalist programs Six-week Nature Detective Camp 192 Computer classes 192 Violence prevention classes 12 - 20 Educational speakers 60 - 70 Health screens 5 Ten-week Thinking, Reliable, Understanding (TRU) Soldier sessions	Participants will have access to a variety of organized activities. Participants will have access to a positive learning experience.	Goal C Goal C	Number of participants in each program Number of different activities offered Percentage of participants that rate the activities as positive on evaluations
	Provide recreational activities	10 - 20 Recreational trips provided 10 - 20 Special events organized 70 "Open recreation" hours provided per week 6 - 10 Gym rentals scheduled per week 8 - 12 Tournaments held 8 - 12 Clinics held 4 - 6 Recreation leagues offered 4 - 6 Fitness classes offered	Participants will have access to a variety of structured athletic activities. "Seniors" participants will have opportunities to interact with other seniors. Participants will have a positive recreational experience.	Goal C Goal C Goal C	Number of participants in each program Percentage of participants that rate the activities as positive on evaluations

PARKS & RECREATION DEPARTMENT
PROGRAM: RECREATION CENTERS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of participants in each program	Nature Center Field Trips: 3,077	*2,694	2,587	2,300	2,800
	Naturalist Programs: 1,250	1,629	1,295	800	1,500
	Nature Detective Camp: 74	82	98	90	100
	Computer Classes: 5,200	5,200	2,000	5,000	5,000
	Violence Prevention Classes: 6,240	6,240	7,300	7,000	7,800
	Senior Recreation Trips: 210	127	200	300	350
	Senior Open Recreation Hours: 1,560	11,429	21,521	23,250	32,000
	Senior Special Events: 310	1,496	1,079	1,800	2,500
	Senior Health & Wellness Seminars: N/A	890	1,425	1,750	2,500
Number of different activities offered	Senior Center: 7	46	89	95	115
Percentage of participants that rate the activities as positive on evaluations	Seniors: N/A	60%	75%	90%	100%
Number of participants in each program	Open Rec. Hours: 48,426	48,000	55,000	67,000	70,000
	Tournaments: 1,000	1,000	1,000	3,500	4,000
	Clinics: 450	450	500	700	1,000
Percentage of participants that rate the activities as positive on evaluations	N/A	80%	80%	85%	100%

* The South Bend Community School Corporation cut most student field trips from their budget. The cut affected our 2001 and 2002 spring and fall field trip programs; unfortunately, it will also affect our numbers in 2003. They are also limiting classroom time, which affects our bringing programs to them.

PARKS & RECREATION DEPARTMENT
PROGRAM: PROGRAMMING

Program Purpose: To provide fun and safe recreational activities for youth and families
Clients: Residents that Participate in Programs Provided

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE (Full time) 8 FTE (Part time) • 3 to 140 Volunteers • Facilities and Equipment: Park Facilities School Facilities Private Facilities Universities Various Equipment • Mental Health Association Grant • Program Fees • 2003 Budget: $347,263	Provide recreational activities experiences	9 - 10 Weeks Camp Awareness provided 22 Summer playground park sites staffed Winter recreation (January, February and March) provided 39 Days of activities provided at 20 school sites 3 City-wide youth basketball leagues provided 1 Fall flag football league 1 Spring preschool t-ball league provided	Participants will have access to supervised activities. Participants are provided safe recreational sites. Participants will have access to a positive learning experience.	Goal C Goal C Goal C	Number of participants Number of accident reports Number of participant and care givers evaluations Percentage of participants that rate the activities as positive
	Provide child care	9 - 10 Weeks Summer Kids World provided 3 One-week Holiday Camps provided			
	Provide instructional classes	50 Educational classes provided 50 Creative arts classes provided 100 Athletic classes provided	Participants will have access to information regarding safe recreational activities for children. Participants will experience an increase in care giver/child activities.	Goal C Goal C	Number of participants Percentage of participants that rate the activities as beneficial Percentage of participants that rate the activities as enjoyable

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PARKS & RECREATION DEPARTMENT
PROGRAM: PROGRAMMING
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide BLAST (Building Leaders and Student Ties) after school programs	3 Six-week programs provided 30 Hours of recreation provided 12 Hours of drug and alcohol education provided 12 Hours abstinence to sex program provided 12 Hours of job training education provided	Participants will gain knowledge regarding the effects of alcohol and drugs. Participants will have access to information regarding the consequences of premarital sex. Participants will increase their job interviewing skills. Participants will have access to fun recreational opportunities. Participants will be able to fill out a job application.	Goals B and C Goal B Goal C Goal C Goal C	Number of evaluations Percentage of scoring differential between pre and post tests Number of interviews conducted Number of applications completed Number of tests

PARKS & RECREATION DEPARTMENT
PROGRAM: PROGRAMMING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of participants	77,210	126,479	172,717	123,757	130,000
Number of accident reports	2	7	4	8	0
Number of participant and care givers evaluations	1,300	1,066	1,268	1,294	1,500
Percentage of participants that rate the activities as positive	85%	90%	90%	90%	90%
Number of participants	2,000	2,417	1,245	1,612	2,500
Percentage of participants that rate the activities as beneficial	90%	90%	90%	90%	100%
Percentage of participants that rate the activities as enjoyable	90%	90%	90%	90%	100%
Number of evaluations made	940	1,512	720	200	1,700
Percentage of scoring differential between pre and post tests	20%	20%	20%	20%	15%
Number of interviews conducted	30	30	40	40	30
Number of applications completed	30	50	60	60	50
Number of tests given	310	218	150	200	175

PARKS & RECREATION DEPARTMENT
PROGRAM: ATHLETICS

Program Purpose: To provide age-appropriate recreational, instructional and competitive sports programs for youth and adults

Clients: Residents that Participate in Athletic Activities

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE (Full time) 15 FTE (Part time) • 2 - 70 Volunteers • Marketing Department • General Maintenance Department • Facilities and Equipment: Leeper Tennis Center Table Tennis Facility Park Buildings and Grounds School Buildings and Grounds • Program Fees • 2003 Budget: $594,924	Provide instructional classes	4 Six-week dance sessions provided 5 Six-week aerobic sessions provided 3 Six-hour hunter safety classes provided 3 Home firearm safety classes provided 4 Seven-week baseball sessions provided 3 Seven-week track and field sessions provided 10 Nine-week tennis sessions provided	Participants will have access to demonstrations of basic skills. Participants will demonstrate appropriate basic skills.	Goals C and D Goal C	Number of participants in each class Percentage of participants that meet basic skills
	Provide competitive sport programs	6 Track and field meets held 1 City track and field meet held 10 Softball tournaments held 3 Tennis tournaments held 1 Basketball tournament held	Participants will have access to structured athletic competition.	Goal C	Number of participants in each event
	Provide recreational activities	8 Hours per week of open volleyball provided (seasonal) 30 Hours per week of open tennis provided (seasonal) 20 Walk-on tennis courts available 8 Tracks available for open use	Participants will have access to a variety of recreational activities. Participants will have opportunity to exercise.	Goal C Goal C	Number of activities offered Number of participants
	Coordinate field usage	50 - 60 Fields coordinated	Participants will be provided with equal access to recreational facilities.	Goal C	Number of reservations taken

PARKS & RECREATION DEPARTMENT
PROGRAM: ATHLETICS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of participants in each class	Dance: 242	350	360	300	250
	Fitness Classes: 212	1,155	1,832	1,250	1,300
	Fitness Center Memberships: 314	1,074	829	1,200	1,250
	Hunter Safety: 36	34	34	40	45
	Jr. Baseball: 312	246	260	280	250
	Track: 598	306	200	260	250
	Tennis: 930	952	950	1,100	1,000
Percentage of participants that meet basic skills	85%	85%	90%	90%	100%
Number of participants in each event	City Track Meet: 3,000	3,000	800	1,000	1,100
	Softball Tournament: 440	440	475	700	750
	Tennis Tournament: 114	114	500	510	510
	Basketball Tournament: 90	90	96	96	96
Number of activities offered	6	7	7	7	7
Number of participants	Volleyball: 1,224	1,224	700	800	1,000
	Tennis: 800	800	500	1,000	1,100
	Track: 200	200	200	250	350
Number of reservations taken	3,276	3,400	3,400	3,400	3,500

* Two track sites were under construction in 2001.

PARKS & RECREATION DEPARTMENT
PROGRAM: AQUATICS

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE (Full time) 8 FTE (Part time) • Marketing Department • General Maintenance Department • 20 - 30 Volunteers • Facilities and Equipment: East Race Waterway Potawatomi Pool Kennedy Playground South Bend Community School Corporation Pools Private Pools • Program Fees • 2003 Budget: $242,023	Provide leisure water activities	11 Weeks rafting and kayaking 9 Weeks open recreation pool and playground 12 Weeks open swim One-day program for people with disabilities	Participants will have access to a variety of aquatic activities. Participants will have opportunities to exercise.	Goal C Goal C	Number of participants in attendance
	Provide instructional water classes	5 Eight-week Learn to Swim sessions 7 Twelve-week Aqua Aerobics sessions 4 - 6 Ten-week life guarding classes 4 Six-week water safety Jr. Lifeguard classes 6 One-hour water safety lectures	Participants will increase swimming skills. Participants will have access to aquatic safety knowledge.	Goal C Goals B and C	Number of participants that reach goal Number of participants in attendance

PARKS & RECREATION DEPARTMENT
PROGRAM: AQUATICS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of participants in attendance	Rafting: 11,319	9,841	8,864	9,200	9,500
	Potawatomi Pool: 3,566	12,264	11,577	12,000	13,000
	Kennedy Pool: 5,252	5,322	5,912	6,000	7,000
	Open Swim: 700	700	720	720	750
Number of participants that reach goal	90%	90%	90%	90%	100%
Number of participants in attendance	Learn to Swim: 1,600	1,200	870	870	870
	Aqua Aerobics: 150	150	180	210	250
	Lifeguarding: 45	100	120	120	150
	Jr. Lifeguarding: 75	75	75	75	90

PARKS & RECREATION DEPARTMENT
PROGRAM: SPECIAL EVENTS

Program Purpose: To provide recreational and leisure opportunities
Clients: Residents and Visitors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE (Full time) 1 FTE (Part time) • 2 - 100 Volunteers • Marketing Department • General Maintenance Department • Facilities and Equipment: Parks and Facilities School Facilities City Facilities Private Facilities Various Equipment • Program Fees • 2003 Budget: $313,475	Coordinate special events	Events coordinated: St. Patrick Day celebration Summer in the City Festival Senior Celebration and Picnic World's Largest Garage Sale 10 East Race concerts 10 Potawatomi concerts 10 Children's Arts Programs Punt, Pass & Kick competition Downtown for the Holidays program Halloween Extravaganza Daddy/Daughter Dance 80 Sponsorships solicited 15 - 20 Sponsorships obtained 600 Vendors solicited 165 Vendors obtained	Residents and visitors will have access to a variety of recreational and leisure activities.	Goal C	Number of participants per event Number of events held

PARKS & RECREATION DEPARTMENT
PROGRAM: SPECIAL EVENTS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of participants per event / Number of events held	St. Patrick Day Celebration: 1,000 / 1	1,200 / 1	900 / 1	N/A	1,300 / 1
	* Ethnic Festival/Summer in the City: 120,000 / 1	120,000 / 1	120,000 / 1	120,000 / 1	120,000 / 1
	Senior Celebration and Picnic: 300 / 1	450 / 2	475 / 2	500 / 2	600 / 2
	World's Largest Garage Sale: 7,800 / 1	7,000 / 1	6,000 / 1	5,000 / 1	8,000 / 1
	East Race Concerts: 600 / 10	600 / 10	600 / 14	600 / 12	700 / 14
	Potawatomi Concerts: 1,000 / 10	1,000 / 10	600 / 10	600 / 10	1,000 / 10
	Children's Arts in the Park: 60 / 5	60 / 5	75 / 10	75 / 8	100 / 10
	Punt, Pass & Kick Competition: 62 / 1	52 / 1	0 / 1	65 / 1	100 / 1
	Downtown for the Holidays Program: 85 / 2	1,000 / 3	1,900 / 3	1,250 / 3	3,000 / 3
	Halloween Extravaganza: 7,500 / 1	7,000 / 1	7,000 / 1	3,500 / 1	5,000 / 1
	Daddy / Daughter Dance: N/A	350 / 1	800 / 1	1,000 / 1	1,000 / 1

* In 2002 the Ethnic Festival name changed to "South Bend Summer in the City."

PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO OPERATIONS

Program Purpose: To provide enrichment for the community by promoting wildlife conservation and captive propagation of threatened and endangered species as well as providing a scientific and recreational center

Clients: Residents, Zoo Visitors, Zoo Staff and Zoo

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 12 FTE • Volunteers • AZA Members • Potawatomi Zoological Society • Laws/Regulations: Federal, State and Local • 2003 Budget: $1,004,725	Develop strategic planning	5, 10 and 15 Year master plan developed 1 - 10 Year animal collection master plan developed	Zoo staff will be provided information regarding the zoo's long-range plan.	Goal A	Percentage of zoo master plan completed
	Solicit outside funding	Grants written Sponsorships received Donations received from Potawatomi Zoological Society Other donations received	Zoo will receive financial support in addition to City funds for exhibits, animals and education opportunities.	Goals E and G	Number of grants written Number of grants received Dollars in sponsorships received Dollars donated from Potawatomi Zoological Society Value received in-kind donations

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Market zoo	Television exposures secured Radio exposures secured Newspaper articles submitted Press releases submitted Billboards secured	Residents will have access to knowledge regarding the zoo and its activities.	Goal C	Number of television exposures Number of radio exposures Number of newspaper articles Number of press releases Number of billboards
	Maintain zoo exhibits	All exhibits cleaned daily All animals fed and observed daily Exhibits renovated Exhibits constructed	Residents will have access to well-maintained exhibits and a variety of animals.	Goal C	Number of improvements made Percentage of full exhibits Number of animals Number of species

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Cooperate with other Association of Zoos and Aquariums (AZA) institutions	Wildlife conservation programs promoted Related exhibit signs produced Taxon Advisory Group (TAG) breeding programs supported Species Survival Plan (SSP) species represented SSP-related educational efforts produced	Visitors will observe zoo support of conservation and research.	Goal C	Number of conservation programs contributed to Number of conservation programs completed Number of research programs initiated Number of research programs completed
			Visitors and zoo staff will have access to opportunities for exhibit and work with endangered and rare animals.	Goal C	Number of related signage Number of TAG breeding programs supported
			Visitors will have information on endangered animals.	Goal C	Number of animal births Number of SSP animals and species displayed Number of SSP educational signs

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide special events	1 Earth Day provided 1 ZooBoo provided 1 Zooltide provided - Greenhouse 1 Zoofari provided	Residents will have access to special events on zoo grounds. Residents will have access to zoo knowledge and programs through these events.	Goals A, C and G Goals A, C and G	Number of events held Number of participants per event
	Operate gift shop	$70,000 in merchandise ordered $110,000 in merchandise sold 450 Item types offered	Visitors will have access to a variety of zoo-related merchandise on site. Zoo will have increased financial support.	Goal C Goal C	Amount of sales revenue Sales per visitor
	Provide staff training	In-house training programs provided 22 Off-site training programs attended	Zoo staff will have access to job-related information and skills.	Goal H	Number of in-house training programs Number of staff trained in CPR Number of staff trained in first aid Percentage of zoo staff participating

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Develop safety policies	1 Manual of emergency and animal safety plans written	Zoo staff will have access to knowledge on how to handle animal and facility emergencies.	Goals B and H	Written emergency plans, contingency plans and animal safety plans, procedures and policies in place
	Provide first aid	1 Staff first-aid station provided 1 Public first-aid station provided 2 First-aid responder kits available for staff use 1 First-aid emergency protocol established	Visitors and zoo staff will have access to first aid and timely emergency response while on zoo grounds.	Goal B	Number of first aid stations provided Number of first aid responder kits provided Written protocols for first aid and emergency medical response

PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO OPERATIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of zoo master plan completed	0	80%	100%	100%	100%
Number of grants written	2	2	2	6	10
Number of grants received	0	0	1	2	4
Dollars in sponsorships received	$2,500	$15,000	$6,907	$11,000	$50,000
Dollars donated from Potawatomi Zoological Society	$5,500	$800,000	$170,000	$150,000	$200,000
Value received in-kind donations	$1,000	$16,500	$2,600	$5,000	$5,000
Number of television exposures	10	30	20	30	20
Number of radio exposures	1	15	10	10	10
Number of newspaper articles	3	25	17	10	10
Number of press releases	6	30	6	15	15
Number of billboards	6	0	0	3	10
Number of improvements made	4	4	As needed	As needed	As needed

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of full exhibits	90%	80%	95%	95%	100% (All)
Number of animals	500	500	500	500	500
Number of species	180	180	180	180	180
Number of conservation programs contributed to	5	0	3	3	3
Number of conservation programs completed	5	0	0	0	3
Number of research programs initiated	3	1	2	2	5
Number of research programs completed	0	1	0	0	5
Number of related signage	0	25	25	15	20
Number of TAG breeding programs supported	10	15	17	18	20
Number of animal births	6 / 3	40 / 6	4	5	N/A
Number of SSP animals and species displayed	10 / 9	15	17	18	18
Number of SSP educational signs	5	4	17	18	18

–Continued–

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of events held	3	4	6	5	4
Number of participants per event	Zooletide: 3,240	4,228	1,049	0	2,000
	ZooBoo: 8,927	4,273	4,702	3,000	4,000
Amount of sales revenue	$92,994.31	$95,557	$100,000	$115,000	$115,000
Sales per visitor	$.56	$.62	$.63	$.65	$.65
Number of in-house training programs	2	2	4	2	10
Number of staff trained in CPR	0	0	6	6	19
Number of staff trained in first aid	0	0	6	6	19
Percentage of zoo staff participating	20%	20%	30%	30%	100%
Written emergency plans, contingency plans and animal safety plans, procedures and policies in place	1	1	1	1	1
Number of first aid stations provided	1	1	2	2	2
Number of first aid responder kits provided	1	1	3	3	2
Written protocols for first aid and emergency medical response	0	0	1	1	1

PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - EDUCATION SERVICES

Program Purpose: To provide public education to all audiences about the zoo and the natural world
Clients: Residents, Education Program Participants, Interns, Zoo Society Members and Zoo

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • External Providers: Volunteers • Donated Funds and Materials • Equipment • Facilities • 2003 Budget: $72,781	Provide educational programs	120 On-site programs provided 45 Off-Site programs provided 20 Nursing home visits provided 15 Scout programs provided 10 Flashlight safaris provided	Participants will have access to knowledge of zoo and wildlife.	Goal C	Number of on-site programs Number of off-site programs
	Coordinate special events	2 Day, weekend trips to other animal facilities coordinated 2 Zoo Snooze coordinated 1 Zoo Stampede, 1K and 2K Fun Run coordinated 1 Walk on the Wildside race coordinated 6 Summer Safari special populations camp coordinated 2 Volunteer Christmas and appreciation party coordinated	Participants will have access to unique opportunities in which to experience animals and zoos in a relaxed and fun environment.	Goal C	Number of two-day, weekend trips to other animal facilities Number of volunteer Christmas and appreciation parties
	Provide career assistance	6 Career presentations made 3 Individual career counseling sessions held 10 One-on-one counseling provided 6 Student internships provided	Participants will have access to knowledge of careers in zoo. Interns will have access to knowledge of zoo operations and purpose.	Goal C Goal C	Number of career presentations Number of participants in career presentations Number of individual career counseling sessions

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Solicit funding	3 Grants received $3,000 cash or in-kind donations received 6 Sponsorships received $12,000 received from Key Bank 6,000/$8,500 "Keys" sold	Zoo will have additional financial support. Participants will have access to quality and affordable programs.	Goals C and E Goals C and E	Number of keys sold and dollar amount generated through "Key Box" program
	Market programs	15 Press releases issued 30 Education program booklets sent 3 Television spots secured 5 Newspaper articles written 4 Radio show spots secured 4 "Uproar" newsletters produced	Residents and Zoo Society members will have access to information about the zoo, animals and education programs.	Goal C	Number of press releases Number of education program booklets sent Number of television spots Number of articles Number of radio spots Number of newsletters distributed
	Maintain educational interpretives	30 Informational signs produced 15 Directional signs produced 40 Exhibit interpretives, including 5 public interactives, updated 17 Educational "Key" boxes maintained	Visitors will have access to knowledge about all animals exhibited at zoo.	Goal C	Number of informational signs Number of exhibit interpretives, including number of public interactives.

PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - EDUCATION SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	* 2000	2001	2002		
Number of on-site programs	0	91	125 (3,054 participants)	150	250
Number of off-site programs	0	50	51 (4,244 participants)	50	75
Number of two-day, weekend trips to other animal facilities	0	2	1	2	2
Number of volunteer Christmas and appreciation parties	0	2	1	1	1
Number of career presentations	0	12	11	10	10
Number of participants in career presentations	0	500	156	200	200
Number of individual career counseling sessions	0	3	5	6	6
Number of keys sold and dollar amount generated through "Key Box" program	3,206/$6,412	1,320/$2,640	2,900/$5,814	2,000/$4,000	2,000/$4,000

* No education curator in year 2000.

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of press releases	3	12	15	20	15
Number of education program booklets sent	0	0	500	30	50
Number of television spots	2	50	52	60	8
Number of articles	0	20	20	20	8
Number of radio spots	0	12	99	20	8
Number of newsletters distributed	3	3,000	3,000	3,000	4
Number of informational signs	0	70	20	20	70
Number of exhibit interpretives, including number of public interactives	0	11	1,000	20	300

PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - VETERINARY SERVICES

Program Purpose: To maintain animal and staff health, animal records and animal collection
Clients: Zoo Visitors, Zoo Staff, Zoo and Park Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • External Providers: Volunteers, Interns, Animal and Human Physicians • Laws/Regulations: Federal, State and Local • Equipment • Facilities • 2003 Budget: $128,525	Maintain zoo animals	1 Physical exam per animal performed 1 Fecal exam per animal performed Emergency care provided as needed Dead animals are necropsied as needed	Visitors will have access to healthy animals.	Goals C and E	Number of annual physical exams per animal Number of annual fecal exams per animal Percentage of animals receiving emergency care as needed Percentage of dead animals necropsied
	Maintain operational inventory Maintain equipment	Inventory maintained as needed Veterinary equipment maintained as needed Animal escape equipment maintained as needed	Zoo staff will have access to inventory in order to perform daily function. Zoo staff will have access to well-maintained equipment.	Goal H Goal B	Percentage of inventory/ equipment functional daily
	Maintain zoonotic disease prevention program	1 TB test on all animal-related staff provided 1 Blood screen and fecal test on all animal-related staff provided Staff vaccinations provided as needed	Zoo staff will have access to zoonotic disease prevention and screening.	Goal H	Percentage of staff receiving appropriate preventative health measures

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain computer records	Animal Record Keeping System (ARKS) records maintained as needed MedARKS (medical) records maintained as needed	Zoo staff will have access to current animal records.	Goal H	Percentage of animal records current
	Maintain USDA standards	2 Yearly USDA inspections passed	Visitors and zoo staff will have access to mammals kept at optimal standards.	Goals C and H	Number of yearly USDA inspections passed
	Maintain permanent animal identification system	Animal collection permanently identified as needed	Zoo staff will have access to knowledge of individual animals.	Goal H	Percentage of animal collection permanently identified
	Direct Safety Team	4 Safety Team meetings 1 Safety manual developed	Zoo staff and visitors will have access to safe environment at zoo.	Goals B and H	Number of Safety Team meetings
	Solicit funding	2 Grants received $5,000 in equipment and supplies donated $5,000 worth of service donated by medical personnel (veterinarians, human doctors, dentists)	Zoo and Park Department will have access to financial support in addition to City funds for veterinarian services.	Goals E and G	Number of grants received Dollar amounts of equipment and supplies donated Dollar amount of service donated by medical personnel (veterinarians, human doctors, dentists)

PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - VETERINARY SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of annual physical exams per animal	.35	0.75	0.8	1	1
Number of annual fecal exams per animal	0.3	1.8	1.9	2	2
Percentage of animals receiving emergency care as needed	100%	100%	100%	100%	100%
Percentage of dead animals necropsied	90%	100%	100%	100%	100%
Percentage of inventory/equipment functional daily	95%	98%	99%	100%	100%
Percentage of staff receiving appropriate preventative health measures	100%	95%	100%	100%	100%
Percentage of animal records current	80%	95%	98%	98%	100%
Number of yearly USDA inspections passed	1	1	2	2	2
Percentage of animal collection permanently identified	95%	97%	97%	100%	100%
Number of Safety Team meetings	1	2	6	2	4
Number of grants received	0	0	0	1	1
Dollar amounts of equipment and supplies donated	$12,000	$200,000	$250,000	$100,000	$10,000
Dollar amount of service donated by medical personnel (veterinarians, human doctors, dentists)	$500	$6,000	$15,000	$7,000	$7,000

PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO MAINTENANCE

Program Purpose: To keep all zoo facilities and equipment safe, operational and clean; plan and construct new buildings and exhibits

Clients: Zoo Visitors, Zoo Staff and Park Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE (Full time) 2 FTE (Part time) • External Providers: Indiana Department of Corrections Volunteers Trades Apprentices • Laws/Regulations: Federal, State and Local • Equipment • Vehicles and Tools • Facilities • 2003 Budget: $160,625	Construct and renovate exhibits	2 Major exhibits constructed/renovated 7 Minor exhibits constructed/renovated	Visitors will have access to updated and new facilities.	Goals B, C and H	Number of major exhibits constructed Number of minor exhibits renovated
	Maintain zoo grounds and public buildings	20 Acres mowed as needed 4 Restrooms maintained as needed 19 Buildings maintained as needed 1 New landscape areas created 3 New shade trees planted	Visitors will have access to well-maintained grounds and buildings.	Goal C	Percentage of grounds cleaned daily
	Maintain zoo equipment	6 Mowers maintained as needed 50 Animal security devices maintained as needed	Zoo staff will have access to well-maintained equipment.	Goals C and H	Percentage of equipment functioning Percentage of animal security devices operating
	Solicit in-kind donations	$1,000 in equipment donated $1,000 in materials donated $5,000 in plants/supplies donated	Zoo and Park Department will have access to in-kind support in addition to City funds for grounds and maintenance.	Goals E and G	Dollar value of donated equipment/services Dollar value of donated materials Dollar value of donated plants and supplies

PARKS & RECREATION DEPARTMENT
PROGRAM: POTAWATOMI ZOO - ZOO MAINTENANCE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of major exhibits constructed	3	3	1	2	2
Number of minor exhibits renovated	5	20	4	4	4
Percentage of grounds cleaned daily	90%	50%	100%	100%	100%
Percentage of equipment functioning	95%	80%	100%	100%	100%
Percentage of animal security devices operating	99%	99%	100%	100%	100%
Dollar value of donated equipment/services	$2,500	$2,000	$3,000	$3,000	$1,000
Dollar value of donated materials	$10,000	$2,500	$1,600	$2,000	$5,000
Dollar value of donated plants and supplies	$9,500	$5,000	$1,800	$2,000	$5,000

PARKS & RECREATION DEPARTMENT
PROGRAM: GOLF MAINTENANCE OPERATIONS

Program Purpose: To provide the golfers with well-maintained golf courses and facilities
Clients: Residents and Visitors that Utilize the Golf Course Facilities and Golf Division Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 9 FTE (Full time) 6.3 FTE (Part time) • General Maintenance Department • 2003 Budget: $981,368	Maintain 3 Golf Courses	5 Greens cuttings per week 2 Tees, fairways and roughs cuttings per week Courses watered (by irrigation or rainfall) 3 times per week Each course aerated and topdressed once a year 5 Fertilizer/chemical applications annually Additional chemical applied as needed 3 Irrigation systems maintained and repaired as needed	Golfers will have access to well-maintained courses.	Goal C	Average maintenance rating from customer survey Number of rounds played
	Maintain buildings	6 Buildings maintained and repaired as needed Ongoing building review	Golfers will have access to well-maintained facilities.	Goals C and H	Percentage of necessary repairs completed
	Maintain maintenance equipment	108 Pieces of maintenance equipment maintained and repaired as needed Ongoing equipment review	Golf Division employees will have well-maintained equipment to perform duties. Golfers will have well-maintained courses on which to play.	Goal H Goal C	Average length of time equipment remains in use Number of repairs
	Maintain golf carts	110 Golf carts maintained and repaired as needed	Golfers will have access to well-maintained golf carts.	Goal C	Percentage of cart rentals to rounds played

PARKS & RECREATION DEPARTMENT
PROGRAM: GOLF MAINTENANCE OPERATIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Average maintenance rating from customer survey	84%	88%	90%	93%	95%
Number of rounds played	100,467	94,000	91,429	105,000	107,000
Percentage of necessary repairs completed	93%	92%	92%	95%	100%
Average length of time equipment remains in use	5 Years	6 Years	6 Years	5.5 Years	3.5 Years
Number of repairs	643	652	631	630	All repairs that are needed
Percentage of cart rentals to rounds played	39%	39%	41%	41%	42%

PARKS & RECREATION DEPARTMENT
PROGRAM: GOLF PRO SHOP

Program Purpose: To provide golfers with access to a quality golf experience
Clients: Residents and Visitors that Utilize the Golf Course Facilities

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4 FTE (Full time) 9.5 FTE (Part time) • Marketing Department • Outside Agencies • Volunteers • Corporate Support • Program Fees • 2003 Budget: $475,519	Provide special events	25 Participating golf leagues provided 25 Golf outings booked 15 Golf tournaments scheduled	Golfers will have access to organized recreational activities.	Goal C	Number of league players Number of outings hosted Number of tournaments hosted
	Monitor speed of play	Speed of play monitored on an ongoing basis	Golfers will experience efficient, well-managed play.	Goal C	Average speed of play Percentage of golfers that rate their experience as average or above
	Enforce rules and regulations	Rules and regulations enforced as needed			
	Provide customer service	Customer questions are answered on a daily basis Conflicts are resolved as they arise Staff orientation as needed	Golfers will have access to a customer responsive pro shop.	Goal C	Percentage of golfers that rate pro shop as average or above Number of rounds played
	Staff golf pro shops	All daily fees collected All tee times taken 200 Season passes sold Golf carts rented as needed			
	Offer golf merchandise	$90,000 in merchandise ordered $120,000 in merchandise sales	Golfers will have access to golf merchandise on premises.	Goal C	Mid-season inventory level

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PARKS & RECREATION DEPARTMENT
PROGRAM: GOLF PRO SHOP
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide golf instruction	2 Golf clinics held 8 Junior League days provided	Participants will have access to golf knowledge. Participants will have an opportunity to increase skills. Participants will increase awareness of City facilities.	Goal C Goal C Goal C	Number of clinic participants Number of Junior League participants
	Provide a Junior Tour	8 Junior Tour tournaments provided	Participants will experience tournament golf. Participants will have opportunities to play on private courses.	Goal C Goal C	Number of Junior Tour participants Number of Junior Tour tournaments

PARKS & RECREATION DEPARTMENT
PROGRAM: GOLF PRO SHOP

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of league players	500	490	482	500	500
Number of outings hosted	36	34	34	32	32
Number of tournaments hosted	19	17	18	18	18
Average speed of play	4 hr. 12 min.	4 hr. 10 min.	4 hr. 10 min.	4 hr. 10 min.	4 hr. 5 min.
Percentage of golfers that rate their experience as average or above	79%	84%	85%	88%	95%
Percentage of golfers that rate pro shop as average or above	82%	89%	86%	90%	95%
Number of rounds played	100,467	107,000	91,429	100,000	107,000
Mid-season inventory level	$46,000	$47,500	$49,850	$45,000	$45,000
Number of clinic participants	83	68	74	80	80
Number of Junior League participants	238	240	222	225	225
Number of Junior Tour participants	224	225	208	210	210
Number of Junior Tour tournaments	8	9	9	9	9

PARKS & RECREATION DEPARTMENT
PROGRAM: CONCESSIONS

Program Purpose: To provide quality food and beverage services and enhance the overall experience at park facilities and special events

Clients: Residents, Park Visitors, Park Department and Park Divisions

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE (Full time) 11.5 FTE (Part time) • Other Parks Divisions • Fees • Constrictions: Weather State Excise Laws County Health Department • 2003 Budget: $364,970	Provide food and beverage service	Seasonal counter service at all park food service sites provided (Elbel, Erskine, Studebaker, Potowatomi Zoo, Leeper Park, Belleville Softball Complex and Howard Park Ice Rink) 6 - 9 On-site divisional special events supported (ZooBoo, Zooltide, Leeper Tennis Youth Picnic, Jr. Golf Program Picnic, Belleville Softball Tournaments, Superintendent's Golf Outing, etc.) Beverage cart service during peak summer hours at Erskine and Elbel courses provided 12 - 16 Golf outings catered 14 - 19 Miscellaneous special food / beverage service events provided (10 East Race Concert Series events, World's Largest Garage Sale, Ethnic Festival, Ethnic Festival Beer Tent, Downtown for the Holidays, etc.) 4 - 8 Banquets provided 17 Vending units supported $325,000 - $400,000 Revenue produced	Residents and park visitors will receive enhanced service at park facilities with food service operations. Park Divisions will receive food support services. Park Department will maximize profitability from mass purchases and volume sales operation. Park Department will receive increased revenue.	Goal C Goal E Goals E and G Goals E and G	Average revenue per person at fee-for-service location Dollar revenue collected per location Number of participants at on-site special events Amount of profit Dollar expense saved by unified concessions operations

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PARKS & RECREATION DEPARTMENT
PROGRAM: CONCESSIONS
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Oversee food and beverage sales of outside parties on park properties	4 - 7 Outside events coordinated (Gus Macker, Leeper Park Art Fair, 2 East Race Kayak tournaments, etc.) 5 - 9 Outside events monitored (Earth Day, Cinco de Mayo, Easter Egg Hunt, etc.)	Residents and park visitors will experience food and beverage sales on park property that meets municipal code standards.	Goal C	Number of events Percentage of change in number of events
	Train staff Maintain proper licensing and permits Comply with health code regulations and state liquor laws	1 Food safety consultant for all divisional operations retained 3 Classes in responsible alcohol sales held 3 Classes in food safety practices held Monthly in-house inspections conducted 2 State-issued on-premise liquor licenses obtained Special event or temporary liquor licenses obtained as needed Individual bartender's permits obtained as needed 7 - 8 Restaurant health permits obtained Special temporary health permits obtained as needed Liquor liability insurance obtained as needed 9 functioning food service sites in Park maintained according to code: 3 Municipal golf courses 1Site on zoo grounds 1 Site at Belleville Softball Complex 1 Site at Leeper Tennis 1 Site at Howard Park Ice Rink Pinhook Pavilion Erskine Corporate Meeting Room	Residents and park visitors will receive code-enforced food and beverage service from well-maintained facilities. Park Department will experience less liability.	Goals B, C and D Goals B and G	Percentage of staff completing instructional classes Number of County Health Department Inspection reports Percentage of in-house inspection scores that meet standard Number of food-related incidents

PARKS & RECREATION DEPARTMENT
PROGRAM: CONCESSIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Average revenue per person at fee-for-service location	Erskine: 1.97	2.28	2.10	2.35	2.50
	Elbel: 3.53	3.54	3.29	3.55	3.50
	Zoo: .65	.57	.58	.63	.61
Dollar revenue collected per location	Consolidated Concessions: $55,463	$54,805	$50,100	$57,438	$50,000
	Elbel: $127,439	$125,440	$108,111	$131,425	$132,000
	Erskine: $88,565	$85,592	$77,000	$90,000	$90,000
	Zoo: $73,685	$60,966	$68,500	$72,000	$75,000
	Bellville: $38,642	$36,383	$52,900	$37,000	$40,000
Number of participants at on-site special events	225,000	248,000	250,000	250,000	250,000
Amount of profit	$18,823	($10,000)	($3,500)	$30,000	$40,000
Dollar expense saved by unified concessions operations	$5,200	$6,400	$8,850	$7,500	$5,000

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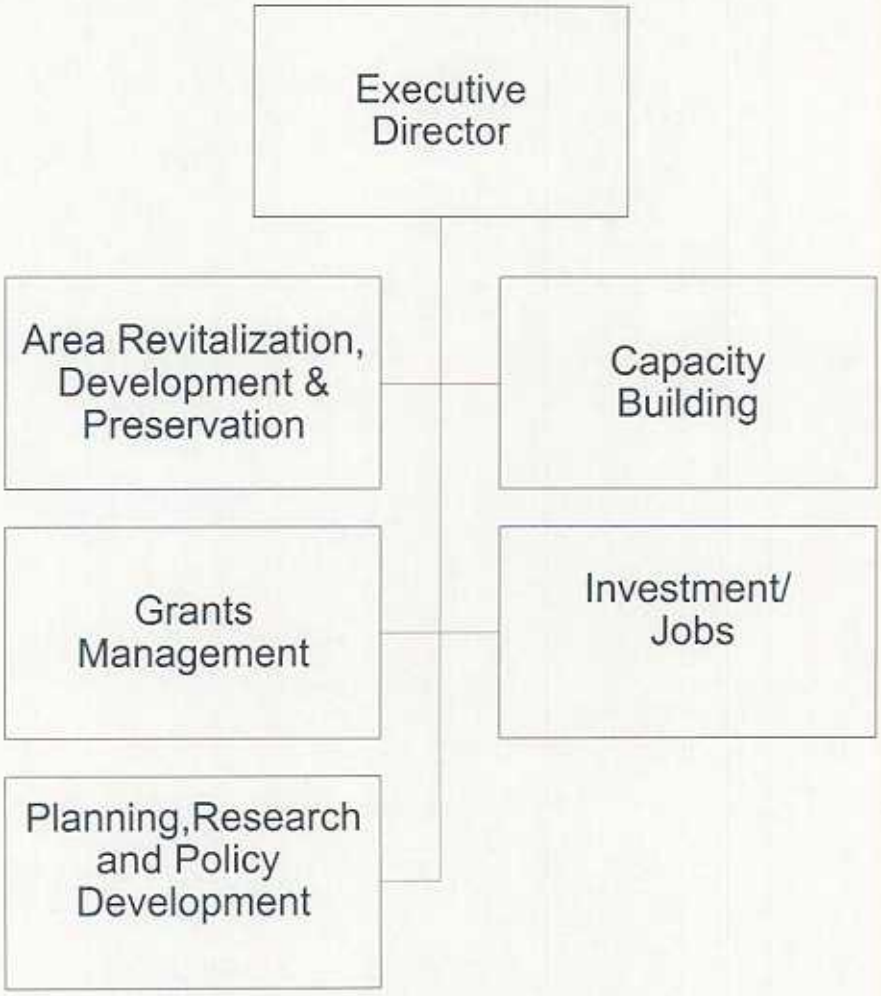
PARKS & RECREATION DEPARTMENT
PROGRAM: CONCESSIONS
(Continued)

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of events	11	12	12	10	10
Percentage of change in number of events	12%	11%	0%	20%	2%
Percentage of staff completing instructional classes	100%	100%	100%	100%	100%
Number of County Health Department Inspection reports	16	20	12	15	15
Percentage of in-house inspection scores that meet standard	92%	94%	95%	95%	100%
Number of food-related incidents	0	0	0	0	0

COMMUNITY & ECONOMIC DEVELOPMENT



COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
SPECIAL REVENUE FUND:					
Community & Economic Development - Administrative Costs					
Personal Services	1,700,917	1,870,845	2,214,187	2,255,196	43.90
Supplies	41,942	41,143	46,845	39,425	
Other Services	306,616	286,581	290,284	299,168	
Capital	0	8,700	0	0	
Other Uses	10,789	11,679	11,679	12,186	
TOTAL COMM & ECONOMIC DEV	2,060,264	2,218,948	2,562,995	2,605,975	43.90

PROGRAM BUDGETS:

AREA REVITALIZATION, DEVELOPMENT AND PRESERVATION					
Personal Services	918,447	1,041,469	1,115,867	1,135,757	23.56
Supplies	21,279	22,561	23,680	21,320	
Other Services	179,926	171,754	165,179	172,705	
Other Uses	6,119	6,934	6,602	6,740	
Capital	0	6,635	0	0	
	1,125,771	1,249,353	1,311,328	1,336,522	
CAPACITY BUILDING					
Personal Services	146,592	145,377	186,509	86,549	1.63
Supplies	3,122	3,308	4,165	1,476	
Other Services	31,654	25,273	31,485	14,843	
Other Uses	969	817	946	495	
Capital	0	1,198	0	0	
	182,337	175,973	223,105	103,363	
GRANTS MANAGEMENT					
Personal Services	194,838	181,896	223,915	286,209	5.66
Supplies	5,756	4,912	5,648	3,903	
Other Services	27,285	20,907	23,244	26,967	
Other Uses	230	162	166	399	
Capital	0	126	0	0	
	228,109	208,003	252,973	317,478	
INVESTMENT / JOBS					
Personal Services	364,745	381,721	535,956	509,623	8.63
Supplies	9,552	7,500	9,799	9,238	
Other Services	58,526	50,045	48,749	49,875	
Other Uses	3,340	3,231	3,439	3,361	
Capital	0	66	0	0	
	436,163	442,563	597,943	572,097	

