



City Of Columbus  
Mayor Michael B. Coleman

## Office of the Mayor

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November 14, 2008

Dear President Mentel and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I present you with the estimate of the expense of conducting the affairs of the City for fiscal year 2009. As is required under our Charter, this is my ninth balanced budget; however, as I anticipated one year ago, the financial challenges we face in 2009 as a result of the national economic recession precipitated by the housing crisis and credit market collapse have necessitated very difficult choices in balancing this budget.

Next year will be a year of unprecedented sacrifice for our city and its residents. In order to balance our budget in these economically challenging times, I have recommended the closure of recreation centers and pools, the elimination of police and fire classes, operating the city with more than 400 fewer employees, reductions in yard waste and bulk trash pick-up, and reductions in many outside contracts or services, including those with social service agencies and Neighborhood Health Centers. Every department and every agency of city government has shared in the sacrifices contained in this recommended budget. Many of these reductions go far beyond mere belt-tightening and extend deep into city operations, in some cases threatening the efficient delivery of city services. While I have spared uniformed personnel from layoffs for now, the Police and Fire Divisions have experienced some civilian personnel cutbacks. Finally, no pay increases have been budgeted, including my own, except for those required by our existing labor contracts.

The Economic Advisory Committee I appointed has been meeting since early this year and is conducting an exhaustive examination of vital city services supported by the general fund to determine if we face a long-term imbalance between necessary spending on essential city services and available revenues to support that spending. I expect its report by early next year and am fully committed to taking the necessary steps to address our circumstances.

In the meantime, we have been working all year to mitigate the effects of the national economic crisis. Through hiring controls and a subsequent hiring freeze imposed in August, followed by a round of layoffs this year, we have reduced the general fund workforce to more than 100 positions below those budgeted for this year. We have also imposed reductions in spending on goods and services, such as vehicles, travel, and uniforms. Because of these actions, our general fund spending for this year is anticipated to be a little less than what was originally budgeted for the year, despite large unbudgeted costs for fuel and Safety forces overtime. Nevertheless, because national economic conditions have greatly increased unemployment, our city income taxes for 2008 are far

enough below budget projections so that revenues this year do not even support reduced spending. The City Auditor projects no year-end carryover in the general operating fund for the first time since I have been Mayor, and we have been forced to use \$4.4 million of rainy day funds to support this year's operations, as well as a transfer of all available moneys from other funds.

Thus we face 2009 with no beginning-year balance in the general operating fund and a recession-induced, projected small decline in 2009 revenues from even those reduced 2008 revenues. When the Finance and Management Department prepared its three-year financial plan last June, it projected we would need about \$698 million in the general fund budget in 2009 to continue to provide the same services budgeted in 2008 at \$655 million. The City Auditor projects general fund revenues in 2009 to be only \$615 million---\$83 million less than we need simply to do the same things next year that we budgeted for this year. The budget I propose today is \$643.5 million, smaller than this year's budget and over \$50 million less than we need simply to continue doing in 2009 that which we do this year. We are able to propose a \$643.5 million budget only because, with the Auditor's support, we seek to use another \$28.5 million from our rainy day fund.

The use of this additional rainy day fund money in 2009 to address a little over a third of our shortfall will take the rainy day fund balance from \$44.5 million at the beginning of this year to \$11.6 million---the lowest it has been since I have been Mayor. I can recommend this only because the alternative would be an unacceptable reduction in Police and Fire services in our city. The Public Safety Department represents 72 percent of our general fund budget, and other departments have already been cut severely. However, I cannot support taking the rainy day fund any lower and would urge City Council to keep the balance at this level since we are in a recession and unexpectedly had to use a portion of it this year. With the fund this low, it will be very difficult to use rainy day fund money in the 2010 budget. Moreover, this fund must be restored over the long term to properly function as an emergency reserve fund

Even with this use of substantial rainy day fund money, we have had to cut over \$55 million from continuation funding in the general fund. Since the general fund budget is more than 80 percent personnel on a citywide basis, much of the reduction will occur in the number of city employees. With the layoffs this fall and those proposed for 2009, along with vacant positions not being filled, the civilian general fund workforce will drop by 243 positions, an 11 percent reduction in the number of civilian employees currently paid out of the general fund. Since 2000, we have reduced the number of civilian general fund employees by over 500. Moreover, no classes are funded in the Police and Fire Divisions for 2009 such that departing police officers and fire fighters will not be replaced next year, causing a reduction of an estimated 82 in uniformed personnel. In addition, funding issues in several of our other funds will result in a further reduction from layoffs and unfunded positions of 111 employees in those funds. By the end of next year, we will have 434 fewer employees in total than budgeted this year.

We have been able to reduce the number of layoffs we might have otherwise had, with City Council's help, by establishing a one-time employee severance plan. The plan,

estimated to save \$3 million in 2009, offers a five-year payout to non-uniformed general fund employees who choose to resign by December 31, 2008. City Council's agreement to increases in parking fines and impound lot charges also enabled us to avoid another \$1.6 million in cuts.

In the spring, we presented information to the Economic Advisory Committee on the costs of funding continuation budgets and the challenges we have faced since 2001 in developing the general fund budgets. Had general fund revenues continued to grow at the average annual rate of 6.5 percent experienced in 1991-2000, the general fund budget in 2009 would be \$863 million---\$220 million higher than the one I propose today.

In making the drastic cuts I have been required to make for the 2009 budget, the goal has been to be able to continue to provide essential city services to the extent possible. Thus I propose no layoffs of uniformed personnel, and the Safety Department is working to be able to continue to provide necessary police and fire protection services even with slightly reduced staffing levels. Although we cannot fill all vacant positions in Code Enforcement, there will be no layoffs there, and staff will continue to act to insure the integrity of our neighborhoods. Vital public health services will continue to be provided by Columbus Public Health, despite a reduction in the subsidy provided to Neighborhood Health Centers to support its services. Refuse collection will be provided as currently scheduled although we have had to propose some reduction in both bulk pickup and yard waste collection. Recreation and Parks will close some pools and recreation centers, although those remaining open will be staffed at levels sufficient to provide for a safe and productive recreation experience.

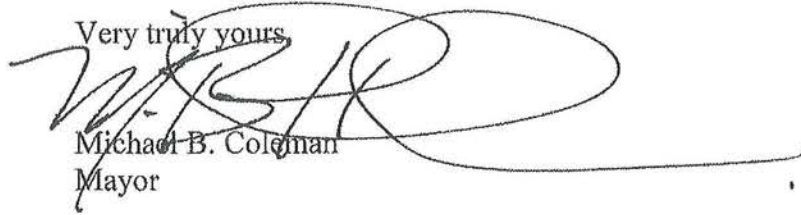
In addition to the reduction to Neighborhood Health Centers mentioned above, the assistance we give to other third party agencies providing social services of one kind or another has of necessity been reduced as well. However, we will continue to provide social and emergency services to our citizens during tough economic times. Some of those social services are currently supported by a small share of the bed tax now paid into an Emergency Human Services fund. We should consider reallocating the bed tax to increase the emergency human services portion in light of worsening economic and human conditions.

We have done the best we can to propose a balanced 2009 general fund budget which supports basic city services in economically challenging times. However, this is not the budget we need to have in the 21<sup>st</sup> Century in order to keep Columbus the best city in the nation in which to live, work, and raise a family. It will be my priority in 2009 to address these challenges with the help of the Economic Advisory Committee. It will also be my priority to continue to work with City Council to create and retain good-paying jobs and expand economic opportunities for our citizens.

In doing so, I find comfort in the fact that this is a great city in which one can always count on its citizens to work together to overcome whatever obstacle we face. When we need volunteers in our recreation centers, help in cleaning up litter, or assistance in maintaining our parks' flower beds, we have always been able to depend upon the people

who live here to step up. I have every confidence that we will surmount these budget difficulties as well. Our best days in Columbus lie ahead of us, and I welcome the participation of all our residents as we journey to the future together.

Very truly yours,

A large, stylized handwritten signature in black ink, appearing to read 'MBC', is written over the text 'Very truly yours,' and extends across the name and title.

Michael B. Coleman  
Mayor



# CITY OF COLUMBUS

## PROPOSED 2009 BUDGET

Mayor Michael B. Coleman

Presented to  
Columbus City Council  
November 14, 2008

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## **Introduction**

### **The 2009 Budget Document**

The 2009 budget is organized to provide the reader with user-friendly, yet detailed information on city resource allocation and service delivery. The document is divided into the primary sections outlined below:

#### **Mayor's Goals**

The mayor's goals section discusses the city's major goals for the upcoming year. Included are specific programs and strategies that will contribute toward the achievement of those goals in 2009 and beyond.

#### **Financial Overview**

The financial overview section discusses the financial environment of the city both from an internal and external perspective. The section provides an overview of financial issues facing the city in 2009 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

#### **Financial Policies**

The financial policies section presents the city's financial policies. These policies were developed to ensure that the city's financial resources are managed in a responsible manner and that decisions are made in a disciplined way.

#### **Department Summaries**

This section describes each department, including the department description and mission, strategic priorities for 2009, and 2009 budget notes. Budget and performance measures summary charts are presented, listing department financial and personnel data, including information by program.

#### **Accounting and Organizational Structure**

This section provides information on the city's accounting structure and organizational structures.

#### **General Fund Summary**

The general fund summary section provides detailed information on general fund revenues, expenditures and personnel levels. A copy of the City Auditor's official general fund revenue estimate is included in this section.

## **Community Development Block Grant**

This section contains an operating summary of the community development block grant (CDBG) funds. Because CDBG funds are appropriated in several departments, 2009 projected expenditure levels by department, division, and object of expense are highlighted here.

## **Special Revenue, Internal Service, and Enterprise Funds**

Cash balance summaries for each fund are included in these three sections, along with descriptions of revenue sources to each fund and ten-year pro-forma projections.

## **All Funds Summary**

Detailed budget and historical expenditure and personnel information is included in this section.

## **Capital Summary**

This section describes the city's six-year capital plan and provides an analysis of the special income tax fund, which funds a significant portion of the capital plan.

## **Mayor's Goals and Initiatives for 2009**

The 2009 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision "to be the best city in the nation in which to live, work, and raise a family." Those seven goal areas are:

- **Neighborhoods** – engage and promote strong, distinct, and vibrant neighborhoods
- **Safety** – enhance the delivery of safety services
- **Economic Development and Technology** – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- **Education** – encourage and promote participation in learning opportunities
- **Downtown Development** – develop a vibrant and thriving downtown that is recognized as an asset for the region
- **Customer Service** – provide quality and efficient service delivery to customers using "best practices"
- **Peak Performance** – invest in all city employees and develop systems that support a high-performing city government

For each of these seven goals, the administration has identified key initiatives – referred to as strategic priorities – that will advance the achievement of these goals. These strategic priorities are outlined in the individual department sections that follow. Many of these initiatives cross over department lines, requiring city departments to work collaboratively to ensure the success of these initiatives.