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
PLANNING,RESEARCH AND POLICY DEVELOPMENT					
Personal Services	76,295	120,382	151,939	237,058	4.42
Supplies	2,233	2,862	3,553	3,489	
Other Services	9,225	18,602	21,627	34,777	
Other Uses	131	535	527	1,191	
Capital		675	0	0	
	87,884	143,056	177,646	276,515	
TOTAL PROGRAMS	2,060,264	2,218,948	2,562,995	2,605,975	43.90

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

Program Purpose: To create and increase opportunities for private investment and reinvestment in targeted areas by using public investment and actions

Clients: Developers, Target Area Residents, Businesses and Institutions

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 23.56 FTE • Redevelopment Commission / Redevelopment Authority • Laws/Regulations: Federal, State and Local • Other City Departments • Neighborhood and Business Organizations • Development Incentives • Federal, State, Local Resources • Non-Profit Boards • 2003 Budget: $1,336,522	Plan for target areas Develop private/public partnerships Develop community support Develop programs Develop resources	All target area plans produced as needed All resource proposals written as needed All programs created as needed All presentations made as needed	Target area residents, businesses, institutions and developers will have the opportunity to actively participate in planning discussions/decisions.	Goals D and E	Amount of net assessed value increased Number of acres of vacant land developed Occupancy rate in downtown office space Amount of new private investment Number of start-up businesses
	Acquire property Relocate residents/businesses Demolish structures Assemble land Negotiate sale of property Sell land	47 Parcels acquired 13 Structures demolished 5 Relocations completed 11 Sites assembled 43.5 Acres sold	Existing businesses, residents and institutions will remain in target areas. Existing businesses, residents, institutions and developers will reinvest in target areas. Businesses, residents, institutions and developers will relocate to target areas. New businesses, residents, institutions and developers will invest in target areas. Residents, businesses, institutions and developers will become less dependent upon public investment and subsidies in targeted areas.	Goal A Goals A and F Goal A Goals A and F Goal A	
	Coordinate public improvements Manage contracts Market areas/properties	15,911 Lineal Ft. of curb constructed 8,751 Sq. Yds. of sidewalk constructed 10 Buildings rehabbed			

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COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: AREA REVITALIZATION, DEVELOPMENT AND PRESERVATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Manage application process Inspect units Close loans Develop financing packages Provide certifications	All applications processed 100 Inspections performed 1,500 Volunteers recruited	Customers will have an opportunity to become a home buyer. Customers will have access to safe and decent housing. Financial institutions will have an opportunity to serve low/moderate home buyers. Homeowners will take advantage of opportunities to make repairs and improvements to their properties.	Goals A and C Goal C Goals A and C Goal C	Number of low to moderate income home buyers Number of homes rehabilitated Occupancy rate of rental properties
	Manage rental properties	59 Rental units managed	Tenants will have access to decent, safe housing.	Goal C	
	Manage tax abatement program	All applications processed	Homeowners will have access to increased resources to improve their financial condition. Homeowners will improve their financial condition.	Goals A and C Goals A and C	Number of new housing units for which tax abatement is approved

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Amount of net assessed value increased	14.47 M	10.16 M	56.7 M	16.868 M	25 M
Number of acres of vacant land developed	2	16	70	40.5	60
Occupancy rate in downtown office space	Class A: 89.37%	84.66%	88%	90%	96%
	Class B: 81.27%	84.75%	83%	85%	95%
	Class C: 69.98%	85.2%	60%	80%	94%
Amount of new private investment	40.42 M	93.6 M	69.5 M	50.45 M	100 M
Number of start-up businesses	2	1	5	5	10
Number of low to moderate income home buyers	48	33	30	32	100
Number of homes rehabilitated	98	80	40	82	200
Occupancy rate of rental properties	N/A	85%	79%	91%	95%
Number of new housing units for which tax abatement is approved	59	124	132	50	100

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: CAPACITY BUILDING

Program Purpose: To provide opportunities that address obstacles impeding individual and organizational self-sufficiency

Clients: Enterprise Zone Residents, Neighborhood Organizations, Future Homebuyers, Individuals with Credit Issues and Business Organizations (Participants), Target Area Residents, Neighborhood Partnership Center (NPC) Service Area Residents, Commercial Corridor Organizations

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1.63 FTE • Laws/ Regulations: Federal, State and Local • Federal/State Funding Sources • Non-Profit Boards • External Providers: Banks and Social Services Agencies • 2003 Budget: $103,363	Verify eligibility for child care, educational and/or transportation subsidies	100 Subsidies provided $80,000 of Subsidies provided	Enterprise Zone residents will be better positioned to take advantage of employment and/or training opportunities. Enterprise Zone residents will take advantage of educational and/or training opportunities.	Goals A and C Goal C	Number of zone residents pursuing education Number of zone residents in on-the-job training Number of zone residents placed in jobs Number of ZREP clients gaining assets
	Provide financial/credit counseling Provide educational information	380 Financial counseling sessions held 2 Financial counseling workshops held	Participants will receive information that better position them to improve their financial condition. Participants will increase their assets. Participants will stabilize their financial status.	Goal C Goals A and C Goals A and C	Number of people attending counseling sessions
	Provide home-ownership training Provide post - purchase training Provide tenant training Remediate potential foreclosures	12 Tenant training classes held 20 Home-ownership training sessions held 12 Post-purchase training classes held 2 Homebuyer workshops held	Participants will have access to information that better position them to become homeowners. Participants will increase their knowledge of the financial requirement of home ownership. Participants will become homeowners. Participants will experience a reduced chance of losing their homes to foreclosures.	Goal C Goal C Goals A and C Goal C	Number of down payment stipends provided

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COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: CAPACITY BUILDING

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide leadership training	40 Scholarships to conferences provided 5 Grants for organizational development provided	Participants will have access to opportunities to learn organizational, leadership and teamwork skills. Participants will increase their knowledge of and skills in organizational management.	Goals A, C and D Goals A and C	Number of participants completing training

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: CAPACITY BUILDING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of zone residents pursuing education	14	14	33	6	35
Number of zone residents in on-the-job training	15	20	0	7	60
Number of zone residents placed in jobs	35	49	40	35	150
Number of ZREP clients gaining assets	15	8	8	10	28
Number of people attending counseling sessions	N/A	43	84	149	50
Number of down payment stipends provided	20	50	28	25	100
Number of participants completing training	N/A	N/A	20	35	45

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: GRANTS MANAGEMENT

Program Purpose: To provide the process and monitoring required to assure compliance with all funding sources and effective, efficient use of these public resources

Clients: Non-Profit Boards and Potential Grant Recipients

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 5.66 FTE • Laws/ Regulations: Federal, State and Local • Non-Profit Boards • Federal, State and Local Funding Sources/ Agencies • Committee Volunteers • 2003 Budget: $317,478	Design program guidelines Provide information Market program	All programs designed as needed 20 Meetings held 4 Mailings sent 3 Presentations provided 16 Site visits	Non-profit boards will receive information to facilitate program decisions. Potential grant recipients will have increased knowledge of grant funds available. Potential grant recipients will understand grant process. Potential grant recipients will submit applications that are successfully funded.	Goal E Goal C Goal C Goal C	Percent of allocated dollars expended Percent of grants meeting contract objectives
	Process applications Recommend grant awards Foster public participation in grant process Facilitate decisions Coordinate volunteer services	All applications processed 1,071 Grant awards recommended 771 Grant awards approved 30 Member contracts executed 18 Agency contracts executed	Non-profit boards/volunteer review committees will award specific grant dollars to chosen applicants.	Goals C and E	

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COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: GRANTS MANAGEMENT

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Negotiate grant agreements Monitor grant agreements for compliance	771 Grant agreements negotiated and monitored All compliance reports submitted as required	Grant recipients will understand contractual obligations. Grant recipients will manage grants to improve their organization, neighborhood and/or community through documented activities and outputs. Grant recipients will comply with grant agreements.	Goals E Goals C and F Goal C	Number of audit findings due to grant recipients who did not follow contractual obligations

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: GRANTS MANAGEMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percent of allocated dollars expended	61%	56%	59%	60%	85%
Percent of grants meeting contract objectives	N/A	87%	75%	80%	95%
Number of audit findings due to grant recipients who did not follow contractual obligations	1	0	0	0	0

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: INVESTMENT AND JOB RETENTION / CREATION

Program Purpose: To provide investment, employment and growth opportunities to existing and new businesses

Clients: Developers who buy land from Redevelopment, Realtors, Non-Profit Boards, Redevelopment Commission, Sample Street Business Complex Tenants, Loan Recipients, Tax Abatement Recipients, Trustees, Bondholders, Economic Development Commission

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 8.63 FTE • Laws/Regulations: Federal, State and Local • Non-Profit Boards • 2003 Budget: $572,097	Market programs Process program applications	5 Presentations provided Material created/distributed as needed All applications processed 30 Loans originated All annual reports completed $700,000 Collected from Urban Enterprise Association Program	Clients will be better informed through increased awareness of programs. Businesses/developers will realize additional funds. Businesses/developers will reinvest in their businesses.	Goals D and E Goal A Goal A	Amount of private funds invested Increase in assessed value Number of jobs created/retained Number of start-up businesses
	Service loans Coordinate development process Acquire land Relocate residences/businesses Sell/convey land Manage environmental processes	All payments processed when collected All outstanding loans serviced 8 Parcels acquired 5,000 Lineal feet of infrastructure improvements completed	Non-profit boards will receive loan revolving funds for reinvestment. Businesses/developers will be better positioned to invest. Businesses/developers will have access to environmentally viable investment opportunities. Redevelopment Commission will achieve highest and best use of land in accordance with plans. Developers will comply with plans. Redevelopment Commission will realize improved quality of development.	Goal A Goal A Goals A and F Goals A and F Goals A and F Goals A and F	

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COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: INVESTMENT AND JOB RETENTION / CREATION

(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Manage property Negotiate contracts Provide technical assistance	All tenant services provided	Sample Street Business Complex tenants will increase their knowledge of "best" business practices. Sample Street Business Complex tenants will maintain and grow their businesses.	Goal A Goal A	Percentage of current and former tenants in Sample Street Business Complex still operating after five years

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: INVESTMENT AND JOB RETENTION / CREATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Amount of private funds invested	75.73 M	87 M	25.9 M	45 M	100 M
Increase in assessed value	46.14 M	15.67 M	4.88 M	14.8 M	30 M
Number of jobs created/retained	540	896	276	400	900
Number of start-up businesses	2	5	5	2	5
Percentage of current and former tenants in Sample Street Business Complex still operating after five years	72%	63%	65%	70%	85%

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: PLANNING, RESEARCH & POLICY DEVELOPMENT

Program Purpose: To assist community and government leaders by addressing physical and social decay, incompatible land uses, inefficient traffic circulation, low public participation, decline in population, static tax base, insufficient land for development and lack of infrastructure

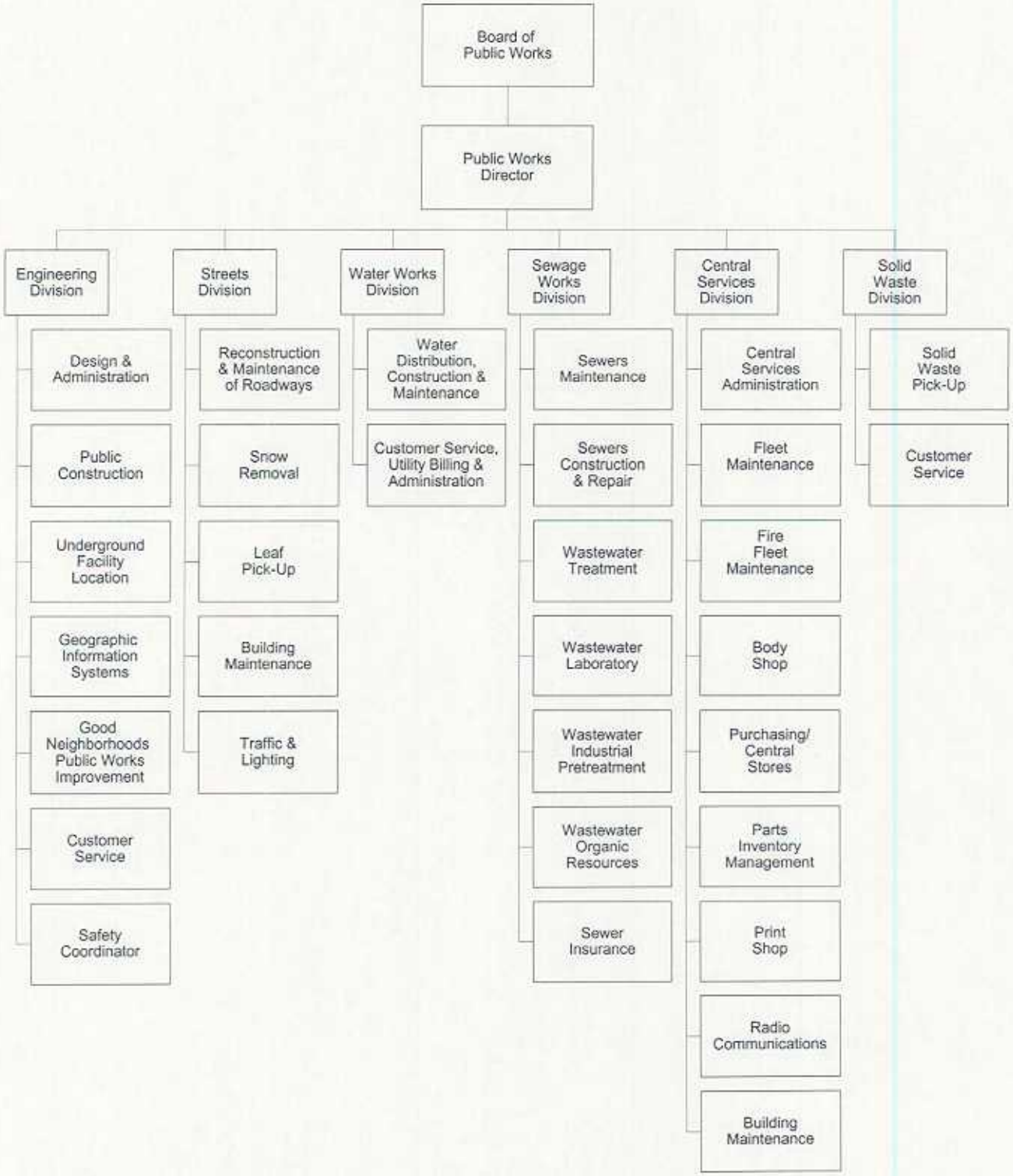
Clients: Neighborhoods, Business Organizations, Mayor, Council, Redevelopment Commission, Consultants, State and Federal Government, Developers, Contracted Non-Profit Boards

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4.42 FTE • Laws/Regulations: Federal, State and Local • Other City Departments • Non-Profit Boards • Federal, State and Local Funding Sources • 2003 Budget: $276,515	Coordinate meetings Facilitate meetings Provide public presentations Gather public input	335 Meetings held 3 Newsletters provided	Clients will have increased awareness of projects. Clients will participate in discussions.	Goals D and E Goals C, D and E	Number of new programs/projects developed Number of existing programs/projects revised Dollar amount funding approved Number of proposals approved for funding
	Facilitate consultant-led planning processes Collect data Analyze data Prepare plans	Mapping products developed Land use/GIS data base developed Plans developed as needed Actions/Strategies developed as needed	Clients will have a better understanding of patterns and conditions in a given area.	Goal F	
	Research data/other programs	1 Policy paper produced 1 Policy recommendations made 1 Program recommendations made	Mayor, Council and non-profit boards will have access to information that will allow them to make decisions. Mayor, Council and non-profit boards will develop policy. Mayor, Council and non-profit boards will allocate resources.	Goal E Goal E Goal E	
	Research funding opportunities	10 Reports prepared	Mayor, Council and non-profit boards will have access to information that allows them to decide upon submitting funding requests.	Goals A, B, C, E and F	

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
PROGRAM: PLANNING, RESEARCH & POLICY DEVELOPMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of new programs/projects developed	3	1	2	1	5
Number of existing programs/projects revised	2	1	1	2	0
Dollar amount funding approved	200,000	6,900	0	50,000	5 M
Number of proposals approved for funding	2	1	0	1	8

PUBLIC WORKS



PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DIVISION TOTAL:					
GENERAL FUND:					
Engineering and Traffic / Lighting					
Personal Services	1,326,338	1,464,637	1,515,060	1,033,337	21.00
Supplies	462,807	463,160	630,334	287,300	
Other Services	3,139,147	3,358,886	3,451,325	2,416,560	
Other Uses	927,442	962,131	1,228,989	12,375	
Capital	372,942	280,355	218,750	211,000	
TOTAL ENGINEERING DIVISION	6,228,676	6,529,169	7,044,458	3,960,572	21.00
PROGRAM BUDGETS:					
DESIGN AND ADMINISTRATION					
Personal Services	265,268	365,618	415,395	437,226	9.00
Supplies	187,192	130,484	258,891	263,136	
Other Services	1,768,579	2,032,841	2,042,595	2,332,329	
Other Uses	11,894	11,558	11,558	12,375	
Capital	372,942	280,355	218,750	211,000	
	2,605,875	2,820,856	2,947,189	3,256,066	
PUBLIC CONSTRUCTION					
Personal Services	238,740	257,084	263,420	276,723	5.50
Supplies	11,085	1,067	16,609	10,586	
Other Services	32,896	38,144	26,050	60,608	
	282,721	296,295	306,079	347,917	
UNDERGROUND FACILITY LOCATION					
Personal Services	66,317	79,488	72,055	79,755	2.00
Supplies	1,670	325	7,300	4,738	
	67,987	79,813	79,355	84,493	
TRAFFIC AND LIGHTING					
Personal Services	649,906	550,247	541,875	N/A	N/A
Supplies	262,360	330,653	343,034	N/A	
Other Services	1,330,094	1,352,007	1,355,480	N/A	
	2,242,360	2,232,907	2,240,389	0	
G.I.S.					
Personal Services	79,580	96,270	97,619	109,562	2.00
Supplies	500	266	2,500	7,440	
Other Services	7,578	20,212	24,800	21,623	
	87,658	116,748	124,919	138,625	
SAFETY COORDINATOR					
Personal Services	0	46,865	46,155	48,079	1.00
Supplies	0	313	1,000	1,000	
Other Services	0	9,095	1,200	1,100	
	0	56,273	48,355	50,179	
CUSTOMER SERVICE					
Personal Services	0	37,088	35,701	37,437	1.00
Supplies	0	52	1,000	400	
Other Services	0	9,519	1,200	900	
	0	46,659	37,901	38,737	

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
GOOD NEIGHBORHOODS PUBLIC WORKS IMPROVEMENT					
Personal Services	26,527	31,977	42,840	44,555	0.50
	26,527	31,977	42,840	44,555	
ALLOCATIONS FOR STREET DEPARTMENT FLEET MAINTENANCE					
Other Uses	915,547	950,573	1,217,431	N/A	
	915,547	950,573	1,217,431	0	
TOTAL PROGRAMS	6,228,675	6,529,169	7,044,458	3,960,572	21.00

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: DESIGN AND ADMINISTRATION

Program Purpose: Assure the quality of public facilities built as public projects by the City or as public facilities provided by private developers and plans for growth

Clients: Contractors, City Departments and Vendors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 9 FTE • Secretary of the Board • Personal Computers and Network • 600 Sq. Feet C-C Office • 2 Storage Vaults • As-Builts • Office Supplies • Automobile • Photocopier • Engineering Copier –Continued–	Administer the activities of the Board of Public Works Administer bid process for City-wide purchasing programs Administer bid process for construction programs	24 Meetings held per year 60 Purchasing bids administered per year 6,000 Notices for construction mailed to bidders per year 6,000 Notices for City purchasing administered 50 Construction programs administered per year 25 Specifications prepared for construction bidding	Contractors and vendors will have their activities finalized by the Board of Public Works. Contractors and vendors will have knowledge of the bidding process. Contractors and vendors will bid on City projects.	Goal A and H Goals E and F Goals E and F	Number of appeals Number of contractors bidding on projects Number of vendors bidding on purchasing specifications Percentage of responsive bidders

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PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: DESIGN AND ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
(Continued) • Plotter • Scanner • Digital Camera • Design Professionals • Developers • Contractors • Laws/Regulations: State and Federal • 2003 Budget: $3,256,066	Issue permits for sewer taps, sidewalks, excavation and occupancy Review drainage plans for new facilities - public and private Develop and maintain "Standards for Design and Construction"	2,000 Permits issued All plans reviewed	Contractors will know the proper City standard for design and construction. Contractors will purchase permits and specifications. Contractors will have the proper permits. Contractors will have their plans reviewed for proper City standards.	Goals E and F Goals E and F Goals E and F Goals E and F	Number of permits issued Number of design and construction reviews Number of copies of standards sold or distributed
	Review subdivisions and replats Prepare plans and specifications for public improvement Maintain as-built drawings and archive records of public works construction Participate in the St. Joseph Geographic Information System (GIS)	10 Subdivision and replats reviewed 25 Plans and specifications prepared for public improvement All drawings maintained All records archived 24 Meetings held for GIS	City departments and contractors will have better knowledge of the City's infrastructure. Contractors will have plans and specifications reviewed on a timely basis. Contractors will receive professional and timely assistance.	Goals F and H Goal E Goal E	Percentage of plans and specifications completed on time

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: DESIGN AND ADMINISTRATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of appeals	0	0	0	0	0
Number of contractors bidding on projects	450	400	500	500	500
Number of vendors bidding on purchasing specifications	15	30	40	30	20
Percentage of responsive bidders	95%	98%	100%	100%	100%
Number of permits issued	2,000	2,254	2,000	2,000	2,000
Number of design and construction reviews	125	150	200	200	200
Number of copies of standards sold or distributed	30	15	200	30	100
Percentage of plans and specifications completed on time	95%	100%	100%	100%	100%

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: PUBLIC CONSTRUCTION

Program Purpose: Inspection of public construction
Clients: Contractors, Indiana Department of Transportation (INDOT), Utility Companies, Public Construction Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 5.5 FTE • 6.5 Vehicles • 700 Sq. Feet Office Space • Office Equipment Surveying Equipment Testing Equipment • Computers • Laws/Regulations: Federal, State, and Local Specifications and Standards • Training • 2003 Budget: $347,917	Provide inspection of construction on public facilities	50 Sites inspected	Contractors, INDOT and utility companies will adhere to specifications of contractual documents.	Goals C, F and H	Percentage of construction projects completed in compliance
	Provide surveys	20 Surveys completed			
	Provide inspections on Federal Aid projects	1 Federal Aid project monitored			
	Provide utility excavation inspections	500 Utility excavations provided	Contractors and utility companies will adhere to City construction standards.	Goal E	Temporary pavement patches made permanent by July 1
	Attend construction-related courses and seminars	10 Classes attended	Public construction employees will increase knowledge to provide competent inspection skills to our clients.	Goals E, F and H	Number of job-related complaints Legal Department receives Indiana Department of Transportation approved project engineers

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: PUBLIC CONSTRUCTION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of construction projects completed in compliance	95%	100%	100%	100%	100%
Temporary pavement patches made permanent by July 1	200	* 175	300	300	All temporary pavement patches made
Number of job-related complaints Legal Department receives	20	15	10	5	10
Indiana Department of Transportation approved project engineers	5	0	0	0	6

* Emphasizing permanent repairs over temporary patches.

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: UNDERGROUND FACILITY LOCATION

Program Purpose: Provide protection for underground facilities by marking location
Clients: Contractors, Utilities and Other City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • 2 Automobiles • 1 Teleprinter • 1 Lap Top Computer • Locating Equipment • As-Built Drawing • "Holey Moley" Statute • Construction Industry • Utility Industry • 2003 Budget: $84,493	Maintain communication with construction industry and utility crews Review and evaluate underground utilities notifications	1,000 Notifications reviewed per month 15 Notifications marked per day	Contractors, utilities and City departments will receive underground locates in a timely fashion. Contractors, utilities and City departments will excavate with confidence. Contractors, utilities and City department employees will not be injured. Contractors, utilities and City departments will preserve City's underground facilities.	Goals E and F Goals E and F Goals C, D, E and H Goals C, D, E, F and H	Percentage of locates done within the required amount of time Number of accidental dig-ins due to mis-markings

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: UNDERGROUND FACILITY LOCATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of locates done within the required amount of time	100%	100%	100%	100%	100%
Number of accidental dig-ins due to mis-markings	0	0	0	0	0

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

Program Purpose: To provide and maintain the mapping of the City's infrastructure and its corresponding database

Clients: City Departments, County Departments, General Public and Contractors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • Personal Computers and Network • County Developed GIS System • Computer/Test Equipment • Global Positioning System (GPS) Base Station • Office Space • 2003 Budget: $138,625	Provide software training Design and maintain database Provide technical support for user departments	All user department staff to have working knowledge of software GIS staff to have working knowledge of database and software Database current up to 30 days GIS staff able to teach basic GIS skills	User departments will be able to maintain specific data. Data will be accessible to departments as needed. All employees and public will have access to current and correct data.	Goals A, C, E and F Goals A, C, E and F Goal F	Percentage of employees requesting training Percentage of departments requesting data Accuracy of reports generated by database
	Produce thematic maps Generate reports for users	24 Maps produced per year 10 Reports generated	More accurate maps will be geared towards a specific purpose.	Goal F	Number of maps produced Number of reports requested
	Participate in the St. Joseph County Geographic Information System (GIS)	12 Meetings held for GIS	Will allow sharing of information between County and City departments.	Goal E	Cooperation and coordination of committee members to attend meetings and make decisions
	Locate City utilities using GPS	All City utilities will be located	Documentation of City utilities will have better accuracy	Goals E and F	Number of incorrect utility locates
	Maintain GPS base station	GPS data given/sold to contractors to post process data	Will aid in completing surveys for City	Goals E and F	Number of requests for data from contractors

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of employees requesting training	100%	50%	10%	30%	80%
Percentage of departments requesting data	5%	40%	30%	55%	50%
Accuracy of reports generated by database	70%	75%	75%	80%	85%
Number of maps produced	6	20	25	50	30
Number of reports requested	3	8	10	25	15
Cooperation and coordination of committee members to attend meetings and make decisions	90%	90%	90%	98%	95%
Number of incorrect utility locates	5	3	0	0	0
Number of requests for data from contractors	1	5	8	40	25

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: SAFETY COORDINATOR

Program Purpose: To ensure traffic safety and work zone safety and other Public Works safety needs are addressed for Public Works City employees

Clients: Public Works, All City Employees and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • Work Zone Safety Laws/Regulations: Federal, State and Local • 2003 Budget: $50,179	Perform inspections of work in the public ROW (right of way) to assess safety and health hazards and to monitor compliance	Daily observation and assistance as well as periodic training and facilitation of work zone safety certifications - 22 days/month	City employees will experience a safe and hazard-free work environment.	Goals B and H	Number of violations cited by regulatory bodies Number of repeated violations Number of work-related accidents or injuries Total cost of workers' compensation claims related to work zone safety and traffic control Average cost per accident/injury
	Work Zone Safety: Conduct health and safety educational training programs and develop new training as needed	Assists Safety & Risk Specialist with training programs conducted: 2 Confined training sessions 10 Personal protective equipment training sessions 2 Industrial forklift training sessions 2 Tree cutting removal training sessions 10 Emergency evacuation training sessions 10 Fire extinguisher training sessions 4 Hearing conversation training sessions 2 Trench and excavation training sessions 4 Annual OSHA training sessions 6 Traffic safety training sessions	City employees will have an increased knowledge of safety procedures.	Goals B and H	
	Identify and minimize safety hazards in the workplace	Monthly reports as needed All post accidents are received Accident investigations performed All identified workplace safety hazards are minimized Create training presentations in Power Point and Corel Presentations	City employees will experience prompt and necessary treatment when involved in work-related accidents.	Goal H	

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: SAFETY COORDINATOR

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of violations cited by regulatory bodies	N/A	N/A	0	0	0
Number of repeated violations	N/A	N/A	0	0	0
Number of work-related accidents or injuries	N/A	N/A	96	125	125
Total cost of workers' compensation claims related to work zone safety and traffic control	N/A	N/A	$110,826.84	$170,000	$170,000
Average cost per accident/injury	N/A	N/A	$1,154.45	$1,360	$1,360

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

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: CUSTOMER SERVICE - PUBLIC WORKS

Program Purpose: To inform and resolve customer concerns that deal with construction and emergency repair to public streets by working with various departments in Public Works

Clients: Residents, Contractors, Indiana Department of Transportation (INDOT), Utility Companies, Public Construction Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1.0 FTE • Other City Departments • Vehicle • Customer/Neighborhood Input • Laws/Regulations: Federal, State, and Local • 2003 Budget: $38,737	Coordinate meetings Prepare fact sheets for every project in Engineering Notify all City Departments/ neighborhoods of emergency street work done by Water Works and Construction	40 Meetings with neighbors held (Based on number of projects) 60 Meetings with neighbors held (Based on number of projects)	Neighbors will participate in discussions Neighbors and all City Departments will have a better understanding of conditions in a given area.	Goals C, D and E Goal F	Percentage of people attending meetings Percentage of calls rerouted to Engineering Office

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: CUSTOMER SERVICE - PUBLIC WORKS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of people attending meetings	N/A	N/A	20%	30%	100%
Percentage of calls from residents inquiring about projects	N/A	N/A	35%	30%	10%
Percentage of calls rerouted to Engineering Office	N/A	N/A	40%	35%	0
Percentage of surveys collected from neighbors and business organizations	N/A	N/A	N/A	N/A	100%

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: GOOD NEIGHBORHOODS PUBLIC WORKS IMPROVEMENT

Program Purpose: Administer construction contracts and negotiate agreements with homeowners for Public Works improvement

Clients: Residents, Homeowners and Contractors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: .50 FTE • 1 Secretary • Interns • Capital • Customers • Contractors • 2003 Budget: $44,555	Improve homeowner's infrastructure	250 Contracts with homeowners collected	Residents and contractors will have access to direct assistance from the City.	Goals C, E, F and G	Number of applicants
	Negotiate work program with homeowners		Homeowners will share in the cost of improved infrastructure.	Goals C, E, F and G	Dollar amount contributed by homeowners
	Collect homeowners' share of cost				
	Develop plans and specifications to attract construction bidders	16 Plans and specifications developed	Homeowners will have an improved infrastructure.	Goals C, E, F and G	Number of complaints filed with Mayor's Office
	Bid and administer construction contracts	2 Zones awarded	Contractors will be awarded construction contracts.	Goals C, E, F and G	Percentage of zones completed by contractors

PUBLIC WORKS DEPARTMENT - ENGINEERING DIVISION
PROGRAM: GOOD NEIGHBORHOODS PUBLIC WORKS IMPROVEMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of applicants	236	147	145	150	All applicants needing curb and sidewalk repairs
Dollar amount contributed by homeowners	$143,000	$195,000	$25,000	$200,000	$200,000
Number of complaints filed with Mayor's Office	5	0	0	0	0
Percentage of zones completed by contractors	100%	100%	100%	100%	100%

PUBLIC WORKS DEPARTMENT - STREETS DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DIVISION TOTAL:					
GENERAL FUND:					
Building Maintenance					
Personal Services	165,694	179,990	211,898	232,241	6.00
Supplies	37,236	41,138	42,933	42,933	
Other Services	299,850	290,796	477,461	484,246	
Other Uses	1,198	1,113	1,113	1,545	
Capital	12,914	25,568	16,500	0	
	516,892	538,605	749,905	760,965	
SPECIAL REVENUE FUND:					
Motor Vehicle Highway (Street Department)					
Personal Services	2,926,239	2,978,445	3,217,071	2,887,732	77.00
Supplies	214,634	160,631	254,381	97,373	
Other Services	122,505	131,989	127,164	141,967	
Other Uses	101,670	103,332	103,332	100,233	
	3,365,048	3,374,397	3,701,948	3,227,305	
Project Releaf					
Personal Services	49,617	53,947	57,162	60,069	n/a
Supplies	4,389	4,375	4,637	4,637	
Other Services	28,543	38,769	38,979	39,560	
Other Uses	3,523	4,003	4,471	4,245	
Capital	37,841	0	50,750	51,050	
	123,913	101,094	155,999	159,561	
Traffic & Lighting					
Personal Services	0	0	0	534,880	11.00
Supplies	0	0	0	343,034	
Other Services	0	0	0	584,830	
Other Uses	0	0	0	1,217,431	
Capital	0	0	0	1,072,000	
	0	0	0	3,752,175	
TOTAL STREET DIVISION	4,005,853	4,014,096	4,607,852	7,900,006	94.00

PROGRAM BUDGETS:

RECONSTRUCTION & MAINTENANCE OF ROADWAYS					
Personal Services	2,242,183	2,282,186	2,465,028	2,212,678	54.00
Supplies	164,460	123,082	194,915	74,610	
Other Services	93,867	101,133	97,437	106,476	
Other Uses	77,903	79,176	79,176	75,175	
	2,578,413	2,585,577	2,836,556	2,468,939	
SNOW REMOVAL					
Personal Services	684,056	696,259	752,043	675,054	18.00
Supplies	50,174	37,549	59,466	22,762	
Other Services	28,638	30,856	29,727	35,492	
Other Uses	23,767	24,156	24,156	25,058	
	786,635	788,820	865,392	758,366	

PUBLIC WORKS DEPARTMENT - STREETS DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
LEAF PICK-UP					
Personal Services	49,617	53,947	57,162	60,069	5.00
Supplies	4,389	4,375	4,637	4,637	
Other Services	28,543	38,769	38,979	39,560	
Other Uses	3,523	4,003	4,471	4,245	
Capital	37,841	0	50,750	51,050	
	123,913	101,094	155,999	159,561	
TRAFFIC & LIGHTING					
Personal Services	0	0	0	534,880	11.00
Supplies	0	0	0	343,034	
Other Services	0	0	0	584,830	
Other Uses	0	0	0	1,217,431	
	0	0	0	2,680,175	
MUNICIPAL SERVICE FACILITY - BUILDING MAINTENANCE					
Personal Services	165,694	179,990	211,898	232,241	6.00
Supplies	37,236	41,138	42,933	42,933	
Other Services	299,850	290,796	477,461	484,246	
Other Uses	1,198	1,113	1,113	1,545	
Capital	12,914	25,568	16,500	1,072,000	
	516,892	538,605	749,905	1,832,965	
TOTAL PROGRAMS	4,005,853	4,014,096	4,607,852	7,900,006	94.00

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: RECONSTRUCTION AND MAINTENANCE OF STREETS

Program Purpose: Provide safe and efficient operation and maintenance of the City's transportation system
Clients: Residents, Motorists and Pedestrians Using Streets, Employees of the Bureau of Streets

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 54 FTE • Equipment • Dump Trucks • Pick Up Trucks • Asphalt Paving Equipment • Street Sweeping Equipment • Street Maintenance Equipment • Alley and Berm Grading Equipment --Continued--	Maintain and repair streets in the City	280 Blocks of City streets asphalt overlayed 415 Inlays cut and filled per year 167 Blocks of City streets cracksealed Entire City swept 22 times per year	Motorists will have smoother roadways and rideability on City streets. Motorists will have less chuck holes in the streets. Motorists, residents and visitors to the City will have a cleaner environment.	Goals E and F Goals E and F Goals C and E	Number of customer complaints regarding City streets Number of legal claims submitted or successful Number of violations due to improperly maintained streets
	Educate employees	Employee education provided: 3 Heavy equipment Apprentice programs 6 Paving seminars 4 Indiana University South Bend Business Management courses All Occupational Safety and Health Administration (OSHA) regulations and municipal codes reviewed	Employees and staff will be trained and experienced in department operations. Employees will be able to work in compliance with OSHA standards, municipal codes and federal and local regulations. Street repairs will meet industry standards. Employees and staff will complete tasks in compliance with industry standards.	Goal H Goal H Goals E, F and H Goal H	Number of violations made due to improperly trained employees Percent of staff trained in accordance with OSHA and industry standards

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PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: RECONSTRUCTION AND MAINTENANCE OF STREETS
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
(Continued) • Miscellaneous Power Tools • Traffic Control Equipment • Other Departments • Material Suppliers • Equipment Suppliers • Contractors • Laws & Regulations • Media • Weather Restraints • 2003 Budget: $2,468,939	Grade alleys and berms in the City Respond to customer needs and complaints Educate residents Assist other departments as needed	1,208 Blocks of alleys and berms graded 1,041 work orders completed per year Over 1,250 informal letters distributed Publish weekly schedules of department programs	Residents will have smoother accessibility to garages and property. Residents will have a better knowledge of scheduled street repairs. Residents will be satisfied with services provided.	Goals E and F Goal E Goal E	Number of customer complaints regarding the City's alleys and berms Percentage of customers complying with information requested

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: RECONSTRUCTION AND MAINTENANCE OF STREETS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of customer complaints regarding City streets	42	76	76	60	0
Number of legal claims submitted or successful	Submitted: 75	54	17	50	0
	Paid: 30	8	4	10	0
Number of violations due to improperly maintained streets	0	0	0	0	0
Number of violations made due to improperly trained employees	0	0	0	0	0
Percent of staff trained in accordance with OSHA and industry standards	100%	100%	100%	100%	100%
Number of customer complaints regarding the City's alleys and berms	250	150	130	170	0
Percentage of customers complying with information requested	85%	90%	90%	80%	100%

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: SNOW REMOVAL

Program Purpose: Provide snow and ice control for the City and provide Christmas tree pick up and disposal service during the holiday season

Clients: Motorists and Pedestrians using City Streets, Residents of Households

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 18 FTE • Dump Trucks • Pick Up Trucks • Snow Removal Equipment • Asphalt Heating Units • Other Departments • Equipment Suppliers • Material Suppliers • Contractors • Laws and Regulations • 2003 Budget: $758,366	Keep roadways clear of snow and ice Patch chuck holes Assist other departments	2,500 Lane miles cleared of snow and ice 389.10 Tons of cold patch used to patch chuck holes	Motorists will have safer roadways during the winter months. Motorists will have smoother rideability on City streets. Pedestrians will have safer walkways.	Goals E and F Goals E and F Goals E and F	Number of customer complaints regarding City streets Number of legal claims filed and paid against the City
	Pick up Christmas trees	230 Truck loads of discarded Christmas trees picked up	Residents will reduce waste going to land fill. Residents will have easy disposal of their Christmas trees.	Goals C and F Goals C and E	Customers are happy with the Christmas tree pick up provided by the City
	Educate public	40,000 Snow-related informational handouts sent to City residents	Residents will be more knowledgeable on parking ordinances when in effect.	Goal E	Number of cars parked on City streets during parking bans
	Train employees on proper snow removal	100 Employees trained in safe and proper plowing procedures	Residents will have more efficient snow removal service.	Goals E and F	Number of employees qualified to plow snow

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: SNOW REMOVAL

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of customer complaints regarding City streets	25	40	25	30	0
Number of legal claims filed and paid against the City	Submitted: 16	34	10	15	0
	Paid: 9	25	4	7	0
Customers are happy with the Christmas tree pick up provided by the City	95%	98%	98%	100%	100%
Number of cars parked on City streets during parking bans	Parked: 800	850	***	800	0
	Towed: 300	150	***	200	0
Number of employees qualified to plow snow	* 124	132	140	** 120	130

* Snow removal - additional departments' employees included:
- 75 - Street
- 28 - Sewer
- 5 - Water Works
- 5 - Parks Department
- 3 - Organic Resources
- 8 - Street-Environmental Clean Up

** Additional departments not utilized until 3" or more of snow falls.

*** No parking bans were implemented during 2002.

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: LEAF PICK UP

Program Purpose: Provide leaf pick up service for the City
Clients: City Residents

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 5 FTE • Dump Trucks • Pick Up Trucks • Leaf Boxes • Leaf Vacuum Machines • Street Sweeping Equipment • Other Departments • Equipment Suppliers • Materials Suppliers • Laws and Regulations • Media • Weather Restraints • 2003 Budget: $159,561	Collect leaves raked by City residents Sweep streets after leaves are collected Inform residents of re-leaf schedules and no-burn ordinance	95,594 Cubic yards of compacted leaves collected 38,500 Re-leaf schedules distributed to City residents	Residents will have a higher quality of air. Residents will have a cleaner environment. Residents will have less ponding of water on City streets. Residents will live in a City in compliance with the clean air standard. Residents will stay in compliance with the no-burn ordinance. Residents will be informed on scheduled leaf pick-up by date and area.	Goals C and E Goals C and E Goals E and F Goals C and E Goals C and E Goal E	Amount of leaves collected Number of residents' complaints Percentage of residents utilizing the pick-up schedule Number of burnings reported