In addition, we will continue to implement the Get Green Initiative. Get Green Columbus is a multi-faceted initiative for the city to craft environmentally sound policies, build healthier neighborhoods, and protect the community's air and water, all while encouraging the development of green buildings and jobs in Columbus.

In addition to initiatives in support of the seven goal areas of the Columbus Covenant, each department has created individual sets of goals, objectives and performance measures that will provide city residents and elected officials with information regarding the quality, quantity, and efficiency of the services they deliver. These performance indicators are presented in each respective departments section of the budget, along with measurement data, if available.

Some of the city's major innovations and undertakings in 2009 are also presented below, organized by goal area.

## Neighborhoods

- Expand the **Home Again initiative**, by acquiring, renovating, or building an additional 50 residential structures in focused areas to advance neighborhood revitalization. Demolish a minimum of 80 residential structures that are too deteriorated to rehab, and expand the Home Safe and Sound Initiative, roof repair plus, and emergency repair programs to stabilize at least 370 occupied structures. Continue the coordinated efforts of the City Attorney and code enforcement staff by bringing 250 new cases before the Franklin County Environmental Court.
- Coordinate funding from the federal **Housing and Economic Recovery Act of 2008** with public and private sector partners to revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis. Utilize the Columbus land bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.
- Continue work with Metro Parks and Audubon Ohio on the development of approximately one-half of the **Whittier Peninsula** into a large downtown park natural area; this site will be divided into two major parts - an urban park with an Audubon Society facility and a natural area. The remaining portion of the Whittier Peninsula will be assessed for possible recreational uses.
- The Construction Management Office will work with the Mayor's Office, the Columbus Public Health Department, Columbus Neighborhood Health Centers, Inc. and community partners on the south side to design the new **Southside Family Health Center**. The center will be located on Parsons Avenue on the former site of the Schottenstein's store. This center will not only provide much needed health services for families living on the south side of Columbus, but will also help spur economic development in the area. Funds are programmed for both facility design and construction. Construction is projected to be completed by 2012.
- Make the former **Schottenstein store** ready for redevelopment through a coordinated effort by Planning, Economic Development, Land Redevelopment, and Housing. Seek to break ground on the first phase of development by 2010.
- Improve neighborhood safety, community participation, and police responsiveness by working with other city agencies and community leaders to continue two successful neighborhood safety initiatives. The first of these initiatives will enhance the **Neighborhood Safety Academies** by increasing the number of participants and graduates. The second initiative involves working with the **Neighborhood Safety Working Group** to implement strategies related to gun violence and gang activity. This group will continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.
- Implement phase three of the **Mayor's New Americans initiative** with a focus on integrating immigrant and refugee families into the community. This initiative will include orientation classes, distribution of civic guides and assistance with citizenship preparation.

- As part of the **Institute for Active Living**, Columbus Public Health will make Columbus a healthier community by working to lower the incidence of chronic diseases by implementing strategies to make Columbus an active and vibrant community. In 2009, the institute will work to expand access to fresh fruits and vegetables in the central-city urban neighborhoods where residents have limited or no access.
- Work in partnership with **Children's Hospital** and the surrounding neighborhood to plan, implement improvements and enhance the maintenance of Livingston Park.
- Continue the **King-Lincoln Redevelopment Initiative** by working with private sector partners to redevelop two mixed use structures in the heart of the Long Street Corridor.

## Safety

- For the fifth straight year, the "**strike force**" program will continue to enhance the division's efforts to combat violent crime.
- Begin implementation of the new police/fire emergency call center's **computer aided dispatch (CAD)** to augment the city's ability to carry out emergency response, incident management, calls for service, and police officer/firefighter communication needs.
- The new **Police Heliport** on West Broad Street will be completed. Construction will begin for the new **Police Impound Lot** and **Parking Violations Bureau** complex near Frank Road. Design of the new **Police Property Room** will be completed and design for the **Crime Lab** will proceed. Both of these functions will be located in a building on Woodrow Avenue. Numerous **Police Substations** and other Safety facility upgrades and improvements will be completed as well.
- Complete renovation of **2077 Parkwood** and move Precinct #2 to this location.
- Complete renovations and move the **Strategic Response Bureau** to a new location on Morse Road.
- Continue to implement **Telestaff**, a computer-based staffing and overtime management program designed specifically for the complex needs of the Fire Division.
- Continue to implement the first phase of **distance learning** to enhance training efforts in the Fire Division. This program employs computer system connectivity to provide firefighters opportunities to better access information regarding fire and emergency medical services, as well as promote training that reduces the need for a physical presence in the classroom. This approach allows firefighters to remain in fire stations, ready for emergency calls while reducing overtime demands.

- Continue departmental and community planning to prepare and respond to a range of disasters or emergencies, including bioterrorism and a potential pandemic influenza outbreak. Community leadership, public education and staff training will continue in 2009 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

## Economic Development and Technology

- Coordinate and support key **economic development projects** including Northland Village, Gowdy Field, Parsons Avenue, West Broad Street, Port Columbus Joint Development Area, and the King-Lincoln District.
- Continue to support growth of the **Rickenbacker multimodal hub** with strategic investments and supporting economic development.
- Continue to implement an **economic development system** focused on business retention, expansion and attraction of primary jobs and investment.
- Continue implementation of the **Get Green Columbus** initiative by focusing on green development, green business incentives, and encouraging green residential development. Continue implementation of the city's environmentally preferable purchasing.
- Continue to support **regional economic development strategies** of advanced logistics, small business development, and technology-based companies.
- Continue to refine the development of and implement portions of a **citywide connectivity plan** that will outline the most efficient means by which to connect to city facilities for data exchange and telephone voice traffic. Continue researching and implementing wireless/fiber optic/broadband network technology and integrating it with the overall city network when practical. As a next step, the Department of Technology will use the information from this plan to determine the extent to which connectivity can be used as an incentive for economic development.

## Education

- Sustain **after-school** and **summer initiatives** that expand the educational opportunities available to the children within the City of Columbus.
- Support **summer workforce employment** opportunities for youth.
- Enhance the **safety infrastructure** near and around schools through the installation of sidewalks, signage, and flashing signals through "operation safewalks".

## Downtown Development

- Support the Ohio Department of Transportation (ODOT) during construction of the **Main Street Bridge**, and in planning for the **Rich Street Bridge** in conjunction with the **Scioto Mile**.

- Continue to collaborate with the State of Ohio, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County, and key stakeholders in the **Interstate-70/71** planning process.
- Work with government partners (ODOT, MORPC, and the Franklin County Engineer's Office) on **downtown circulation and mobility efforts**.
- Explore ways to make downtown more **environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.
- Continue to implement the **comprehensive business plan** for downtown development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development. Focus on specific recommendations for workforce housing and downtown amenities/programming.

### Customer Service

- Provide citizens with access to city services and city information through the operation, support, and promotion of the **311 Call Center**.
- Implement the co-located **One-Stop-Shop (OSS)** initiative and work on delivering the concept of a true one-stop-shop by improving the allocation of resources and personnel, including refining financial and tracking reports for the OSS.
- The Division of Sewerage and Drainage will continue its comprehensive plan for Columbus' sewer system to mitigate the city's **wet weather overflows** and basement backup problems. Committing in 2005 to a \$2.5 billion dollar investment over the next 40 years, the plan will bring Columbus into full compliance with two Ohio Environmental Protection Agency (OEPA) consent orders. In 2008, the Division of Sewerage and Drainage will begin construction on all remaining wastewater treatment plant capital improvements per OEPA-approved portions of the Wet Weather Management Plan.

### Peak Performance

- **Columbus\*Stat**, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, will continue in 2009, focusing on accountability using performance management dashboards to review performance.
- A major priority for FY 2009 will be the successful implementation of the **Columbus Human Resources Information System (CHRIS)**. This will be accomplished as part of an interdepartmental project team that includes Civil Service, the City Auditor, Technology and Human Resources.
- Develop and utilize a standard citywide system **to track the progress of various capital infrastructure improvement projects** to help departments keep their capital projects on-time and within budget, ensuring that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.

## Mayor's Goals

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- Continue the roll out of transferring most city telephone services to a **Voice over Internet Protocol (VoIP)**. This will take advantage of the city's current data network infrastructure investment by providing the latest technological advancements that will allow the city to dramatically reduce telephone line costs while providing enhanced telephony service. Telephone calls will travel over the city's data network rather than a phone company's network.
- Continue to implement the recommendations in the **space needs study/master plan**. The design will be completed, and construction possibly begun, on the renovation and reuse of 120 West Gay Street, the Old Police Headquarters. Various city departments and divisions will be relocated from obsolete, high maintenance buildings to this facility upon project completion.
- Continue to implement the city's **environmentally preferable purchasing program** by incorporating language in appropriate bid documents, adding website information regarding environmentally preferable purchasing, researching environmentally friendly products and communicating and educating vendors and city agency staff on the program.

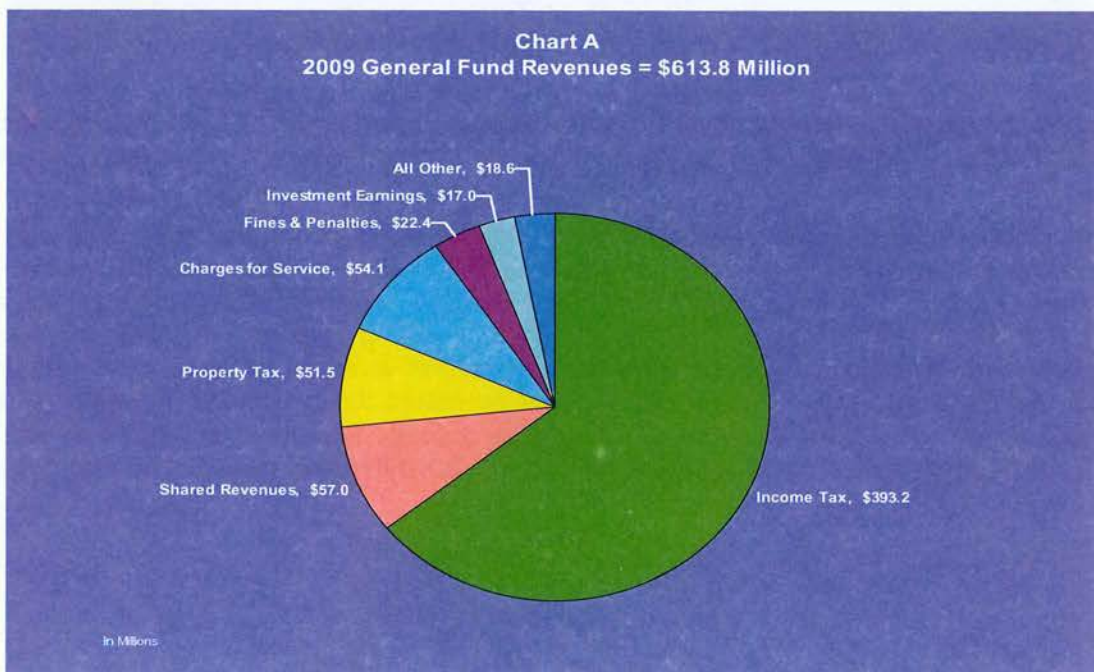


## Financial Overview

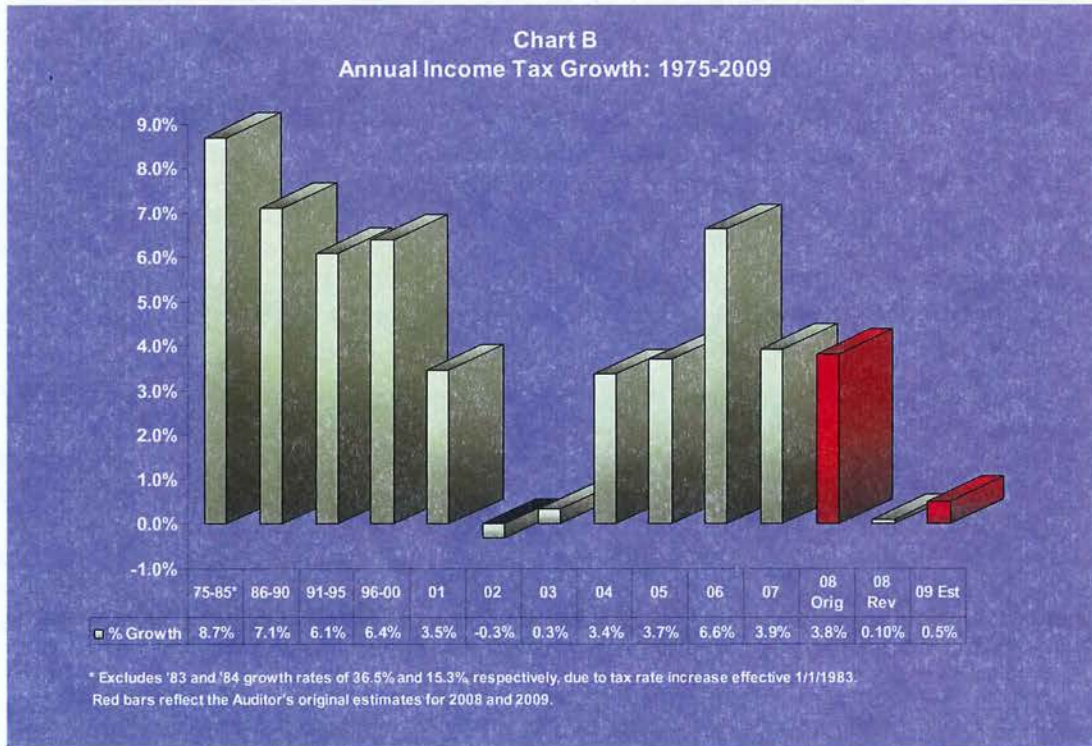
The City of Columbus faces enormous economic challenges heading into 2009. The deteriorating national economic situation, including the turmoil on Wall Street, the housing crisis, higher unemployment, increasing prices and lowered economic output, is severely affecting the city's ability to continue to provide basic services to its citizens. Income tax revenues are expected to grow by only one half of one percent in 2009. Property tax receipts will remain flat, due to the downturn in the real estate market, which has resulted in a cessation of residential reappraisals, and an increased number of foreclosures. State revenue sharing funds also remain flat, reflecting lowered state revenues. Finally, a major decline in general fund investment earnings is expected.

In light of the above, the Mayor created an Economic Advisory Committee in 2008 to assist the city in plotting a long-term course to maintain its history of balanced budgets, economic growth and the continued delivery of quality neighborhood services. This 15-member committee includes the City Auditor, City Council Finance Chairperson, and the Director of the Department of Finance and Management. The committee is considering the size of the general fund budgetary structural imbalance (the true gap between revenues and expenditures), and examining options to eliminate this imbalance. The committee is expected to issue a report of recommendations in early 2009.

The city's financial health hinges on the income tax, which represents nearly two-thirds of the revenue supporting the general fund operating budget. It is by far the main driver of the condition of the general fund budget. Chart A below, shows the proportion of revenue received from each major source to the general fund. The income tax along with three other revenue sources account for 91 percent of all general fund revenues available in 2009 for city operations. After the income tax, state shared revenues (various state taxes that are shared with local governments) are the second largest revenue source at 9.3 percent. Various charges for services represent 8.9 percent of general fund revenues and property taxes are the fourth largest source, at 8.4 percent of general fund revenues.



An historical overview of income tax collections is illustrated in Chart B, below. The average rate of growth through the 1990's was 6.25 percent. For 40 years, it had never fallen below four percent. In 2001, the growth rate fell to 3.5 percent and then dropped precipitously in 2002 and 2003, growing not at all over those two years. Positive growth returned in 2004 and 2005, at 3.4 percent and 3.7 percent, respectively. In 2006, the city saw a significant rebound in growth to 6.6 percent. Unfortunately, this did not continue, and growth in 2007 declined to 3.9 percent. Income tax growth in 2008 has been flat and is projected to increase by only 0.1 percent, while 2009 receipts are currently projected to increase by just 0.5 percent.



Growth in the other important revenue sources discussed above, namely state revenue sharing funds (including estate tax), charges for services and property tax has varied over the recent past.

Due to state budget difficulties, the portions of state revenue sharing funds known as local government funds were reduced and then frozen, with the city receiving about \$47 million per year from 2002 to 2006 (after a high of \$51 million in 2001). The freeze continued through mid-2007, after which the distribution formula changed, resulting in the city receiving projected revenue growth of only 0.29 percent in 2008. The current estimate for state revenue sharing reflects virtually no growth in 2009. Estate taxes represent the one portion of state revenue sharing that is not distributed by a formula. Estate tax receipts have been as high as \$12 million in past years. However, in recent years, these receipts have declined as well, and are projected at \$9.5 million in 2008 and \$8.5 million in 2009.

The third largest revenue source, property tax receipts, fluctuates from year to year, due to reappraisals that occur every three years. In the off years, property tax revenue growth is typically less than one percent. Growth is normally expected in the reappraisal years, but in 2009 that will not be the case, as Franklin County did not increase residential values as part of the 2008 appraisal update (payable in 2009). Therefore, only very modest growth (0.14 percent) is projected in property tax revenue in 2009.

One area of revenue where the city has seen some modest growth is in various charges for service. This category includes pro-rata charges (for services rendered by general fund divisions to divisions not funded by the general fund), parking meter revenues and other parking charges, and revenue from various divisions that charge for services. The main driver of growth in this revenue source in 2008 and 2009 is third party reimbursements for emergency medical services, which are expected to bring in \$12 million in 2008 and \$12.3 million in 2009, up from \$8.8 million in 2007.

Receipts from investment earnings were as high as \$29 million in 2001 but declined to a low of \$5.5 million in 2004 after the recession. Since the 2004 low, earnings rebounded to \$10.2 million in 2005, \$20.4 million in 2006, and \$30.9 million in 2007, a new high. However, the projection for 2008 is only \$24.5 million, and for 2009 is \$17 million. Because this source is dependent on interest rates and cash levels in the city treasury, its significant fluctuations (see Chart C below) make it an unreliable source of support for the general fund budget.



Since 2001, annual general fund revenues have been insufficient to support annual spending even in the face of rigorous spending controls that kept spending almost \$63 million below budgeted levels during this time frame. The reason for this gap has been a failure to return to the revenue growth levels of the 1990's.

The gap between revenues and expenditures has been closed each year through temporary measures such as use of surpluses in the employee benefits fund, the transfer of almost \$65 million of economic stabilization funds ("rainy day" funds), and a spend-down of year-end balances in the general operating fund which had been up to nearly \$38 million in 1998 and 1999.

Expenditure growth in the general fund from 2001 to 2007 averaged 5.4 percent. This increase was comprised of negotiated pay rate increases, escalating employee insurance costs, increased pension contribution rates, general inflation, and an increase in the number of police officers and firefighters. By contrast, the average revenue growth from 2001 to 2007 was only 3.1 percent. With a dwindling rainy day fund balance and diminishing options to shift general fund spending to other sources, the city has reached the point where the gap between annual revenues and expenditures must be addressed either through additional revenue, or in the absence of that, substantial reductions to services provided.

Chart D below illustrates this point. When the Finance and Management Department prepared a three-year financial plan in June of 2008, the "continuation" budget estimate, which is the level of funding needed to continue to provide the same services budgeted in 2008, was almost \$698 million. The City Auditor projects general fund revenues in 2009 to be only \$615 million---\$83 million less than a continuation budget. The 2009 recommended budget is \$643.5 million, which is actually smaller than the 2008 budget and over \$50 million less than what would be needed to provide the same services as in 2008. And this budget is only possible due to the use of \$28.5 million from the rainy day fund. The use of these funds will reduce the rainy day fund balance from \$44.5 million at the beginning of 2008 year to \$11.6 million at the beginning of 2009.