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: LEAF PICK UP

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Amount of leaves collected	79,698 cu. yds.	96,826 cu. yds.	95,594 cu. yds.	97,000 cu yds.	84,000 cu. yds.
Number of residents' complaints	8	24	20	10	0
Percentage of residents utilizing the pick-up schedule	90%	95%	95%	95%	100%
Number of burnings reported	2	0	0	0	0

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: TRAFFIC AND LIGHTING

Program Purpose: Maintain and install pavement markings and other traffic control devices at traffic signals street lighting systems

Clients: Residents, Indiana Department of Transportation (INDOT), Motorists, Pedestrians and Engineering Division

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 11 FTE • MSF Shop 3,820 Sq. Feet MSF Storage 1,100 Sq. Feet ESF Office 2,400 Sq. Feet Shop Storage 3,200 Sq. Feet Traffic 600 Sq. Feet Outside Storage	Provide, operate and maintain traffic control devices for specific use of streets Set up detours during street closures	2,379 Signs installed or replaced 16 Major detours installed	Residents will have the opportunity to drive on safe and regulated streets.	Goals B, C, E and F	Percentage decrease of crashes per vehicle mile traveled from prior year
• Traffic Counting Equipment • Computer/Test Equipment • Indiana Manual for Uniform Traffic Control Devices • International Municipal Signal Association (IMSA) Regulations –Continued--	Maintain traffic signals and devices Maintain Indiana Department of Transportation signals per contract	89 State, 257 City traffic signals and devices maintained each year 0 New signalized intersections put on line each year 2 Signalized intersections rehabilitated each year 10,000 Signal bulbs installed each year	Residents will have non-congested roadways. Indiana Department of Transportation (INDOT), residents and motorists shall benefit from modernized signals.	Goals B, C, E and F Goals B, C, E and F	Percentage of downtime for signal devices from prior year

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PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: TRAFFIC AND LIGHTING
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
(Continued) • Federal Manual Uniform Traffic Central Devices (MUTCD) • Lift Trucks Repair Van Pick-Up Trucks Trailers Flatbed Truck Sign Utility Truck Cargo Van Paint Striping Machine • Signal Test Equipment Spare Signal Equipment Sign Blank Inventory Sign Making Equipment • 2003 Budget: $2,680,175	Maintain City-owned roadway lighting Recover credits from American Electric Power (AEP) for outages	$7,481.46 Credited from American Electric Power (AEP) per year 2 New City-owned street lighting systems on line each year	Residents will be safer because of adequate street lighting.	Goals B, C, E and F	Percentage decrease in street light outage days from prior year
	Investigate traffic control requests	5 Residential parking studies done per year 91 Volume traffic studies done 9 Warrant studies done	Motorists will have safer intersections due to traffic control studies.	Goals B, C, E and F	Percentage decrease in accidents at high risk intersections after study and appropriate action has taken place
	Recover damages to City infrastructure due to crashes	$11,647.51 recovered from infrastructure damage	Engineering Division will recover cost of repairing City guard rails and light poles.	Goals F, G and H	Percentage of dollar reimbursement from infrastructure damage
	Apply road markings to pavement	6 Tons thermoplastic applied on crosswalk 61 Pre-formed turn arrows applied 4,100 Gallons of traffic paint applied 355 Crosswalk intersections painted or thermoplastic	Motorists will have safer roadways due to properly marked streets. Pedestrians will have safer walkways due to properly marked intersections.	Goals B, E and F Goals B, E and F	Number of miles of road remarked each year Number of intersections remarked for pedestrian use

PUBLIC WORKS DEPARTMENT - STREETS DIVISION
PROGRAM: TRAFFIC AND LIGHTING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage decrease of crashes per vehicle mile traveled from prior year	30%	28%	30%	35%	80%
Percentage of downtime for signal devices from prior year	5%	1%	1%	1%	Below 5%
Percentage decrease in street light outage days from prior year	12%	50%	50%	50%	30%
Percentage decrease in accidents at high risk intersections after study and appropriate action has taken place	50%	50%	50%	50%	100%
Percentage of dollar reimbursement from infrastructure damage	70%	85%	85%	85%	All reimbursement resulting from infrastructure damage
Number of miles of road remarked each year	325 Miles	289 Miles	390 Miles	295 Miles	321 Miles
Number of intersections remarked for pedestrian use	420	385	355	325	All intersections

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

Program Purpose: Supply exceptional janitorial service, routine maintenance repairs and support various equipment inside and outside of MSF Building

Clients: City Employees at M.S.F. Building, Other City Departments and Visitors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 6 FTE • Building • Material Vendors • Equipment Vendors • Contractors • Laws, Regulations and Municipal Codes • Other Departments • Weather Restraints • 2003 Budget: $1,832,965	Provide quality janitorial services Maintain the grounds at M.S.F.	6,600 Hours devoted to janitorial services 750 Hours spent on the upkeep of the M.S.F. grounds	City employees will have access to a cleaner workplace. City employees and visitors will have access to a safer environment. City employees and visitors will have a hazard-free environment.	Goal H Goals E and H Goals E and H	Number of complaints due to physical condition of the building and grounds
	Maintain the building and support equipment (i.e. motors, pumps, generators, boiler, etc.)	2,000 Scheduled repairs made 275 Emergency repairs made	City employees will have equipment that runs efficiently.	Goal H	Percentage of time equipment is out of service
	Train employees	150 Review hours of current Occupational Safety and Health Administration and environmental procedures provided	City employees and visitors will have a building that will be in compliance with all laws, regulations and municipal codes.	Goals E and H	Number of violations (not in compliance with ADA)
	Assist other facilities with maintenance when needed	150 Hours spent assisting other City departments with maintenance	City departments will have a facility in good operating condition.	Goal H	Number of hours assisting other facilities

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of complaints due to physical condition of the building and grounds	400	400	250	300 *	0
Percentage of time equipment is out of service	0.5%	0.5%	0.5%	0.5%	0%
Number of violations (not in compliance with ADA)	0	0	0	0	0
Number of hours assisting other facilities	75	300	150	250	0

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

PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DIVISION TOTAL:					
ENTERPRISE FUNDS:					
Water Works Operations & Capital					
Personal Services	3,473,647	3,342,532	3,749,372	3,689,700	87.00
Supplies	508,409	448,916	567,150	614,775	
Other Services	1,914,906	2,079,974	2,071,550	2,423,382	
Other Uses	1,393,758	1,659,054	1,618,144	1,685,350	
Capital	2,033,908	2,282,300	1,328,454	2,062,250	
	9,324,628	9,812,776	9,334,670	10,475,457	
Water Works Sinking Fund					
Other Services	2,773,421	2,976,114	3,317,253	3,380,020	
	2,773,421	2,976,114	3,317,253	3,380,020	
Water Repair / Insurance Fund					
Other Uses	777,232	839,725	656,182	721,148	
	777,232	839,725	656,182	721,148	
TOTAL WATER WORKS	12,875,281	13,628,615	13,308,105	14,576,625	87.00

PROGRAM BUDGETS:

WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE					
Personal Services	2,038,467	2,139,220	2,249,308	2,411,905	56.00
Supplies	487,712	422,422	546,575	594,350	
Other Services	3,930,554	4,060,762	4,667,510	5,042,566	
Other Uses	1,583,909	1,823,350	1,524,779	1,856,270	
Capital	2,021,037	2,229,829	1,297,454	2,057,250	
	10,061,679	10,675,583	10,285,626	11,962,341	
CUSTOMER SERVICE, UTILITY BILLING AND ADMINSTRATION					
Personal Services	1,435,180	1,203,312	1,500,064	1,277,795	31.00
Supplies	20,697	26,494	20,575	20,425	
Other Services	757,773	772,952	721,293	760,836	
Other Uses	587,081	897,803	749,547	550,228	
Capital	12,871	52,471	31,000	5,000	
	2,813,602	2,953,032	3,022,479	2,614,284	
TOTAL PROGRAMS	12,875,281	13,628,615	13,308,105	14,576,625	87.00

PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE

Program Purpose: To produce and distribute water in quantities sufficient to satisfy residential and fire demand
Clients: City Residents and Businesses, City Visitors, South Bend Fire Department and Water Works Division

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 56 FTE • External Providers: Contractors, Lab Technicians, Engineers, Consultants • Laws/Regulations: Federal, State and Local • 2003 Budget: $11,962,341	Install new water mains Maintain water mains	6,221 Feet of new water mains installed 554 Miles of mains maintained	Residents and Fire Department will gain multiple sources of water. Businesses and residents will have increased water availability.	Goals E and F Goals E and F	Number of new customers
	Install new water meters Maintain existing water meters	2,600 Obsolete meters replaced 1,150 Automated meter reading units installed	Residents and businesses will receive accurate water quantity accountability on billing statements.	Goals E and F	Number of new meters placed into service per year Percentage of meters incorrectly charging residents or businesses
	Replace broken or malfunctioning valves Exercise existing valves	17 Main line valves replaced 1,256 Existing valves exercised	Clients will experience less inconvenience from water interruptions.	Goals E and F	Number of hours of water loss due to breakage Percentage increase/decrease in damages and repair costs from prior year (street cuts)

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PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Ensure an adequate supply of water Maintain water delivery equipment, i.e. pumps, wells and reservoirs	8,277,450,000 Gallons of water pumped annually 3 Well motors reconditioned 3 Wells cleaned 4 Large pumps and 1 small pumps reconditioned	Clients will have water available. Clients will have constant water pressure.	Goals C and F Goals C, E and F	Total water pumpage Percentage increase/decrease in maintenance costs from prior year Percentage increase/decrease in water production costs from prior year
	Treat pumped water with disinfectant and sequestering compounds Provide testing to ensure quality drinking water	Water treated with 170,373 pounds of chlorine; 23,891 gallons of phosphate; 24,134 gallons of fluoride and 26,898 gallons of KMN04 annually Continuous monitoring of water quality at pump sites and throughout the distribution system	City residents, businesses and visitors will have clean, potable drinking water available. City residents, businesses and visitors will have water in compliance with Federal drinking water regulations, including the Safe Drinking Water Act.	Goals B, C and E Goals C and E	Number of violations

PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: WATER DISTRIBUTION, CONSTRUCTION AND MAINTENANCE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of new customers	441	215	225	450	Provide service for all who need it and expand
Number of new meters placed into service per year	2,949	1,351	1,380	3,500	Exchange all meters over 10 years old
Percentage of meters incorrectly charging residents or businesses	Less than 1%	Less than 1%	Less than 1%	0%	0%
Number of hours of water loss due to breakage	200 hrs.	152 hrs.	144 hrs.	0	0
Percentage increase/decrease in damages and repair costs from prior year (street cuts) *	5%	(18%)	(5%)	Minimal repairs required	Minimal repairs required
Total water pumpage	7,609,420,000 gallons	7,642,679,000 gallons	8,277,450,000 gallons	8,000,000,000 gallons	Increase pumpage as dictated by demand
Percentage increase/decrease in maintenance costs from prior year	15%	11.8%	38%	Use periodic maintenance to avoid large costs	Use periodic maintenance to avoid large costs
Percentage increase/decrease in water production costs from prior year	18%	13.85%	18%	15%	Lower costs with new well-maintained equipment
Number of violations	0	0	0	0	0

* Due to regulatory changes, costs for street cuts have increased, but this is now adjusted and taken into account.

PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: CUSTOMER SERVICE, UTILITY BILLING AND ADMINISTRATION

Program Purpose: To provide service to customers, accurate billing, accounting functions and administration of City and County utilities

Clients: City Residents and Businesses; City Sewer, Solid Waste and Water Works Departments; County Recycling Program and Water Works Division Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 31 FTE • External Providers: Contractors, Lab Technicians, Engineers, Consultants • Laws/Regulations: Federal, State and Local • 2003 Budget: $2,614,284	Provide data processing for utility billing and customer accounts Accurately read metering devices	All data for the various City utilities processed into billable information 40,000 Meters read monthly	City residents and businesses will have their utility payments processed. City residents and businesses will have accurately billed utility statements.	Goal E Goal E	Total dollar amount of revenue processed Total number of bills sent to customers Total number of meters read Number of errors made on meter reading
	Respond to all customers' needs and requests	36,247 Customer contracts and work orders processed annually	Clients will have their problems resolved. Clients will be referred to the appropriate respondents. Clients will be satisfied with services offered by Water Works Division.	Goal E Goal E Goal E	Number of various customer work orders initiated Number of complaints about service (all types) Number of clients' concerns unresolved by second call

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PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: CUSTOMER SERVICE, UTILITY BILLING AND ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Provide financial accounting for City utilities, i.e. water, sewer, solid waste and County recycling	12 Utility reports generated per year	City Sewer, Solid Waste and Water Works Departments will have financial accountability and guideline reports to make better informed decisions regarding financial efficiency.	Goal E	Favorable audits by State Board of Accounts Percentage of accounts that perform within budgetary guidelines
	Provide accounts receivable, accounts payable, budget maintenance and payroll functions	26 Payrolls processed per year All accounts receivable posted All budget adjustments made All accounts payable processed	Water Works employees will be paid in an accurate and timely manner. Clients will be paid on a timely and error-free basis.	Goals E and H Goals E and H	Percentage of time financial statements completed within ten days Number of errors on payroll Percentage of errors reported on accounts payable

PUBLIC WORKS DEPARTMENT - WATER WORKS DIVISION
PROGRAM: CUSTOMER SERVICE, UTILITY BILLING AND ADMINISTRATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Total dollar amount of revenue processed	$10,899,967	$10,504,573	$12,563,674	$12,800,000	$12,800,000
Total number of bills sent to customers	492,024	500,316	496,342	510,000	Same as meters read
Total number of meters read	472,118	484,969	473,187	550,000	All meters installed
Number of errors made on meter reading	572	516	675	0	0
Number of various customer work orders initiated	* 34,018	20,458	20,170	30,000	All work orders as required
Number of complaints about service (all types)	141	125	75	0	0
Number of clients' concerns unresolved by second call	0	6	0	0	0
Favorable audits by State Board of Accounts	Yes	Yes	Yes	Yes	Yes
Percentage of accounts that perform within budgetary guidelines	85%	100%	100%	100%	100%
Percentage of time financial statements completed within ten days	100%	90%	100%	100%	100%
Number of errors on payroll	8	6	4	0	0
Percentage of errors on accounts payable reported	2%	1%	1%	0	0%

PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DIVISION TOTAL:					
ENTERPRISE FUNDS:					
Sewage Works Operations & Capital					
Personal Services	3,451,375	3,470,479	3,909,432	3,940,189	84.00
Supplies	921,574	934,971	995,674	983,404	
Other Services	2,491,970	2,344,815	2,562,647	2,367,490	
Other Uses	2,601,702	3,089,822	3,201,835	3,869,078	
Capital	5,623,048	4,024,035	5,294,050	2,121,672	
	15,089,669	13,864,122	15,963,638	13,281,833	
Sewage Works Sinking Fund					
Other Services	2,510,483	2,582,421	2,708,311	2,720,608	
	2,510,483	2,582,421	2,708,311	2,720,608	
Sewer Insurance Fund					
Personal Services	45,110	47,470	48,659	50,646	1.00
Supplies	1,799	1,460	2,800	1,550	
Other Services	601,979	560,915	527,310	589,210	
Other Uses	13,744	16,010	16,624	18,826	
	662,632	625,855	595,393	660,232	
TOTAL SEWAGE WORKS	18,262,784	17,072,398	19,267,342	16,662,673	85.00

PROGRAM BUDGETS:

SEWERS - MAINTENANCE OF CITY COLLECTION SYSTEM					
Personal Services	632,517	637,613	675,843	786,711	15.00
Supplies	394,286	507,645	422,241	328,260	
Other Services	242,896	284,132	207,888	341,848	
Other Uses	67,876	112,919	169,919	71,233	
Capital	459,575	420,675	635,700	450,400	
	1,797,150	1,962,984	2,111,591	1,978,452	
SEWERS - CONSTRUCTION AND REPAIR OF COLLECTION SYSTEM					
Personal Services	499,296	509,905	672,844	523,562	14.00
Supplies	183,667	143,256	195,463	295,444	
Other Services	168,344	236,446	318,716	194,383	
Other Uses	115,449	165,377	112,919	216,665	
Capital	4,076,186	1,801,641	3,065,000	0	
	5,042,942	2,856,625	4,364,942	1,230,054	
WASTEWATER TREATMENT					
Personal Services	1,826,117	1,799,693	2,010,476	2,095,487	42.00
Supplies	257,290	205,099	288,880	252,800	
Other Services	1,544,313	1,309,090	1,539,373	1,324,219	
Other Uses	1,777,343	2,087,754	2,163,678	2,576,788	
Capital	912,066	606,207	896,250	1,370,272	
	6,317,129	6,007,843	6,898,657	7,619,566	

PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
WASTEWATER LABORATORY					
Personal Services	226,668	226,865	224,028	221,532	6.00
Supplies	39,017	40,533	34,511	53,000	
Other Services	98,505	119,829	109,308	118,883	
Other Uses	216,298	268,624	255,245	340,272	
Capital	11,692	30,785	130,100	0	
	592,180	686,636	753,192	733,687	
WASTEWATER INDUSTRIAL PRETREATMENT					
Personal Services	45,096	47,962	48,363	51,237	1.00
Supplies	4,049	991	6,075	6,100	
Other Services	67,928	73,314	72,599	80,456	
Other Uses	140,256	168,830	172,830	221,848	
	257,329	291,097	299,867	359,641	
WASTEWATER - ORGANIC RESOURCES					
Personal Services	221,685	248,483	280,877	261,660	6.00
Supplies	43,254	34,060	48,504	47,800	
Other Services	369,988	289,864	314,763	307,701	
Other Uses	284,483	321,803	326,245	442,272	
Capital	163,529	1,164,727	565,000	301,000	
	1,082,939	2,058,937	1,535,389	1,360,433	
SEWER INSURANCE					
Personal Services	45,110	47,470	48,659	50,646	1.00
Supplies	1,799	1,460	2,800	1,550	
Other Services	601,979	560,915	527,310	589,210	
Other Uses	13,744	16,010	16,624	18,826	
	662,632	625,855	595,393	660,232	
SEWAGE WORKS SINKING FUND					
Debt Service	2,510,483	2,582,421	2,708,311	2,720,608	
TOTAL PROGRAMS	18,262,784	17,072,398	19,267,342	16,662,673	85.00

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

Program Purpose: To maintain and repair sanitary sewers and storm drains plus mow two creeks and forty-three retention basins in the City

Clients: City Residents and Sewer Division

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 15 FTE • 720 Square Feet Storage Building • Safety Equipment • Education • Education Materials • Fleet • Other Departments • 540 Miles of System • 200 Miles of Storm Line • 2003 Budget: $1,978,452	Clean lines Inspect lines Keep system flowing without interruption Control roots	475 Responses to back-up complaints made 46 Cubic Feet of grit removed per day 8,000 Linear Feet cleaned per day 89 Catch basins cleaned per day 7 Lift stations cleaned per week Odor controlled as needed 300 Feet of root controlled per day	City residents will have increased confidence in sewage system. City residents will have fewer sewer backups. City residents will have unrestricted flow to treatment plant. City residents will have 24 hour emergency service.	Goals E and F Goal F Goals E and F Goals E and F	Percentage decrease in blockages from previous year Number of complaints Number of actual backup complaints Percentage of response time within the first hour of complaint
	Mow and clean retention basins Manage wild flower program	1,599 Man hours per year spent mowing and cleaning	City residents will have wild flowers in retention basin.	Goal F	Percentage of retentions with wild flowers
	Inspect sewer lines by television	7 Miles televised a year	City residents will have preventative maintenance program.	Goal F	Number of problems identified before becoming major
	Maintain equipment	All equipment maintained	Sewer Division will have low maintenance costs.	Goal H	Percentage of clean and dependable equipment

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage decrease in blockages from previous year	5%	0%	0%	10%	15%
Number of complaints	601	492	377	375	0
Number of actual backup complaints	36	41	26	40	0
Percentage of response time within the first hour of complaint	96%	98%	98%	97%	99%
Percentage of retentions with wild flowers	15%	20%	20%	17%	50%
Number of problems identified before becoming major	2,750	3,000	3,000	3,000	All problems
Percentage of clean and dependable equipment	99%	99%	99%	99%	100%

PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION
PROGRAM: SEWERS - CONSTRUCTION AND REPAIR OF CITY COLLECTION SYSTEM

Program Purpose: Construction programs set up to do spot repairs in sewer mains and trunk lines, consisting of an excavation to the sewer lines and repair damage to the mains

Clients: Residents, City Departments, City Employees and Contractors

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 14 FTE • 720 Square Feet Storage Building • Safety Equipment • Education • Education Materials • Fleet • Other City Departments • 540 Miles of System • 200 Miles of Storm Line • 2003 Budget: $1,230,054	Repair manholes Repair catch basins Repair main line Repair storm line Repair culvert Complete new installation Inspect lines, basins, etc	3 Manholes repaired per day 5 Catch basins repaired per day 42 Mains repaired per year 100% of main cave-ins repaired 235 Manholes raised for paving per year	Residents have fewer back-up problems. Residents have unrestricted flow to treatment plant.	Goal F Goal F	Number of blockages Number of repeat repairs
	Assist other City Departments Provide educational materials to clients Assist contractors	All departments assisted All educational material provided All contractors assisted	Residents, City Departments and contractors will have increased knowledge of services. Residents, City Departments and contractors will have increased confidence in staff. Residents, City Departments and contractors will have increased knowledge of collection system.	Goals E and F Goals E and F Goals E and F	Number of complaints
	Train for confined space biannually Train for excavation annually	All educational material provided	City employees will have access to be trained and certified in house.	Goal H	Number of employees certified Number of employees trained

PUBLIC WORKS DEPARTMENT - SEWAGE WORKS DIVISION
PROGRAM: SEWERS - CONSTRUCTION AND REPAIR OF CITY COLLECTION SYSTEM

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of blockages	36	41	26	40	35
Number of repeat repairs	1%	1%	1%	1%	0%
Number of complaints	850	451	377	800	750
Number of employees certified	23	11	11	25	All employees
Number of employees trained	32	24	28	33	All employees

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: WASTEWATER TREATMENT

Program Purpose: To provide cost-effective treatment of wastewater that meets or exceeds all federal, state, and local requirements generated by customers of the City of South Bend

Clients: Residents, Businesses and Industries in South Bend and in the Neighboring Communities, Organic Resources and Wastewater Division Employees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 42 FTE • Supplies • Outside Contractors • Motor Vehicles: 1 Boom Truck, 1 Utility Vehicle, 4 Pick Ups, 1 Loader • Laws/Regulations: Federal - 33 U.S.C. 1251 Sections 402 and 405; State - IC 13-7; Local -Chapter 17 of the South Bend Municipal Code Book • 2003 Budget: $7,619,566	Maintain the biological process to remove pollutants from the wastewater	38.2 Million gallons of wastewater treated per day 12 Monthly reports of operation (MRO) in compliance with permits and regulations	Clients will have treated wastewater equal to or beyond the federal, state and local requirements.	Goals C, F and G	Number of continuous months the MRO indicates that the treatment meets or exceeds the federal, state, and local requirements (NPDES Permit)
	Monitor and adjust all process equipment to provide efficient operation of the plant	24 Hours a day / 7 days a week staffed operation at the plant	Wastewater Division employees will have usable equipment available.	Goal H	Comparison of South Bend sewage rate to other cities in Indiana
	Maintain and repair all equipment, buildings, and grounds of the Wastewater Treatment Plant and lift stations Train staff on safe use, care and repair of equipment	6,500 Preventative maintenance work orders completed 1,800 Scheduled repairs completed 0 Emergency repairs completed 20 Hours of training for staff	Wastewater Division employees will operate equipment safely.	Goal H	Percentage of work orders that are preventative Number of equipment failures Increase/decrease in accidents from previous year
	Provide stabilized bio-solids to Organic Resources Facility	21,000 Wet tons of stabilized bio-solids delivered to Organic Resource Facility	Organic Resources will receive more manageable bio-solids for land application and composting.	Goal C	Number of continuous months that volatile solid reduction meets or exceeds federal, state, and local requirements

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: WASTEWATER TREATMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of continuous months the MRO indicates that the treatment meets or exceeds the federal, state and local requirements (NPDES Permit)	21 (12/12)	33 (12/12)	45 (12/12)	57 (12/12)	Every month
Comparison of South Bend sewage rate to other cities in Indiana	11 out of top 20 largest cities in the state	11 out of top 20 largest cities in the state	11 out of top 20 largest cities in the state	10 out of top 20 largest cities in the state	10 out of top 20 largest cities in the state
Percentage of work orders that are preventative	81%	75%	64%	75%	85%
Number of equipment failures	3	0	0	0	0
Increase/decrease in accidents from previous year	Increase	Decrease	Decrease	Decrease	Decrease
Number of continuous months that volatile solid reduction meets or exceeds federal, state and local requirements	55	60	30	42	Every month

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: LABORATORY

Program Purpose: Provide accurate and timely analytical results for our customers
Clients: South Bend Wastewater Operations, Administration and Organic Resources, South Bend Water Works and South Bend Park Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 6 FTE • Equipment and Supplies • Vehicle • Laboratory Facility • Constraints: Analytical Methods Approved by State and Environmental Protection Agency (EPA) • 2003 Budget: $733,687	Collect samples at Wastewater Treatment Plant, Water Works wells and Organic Resources wells	164 Sampling events conducted for Environmental Services, Water Works and Park Department	Clients will have timely reports. Clients will have accurate analytical data with which to make process decisions.	Goals E and H Goal E	Percentage of lab reports completed on time Percentage of reports completed with erroneous results Percentage of out of range results with unknown test samples Percentage of out of range DMR results Number of reports completed each year
	Perform analyses for Environmental Services, Water Works, Park Department and St. Joseph County Health Department	106 Reports produced for Water Works, Park Department, Wastewater, Organic Resources and St. Joseph County Health Department			
	Analyze Discharge Monitoring Report (DMR) Samples and keep quality control records	142 Unknown samples analyzed 11 Samples analyzed			
	Prepare State and Federal monitoring reports for clients	12 State and Federal reports prepared			

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: LABORATORY

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of lab reports completed on time	100%	96%	100%	100%	100%
Percentage of reports completed with erroneous results	1%	1%	1%	0%	0%
Percentage of out of range results with unknown test samples	10%	7%	6%	10%	0%
Percentage of out of range DMR results	1%	9%	0%	0%	0%
Number of reports completed each year	93	104	116	116	106

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: INDUSTRIAL PRETREATMENT

Program Purpose: Enforcement of federal, state and local regulations of industrial pollutant discharges to the sewer, thereby protecting City workers and the South Bend Wastewater Treatment Plant and preventing pass through of untreatable pollutants to the St. Joseph River

Clients: Industrial Sewer Users Discharging to the South Bend Wastewater Treatment Plant

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • Sampling Equipment • Sampling Vehicle • Laws/ Regulations: Federal - 40CFR403 State - IAC 327-5 Local - South Bend Municipal Code Chapter 17 • 2003 Budget: $359,641	Determine which significant industries to permit	Significant industries detected in survey	Industrial community will have increased knowledge of pretreatment standards and regulations. Industrial community will be compliant with pretreatment regulations. Industrial community will not harm the South Bend Wastewater Treatment Plant with industrial pollutants. Bio-solids will have low levels of industrial pollutants, allowing beneficial reuse as a fertilizer.	Goals C and E	Number of permitted industries in significant non-compliance of pretreatment regulations
	Write discharge permits	New discharge permits written			
	Inspect permitted industries annually	28 Inspections conducted			
	Evaluate self-monitoring reports submitted by industries	452 Self-monitoring reports evaluated		Goals C and E	Number and concentration of industrial pollutants detected in semi-annual tests of influent to the South Bend Wastewater Treatment Plant
	Sample and monitor discharge from permitted industries			Goals C and E	
	Calculate excessive strength surcharges	$415,590 Extra-strength surcharge collected			
	Initiate enforcement action against non-compliant industry	34 Enforcement actions initiated		Goals C and E	Number and concentration of industrial pollutants present in bio-solids produced by the South Bend Wastewater Treatment Plant
	Reporting to USEPA and IDEM annually	6 Reports submitted to State and EPA			

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: INDUSTRIAL PRETREATMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of permitted industries in significant non-compliance of pretreatment regulations	6	6	2	0	0
Number of concentration of industrial pollutants detected in semi-annual tests of influent to the South Bend Wastewater Treatment Plant	4 at 375 parts per billion	2 at 62 parts per billion	2 at 172 parts per billion	0 Detected	0 Detected
Number and concentration of industrial pollutants present in bio-solids produced by the South Bend Wastewater Treatment Plant	4 at 514 parts per billion	3 at 90 parts per billion	6 at 341 parts per billion	0 Detected	0 Detected

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: ORGANIC RESOURCES

Program Purpose: To provide a quality recycling center for yard waste, leaves, brush and bio-solids generated by residents, various City departments and contracted businesses

Clients: Residents of South Bend, Contracted Businesses and Other Walk-In Customers, City Departments and Farmers Participating in Land Application Program

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 6 FTE • Heavy Equipment: Tub Grinder, Loaders, Compost Windrow Turner, Compost Screen Machines, Bio-Solids Applicators, Semi Tractor/Trailer, Crew Truck, Pick Up • Farm Fields • Laws/Regulations: Federal - 40 CFR 503, State - IAC 327-6, Local - South Bend Municipal Code Chapter 17 • 2003 Budget: $1,360,433	Compost yard waste and leaves	160,000 Cubic yards of materials (yard waste, bio-solids and leaves) composted	Residents, contracted businesses and City Departments will have cost-effective alternatives to land filling yard waste.	Goal C	Number of cubic yards of materials (yard waste, bio-solids, leaves, brush) received
			Residents, contracted businesses and City Departments will have increased knowledge of alternative ways of recycling.	Goal C	
	Grind brush to produce mulch	10,000 Cubic yards of brush processed	Residents will have alternatives to burning which helps keep air cleaner.	Goal C	
	Screen compost	10,000 Cubic yards of compost screened	Clients will have access to recycled materials (compost, mulch and bio-solids).	Goals C and E	Customer cost/cubic yard of compost
	Produce Class A bio-solids	0 Cubic yards of Class A bio-solids produced			Customer cost/cubic yard of mulch
					Ratio of bio-solids landfill costs vs. land applications costs vs. Class A composting costs
	Apply bio-solids to land	19,000 Cubic yards of bio-solids land applied	Farmers will have access to inexpensive organic fertilizer.	Goal C	Bio-solids fertilizer value: dollar per day

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: ORGANIC RESOURCES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of cubic yards of materials (yard waste, bio-solids, leaves, brush) received	135,021	161,110	168,236	150,000	150,000
Customer cost/cubic yard of compost	$4/yard	$4/yard	$4/yard	$4/yard	$4/yard
Customer cost/cubic yard of mulch	$4/yard	$4/yard	$4/yard	$4/yard	$4/yard
Ratio of bio-solids landfill costs vs. land applications costs vs. Class A composting costs	17 / 8 / 6	17 / 11 / 5	17 / 11 / 5	17 / 11 / 5	17 / 9 / 2
Bio-solids fertilizer value: dollar per acre	$275 = 150 lbs. of nitrogen per acre	$264 = 150 lbs. of nitrogen per acre	$275 = 150 lbs. of nitrogen per acre	$275 = 150 lbs. of nitrogen per acre	$275 = 150 lbs. of nitrogen per acre

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: SEWER INSURANCE

Program Purpose: To provide residents with sewer insurance protection which covers all costs to the resident, less $500 deductible, associated with the repair by an outside contractor of a lateral sewer connecting a residence with the sewer system

Clients: Residents of the City of South Bend

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • External contractors • Guidelines of Insurance Program • Public Education • 2003 Budget: $660,232	Receive potential sewer repair calls	640 Repair inquiries responded to	Residents will have professional and timely assistance with lateral sewer problems.	Goal E	Average time of repair from the initial call to completion of repair
	Inspect and determine need and responsibility	400 Sewer repair inspections made	Residents will have a cost-effective lateral sewer insurance program.	Goal C	Percentage of repairs made from all calls to sewer insurance program
	Schedule repairs	215 Repairs documented with address, contractor and summary of repair and cost			Average cost of sewer repair
	Provide inspection of repairs				
	Manage repair costs				

PUBLIC WORKS DEPARTMENT - WASTEWATER DIVISION
PROGRAM: SEWER INSURANCE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Average time of repair from the initial call to completion of repair	1 / 2 days	2 / 3 days	1 / 2 days	1 / 2 days	1 / 2 days
Percentage of repairs made from all calls to sewer insurance program	55%	65%	67%	50%	25%
Average cost of sewer repair	$2,444	$2,818	$2,415	$2,600	$2,500

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DIVISION TOTAL:					
INTERNAL SERVICE FUND					
Central Services					
Personal Services	1,976,610	2,011,588	2,277,362	2,374,736	53.00
Supplies	160,707	142,960	216,397	216,397	
Other Services	263,948	281,370	288,411	294,642	
Other Uses	63,928	54,268	54,268	58,737	
	2,465,193	2,490,186	2,836,438	2,944,512	
TOTAL CENTRAL SERVICES	2,465,193	2,490,186	2,836,438	2,944,512	53.00
PROGRAM BUDGETS:					
CENTRAL SERVICES ADMINSTRATION					
Personal Services	244,759	246,826	283,238	296,938	4.00
Supplies	12,383	11,641	20,773	20,100	
Other Services	31,111	36,244	32,801	36,134	
Other Uses	9,727	6,407	8,801	7,202	
	297,980	301,118	345,613	360,374	
FLEET MAINTENANCE					
Personal Services	865,044	872,353	1,002,104	1,052,185	23.50
Supplies	43,746	41,126	73,390	71,020	
Other Services	109,967	128,111	115,939	127,672	
Other Uses	34,371	22,638	31,098	25,447	
	1,053,128	1,064,228	1,222,531	1,276,324	
FIRE FLEET MAINTENANCE					
Personal Services	130,596	131,699	151,288	158,841	3.50
Supplies	6,599	6,204	11,070	10,720	
Other Services	16,591	19,329	17,492	19,271	
Other Uses	5,188	3,417	4,695	3,841	
	158,974	160,649	184,545	192,673	
BODY SHOP					
Personal Services	97,903	98,731	113,415	119,983	3.50
Supplies	4,951	4,655	8,306	8,040	
Other Services	12,449	14,503	13,125	14,453	
Other Uses	3,890	2,562	3,519	2,881	
	119,193	120,451	138,365	145,357	

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
PURCHASING / CENTRAL STORES					
Personal Services	97,730	98,556	113,215	105,375	2.50
Supplies	3,269	3,074	5,485	5,293	
Other Services	3,889	4,531	4,100	6,621	
Other Uses	5,746	3,785	5,199	2,369	
	110,634	109,946	127,999	119,658	
PARTS INVENTORY MANAGEMENT					
Personal Services	212,240	214,033	245,867	257,346	7.00
Supplies	10,726	10,084	17,995	17,420	
Other Services	26,969	31,418	28,433	31,316	
Other Uses	8,429	5,552	7,626	6,242	
	258,364	261,087	299,921	312,324	
PRINT SHOP					
Personal Services	70,418	76,657	80,758	84,189	2.00
Supplies	43,275	39,701	47,806	48,004	
Other Services	27,555	29,254	30,692	33,247	
Other Uses	3,047	3,183	3,491	3,400	
	144,295	148,795	162,747	168,840	
RADIO COMMUNICATIONS					
Personal Services	176,449	190,574	192,734	200,900	4.00
Supplies	31,622	22,587	28,605	29,100	
Other Services	10,174	5,890	13,597	13,883	
Other Uses	5,155	4,590	4,590	4,955	
	223,400	223,641	239,526	248,838	
BUILDING MAINTENANCE					
Personal Services	81,471	82,159	94,379	98,979	3.00
Supplies	4,136	3,888	6,939	6,700	
Other Services	10,377	12,090	10,941	12,045	
Other Uses	3,240	2,134	2,932	2,400	
	99,224	100,271	115,191	120,124	
TOTAL PROGRAMS	2,465,192	2,490,186	2,836,438	2,944,512	53.00

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: ADMINISTRATION

Program Purpose: To provide quality financial management and support to all Central Service programs
Clients: Central Services Division and Employees, Director of Public Works, Controller's Office, All Authorized Users of the City Fueling Islands, City Cab Companies and Operators

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4 FTE • Director of Public Works • Controller's Office • Building and Equipment • Laws/ Regulations: Federal, State and Local • 2003 Budget: $360,374	Provide timely and accurate financial reports Maintain vehicle inventory list Prepare budget	12 Financial statements prepared 1 Vehicle inventory list maintained 1 Annual budget prepared	Central Services Division will have accurate projections. Vehicle inventory list will be kept on file with City Clerk's Office per City Ordinance. Director of Public Works and Controller's Office will have accurate financial statements and budget information.	Goal G Goal E Goal G	Number of monthly financial statements completed in ten working days after closing Vehicle inventory on file per ordinance
	Process division's accounts payable Input division's payroll	10,000 Bills processed annually 1,310 Payroll checks requested	Central Services Division will be in good standing with vendors. Central Services employees will be paid timely and correctly.	Goals E and H Goal H	Percentage of vendors paid on a timely basis Number of payroll errors reported
	License all City taxi cabs License any person driving a City taxi cab	103 City taxi cabs licensed (Cars) 134 Individual licenses issued (People)	Taxi cab companies and operators will be in compliance with licensing requirements.	Goals B, D and E	Number of taxi cabs in compliance Number of license renewals Number of licenses - new issues

–Continued--

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: ADMINISTRATION
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain a full inventory Resolve any fuel-related problems	938,400 Gallons of fuel supplied annually 10 Fuel pumps repaired annually	City fueling users will have fuel available for use. City fueling users will have uninterrupted service.	Goals E and H Goals E and H	Dollars spent on normal fuel pump repairs
	Provide staff training	75 Seminars and training hours provided	Division staff will have increased skills and knowledge.	Goal H	Number of training hours provided per non-union employee
	Acquire new vehicles	29 Vehicle specifications prepared 107 Vehicles purchased	User department will have properly equipped new vehicles.	Goals B, F and H	Number of new vehicles purchased

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: ADMINISTRATION

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of monthly financial statements completed in ten working days after closing	11	10	10	12	12
Vehicle inventory on file per ordinance	Once per year	Once per year	Once per year	Once per year	Once per year
Percentage of vendors paid on a timely basis	96%	98%	98%	98%	100%
Number of payroll errors reported	7	6	8	3	0
Number of taxi cabs in compliance	118	106	98	100	All
Number of license renewals	99	95	73	90	Those who need them
Number of licenses - new issues	63	50	61	50	Those who need them
Dollars spent on fuel pump repairs	$3,440	$2,752	$1,864	$2,500	$1,000
Number of training hours provided per non-union employee	40	20	75	90	90
Number of new vehicles purchased	106	96	107	96	Number allowed by budget

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: FLEET MAINTENANCE

Program Purpose: To provide quality repair and maintenance service on all City-owned and operated equipment, along with prompt City taxi cab inspections

Clients: All Equipment Users in South Bend City Departments, City Cab Owners and Operators

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 23.5 FTE • Vendors • Building and Equipment • Laws/ Regulations: Federal, State and Local • City Fleet Operators • Taxi Cab Owners/Operators • 2003 Budget: $1,276,324	Maintain equipment owned and operated by the City Repair tires	13,260 Equipment repairs 1,800 Preventative maintenance inspections 183 Tires repaired annually	City Departments will have increased access to operational equipment. City Departments will have convenient repairs. City Departments will have lower repair costs.	Goals E and H Goals E and H Goals G and H	Percentage of fleet availability Number of customer complaints Cost per mile / per hour Amount of savings incurred through tire repair vs. replacement
	Prepare and award bids on fleet and related equipment Dispose of obsolete equipment	107 Units properly purchased using the competitive bid process 70 Units disposed	City Departments will receive the proper equipment at the best possible cost. City Departments' obsolete units will be disposed of properly.	Goals E, H and G Goals E and H	Number of requested units purchased within projected costs/Total number purchased Dollars reimbursed to departments from the disposal of equipment
	Inspect City taxi cabs	103 City taxi cabs inspected	City taxi cab owners and operators will be in compliance with licensing requirements.	Goals B and E	Number of taxi cab re-inspections