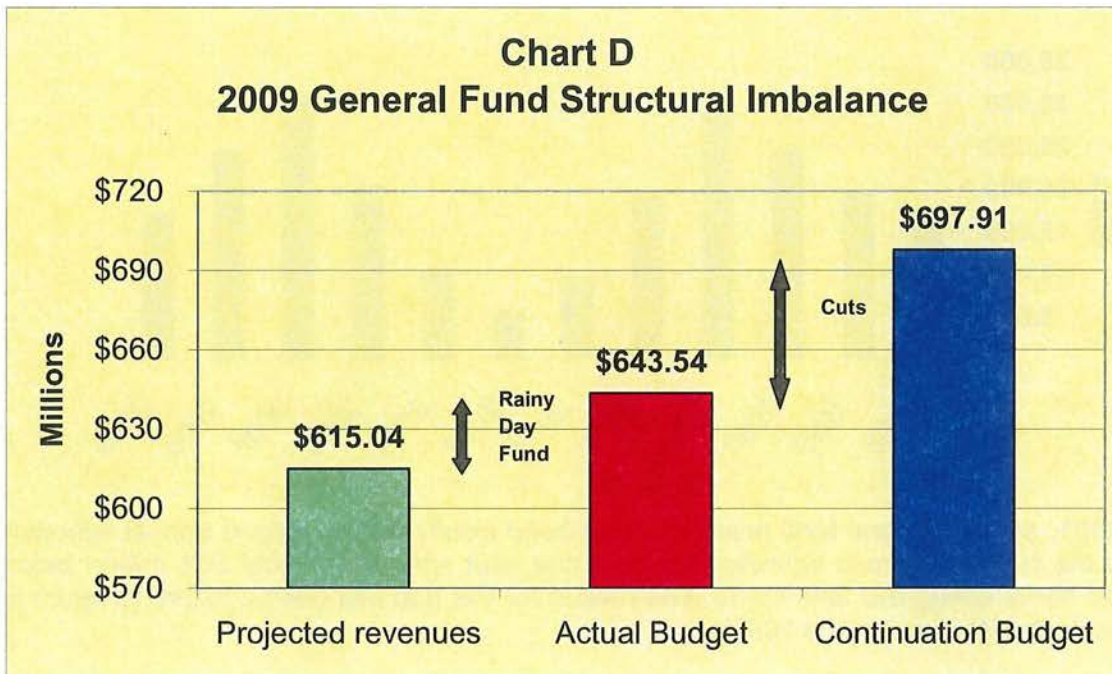
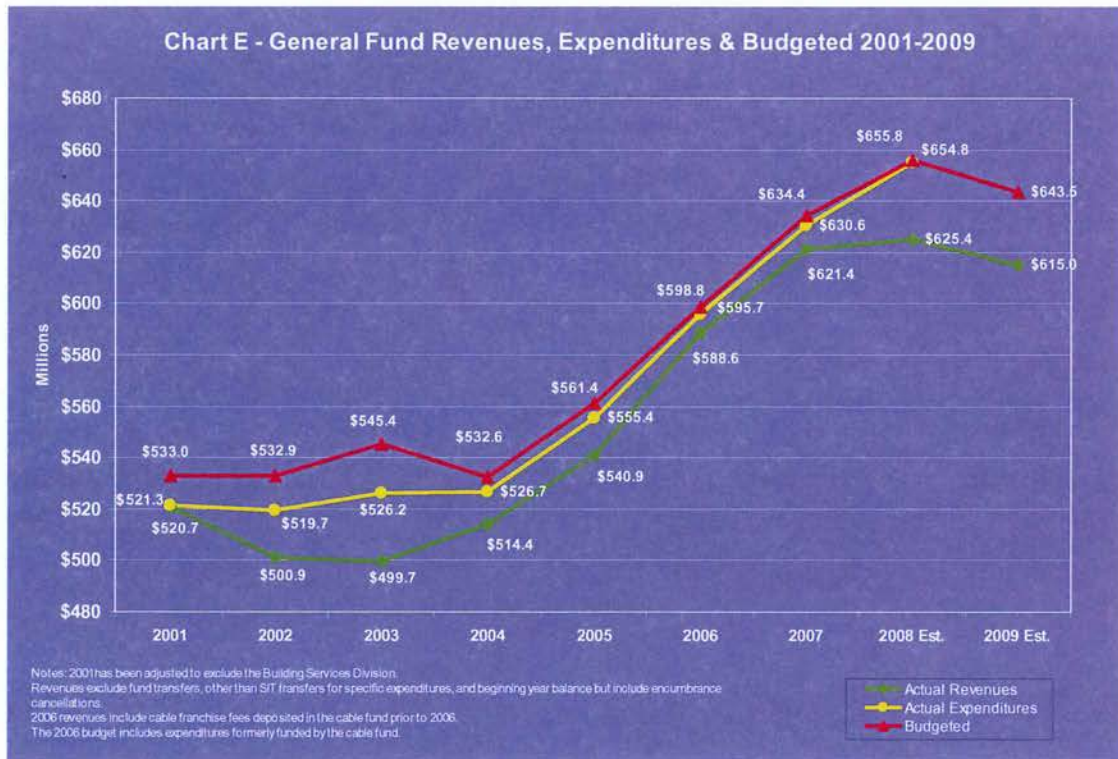


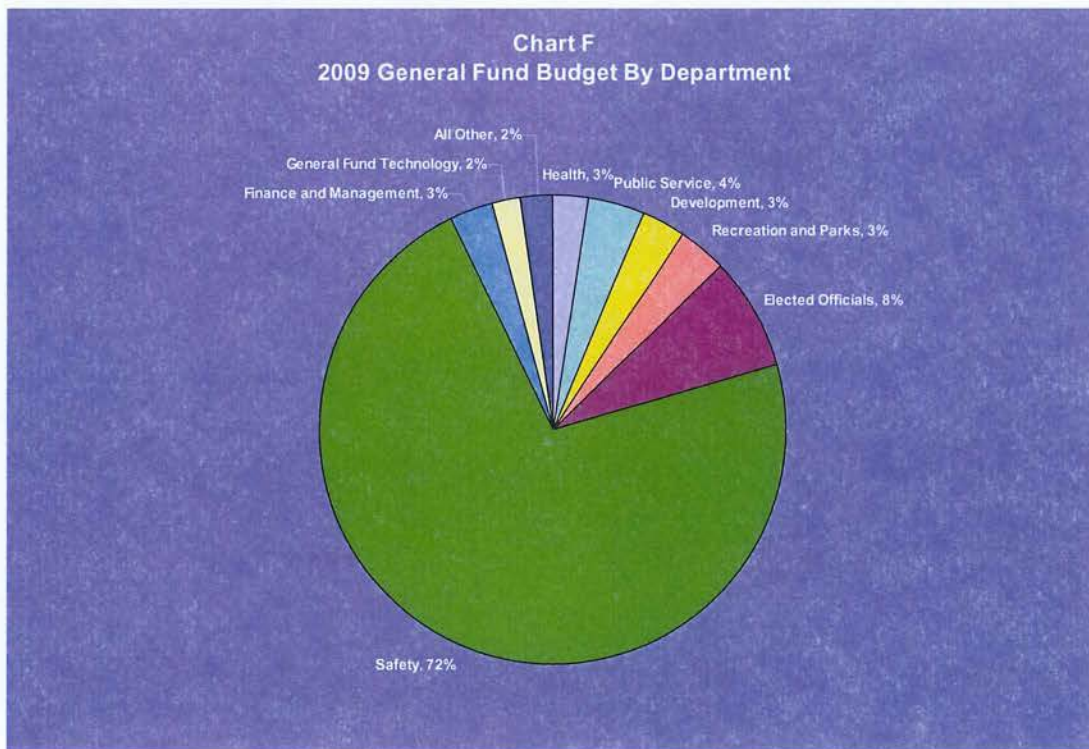
Chart E below shows general fund revenues, budgeted totals, and actual expenditures since 2001. Several things are worth noting: spending was held virtually flat for the four years from 2001 to 2004; total revenues in 2004 remained 1.2 percent **below** those in 2001; up until 2008, expenditures have been below budgeted appropriations; and revenues since 2001 have remained below expenditures, leaving the “gaps” in those years.



Actual revenues compared to actual expenditures have shown consistent, large gaps since 2001 when revenues first began to falter. The gap started at under \$1.0 million in 2001, and will be \$29.4 million in 2008. While the city’s goal has been to return structural balance to the budget, it has not been possible over the past several years.

Chart E also shows that from 2001 to 2008, actual expenditures have been held below budget levels. This was accomplished even with very flat, no growth appropriation levels in 2001 through 2004. The city has implemented very strict spending controls in the areas of personnel hiring and spending for goods and services. Through hiring controls and layoffs, the civilian general fund workforce has been reduced by over 500 positions since 2000, a 26.4 percent reduction. Employees now bear a greater share of their health insurance costs and wage increases were reduced from those seen in the 1990’s. Where appropriate, operations were removed from the general fund and made self-sufficient or shifted to other funds.

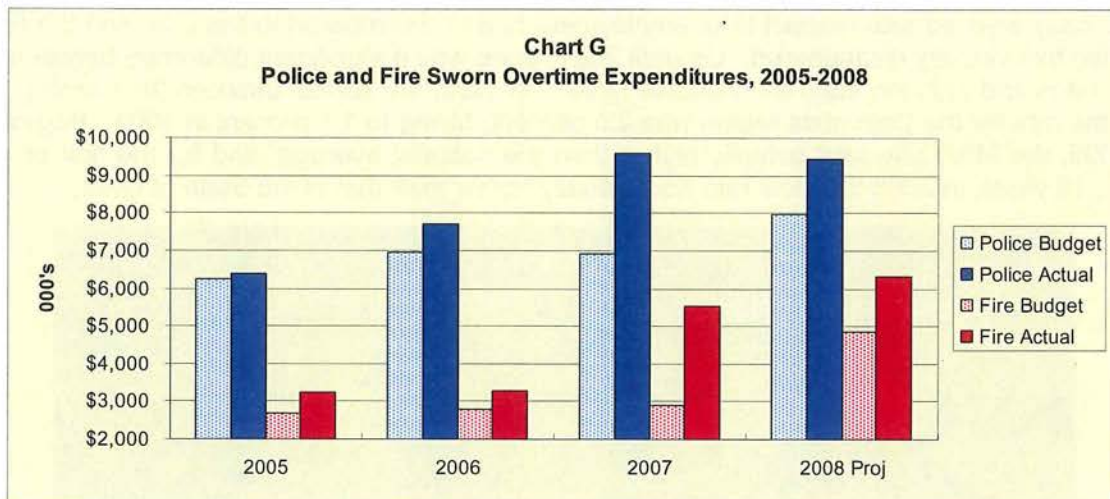
While annual general fund spending growth in the 1990's averaged 7.4 percent, the projected spending for 2008 will be less than 26 percent higher than it was in 2001, or an annual average growth rate of just 3.7 percent. These severely restrained general fund spending levels are even more striking in light of the fact the Department of Public Safety, which comprises approximately 72 percent of the total general fund operating budget, (see Chart F below), has generally been protected from any significant reductions.



Reductions in other general fund operations have resulted in Public Safety's share of the general fund budget increasing from 64.5 percent in 2000 to 72 percent today. Even during restrained budget years when other programs were being reduced, a key priority was to maintain staffing levels among police and fire uniformed personnel.

One area that has proven extremely problematic for the city to control over the past several years is the management of sworn overtime expenses in the Police and Fire divisions. During the four years between 2005 and 2008, police overtime expenses increased by 47.5 percent, while fire overtime increased by over 96 percent. As can be seen in Chart G on the following page, sworn overtime exceeded budgeted levels for both divisions in all four years. In 2007, overtime expenditures exceeded the budgets in the Police and Fire divisions by 58 percent and 92 percent, respectively. In 2008, in an attempt to identify the causes and recommend corrective actions, meetings were held with representatives from both divisions, the Safety Director's Office, and the Finance and Management Department.