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: FLEET MAINTENANCE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of fleet availability	98.1%	98.2%	97.7%	98.5%	100%
Number of customer complaints	8 / Month	6 / Year	6 / Year	5 / Year	0 / Month
Cost per mile / per hour	$.42 per mile	$.44 per mile	$.41 per mile	$.39 per mile	* $.35 per mile
	$32 per hour	$34 per hour	$31 per hour	$30 per hour	$25 per hour
Amount of savings incurred through tire repair vs. replacement	$22,814	$22,900	$21,000	$22,200	$24,000
Number of requested units purchased within projected costs / Total number purchased	50	96	97 / 107	137	All ordered
Dollars reimbursed to departments from the disposal of equipment	$74,027	$95,171	$56,785.80	All reimbursable dollars	All reimbursable dollars
Number of taxi cab re-inspections	114	97	64	50	10

* Target reduced $.05 per mile from previous year

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

Program Purpose: To provide quality maintenance on all fire emergency vehicles
Clients: South Bend City Fire Department

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3.5 FTE • Operators • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2003 Budget: $192,673	Maintain all emergency fire vehicles and ambulances	1,454 Vehicle repairs 116 Preventative maintenance inspections	Fire Department will have increased access to operational vehicles. Fire Department will have convenient repairs. Fire Department will have lower costs.	Goals E and H Goals E and H Goals G and H	Percentage of fleet availability
	Test fire truck water pumps	14 Pumps tested	Fire Department's pumps will meet State standards on fire trucks.	Goals B, E and H	Percentage of vehicles with approved pumps

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of fleet availability	98.1%	98%	97.7%	98.2%	100%
Percentage of vehicles with approved pumps	92.8%	88.2%	77%	100%	100%

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: BODY SHOP

Program Purpose: To provide body repair services to all City Departments along with preparing vehicles for service

Clients: All Equipment Users in South Bend City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3.5 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2003 Budget: $145,357	All vehicles involved in accidents will be repaired and returned to service if deemed cost effective	365 Vehicle body repairs provided 106 Vehicle estimates provided	City Departments will get a useable vehicle back in service. City Departments will have a lower cost. City Departments will have convenient repairs.	Goals E and H Goals E, G, and H Goals E and H	Number of hours spent on vehicle repairs Percentage of total fleet of vehicles repaired Actual costs vs. estimates
	All restorations made deemed cost effective	2 Equipment/vehicles restored	City Departments will have equipment with an extended life. City Departments will save money on new equipment.	Goal H Goal G	Percentage of savings of vehicle/equipment restorations vs. replacement
	All new or transferred units will be prepped for use	66 Equipment/vehicles prepared	City Departments will have equipment and identification added or transferred as required.	Goals E and H	Number of equipment added or transferred

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: BODY SHOP

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of hours spent on vehicle repairs	4,723.5	4,759	3,878	4,000	4,000
Percentage of total fleet of vehicles repaired	32%	33%	36.5%	38%	35%
Percentage of actual cost vs. estimates	35%	33%	33%	35%	0%
Percentage of savings of vehicle/equipment restoration vs. replacement	50%	47.5%	46%	40%	25%
Number of equipment added or transferred	40	72	0	0	65
	10	10	0	10	30

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

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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2.5 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • City Departments • 2003 Budget: $119,658	Operate Central Stores for volume buying Deliver items on a timely basis Distribute interoffice mail	1,100 Items stocked $302,300 Annual cost of sales made 50 Stores deliveries made per week 175 Mail stops made per week	City Departments will have lower costs. City Departments will have goods in a timely manner. City Departments will have mail daily.	Goal G Goals E and H Goals E and H	Percentage of stores cost savings to current market prices Percentage of deliveries made the day after orders are approved Number of non-delivery mail complaints
	Process purchase orders for City Departments	13,000 Purchase orders processed annually	City Departments will have access to goods and services.	Goals E and H	Percentage of purchases covered by purchase orders
	Prepare and submit specifications for designated items to be bid	4 Bids awarded	City Departments will have required products at lowest cost. City Departments acquisitions will be in compliance with state laws and local policies.	Goals E and G Goal H	Percentage of bid prices savings to market prices
	Manage maintenance contracts for City Departments	$83,200 Annual maintenance contracts done	City Departments will have working equipment. City Departments will experience lower cost.	Goal H Goal G	Comparison of cost savings to standard maintenance contracts (Average)

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of stores cost savings to current market prices	16%	18%	20%	22%	25%
Percentage of deliveries made the day after orders are approved	98%	98%	98%	99%	100%
Number of non-delivery mail complaints	10 / Year	1 / Quarter	2 / Year	2 / Year	0
Percentage of purchases covered by purchase orders	90%	92%	92%	94%	98%
Percentage of bid prices savings to market prices	17%	19%	20%	22%	25%
Comparison of cost savings to standard maintenance contracts (Average)	17%	20%	21%	22%	25%

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: PARTS INVENTORY MANAGEMENT

Program Purpose: To support the fleet maintenance function by having parts available for immediate use
Clients: Fleet Maintenance Program

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 7 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2003 Budget: $312,324	Maintain an accurate inventory	2 Annual inventory counts	Fleet maintenance will have inventory items available for use.	Goals E and H	Percentage of stock keeping unit errors
	Provide parts to support repair function	3 Units down per day for parts 26,800 Parts issued annually	Fleet maintenance will have parts in a timely manner.	Goals E and H	Percentage of parts utilized from inventory

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: PARTS INVENTORY MANAGEMENT

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of stock keeping unit errors	28%	21.9%	22.2%	20%	10%
Percentage of parts utilized from inventory	87%	86%	85%	87%	90%

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: PRINT SHOP

Program Purpose: To provide efficient, cost-effective printing services for City departments
Clients: All City Departments Requiring Printing or Duplicating Services

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • Vendors • Building Equipment • Other City Departments • 2003 Budget: $168,840	Provide printing services Provide duplicating services	1,027 Printing requests 3,300,000 Pages duplicated	City departments will have convenient printing and duplicating services. City departments will have lower printing and duplicating costs. City departments will have printing and duplicating services completed by the agreed time.	Goals E and H Goals G and H Goals E and H	Percentage of jobs repeated due to print shop error Price list comparison savings vs. commercial printers Percentage of jobs completed within the agreed upon time

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: PRINT SHOP

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of jobs repeated due to print shop error	.07%	.05%	.04%	.03%	0%
Price list comparison savings vs. commercial printers	10%	10.5%	12%	12.5%	15%
Percentage of jobs completed within the agreed upon time	98%	99%	99%	99%	100%

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: RADIO COMMUNICATIONS

Program Purpose: To provide effective and reliable radio communications along with ensuring the safety of the residents of South Bend with consistent 911 service

Clients: All City Departments using City Two-Way Radio Communications Equipment and 911 Users

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4 FTE • Vendors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2003 Budget: $248,838	Provide radio communication repairs	700 Radios repaired	City departments will have operating equipment available.	Goals B, E and H	Percentage of available equipment
	Provide radio installations	365 Radios installed	City departments will have equipment available with communication capabilities.	Goals B, E and H	Number of equipment installations provided in vehicles
	Provide maintenance for 911 dispatch	50 "911" Service calls	911 users will experience uninterrupted, clear 911 service.	Goals B, E and H	Percentage of time 911 Dispatch Center is not operable
	Provide computer and related equipment installations for police vehicles	55 Computer installations	City departments will have the proper equipment available.	Goals B, E and H	Percentage of computer equipment available

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: RADIO COMMUNICATIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of available equipment	99%	99%	99%	99%	100%
Number of equipment installations provided in vehicles	247	282	365	300	300
Percentage of time 911 Dispatch Center is not operable	1%	1%	1%	1%	0%
Percentage of computer equipment available	98%	98%	98%	98%	100%

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: BUILDING MAINTENANCE

Program Purpose: To provide a clean and safe work environment for all Central Services employees and the Studebaker Museum

Clients: Central Services Employees and Studebaker Museum

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3 FTE • Vendors • Contractors • Building and Equipment • Laws/Regulations: Federal, State and Local • 2003 Budget: $120,124	Provide janitorial service	3,120 Hours devoted to janitorial service	Central Services employees will have a cleaner and safer work environment.	Goal H	Number of janitorial complaints
	Maintain support equipment, i.e. motors, pumps, generators, etc.	265 Repairs performed	Central Services employees will have equipment in operating condition.	Goal H	Average number of days equipment is out of service per year
	Participate in environmental meetings	12 Reviews of current environmental procedures	Central Services employees will maintain compliance with environmental regulations (5 Star rating from Indiana Department of Environmental Management - IDEM).	Goal H	Number of environmental violations
	Provide building repairs and maintenance	1,600 Hours general maintenance of Sample Street Garage, Also maintenance of gas pumps at 701.	Central Service employees will maintain general overall building maintenance, including electrical, plumbing and heating.	Goal H	Number of days heating, plumbing, electrical, etc. are not operational

PUBLIC WORKS DEPARTMENT - CENTRAL SERVICES DIVISION
PROGRAM: BUILDING MAINTENANCE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of janitorial complaints	10	10	16	10	0
Average number of days equipment is out of service per year	15	12	8	8	0
Number of environmental violations	0	0	0	0	0
Number days heating, plumbing, electrical, etc. are not operational	N/A	0	1	1	0

PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DIVISION TOTAL:					
ENTERPRISE FUND:					
Solid Waste					
Personal Services	1,564,143	1,389,119	1,652,357	1,483,634	35.00
Supplies	149,119	103,115	169,200	112,900	
Other Services	2,090,036	2,034,022	2,102,678	2,074,470	
Other Uses	135,553	140,341	126,578	137,391	
Capital	0	58,708	0	163,242	
TOTAL SOLID WASTE DIVISION	3,938,851	3,725,305	4,050,813	3,971,637	35.00
PROGRAM BUDGETS:					
SOLID WASTE PICK-UP					
Personal Services	1,197,565	1,028,056	1,262,498	1,081,525	24.00
Supplies	149,042	102,804	168,600	112,150	
Other Services	2,081,144	2,037,675	2,095,142	2,052,297	
Other Uses	131,802	136,798	123,035	133,696	
Capital	0	58,708	0	163,242	
	3,559,553	3,364,041	3,649,275	3,542,910	
CUSTOMER SERVICE					
Personal Services	59,780	63,800	64,232	68,191	2.00
Supplies	77	205	600	750	
Other Services	8,893	9,606	7,536	22,173	
Other Uses	3,750	3,543	3,543	3,696	
	72,500	77,154	75,911	94,810	
CODE ENFORCEMENT (staff functions included with Code)					
Personal Services	306,798	284,110	325,628	333,916	9.00
TOTAL PROGRAMS	3,938,851	3,725,305	4,050,814	3,971,636	35.00

PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION
PROGRAM: SOLID WASTE PICK UP

Program Purpose: To provide quality collection and disposal of solid waste generated by residents, various City Departments and contracted businesses

Clients: Residents who live in single-family through four-unit dwellings in South Bend and City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 24 FTE • Fleet: Twenty-five Cubic Yard Packers Twenty Cubic Yard Packers Boom Trucks Loader Roll-off Truck Pick Ups • Landfill • Supplies • Laws/Regulations: South Bend Municipal Code Chapter 16 • 2003 Budget: $3,542,910	Collect and disposal of residential solid waste	37,000 Tons solid waste collected and landfilled	Residents and City Departments will have a quality and cost effective solid waste collection and disposal service.	Goals C and E	Number of tons of solid waste collected and disposed
	Collect and disposal of solid waste from various departments		Residents and City Departments will have quality yard waste collection that will lead to a reduction in landfill usage.	Goals C and E	
	Collect yard waste and deliver to Organic Resource Facility for composting	19,000 Tons of yard waste collected and diverted from landfill	Residents and City Departments will have access to a large item collection and disposal service.	Goals C and E	Number of tons diverted from landfill Dollars saved vs. landfilling (yard waste)

PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION
PROGRAM: SOLID WASTE PICK UP

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of tons of solid waste collected and disposed	28,907	38,685.85	36,403	37,000	30,000
Number of tons diverted from landfill *	6,344**	11,842	18,895***	19,000	20,000
Dollars saved vs. landfilling (yard waste)	$107,849	$201,314	$321,215	$323,000	$340,000

* Fluctuation is due to residents not participating in recycling program.
** Estimate
*** Actual tons

PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION
PROGRAM: SOLID WASTE - CUSTOMER SERVICE

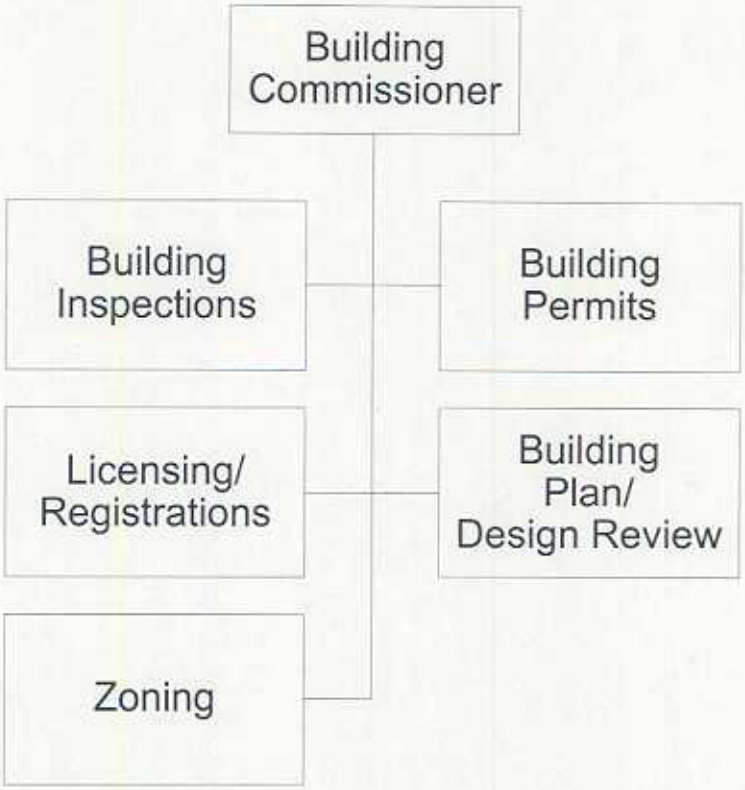
Program Purpose: To respond to customers who call the Division of Environmental Services
Clients: Everyone who calls in to Division of Environmental Services

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • Office Supplies • Office Equipment • Route Book • City Directory • City Map • 2003 Budget: $94,810	Inform customers	30,000 Inquiries from customers answered	Clients will have their phone calls answered efficiently. Clients will have their problems resolved.	Goal E Goal E	Number of compliments Number of complaint calls
	Respond to all customers' needs and requests	45,000 Customer concerns responded to	Clients will be satisfied with services offered by Division of Environmental Services. Clients will be referred to the appropriate respondents.	Goal E Goal E	Number of extra pick ups scheduled
	Educate customers	200 Door hangers placed 5 Newsletters distributed per year 1,300 Guidelines distributed	Clients will have a better knowledge of department guidelines. Clients will have an increased knowledge of available services. Clients will assist the department by using proper containers and placing solid waste in proper collection area on day of pick up.	Goal E Goal E Goal E	Numbers of door hangers placed Number of newsletters distributed Number of guidelines distributed

PUBLIC WORKS DEPARTMENT - SOLID WASTE DIVISION
PROGRAM: CUSTOMER SERVICE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of compliments	243	257	274	300	500
Number of complaint calls	6,810	11,015	8,581	8,300	0
Number of extra pick ups scheduled	28,768	25,073	21,086	25,000	35,000
Numbers of door hangers placed	332	155	200	200	1,000
Number of newsletters distributed	5	5	5	5	5
Number of guidelines distributed	640	938	948	1,300	1,750

CONSOLIDATED BUILDING DEPARTMENT



CONSOLIDATED BUILDING DEPARTMENT

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
ENTERPRISE FUND:					
Building Department					
Personal Services	798,036	849,899	899,743	934,254	20.00
Supplies	24,784	20,891	46,055	39,680	
Other Services	112,898	118,430	135,516	145,889	
Other Uses	16,439	14,661	14,661	15,311	
Capital	21,419	28,026	38,900	31,700	
TOTAL BUILDING DEPARTMENT	973,576	1,031,907	1,134,875	1,166,834	20.00
PROGRAM BUDGETS:					
BUILDING INSPECTIONS					
Personal Services	437,009	482,052	495,629	513,840	11.00
Supplies	13,415	11,795	22,532	18,699	
Other Services	55,285	60,260	58,224	64,986	
Other Uses	3,288	2,933	2,932	3,062	
Capital	5,058	11,067	13,010	30,695	
	514,055	568,107	592,327	631,282	
BUILDING PERMITS					
Personal Services	144,419	148,857	155,172	158,923	3.00
Supplies	4,730	3,642	9,487	8,758	
Other Services	17,081	16,303	20,229	21,218	
Other Uses	3,288	2,932	2,932	3,063	
Capital	10,323	2,172	3,985	20,045	
	179,841	173,906	191,805	212,007	
LICENSING / REGISTRATIONS					
Personal Services	53,378	63,973	76,131	74,740	2.00
Supplies	695	549	1,389	1,290	
Other Services	3,692	3,635	4,800	5,010	
Other Uses	3,287	2,932	2,933	3,062	
Capital	3,897	627	3,090	5,335	
	64,949	71,716	88,343	89,437	
BUILDING PLAN / DESIGN REVIEW					
Personal Services	49,973	52,390	51,781	56,055	1.00
Supplies	2,521	2,001	6,078	5,345	
Other Services	9,625	10,013	11,022	11,529	
Other Uses	3,288	2,932	2,932	3,062	
Capital	421	8,312	7,565	3,750	
	65,828	75,648	79,378	79,741	
ZONING					
Personal Services	113,258	102,627	121,030	130,696	3.00
Supplies	3,423	2,904	6,569	5,619	
Other Services	27,216	28,219	31,241	33,146	
Other Uses	3,288	2,932	2,932	3,062	
Capital	1,720	5,848	11,250	9,375	
	148,905	142,530	173,022	181,898	
DEMOLITIONS (Expenses incurred by County)					
Other Services	0	0	10,000	10,000	
TOTAL PROGRAMS	973,578	1,031,907	1,134,875	1,204,365	20.00

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING INSPECTIONS

Program Purpose: To assure code compliance on all projects
Clients: Building Professionals, Utility Companies, Property Owners and Renters Engaged in Construction and Staff

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 11 FTE • Internal: Permits Vehicles/Radios • External Providers: Seminars • Laws/Regulations: Code Books Zoning Ordinances • 2003 Budget: $631,282	Make all required inspections and record information	37,000 Inspections performed	Building professionals, utility companies, property owners and renters will have code compliance on all projects, which will provide safer buildings.	Goal C	Number of citations issued Number of complaints received
	Enforce the building codes	400 Citations issued			
	Educate the customer	20 Classes and seminars held	Building professionals, utility companies, property owners and renters will remain knowledgeable on codes.	Goals C and E	
	Monitor for zoning compliance	30 Referrals to the zoning administrator made	Building professionals, property owners and renters will be aware of non-compliance to zoning regulations. Building professionals, property owners and renters will interact with zoning procedures.	Goals C and E Goals C and E	Number of zoning referrals made
	Continue education of inspectors	75 Classes and seminars attended 4 Certification examinations taken	Staff will become more knowledgeable of codes. Staff will be more skilled in handling processes.	Goal H Goal H	Number of certifications held by inspectors Number of certified inspectors

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING INSPECTIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of citations issued	433	892	418	400	0
Number of complaints received	274	621	627	550	0
Number of zoning referrals made	36	99	23	30	0
Number of certifications held by inspectors	19	20	15	21	26
Number of certified inspectors	11	11	9	13	13

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING PERMITS

Program Purpose: Managing and maintaining permit fee collection and records for the customers
Clients: Contractors, Property Owners and Renters Engaged in Construction, Staff, Building Department and the City

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3 FTE • Internal: Forms, Licensing/Registrations, Plan/Design Reviews • External Providers: Other Governmental Units • Laws/Regulation: Zoning Ordinances • 2003 Budget: $212,007	Issue permits	14,000 Permits issued	Contractors, property owners and renters will have increased knowledge of city and county codes. Contractors, property owners and renters will obtain permits.	Goal C Goal C	Number of citations issued for code violations
	Educate the customers	5 Classes held	Contractors, property owners and renters will be in compliance with city and county codes. Contractors, property owners and renters will be more knowledgeable on permit requirements.	Goal C Goal C	Number of citations issued for lack of permits
	Monitor fee activities	$1,096,815 Fees collected	Building Department will be financially self-supporting.	Goals E and G	Amount of revenues collected in excess of expenditures Cost per permit issued
	Educate staff	20 Classes attended	Staff will have increased knowledge of code. Staff will have increased skills in processing permits.	Goal H Goals E and H	Complaints filed on permits issued

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING PERMITS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of citations issued for code violations	113	241	95	120	0
Number of citations issued for lack of permits	320	651	323	275	0
Amount of revenues collected in excess of expenditures	($40,327)	$64,770	($44,987)	-0-	50% cash reserve
Cost per permit issued	$11.07	$12.92	$13.04	$15.14	$10.00
Complaints filed on permits issued	4	5	5	4	0

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: LICENSING/REGISTRATIONS

Program Purpose: To assure work throughout the community is being performed by legitimate contractors

Clients: Licensed Heating and Electrical Contractors, Registered Contractors, Review Boards, Insurance Companies, Bonding Companies, Property Owners and Renters Engaged in Construction

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • Internal: Forms • Exterior Providers: Exterior (Block & Assts) Electrical and Heating Review Boards Insurance and Bonding Companies • Laws/ Regulations: Ordinances • 2003 Budget: $89,437	Issue licenses for contractors	470 Licenses issued to contractors	Contractors will have a greater understanding of licensing requirements. Contractors will become registered. Contractors will comply with licensing requirements through testing.	Goal C Goal C Goal C	Number of classes given on contractors registration and licensing
	Maintain registration on contractors	1,600 Contractors registered	Licensed and registered contractors will have the right to perform work in compliance with code. Owners and renters will have access to a pool of licensed and registered contractors. Owners and renters will utilize licensed and registered contractors.	Goal C Goals C and D Goals C and D	Number of non-registered contractors cited Number of tests performed
	Test for heating and electrical licensing	30 Tests performed	Review boards, insurance companies and bonding companies will have access to information about the status of contractors. Review boards, insurance companies and bonding companies will be better able to make informed professional and business decisions.	Goals C and D Goals C and D	
	File claims on bonds	10 Claims filed	Owners and renters will have access to system for levying claims. Owners and renters will have projects brought into compliance ensuring proper and safe construction.	Goals C, D and E Goals C, D and E	Number of claims awarded

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: LICENSING / REGISTRATIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of classes given on contractors registration and licensing	10	9	6	6	12
Number of non-registered contractors cited	18	75	53	50	0
Number of tests performed	15	21	44	30	* 50
Number of claims awarded	5	1	6	5	0

* Economically Related

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING PLAN / DESIGN REVIEW

Program Purpose: To assure design standards and code compliance at the earliest stage of a project
Clients: Architects, Engineers, Contractors and Construction Managers, Developers, Property Owners and Renters Engaged in Construction and Staff

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • Internal: Vehicles/Radios • External Providers: Seminars Other Governmental Units West Washington Design Review Board News Media • Laws/Regulations: Zoning Ordinances Code Books Design Standards • 2003 Budget: $79,741	Review plans for class 1 buildings	300 Plan reviews performed	Clients will comply with design standards and code at the earliest stages of a project.	Goals C and E	Number of citations issued on reviewed projects
	Review plans for compliance to design standards	100 Design reviews performed			
	Make inspections for design reviews	100 Inspections made			
	Educate customers	3 Seminars and meetings held	Clients will be knowledgeable of minimum requirements on plan reviews. Clients will comply with minimum requirements.	Goals C and E Goals C and E	Number of plan reviews that were tabled due to insufficient information
	Educate staff	3 Departmental meetings held	Staff will be knowledgeable on review process. Staff will be skilled in handling reviews.	Goal H Goal H	Revisions required after the review process

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: BUILDING PLAN / DESIGN REVIEW

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of citations issued on reviewed projects	8	8	5	5	0
Number of plan reviews that were tabled due to insufficient information	55	40	49	35	0
Revisions required after the review process	5	4	8	5	0

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: ZONING

Program Purpose: To assure the proper development and use of all properties
Clients: Property Owners and Renters, Building and Zoning Professionals, Other Governmental Units Engaged in Building Process and Staff

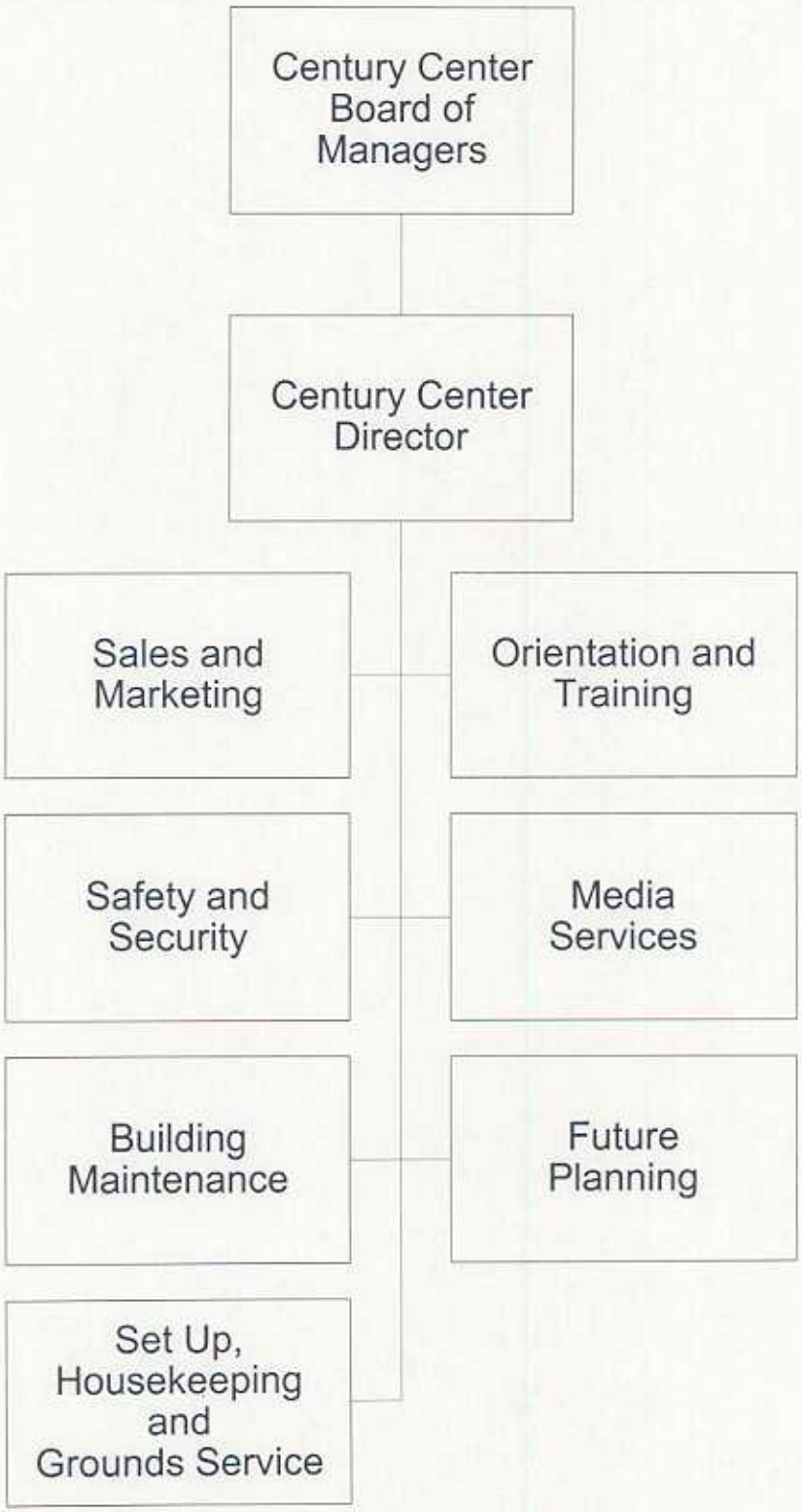
INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3 FTE • Internal: Permits Vehicles/Radios Plan Review • External Providers: Seminars Board of Zoning Appeals Area Board of Zoning Appeals News Media Other Governmental Units Complaints • Laws/Regulations: Zoning Ordinances • 2003 Budget: $181,898	Educate customers on zoning regulations	10 Seminars held for the professional community	Property owners, building and zoning professionals and other governmental units will be more knowledgeable of zoning regulations.	Goal C	Percentage of citations issued to total inspections
	Administer the zoning ordinances	100 Zoning compliance letters written	Property owners, building and zoning professionals and other governmental units will be in compliance with zoning ordinance.	Goal C	
		750 City's business licenses reviewed	Property owners and building and zoning professionals will receive Building Department's recommendation on licenses applications.	Goal C	Number of license applications rejected compared to total
	Enforce zoning ordinances	1,600 Inspections performed	Property owners and building and zoning professionals will be aware of how to comply.	Goal C	Percentage of resolved citations
		350 Citations issued	Property owners will avoid building citations.	Goal C	
	Receive and process petitions	225 Petitions received and processed	Property owners and building and zoning professionals will understand variance appeals procedures.	Goals C and D	Number of petitions processed
	Educate staff	5 Departmental meetings held	Staff will be knowledgeable on zoning.	Goal H	Complaints received on zoning information given

CONSOLIDATED BUILDING DEPARTMENT
PROGRAM: ZONING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of citations issued to total inspections	65.3%	48%	18.2%	70%	90%
Number of license applications rejected compared to total	24:842	7:670	10:670	15:750	0:Total
Percentage of resolved citations	39.56%	58%	75%	75%	100%
Number of petitions processed	248	210	189	225	* 100
Complaints received on zoning information given	6	5	6	4	0

* Economically Related

CENTURY CENTER



CENTURY CENTER

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
ENTERPRISE FUND:					
Century Center					
Personal Services	1,627,019	1,707,124	1,754,801	1,802,262	35.00
Supplies	107,150	106,610	121,695	121,695	
Other Services	1,091,448	979,713	1,011,100	985,226	
Other Uses	65,962	61,194	61,194	64,227	
TOTAL CENTURY CENTER	2,891,579	2,854,641	2,948,790	2,973,410	35.00
PROGRAM BUDGETS:					
SALES AND MARKETING					
Personal Services	169,130	172,846	174,846	187,040	4.00
Supplies	182	782	500	500	
Other Services	84,811	91,240	86,554	86,554	
Other Uses	9,422	8,742	8,742	9,175	
	263,545	273,610	270,642	283,269	
ORIENTATION AND TRAINING					
Personal Services	153,854	154,773	156,773	169,724	4.00
Supplies	8,066	8,742	9,790	9,790	
Other Services	97,748	90,826	97,896	97,896	
Other Uses	9,422	8,742	8,742	9,175	
	269,090	263,083	273,201	286,585	
SAFETY AND SECURITY					
Personal Services	46,071	51,115	50,445	52,465	1.00
Supplies	3,172	2,926	3,200	3,200	
Other Services	192,310	171,629	177,369	173,264	
Other Uses	9,422	8,742	8,742	9,175	
	250,975	234,412	239,756	238,104	
MEDIA SERVICES					
Personal Services	214,775	215,514	203,563	212,453	3.00
Supplies	11,710	14,994	16,400	15,400	
Other Services	45,979	56,603	54,228	54,228	
Other Uses	9,422	8,742	8,742	9,175	
	281,886	295,853	282,933	291,256	
BUILDING MAINTENANCE					
Personal Services	157,131	136,895	137,874	181,164	4.00
Supplies	34,910	30,279	39,000	39,000	
Other Services	617,369	509,547	534,243	513,474	
Other Uses	9,422	8,742	8,742	9,175	
	818,832	685,463	719,859	742,813	

CENTURY CENTER

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
SET UP, HOUSEKEEPING AND GROUNDS SERVICES					
Personal Services	770,572	857,438	910,757	870,246	17.00
Supplies	43,042	44,782	49,755	49,755	
Other Services	41,126	39,990	41,246	41,246	
Other Uses	9,430	8,742	8,742	9,177	
	864,170	950,952	1,010,500	970,424	
FUTURE PLANNING					
Personal Services	115,921	118,543	120,543	129,172	2.00
Supplies	3,942	4,106	4,050	4,050	
Other Services	13,796	19,878	18,564	18,564	
Other Uses	9,422	8,742	8,742	9,175	
	143,081	151,269	151,899	160,961	
TOTAL PROGRAMS	2,891,579	2,854,642	2,948,790	2,973,412	35.00

CENTURY CENTER
PROGRAM: SALES AND MARKETING

Program Purpose: To increase business and revenue for the Center
Clients: Meeting Planners and Event Planners

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4 FTE • External Sales Staff: CVB Sales Department Hotel/Motel Sales Staff Volume Services America Sales Staff • Sales and Marketing Collateral: Century Center Brochure Food & Beverage Brochure Trade Show Booth Promotional Video Century Center Website	Research industry directories and convention calendars to identify potential new business Perform sales solicitation activities: Outside sales calls Site visits Proposals	20 New leads from directories and calendars identified 80 Site visits conducted 30 Proposals submitted 1 Sales blitz in Indianapolis conducted 1 Telephone blitz conducted	Meeting and event planners will be aware of Century Center as a meeting facility. Meeting and event planners will be knowledgeable of the Center's services and facilities. Meeting and event planners will use Century Center as a meeting facility. Meeting and event planners will bring more business to the Center, creating more economic impact to the community.	Goal A Goal A Goal A Goal A	Percentage increase/decrease in new business contracted Percentage increase/decrease in the number of events held at the Center Percentage increase in operations revenue: Room rental Equipment rental Parking revenue Commissions
• Membership to Industry-Related Organizations: Membership Directories Industry Convention Directories –Continued–	Host food and beverage promotional activities	2 Chef's Roundtables held 2 Bridal shows held	Meeting and event planners will be more familiar with our food and beverage capabilities. Meeting and event planners will use Century Center's food and beverage service.	Goal A Goal A	Percentage increase in food and beverage revenue

–Continued–

CENTURY CENTER
PROGRAM: SALES AND MARKETING
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
(Continued) • Constraints: Room Availability Hotel Room Competition Economy City Ordinances • 2003 Budget: $283,269	Participate in promotional activities with CVB and hotels: Attend industry trade shows	6 Trade shows attended	Meeting planners will be aware of Century Center as a meeting site and South Bend as a destination.	Goal A	Percentage increase in business contracted as a result of our joint sales effort with the CVB and hotels
	Conduct pre-conference meetings	All clients' needs are reviewed and finalized prior to the event	Meeting and event planners will have fewer on-site changes. Meeting and event planners will have a better understanding of how all the departments work together.	Goal A Goal A	Percentage responding positively on the evaluation forms
	Create customer follow-up plan: Thank-you notes sent by sales manager Evaluation form sent to client Follow-up call to re-book event	Thank-you notes sent for each major event All evaluation forms sent for each event Follow-ups made for each major event	Meeting planners will have opportunities to express their perspectives. Meeting and event planners will re-book their events with the Center.	Goal A Goal A	Number of repeat events

CENTURY CENTER
PROGRAM: SALES AND MARKETING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage increase/decrease in new business contracted	6%	5%	8%	6%	6%
Percentage increase/decrease in the number of events held at the Center	5%	6%	3%	6%	6%
Percentage increase in operations revenue: room rental, equipment rental, parking revenue, commissions	2%	5%	6%	5%	5%
Percentage increase in food and beverage revenue	3%	6%	6%	6%	6%
Percentage increase in business contracted as a result of our joint sales effort with the CVB and hotels	2%	1%	2%	1%	1%
Percentage responding positively on the evaluation forms	98%	98%	98%	99%	99%
Number of repeat events	570	564	571	590	590

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME PROGRAM: ORIENTATION AND TRAINING

Program Purpose: To train and educate all Century Center staff to create a state-of-the-art regional convention center

Clients: Century Center / College Football Hall of Fame Staff

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4 FTE • City Personnel and Policy Manual • External Providers: Personnel Publications Personnel Agencies • Internal Providers: Century Center Management Staff • Constraints: Funds for Outside Training City Policies that Limit Growth Limited Number of Positions Available to Advance Staff • 2003 Budget: $286,585	Create Century Center orientation booklet Provide internal training videos Create a questionnaire to get insight on what employees' future goals are Provide outside training for staff members Improve staff skills and knowledge	70 Orientation booklets distributed 12 Videos shown 15 Outside trainings attended 50 Questionnaires distributed 50 Employees actively participating in program 12 Internal educational/training opportunities offered as needed	Staff will be contributing to the operation of the Center. Staff will be more confident with their job responsibilities. Staff will show increased morale, which will enhance the work environment of the Center. Staff will have increased knowledge of career ladders. Staff will have improved job skills.	Goal H Goal H Goal H Goal H Goal H	Percentage increase in productivity from employees Percentage reduction in labor costs Percentage decrease in absenteeism Percentage decrease in disciplinary notices Percentage responding positively on the Century Center survey

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: ORIENTATION AND TRAINING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage increase in productivity from employees	20%	10%	30%	40%	50%
Percentage reduction in labor costs	0%	0%	10%	10%	15%
Percentage decrease in absenteeism	5%	10%	20%	30%	40%
Percentage decrease in disciplinary notices	10%	15%	20%	50%	50%
Percentage responding positively on the Century Center survey	98%	98%	98%	99%	99%

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: SAFETY AND SECURITY

Program Purpose: To create a secure and safe environment for everyone at the Century Center and College Football Hall of Fame

Clients: Meeting Planners, Patrons, Employees and Tenants of the Century Center and College Football Hall of Fame

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1 FTE • External Security Staff: Contracted Director Contracted Building Security • Laws/Regulations: Federal, State and Local Occupational Safety and Health Administration (OSHA) Compliance Indiana Occupational Safety and Health Administration (IOSHA) Compliance Americans with Disabilities Act (ADA) Compliance Fire Code Regulations Alcohol Regulations • Workmen's Compensation Insurance • Reports: Incident Reports Accident Reports Investigative Reports • 2003 Budget: $238,104	Meet clients in pre-event planning meetings Identify clients' security needs Monitor buildings 24 hours per day Inspect for safety and health hazards Conduct safety educational training programs Identify and advise on facility regulations requirements for clients Test safety equipment	All pre-event planning meetings attended as needed 3 Training programs offered Monthly inspections performed on equipment	All clients will have access to a hazard-free facility. All clients will have access to a safe facility. Employees will have an increased knowledge of safety/security procedures. Employees will be certified to operate equipment safely and effectively. Employees will maximize use of safety equipment.	Goal E Goal E Goal H Goal H Goal H	Number of work-related accidents Number of client/customer accidents Number of safety inspection violations Percentage decrease in total cost of Workmen's Compensation claims

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: SAFETY AND SECURITY

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of work-related accidents	12	13	8	0	0
Number of client/customer accidents	15	8	12	0	0
Number of safety inspection violations	2	0	0	0	0
Percentage decrease in total cost of Workmen's Compensation claims	90%	90%	90%	100%	100%

CENTURY CENTER
PROGRAM: MEDIA SERVICES

Program Purpose: To be a state-of-the-art audio/visual provider
Clients: Users and Occupants of the Center and Other City Departments

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3 FTE • Training • Audio/visual Rental Equipment • Constraints: Keeping Current on New Technology Competition • 2003 Budget: $291,256	Contact clients prior to event to bid on event Contact clients prior to event to assist with any audio/visual-related questions and concerns	200 Clients using in-house audio/visual services All audiovisual set ups made as needed 50 Audio/visual contacts made	Users and occupants will have increased knowledge of audio/visual alternatives. Users and occupants will use Century Center's Audio/visual Department. Users and occupants will have audio/visual needs met as requested. Users and occupants will have their audio/visual needs satisfied.	Goal C Goals C ane D Goals E and C Goals C and E	Percentage increase in the number of clients using in-house audio/visual services Percentage decrease in the number of outside rentals required to satisfy client needs Percentage responding positively on the Century Center survey
	Assist College Football Hall of Fame and other City Departments with audio/visual-related issues	10 Other City Departments assisted with audio/visual services	City Departments will receive reliable audio/visual support.	Goal H	Percentage of City Departments using Century Center's Audio/visual Department
	Track usage from audio/visual link on the Century Center web page Produce audio/visual brochure to send out with sales information package	All audio/visual brochures distributed as needed	Users and occupants will have increased awareness of in-house audio/visual service provided by Century Center.	Goal E	Percentage increase in the number of clients who become aware of Century Center audio/visual services

CENTURY CENTER
PROGRAM: MEDIA SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage increase in the number of clients using in-house audio/visual services	8%	10%	5%	15%	10%
Percentage decrease in the number of outside rentals required to satisfy client needs	3%	10%	5%	3%	5%
Percentage responding positively on the Century Center survey	99%	99%	99%	100%	100%
Percentage of City Departments using Century Center's Audio/visual department	95%	95%	95%	95%	95%
Percentage increase in the number of clients who become aware of Century Center audio-visual services	12%	12%	12%	20%	15%