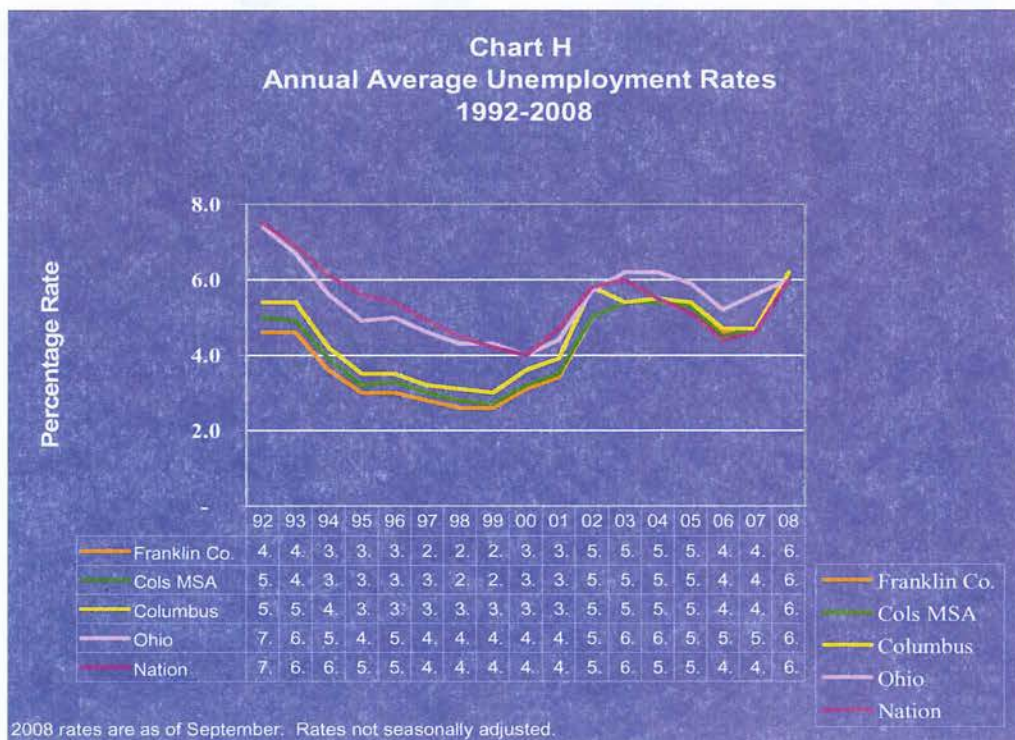
In the Division of Fire, overtime is affected by the number of available paramedics and firefighters in fire stations. Currently, the division is training additional firefighters to become certified paramedics, and they will have an impact on staffing and overtime next year. The division will also continue to prioritize and adjust the scheduling of mandatory training and annual physicals to help maximize personnel resources and assist injured personnel in moving to transitional work situations, and those on light duty back into regular work assignments, if able. These efforts, along with the addition of 34 new firefighters who graduated from the Fire Academy on September 26th, will further aid in managing fire overtime. The reasons for sworn overtime in Police are not as readily identifiable and require more study and conversation in order to get under control.



**Area Employment**

The Columbus Metropolitan Statistical Area (MSA), which includes Delaware, Fairfield, Franklin, Licking, Madison, Morrow, Pickaway, and Union Counties, had 1,300 more jobs in September 2008 than in September 2007, an increase of 0.14 percent. However, the region's unadjusted unemployment rate finished September at 6.1 percent, up significantly from 4.8 percent a year ago, suggesting that even though the region has added jobs, it has not been enough to offset the additional people that are in the job market- those working or seeking work. The Columbus MSA unemployment rate is just slightly higher than the U.S. and Ohio rates, which were both 6.0 percent in September. The rate for the City of Columbus itself is 6.2 percent, while the Franklin County rate is 6.1 percent.

Chart H, below, illustrates that the historical advantage that Columbus and its environs had historically enjoyed with respect to unemployment rates as compared to the U.S. and the State of Ohio has virtually disappeared. Up until 2001, there was a significant difference between the local rates and both the state and national rates. In 1992, the spread between the national rate and the rate for the Columbus region was 2.5 percent, falling to 1.1 percent in 2001. Beginning in 2006, the MSA rate was actually higher than the national average, and for the first time in those 16 years, in 2008 the local rate was actually higher than that of the State of Ohio.



In spite of the current economic trials, there is hope that Columbus will pull through these challenging times. The greater Columbus area continues to attract and retain businesses. Of the top 40 regional employers, 15 are in the high-growth industries of financial services, healthcare, pharmaceuticals, information services, energy, and technology, which bodes well for future job growth.



And of the more than one million people working here, nearly 30 percent have Bachelor's Degrees and 10 percent have Master's Degrees—numbers that point to a healthy and prosperous future for the city.

Columbus is headquarters to several major national and multinational corporations, including Cardinal Health, Nationwide Insurance, American Electric Power, the Limited Brands and Big Lots. Battelle Memorial Institute, a research center for government and private industry, has its world headquarters in Columbus and several leading information providers are also based in Columbus, including Chemical Abstracts Service and the Online Computer Library Center. In recent years, the health care industry has emerged as a predominant new growth sector, with the city boasting four nationally-recognized health systems employers which employ 3,100 health care workers and contribute over \$4 billion to the local economy. The ten largest employers in the city are listed below.

<b>Ten Largest Employers</b>		
<b>Ranked by Number of Full-Time Employees</b>		
<b>1</b>	State of Ohio	26,239
<b>2</b>	The Ohio State University	20,345
<b>3</b>	JPMorgan Chase & Co.	14,469
<b>4</b>	Federal Government	13,721
<b>5</b>	Nationwide	11,768
<b>6</b>	OhioHealth	9,336
<b>7</b>	City of Columbus	8,227
<b>8</b>	Honda of America	8,000
<b>9</b>	Columbus Public Schools	7,181
<b>10</b>	Franklin County	6,055

Source: Business First of Columbus, Inc.  
December 2007

**Economic Development**

2008 marks the sixth year of a ten-year plan to bring new investment and activity to downtown Columbus. More than 5,000 housing units have been built or are under development. The Audubon Center Park on the Whittier Peninsula is set to begin construction later this spring. The city is also moving forward with the construction of two new parking garages, and private partners are looking at developing acres of surface parking lots into new housing and retail throughout the downtown area. Since 2002, the city has worked with 35 different companies to keep or bring 3,000 jobs downtown. The total new investment in downtown since 2000 is estimated at \$2.19 billion, with \$711 million in public funding helping leverage \$1.48 billion in private investment. This includes projects proposed, under construction, or built since 2000.

Recent downtown projects include the redevelopment of the northeast corner at Broad and High into high-rise residential and office space. The project includes luxury condominiums overlooking the State Capitol building, street-level retail shops and restaurants, and a glass-walled, local network news live broadcast studio.

In the River South district, the former Lazarus Department Store has been renovated to house various government and private sector tenants, along with 60,000 square feet of retail space. Additionally, Lifestyle Communities is constructing a \$25 million apartment and condominium project south of the old Lazarus building, continuing the renaissance in the River South district. The development will include 130 apartments and 76 condominiums that will be affordable to young people who may not be able to afford other downtown living options. The units are expected to open in winter 2010.

Construction began in 2008 on the Scioto Mile, a \$38 million project, in an unprecedented, 50/50 partnership between the public and private sectors. The Scioto Mile is a signature riverfront park that will be located in the heart of downtown, stretching from the Arena District to Whittier Peninsula. As part of the project, Civic Center Drive will be narrowed to two lanes from four and a grand Promenade will stretch along Civic Center Drive from Broad Street to Rich Street, connecting Battelle and Bicentennial Parks. In the center of the Promenade will be a plaza area with seating and an interactive water feature. The entire area will be designated a free Wi-Fi zone. As part of the Scioto Mile initiative, Bicentennial Park also will undergo a makeover, featuring a 15,000-square-foot water feature with multiple fountains. Other amenities include a permanent stage/band shell and a café restaurant with outdoor terrace dining overlooking the park. Completion is set for summer of 2011.

Another major downtown area project is a \$740 million investment in Nationwide Children's Hospital, which is expected to add an additional 2,000 new hospital jobs and generate \$1.3 billion in new regional economic activity. It will be the largest construction enterprise ever undertaken in central Ohio.

Construction of a 10,000-seat stadium located in downtown's Arena District at the corner of Nationwide Boulevard and Neil Avenue is set to be completed by the 2009 season opener. The Columbus Clippers Triple-A professional baseball team will join the Columbus Blue Jackets NHL hockey team to create a year-round hub of sports activity in the already-booming Arena District. Huntington Park is another example of a successful commitment by both public and private sectors to fund and support growth and development in downtown Columbus.

### **Bond Ratings**

The city continues to retain the highest bond ratings available for long-term debt by all three major rating agencies, Moody's Investors Service, Standard and Poor's Corporation and FitchRatings. Bond ratings of Aaa and AAA, respectively, were awarded to the city in 1995 by Moody's and Standard and Poor's and have been maintained ever since. FitchRatings rated the city for the first time in 2006, also awarding Columbus an AAA rating. Columbus is the only large city in the nation with the highest possible credit ranking from all three major rating agencies. These ratings afford Columbus the opportunity to realize savings in the cost of long-term financing, affirm investor's confidence in investment in Columbus, and help attract new businesses to the area.

**Reserve Funds**

The City of Columbus has two general reserve funds: the economic stabilization fund (AKA rainy day fund) and the anticipated expenditure fund (formerly known as the 27th pay period fund).

The rainy day fund was created in 1988 with an initial deposit of \$4 million to create a reserve for unforeseen future events that could disrupt basic city services. The goal of the fund was to reach five percent of general fund expenditures. Until 1998, annual deposits of \$1 million were made to the fund. In 1998, the fund received an infusion of \$7 million from a refund from the Ohio Bureau of Workers Compensation. In order to balance the general fund budget, \$10.2 million was used in 2003, the first use of the fund since its establishment. An additional \$25 million was used in 2004. On May 4, 2004, the city deposited \$55.1 million from the Solid Waste Authority of Central Ohio into this fund. These monies resulted from a bond issue by SWACO and were paid to the city in partial satisfaction of lease rental payments due the city. Transfers of \$13 million in 2005 and \$12 million in 2006 were made to ensure that basic city services could be continued in those years. In 2006, the city received nearly \$10 million for pollution credits from SWACO, which, along with investment earnings, enabled the fund to end 2007 at \$44.5 million, or over 7 percent of general fund expenditures. In 2008, primarily due to declining revenues as a result of the national economic downturn, it was necessary to transfer \$4.4 million to the general fund. And, in order to avoid drastic reductions in basic city services, it will be necessary to transfer \$28.5 million in 2009. The Mayor's Economic Advisory Committee will be making recommendations in early 2009 regarding how to bring general fund revenues back in line with necessary spending. At that time, the city will begin planning how the economic stabilization fund will be replenished, in accordance with the city's financial policies.

The anticipated expenditure fund was established in 1994 to plan for the next occurrence of a fiscal year in which there are 27 pay periods rather than the standard 26. This fund received \$5.33 million in refunded monies from the Ohio Bureau of Workers Compensation in 1998, and regular deposits have been made each year since 1994. The expenditure, which will occur in 2008, is currently estimated at \$17.5 million. Additional deposits into the fund will continue in 2009 and beyond to ensure that there are sufficient funds to build the fund back up for the next occurrence, which is estimated to be in 2020.

Summary tables showing the projected balances of both reserve funds are set forth below.

<b>Economic Stabilization Fund Recommended Future Deposits (000's Omitted)</b>					
<b>Year</b>	<b>Deposit</b>	<b>Investment Earnings*</b>	<b>Expended</b>	<b>Year-End Balance</b>	<b>% of GF Budget</b>
1999		\$ 1,224		\$ 23,807	5.11%
2000		1,442		25,249	5.00%
2001		1,621		26,870	5.06%
2002		1,136		28,006	5.39%
2003		608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005		1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,000	-	44,480	7.04%
2008		-	4,376	40,104	6.17%
2009		802	28,500	12,406	1.79%
2010		248		12,655	1.75%
2011		253		12,908	1.70%
2012		258		13,166	1.66%

In 2008, investment earnings were deposited to the Anticipated Expenditures Fund. Assumes two percent investment rate in 2009-2012.