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: BUILDING MAINTENANCE

Program Purpose: Perform building and equipment maintenance to ensure a better state of repair and readiness and to increase the lifetime of the facility

Clients: Meeting Planners, Patrons, Employees and Tenants of the Center

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 4 FTE • Constraints: Weather, Age of Equipment • 2003 Budget: $742,813	Perform a regular schedule of inspection and maintenance for all components of the facilities and installed equipment Perform troubleshooting Respond to maintenance requests Monitor and control environmental conditions in the facilities Evaluate the use of energy to light, heat and cool the facilities Set up utilities as required for events	1 Maintenance activities for each piece of major equipment performed 16 Outside contractors used for maintenance $10,000 In utility services to meeting planners and patrons generated Johnson Controls Energy Management System implemented	All clients will experience a facility that is in top operational condition. All clients will have operating equipment. All clients will meet in a facility with appropriate environmental conditions. All clients will have a safe event.	Goal E Goal E Goal E Goal E	Dollar increase/decrease in maintenance budget Dollar decrease in failure of major equipment Percentage of clients satisfied with room temperature Percentage increase/decrease in utility costs

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: BUILDING MAINTENANCE

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Dollar increase/decrease in maintenance budget	($5,000)	$10,000	$9,087	$10,000	($20,000)
Dollar decrease in failure of major equipment	$2,500	$5,000	$10,000	$10,000	$25,000
Percentage of clients satisfied with room temperature	92%	95%	95%	95%	95%
* Percentage increase/decrease in utility costs	(6%)	20%	(5%)	0%	0%

* Due to Energy Management System
2003 - year will be estimated at 15 % decrease in cost

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME
PROGRAM: SET UP, HOUSEKEEPING AND GROUNDS SERVICES

Program Purpose: To serve the clients through efficient, well-trained staff
Clients: Users and Occupants of the Century Center

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 17 FTE • 2003 Budget: $970,424	Perform room setups	1,700 Room set ups made	Users and occupants will have rooms set as requested.	Goal E	Percentage of rooms set up on time
	Clean the facility	All electric sets made as needed	Users and occupants will have a clean room(s).	Goal E	Percentage increase in repeat business
	Maintain cleaning for large shows and events while in progress	All inspections and cleaning performed	Users and occupants will have a clean event/show.	Goal E	Percentage of clients rating satisfactory or greater on customer satisfaction cards
	Provide electric used as required for an event	All landscaping additions made as needed	Users and occupants will have electricity available in a safe and timely manner.	Goal E	
	Maintain the outside grounds and landscaping	All lawn maintenance activities (weeding, cutting, mowing) performed	Users and occupants will have a clean, well-kept and landscaped grounds appearance.	Goal E	
		All landscape maintenance activities (pruning, shaping, etc.) performed			

CENTURY CENTER / COLLEGE FOOTBALL HALL OF FAME PROGRAM: SET UP, HOUSEKEEPING AND GROUNDS SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of rooms set up on time	97%	98%	98%	100%	100%
Percentage increase in repeat business	1%	2%	2%	2%	2%
Percentage of clients rating satisfactory or greater on customer satisfaction cards	98%	98%	98%	99%	99%

CENTURY CENTER
PROGRAM: FUTURE PLANNING

Program Purpose: To guide the direction of the Center for five to ten years to benefit City residents
Clients: Residents, Users of the Center, Century Center Board and City Administration

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • Century Center Board: Nine Members • City Administration: Mayor, Controller, Redevelopment and Board of Public Works • Tenants: Art Museum, South Bend Community School Corporation • 2003 Budget: $160,961	Convene community representatives to assist in clarifying mission and vision statements Assess present business of the Center to develop a marketing plan Provide direction to staff for action planning to create strategic plans with a framework for implementation for each vision Meet appropriate decision makers regarding the budgets for marketing/sales and capital acquisitions Participate in downtown development planning and determine the Center's role in an overall downtown activity plan	2 Meetings to develop a list of ideas and suggestions to be categorized by topics/ visions held 1 Vision to be identified with action plans for 1999 and beyond 1 Budget appropriated for marketing/sales and capital acquisition 12 Meetings attended for downtown development planning	Residents will benefit from more convention business, resulting in increased economic impact and more jobs. All clients will have information that will increase the awareness of the Center's mission. Century Center Board and City Administration will have information to plan budgets.	Goals A and C Goals C and D Goal H	Percentage increase in number of conventions Percentage increase/decrease in revenue from out-of-area patrons Percentage increase in clients' ratings of service Percentage increase in repeat business Percentage increase in dollars spent on capital improvements

CENTURY CENTER
PROGRAM: FUTURE PLANNING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage increase in number of conventions	.5%	.5%	1%	1%	1%
Percentage increase/decrease in revenue from out-of-area patrons	3%	3%	5%	5%	5%
Percentage increase in clients' ratings of service	1%	1%	1%	1%	1%
Percentage increase in repeat business	4%	4%	4%	5%	5%
Percentage increase in dollars spent on capital improvements	4%	4%	10%	5%	5%

MORRIS & PALAIS ROYALE PERFORMING ARTS CENTER

MORRIS & PALAIS ROYALE PERFORMING ARTS CENTER

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
DEPARTMENT TOTAL:					
GENERAL FUND:					
Morris Performing Arts Center					
Personal Services	362,495	381,011	388,958	439,434	10.67
Supplies	35,682	38,695	31,250	31,853	
Other Services	262,791	285,594	266,843	325,991	
Other Uses	601	821	821	858	
Capital	9,343	0	0	0	
	670,912	706,121	687,872	798,136	
Palais Royale					
Personal Services	0	78,641	125,869	155,477	3.33
Supplies	0	7,419	10,850	10,850	
Other Services	0	54,529	102,180	112,578	
Other Uses	0	0	0	379	
Capital	0	15,359	18,750	0	
	0	155,948	257,649	279,284	
TOTAL MORRIS PERFORMING ARTS	670,912	862,069	945,521	1,077,420	14.00
PROGRAM BUDGETS:					
PATRON AND PERFORMER SERVICES					
Personal Services	239,808	0	0	0	
Supplies	25,302	0	0	0	
Other Services	182,566	0	0	0	
Other Uses	601	0	0	0	
Capital	0	0	0	0	
	448,277	0	0	0	
ENTERTAINMENT SERVICES					
Personal Services	123,604	0	0	0	
Supplies	13,035	0	0	0	
Other Services	85,996	0	0	0	
	222,635	0	0	0	
TICKET SERVICES					
Personal Services	0	0	0	127,603	3.00
Supplies	0	0	0	2,400	
Other Services	0	0	0	61,939	
Other Uses	0	0	0	172	
	0	0	0	192,114	
PROMOTER/PERFORMER SERVICES					
Personal Services	0	0	0	93,086	2.67
Supplies	0	0	0	3,405	
Other Services	0	0	0	49,092	
Other Uses	0	0	0	172	
	0	0	0	145,755	
FACILITY MARKETING & BOOKING					
Personal Services	0	0	0	65,680	1.50
Supplies	0	0	0	1,888	
Other Services	0	0	0	54,965	

MORRIS & PALAIS ROYALE PERFORMING ARTS CENTER

2003 BUDGET AND PRIOR YEARS REPORTED BY MAJOR EXPENDITURE CLASSIFICATION

	2001 Actual	2002 Actual	2002 Budget	2003 Budget	2003 FTE (full-time staff only)
Other Uses	0	0	0	172	
	0	0	0	122,705	
PATRON SERVICES					
Personal Services	0	185,289	185,894	49,962	1.50
Supplies	0	11,094	9,025	6,410	
Other Services	0	116,395	106,897	81,098	
Other Uses	0	279	277	172	
	0	313,057	302,093	137,642	
BOOKINGS, PROMOTER SERVICES					
Personal Services	0	112,458	123,569	0	
Supplies	0	3,787	3,025	0	
Other Services	0	75,298	68,953	0	
Other Uses	0	271	271	0	
	0	191,814	195,818	0	
BLDG. MAINTENANCE & FACILITY OPERATIONS					
Personal Services	0	83,264	79,496	103,102	2.00
Supplies	0	23,814	19,200	17,750	
Other Services	0	93,901	90,994	78,897	
Other Uses	0	271	271	172	
	0	201,250	189,961	199,921	
PATRON SERVICES (PALAIS ROYALE)					
Personal Services	0	0	125,869	87,229	1.83
Supplies	0	0	10,850	8,000	
Other Services	0	0	102,180	61,923	
Other Uses	0	0	0	190	
Capital	0	0	18,750	0	
	0	0	257,649	157,342	
SALES & MARKETING (PALAIS ROYALE)					
Personal Services	0	78,641	0	68,246	1.50
Supplies	0	7,419	0	2,850	
Other Services	0	54,529	0	50,655	
Other Uses	0	0	0	190	
Capital	0	15,359	0	0	
	0	155,948	0	121,941	
TOTAL PROGRAMS	670,912	862,069	945,521	1,077,420	14.00

MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM)
PROGRAM: SALES & MARKETING

Program Purpose: To develop relationships with potential clients and to create and increase rental business and revenue for the ballroom

Clients: Potential Lessees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1.5 FTE • Sales and Marketing Collateral: Tickler Brochure, Food / Beverage Brochure, Proposal Materials • Industry-related Organizations • Fraternal Organization (Kiwanis or Rotary) • Masterpiece Creations (catering) In-house Sales Staff • 2003 Budget: $121,941	Research industry directories and interview meeting coordinators to identify potential business	10 New meeting leads from directories and coordinators identified	Meeting and event planners will be aware of the capabilities and services available at the Palais.	Goal A	Number of meeting and event planners who booked the Palais after a contact was made by the Palais staff
	Perform sales solicitation activities to Meeting & Event planners	40 Sales calls made 80 Site visits conducted 50 On-site Tours conducted			
	Making contacts with regional corporations and businesses	100 Contacts made with regional corporate and business leaders	Relationships are developed between business leaders and the Palais sales staff.	Goal A	Number of long-term relationships built with regional corporate and business leaders
	Solicit sales through in-house sales campaigns	12 Sales blitzes accomplished	Regional corporations and businesses will think of the Palais when they plan events.	Goal A	Number of events booked as a direct result of sales blitz

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MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM)
PROGRAM: SALES & MARKETING
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Increase awareness of the Palais to the general public	2000 Promotional brochures printed and distributed	General public will have a greater knowledge of the Palais.	Goal A	Number of private events (not through a meeting or even planner) booked
	Host food and beverage provider and preferred provider showcase	2 "Open house" events hosted	General public will know what services are available at the Palais.	Goal A	
	Network with community leaders	1 Active membership in a fraternal organization maintained	Community leaders will have a greater knowledge of the Palais.	Goal A	Number of events booked through inquiries related to membership with fraternal organization
	Be aware of the potential business coming in to South Bend through the Convention and Visitors Bureau (CVB)	12 Group Tour Council and Hospitality Sales Managers meetings attended	CVB clients will have greater awareness of facilities available in South Bend.	Goal C	Number of CVB bid proposals written / submitted
	Appeal to a wide variety of potential lesees	2 Alternate sales solicitation opportunities identified	Wide variety of potential clients will have knowledge of the Palais and its services.	Goal A	Total number of events booked

MORRIS PERFORMING ARTS CENTER (PALAIS ROYALE BALLROOM)
PROGRAM: SALES & MARKETING

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of meeting and event planners who booked the Palais after a contact was made by the Palais staff	New indicator	N/A	N/A	8	15
Number of long-term relationships built with regional corporate and business leaders	New indicator	N/A	N/A	15	50
Number of events booked as a direct result of sales blitz	New indicator	N/A	N/A	4	10
Number of private events (not through a meeting or event planner) booked	New indicator	N/A	N/A	50	75
Number of events booked through inquiries related to membership with fraternal organization	New indicator	N/A	N/A	4	6
Number of CVB bid proposals written / submitted	New indicator	N/A	N/A	25	40
Total number of events booked	New indicator	N/A	N/A	150	200

MORRIS PERFORMING ARTS CENTER
PROGRAM: PROMOTER / PERFORMER SERVICES

Program Purpose: To maintain a client-friendly atmosphere at the Morris regarding event services (event-related services provided after booking) to encourage repeat business

Clients: Promoters and Performers

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2.67 FTE • Local Stage Crew (I.A.T.S.E.) • Theater / Staging Equipment • Catering • Accounting Programs • Constraint: Catering new to site • 2003 Budget: $145,755	Interpret and expedite show riders	Average of 20 production-related calls made per event	Event and production crews will have the equipment and labor they require.	Goal E	* Percentage of positive responses on production evaluation
	Manage event-related activities	130 Events managed properly	Event will run smoothly.	Goal E	Number of trouble-free performances for stage crews, catering and runners
	Maintain accurate financial and ticket sale statements and reports to provide in a timely fashion	Average of 3 Ticket & Financial statements presented to promoters per event	Promoters will feel satisfied with the accuracy and timeliness of reports.	Goal E	* Percentage of positive responses on Box Office & Settlement evaluations
	Initiate training sessions with stage crews	5 Initial and ongoing training sessions given for stage personnel	Promoters and performers will feel comfortable with the efficiency and safety of the stage personnel.	Goal E	* Percentage of positive responses on stage crew evaluations
	Perform quality checks to ensure maintenance of high quality of service and value	10 Random quality-control checks performed by Morris management	Promoters and performers will feel satisfied with the product they received at the Morris.	Goal E	* Percentage of positive responses on overall facility evaluation

* Refers to an evaluation of 3 or higher on a 1 - 5 scale.

MORRIS PERFORMING ARTS CENTER
PROGRAM: PROMOTER / PERFORMER SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Percentage of positive responses on production evaluation	New indicator	N/A	N/A	85%	95%
Number of trouble-free performances for stage crews, catering and runners	New indicator	N/A	N/A	125	135
Percentage of positive responses on Box Office & Settlement evaluations	New indicator	N/A	N/A	85%	95%
Percentage of positive responses on stage crew evaluations	New indicator	N/A	N/A	75%	90%
Percentage of positive responses on overall facility evaluation	New indicator	N/A	N/A	85%	95%

MORRIS PERFORMING ARTS CENTER
PROGRAM: PATRON / EVENT SERVICES

Program Purpose: To provide quality event service and to create awareness of the facility and facility programs
Clients: Patrons

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1.5 FTE • Contracted Services: Security, Catering • New location of bars • New lounge • Customer compliment / complaint box • Usher corps: including volunteer ushers, ticket takers and house manager • Website • Constraints: Catering new to site New location of bars New lounge Usher Turnover • 2003 Budget: $137,642	Update and keep current all event staff training manuals	1 (annual) Revision and update to event staff training & emergency preparedness manual made	Event staff will feel confident in their abilities to effectively serve Morris patrons.	Goal H	Number of patron complaints received regarding event services
	Courteously and effectively serve Morris patrons	10 Event services staff initial and ongoing training sessions held			
	Quality concessions available and efficient service by catering at each event	4 (quarterly) Reviews conducted with catering service to update and improve concessions sales	Appropriate number and type of concessions will be available at each event.	Goal C	Amount of catering commission revenue (front of house)
	Provide a safe environment in which patrons may enjoy events	120 Properly staffed security requests provided	Facility and patrons will enjoy a secure environment.	Goal C	Number of security and safety violations
	Create marketing tools to promote events at the Morris	12 Patron-oriented event marketing pieces created and distributed	Patrons will know about events happening at the Morris.	Goal A	Number of ticket sales

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MORRIS PERFORMING ARTS CENTER
PROGRAM: PATRON / EVENT SERVICES
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Maintain website, including event descriptions and on-line ticket purchasing capabilities	120 Updates made to website	Patrons will have easy on-line access to event information.	Goal C	Number of hits on the Morris website
	Create effective ways of marketing the Morris as an entertainment and events center	10 Special events hosted 25 Facility tours conducted 6 Free outdoor summer concerts held (during off-season)	Patrons will remember the Morris as a center of entertainment and a place in which to enjoy a variety of events.	Goal C	Number of patrons who visited the Morris (includes all events: special events, ticketed events, tours, summer concerts, free events)
	Solicit new volunteer ushers and continually build usher corps through program incentives	117 Ushers worked more than 25 events 53 Ushers worked more than 45 events 21 Ushers worked more than 57 events 13 Ushers worked more than 70 events 11 Ushers worked more than 82 events 6 Ushers worked more than 99 events	Patrons will always have adequate usher service available at all shows.	Goal C	Number of ushers working at the Morris

MORRIS PERFORMING ARTS CENTER
PROGRAM: PATRON / EVENT SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of patron complaints received regarding event services	New indicator	N/A	N/A	10	5
Amount of catering commission revenue (front of house)	New indicator	N/A	N/A	N/A	N/A
Number of security and safety violations	New indicator	N/A	N/A	5	1
Number of ticket sales	115,969	127,778	129,090	132,000	134,000
Number of hits on the Morris website	N/A	N/A	45,694	45,000	50,000
Number of patrons who visited the Morris	123,801	144,974	163,337	160,000	165,000
Number of ushers working at the Morris	N/A	N/A	236	305	310

MORRIS PERFORMING ARTS CENTER
PROGRAM: FACILITY MARKETING & BOOKINGS

Program Purpose: To book a variety of events through quality marketing and readily available booking information

Clients: Potential Lessees (Promoters, Presenters)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1.5 FTE • On-Line Event Booking Service • Graphic Designers & Printers • Constraints: Limited Web Support Non-Staff Graphic Designers • 2003 Budget: $122,705	Keep all web-related calendars (including eventbooking.com) up to date with all holds and confirmed contracts	150 updates made to eventbooking.com	Promoters will have easy access to availabilities at the Morris.	Goal E	Number of on-line availability calendars e-mailed to promoters
	Network with current and potential lessees	2 Staff attending booking-related industry conferences	The Morris will maintain its recognition within the industry.	Goal E	Number of promoters / presenters that return to facility that have leased the facility in previous years
	Research and create advertising campaign for national trade publications	2 National trade publication advertisements purchased			
	Keep in touch with potential clients	50 Christmas cards / gifts sent	Promoters will remember the Morris.		
	Make sales calls to potential lessees	300 Sales calls made	New promoters or existing promoters will have awareness about what services, shows, dates are available at the Morris.	Goal E	Number of shows booked

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MORRIS PERFORMING ARTS CENTER
PROGRAM: FACILITY MARKETING & BOOKINGS
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Implement strategies to expand visibility at concert industry-related trade shows, including attendance	1 Staff attending concert venue industry conferences	The Morris will gain more recognition in the concert venue industry.	Goal C	Increase in number of concerts booked
	Update hard and on-line promoter packages and maintain an easy-to-navigate format of information	2 (semi-annual) Reviews and updates made to the on-line and hard copies of the promoter packages	Promoters will be able to easily navigate the information regarding services and pricing at the Morris.	Goal E	Percentage of positive responses to the Booking evaluation forms
	Book a variety of events	16 Symphony performances booked 54 Broadway performances booked 10 Dance performances booked 5 Ethnically diverse performance booked 50 Concerts, comedy shows, family/children's performances, private events and other shows booked	Promoters will recognize the flexibility of the venue and the diversity of the demographic.	Goal E	Number of promoters that return to present a show of a different genre
	Devise rental strategies and marketing strategies to entice potential clients to rent the facility	6 Shows co-promoted	Promoters will have successful events.	Goal E	Percentage of promoters who profited from co-promotions
	Publicize facility statistics through trade journal reporting	30 Mentions given in facility trade journal publications	Promoters will see the profitability of presenting shows at the Morris.	Goal A	Number of new promoters to the Morris
	Devise marketing strategy to include promotional give-away items	2 Give-away promotional items produced and distributed	New promoters will inquire about the Morris.		

MORRIS PERFORMING ARTS CENTER
PROGRAM: FACILITY MARKETING & BOOKINGS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of on-line availability calendars e-mailed to promoters	New indicator	N/A	N/A	50	75
Number of promoters / presenters that return to facility that have leased the facility in previous years	N/A	N/A	7	10	11
Number of shows booked	94	109	133	135	140
Increase in number of concerts booked	New indicator	N/A	N/A	4	6
Percentage of positive responses to the booking evaluation forms	New indicator	N/A	N/A	80%	90%
Number of promoters that return to present a show of a different genre	New indicator	N/A	N/A	1	2
Percentage of promoters who profited from co-promotions	New indicator	N/A	N/A	75%	80%
Number of new promoters to the Morris	New indicator	N/A	N/A	1	2

MORRIS PERFORMING ARTS CENTER
PROGRAM: TICKET SERVICES

Program Purpose: To efficiently and courteously handle all event-related phone calls and ticket sales and utilize proper accounting methods

Clients: Ticket-buyers and Patrons

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 3 FTE • Website • Temp. Box Office Staff • Ticketing equipment and licenses • Multi-line phones • Constraints: Limited ticketing support Inadequate promoter event marketing • 2003 Budget: $192,114	Update and keep current the box office policies & procedures manual	8 (semi-quarterly) Reviews of the box office policies & procedures manual	Box office policies stay relevant to ongoing operations.	Goal H	Number of updates / changes made to box office policies & procedures manual
	Create and provide training programs for all box office staff	4 (quarterly) Initial and ongoing training sessions for temporary and permanent box office staff	Box office staff feels comfortable in their abilities to effectively serve patrons.	Goal H	Number of complaints received regarding box office staff
	Sell tickets by phone, over the internet and at the box office windows	78,400 Tickets sold by phone 16,000 Tickets sold by internet 33,600 Tickets sold at box office window	Patrons have been able to choose a variety of ways in which to purchase tickets.	Goal E	Number of tickets sold by internet Number of tickets sold by phone
	Handle ticketing complaints	50 Ticketing complaints handled to customer's satisfaction	Patrons will feel satisfaction and will return to purchase tickets in the future.	Goal E	Number of repeat patron business
	Provide timely and accurate information to patrons regarding upcoming events and ticket prices	400 Inquiries regarding upcoming events answered to customer's satisfaction	Patrons will have accurate information regarding upcoming events.	Goal E	Percentage of accurate and timely answers given to patrons regarding event information

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MORRIS PERFORMING ARTS CENTER
PROGRAM: TICKET SERVICES
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Update and keep current the event information books for each box office staff member	35 Updates made to each event information book	Box Office staff will have greater knowledge regarding upcoming events.	Goal E	Percentage of accurate and timely answers given to patrons regarding event information
	Provide more timely and accurate accounting reports to accounting manager for daily sales and event reconciliations	360 Accurate reports (including daily sales and event reports) provided to accounting manager	Box Office accounting will become more trouble free.	Goal E	Percentage of non-problematic accounting reconciliations

MORRIS PERFORMING ARTS CENTER
PROGRAM: TICKET SERVICES

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of updates / changes made to box office policies & procedures manual	New indicator	N/A	N/A	10	15
Number of complaints received regarding box office staff	New indicator	N/A	N/A	2	0
Number of tickets sold by internet	597	6,299	16,577	16,000	17,000
Number of tickets sold by phone	New indicator	N/A	N/A	78,400	85,000
Number of repeat patron business	New indicator	N/A	NA	7,000	10,000
Percentage of accurate and timely answers given to patrons regarding event information	New indicator	N/A	N/A	90%	95%
Percentage of non-problematic accounting reconciliations	New indicator	N/A	N/A	80%	90%

MORRIS PERFORMING ARTS CENTER
PROGRAM: BUILDING MAINTENANCE & FACILITY OPERATIONS

Program Purpose: To create a safe and pleasant environment through the maintenance and repair of the building and its equipment

Clients: Patrons and Performers

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 2 FTE • Theatrical and Building Equipment • Maintenance Equipment and Supplies • Contracted Housekeeping Staff • Constraints: Lack of funds to purchase hydraulic pit lift Lack of funds to purchase LED Marquee • 2003 Budget: $199,921	Create and update a preventative maintenance schedule for facility equipment and soft goods	2 (semi annual) Reviews of the preventative maintenance schedule conducted	Patrons and performers will enjoy a well-maintained facility.	Goal C	Number of updates made to the preventative maintenance schedule
	Respond to maintenance requests	50 Maintenance / repair orders received and executed			
	Maintain a clean environment	Inventory of cleaning supplies made once per month	Patrons will enjoy a clean facility; more efficient use of supplies.	Goal C	Percentage increase / decrease in cleaning supply spending
	Maintain and update a complete building maintenance and facility operations policy & procedures manual	2 (semi annual) Reviews of the building maintenance and facility operations policy & procedures manual conducted	Facility staff will have access to information regarding the proper operations of the building.	Goal H	Number of updates made to the building maintenance and facility operations policy & procedures manual
	Educate staff on basic facility operations and safety measures	1 Training session or review for facility conducted	Facility staff will have increased knowledge of facility operations and safety measures.	Goal H	Number of new items of information learned by staff

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MORRIS PERFORMING ARTS CENTER
PROGRAM: BUILDING MAINTENANCE & FACILITY OPERATIONS
(Continued)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
	Monitor and control facility environmental conditions	300 Unscheduled emergency repairs performed	Patrons will enjoy a comfortable and safe facility.	Goal C	Number of patron incidents regarding environmental (non-climate) conditions
	Maintain and update safety policies and procedures for stage personnel	2 (semi-annual) Reviews of the safety policies & procedures for stage personnel	Stage personnel knowledge and use of equipment and, therefore, safety will be increased.	Goal H	Number of stage-related safety incidents reported
	Initiate ongoing training sessions with stage personnel	5 Initial and ongoing training sessions with stage personnel conducted			

MORRIS PERFORMING ARTS CENTER
PROGRAM: BUILDING MAINTENANCE & FACILITY OPERATIONS

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of updates made to the preventative maintenance schedule	New indicator	N/A	N/A	3	4
Percentage increase / decrease in cleaning supply spending	New indicator	N/A	N/A	1%	.5%
Number of updates made to the building maintenance and facility operations policy & procedures manual	New indicator	N/A	N/A	3	4
Number of new items of information learned by staff	New indicator	N/A	N/A	10	15
Number of patron incidents regarding environmental (non-climate) conditions	New indicator	N/A	N/A	3	0
Number of stage-related safety incidents reported	New indicator	N/A	N/A	3	0

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

Program Purpose: To provide quality event services to lessees after booking to encourage repeat business
Clients: Lessees

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	CITY GOALS	INDICATORS
• Staff: 1.83 FTE • Contracted Services: Food & Beverage Service, Housekeeping, Security, Preferred Providers • In-House Technical Crews • 2003 Budget: $157,342	Create an atmosphere of consistent, high quality event service	4 (quarterly) Reviews with food and beverage provider regarding event services staff	Event staff will be aware and understand that efficient, quality service is the highest priority.	Goal H	Number of 90% or higher positive responses on service surveys
	Easy-to-manage and accurate administrative system	1 Proper accounting system created 1 Preferred provider promotional system created 1 Manageable event filing system created 1 General filing system created 1 Office inventory system created	Staff will have increased productivity to service clients more efficiently.	Goal H	Number of 90% or higher positive responses on staff helpfulness
	Create a sense of attention to detail (including visual, informational and service) in administrative staff	2 (semi-annual) Staff reviews with management	Administrative staff will excel in their presentations and services provided.	Goal H	
	Manage the event so that it runs smoothly	100 Trouble-free events hosted	Clients will be satisfied with the product they received.	Goal E	Number of 95% or higher positive responses on general satisfaction Number of repeat clients from previous events

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

INDICATORS	BENCHMARK			2003 FORECAST	TARGET
	2000	2001	2002		
Number of 90% or higher positive responses on service surveys	New indicator	N/A	N/A	50	100
Number of 90% or higher positive responses on staff helpfulness	New indicator	N/A	N/A	100	125
Number of 95% or higher positive responses on general satisfaction	New indicator	N/A	N/A	75	100
Number of repeat clients from previous events	New indicator	N/A	N/A	0	2

CAPITAL IMPROVEMENT PLAN

INTRODUCTION

The City of South Bend is facing the same key issues that many other entities our size across the nation are facing. That is, how to meet the daily needs of its customers from an operational standpoint; while at the same time, how to allocate resources to a long list of very critical capital needs. The list of capital expenditures that need to be done is endless and, when combined with the list of capital expenditures that should be done, is staggering. Our responsibility to maintain what we have been given, and to pass it on in better shape than it was when we received it, is a sacred trust. That responsibility must be balanced with the ongoing responsibility of keeping the organization financially sound.

That important balance is being addressed through the help of two recent changes, one in the form of the City's budgeting procedures (described below), the other in the form of additional resources available to the City. As mentioned in the Executive Summary found in Section A, within the past several years the City has passed various ordinances that have provided for much needed additional resources in the form of County Option Income Taxes (COIT) and Economic Development Income Taxes (EDIT). These new taxes have and will continue to provide a new and expanded source of funds for capital needs. These new sources of revenue will begin to take the pressure off of the General Fund as the primary source of funding for citywide capital expenditures. In other words, it allows the City to shift part of the financial burden away from the property taxpayer by establishing other sources of revenue.

POLICY AND PROCEDURES

The City's operating and capital budgets are prepared and approved at separate times of the year. It has been the City's policy for the past several years to separate these budgets for two reasons. First, it ensures that each department or fund is operating with a surplus budget, which is when anticipated revenues exceed budgeted expenditures. This demonstrates that current operational costs are being funded through revenue collected during that same period. Second, it allows the City to prepare a separate consolidated capital budget for Council adoption after they understand the operational needs of each department or fund. The timing of that adoption and the determination of the resources available to fund the capital plans are the two key components of this policy. The 2003 Capital Budget was presented to the Common Council in February 2003 after the City knew its actual year-end 2002 financial position. The available resources for the City's 2003 Capital Budget were determined by taking each fund's year-end cash balance and adjusting this balance for current receivables and outstanding payables. After determining the adjusted year-end cash balance, a minimum cash reserve balance of between 7.5% and 25% was further subtracted from this balance. The resulting "excess," after the reserve requirement was met and other miscellaneous reserves were established, was deemed available for capital expenditures for the current year. This calculation for 2003 can be found immediately following this introduction.

This policy has allowed the City to modify its previous practice of spending anticipated revenue for capital needs. This means, with a few exceptions, that we are spending money we know we have and not money we believe will be available at the time the expenditure occurs. (The exceptions to this policy involve COIT, EDIT and Local Roads and Streets funding which are appropriated for use in the same year these funds are received.) This change in philosophy led to difficult decisions in the first several years regarding citywide capital priorities. However, as a result of this capital spending policy, our financial stability has been further strengthened with the protection provided by the cash reserves that were established prior to appropriating dollars for capital expenditures. The City will continue its philosophy to use "pay as you go" funding whenever feasible and practical.

The City's Capital Improvement Plan (CIP) is an ongoing, five year program for the planning and funding of capital improvements that meet one or more of the following criteria: (1) the asset has a life expectancy greater than one year; (2) costs incurred to acquire the asset (or group of assets) are in excess of $5,000; and/or (3) the expenditure is a non-recurring expense that does not appropriately fall within the operating budget. This third category includes the City's "Good Neighbor/Good Neighborhood" Program which covers a wide variety of expenditures including various community agencies' subsidies, neighborhood partnership centers, targeted neighborhood programs, curb and sidewalk improvement partnership programs, youth grants and various targeted safety programs initiated throughout the City.

CAPITAL PLANS

The pages that follow summarize and detail the City's 2003 Capital Budget that was approved by the Common Council in February 2003. This budget was developed by City Management and was based upon a great deal of feedback received from a variety of sources both internally and externally. Many factors were taken into account when determining which projects would be included in the current year's budget. The overriding theme utilized throughout the process was making sure that we were building a better South Bend by:

- Improving basic city services through investment in new equipment and facilities that will increase productivity, save in long-term costs and increase levels of service.
- Building better neighborhoods using a number of funding services, including the 2003 Capital Budget. This effort includes community partnerships and not just direct city services.
- Building a better local economy (attracting and/or retaining jobs and business) by providing infrastructure and facilities investment.
- Building a more attractive community by investing in efforts to improve community amenities and appearances.
- Building a healthier fiscal situation by using a "pay-as-you-go" approach where possible, protecting fund reserves and using an integrated approach to developing the Capital Budget.

It is important to note that any operating costs associated with these new capital improvements have either been specifically included in the 2003 Operating Budget or can be absorbed by the current budget if specific allocations were not made at the time the operating budget was prepared. If debt issuance was deemed necessary to fund any capital expenditures, the impact of this debt on current and future operations was considered before including this capital project in the current capital budget.

The 2003 Capital Budget represents the first year of the City's five year Capital Improvement Plan (CIP). The budget identifies the source of funding for each expenditure. The first two pages that follow this introduction summarize, by funding source, the cash available (after reserves) for capital projects as described earlier. The remaining portion of the 2003 Capital Budget document details all expenditures approved by the Council. Consistent with the City's general financing policy, all capital expenditures included in the 2003 Capital Budget will be funded on a "pay as you go" basis.

Following that information is the remainder of the City's Five Year Capital Improvement Plan through the year 2007. The projected capital expenditures for the years 2004 through 2007 have been divided into five categories: vehicle replacement/upgrade program; computer, office and other operational equipment; routine/minor capital expenditures; ongoing infrastructure expenditures; and major capital expenditures. These expenditures have been further broken down on this schedule by the City Department requesting the capital expenditure and the potential funding source for these future expenses (which would include the General Fund and various other citywide capital funds, Special Revenue Funds and Enterprise Funds).

It is anticipated that four of the five categories mentioned above (excluding the major capital expenditure category) would be funded on a "pay as you go" basis with a few exceptions. This is consistent with the City's current funding policies. The vehicle replacement/upgrade program represents the systematic upgrading and/or scheduled replacement for the City's existing fleet of cars, trucks and specialized vehicles. The Fire Department and the Police Department vehicles are currently on a financing schedule that would allow the City to continue to finance the replacement of these vehicles if necessary. The computer, office and other operational equipment expenditures represent routine costs anticipated to either maintain or enhance current operations with minimal or no additional operational costs associated with these expenditures. The same is true with the routine (minor) capital expenditures. These minor capital costs (i.e., building and equipment repairs, minor remodeling costs, park property enhancements, etc.) represent ongoing costs incurred in daily operations and would not have an additional impact on the annual operating budget once included in the capital budget. The ongoing infrastructure expenditures included in the City's Five Year CIP represents the current levels incurred for such expenditures. These expenses also are anticipated to be funded on a "pay as you go" basis and represent the systematic upgrading of the City's infrastructure.

The major capital expenditure category is further detailed by project on a separate report following the summary of the City's overall CIP. Included with this summary is the anticipated funding source for each major project. Following this summary is a detailed description of each major project, the features and benefits anticipated by the expenditure and the impact the capital project may have on the City's ongoing operational expenditures. Several of these major projects will be dependent upon partnerships with outside organizations. When this is the case, timing of the project implementation will be subject to available funding. Resources needed for

some of these major projects will be funded outside of the City's current revenues. At this time the total costs associated with the list of all major expenditures exceed the projected resources that are currently available to meet them. Over the course of 2004 and beyond, the prioritization of needs will be analyzed, the source of additional revenue will be identified and pursued, and our capital plan will be updated accordingly.

THE CITY OF SOUTH BEND
2003 CAPITAL BUDGET (by funding source)

	GENERAL FUND		CUMULATIVE CAPITAL DEVELOPMT FUND	CUMULATIVE CAPITAL IMPROVEMT FUND	COIT FUND		EDIT FUND	
Cash balance as of 1/1/02	17,717,012		1,067,232	325,988	8,860,592		3,505,119	
Add: 2002 cash receipts/revenue	55,290,019		1,047,659	698,388	17,775,083		5,614,974	
Less: 2002 cash expenditures (operating only)	(50,689,572)		0	0	0		(600,902)	
Less: 2002 cash expenditures (capital only)	(4,251,787)		(604,759)	(28,000)	(14,250,393)		(2,425,002)	
Less: 2002 debt service for outstanding bonds	n/a		n/a	(594,000)	(402,587)		(2,426,481)	
Add/Less: Net adjustments to balance sheet accounts	51,765		0	0	(2,000)		0	
Cash balance as of 12/31/02	18,117,437		1,510,132	402,376	11,980,695		3,667,708	
Less: Encumbrances outstanding as of 12/31/02	(801,389)		(249,613)	(297,000)	(5,299,457)		(1,229,670)	
Less: Parking Garages - cash advance as of 12/31/02	(1,817,973)		n/a	n/a	n/a		n/a	
Less: Central Services - cash advance as of 12/31/02	(468,448)		n/a	n/a	n/a		n/a	
Less: Reserve balances required for bond indebtedness	n/a		n/a	n/a	n/a		(542,160)	
Adjusted cash balance as of 12/31/02	15,029,627		1,260,519	105,376	6,681,238		1,895,878	
Adjustments to cash available for capital projects:								
Cash reserve as a % of 2003 Operating Expenditure Budget	(10,703,261)	19.7%	(363,738)	n/a	n/a		n/a	
Total projected budget surplus for 2003	n/a		n/a	n/a	5,446,279		448,798	
Reserve as a % of 2003 Anticipated Revenue	n/a		n/a	n/a	(647,241)	10.0%	(382,120)	10.0%
Cash available for 2003 Capital Budget (excluding reserves)	**4,326,366**		**896,781**	**105,376**	**11,480,276**		**1,962,556**	
CAPITAL PROJECTS FOR 2003:								
Land Improvements	0		0	0	7,012,159		1,909,578	
Buildings and Building Improvements	30,000		0	0	2,088,468		0	
Motor Vehicles / Equipment	1,312,100		206,631	0	0		0	
Computer Equipment and Networking	224,000		603,948	0	0		0	
Materials and Equipment	1,079,500		86,200	0	0		0	
Office Equipment and Furniture	216,352		0	0	0		0	
Community and Neighborhood Development	1,463,500		0	105,000	2,379,649		52,978	
Total Capital Budget for 2003	**4,325,452**		**896,779**	**105,000**	**11,480,276**		**1,962,556**	
Cash (excluding reserves) not appropriated for Capital Budget	914		2	376	0		0	

	EMS CAPITAL FUND	MORRIS PERF ARTS CAPITAL FUND	PARK AND RECREATION FUND		PARK NON-REVERTING CAPITAL FUND	PARK RECREATION NON-REVERTING FUND
Cash balance as of 1/1/02	71,847	115,860	949,615		410,391	314,776
Add: 2002 cash receipts/revenue	1,231,740	145,121	9,966,239		320,402	738,796
Less: 2002 cash expenditures (operating only)	(741,177)	0	(9,375,392)		0	(668,446)
Less: 2002 cash expenditures (capital only)	(81,331)	(55,746)	(254,032)		(317,519)	0
Add/Less: Net adjustments to balance sheet accounts	(54,405)	1	(1,194)		1	1,531
Cash balance as of 12/31/02	426,674	205,236	1,285,236		413,275	386,657
Less: Encumbrances outstanding as of 12/31/02	(7,452)	(83,900)	(36,391)		(62,706)	(32,878)
Adjusted cash balance as of 12/31/02	419,222	121,336	1,248,845		350,569	353,779
Adjustments to cash available for capital projects:						
Cash reserve as a % of 2003 Operating Expenditure Budget	(644,506)	(92,000)	(795,028)	8.1%	(70,299)	(313,778)
Total projected budget surplus for 2003	763,685	n/a	n/a		n/a	n/a
Funds received in 2003 for prior year Coveleski contract fees	n/a	n/a	0		n/a	n/a
Cash available for 2003 Capital Budget (excluding reserves)	**538,401**	**29,336**	**453,817**		**280,270**	**40,001**
CAPITAL PROJECTS FOR 2003:						
Land Improvements	0	0	120,000		19,000	0
Buildings and Building Improvements	50,000	0	140,000		39,600	30,000
Motor Vehicles / Equipment	293,842	0	150,117		0	0
Computer Equipment and Networking	0	0	10,000		0	0
Materials and Equipment	194,559	28,500	33,700		221,670	10,000
Total Capital Budget for 2003	**538,401**	**28,500**	**453,817**		**280,270**	**40,000**
Cash (excluding reserves) not appropriated for Capital Budget	0	836	0		0	1

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CITY OF SOUTH BEND
2002 CAPITAL BUDGET (by funding source)
(continued)

	SPECIAL EVENTS FUND	EAST RACE WATERWAY CAPITAL FUND	COVELESKI STADIUM CAPITAL FUND	CITY CEMETERY TRUST FUND	LOCAL ROADS & STREETS FUND
Cash balance as of 1/1/02	55,097	61,487	319,566	59,919	2,000,308
Add: 2002 cash receipts/revenue	153,265	2,575	355,455	545	1,577,326
Less: 2002 cash expenditures (operating only)	(143,466)	(11,747)	0	0	0
Less: 2002 cash expenditures (capital only)	(4,377)	0	0	(24,600)	(2,835,310)
Add/Less: Net adjustments to balance sheet accounts	2	1	0	0	(1)
Cash balance as of 12/31/02	60,521	52,316	675,021	35,864	742,323
Less: Encumbrances outstanding as of 12/31/02	0	0	0	0	(334,816)
Less: LRSA project balances carried forward to 1/1/03	n/a	n/a	n/a	n/a	(319,069)
Adjusted cash balance as of 12/31/02	60,521	52,316	675,021	35,864	88,438
Adjustments to cash available for capital projects:					
Cash reserve as a % of 2003 Operating Expenditure Budget	(40,472)	n/a	(330,000)	(25,864)	n/a
Total projected budget surplus for 2003	n/a	n/a	n/a	n/a	1,208,844
Cash available for 2003 Capital Budget (excluding reserves)	**20,049**	**52,316**	**345,021**	**10,000**	**1,297,282**
CAPITAL PROJECTS FOR 2003:					
Land Improvements	0	0	0	10,000	1,297,000
Buildings and Building Improvements	0	0	344,000	0	0
Materials and Equipment	20,000	50,000	0	0	0
Total Capital Budget for 2003	**20,000**	**50,000**	**344,000**	**10,000**	**1,297,000**
Cash (excluding reserves) not appropriated for Capital Budget	49	2,316	1,021	0	282

	PROJECT RELEAF FUND	BUILDING DEPT FUND	SOLID WASTE FUND	WATER WORKS FUNDS	SEWAGE WORKS FUNDS
Cash balance as of 1/1/02	101,275	295,270	653,330	5,371,369	14,768,027
Add: 2002 cash receipts/revenue	150,913	986,920	4,503,890	20,505,034	16,204,987
Less: 2002 cash expenditures (operating only)	(102,462)	(1,003,881)	(4,132,668)	(15,010,766)	(12,656,584)
Less: 2002 cash expenditures (capital only)	0	(28,026)	(58,708)	(2,282,300)	(4,024,035)
Less: 2002 debt service for outstanding bonds	n/a	n/a	n/a	(2,988,335)	(2,582,421)
Transfer: Construction Fund close-out at year-end	n/a	n/a	n/a	0	n/a
Add/Less: Net adjustments to balance sheet accounts	2,016	13	14,523	(191,886)	81,783
Cash balance as of 12/31/02	151,742	250,296	980,367	5,403,116	11,791,757
Less: Encumbrances outstanding as of 12/31/02	0	(37,531)	(92)	(273,207)	(2,961,938)
Less: Reserve balances required for bond indebtedness	n/a	n/a	n/a	n/a	(5,395,338)
Adjusted cash balance as of 12/31/02	151,742	212,765	980,275	5,129,909	3,434,481
Adjustments to cash available for capital projects:					
Cash reserve as a % of 2003 Operating Expenditure Budget	(100,000)	(170,270)	(817,033)	(3,067,201)	(2,790,041)
Partial projected budget surplus for 2003	n/a	n/a	n/a	n/a	1,500,000
Projected budget deficit for 2003	n/a	n/a	n/a	n/a	n/a
Cash available for 2003 Capital Budget (excluding reserves)	**51,742**	**42,495**	**163,242**	**2,062,708**	**2,144,440**
CAPITAL PROJECTS FOR 2003:					
Land Improvements	0	0	0	980,000	301,000
Buildings and Building Improvements	0	0	0	154,000	70,000
Motor Vehicles / Equipment	51,050	31,700	163,242	243,000	246,350
Computer Equipment and Networking	0	0	0	76,500	9,950
Materials and Equipment	0	0	0	603,750	1,487,372
Office Equipment and Furniture	0	0	0	5,000	7,000
Total Capital Budget for 2003	**51,050**	**31,700**	**163,242**	**2,062,250**	**2,121,672**
Cash (excluding reserves) not appropriated for Capital Budget	692	10,795	0	458	22,768

GRAND TOTAL - CAPITAL PROJECTS FOR 2003:	
Land Improvements	13,401,679
Buildings and Building Improvements	2,927,000
Motor Vehicles / Equipment	2,513,930
Computer Equipment and Networking	621,750
Materials and Equipment	2,497,534
Office Equipment and Furniture	128,525
Community and Neighborhood Development	4,258,500
Grand Total Capital Budget for 2003	**26,348,918**

CITY OF SOUTH BEND
2003 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES

20-Mar-03

	ESTIMATED COST
GENERAL FUND -Fund # 101:	
BUILDINGS AND BUILDING IMPROVEMENTS:	
Office renovation County & City Building 12th & 14th Floor	30,000
Total Buildings and Building Improvements for General Fund	30,000
MOTOR VEHICLES / EQUIPMENT:	
Police Department:	
Front Wheel Drive Patrols (46)	814,200
Rear Wheel Drive Patrols/K9 (5)	121,000
Pre Owned Autos MSOS (3)	39,300
Equipment and Installation	84,000
Code Enforcement Department:	
Pre Owned Autos (4)	37,200
3/4 Ton 2 WD Pick Up with Air	25,200
Lightning Loader	101,100
S/A Dump Truck	63,900
Community & Economic Development:	
Pre Owned Autos (2)	26,200
Total Motor Vehicles / Equipment for General Fund	1,312,100
COMPUTER EQUIPMENT & NETWORKING:	
GIS hardware & software:	
City GIS Software & Training	88,000
Contribution to Countywide GIS	136,000
Total Computer Equipment & Networking for General Fund	224,000
MATERIALS AND EQUIPMENT:	
Code Enforcement Department:	
Mower/Blower	7,500
Street Department:	
Asphalt paving materials (5-10% of total to be used for alley paving) total paying amount is $1.6 mill the other $525,000 was appropriated during the operating budget.	1,072,000
Total Materials & Equipment for General Fund	1,079,500
OFFICE EQUIPMENT & FURNITURE:	
Police	
Communication Center Workstations	52,852
Automated Fingerprint Identification System	120,000
Total Police Office Equipment & Furniture	172,852
Palais Royale Ballroom	
Staging & Dais Platforms	10,000
Lighting Equipment	2,500
Office Furniture	6,000
Total Palais Royale Office Equipment & Furniture	18,500
Admin & Finance	
General office needs for various departments funded by the General Fund	25,000
Total Office Equipment and Furniture for General Fund	216,352
COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:	
Organizational Support / Capacity Building:	
Northeast Neighborhood Revitalization Organization (NNRO) - 4th year of a 5 yr commitment	75,000
Near Northwest Neighborhood (NNN) operating funds	30,000
NRTSC (Non-CDBG Eligible) Neighborhood Grants	8,000
Neighborhood Youth Grants	30,000
Police/Youth Recreation Program - serving 6 sites	90,000
Work force Diversity Initiative	150,000
Minority & Women's Business Development Council (grant for general operations)	20,000
Urban League (grant for general operations)	20,000
Public Improvements / Maintenance:	
Maintenance for city-owned property (neighborhood centers) plus mtce for improvements	7,500
Rails to Trails Program - cost of surveys & deed preparation fees for donated property	10,000
Neighborhood Planning / Development:	
Neighborhood Partnership Centers - 6 centers at $38,333	230,000

CITY OF SOUTH BEND
2003 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES

20-Mar-03

	ESTIMATED COST
Neighborhood Plan Implementation Fund - implementation of currently completed plans	300,000
River Park - Mishawaka Ave streetscape Phase II - curbs, walks, trees, benches, bike racks	100,000
Weed & Seed Neighborhoods	100,000
Christmas in April	45,000
NWS Lighting	15,000
Leeper Park Upgrades	50,000
Special Projects - Mayor's Office	75,000
Public Safety:	
Extra Downtown Patrols	60,000
Volunteers in Policing	25,000
Residential Security Police Program	20,000
Smoke detectors (approx 600 at $5/each plus batteries, etc)	3,000
Total Community and Neighborhood Development for General Fund	1,463,500
TOTAL GENERAL FUND CAPITAL BUDGET	**4,325,452**

CUMULATIVE CAPITAL DEVELOPMENT FUND (CCDF) - Fund # 406:

MOTOR VEHICLES / EQUIPMENT:	
Street Department:	
Fleet Equipment - lease- $455,800 for 5 yrs at 5% - one payment in 2003	46,631
T/A Dump Trucks with Air Flow & with Snow Equipment (4)	160,000
Total Motor Vehicles / Equipment for CCDF	206,631
COMPUTER EQUIPMENT & NETWORKING:	
Information Technology Department - for departments with capital needs funded by the General Fund:	
New computers (mainly replacing existing computers) - General Fund departments only	124,200
New Printers	10,000
Software (miscellaneous departmental needs)	59,670
Upgrade Groupwise	38,000
Network Hardware (cabling, hubs, switches, fiber modules, etc)	20,000
IT Review Project	25,000
Document Imaging system	102,778
E-Mail Monitoring software and Web Reporting Software	24,300
Mobile Data Computer Replacements - Police	200,000
Total Computer Equipment & Networking for General Fund	603,948
MATERIALS AND EQUIPMENT:	
Street Department:	
Forklift	25,000
Plate Compactors	4,000
Salt Spreaders	9,100
Under bodies	15,700
Maudlin Vibratory Rollers	32,400
Total Materials and Equipment for CCDF Fund	86,200
TOTAL CCDF CAPITAL BUDGET	**896,779**

CUMULATIVE CAPITAL IMPROVEMENT FUND (CCIF) - Fund # 407:

COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:	
Curb and Sidewalk Program (Total budget at $500,000)	105,000
TOTAL CCIF CAPITAL BUDGET	**105,000**

COUNTY OPTION INCOME TAX FUND (COIT) - Fund # 404:

LAND IMPROVEMENTS:	
Major Projects - Based upon priority and financial feasibility, the following will be considered:	4,186,697
South Side Development	
Omniplex	
Studebaker Museum Relocation	
Parking Garage Repair	
Ries Building	
Studebaker/Oliver	

CITY OF SOUTH BEND
2003 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES

20-Mar-03

	ESTIMATED COST
Fire Training Facility	
Brownfields - Contingent Fund	400,000
Memorial Park Boat Ramp	400,000
Roof Repairs - O'brien,Newman & Erskine	500,000
Playground Equipment - LaSalle Park	65,000
Riverwalk Sidewalk Repair	100,000
St. Joseph River Dam repairs - major expenditures	1,010,462
St. Joseph county Jail site remediation	250,000
Fredrickson Park	100,000
Total Land Improvements for COIT Fund	7,012,159
BUILDINGS AND BUILDING IMPROVEMENTS:	
Project TJX Bond Payment rest is made up in Fund 427	120,000
MSF Building Rehab - Lease Payment on $18,8. mm construction & 1.2 mm for bond cost at 6.5% for 20 years one p	918,468
New Fire Station #9 relocation - design	450,000
Relocation on Fire Station #2	600,000
Total Buildings and Buildings Improvements for COIT Fund	2,088,468
COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:	
Commercial Corridors Improvement Fund - Western, LLW, So Michigan, Portage & Miami	850,000
Good Neighbors / Good Neighborhoods - Building Block Grants	100,000
Community-based After-School Programs	150,000
Downtown South Bend Inc.	250,000
Downtown South Bend Inc. - 2002 Moines re-appropriate	186,549
Riverside Trail - Angela to Darden Bridge -City's match money on $1 mm project	200,000
IUSB - Community Research	30,000
Curb and Sidewalk Program (Total budget at $500,000)	395,000
Developing new zoning ordinance	25,000
U.S. 31 Coalition Inc.	12,500
Cash Match for Americorp	30,600
Historic Street Lighting	150,000
Total Community and Neighborhood Development for COIT Fund	2,379,649
TOTAL COIT CAPITAL BUDGET	**11,480,276**

ECONOMIC DEVELOPMENT INCOME TAX FUND (EDIT) - Fund # 408:

LAND IMPROVEMENTS:	
Major Projects - Based upon priority and financial feasibility, the following will be considered:	1,809,578
Main & Jefferson	
Water's Edge	
Natatorium	
Portage Ave ROW	100,000
Total Land Improvements for COIT Fund	1,909,578
COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:	
Downtown South Bend Inc. - 2002 Moines re-appropriate	52,978
Total Community and Neighborhood Development for EDIT Fund	52,978
TOTAL EDIT CAPITAL BUDGET	**1,962,556**

MORRIS PERFORMING ARTS CENTER CAPITAL FUND - Fund # 416:

MATERIALS AND EQUIPMENT:	
Stage & Video Equipment	15,000
Lighting Equipment	6,000
Cocktail Tables for New VIP Lounge	2,500
Box Office Computers & Work Counters	5,000
Total Materials & Equipment for Morris Performing Arts Center Capital Fund	28,500
TOTAL MORRIS PERFORMING ARTS CENTER CAPITAL BUDGET	**28,500**

CITY OF SOUTH BEND
2003 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES

20-Mar-03

	ESTIMATED COST
COVELESKI STADIUM CAPITAL FUND - Fund # 401:	
BUILDING IMPROVEMENTS:	
New Plastic Seats	220,000
Relamping	10,000
Concourse Painting	70,000
Tiling of floor in Press Box, Offices	6,000
Reel Mower	30,000
Miscellaneous Painting	8,000
TOTAL COVELESKI STADIUM CAPITAL BUDGET	**344,000**
PARK & RECREATION DEPARTMENT - Fund # 201:	
BUILDINGS AND BUILDING IMPROVEMENTS:	
King Recreation Center Upgrade	50,000
Erskine Boiler	40,000
Rest room Rehabs	25,000
Pinhook Pavilion Upgrades	25,000
Total Buildings and Buildings Improvements for Park Department	140,000
LAND IMPROVEMENTS:	
Parking Lot Resurfacing	50,000
Tennis/Basketball Court Repair	35,000
Trestle Bridge	10,000
Softball Lights - O'Brien Park	25,000
Total Land Improvements for Park Department	120,000
MOTOR VEHICLES / EQUIPMENT:	
Fleet Equipment - Lease for $408,000 at 5% for 5 years - one payment in 2003	46,617
3/4 Ton 4WD W/Air Pick-Up w/ Snow Plow	28,000
47' Working Height, Pull Behind Man Lift 400 lb Capacity	24,000
Dixie Choppers 60" Cut w/ Side Discharge Chute (3)	28,000
16' or 18' Enclosed Cargo / Construction Trailer w/ side & rear doors	5,000
6.5' x 10' Mower Trailers 3,000 G.V.W. (2)	6,000
Mid-Size Auto Pre-Owned w/ Air	12,500
Total Motor Vehicles / for Park Department	150,117
COMPUTER EQUIPMENT & NETWORKING:	
Server Upgrade	10,000
MATERIALS AND EQUIPMENT:	
Tables & Chairs	10,000
Unexpected Repairs	23,700
Total Materials and Equipment for Park Department	33,700
TOTAL PARK & RECREATION DEPT CAPITAL BUDGET	**453,817**
PARK DEPARTMENT NON-REVERTING CAPITAL FUND - Fund # 405:	
ICE RINK - BUILDING AND BUILDING IMPROVEMENTS:	
Ice Rink Improvements	15,000
Total Ice Rink - Building & Building Improvements for Park Non-reverting Funds	15,000
Total Ice Rink - Park Non-reverting Funds	**15,000**
FORESTRY - MATERIALS AND EQUIPMENT:	
Forestry Equipment	13,500
Total Forestry - Material and Equipment for Park Non-reverting Funds	13,500
Total Forestry - Park Non-reverting Funds	**13,500**
EAST RACE - LAND IMPROVEMENTS:	
Boardwalk Repair	3,000

CITY OF SOUTH BEND
2003 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES

20-Mar-03

	ESTIMATED COST
EAST RACE - MATERIALS AND EQUIPMENT:	
Electric Covers & Picnic Tables	12,000
Total East Race - Park Non-reverting Funds	**15,000**
PICNIC AREAS- MATERIALS AND EQUIPMENT	
Grills	8,000
Total Materials and Equipment for Picnic Non-reverting Fund	8,000
GOLF - MATERIALS AND EQUIPMENT:	
Cart tops	4,500
Fairway Mowers	19,600
Golf Carts	37,000
Green Mowers (2)	46,000
Total Golf - Material and Equipment for Park Non-reverting Funds	107,100
Total Golf - Park Non-reverting Funds	**107,100**
POTAWATOMI ZOO - LAND IMPROVEMENTS:	
AZA Inspection	3,000
Giftshop Doors/Entrance Relocation	4,000
Giftshop/Classroom Switch	4,000
Paving and Pathway Improvements	5,000
Total Zoo - Land Improvements for Park Non-reverting Funds	16,000
POTAWATOMI ZOO - BUILDING IMPROVEMENTS:	
Greenhouse Phone System Repair	1,200
Rest room Repairs	1,400
Front Entrance/Exit Improvements	2,000
Alligator Roof Repair	2,000
Greenhouse Structural Improvements	6,000
Concession Stand Improvements	12,000
Total Zoo - Building Improvements for Park Non-reverting Funds	24,600
POTAWATOMI ZOO - MATERIALS & EQUIPMENT:	
Greenhouse Tools	600
Zoo Stationery	1,000
Zoo Cash Registers	1,000
Reverse Osmosis For Amphibians	1,800
Decorative Banners	2,400
Planting Supplies	3,000
PR/Marketing for Centennial	5,000
Landscaping Materials	7,800
Exhibit Improvements	14,800
Miscellaneous Equipment	18,670
Mesh Roof over Bears/Tigers	25,000
Total Zoo - Materials & Equipment for Park Non-reverting Funds	81,070
Total Zoo - Park Non-reverting Funds	**121,670**
TOTAL PARK NON-REVERTING FUND CAPITAL BUDGET	**280,270**

RECREATION - NON-REVERTING OPERATING FUND - Fund # 203:

MATERIALS AND EQUIPMENT:	
Fitness Equipment	10,000
Total Materials and Equipment for Recreation Nonrevertingl Fund	10,000
BUILDING IMPROVEMENTS:	
Bellevile Improvements	20,000
Skate Park Improvements	10,000
Total Building for Recreation Nonrevertingl Fund	30,000
TOTAL RECREATION - NON-REVERTING OPERATING FUND CAPITAL BUDGET	**40,000**

CITY OF SOUTH BEND
2003 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES

20-Mar-03

	ESTIMATED COST
EAST RACE WATERWAY - Fund # 271:	
MATERIALS AND EQUIPMENT:	
Rest rooms	50,000
TOTAL EAST RACE WATERWAY CAPITAL BUDGET	**50,000**
ETHNIC FESTIVAL - Fund # 272:	
MATERIALS AND EQUIPMENT:	
Infrastructure Upgrades	20,000
TOTAL EAST RACE WATERWAY CAPITAL BUDGET	**20,000**
CITY CEMETERY TRUST FUND - Fund # 730:	
LAND IMPROVEMENTS:	
Various land improvements	10,000
TOTAL CITY CEMETERY TRUST FUND CAPITAL BUDGET	**10,000**
EMS - Fund # 288:	
MOTOR VEHICLES / EQUIPMENT:	
2002 Lease Payments for two pumpers and one medic unit	164,042
Pre Owned Autos (3)	39,300
Refurbish Engine 10	30,000
AWD Van with Second Seat	20,500
Reserve Quint Refurbishing	40,000
Total Motor Vehicles for EMS	293,842
BUILDING IMPROVEMENTS:	
Fire Station Facilities Evaluation and District Plan	50,000
Total Building Improvements for EMS	50,000
MATERIALS AND EQUIPMENT:	
Federal Fire Act Grant Program	53,859
Lifepack 12 Defibrillators	83,205
Various Equipment	25,000
Thermal Imaging Camera	8,995
Upgrade Rescue Ropes & Accessories	15,000
Upgrade Rescue Hurst Tool	8,500
Total Materials and Equipment for EMS	194,559
TOTAL EAST RACE WATERWAY CAPITAL BUDGET	**538,401**
LOCAL ROADS AND STREETS ACCOUNT (LRSA) - Fund # 251:	
LAND IMPROVEMENTS:	
Major Projects - Based upon priority and financial feasibility	667,000
Miami Road - Restart PE	80,000
Ireland Signal Interconnect	250,000
Concrete pavement repairs	300,000
Total Land Improvements for LRSA	1,297,000
TOTAL LRSA CAPITAL BUDGET	**1,297,000**
PROJECT RELEAF FUND - Fund # 655:	
MOTOR VEHICLES / EQUIPMENT:	
Leaf Boxes	6,050
Leaf Vacs	45,000
Total Motor Vehicles / Equipment for Project Releaf Fund	51,050
TOTAL PROJECT RELEAF CAPITAL BUDGET	**51,050**

CITY OF SOUTH BEND
2003 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES

20-Mar-03

	ESTIMATED COST
CONSOLIDATED BUILDING DEPARTMENT - Fund # 600:	
MOTOR VEHICLES:	
Compact pre-owned autos (3)	31,700
TOTAL CONSOLIDATED BUILDING CAPITAL BUDGET	**31,700**
SOLID WASTE: - Fund #611:	
MOTOR VEHICLES:	
Fleet Equipment - lease- $550,000 for 5 yrs at 5% - one payment in 2003	62,842
Pilot program - containers for waste	75,000
Roll off Boxes (5)	25,400
TOTAL SOLID WASTE CAPITAL BUDGET	**163,242**
WATER WORKS: - Fund # 622:	
LAND IMPROVEMENTS:	
Future Well Field	100,000
South Well Field	150,000
Rum Village	150,000
South Well Field #3	120,000
Clean Wells - Pinhook	90,000
New Wells - Pinhook	120,000
Main Extensions	200,000
Valve Replacement	50,000
Total Land Improvements for Water Works	980,000
BUILDINGS AND BUILDING IMPROVEMENTS:	
Paint Pinhook	4,000
Security Upgrades	150,000
Total Building and Building Improvements for Water Works	154,000
COMPUTER EQUIPMENT & NETWORKING:	
Chemical Level Display - Olive Water Treatment Plant	3,000
Computers (2) North Station	4,000
Computers - Laptop North Station (Security Vulnerability)	3,000
Modems - Control 17 sites	30,000
Programmable DP Cell - Cleveland	5,000
Programmer - Pinhook Accuators & Rosemont	10,500
Radio Communicator - Topsfield & Ireland Tank	8,000
Upgrades & Support Contracts - North Station	13,000
Total Computer Equipment & Networking for Water Works	76,500
MOTOR VEHICLES:	
Loader	80,000
Van	21,000
Extended Cab Chassis with Utility Body	31,000
Tandem Axle Dump with Snow Plow	90,000
3/4 ton Truck	21,000
Total Motor Vehicles for Water Works	243,000
MATERIALS AND EQUIPMENT:	
AMR Equipment (Hand Held)	20,000
Analyzers	3,000
Flow Meter - Topsfield	6,000
Caustic Replacement @ Pinhook Scrubber	28,500
Refurbish Valve Machines	22,000
Hydrants	25,000
Sensors	3,000
Transducers - Topsfield	3,500
Various Pumps & Motors	40,000
AMR Units - Meters	250,000
Large - Residential - Meters	200,000

CITY OF SOUTH BEND
2003 CAPITAL BUDGET - DETAIL LISTING OF CAPITAL EXPENDITURES

20-Mar-03

	ESTIMATED COST
Various Non - Cap Tools	2,750
Total Materials & Equipment for Water Works	603,750
OFFICE EQUIPMENT & FURNITURE:	
Miscellaneous office needs	5,000
TOTAL WATER WORKS CAPITAL BUDGET	**2,062,250**

SEWAGE WORKS: - Fund # 642:

SEWER DEPARTMENT:

MOTOR VEHICLES:	
Set Drag Machine	75,600
Back hoe with Extend a Boom	77,800
4 WD Pick Up with Snow Plow	25,200
Total Motor Vehicles for Sewer Department/Sewage Works	178,600
COMPUTER EQUIPMENT & NETWORKING:	
5 Computers	1,200
Total Computer Equipment and Networking for Sewer Department/Sewage Works	1,200
MATERIALS AND EQUIPMENT:	
Solar Powered Arrow Boards	8,600
Pollution Control Equipment	247,000
Enclosed Construction Trailer	5,000
Sewer equipment (upgrades to vactor, other equipment upgrades)	10,000
Total Computer Materials & Equipment Sewer Department/Sewage Works	270,600
TOTAL SEWER DEPARTMENT/SEWAGE WORKS CAPITAL BUDGET	**450,400**

WASTEWATER:

LAND IMPROVEMENTS:	
Lagoon Cleaning	301,000
BUILDINGS AND BUILDING IMPROVEMENTS:	
Pump Replacement	50,000
Samplers	20,000
Total Buildings and Building Improvements for Wastewater/Sewage Works	70,000
MOTOR VEHICLES:	
3/4 Ton 2 WD Pick-Up	19,750
Grounds Utility Cart (4)	28,000
Mowers (2)	20,000
Total Motor Vehicles for Wastewater/Sewage Works	67,750
OFFICE EQUIPMENT & FURNITURE:	
Copy Machine	7,000
COMPUTER EQUIPMENT & NETWORKING:	
Desktop Computer	7,500
Printer Replacement	1,250
Total Computer Equipment and Networking for Wastewater/Sewage Works	8,750
MATERIALS AND EQUIPMENT:	
Bond Issue payment on $11,000,000 for 20 yrs at 6% for capital equipment	951,772
Raw Sludge Valves (4)	40,000
D.O. Meters (8)	50,000
Bio-Stones	50,000
North Gravity Thickener	50,000
Handrails in Primary	75,000
Total Materials and Equipment for Wastewater/Sewage Works	1,216,772
TOTAL WASTEWATER/SEWAGE WORKS CAPITAL BUDGET	**1,671,272**
TOTAL SEWAGE WORKS CAPITAL BUDGET	**2,121,672**

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

	2004	2005	2006	2007	TOTAL
VEHICLE REPLACEMENT / UPGRADE PROGRAM					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
City Administration	$ 27,100	20,700	14,700	0	62,500
Police Department	1,079,800	1,112,800	1,141,700	1,181,100	4,515,400
Fire Department	564,400	535,500	643,100	575,600	2,318,600
Code Enforcement & Animal Control Department	119,700	108,400	145,200	124,500	497,800
Engineering and Traffic & Lighting Division	141,400	159,000	157,400	67,900	525,700
Street Division	530,800	1,333,100	1,674,100	874,900	4,412,900
Central Services Division	39,900	47,400	71,300	0	158,600
Community & Economic Development Department	9,700	10,100	10,500	44,200	74,500
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	104,200	123,000	116,900	107,000	451,100
ENTERPRISE FUNDS:					
Building Department	38,800	30,300	21,000	32,700	122,800
Solid Waste Division	0	0	0		0
Water Works	774,100	128,100	292,300	142,200	1,336,700
Sewage Works - Sewer Division	455,100	604,000	569,000	299,100	1,927,200
Sewage Works - Wastewater & Organic Resources	253,900	234,400	367,500	150,000	1,005,800
	$ 4,138,900	4,446,800	5,224,700	3,599,200	17,409,600
COMPUTER, OFFICE AND OTHER OPERATIONAL EQUIPMENT					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
City Administration	$ 30,000	30,000	30,000	30,000	120,000
Police Department	430,000	290,500	136,000	180,000	1,036,500
Fire Department	25,000	25,000	25,000	25,000	100,000
Code Enforcement & Animal Control Department	0	7,500	10,000	10,000	27,500
Engineering and Traffic & Lighting Division	143,000	143,000	143,000	143,000	572,000
Street Division	4,800	4,800	4,800	4,800	19,200
Central Services Division	81,000	42,500	27,000	30,000	180,500
Morris Performing Arts Center	25,000	15,000	8,000	10,000	58,000
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	120,000	175,000	163,000	125,000	583,000
ENTERPRISE FUNDS:					
Building Department	8,000	8,000	8,000	8,000	32,000
Water Works	50,000	50,000	50,000	50,000	200,000
Sewage Works - Sewer Division	17,600	11,200	11,200	15,000	55,000
Sewage Works - Wastewater & Organic Resources	67,250	7,250	26,250	30,000	130,750
Century Center	78,380	18,500	15,000	15,000	126,880
	$ 1,080,030	828,250	657,250	675,800	3,241,330
ROUTINE (MINOR) CAPITAL EXPENDITURES					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
City Administration	$ 3,000	3,000	3,000	5,000	14,000
Police Department	10,000	10,000	10,000	10,000	40,000
Fire Department	15,000	20,000	30,000	18,000	83,000
Engineering and Traffic & Lighting Division	115,000	115,000	115,000	115,000	460,000
Central Services Division	6,000	5,000	12,000	7,000	30,000
Morris Performing Arts Center	30,000	40,000	32,000	35,000	137,000
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	472,740	310,800	440,000	500,000	1,723,540
ENTERPRISE FUNDS:					
Water Works	595,000	435,000	455,000	460,000	1,945,000
Sewage Works	65,000	65,000	65,000	65,000	260,000
Century Center	23,060	10,000	10,000	20,000	63,060
	$ 1,334,800	1,013,800	1,172,000	1,235,000	4,755,600

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

	2004	2005	2006	2007	TOTAL
ONGOING INFRASTRUCTURE EXPENDITURES					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
Curb & Sidewalk Repairs	$ 500,000	500,000	500,000	500,000	2,000,000
Street Lighting Replacement	200,000	200,000	200,000	200,000	800,000
Street Division Paving Material	900,000	900,000	900,000	900,000	3,600,000
Concrete Pavement Repairs	300,000	300,000	300,000	300,000	1,200,000
ENTERPRISE FUNDS:					
Water Works - Main Extensions	800,000	600,000	600,000	600,000	2,600,000
Water Works - Meter Replacement	650,000	650,000	650,000	650,000	2,600,000
	$ 3,350,000	3,150,000	3,150,000	3,150,000	12,800,000
MAJOR CAPITAL EXPENDITURES					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
Police Department	$ 940,000	1,080,000	1,355,000	1,255,000	4,630,000
Fire Department	6,400,000	667,800	1,700,000	1,700,000	10,467,800
Code Enforcement & Animal Control Department	300,000	0	0	0	300,000
Engineering and Traffic & Lighting Division	9,670,000	13,600,000	11,000,000	8,075,000	42,345,000
Community & Economic Development Department	13,250,000	26,450,000	19,550,000	10,000,000	69,250,000
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	22,057,200	1,495,000	1,290,000	247,300	25,089,500
ENTERPRISE FUNDS:					
Water Works	0	17,950,000	1,360,000	0	19,310,000
Sewage Works	7,137,736	6,755,750	6,169,750	5,936,250	25,999,486
Century Center	225,000	250,000	176,000	32,310,000	32,961,000
	$ 59,979,936	68,248,550	42,600,750	59,523,550	230,352,786
GRAND TOTAL OF CAPITAL EXPENDITURES					
GENERAL FUND AND VARIOUS CAPITAL FUNDS:					
City Administration	$ 60,100	53,700	47,700	35,000	196,500
Police Department	2,459,800	2,493,300	2,642,700	2,626,100	10,221,900
Fire Department	7,004,400	1,248,300	2,398,100	2,318,600	12,969,400
Code Enforcement & Animal Control Department	419,700	115,900	155,200	134,500	825,300
Engineering and Traffic & Lighting Division	11,069,400	15,017,000	12,415,400	9,400,900	47,902,700
Street Division	1,435,600	2,237,900	2,578,900	1,779,700	8,032,100
Central Services Division	126,900	94,900	110,300	37,000	369,100
Community & Economic Development Department	13,259,700	26,460,100	19,560,500	10,044,200	69,324,500
Morris Performing Arts Center	55,000	55,000	40,000	45,000	195,000
SPECIAL REVENUE FUNDS:					
Park & Recreation Department	22,754,140	2,103,800	2,009,900	979,300	27,847,140
ENTERPRISE FUNDS:					
Building Department	46,800	38,300	29,000	40,700	154,800
Solid Waste Division	0	0	0	0	0
Water Works	2,869,100	19,813,100	3,407,300	1,902,200	27,991,700
Sewage Works - Sewer Division	537,700	680,200	645,200	379,100	2,242,200
Sewage Works - Wastewater & Organic Resources	7,458,886	6,997,400	6,563,500	6,116,250	27,136,036
Century Center	326,440	278,500	201,000	32,345,000	33,150,940
Total Capital Program Expenditures	$ 69,883,666	77,687,400	52,804,700	68,183,550	268,559,316
Good Neighbors / Good Neighborhood Programs	3,200,000	3,300,000	3,300,000	3,300,000	13,100,000
Total Capital & Good Neighbors Program Expenditures	$ 73,083,666	80,987,400	56,104,700	71,483,550	281,659,316

THE CITY OF SOUTH BEND
SUMMARY OF MAJOR CAPITAL EXPENDITURES FOR YEARS 2004-2007

	FUNDING SOURCE**	2004	2005	2006	2007	TOTAL
POLICE DEPARTMENT:						
Digital Photo Lab and Cameras	General Capital	$ 0	0	120,000	25,000	145,000
Police Vehicles & Equipment Installation	General Capital	685,000	790,000	890,000	995,000	3,360,000
Car Wash	General Capital	0	0	80,000	0	80,000
Mobile Data Computer Replacements	Federal/Gen'l Capital	200,000	180,000	180,000	180,000	740,000
Radio Replacement	General Capital	5,000	10,000	10,000	10,000	35,000
Shooting Range	General Capital	0	0	35,000	5,000	40,000
Computer Equipment	Federal/Gen'l Capital	50,000	100,000	40,000	40,000	230,000
		940,000	1,080,000	1,355,000	1,255,000	4,630,000
FIRE DEPARTMENT:						
Instruction / Training Facility	COIT/EMS - finance	2,000,000	0	0	0	2,000,000
New Fire Station # 10	COIT/EMS - finance	1,000,000	0	0	0	1,000,000
Fire Station # 9 & 2 Relocated	COIT/EMS	3,400,000	0	0	0	3,400,000
Fire Station # 3 Relocated	COIT/EMS	0	0	0	1,700,000	1,700,000
Fire Station # 5 Renovations	COIT/EMS	0	301,790	0	0	301,790
Fire Station # 8 Renovations	COIT/EMS	0	366,010	0	0	366,010
New Fire Station # 12 - additional station	COIT/EMS - finance	0	0	1,700,000	0	1,700,000
		6,400,000	667,800	1,700,000	1,700,000	10,467,800
CODE ENFORCEMENT & ANIMAL CONTROL DEPARTMENT:						
Kennel and Treatment Room (in Animal Shelter)	General Capital	300,000	0	0	0	300,000
		300,000	0	0	0	300,000
ENGINEERING AND TRAFFIC & LIGHTING DIVISION:						
Stormwater Management	Sewage Works	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
Neighborhood Traffic Calming	LRSA	0	0	0	0	0
Miami Street Widening (Kern to Jackson)	Federal / LRSA	0	4,100,000	0	0	4,100,000
Ironwood Drive Widening (Kern to US 20)	Federal / LRSA	0	1,000,000	0	5,000,000	6,000,000
US 20 Improvements	LRSA	0	0	0	0	0
Kern Road Widening (design only)	LRSA	0	0	0	75,000	75,000
Lilac Road Widening (Cleveland to Brick)	LRSA	0	0	1,000,000	0	1,000,000
Darden Road Widening	LRSA	750,000	0	0	0	750,000
Portage Ave (Lathrop to Toll Road)	Federal / LRSA	3,400,000	0	0	0	3,400,000
Downtown Municipal Parking Garage Renovations	COIT - finance	0	0	0	0	0
South Michigan Street - Various Intersection Improvements	LRSA/SW/Federal	0	2,000,000	0	0	2,000,000
Riverside Trail - Angela Blvd to Darden Bridge	Gen'l/COIT/Federal	0	1,500,000	0	0	1,500,000
Olive Street Improvements	Federal / LRSA/TIF	220,000	0	2,000,000	0	2,220,000
Ewing Avenue Improvements	Federal / LRSA	300,000	0	5,000,000	0	5,300,000
South Side Economic Development Area	TIF/STIF	2,000,000	2,000,000	0	0	4,000,000
		9,670,000	13,600,000	11,000,000	8,075,000	42,345,000
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT:						
Neighborhood Partnership Center Public Works	CDBG	500,000	500,000	500,000	500,000	2,000,000
Neighborhood Improvement Program	CDBG/HOME/COIT	500,000	600,000	750,000	750,000	2,600,000
Commercial Corridor Improvement Program	COIT	900,000	950,000	1,000,000	1,000,000	3,850,000
Downtown Streetscape & Gateway Improvements	SBC TIF / COIT	250,000	250,000	250,000	250,000	1,000,000
East Bank Streetscape & Gateway Improvements	SBC TIF / COIT	250,000	250,000	250,000	250,000	1,000,000
Downtown Property Acquistions	G O Bond	0	0	3,250,000	0	3,250,000
East Bank Development Area Property Acquistions	SBC TIF Rev Bd	0	2,250,000	0	0	2,250,000
Stadium Area Improvements & Acquisitions	Stadium Capital	0	150,000	200,000	0	350,000
East Bank Area Parking Improvements	SBC TIF Rev Bd	0	4,400,000	0	0	4,400,000
Sample/Ewing TIF - Studebaker Corridor/Oliver Plow	Federal Loan/Grants	2,500,000	3,000,000	1,450,000	0	6,950,000
Sample/Ewing TIF - South East Neighborhood Project	S/E TIF	150,000	150,000	150,000	150,000	600,000
Sample/Ewing TIF - Rum Village Neighborhood	S/E TIF/CDBG/COIT	150,000	150,000	150,000	150,000	600,000
Mixed Use Incubator	UEA	0	300,000	200,000		500,000
AEDA TIF (Blackthorn Area) - Major Projects	TFA	0	4,900,000	0	4,000,000	8,900,000
AEDA TIF (Blackthorn Area) - Small Scale Projects	AEDA TIF	2,000,000	2,500,000	2,000,000	2,000,000	8,500,000
River Glen Business Park Expansion	SBC TIF Rev Bd	0	2,250,000	0	0	2,250,000
Downtown Medical Services District	Rev Bd/LRSA/SW	900,000	800,000	1,300,000	0	3,000,000
Bendix Street Development Area	AEDA TIF/LRSA/Other	1,300,000	900,000	1,700,000	500,000	4,400,000
Howard Park Residential Development Area	LRSA/Park/COIT/SW	0	1,400,000	900,000	450,000	2,750,000
Main / Jefferson Office Project	EDIT Bond / Grants	0	0	5,500,000	0	5,500,000
Water's Edge Mixed-Use Project	TIF Rev Bd	2,600,000	0	0	0	2,600,000
Multi-Purpose Downtown Arena (MPDA) Project	TIF Rev Bd/COIT/CEDIT	1,250,000	750,000	0	0	2,000,000
		13,250,000	26,450,000	19,550,000	10,000,000	69,250,000
PARK AND RECREATION DEPARTMENT:						
Howard Park	Park Capital	145,000	250,000	0	0	395,000
Coveleski Stadium Upgrades	Stadium Capital	224,000	130,000	140,000	247,300	741,300
East Race Waterway & Walkway Extensions	COIT / Federal / Park	1,600,000	0	0	0	1,600,000
Belleville / Sheridan Upgrades	Park Capital	150,000	100,000	150,000	0	400,000

THE CITY OF SOUTH BEND
SUMMARY OF MAJOR CAPITAL EXPENDITURES FOR YEARS 2004-2007

	FUNDING SOURCE**	2004	2005	2006	2007	TOTAL
Leeper Park Wall Repair	Grants / COIT	300,000	0	0	0	300,000
Erskine Golf Course Irrigation Upgrade	Park Capital	0	125,000	0	0	125,000
Regional Aquatics Facility	G O Bond	15,038,200	0	1,000,000	0	16,038,200
Potawatomi Zoo - African Savannah Exhibit	Grants/Donations	0	600,000	0	0	600,000
Howard Park Senior Center	CDBG	600,000	0	0	0	600,000
Potawatomi Zoo - South American Exhibit	Park Capital	100,000	0	0	0	100,000
Potawatomi Zoo - New Giftshop,Parking Lot & Other	Park/Grants/Other	0	140,000	0	0	140,000
Howard Park Ice Rink	Park Capital	0	150,000	0	0	150,000
O'Brien Recreation Center	Park Capital	1,500,000	0	0	0	1,500,000
Greenhouse/Conservatory Renovation	Park Capital	2,100,000	0	0	0	2,100,000
Miscellaneous Park Upgrades	Park/Grants/Other	300,000	0	0	0	300,000
		22,057,200	1,495,000	1,290,000	247,300	25,089,500
WATER WORKS:						
Building - Customer Service Center	Water Works	0	0	1,360,000	0	1,360,000
Oliver Filtration Plant	Water Works Bond	0	16,750,000	0	0	16,750,000
South Wellfield - GAC Units	Water Works	0	1,200,000	0	0	1,200,000
		0	17,950,000	1,360,000	0	19,310,000
SEWAGE WORKS:						
Wastewater Treatment Plant Building Improvements	Sewage Works	310,000	260,000	250,000	500,000	1,320,000
Land Improvements - Wastewater/Sewer Department	Sewage Works	3,505,000	3,300,000	3,350,000	3,300,000	13,455,000
Wastewater Treatment Plant Equipment	Sewage Works	991,250	1,555,750	929,750	496,250	3,973,000
Wastewater Treatment Plant Multi-Year Plan	State RF Loan	691,486	0	0	0	691,486
Combined Sewer Overflow Long-Term Control Plan	SW / State RF Loan	1,640,000	1,640,000	1,640,000	1,640,000	6,560,000
		7,137,736	6,755,750	6,169,750	5,936,250	25,999,486
CENTURY CENTER:						
Elevator in the Main Lobby	Century Ctr	150,000	0	0	0	150,000
Convention Hall "C" Upgrages	Century Ctr				810,000	810,000
Fire Alarm System Replacement	Century Ctr	0	0	176,000	0	176,000
Replace Building Boilers	Century Ctr	0	0	0	500,000	500,000
Water Balancing	Century Ctr	75,000	0	0	0	75,000
Replace Chilled Water System	Century Ctr	0	0	0	1,000,000	1,000,000
Renovation of Public Restrooms	Century Ctr	0	250,000	0	0	250,000
Major Expansion of Century Center	G O Bond	0	0	0	30,000,000	30,000,000
		225,000	250,000	176,000	32,310,000	32,961,000
TOTAL MAJOR CAPITAL EXPENDITURES		$ 59,979,936	68,248,550	42,600,750	59,523,550	230,352,786

****Funding Source abbreviations:**

AEDA TIF - Airport Tax Incremental Financing
CDBG - Community Development Block Grants
Century Ctr - Century Center Revenue
COIT - County Option Income Tax
County - St. Joseph County funding
Donations - donated funds to be received
EDIT - Economic Development Income Tax
Federal - Various federal funding sources
G O Bond - General Obligation Bonds
General Capital - General Fund & other Capital Funds
Grants - grant funds to be received
HOME - Federal Home Fund Grants
LRSA - Local Roads and Streets Fund (Gas Tax)
Park Capital - Park Dept Revenue
Rev Bd - Revenue Bond
SBC TIF - South Bend Central Tax Incr Financing
Stadium Capital - Coveleski Stadium Fund
State RF Loan - Revolving Fund Loan
S/E TIF - Sample/Ewing Tax Incr Financing
SW - Sewage Works Revenue
TFA - Transportation Finance Authority
UEA - Urban Enterprise Association
Water Works - Water Works Revenue

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

POLICE DEPARTMENT

Project Title — *Project Amount*

Digital Photo Lab and Cameras — $145,000 (2006-2007)

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

Activity Date	
2006	$120,000
2007	25,000
TOTAL	**$145,000**

Funding Source
General Capital Funds

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

Police Vehicles, Vehicle Equipment and Installation — $3,360,000 (2004-2007)

This would include replacement of police vehicles for the Uniform and Investigative Divisions. Equipment would include replacement/upgrade vehicle equipment for take-home cars, including light bars, sirens, speakers and graphics.