<b>Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)</b>			
<b>Year</b>	<b>Deposit</b>	<b>Expended</b>	<b>Year-End Balance</b>
2001	750	83	10,552
2002	750		11,302
2003	750		12,052
2004	750		12,802
2005	750		13,552
2006	1,850		15,402
2007	1,850		17,252
2008	2,000	17,500	1,752
2009	1,751		3,503
2010	1,821		5,324
2011	1,894		7,218
2012	1,970		9,188

Finance and Management projects the next occurrence of a year with 27 pay dates to be 2020. Escalating deposits are planned to meet a projected liability of \$28 million in that year.

## **2009 Budget Scenario**

The 2009 budget was balanced with limited resources while employing certain key principles, as follows:

- Build a budget from the ground up which is keyed to the city's strategic plan implementing the Columbus Covenant
- Focus on the basic priorities in city services for neighborhoods—police and fire protection, refuse collection, and basic public health services
- Review all program areas to identify activities the city should no longer be engaged in, given limited resources
- Review revenue sources to identify new revenues, opportunities for increased revenues, and options to shift general fund expenses to alternative funding sources
- Continue to implement performance management, working toward providing performance measures for all city programs, which will inform the budget process
- Promote efficiencies in government through reorganization of divisions, consolidation of functions, review of management structure and centralized fleet management
- Rely on attrition to the extent possible in reducing the number of general fund employees
- Continue hiring controls and diligent review of general fund spending to keep 2009 spending at the lowest level necessary to provide essential services to the citizens of Columbus

## **General Fund Pro Forma**

A general fund pro forma operating statement is provided herein, which projects the city's future general fund financial outlook. The pro forma bases year 2009 revenues on the City Auditor's official Estimate of Available General Fund Resources, except as noted. The following assumptions were used in developing the pro forma.

## **Pro Forma Operating Statement Assumptions**

Like all financial forecasting tools, pro forma projections are based on a series of assumptions that invariably do not prove totally accurate over time. Moreover, projections become less certain the further one extends the forecasting horizon. This pro forma statement assumes that year-end deficits, which are not permissible per state law, will be corrected through expenditure adjustments in order to force a positive year-end fund balance. The document presented herein represents the Finance and Management Department's best estimate of the city's financial status into the future, given the major assumptions below. Revenue growth assumptions for most sources in 2010 and beyond are based upon an historical ten-year average.

## Expenditure Assumptions

- The standard inflation rate for non-personnel items is three percent in 2009 and thereafter.
- Personnel costs (excluding insurance costs) are projected at either the wage rates in effect per current collective bargaining agreements or, for those units that have contracts that are currently under negotiation or expiring in 2008, wage rates of zero percent growth through 2009 and three percent thereafter. Personnel costs are projected at wage rates of zero percent growth in 2009 and three percent thereafter for non-bargaining unit employees. For bargaining units with current contracts, wage increases are projected at zero percent growth in the first year after the expiration of the current agreement and three percent thereafter. No funds have been budgeted for pay increases beyond 2009 or for pay increases in 2009 except for current collective bargaining agreements remaining in effect in 2009. Additionally, there is no guarantee that revenues will be sufficient to support these assumptions.
- Insurance costs will grow by 10 percent annually in 2009 and beyond.
- Expenditure projections for 2010 and beyond are premised on not restoring any of the reductions that were made to balance the budget in 2009.
- The pro forma projects an \$8 million expenditure for vehicle replacement for general fund divisions in 2010, to make up for purchases deferred from 2008 and 2009. The majority of expenditures will be for replacement of safety vehicles, primarily police cruisers. Expenditures of \$6 million per year, adjusted for inflation, are projected in 2011 and beyond.

## Revenue Assumptions

- Income tax receipts will grow by 0.5 percent in 2009, by 2 percent in 2010 and by 3 percent thereafter.
- Property taxes will remain flat in 2009, and then grow by 2 percent in 2010 and beyond, except in triennial update years, when it will increase by 7.25 percent.
- Local government fund revenue is projected to remain at the 2008 level in 2009 and beyond.
- Estate taxes are projected at \$8.5 million in 2009 and thereafter.
- Investment earnings will be \$17 million in 2009 and 2010 and then grow by 15 percent thereafter.
- Hotel/motel tax revenue is projected to grow by 1.76 percent in 2009 and 4.0 percent in 2010 and beyond.
- Charges for services are expected to grow by 1.85 percent 2009. The source will then grow by 5.5 percent thereafter.
- The kilowatt hour tax will grow by 0.6 percent in 2009 and then grow by 1 percent thereafter.
- Fines and penalties will grow by 5.14 percent in 2009, and then will increase by 5.5 percent.

- Licenses and permits are projected to increase 2.58 percent in 2009, and 3 percent thereafter.

### **Division Specific Assumptions**

- No police recruit classes are funded in 2009. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- No fire recruit classes are funded in 2009. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division presume that the bulk collection program will return to the general fund in 2010. An analysis of the street construction, maintenance and repair fund pro forma operating statement shows that the fund cannot sustain these expenses after 2009 while still maintaining a sufficient cash balance.

# Financial Overview

## GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Beginning Balance	\$ 17,277,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income Tax	391,200,000	393,200,000	401,064,000	413,096,000	425,489,000	438,254,000	451,402,000	464,944,000	478,892,000	493,259,000	508,057,000
Property Tax	51,427,000	51,500,000	52,590,000	53,581,000	57,468,000	59,615,000	59,787,000	64,122,000	65,404,000	66,712,000	68,046,000
Kilowatt Hour Tax	3,380,000	3,400,000	3,434,000	3,468,000	3,503,000	3,538,000	3,573,000	3,609,000	3,645,000	3,681,000	3,718,000
Hotel/Motel Tax	3,636,000	3,700,000	3,843,000	4,002,000	4,162,000	4,328,000	4,501,000	4,681,000	4,868,000	5,063,000	5,266,000
Shared Revenues	58,048,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000
License and Permit Fees	9,017,000	9,250,000	9,528,000	9,814,000	10,108,000	10,411,000	10,723,000	11,045,000	11,376,000	11,717,000	12,069,000
Fines and Penalties	21,257,000	22,350,000	23,579,000	24,876,000	25,244,000	27,687,000	29,210,000	30,817,000	32,512,000	34,300,000	36,137,000
Investment Earnings	24,500,000	17,000,000	17,000,000	19,550,000	22,483,000	25,855,000	29,733,000	34,193,000	39,322,000	45,220,000	52,003,000
Charges for Service	53,069,000	54,050,000	67,023,000	60,159,000	63,468,000	66,959,000	70,642,000	74,527,000	78,626,000	82,950,000	87,512,000
All Other Revenue	9,846,000	3,695,000	3,666,940	3,741,038	3,817,359	3,895,970	3,976,939	4,060,337	4,146,238	4,234,715	4,325,346
<b>Total Revenues</b>	<b>625,360,000</b>	<b>615,035,000</b>	<b>628,662,940</b>	<b>649,277,038</b>	<b>673,730,359</b>	<b>696,532,970</b>	<b>720,537,939</b>	<b>748,988,337</b>	<b>775,781,238</b>	<b>804,126,715</b>	<b>834,173,346</b>
Fund Transfers	12,118,661	28,500,000	-	-	-	-	-	-	-	-	-
<b>Total Available Resources</b>	<b>654,776,351</b>	<b>643,535,000</b>	<b>628,662,940</b>	<b>649,277,038</b>	<b>673,730,359</b>	<b>696,532,970</b>	<b>720,537,939</b>	<b>748,988,337</b>	<b>775,781,238</b>	<b>804,126,715</b>	<b>834,173,346</b>
% Change in Total Revenues from Prior Yr.	0.63%	-1.65%	2.22%	3.28%	3.77%	3.38%	3.45%	3.95%	3.58%	3.65%	3.74%
% Change in Total Resources from Prior Yr.	1.07%	-1.72%	-2.31%	3.28%	3.77%	3.38%	3.45%	3.95%	3.56%	3.65%	3.74%
<b>Expenditures:</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Development	21,938,930	19,617,125	20,180,185	20,731,716	21,465,556	22,282,601	23,034,964	23,874,937	24,755,002	25,677,850	26,646,403
Fire	192,165,716	195,119,667	198,317,082	205,685,173	213,481,476	221,678,247	230,304,157	239,390,406	248,970,959	259,092,817	269,766,308
Governmental Services	75,349,087	78,280,935	81,564,646	83,853,323	87,024,054	90,348,851	93,837,980	97,502,572	101,354,701	105,407,473	109,675,125
Health	19,850,819	18,117,938	16,798,528	17,240,328	17,897,845	18,589,118	19,316,564	20,082,810	20,890,718	21,743,406	22,644,271
Judicial Services	24,188,687	24,894,000	25,890,928	26,528,182	27,657,832	28,854,753	30,124,299	31,472,323	32,905,216	34,429,969	36,054,224
Other Safety	15,968,917	14,583,889	15,036,728	15,465,337	15,983,615	16,534,202	17,108,416	17,707,674	18,333,511	18,987,583	19,671,684
Police	255,770,061	252,407,095	261,622,367	271,080,362	281,458,627	292,378,244	303,878,456	316,001,980	328,795,347	342,309,265	356,599,027
Recreation and Parks	28,223,237	20,636,333	21,136,196	21,694,000	22,532,757	23,415,471	24,345,340	25,325,845	26,360,779	27,454,278	28,610,849
Refuse Collection	22,246,634	20,360,605	26,416,549	27,159,811	28,188,983	29,270,467	30,407,977	31,605,553	32,867,539	34,193,873	35,604,621
Fleet-Vehicles	1,074,263	1,517,413	8,000,000	6,000,000	6,180,000	6,365,400	6,556,362	6,753,053	6,955,644	7,164,314	7,379,243
<b>Operating Expenditures</b>	<b>654,776,351</b>	<b>643,535,000</b>	<b>674,903,209</b>	<b>695,428,232</b>	<b>721,870,744</b>	<b>749,667,354</b>	<b>778,914,515</b>	<b>809,717,152</b>	<b>842,189,466</b>	<b>876,455,827</b>	<b>912,651,755</b>
% Change/Previous Year	3.84%	-1.72%	4.87%	3.04%	3.80%	3.85%	3.90%	3.95%	4.01%	4.07%	4.13%
<b>Required Expenditure Reductions and/or Revenue Increases</b>	<b>-</b>	<b>-</b>	<b>(46,240,269)</b>	<b>(46,151,194)</b>	<b>(48,140,385)</b>	<b>(53,134,383)</b>	<b>(58,376,576)</b>	<b>(60,728,815)</b>	<b>(66,408,228)</b>	<b>(72,329,113)</b>	<b>(78,477,909)</b>

Footnotes:

Revenue estimates for 2010 and beyond are those of the Department of Finance and not the City Auditor.  
 Cumulative deficits are not possible since each budget year must be balanced.



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## **City of Columbus Financial Policies**

This set of financial policies was developed to ensure that the city's financial resources are managed in a responsible manner and that decisions are made in a disciplined way.