Activity Date	
2004	$ 685,000
2005	790,000
2006	890,000
2007	995,000
TOTAL	**$3,360,000**

Funding Source
General Capital Funds

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

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Car Wash $80,000 (2006)

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

Funding Source
General Capital Funds

Activity Date	
2006	$80,000
TOTAL	**$80,000**

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

Mobile Data Computer Replacements $740,000 (2004-2007)

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

Funding Source
Federal Funds/General Capital Funds

Activity Date	
2004	$200,000
2005	180,000
2006	180,000
2007	180,000
TOTAL	**$740,000**

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

Radio Replacement/Upgrade for Take-Home Police Cars $35,000 (2004-2007)

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

Funding Source
General Capital Funds

Activity Date	
2004	$ 5,000
2005	10,000
2006	10,000
2007	10,000
TOTAL	**$35,000**

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

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

Shooting Range (Outdoor) $40,000 (2006-2007)

This would require purchase of land and equipment for an outdoor shooting range for both night and day shoots. Department spends $20,000 per year to rent FOP grounds.

Activity Date	
2006	$35,000
2007	5,000
TOTAL	**$40,000**

Funding Source
General Capital Funds

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

Computer Equipment $230,000 (2004-2007)

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

Activity Date	
2004	$ 50,000
2005	100,000
2006	40,000
2007	40,000
TOTAL	**$230,000**

Funding Source
Federal Funds/General Capital Funds

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

FIRE DEPARTMENT

Instruction / Training Facility $2,000,000 (2004)

The Instruction Bureau as it currently exists does not meet the needs of a department this size. Currently, at this training facility, there are no provisions for a drill tower, burn building, smoke building and space for outside activities. According to the National Fire Protection Agency (NFPA) standards, a fully adequate facility should include one or more drill towers; buildings in which actual square footage of the new building will be larger than the building it will be replacing (increasing

utility costs); however, this will be partially offset by the decreased maintenance costs now incurred. It is anticipated that the existing Fire Station #9 (after a new station has been built) will be utilized by an organization within the community which will become responsible for all operating costs of the old building. As a result, only a minimal increase in operational costs is anticipated with a new building.

Activity Date		Funding Source
2004	$2,000,000	County Option Income Tax (COIT) EMS Capital Fund
TOTAL	**$2,000,000**	

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

No. 10 New EMS Station $1,000,000 (2004)

Due to the recent commercial activity, Old Fire Station #10 (Ireland Road) will be needed to be located with possible development of the area surrounding the station. Presently a city and county medic are stationed there and with their coverage area, a new station will be needed to replace the current station.

Activity Date		Funding Source
2004	$1,000,000	County Option Income Tax (COIT) EMS Capital Fund
TOTAL	**$1,000,000**	

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

Fire Station No. 9 and Station No. 2 $3,400,000 (2004)

Due to the 1998 Fire District Survey and the needs of Memorial Hospital, Station No. 2 and Station No. 9 need to be relocated. Station No. 2 will need to be relocated due to the needs of Memorial Hospital and Station No. 9 due to the age and inability to house new fire apparatus.

Activity Date		Funding Source
2004	$3,400,000	County Option Income Tax (COIT) EMS Capital Fund
TOTAL	**$3,400,000**	

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

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

Fire Station No. 5 Renovations $301,790 (2005)

In order to meet the current needs of the Fire Department, renovation work will need to occur at this facility. This building is more than 40 years old and improvements are needed to update the station. It is recommended that the City build a new apparatus bay addition that is able to house more modern equipment. Interior renovations will need to take place in the living quarters, and expansion into the existing apparatus bay will need to occur to meet the current space demands. These changes are essential to maintain high quality fire protection services well into the future.

Activity Date		Funding Source
2005	$301,790	County Option Income Tax (COIT)
TOTAL	**$301,790**	EMS Capital Fund

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated. Any increased utility costs are expected to be offset by reduced maintenance costs.

Fire Station No. 8 Renovations $366,010 (2005)

In order to meet the current needs of the Fire Department, renovation will need to occur at this facility. This building is 40 years old and improvements are required to update the station. It is recommended that the City build a new apparatus bay addition that is able to house more modern equipment. Interior renovations in the living quarters and expansion into the existing apparatus bay will need to take place to meet the current space demands. These improvements are essential to maintain high quality fire protection services well into the future.

Activity Date		Funding Source
2005	$366,010	County Option Income Tax (COIT)
TOTAL	**$366,010**	EMS Capital Fund

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated. Any increased utility costs are expected to be offset by reduced maintenance costs.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

New Fire Station No. 12 - Additional Station $1,700,000 (2006)

Residential growth to the north and commercial and industrial development to the northwest will necessitate a new (additional) Fire Station 12. The growth in the City's northwest is occurring more rapidly than that of the southeastern area. Fire Station No. 11 (at Bendix & Cleveland) is strategically located to serve much of the Blackthorn development and the residential growth expected in German Township. A new station to the northwest of Station No. 11 will be needed to maintain coverage to Insurance Services Offices (I.S.O.) Standards. Quint coverage to the northwest area is presently adequate only because of the lack of built-upon land in the district. As properties develop, a northwest quint will become a necessity.

Activity Date		Funding Source
2006	$1,700,000	County Option Income Tax (COIT) EMS Capital Fund
TOTAL	**$1,700,000**	

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

Relocation of Station No. 3 $1,700,000 (2007)

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

Activity Date		Funding Source
2007	$1,700,000	County Option Income Tax (COIT) EMS Capital Fund
TOTAL	**$1,700,000**	

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

CODE ENFORCEMENT AND ANIMAL CONTROL

Kennel and Treatment Room (in Animal Shelter) $300,000 (2004)

Additional kennel space is needed to house the animals we pick up. Currently we have only 19

kennels and 25 cages to house the dogs. Animal Control handled more than 3,000 animals in 2000 and there is a need for more kennel space. There are usually 203 bite cases in quarantine for 10 days and six new arrivals each day. This means 6-9 animals must be euthanized each morning to make room for the day's intake. Due to the limited kennel space, adoptable animals are not able to be kept as long as we would like, in order to find them a good home. These adoptable pets must be euthanized to free up space for incoming animals.

The new kennel space would also be used to house incoming stray and unwanted pets that must be held for 48 hours before they can be euthanized. Since most of these stray and unwanted pets are not adoptable, they can be euthanized to make room for incoming pets, and the adoptable ones can be left in the old kennel area. Additionally, this new area will help prevent the spread of disease. Parvo is the most common disease and is very contagious and fatal 99% of the time. The disease is not always apparent when a dog first comes in and is easily transmitted, especially in close confined quarters such as a kennel. In the current situation, it is almost impossible to keep incoming animals from contacting those that are currently in the shelter. Twenty animals have had to be euthanized this past year due to parvo. This new kennel will provide an area for the incoming animals that might carry the disease and prevent them from contacting the adoptable pets. By preventing contact with these new dogs, the adoptable ones will be less likely to contract this disease. While all adoptable animals are vaccinated, it takes a series of three shots before adequate immunity is achieved. In addition to the animals waiting for adoption, bite case pets that are being quarantined for ten days are also susceptible to the disease. Several pet owners were very concerned that their dog became sick while in the kennel.

Funding Source
General Capital Funds

Activity Date	
2004	$300,000
TOTAL	**$300,000**

Projected Ongoing Operating Cost Impact

The only additional expenses foreseen will be gas for heating, water for cleaning and electric to light and cool the addition. In 2000, approximately $8,000 was incurred for utilities for the current space. Added manpower would not be necessary. Even though there would be more kennels, they will not increase the cleaning burden, as fewer cages will be utilized, Currently, when the kennels are full, the dogs are placed into smaller cages. These kennels are 3' wide by 5' long with a raised cot area which allows the animal to easily avoid waling or laying in its own feces. The largest cages are 2' deep by 3' wide, and the animals cannot avoid this as easily. Therefore, in the morning, the animals are often very dirty and must be cleaned along with the cage. Animals placed in kennels are kept cleaner and require less time to clean.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

ENGINEERING AND TRAFFIC & LIGHTING DIVISIONS

Stormwater Management $12,000,000 (2004-2007)

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

Activity Date		Funding Source
2004	$ 3,000,000	Sewage Works Fund
2005	3,000,000	
2006	3,000,000	
2007	3,000,000	
TOTAL	**$12,000,000**	

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

Miami Street Widening - Kern to Jackson $4,100,000 (2005)

Traffic growth requires expanded roadway and pedestrian facilities due to the nearby established residential neighborhoods. These neighborhoods are projected to continue to experience future growth. This project will be funded on an 80% basis using federal funds with the remaining 20% funded by the City.

Activity Date		Funding Source
2005	$4,100,000	Federal Funds and Local Roads and Streets Fund (LRSA)
TOTAL	**$4,100,000**	

Projected Ongoing Operating Cost Impact
Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

Ironwood Drive Widening - Kern Road to U.S. 20 $6,000,000 (2005, 2007)

Residential growth in this area warrants roadway improvements and pedestrian facilities. This project will be developed jointly with St. Joseph County unless additional land is annexed to the east

side of Ironwood. The combined scope of both City and County expense is $4.2 million for 1.5 miles of four lanes. This is planned as a two-year project to be started in 2005, and it will be funded on an 80% basis using federal funds with the remaining 20% funded by the City and County.

Funding Source
Federal Funds and
Local Roads and Streets Fund (LRSA)

Activity Date	
2005	$1,000,000
2007	5,000,000
TOTAL	**$6,000,000**

Projected Ongoing Operating Cost Impact
Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

Kern Road Widening (design only) $75,000 (2007)

This project entails the design cost only for reconstruction and widening of Kern Road from Miami to Ironwood. Residential development in this area warrants the improvements. This will be developed jointly with St. Joseph County.

Funding Source
Local Roads and Streets Fund (LRSA)

Activity Date	
2007	$75,000
TOTAL	**$75,000**

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated. This existing road is currently maintained by the City and County.

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

The project entails the widening of this section of road to handle the increased traffic due to the large amount of residential development in this area and planned annexation. This is a joint project with St. Joseph County.

Funding Source
Local Roads and Streets Fund (LRSA)

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Activity Date	
2006	$1,000,000
TOTAL	**$1,000,000**

Projected Ongoing Operating Cost Impact
Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

Darden Road Widening $750,000 (2004)

This project entails the widening of this section of road to handle the increased traffic due to the large amount of residential development in this area along with the new bridge construction. This is a joint project with St. Joseph County.

Funding Source
Local Roads and Streets Fund (LRSA)

Activity Date	
2004	$750,000
TOTAL	**$750,000**

Projected Ongoing Operating Cost Impact
Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

Portage Avenue - Lathrop to Toll Road $3,400,000 (2004)

With increased traffic due to development and the widening of the Toll Road bridge, the section of Portage from Lathrop to the Toll Road will be widened to four lanes.

Funding Source
Local Roads and Streets Fund (LRSA) and Federal Funding (TEA-21)

Activity Date	
2004	$3,400,000 - Construction - Engineering
TOTAL	**$3,400,000**

Projected Ongoing Operating Cost Impact
Only minimal additional operating costs are anticipated. This existing road is currently maintained by the City.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

South Michigan Street - Ireland to Chippewa & Ireland - Lafayette to Michigan $2,000,000 (2005)

Intersection improvements are needed to reduce congestion on all legs of the Ireland/Michigan intersection including Main at Ireland and Lafayette at Ireland. The new Parks Administration and Recreation Center on Walter Street will require improvements on Michigan Street at Walter, including removal of non-mountable center median on Michigan Street. No pedestrian facilities are installed on either side of Michigan, Main, or Ireland. Access control is needed on the west side of Michigan. Storm water control is needed, particularly to relieve street flooding on Michigan at Chippewa.

Funding Source
Local Roads and Streets Fund (LRSA), Sewage Works Fund and Federal Funds (TEA-21)

Activity Date	
2005	$ 400,000 - Construction - LRSA
2005	1,600,000 - Construction - TEA-21
TOTAL	**$2,000,000**

Projected Ongoing Operating Cost Impact
Operation of any new traffic controls and maintenance of new storm sewers would result in incremental increases in operations cost. Sweeping and plowing costs should be reduced, which would partially offset these minor ongoing operational costs.

Riverside Trail - Angela Boulevard to Darden Bridge $1,500,000 (2005)

This Transportation Enhancement Activity (TEA) will provide riverfront access and recreation opportunities in the City which will be enhanced by development of a bike/pedestrian facility. This would include a link to the Darden Road historic pedestrian bridge with two boat launch sites as well as existing Brownfield Park, Keller Park and the Riverside Drive Local Historic District. This trail would follow the riverbank where possible. Amenities to be developed would include fishing platforms for the disabled and security lighting plus other similar amenities.

Funding Source
General Capital Funds, County Option Income Tax (COIT), and Federal Funds

Activity Date	
2005	$1,500,000 Phase II Construction - General Fund, COIT & Federal
TOTAL	**$1,500,000**

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Projected Ongoing Operating Cost Impact
The Parks and Recreation Department currently mows about half of this route. The upgraded landscape will likely add 0.5 full-time employees (FTE) to the Parks' labor requirement with the attendant capitalization needed to support that additional labor activity.

Olive Street Improvements $2,220,000 (2004, 2006)

The TJX development in the Sample-Ewing TIF area will require an upgrade to an old roadway on Olive Street from Prairie Avenue to Sample Street.

Activity Date		Funding Source
2004	$ 220,000 - LRSA, TIF	LRSA, TIF, Federal
2006	2,000,000 - LRSA, TIF, Federal	
TOTAL	**$2,220,000**	

Projected Ongoing Operating Cost Impact
Lane widening will be done, but no new traffic lanes will be constructed. New pavement and separated drainage system will reduce overall operating and maintenance costs.

Ewing Avenue Improvements $5,300,000 (2004-2005)

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

Activity Date		Funding Source
2004	$ 300,000 - LRSA	LRSA, Federal
2005	5,000,000 - LRSA, Federal	
TOTAL	**$5,300,000**	

Projected Ongoing Operating Cost Impact
Lane widening will be done, but no new traffic lanes will be constructed. New pavement and separated drainage system will reduce overall operating and maintenance costs

South Side Economic Development Area $4,000,000 (2004-2005)

The rejuvenation of South Side retail growth will require substantial investment in infrastructure to benefit those projects. Annual expenditures can be expected for the next three years. Improvement

and expansion of Ireland Road is expected to be among the developer-generated demands. This will include improvements to the drainage systems. Improvements shall be financed with TIF and STIF revenue.

Activity Date		Funding Source
2004	$2,000,000 - TIF, STIF	TIF, STIF
2005	2,000,000 - TIF, STIF	
TOTAL	**$4,000,000**	

Projected Ongoing Operating Cost Impact
Lane widening will be done, but no new traffic lanes will be constructed. New pavement and separated drainage system will reduce overall operating and maintenance costs

COMMUNITY AND ECONOMIC DEVELOPMENT

Neighborhood Partnership Center Public Works $2,000,000 (2004-2007)

This project consists of small-scale neighborhood public improvements (i.e., curbs, sidewalks, lighting, alley work, etc.) in 5-8 block areas around each Neighborhood Partnership Center (NPC). Small area improvement plans will be developed for each area and, as plans are completed, the NPC will be moved to another site within the neighborhood.

Activity Date		Funding Source
2004	$ 500,000	Community Development Block Grants (CDBG)
2005	500,000	
2006	500,000	
2007	500,000	
TOTAL	**$2,000,000**	

Projected Ongoing Operating Cost Impact
No operating cost impact projected for this activity. The small-scale public improvements may reduce service costs by removing diseased/dead trees and improving street drainage with better curbs, gutters and inlets.

Neighborhood Improvement Program $2,600,000 (2004-2007)

This project will consist of acquisition, relocation and clearance activities, coupled with public improvements, housing rehabilitation and site improvements as part of a community effort to implement detailed neighborhood revitalization and improvement plans. Special emphasis will be

placed on targeted, small scale housing development and rehabilitation projects and the development of model blocks. This effort will require the development of private-public partnerships with both private for-profit and not-for-profit housing organizations.

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

Activity Date	
2004	$ 500,000
2005	600,000
2006	750,000
2007	750,000
TOTAL	**$2,600,000**

Projected Ongoing Operating Cost Impact
No operating cost impact projected for this activity. The acquisition and demolition of deteriorated or substandard houses could reduce service costs by reducing the need for code, building and fire suppression services.

Commercial Corridor Improvement Program $3,850,000 (2004-2007)

This project consists of various public improvements along South Bend's major commercial strips, including overhead street signs, new traffic signals, improved lighting, curbs and sidewalks, street trees and street furniture. Limited acquisition, relocation, clearance and site prep and improvements will be conducted on a case-by-case basis. Special programs including facade improvements, business assistance, marketing, public safety and related activities will also be used on a targeted basis. Improvements to commercial strips are part of the City's long term Commercial Corridor Improvement Initiative. The public improvements will complement our business retention/attraction efforts and our commercial revolving loan program. Commercial corridors and specific projects will be selected from the South Bend Commercial Corridor Action Plans that have been developed for Lincoln Way West, Portage, Miami, Western and South Michigan.

Funding Source
County Option Income Tax (COIT)

Activity Date	
2004	$ 900,000
2005	950,000
2006	1,000,000
2007	1,000,000
TOTAL	**$3,850,000**

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Projected Ongoing Operating Cost Impact

There will be no additional operating costs projected for this activity. Acquisition and demolition of substandard buildings and improvements to streets, curbs and sidewalks and drainage may reduce basic service costs. Increased street lighting costs may result if additional street lights are added. The costs are minor and difficult to project. This item will be monitored on an annual basis.

Downtown Streetscape and Gateway Improvements $1,000,000 (2004-2007)

This project will be conducted in conjunction with the South Bend Downtown Partnership and consists of improvements and repairs to curbs and sidewalks, planting of street trees, installation or replacement of pedestrian and street lights, street furniture, landscaping, and, where appropriate, street bricks and a special material treatment. The projected improvements will occur in a 20 block area in the center of downtown to establish a distinct identity, image and arrival point for downtown South Bend.

Activity Date	
2004	$ 250,000
2005	250,000
2006	250,000
2007	250,000
TOTAL	**$1,000,000**

Funding Source

South Bend Central Development Area Tax Increment Fund (SBCDA TIF), County Option Income Tax (COIT) and County Economic Development Income Tax (CEDIT)

Projected Ongoing Operating Cost Impact

Operating costs may increase due to the street tree planting program. However, the first phase of improvements is scheduled for an area already covered by the downtown maintenance crews. Therefore, additional costs will be minor. The annual projected costs of $15,000 (2003), $25,000 (2004), $50,000 (2005) and $60,000 (2006) represent an increase to the existing budget. If this activity is expanded to its full 20 blocks over the next 10 years, costs will increase.

East Bank Streetscape and Gateway Improvements $1,000,000 (2004-2007)

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

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Activity Date	
2004	$ 250,000
2005	250,000
2006	250,000
2007	250,000
TOTAL	**$1,000,000**

Funding Source
South Bend Central Development Area Tax Increment Fund (SBCDA TIF), County Option Income Tax (COIT) and County Economic Development Income Tax (CEDIT)

Projected Ongoing Operating Cost Impact
See comments for Downtown Streetscapes and Gateway Improvements/Repairs.

Downtown Property Acquisitions $3,250,000 (2006)

This project consists of the acquisition of vacant land, substandard buildings, and incompatible or marginal land uses in the downtown redevelopment area. The property will be assembled, cleared, and disposed of through the public bidding process to private sector entities for developments consistent with the Downtown Redevelopment Plan. The proposed acquisitions and subsequent development will continue the community's redevelopment effort in downtown South Bend. Underutilized or vacant buildings and land will be developed to increase the tax base, attract and retain businesses in the downtown, and replace marginal activities with viable economic activities. The blocks and parcels targeted for acquisition will be identified in the new 2020 SBCDA Physical Development Plan

Activity Date	
2006	$3,250,000
TOTAL	**$3,250,000**

Funding Source
Redevelopment/Commission General Obligation Bond

Projected Ongoing Operating Cost Impact
Operating costs will increase slightly in order to maintain any vacant lots created by acquisition and demolition activities to create new development sites. However, if the lots are converted to interim surface parking, the City or Redevelopment will realize a net operating income based on the number of spaces in each lot. Estimated annual operating costs are $6,000.

East Bank Development Area Property Acquisitions $2,250,000 (2005)

This project consists of the acquisition of vacant land, substandard and marginal use buildings and incompatible land uses. The acquisition, assemblage, and disposition of developable sites will enable the City to continue to implement the 1987 East Bank Plan (as revised). The development

of the sites will increase the City's tax base and contribute to the continued revitalization of the East Bank. The blocks and parcels targeted for acquisition will be identified in the new 2020 SBCDA Physical Development Plan.

Activity Date		Funding Source
2005	$2,250,000	Redevelopment Authority / Commission Lease TIF Revenue Bond
TOTAL	**$2,250,000**	

Project Ongoing Operating Cost Impact
See comments for Downtown Property Acquisitions. Cost for both Downtown Property Acquisitions and East Bank Development Area Property Acquisitions are included in the Downtown Property Acquisitions.

Stadium Area Improvements/Acquisitions $ 350,000 (2005-2006)

This project consists of additional acquisition and public improvements within the general stadium area. The project will expand the number of parking spaces available to Union Station, the stadium, and the Studebaker Museum. Additional improvements will include removal of sub-standard or non-compatible facilities and land uses and improvements in lighting, landscaping, banners and street furniture. The project is part of our long term effort to revitalize the downtown. The three major attractions in the area will be better served by additional parking as each facility continues to attract more customers. The additional land and parking will allow for additional events.

Activity Date		Funding Source
2005	$150,000	Stadium Capital Fund
2006	200,000	
TOTAL	**$350,000**	

Projected Ongoing Operating Cost Impact
No operating cost impact projected for this activity. The increase in surface parking spaces can be maintained by the existing Park Department crew and the spaces will generate additional parking fees as part of the Coveleski Stadium operation.

East Bank Area Parking Improvements $4,400,000 (2005)

This project consists of the construction of one small parking deck of 250-350 spaces for a site identified in the new 2020 SBCDA Physical Development Plan. The small decks will include street

frontage commercial or public space for retail, parks and recreation, and other mixed-use purposes. The construction of the deck would allow for the removal of parking from the river and east raceway frontage and enable the private sector to maximize commercial development.

Activity Date		Funding Source
2005	$4,400,000	Redevelopment Authority/ Commission Lease TIF Revenue Bond
TOTAL	**$4,400,000**	

Projected Ongoing Operating Cost Impact

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

Sample-Ewing Development Area (SEDA) $ 6,950,000 (2004-2006)
Studebaker Corridor/Oliver Plow Works Project

This project includes the large scale acquisition, relocation, and clearance of major obsolete industrial buildings and incompatible land uses. The project also includes the reconstruction or construction of major streets, curbs, sidewalks, and parking lots in the project area. In addition, new streets will be constructed when necessary, and street and pedestrian lights will be upgraded. Construction of new water, sanitary and storms sewers will be included in this project. The Studebaker Corridor/Oliver Plow Works is a mix of building types and conditions and a mix of businesses and is located in the merged and expanded Sample-Ewing Development Area (SEDA).

The Redevelopment Plan calls for the revitalization of the project area by protecting existing businesses and attracting new businesses and industrial development to assembled and cleared sites. Obsolete buildings and incompatible land uses must be eliminated in order to allow for continued development that will create new jobs and increase the tax base.

Activity Date		Funding Source
2004	$2,500,000	Federal Sec. 108 Loan and Federal Grant Funds
2005	3,000,000	
2006	1,450,000	
TOTAL	**$6,950,000**	

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Projected Ongoing Operating Cost Impact

Operating costs may increase slightly due to the acquisition and clearance of deteriorated buildings. Given our experience in the balance of the Sample-Ewing Development Area (SEDA) project, operating costs for maintenance, clean-up and mowing could total $20,000 a year while the City holds the property. These costs will be funded by the Sample-Ewing Tax Increment Fund (TIF). This will not be an ongoing cost and, as sites are sold, the operating costs will be reduced.

Sample-Ewing Development Area (SEDA): South East Neighborhood Project — $600,000 (2004-2007)

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

Activity Date	
2004	$150,000
2005	150,000
2006	150,000
2007	150,000
TOTAL	**$600,000**

Funding Source

Sample-Ewing Development Area Tax Increment Fund (SEDA TIF), Community Development Block Grants (CDBG), County Option Income Tax (COIT) and General Funds

Projected Ongoing Operating Cost Impact

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

Sample-Ewing Development Area (SEDA) Rum Village Neighborhood — $600,000 (2004-2007)

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

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Activity Date	
2004	$150,000
2005	150,000
2006	150,000
2007	150,000
TOTAL	**$600,000**

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

Projected Ongoing Operating Cost Impact
Operating costs may increase slightly due to the acquisition and clearance of deteriorated buildings. Given our experience in the balance of the Sample-Ewing Development Area (SEDA) project, operating costs for maintenance, clean-up and mowing could total $5,000 a year while the City holds the property. This will not be an on-going costs and as sites are sold the operating costs will be reduced.

Mixed-Use Incubator $500,000 (2004-2005)

This project consists of the phased rehabilitation of the former Torrington Building, a 350,000 square foot facility which is an incubator for small businesses and start-up firms. General rehabilitation and site improvements are included in the projects costs. The incubator facility will be supported by technical assistance programs and support services on site.

Activity Date	
2004	$300,000
2005	200,000
TOTAL	**$500,000**

Funding Source
Urban Enterprise Association (UEA) Funds

Projected Ongoing Operating Cost Impact
Operating costs for this activity are the responsibility of the Urban Enterprise Association. The City of South Bend does not have any operating cost responsibilities related to it.

Airport Economic Development Area (TFA)/ Blackthorn Area - Major Projects $8,900,000 (2005, 2007)

This project consists of the development of major streets and roads in the 2300 acres of land

surrounding the South Bend Regional Airport. The development plan calls for eight major land use sectors including a business campus/golf course sector, a light industrial/warehouse sector and various commercial, residential and retail sectors. The twenty year development goals include private investment (in 1990 dollars) of approximately $670,000,000 and the creation and retention of 27,000 jobs. Major highway, water, sewer and airport capital improvement projects will be required to maximize private investment and development.

Funding Source
Transportation Finance Authority (TFA)

Activity Date	
2005	$4,900,000
2007	4,000,000
TOTAL	**$8,900,000**

Projected Ongoing Operating Cost Impact
Operating costs on behalf of the City will increase due to this project as streets are constructed and extended into the development area. However, based on discussions with the Department of Public Works, the cost increases are so minimal that until many additional lane miles are constructed, the costs will be included in existing budgeted figures. The City can expect additional operating cost increases after 2007 when extensive additional improvements are planned.

Airport Economic Development Area (AEDA TIF)/ Blackthorn Area - Small Scale Projects $8,500,000 (2004-2007)

This project consists of the development of infrastructure and other public improvements in the 2300 acres of land surrounding the South Bend Regional Airport. Activities to be undertaken include the construction of interior streets and roads, including all utilities, lighting, signage, and landscaping elements. Construction and preservation of wetland and other open space amenities, project area signage, and golf course improvements are also included under this category. These capital projects support the large scale projects funded under the Blackthorn Area - Major Projects (above) and corresponds to specific, detailed project area land use plans and specific private-public sector development projects.

Funding Source
Airport Economic Development Area (Blackthorn) Tax Increment Fund (AEDA TIF)

Activity Date	
2004	$2,000,000
2005	2,500,000
2006	2,000,000
2007	2,000,000
TOTAL	**$8,500,000**

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Projected Ongoing Operating Cost Impact
See comments for Blackthorn Area Major Projects.

River Glen Business Park Expansion $2,250,000 (2005)

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

Activity Date	
2005	$2,250,000
TOTAL	**$2,250,000**

Funding Source
Redevelopment Activity/Commission Lease TIF Revenue Bond

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

Downtown Medical Services District $3,000,000 (2004-2006)

This project consists of acquisition, relocation and demolition activities and improvements to the street system, traffic control, streetscape and related public improvements adjacent to and serving the Memorial Health Systems (MHS) Campus. The project area is bound by Leeper Park (north), LaSalle Avenue (south), Lafayette Blvd. (west) and St. Joseph Street (east). The City will undertake public improvements and site assemblage activities in conjunction with MHS expansion and development plans and related health and medical service providers. The City's improvement plan would also be implemented to improve and preserve the surrounding residential neighborhoods.

Funding Source
Redevelopment Commission Revenue Bonds (Private Placement), Local Roads and Streets Fund (LRSA), Water Works and Sewage Works Capital Funds

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Activity Date	
2004	$ 900,000
2005	800,000
2006	1,300,000
TOTAL	**$3,000,000**

Projected Ongoing Operating Cost Impact
No increased operating cost impact is projected for this project. Several proposed street closings could reduce ongoing City operating costs.

Bendix Street Development Area $4,400,000 (2004-2007)

This project consists of street realignments, acquisition, relocation, demolition, infrastructure improvements and facility rehabilitation in an area bound by Bertrand, Olive, the railroad tracks and Bendix. The project will enable Honeywell and Bosch Corporation to improve their facilities and sites as part of a business retention and expansion effort.

Activity Date	
2004	$1,300,000
2005	900,000
2006	1,700,000
2007	500,000
TOTAL	**$4,400,000**

Funding Source
Airport Economic Development Area Tax Increment Fund (AEDA TIF), Local Roads and Streets Fund (LRSA), Water Works and Sewage Works Capital Funds, State Loan and Grant Funds, Local Development Corporation Loans, County Economic Development Income Tax (EDIT) Funds

Projected Ongoing Operating Cost Impact
No additional operating costs to be incurred by the City are projected for this project.

Howard Park Residential Development Project $2,750,000 (2005-2007)

This project consists of the provision of infrastructure improvements, street reconfigurations, landscaping and park improvements, parking, lighting and urban amenities to support the development of market-rate housing development. The private developments will include single family houses, townhouses and mid-rise apartment buildings and small scale commercial development within an area bounded by the St. Joseph River (south), Jefferson Street (north), Eddy Street (east) and Howard Park (west). The City's public improvement and infrastructure investment will be tied to the private investment and development schedule.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Funding Source
Local Roads and Streets Fund (LRSA), Park Capital and County Option Income Tax (COIT), Water Works and Sewage Works Capital Funds

Activity Date	
2005	$1,400,000
2006	900,000
2007	450,000
TOTAL	**$2,750,000**

Projected Ongoing Operating Cost Impact
No additional net operating costs to be incurred by the City are projected for this project.

Main-Jefferson Office Project $5,500,000 (2004)

This project consists of a private-public partnership to develop a 90,000 square foot Class A office at the southwest corner of Main and Jefferson Streets in downtown South Bend. The City will assemble the site by undertaking acquisition, relocation and demolition activities. In addition, the City will provide public right-of-way investment including curbs, sidewalks, street trees, landscaping, lighting and street furniture improvements. The project parking demands will be handled by a variety of means including on-site and adjacent parking spaces.

Funding Source
Financing funded by Economic Development Income Tax (EDIT) Fund, TRANSPO Federal Grant

Activity Date	
2004	$5,500000
TOTAL	**$5,500,000**

Projected Ongoing Operating Cost Impact
No operating cost impact is projected for this project. The building owner and tenants will be responsible for maintenance and repair of landscaped areas.

Water's Edge Mixed-Use Project $2,600,000 (2004)

This project consists of a private-public partnership to develop a mixed-use project consisting of a 70,000 square foot class A office/commercial building and a market rate, mid-rise condo of 30 - 40 units with underground parking. The City will assist the private developer by participating in on-site preparations and public improvements, off-site parking development and improvements to Seitz Park and the adjacent river walk.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Activity Date		Funding Source
2004	$2,600,000	Redevelopment Commission TIF Revenue Bond
TOTAL	**$2,600,000**	

Projected Ongoing Operating Cost Impact
No increased operating cost is projected for the City. The developer will be responsible for all operating, maintenance and repair costs for the on-site parking and public plaza. The off-site parking costs will be covered by parking fees generated by individual parker's fees.

Multi-Purpose Downtown Arena (MPDA) Project $2,000,000 (2004-2005)

This project will consist of a private-public partnership to construct a 6,500 feet multi-purpose arena in downtown. Events in the MPDA will range from minor league, professional sports, trade shows, concerts, etc. The MPDA will be privately owned, operated and financed. City involvement will be limited to assembling and clearing the site (for lease or sale), streetscape improvements and related public improvements. A short-term escrow of ten percent of the privately financed construction cost will also be provided by the City. (The public funding highlighted below does not include the short-term escrow fund.)

Activity Date		Funding Source
2004	$1,250,000	Redevelopment Commission TIF Revenue Bond, County Option Income Tax (COIT) and County Economic Development Income Tax (CEDIT)
2005	750,000	
TOTAL	**$2,000,000**	

Projected Ongoing Operating Cost Impact
No increased ongoing operating cost is projected. The MPDA operating cost will be the responsibility of the owner and operator of the arena.

PARK AND RECREATION DEPARTMENT

Howard Park $395,000 (2004-2005)

The existing roof and boilers of the Howard Park Maintenance Building require replacement. These replacements will ensure long range use of this building. An amphitheater is planned for Howard Park for outdoor concerts and presentations.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Funding Source
Park Department Capital Funds

Activity Date	
2004	$145,000
2005	250,000
TOTAL	**$395,000**

Projected Ongoing Operating Cost Impact
The current maintenance budget will benefit slightly from a more efficient heating system and insulated roof. No other operating costs will be impacted.

Coveleski Stadium Improvements $741,300 (2004-2007)

The stadium was opened in 1987. Needed improvements will include window replacements, joint and concrete repairs, stadium flashing sealants, lighting upgrades, water repellant sealer, extensive interior upgrades and replacement of the current air conditioning systems.

Funding Source
Coveleski Stadium Capital Fund

Activity Date	
2004	$ 224,000
2005	130,000
2006	140,000
2007	247,300
TOTAL	**$741,300**

Projected Ongoing Operating Cost Impact
The current operating cost of the stadium is beginning to increase due simply to the age of the facility. Though the stadium is in great shape, more time and effort are required to meet current standards. More emphasis is needed in the area of preventive maintenance by either the team or the Park Department. Increased costs could be as high as $25,000 to $40,000 annually to implement needed maintenance concerns.

East Race Waterway and Walkway Extensions $1,600,000 (2004)

This project consists of a plan that will ultimately connect trails from South Bend to Michigan from the north and Mishawaka to the east. The second part of this project consists of constructing a much needed restroom facility and changing area for the East Race and riverwalk participants. Included in this project would be a concession area and ticket counter.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Funding Source
Grants, Park Capital, County Option Income Tax (COIT), East Race Capital

Activity Date	
2004	$1,600,000
TOTAL	**$1,600,000**

Projected Ongoing Operating Cost Impact
The existing riverwalks are used frequently and routine maintenance is required. Maintenance costs will increase an additional $5,000 per year upon completion of the last phase of extensions in 2003. The construction of a restroom and concession area will greatly enhance the East Race Waterway. Increased operational costs of $5,000 annually due to increased staffing and supplies may be partially offset by increased revenues from concession sales. These costs will be included in the Park Department operating budget.

Belleville/Sheridan Upgrades $400,000 (2004-2006)

This project consists of renovating the existing baseball fields with new fencing, irrigation, bleachers, and turf improvements. These improvements will be completed in two phases in years 2003 through 2004. To further enhance the baseball-softball operations at Belleville, the third phase of improvements will consist of a coin-operated batting cage/pitching machine and a small playground complex near the baseball and softball fields for youngsters to use while adults are playing ball. A lighted soccer field is planned as well.

Funding Source
Park Department Capital Funds

Activity Date	
2004	$150,000
2005	100,000
2006	150,000
TOTAL	**$400,000**

Projected Ongoing Operating Cost Impact
The requests for ball diamonds continues to outnumber the fields available. Upon completion of this project one more diamond will be available for public play. Operating costs for the maintenance of this field will be $3,000 annually. To further enhance the park for player and family, phase three will provide batting cages and a playground area for children. Operating costs for the batting cages will be $5,000 annually primarily for maintenance supplies and staffing. This should be offset by the revenue generated by the batting cages. The operational costs for the soccer fields will be approximately $5,000 annually due to staffing, field supplies and utilities. These additional costs will be included in the Park Department operating budget.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Leeper Park Wall Repair $300,000 (2004)

The sixty-year-old wall around the Leeper Park island is breaking and falling into the river causing erosion to the island. It should be repaired soon in order to contain the erosion to the island and to protect the existing water pumping station located on the property.

Funding Source
Grants and County Option Income Tax

Activity Date	
2004	$300,000
TOTAL	**$300,000**

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

Erskine Golf Course Irrigation Upgrade $125,000 (2005)

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

Funding Source
Golf Non-reverting Capital

Activity Date	
2005	$125,000
TOTAL	**$125,000**

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

Regional Aquatics Facility $16,038,200 (2004, 2006)

This project consists of the acquisition of vacant land and construction of a 4,000 bather capacity family aquatics center. This facility will serve as a major recreational-entertainment center for South Bend and the surrounding area. The planning and construction of this facility will take two to three years to complete. The City is currently pursuing the possibility of this becoming a joint project with the County. This would be funded through the issuance of a general obligation bond (either by the City or by the County if it became a joint project) and thus would be subject to a petition/remonstrance process (allowing taxpayers to voice their level of support for this project prior to commencing with this major capital expenditure).

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Activity Date	
2004	$15,038,200
2006	1,000,000
TOTAL	**$16,038,200**

Funding Source
Park General Obligation Bond, Facility Capital Revenues

Projected Ongoing Operating Cost Impact
The projected operating cost of this facility, open from June 1 to September 1, and staffed by more than 250 people will total approximately $1.25 million on an annual basis. The projected annual revenue is $1.5 million with the net profit going to the facility's non-reverting capital fund.

Potawatomi Zoo - African Savannah Exhibit $600,000 (2005)

This project would entail the renovation of the current African Hoofstock exhibits to accommodate giraffe and 2 - 4 other large animal species (i.e. antelope, ostrich, cattle).