For purposes of this document, the term "expenditure" includes expenses as well as inter-fund transfers and encumbrances. "Revenues" include the proceeds of any and all taxes or other sources of funds received by the city, but do not include balances in funds at the beginning of the year.

### **A. Balanced Budget**

1. It is the policy of the city that the budget for each of its funds always be balanced in that the appropriations from each fund for the fiscal year not exceed the resources available to that fund for the year, including estimated revenues and any balance in the fund at the beginning of the year. This policy assures that the city does not spend beyond its means and derives from the requirement in Sections 26 and 27 of the City Charter that the Mayor's estimate be used as the basis for appropriation ordinances.
2. While in any given year all or a portion of the beginning balance in a fund may be appropriated for expenditure, the longer-term goal is that operating expenditures not exceed operating revenues on an annualized basis such that structural balance is maintained within each fund. Consistent with this longer-term goal, the better practice is to appropriate portions of the beginning balance only to the extent they support non-recurring expenditures, replace temporary declines in revenue, or are reasonably anticipated to be offset by increased revenue not yet officially recognized in a revenue estimate.
3. The portion of the beginning year balance in a fund which equals the amount by which expenditures exceeded revenues during the year preceding the budget year should be appropriated only to the extent contemplated by the policy defining the appropriate use of the economic stabilization fund.
4. The portion of the beginning year balance in the general operating fund which exceeds ten percent of the expenditures from such fund during the year preceding the budget year should be transferred to either the anticipated expenditures fund or the economic stabilization fund.

## **B. Economic Stabilization Fund**

1. The economic stabilization fund (ESF) was created by Ordinance 860-88 in 1988 and is sometimes referred to as the "rainy day fund." It was intended to ensure against reductions in "basic city services during times of economic recession or unexpected revenue loss by the city" which are supported by the general operating fund.
2. Consistent with the need to protect city finances during extended economic downturns or times of extreme emergency created by unexpected events, the term "basic city services" should be construed conservatively to refer only to the direct provision of core city services such as police and fire protection, protection of public health, and refuse removal. Such services which are supported by the general operating fund may be maintained in part with this fund when revenues have been temporarily lowered, whether from economic recession or otherwise, provided that there is a reasonable expectation that services cannot otherwise be maintained at acceptable levels and that increased revenues during the year or years following the budget year will allow replacement of any moneys used from this fund at an annual rate equal to at least one percent of general fund expenditures in the budget year.
3. This fund may also be used to support basic city services funded by the general operating fund in the absence of a temporary lowering of revenues where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures provided that there is a reasonable expectation that increased revenues during the year or years following the budget year will allow replacement of any moneys used from this fund at an annual rate equal to at least one percent of general fund expenditures in the budget year.
4. Prior to use of this fund for the purposes described above, the Mayor shall provide Council with a written analysis describing how the proposed use of moneys from this fund is consistent with these policies and proposing any revenue enhancements necessary to allow replacement of funds so used.
5. It shall be the policy of the city to maintain moneys in this fund equal to no less than five percent of expenditures from the general operating fund during the preceding year. If moneys expended under paragraphs 2 or 3 of this section cause the balance of this fund to fall below five percent, the policy of the city shall be to replace funds so expended as soon as practicable at an annual rate equal to at least one percent of general fund expenditures in the year in which moneys were expended under paragraphs 2 or 3. Consistent with Ordinance 1590-94 and any successors, this fund shall be the recipient of an appropriate share of investment income. Any portion of the balance in this fund which exceeds seven percent of expenditures from the general operating fund during the preceding year may be transferred to the anticipated expenditures fund.

### **C. Anticipated Expenditure Fund**

1. The anticipated expenditure fund was established in 1994 to receive deposits sufficient to provide for funding from the general operating fund of the 27<sup>th</sup> pay period which occurs every twelve years or so. It was then expanded to receive deposits earmarked for specific future expenditures that would otherwise be funded from the general operating fund and whose cost is unknown, such as the Y2K problem.
2. This fund should have deposited to it, at a minimum each year from the general operating fund, those moneys necessary, on an annualized basis, to fund the 27<sup>th</sup> pay period in the years in which it occurs. It may receive additional deposits to the extent not needed for current general fund operating expenses or to the extent not needed in the economic stabilization fund.
3. To the extent not being accrued for the 27<sup>th</sup> pay period, moneys in this fund may support non-recurring expenditures from the general operating fund. Any moneys in this fund being accrued for the 27<sup>th</sup> pay period, as determined by the Department of Finance and Management, may be used to support general fund operating expenses only under the circumstances provided for use of the economic stabilization fund, including those related to replacement of moneys so used.

### **D. Financial Accountability**

1. It is the policy of the city that all departments and offices should manage operations such that expenditures for a given year will not exceed the original appropriations except to the extent supplemental appropriations authorize increased expenditures. Fourth quarter transfers of one department's unused general fund appropriation authority to a department or office otherwise exceeding its expenditure authority are normally a reflection of a failure to comply with this policy except in the case of reasonably unforeseen events or cost increases. Supplemental appropriations must be supported by additional revenues, the existence of which must be verified by the Department of Finance and Management or the City Auditor, as appropriate. In cases where additional general fund revenue is certified by the City Auditor, subsequent to the passage of the initial general fund appropriation ordinance, there is no assurance that said revenue will be appropriated, and supplemental appropriation of said revenue is discouraged except for unusual circumstances.
2. The Department of Finance and Management shall review quarterly actual and projected expenditures for all departments and offices and report to the Mayor and Council thereon. Any departments or offices projected to exceed their appropriation authority for the year shall work with the Department of Finance and Management to reduce expenditures. This may include the deferral of hiring and major expenses for goods and services.
3. Responsible stewardship of public funds requires that expenditures be clearly justified as serving a public purpose. An effort to expend all appropriation authority in the fourth quarter simply in order to avoid a lapse of appropriated funds does not serve a public purpose.

4. Departments and offices are expected to be expending public funds in order to serve the outcomes they have identified for their programs. It is the policy of the city to measure achievement of outcomes through quantifiable performance indicators. A system of performance management will be integrated into the budget process.

## **E. Investment of City Funds**

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and the Finance and Management Director, charged with compliance and the creation of guidelines. The commission embodies a checks and balances process in that each official represents a separately elected official of city government. Pursuant to the above code sections, the following policies exist.
2. The city will not invest in any form of derivatives, except STAROhio (an investment pool managed by the State Treasurer's Office that allows governments within the State to pool their funds for investment purposes).
3. The city is prohibited from entering into reverse repurchase agreements and does not leverage its investment portfolio in any manner.
4. Only eligible investments with final maturities not greater than two years from the time of purchase are permitted.
5. The city purchases investments only through member banks of the Federal Reserve System or broker dealers licensed by the State of Ohio and members of the National Association of Securities Dealers (NASD).
6. Investments permitted by Chapter 325 of the Columbus City Code are limited to the following:
  - a. Bonds, notes, or other obligations of the United States government or its Agencies for which the faith of the United States is pledged for the payment of principal and interest.
  - b. Bonds, notes, debentures, or other obligations issued by any of the federal government-sponsored enterprises listed below:
    - Federal Farm Credit System
    - Federal Home Loan Bank
    - Federal Home Loan Mortgage Corporation
    - Federal National Mortgage Association
  - c. The Ohio State Treasurer's Asset Reserve Funds (STAROhio) pursuant to Ohio Revised Code 135:45.
  - d. Bonds or other obligations of the City of Columbus, Ohio.
  - e. Obligations of the State of Ohio or any municipal corporation, village, township or other political subdivision of the State of Ohio, as to which there is no default of principal or interest and which have been approved as to their validity by nationally recognized bond counsel.

- f. Certificates of deposit in eligible institutions applying for moneys as provided in Chapter 321 of the Columbus City Codes.
- g. Repurchase agreements that are collateralized with legally authorized securities as defined in Chapter 321.08 of Columbus City Code and held in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.

## **F. Income Tax and Special Income Tax Fund**

1. Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter.
2. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). The SIT is used to finance capital improvements, generally of a non-enterprise nature. This distribution reflects a promise to voters during the 1982 income tax levy campaign to increase the income tax from its former level of 1.5 percent.
3. The above distribution of income tax proceeds should be maintained. National rating agencies consistently cite this long-standing policy as a major factor earning the city its high credit designation.

## **G. Allocation of Investment Earnings**

1. The City Treasurer pools all available city funds (excepting cash held by bond trustees, escrow agents, and certain debt service, trust and agency funds), in order to maximize investment efficiency.
2. As a charter city, the determination of the distribution of investment income among funds is established by city ordinance and by various grant requirements.
3. Various city ordinances identify those funds that shall receive investment income. A complete list is kept by the City Auditor and the Department of Finance and Management.

## **H. Pro-Rata Assessment for General Fund Support**

1. The Attorney General of the State of Ohio has ruled that the cost of administrative services provided by general fund agencies for independent fund agencies may be pro-rated to the independent fund agencies on an equitable basis.
2. The charge, commonly referred to as "pro-rata," represents an approximation of the cost incurred for certain services performed by administrative agencies of the general fund for enterprise, special revenue, grant and internal service divisions, and for which no specific charge is assessed. Services include, but are not limited to, debt administration and budget preparation, legal counsel, financial reporting, procurement assistance, and building maintenance.

3. Generally accepted accounting practices as contained in Government Auditing Standards, issued by the Comptroller General of the United States, require reasonable justification for the assessed amount.
4. The most recent cost evaluation study performed by the Department of Finance and Management and confirmed by the City Auditor resulted in a pro-rata rate of 4.5 percent of revenues to be charged to appropriate funds.
5. The most recent city ordinance assesses an administrative service charge upon funds other than the general fund, equal to 4.5 percent of revenues, the proceeds of which are deposited in the general fund.
6. A triennial review and update of the pro-rata calculation shall be conducted by the Department of Finance and Management.

### **I. Fees and Charge-Setting**

1. Fee-setting authority for non-enterprise divisions rests among several different entities, including the City Council, the Board of Health, the Recreation and Parks Commission, the Ohio Legislature, and various other elected and appointed officials.
2. A semi-annual fee review should be conducted by the Department of Finance and Management. Within this review, consideration should be given to the community-wide versus special service nature of the program or activity, the extent to which the service is specifically targeted to low income individuals or groups and the intended relationship between the amount paid and the benefit received.
3. This review should list the major fees and charges along with the following:
  - a. Current fee or charge rates
  - b. Date of the most recent increase
  - c. Market rates and charges levied by other public and private entities for similar services
  - d. The action needed to change the fee
4. The Director of Finance and Management will recommend fee and charge increases based upon the above review to the Mayor's office.
5. With Mayoral approval, the proposed changes shall be presented to the appropriate fee-setting authority for approval.
6. The goal of the rate setting process for the water and sewer enterprise funds shall be to avoid steep increases in rates, while at the same time fully meeting the needs of the system. Ten-year pro-forma operating statements for these funds shall be utilized to assist the divisions in achieving this goal.