Activity Date	
2005	$600,000
TOTAL	**$600,000**

Funding Source
Potawatomi Zoological Society Fund Raising(P.Z.S.), Park Department

Projected Ongoing Operating Cost Impact
Additional cost of staff and related supplies would total an annual cost of $50,000 to $65,000 per year.

Howard Park Senior Center $600,000 (2004)

This project is designed to enlarge and update the existing Senior Center. Special amenities such as a full-size kitchen and community center are part of the plans and are currently needed to serve the increasing number of seniors who use the center.

Activity Date	
2004	$600,000
TOTAL	**$600,000**

Funding Source
Community Development Block Grant (CDBG), Park Department Capital Fund

Projected Ongoing Operating Cost Impact
Additional operating cost will be approximately $10,000 per year due to increased staffing and

supplies. These expenditures will be funded out of the Park Department operating budget when this project is completed.

Potawatomi Zoo - South American Exhibits $100,000 (2004)

The first phase of the project will replace an old exhibit at the zoo which is not adequate to house the current collection. The first phase of construction is in the "South American" section which has not been previously developed. It will allow for the almost year-round exhibition of marsh birds. It will also be an immersion display, meaning that the public can walk through the exhibit with the animals, allowing "bar free" viewing. Two smaller exhibits will be located on either side of the main exhibit. A bird holding barn will be located behind the exhibit.

The second phase of the project consists of phase two of the South American section of the zoo. This includes the construction of natural habitat exhibits for endangered mammals such as the ocelot, saki monkey, tamarins and birds such as the toucan. Holding barns will be constructed behind the exhibits.

Funding Source
Park Department Capital Funds

Activity Date	
2004	$100,000
TOTAL	**$100,000**

Projected Ongoing Operating Cost Impact
The only anticipated operating cost would be a minor increase in utilities.

Potawatomi Zoo - New Gift Shop, Parking Lot, & Special Events Facilities $140,000 (2005)

This project consists of renovating the existing Gift Shop, expanding and resurfacing the existing parking lot to accommodate larger weekend and special events attendance and constructing a covered special events area.

Funding Source
Grants, Park Capital, Zoological Society, Zoo Non-Reverting Capital

Activity Date	
2005	$140,000
TOTAL	**$140,000**

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

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

Howard Park Ice Rink $150,000 (2005)

This project would include a major upgrade to the mechanical infrastructure of the Ice Rink. The replacement of the main condenser and the chiller is necessary in order to maintain the quality of ice at the facility throughout the winter season. In addition to the condenser, the thirty-year-old Zamboni ice machine will be replaced as well.

Funding Source
Park Department Capital Funds

Activity Date	
2003	$150,000
TOTAL	**$150,000**

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

O'Brien Recreation Center $1,500,000 (2004)

The existing roof will need replacement or extensive repairs in addition to those budgeted in 2003. The replacement will ensure no further damage to the interior of the building. Construction of an indoor aquatics addition and expanded fitness facility is also planned.

Funding Source
Park Department Capital Fund

Activity Date	
2004	$1,500,000
TOTAL	**$1,500,000**

Projected Ongoing Operating Cost Impact
The Park operating budget will benefit from a more efficient insulated roof. There are no additional operating costs anticipated for roof. Additional cost for staff and supplies for Aquatic addition would be $100,000 annually.

Greenhouse/Conservatory Renovation $2,100,000 (2004)

This project will completely renovate the existing facility and add new exhibitory and educational opportunities. This project will put the facility in compliance with all OSHA and ADA requirements.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Activity Date		Funding Source
2004	$2,100,000	Municipal Bond
TOTAL	**$2,100,000**	

Projected Ongoing Operating Cost Impact
Additional cost of two part-time personnel would be covered by the increase in revenue. A reduction of heating cost could be significant in an upgrading.

Miscellaneous Park Upgrades $300,000 (2004-2005)

This project would allow the department to do numerous capital upgrades in neighborhood parks.

Activity Date		Funding Source
2004	$150,000	County Option Income Tax (COIT), Park Non-Reverting, Grants
2005	150,000	
TOTAL	**$300,000**	

Projected Ongoing Operating Cost Impact
These projects would not impact our operating cost, though new cart paths may reduce the wear and tear on the golf carts, thus reducing maintenance cost and perhaps extending the life of the carts.

WATER WORKS

Olive Street Wellfield Treatment and Storage Improvements $16,750,000 (2005)

Approximately $15 million is needed for filtration and treatments on this prolific but water quality challenged aquifer. An additional $1,750,000 would be needed for a 5MG water storage reservoir to level out source pumping while satisfying peak demands, fire flows and pressure without stressing the aquifer and potentially impacting water quality. Project is in accordance with Master Plan.

Activity Date		Funding Source
2005	$16,750,000	Water Works Capital Fund
TOTAL	**$16,750,000**	

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Projected Ongoing Operating Cost Impact
The operating expense of filtration labor, power and chemicals will be in excess of $100,000 annually, but we will need to refine the basis of design to quantify more accurately. The storage operation and maintenance of a concrete reservoir is very nominal.

Building - Customer Service Center $1,360,000 (2006)

Demo existing building and build new facility on current site.

Funding Source
Water Works Revenue

Activity Date	
2006	$1,360,000
TOTAL	**$1,360,000**

Projected Ongoing Operating Cost Impact
This project could potentially increase electricity costs; however, any increase would be minor.

South Well Field Six (6) GAC Units $1,200,000 (2005)

Granular activated carbon units are necessary for remediation of future contaminants.

Funding Source
Water Works Revenue

Activity Date	
2005	$1,200,000
TOTAL	**$1,200,000**

Projected Ongoing Operating Cost Impact
This project could potentially increase electricity costs; however, any increase would be minor.

SEWAGE WORKS

Wastewater Treatment Plant Building Improvements $1,320,000 (2004-2007)

Concrete restoration is needed for various walkways, tanks and buildings at the Wastewater Treatment Plant before further deterioration begins to affect the treatment process. Brick and roof restoration of the Anaerobic Digester Buildings will also be completed.

Funding Source
Sewage Works Revenues

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Activity Date	
2004	$ 310,000
2005	260,000
2006	250,000
2007	500,000
TOTAL	**$1,320,000**

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

Land Improvements - Wastewater Department $555,000 (2004-2007)

This project includes the construction of a new biosolids storage pad and restoration of existing pads and roadways. In addition, miscellaneous site and drainage improvements will be made. Miscellaneous sewer extensions will be made to service residential as well as business areas.

Funding Source
Sewage Works Revenues

Activity Date	
2004	$280,000
2005	75,000
2006	125,000
2007	75,000
TOTAL	**$555,000**

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

Wastewater Treatment Plant Equipment $3,973,000 (2004-2007)

Upgrades and replacement of a variety of treatment plant equipment will be necessary over the next several years. This would include the following: clarifier drives, dewatering control equipment, waste gas burner, raw sludge valves, gas compressors, dissolved oxygen meters, handrail digester mixing equipment, disinfection equipment, filter press belt replacement, ceramic aeration diffusers, lab instrumentation, samplers and various pumps and drives.

Funding Source
Sewage Works Revenues

Activity Date	
2004	$ 991,250
2005	1,555,750
2006	929,750
2007	496,250
TOTAL	**$3,973,000**

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated. These upgrades and replacements are necessary to maintain levels of service currently being provided.

Land Improvements - Sewer Extensions $8,000,000 (2004-2007)

This project deals with the construction of sewer extensions for pending development partnerships as well as Master Plan for trunk extensions, river crossings and lift stations to enable growth and development.

Funding Source
Sewage Works Revenue

Activity Date	
2004	$2,000,000
2005	2,000,000
2006	2,000,000
2007	2,000,000
TOTAL	**$8,000,000**

Projected Ongoing Operating Cost Impact
The purpose of sewer extensions is to gain new customers. Revenues from these new customers will cover the cost of operating the sewer as well as treating the water. The purpose of the sewer rate studies is to accomplish this.

Land Improvements - Sewer Rehabilitation $4,900,000 (2004-2007)

This project deals with the restoration of old sewers with ground water infiltration, cracked pipes, root intrusion and deteriorated manholes. The City needs to rehabilitate a certain amount to avoid sewer backup or collapses. This service is extended to residential as well as business areas.

Funding Source
Sewage Works Revenue

Activity Date	
2004	$1,225,000
2005	1,225,000
2006	1,225,000
2007	1,225,000
TOTAL	**$4,900,000**

Projected Ongoing Operating Cost Impact
The purpose of sewer rehabilitation is to repair or renew a sewer. The typical manifestations for this need is collapse, excessive water and/or soil inflow, both expensive operational problems. Rehabilitation will always reduce operating cost.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Wastewater Treatment Plant - Multi-Year Plan $691,486 (2004)

This project reflects the continuation of Phase I of the twenty-year facility plan. This will include the completion of the Headworks Building, clarifier rehabilitation, blower and blower drive replacement, raw sewage pump drive engine, and step feed and recombination capabilities to maximize wet weather treatment while protecting the biological secondary process.

Funding Source
State Revolving Fund Loan

Activity Date	
2004	$691,486
TOTAL	**$691,486**

Projected Ongoing Operating Cost Impact
The expenditures will potentially save $200,000 per year in energy costs for the Wastewater Treatment Plant.

Combined Sewer Overflow (CSO) Long-Term Control Plan $6,560,000 (2004-2007)

This project is needed for implementation of the National Pollutant Discharge Elimination System permit attachment A requirements to reduce the frequency and severity of CSO events and prioritize elimination of basement flooding. This will need to ramp up to meet knee-of-the curve floor for water quality improvement. The total capital cost over the next 20 years is projected at $100 million.

Funding Source
Sewage Works Revenues and State Revolving Loan Funds

Activity Date	
2004	$1,640,000
2005	1,640,000
2006	1,640,000
2007	1,640,000
TOTAL	**$6,560,000**

Projected Ongoing Operating Cost Impact
The capital projects will be complemented by companion Best Management Practices (BMP's). The nine minimum controls and maintenance of Long Term Control Plan projects will cost on the order of $500,000 per year over the next 20 years.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

CENTURY CENTER

Convention Hall "C" Upgrades $810,000 (2007)

When the Studebaker Museum Board was created and the original factory showroom in downtown South Bend was acquired, the Studebaker Museum was transferred from the Century Center. This transfer freed this space for convention use. Upgrades to this convention hall will transform the space from a museum atmosphere into a highly attractive gathering space for conventions.

Activity Date	
2007	$810,000
TOTAL	**$810,000**

Funding Source
Century Center Revenue & County Hotel/Motel Tax

Projected Ongoing Operating Cost Impact
There are no additional operating costs anticipated over and above the renovation costs.

Elevator in the Main Lobby $150,000 (2004)

An escalator was in the renovation plans four years ago at a projected cost of $250,000. Since the opening of the College Football Hall of Fame, the client traffic does not call for moving as many people at once, as the escalator would have accommodated. The Century Center has a need to accommodate an increased number of clients to and from the lower level due to the addition of the ballroom on the north side of the Great Hall. An elevator in the Center's main lobby between these two levels would provide this service.

Activity Date	
2004	$150,000
TOTAL	**$150,000**

Funding Source
Century Center Revenue & County Hotel/Motel Tax

Projected Ongoing Operating Cost Impact
The operating cost would be minimal. A service contract and energy costs are projected to cost $2,000 or less per year.

Century Center Building - Water Balancing $75,000 (2004)

This is for both heating and cooling systems. Balancing would make these systems more energy efficient, which would lower utility costs. It would ensure that the proper amounts of water would be available in the different areas of the facility that use water.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Funding Source
Century Center Revenue & County Hotel/Motel Tax

Activity Date	
2004	$75,000
TOTAL	**$75,000**

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

Century Center Building - Renovate Public Restrooms $250,000 (2005)

This is for the rehabilitation of all public restroom facilities throughout the Century Center. This would bring the restrooms up to state-of-the-art functionality. Also, using less water would reduce utilities for additional savings.

Funding Source
Century Center Revenue & Hotel/Motel Tax

Activity Date	
2005	$250,000
TOTAL	**$250,000**

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

Replacement of Building Boilers $500,000 (2007)

The replacement of new building boilers will prevent the failure of the system, as well as the prevention of loss of energy efficiency.

Funding Source
Century Center Revenue & County Hotel/Motel Tax

Activity Date	
2007	$500,000
TOTAL	**$500,000**

Projected Ongoing Operating Cost Impact
New boilers would not add significantly to energy savings; however, maintenance costs on existing boilers would decrease approximately $12,000 annually.

MAJOR CAPITAL PROJECT DESCRIPTION
FOR YEARS 2004 - 2007

Replace Chilled Water System $1,000,000 (2007)

A replacement for the Center's chilled water system is needed, as the current chilled water system has become obsolete. The water chillers use refrigerant R-11, and this refrigerant has not been manufactured since 1995.

Funding Source
Century Center Revenue & County Hotel/Motel Tax

Activity Date	
2007	$1,000,000
TOTAL	**$1,000,000**

Projected Ongoing Operating Cost Impact
The replacement of both refrigerants could be as much as $25,000 per machine. Given the advances in chiller technology, new chillers could provide the Center with as much as $20,000 a year in savings in utility costs.

Upgrade of Fire Alarm System $176,000 (2006 or later)

This would bring the alarm system up to state-of-the-art technology and maintain high tech reliability within the Century Center.

Funding Source
Century Center Revenue & County Hotel/Motel Tax

Activity Date	
2006	$176,000
TOTAL	**$176,000**

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

Major Expansion of Century Center $30,000,000 (2007 or later)

The convention business can be highly beneficial to South Bend with its economic impact, including the creation of hundreds of jobs. South Bend's Century Center is very successful in servicing conventions. Since most convention groups in the United States do not require "mega" centers, the expansion of the Century Center could host more of this beneficial business. An anticipated 25,000 square foot expansion would provide a highly attractive gathering space for conventions, while providing additional revenue to the City of South Bend. The expansion would generate revenue by expanding current conventions, adding additional trade shows and public shows, and increase banquet and meeting business. This expansion would also increase the economic impact for the

community at an estimated $2 million annually.

If additional hotel and parking accommodations were made available, the expansion could be increased to 50,000 square feet.

Activity Date		Funding Source
2007	$30,000,000	General Obligation Bond
TOTAL	**$30,000,000**	

Projected Ongoing Operating Cost Impact

A 25,000 square foot expansion would increase the operating expense budget approximately $78,000 annually. This would include additional labor, energy costs, supplies and services. The operating revenue impact would be estimated at $100,000 annually. There are no impact numbers for hotel and parking expansion at this time.

LONG-TERM DEBT SUMMARY

INTRODUCTION

During 1996, the City's bond rating was upgraded from "A" to "AA" by two of the three national municipal bond rating agencies. As mentioned earlier in this document, this rating improvement was a significant accomplishment for the City. It meant the credit worthiness of the City increased dramatically. As a result of the lower borrowing costs afforded by this bond rating, the City of South Bend has been provided some choices as it attempts to meet the long list of needs outlined in its Capital Improvement Plan.

The only new debt issued during 2002 will be used to accommodate the location of a warehousing and distribution center. It includes and is not limited to cost of property acquisition, demolition and removal of existing buildings, environmental remediation, redevelopment and economic development activities. The City anticipates the creation of five hundred new jobs when this project is complete. The bond size is $6,620,000 and will be repaid over a twenty-year period using TIF revenues.

As of December 31, 2002, the City had a number of debt issues outstanding. These issues included $2,085,000 of general obligation bonds, $52,267,109 of revenue bonds payable from Enterprise Funds, $72,425,000 of revenue bonds payable from Governmental Funds and $1,453,247 of first mortgage bonds. General obligation bonds are direct obligations of the City and are payable out of ad valorem taxes levied and collected on all of the taxable property in the City. Revenue bonds generally are obligations payable from the revenues of a particular project. First mortgage bonds are generally issued to finance costs associated with building structures and are secured by a mortgage against specified properties owned by the City. A listing of all outstanding debt as of year-end, along with pertinent information for each issue, follows this introduction. Also included in this section is a debt service schedule which identifies principal and interest payments (in some cases lease payments for debt issued by the South Bend Redevelopment Authority) due during each of the next five years and beyond and the funding source for each debt service payment.

The decision to issue bonds or to obtain financing from financial institutions is based upon which alternative would provide the City with the lower overall costs. This is decided on a case-by-case basis. For bond issues, the City generally uses competitive sales for all issues unless circumstances dictate otherwise. Negotiated sales are considered if the bond issue involves a complex financing structure (certain revenue issues, a combination of taxable/nontaxable issues, etc.) or if other factors involved would make a competitive sale less cost effective. If a negotiated sale is anticipated, the City Controller and City Bond Counsel establishes a list of pre-qualified underwriters.

Under the Indiana Constitution and State Statute, the City's general obligation bonded debt issuances and debt issued by separate taxing units are subject to a legal limitation based upon 2%

of total assessed value of real and personal property. Since Indiana's assessment statutes call for an assessed valuation of one-third of cost less depreciation, its general obligation debt limitation is one of the most conservative in the United States. As of December 31, 2002, the 2% debt limit was $12,992,413 based upon a total $649 million net assessed value of taxable property within the City. The debt margin, which represents the amount of additional debt that can be issued prior to reaching the 2% limit, was $9,882,500 for the Redevelopment Authority and $1,810,000 for the Civil City as of the end of 2002. That computation is also included in this section.

The City's primary objective in debt management is to keep the level of indebtedness within its available resources while remaining below the 2% limit mentioned above. The necessity to incur debt in order to finance capital projects carries with it the obligation to manage the debt program effectively. As a result, the level of outstanding debt and the City's capacity to incur and repay additional debt requires careful examination on an ongoing basis. The balance between the need for a capital improvement and the ability to finance the associated expenditure (which includes the initial cost and any ongoing operational costs) must always be determined.

CITY OF SOUTH BEND, INDIANA
OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE BONDS
December 31, 2002

Revenue Bonds payable from Enterprise Funds:

$10,080,000 1993 Sewage Utility Refunding Revenue Bonds due in installments of $450,000 to $895,000, plus interest through December 1, 2008; interest at 2.4% to 5.6%	$ 4,585,000
$5,100,000 1993 Water Works Revenue Bonds due in installments of $210,000 to $535,000, plus interest through January 1, 2009; interest at 3.4% to 5.1%	2,680,000
$22,500,000 1997 Water Works Revenue Bonds due in installments of $1,120,000 to $2,140,000, plus interest through January 1, 2012; interest at 4.35% to 4.75%	16,050,000
$24,095,000 1998 Sewage Works Revenue bonds due in installments of $1,040,000 to $1,690,000, plus interest through December 1,2018; interest at 2.9%. These bonds are being financed by the Indian State Revolving Loan Fund with a total amount authorized up to $24,095,000. Funds are being received as construction costs are incurred. As of December 31, 2002, construction has not yet been completed. Interest did not begin accruing until December 1, 2000.	21,329056
$6,135,000 1998 Redevelopment Authority Revenue Refunding Bonds (Blackthorn Golf Course) due in installments of $120,000 to $620,000, plus interest through March 1, 2013; interest at 3.25% to 4.8%	5,385,000
$2,600,000 2000 Water Works Revenue Bonds due in installments of $56,000 to $182,165, plus interest through January 1, 2020; interest at 2.9%. These bonds are being financed by the Indiana State Revolving Loan Fund with a total amount authorized up to $2,600,000. Funds are being received as construction costs are incurred. As of December 31, 2002, construction has not yet been completed. Interest does not begin accruing until mid-2002.	2,238,053
Total Revenue Bonds Payable From Enterprise Funds	52,267,109

Revenue Bonds payable from Governmental Funds:
South Bend Redevelopment Authority Bonds:

$1,800,000 1988 Tax Incremental Financing Revenue Bonds due in installments of $25,000 to $775,000, plus interest through February 1, 2005; interest at 6.8% to 7.75%. Bonds are payable from the Tax Incremental Financing Bonds Fund.	1,075,000
$4,895,000 1990 Redevelopment Authority Revenue Bonds (South Bend Central Development Area) due in installments of $40,000 to $550,000, plus interest through February 1, 2012; interest at 6.6% to 7.3%. Bonds are payable from the Redevelopment District Bond Fund. During 1996, bonds due after February 1, 2004, $3,700,000, were advance refunded.	225,000

CITY OF SOUTH BEND, INDIANA
OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE BONDS
December 31, 2002

$4,095,000 1992 Redevelopment Authority Revenue Bonds (Parking Facilities Refinancing) due in installments of $90,000 to $390,000, plus interest through February 1, 2009; interest at 3.25% to 6.3%. Bonds are payable from the Redevelopment District Bond Fund.	2,025,000
$4,760,000 1992 Tax Incremental Financing Revenue Bonds due in installments of $35,000 to $680,000, plus interest through February 1, 2004; interest at 5.3% to 5.8%. Bonds are payable from the Tax Incremental Financing Bonds Fund.	1,275,000
$4,905,000 1993 Redevelopment Authority Revenue Bonds (Airport Economic Development Area Refinancing) due in installments of $20,000 to $260,000, plus interest through August 1, 2012; interest at 4.2% to 7.4%. Bonds are payable from the Redevelopment District Bond Fund.	3,445,000
$7,160,000 1994 Redevelopment Authority Revenue Bonds (Century Center Improvements) due in installments of $160,000 to $550,000, plus interest through August 1, 2017; interest at 4.3% to 6.25%. Bonds are payable from the Redevelopment District Bond Fund.	6,505,000
$3,790,000 1996 Redevelopment Authority Revenue Bonds (South Bend Central Development Area Refinancing) due in installments of $10,000 to $265,000, plus interest through February 1, 2012; interest at 4.0% to 5.85%. Bonds are payable from the Redevelopment District Bond Fund.	3,445,000
$2,540,000 1997 Redevelopment Authority Refunding Revenue Bonds (Airport Economic Development Area) due in installments of $45,000 to $125,000, plus interest through August 1, 2012; interest at 4.0% to 5.6%. Bonds are payable from the Redevelopment District Bond Fund.	1,905,000
$13,300,000 1998 Redevelopment Authority Revenue Bonds (Morris Performing Arts Center) due in installments of $250,000 to $495,000, plus interest through August 1, 2014; interest at 4.5% to 5.0%. Bonds are payable from the Economic Development Income Tax Fund.	11,720,000
$15,370,000 2000 Redevelopment Authority Revenue Bonds (Morris Performing Arts Center) due in installments of $250,000 to $495,000, plus interest through August 1, 2014; interest at 4.45% to 6.0%. Bonds are payable from the College Football Hall of Fame Bond Fund.	14,590,000
$9,250,000 2001 City of South Bend Building Corporation (Public Works Service Center) due in installments of $315,000 to $735,000, plus interest through February 1, 2021; interest at 4.625% to 5.3%. Bonds are payable from the County Option Income Tax & Sewage Works Funds.	9,250,000
$6,620,000 2002 Redevelopment Authority Revenue Bonds (TJX Special District Bonds) due in installments of $250,000 to $500,000, plus interest through July 1, 2022; interest at 3.0% to 4.75%. Bonds are payable from the Redevelopment District Bond Fund.	6,620,000

CITY OF SOUTH BEND, INDIANA
OUTSTANDING REVENUE, GENERAL OBLIGATION & FIRST MORTGAGE BONDS
December 31, 2002

Economic Development Income Tax (EDIT) Bonds:

$6,450,000 1997 EDIT Bond (Downtown Parking Facility and Plaza - Tax-Exempt Portion) due in installments of $80,000 to $265,000, plus interest through February 1, 2017; interest at 3.9% to 5.55%. Bonds are payable from the Economic Development Income Tax Fund.	5,430,000
$5,420,000 1997 EDIT Bond (Downtown Parking Facility and Plaza - Taxable Portion) due in installments of $75,000 to $255,000, plus interest through February 1, 2017; interest at 6.0% to 7.25%. Bonds are Payable from the Economic Development Income Tax Fund.	4,680,000
Total Revenue Bonds Payable From Governmental Funds	72,425,000

First Mortgage Bonds payable from Governmental Funds:

$1,388,858 1999 City of South Bend Building Corp Bonds Series A (Fire Station # 10) due in installments of $121,768 including interest through September 30, 2006; interest at 5.0%	873,093
$490,000 1999 City of South Bend Building Corp Bonds Series B (MSF Roof Repairs) due in installments of $41,696 including interest through December 30, 2005; interest at 5.0%	228,109
$570,000 1999 City of South Bend Building Corp Bonds Series C (O'Brien Admin & Recreation Center) due in installments of $52,196 including interest through November 28, 2006; interest at 5.53%	352,045
Total First Mortgage Bonds Payable From Governmental Funds	1,453,247

General Obligation Bonds payable from Governmental Funds:

$4,750,000 1997 Redevelopment Refunding General Obligation Bonds due in installments of $220,000 to $320,000, plus interest through February 1, 2006; interest at 4.0% to 5.1%. Bonds are payable from the Redevelopment Studebaker Bond Fund.	2,085,000
Total Revenue, GO & 1st Mtg Bonds Payable From Governmental Funds	75,963,247
Total Revenue, GO & 1st Mortgage Bonds Payable From All Funds	$128,230,356

THE CITY OF SOUTH BEND
SCHEDULE OF GENERAL OBLIGATION, REVENUE AND FIRST MORTGAGE BONDS

	Debt Outstanding as of 12/31/02	PRINCIPAL PORTION DUE EACH YEAR					
		2003	2004	2005	2006	2007	2008 & BEYOND
GENERAL OBLIGATION BONDS							
South Bend Redevelopment District:							
1997 Studebaker Corridor Bonds	$ 2,085,000	560,000	590,000	615,000	320,000	0	0
REVENUE BONDS							
Payable from Enterprise Funds:							
1993 Sewage Works Revenue Bonds (refunded in 2001)	4,585,000	680,000	705,000	760,000	785,000	805,000	850,000
1993 Water Works Revenue Bonds	2,680,000	370,000	395,000	425,000	460,000	495,000	535,000
1997 Water Works Revenue Bonds	16,050,000	1,475,000	1,540,000	1,615,000	1,685,000	1,765,000	7,970,000
1998 Sewage Works Revenue Bonds - State Revolving Loan	21,329,056 *	1,100,000	1,130,000	1,165,000	1,195,000	1,230,000	16,165,000
1998 Blackthorn Golf Course	5,385,000	330,000	395,000	430,000	445,000	465,000	3,320,000
2000 Water Works Revenue Bonds - State Revolving Loan	2,238,053 *	115,297	118,641	122,082	125,622	129,265	1,877,046
	52,267,109	4,070,297	4,283,641	4,517,082	4,695,622	4,889,265	30,717,045
Payable from Governmental Funds:							
1988 Tax Increment Revenue Bonds	1,075,000	150,000	150,000	775,000	0	0	0
1990/1996 SB Central Devel Area Public Impr	3,905,000	355,000	285,000	330,000	390,000	410,000	2,135,000
1992 Tax Increment Revenue Bonds	1,275,000	680,000	595,000	0	0	0	0
1992 Parking Garage Facility (Wayne Street)	2,025,000	290,000	325,000	340,000	160,000	390,000	520,000
1992 Palais Royale (paid off in 2002)	0	0	0	0	0	0	0
1993 Airport Economic Development Area - Taxable	3,445,000	255,000	275,000	295,000	320,000	345,000	1,955,000
1997 Airport Econ Dev Area Public Impr - Tax-exempt	1,905,000	145,000	150,000	165,000	175,000	180,000	1,090,000
1997 EDIT Bonds - Series A - Tax-Exempt (Leighton Garage)	5,430,000	265,000	275,000	290,000	305,000	315,000	3,980,000
1997 EDIT Bonds - Series B - Taxable (Leighton Garage)	4,680,000	195,000	200,000	225,000	235,000	255,000	3,570,000
1998 Morris Performing Arts Center	11,720,000	575,000	600,000	630,000	660,000	690,000	8,565,000
2000 College Football Hall of Fame	14,590,000	645,000	675,000	705,000	740,000	775,000	11,050,000
2001 COIT Bonds - SB Bldg Corp - Public Works Service Center	9,250,000	315,000	330,000	345,000	355,000	370,000	7,535,000
2001 Century Center (refunded 94 bond)	6,505,000	310,000	320,000	330,000	345,000	355,000	4,845,000
2002 TJX Special District Bonds of 2002	6,620,000	0	250,000	255,000	265,000	270,000	5,580,000
	72,425,000	4,180,000	4,430,000	4,685,000	3,950,000	4,355,000	50,825,000
FIRST MORTGAGE BONDS							
City of SB Building Corp Series 1999A (Fire Station #10)	873,093	202,380	212,625	223,389	234,699	0	0
City of SB Building Corp Series 1999B (MSF Building Roof)	228,109	72,314	75,974	79,821	0	0	0
City of SB Building Corp Series 1999C (O'Brien Admin/Rec Ctr)	352,045	80,946	85,484	90,277	95,338	0	0
	1,453,247	355,639	374,084	393,487	330,037	0	0
TOTAL OUTSTANDING BONDS	$ 128,230,356	9,165,936	9,677,725	10,210,569	9,295,659	9,244,265	81,542,045

* Represents the draws on the $24,095,000 State Revolving Loan for Sewage Works and on the $2,600,000 State Revolving Loan for Water Works as of 12/31/01. These loans are in the construction phase and are anticipated to be fully funded during 2002.

	TOTAL PRINCIPAL & INTEREST / LEASE PAYMENTS DUE BY YEAR					
	2003	2004	2005	2006	2007	2008 & BEYOND
GENERAL OBLIGATION BONDS						
South Bend Redevelopment District:						
1997 Studebaker Corridor Bonds	$ 658,875	645,445	328,160	656,260	0	0
REVENUE BONDS						
Payable from Enterprise Funds:						
1993 Sewage Works Revenue Bonds (refunded in 2001)	865,175	859,575	889,900	882,600	871,200	884,000
1993 Water Works Revenue Bonds	505,120	511,990	522,240	535,990	547,530	562,285
1997 Water Works Revenue Bonds	2,218,450	2,218,550	2,225,790	2,223,115	2,225,605	8,938,550
1998 Sewage Works Revenue Bonds - when fully funded	1,737,566	1,735,666	1,737,896	1,734,110	1,734,456	19,111,552
1998 Blackthorn Golf Course	602,500	637,500	645,000	643,500	645,000	3,588,000
2000 Water Works Revenue Bonds - when fully funded	187,447	187,449	187,448	187,448	187,449	2,249,373
	6,116,258	6,150,730	6,208,274	6,206,763	6,211,240	35,333,760
Payable from Governmental Funds:						
1988 Tax Increment Revenue Bonds	218,063	207,563	801,156	0	0	0
1990/1996 SB Central Devel Area Public Impr	472,000	479,500	518,500	552,000	553,500	2,477,000
1992 Tax Increment Revenue Bonds	734,230	612,255	0	0	0	0
1992 Parking Garage Facility (Wayne Street)	437,000	432,000	231,000	451,000	406,000	163,000
1992 Palais Royale	197,000	98,500	0	0	0	0
1993 Airport Economic Development Area - Taxable	502,500	504,500	505,500	509,500	511,500	2,600,500
1997 Airport Econ Dev Area Public Impr - Tax-exempt	247,000	244,000	252,000	254,000	249,000	1,276,000
1997 EDIT Bonds - Series A - Tax-Exempt (Leighton Garage)	543,980	541,608	543,375	544,260	539,193	5,150,471
1997 EDIT Bonds - Series B - Taxable (Leighton Garage)	519,176	511,018	522,205	516,820	520,500	4,983,420
1998 Morris Performing Arts Center	1,135,000	1,134,000	1,137,000	1,138,000	1,137,500	10,903,500
2000 College Football Hall of Fame	1,405,000	1,405,000	1,403,500	1,404,500	1,404,000	14,743,500
2001 COIT Bonds - SB Bldg Corp - Public Works Service Center	942,000	782,000	779,000	775,500	776,500	10,456,000
2001 Century Center (refunded 94 bond)	590,270	590,110	588,984	591,883	588,720	6,209,935
2002 TJX Special District Bonds of 2002	174,410	507,865	505,290	507,490	504,465	7,610,435
	8,117,629	8,049,918	7,787,510	7,244,953	7,190,878	66,573,761
FIRST MORTGAGE BONDS						
City of SB Building Corp Series 1999A (Fire Station #10)	243,536	243,536	243,536	243,536	0	0
City of SB Building Corp Series 1999B (MSF Building Roof)	83,392	83,392	83,392	0	0	0
City of SB Building Corp Series 1999C (O'Brien Admin/Rec Ctr)	99,310	99,310	99,310	99,310	0	0
	426,238	426,238	426,238	342,846	0	0
TOTAL OUTSTANDING BONDS	$ 15,319,000	15,272,331	14,750,183	14,450,822	13,402,118	101,907,521

THE CITY OF SOUTH BEND
COMPUTATION OF LEGAL DEBT MARGIN
December 31, 2002

CIVIL CITY

Net Assessed Value (2002 pay 2003) of Taxable Property in South Bend*		$ 649,620,667
Debt limit: 2% of net assessed value		12,992,413
Amount of debt applicable to limit:		
Total bonded debt subject to debt limit: EDIT Bonds	$ 10,110,000	
Less: Cash on hand designated for debt service	227,500	
Total debt applicable to debt limit		9,882,500
Legal debt margin - Civil City		$ 3,109,913

REDEVELOPMENT AUTHORITY

Net Assessed Value (2002 pay 2003) of Taxable Property in South Bend*		$ 649,620,667
Debt limit: 2% of net assessed value		12,992,413
Amount of debt applicable to limit:		
Total bonded debt subject to debt limit: Studebaker Bond	$ 2,085,000	
Less: Cash on hand designated for debt service	275,000	
Total debt applicable to debt limit		1,810,000
Legal debt margin - Redevelopment Authority		$ 11,182,413

*Estimated as of the date of this printing

A 2% debt limit is established by the Constitution of the State of Indiana. This limit is established for general obligation bonds, Economic Development Income Tax revenue bonds, tax revenue notes and other types of indebtedness. This limitation does not include revenue bonds payable from governmental funds (excluding EDIT bonds) shown on the previous debt schedules. Indiana law allows the creation of separate municipal corporations to provide vital governmental functions. Each of these municipal corporations (including the Redevelopment Authority and Redevelopment Commission) has its own 2% debt limit, even if they have the same or similar boundaries.

GLOSSARY

A/C L-P Bond	Redevelopment Authority / Commission Lease-Purchase Bond.
AEDA	Airport Economic Development Area (also known as the Blackthorn Development Area).
Accrual Basis	The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.
Administration Charges	Allocates the cost of general administrative departments which are required to manage the City and which provide support to all funds.
Appropriation	Authorization by the city council or town council by ordinance to make disbursements or to incur obligations for specific purposes. An appropriation may be accomplished by budget enactment or by subsequent modification of the budget by emergency appropriation. The source or moneys to finance the disbursement should always be stated in the appropriation ordinance.
Assessed Valuation	Basis for determining property taxes. Assessor determines assessed valuation of residential real property, actual valuation for commercial and industrial property.
Authority	A government or public agency created to perform a single function or a restricted group of related activities. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers. Example: Redevelopment Authority.
Bond	Written promise to pay specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.
Budget	Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Upon approval by Council, the budget appropriation ordinance is the legal basis for expenditures in the budget year.

Capital Project	Projects involving the purchase or construction of capital assets. Often a capital project encompasses the purchase of land and the construction of a building or facility, or major street construction or reconstruction. Design, engineering or architectural fees are often a part of a capital project.
Capital Projects Fund	A fund created to account for financial resources and the payment of the acquisition or construction of capital assets such as public facilities, streets, etc.
Capital Outlay/Assets	Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.
Capital Improvement	An annual, updated plan of capital expenditures for public program facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding and timing of work over a multiple period.
CBD	Central Business District is one of the project areas within the South Bend Central Development Area (SBCDA). The CBD is the historic commercial heart of the community and a priority redevelopment project area.
CDBG	Community Development Block Grant.
COIT	County Option Income Tax.
Contractual Services	Expenses that are usually incurred by entering into a formal agreement or contract with another party. Expenses in this category can include utilities, insurance, repairs, professional fees, or services.
Debt Service	Payment of principal and interest related to long-term debt.
Debt Service Fund	A fund established to account for the accumulation of resources for, and the payment of, general long-tern debt principal and interest.
Depreciation	Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements inadequacy and obsolescence.
Designated Fund Balance	That portion of the fund balance that has been set aside for a specific purpose by the City Council.

EBDA	East Bank Development Area is one of the project areas within the SBCDA and a priority redevelopment project area (90 acres) that is being revitalized as a mixed use district of residential, office, entertainment and recreational uses.
EDIT	Economic Development Income Tax.
Enterprise Fund	A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Example: Water Utility and Sewage Utility.
Encumbrance	An obligation incurred in the form of a purchase order or contract which is to be met from an appropriation and for which a part of the appropriation is reserved. It ceases to be an encumbrance when paid.
Fiscal Year	A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of South Bend's fiscal year is January 1 through December 31.
Full-Time Equivalent (FTE)	The hourly equivalent of a full-time employee. An FTE can be made up of either one full-time employee or two or more part-time employees whose total hours equal 40 per week.
Fund Balance	The balance remaining in a fund after expenditures have been subtracted from revenues.
Fund	"Cash" or a group of accounts set aside for the purpose of accounting for moneys or other resources of general functions or specific activities such as utilities, construction projects or other activities of a city or town in accordance with a system of accounts prescribed by the State Board of Accounts or as required by statute.
GAAP	Generally accepted accounting principles.
General Fund	The fund used to account for all financial resources except those required to be accounted for in another fund. The

	general fund provides a majority of city services to the residents of South Bend.
GN/GN Program	Good Neighbors/Good Neighborhoods Program.
Grants	Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose or activity.
G O Bonds	General Obligation Bonds are obligations payable out of ad valorem taxes levied and collected on all of the taxable property in the political subdivision issuing the bonds.
Infrastructure	Facilities on which the continuance and growth of the community depend, such as streets, waterlines, etc.
Intergovernmental Revenue	Revenue from other governments (i.e., County, State, Federal) in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
Internal Service Fund	A fund used to account for the financing or services provided by one department to other departments of the City. Internal service funds are usually operated like an enterprise fund.
ISTEA	Inter-Modal Surface Transportation Enhancement Act.
Lapsing Appropriation	An appropriation is made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unecumbered balance lapses or ends, unless otherwise provided by law.
Lease-Purchase Agreements	Contractual agreements which are termed "leases" but which in substance amount to purchase contracts for equipment and machinery.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
LOIT	Local Option Income Tax (options include COIT - County Option Income Tax or EDIT - Economic Development Income Tax).
Major Budget Classification	One of the four major classifications of expenses for which appropriations are made under the uniform budget system prescribed for cities and towns. The major

	classifications are: personal services, supplies, other services and charges, capital outlay and other financing uses.
NPC	Neighborhood Partnership Center - small, scattered site facilities run by neighborhood resident advisory boards which provide a variety of private, public and civil services and programs. The NPC is the focus of a small (4-6 block) neighborhood improvement effort.
Ombudsman	A public official appointed to investigate citizens' concerns against local or national government agencies that may be infringing on the rights of individuals.
Ordinance	A formal legislative enactment by the council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City.
Organizational Unit	An office, department, board, commission or other agency or specific activity of city or town government. Hence, for purposes of budgeting, accounting and reporting, common council of a city, town council, park and recreation board, would constitute separate organization units.
Payment in Lieu of Taxes	An estimate of the amount of taxes that would be chargeable to a utility if owned privately.
Performance Indicator	Statistical measurements that help evaluate a program or service. Four categories of program evaluations are required to support a truly comprehensive evaluation of programs and municipal services: (1) productivity, (2) efficiency, (3) quality, and (4) workload.
Personal Services	Salaries, salary driven costs, and compensated benefits for classified, unclassified, hourly, and seasonal employees.
Program Performance Budget	A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Projection	Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.
Reserve	A portion of a fund balance which has been legally segregated for a specific use.
Resources	Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.
Revised Budget	Most recent estimate of revenue and expenditures including additional appropriations made throughout the year and encumbrances carried over from the prior year.
SBCDA	South Bend Central Development Area.
Seasonal	A City employee who works for a department during a specific season or a specific work project.
SEDA	Sample-Ewing Development Area.
Special Revenue Fund	A fund to account for the proceeds of specific revenue sources that are legally restricted to be spent for specified purposes. An example is the emergency medical service fund, which collects fees from users and is legally restricted to spend those fees for EMS & fire department purposes.
Tax Increment Financing (TIF)	A financing technique that requires creation of a district whose assessed property value is "frozen." The tax collected on the growth of the district's incremental, or property value over the "frozen" value, is used to finance capital improvements in the district.
TFA	Transportation Finance Authority.
UEA	Urban Enterprise Association.
UEZ	Urban Enterprise Zone.
Unencumbered Appropriation	That portion of an appropriation not yet encumbered or balance expended.
User Fees	The payment of a fee for direct receipt of a public service by the party benefitting from the service.