## **J. Revenue Diversification**

1. The city will strive to maintain a diversified and stable revenue base as protection from short-term fluctuations in any one revenue source and to ensure its ability to provide ongoing service.
2. Restricted revenue shall only be used for the purposes legally permissible and in a fiscally responsible manner. Programs and services funded by restricted revenue will be clearly designated as such.
3. A balance will be sought in the revenue structure between the proportions of elastic and inelastic revenues. New sources of revenue will be sought to achieve the desirable balance.
4. Each time a new revenue source or a change in the rate of an existing source is considered, the effect of this change on the balance of elastic and inelastic revenue will be thoroughly examined by Finance and Management.

## **K. Debt-Issuance and Management**

1. The Ohio Revised Code Section 133.05 provides that the total net debt (as defined by the ORC) of a municipal corporation, whether or not approved by the electors, shall not exceed 10.5 percent of the total value of all property in the municipal corporation as listed and assessed for taxation. In addition, the unvoted net debt of municipal corporations cannot exceed 5.5 percent of the total taxation value of property. The statutory limitations on debt are measured by the ratio of net debt to tax valuation and expressed in terms of a percentage.
2. The city will not incur debt to finance current operations.
3. The city may issue debt for a qualifying capital project if the cost of the asset is at least \$5,000 and the useful life of the asset, as determined by the City Auditor, is at least five years.
4. Debt will not be issued for periods exceeding the useful life of the project or asset.
5. Periodic reviews of outstanding debt will be undertaken to determine refunding opportunities.
6. Refunding will be considered if and when there is a positive net economic benefit or the refunding is essential to modernize covenants to improve operations and management.

## **L. Coverage Ratios for Special Income Tax Fund (SIT)**

1. Within the limitations upon debt issuance imposed by law, the SIT fund's available capacity for new debt and its ability to service existing debt are limited by a coverage factor, which is a ratio of total resources in the SIT to projected expenditures required for debt retirement. This factor provides a minimum level at which the SIT fund balance should be maintained for contingency purposes. The coverage ratio is a self-imposed discipline, one based on sound fiscal management practice and works to preserve capacity to address any unforeseen emergency. Coverage levels are goals, not absolute minimum levels of acceptance.

### **M. Revenue Bond Reserve Ratios**

1. Whenever the city issues revenue debt, the bond indenture – an ordained document governing debt administration – often details some level of reserve imposed on the city to insure debt retirement on behalf of the bondholders.
2. The level is established on a case-by-case basis, and compliance is annually reported in the budget document and the Comprehensive Annual Financial Report of the City Auditor.

### **N. Operating Reserves for Funds Other Than the General Fund**

1. The annual reserve balance in the insurance trust fund should be equal to, at a minimum, the sum of one and one half months worth of health, dental and vision claims cost and one month worth of prescription, disability and life insurance claims. In calculating the monthly claims costs for purposes of determining the appropriate reserve amount, a rolling average of claims experience for the previous 12 consecutive months shall be used.
2. The State of Ohio Bureau of Workers Compensation determines the city's workers compensation rate. Payments are made one year in arrears, e.g. the amount due in a given year is based upon the payroll costs of the previous year. Payment must be remitted as follows: 45 percent of the premium by May 15 and the balance by Sept. 1. The city's policy is to set the internal rate at a level sufficient by the end of the current fiscal year to fund the anticipated payments on the due dates in the following year. If adjustments are made either to the city's premium rate or to the amount due the Bureau in cases of rebates or credits, the premium rate will be adjusted accordingly.
3. The timing of collections as provided for in the policy above may be altered under the following circumstances, provided that there is a reasonable expectation that services cannot otherwise be maintained at acceptable levels and that increased revenues during the year or years following the budget year will allow replacement of any moneys gained from any such timing change:
  - when revenues have been temporarily lowered, whether from economic recession or otherwise
  - where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures

Prior to changing the timing of workers compensation collection for the purposes described above, the Mayor shall provide Council with a written analysis describing how the proposed use of these moneys is consistent with these policies and proposing any revenue enhancements necessary to allow replacement of funds so used.



## **O. Long-Range Financial Planning**

1. A general fund pro forma operating statement is produced for each budget year and updated periodically during the year. The pro forma is published in the budget document as well as in periodic financial reviews. The pro forma projects the city's future general fund financial outlook for a ten-year period.
2. Pro forma projections are based on a series of assumptions, including projected inflation rates, personnel costs for both uniformed and non-uniformed personnel, health insurance costs, revenue growth rates and other division-specific assumptions. Because state law requires each year to end in balance, the plan assumes that deficits forecast at the beginning of each year will be addressed so that no negative fund balance is carried over into the next year.
3. To augment the pro-forma, various iterations should be prepared, using alternative economic, planning, and policy assumptions. Key assumptions and choices related to achievement of goals should be identified and made available to decision makers for their review in making choices and decisions related to budget issues. The likely financial outcomes of particular courses of action or factors should then be estimated.

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## **City Council**

### **Department Description**

Columbus City Council is the chief policy-making arm of city government, empowered by City Charter to exercise legislative control over city expenditures. Citizens elect the seven-member council at-large to four-year terms of office. Primary responsibilities include the adoption of the annual operating and capital budgets, authorizing certain contracts, and enacting amendments to the Columbus City Code. In addition to fiscal control and regulatory authority, Council establishes land use policy through its zoning powers.

The Council works closely with the administrative branch of city government in the formation of policy, including work force and economic development initiatives, tax incentives, annexation and land use, and efforts to serve Columbus families. As well, City Council initiates and facilitates on-going cooperative efforts with other governments, the business community, and other institutions to ensure a safe environment and a high quality of life for all Columbus citizens.

Legislative research office (LRO) activities include public policy analyses, including the budget and city programming, public information efforts, and research and application efforts to reduce operating costs, both on a citywide basis and within the offices of City Council and the City Clerk.

Legislative aides and the LRO provide Council members advice and information regarding budgetary, neighborhood, community, and economic development matters.

Council appoints the City Clerk, who maintains the journal of Council activity, codifying general ordinances and maintaining custody of deeds, abstracts, and titles owned by the city. Council also appoints the City Treasurer, whose duties include the investment of all city funds.

### **Department Mission**

Members of the staff of Columbus City Council believe our first priority is to provide high quality, responsive service to the people of Columbus. We strive to demonstrate the utmost respect for our citizens and for each other in a workplace that highly values teamwork, personal integrity, and competence. Our overriding goal is to always do our best for the citizens of the City of Columbus.

## **Strategic Priorities for 2009**

City Council's 2009 strategic priorities will be met by its continued focus on three areas: working to better serve the needs of all Columbus families, including keeping public safety as the city's top priority; job creation efforts through fostering effective partnerships; and continued belt tightening to maintain fiscal health.

- Council believes that creating and maintaining jobs is essential to a vibrant city. Council will continue to work with the administration to develop innovative collaborations to incentivize significant private investment in what traditionally would have been primarily publicly funded projects. Prime examples include ongoing development of the State Route 315 Research and Technology Corridor, revitalization of the Northland corridor, and continued investment in the downtown at the RiverSouth district. Project partners include the Ohio State University, Battelle, the Columbus Chamber of Commerce, and Tech Columbus, among others. The implementation of a new growth policy that calls on developers and suburbs to share in the cost of needed infrastructure and services such as roads and safety services exemplifies this new approach, commonly called "sustainable growth." These efforts will continue and be expanded elsewhere.
- Other key points of an overall job creation strategy include working to keep homegrown talent through investments that support entrepreneurial startups; making targeted capital investments to bring idle properties back into production; and providing seed money for targeted economic development initiatives, such as traffic studies and retail studies, to improve job growth prospects.
- To enhance citizen safety, in addition to working with the administration to better equip police officers and firefighters, Council has funded expansions of the Community Crime Patrol (citizen patrollers who supplement police efforts) in each year from 2006 through 2008. Expanded duties include assisting in code enforcement matters.
- Council continues to identify and implement better business practices to make government more effective and accessible to the public.
- Council continues to work with the administration to secure downtown stability through the creation of greater downtown and neighborhood housing opportunities. City assistance may include various incentives for developers, such as tax abatements or targeted use of city capital monies to leverage private investments.
- Council will also continue working with the administration to encourage other political jurisdictions to practice "responsible development" within the Big Darby watershed. To protect this important natural resource, Council imposed a moratorium on city sewer and water line extensions in the watershed through June 2006. This allowed for completion of a comprehensive, intergovernmental planning accord (the Big Darby Accord Watershed Master Plan) which Columbus approved in July 2006 along with other jurisdictions. The accord allows for the exercise of personal property rights while being sensitive to preservation and environmental protection objectives.
- The city's most vulnerable citizens will continue to receive Council attention as it works with community advocates such as the Columbus Medical Association, the

United Way, the Community Shelter Board, the Neighborhood Health Center System, and the YWCA. These organizations and others bring needed social services and accessible health care to low-income families and populations within the community. To bring added focus and more effective response to homelessness, Council worked with the administration in 2007 to create an Office of Homeless Advocacy.

- One of the most important priorities for the 2009 budget will be development of a plan to strengthen the city's long-term fiscal outlook. Annual general fund expenditures currently exceed revenues, in part due to the slowed economy. To ensure balanced budgets while maintaining quality programs into the future, city leadership is currently working with a diverse team to study city finances in order to recommend appropriate strategies. The Economic Advisory Team's report is due after the first of the year. Council, which is a partner in the effort, will play an important role in discussing and implementing recommendations.

### **2009 Budget Notes**

- The recommended general fund budget for City Council includes continuation of funding for a contract with the Greater Columbus Chamber of Commerce and, at a reduced level, a contract with Experience Columbus.
- An internship program with the John Glenn School of Public Affairs, in the amount of \$16,025, will provide internship opportunities for graduate students interested in careers in municipal government.

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## Budget and Program Summary

CITY COUNCIL FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
City Council	\$ 12,915,177	\$ 12,185,874	\$ 13,481,434	\$ 12,431,841	\$ 12,457,939
<b>TOTAL</b>	<b>\$ 12,915,177</b>	<b>\$ 12,185,874</b>	<b>\$ 13,481,434</b>	<b>\$ 12,431,841</b>	<b>\$ 12,457,939</b>

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

DIVISION SUMMARY BY CHARACTER					
<b>CITY COUNCIL GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 2,594,570	\$ 2,641,821	\$ 2,958,270	\$ 2,834,063	\$ 2,911,673
Materials & Supplies	19,219	43,770	42,000	32,964	42,000
Services	1,784,359	1,049,265	901,164	808,414	624,266
Transfers	-	-	-	30,000	-
<b>TOTAL</b>	<b>\$ 4,398,148</b>	<b>\$ 3,734,856</b>	<b>\$ 3,901,434</b>	<b>\$ 3,705,441</b>	<b>\$ 3,577,939</b>
<b>CITY COUNCIL HOTEL/MOTEL EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Services	\$ 7,972,329	\$ 8,451,018	\$ 9,580,000	\$ 8,726,400	\$ 8,880,000
Transfers	544,700	-	-	-	-
<b>TOTAL</b>	<b>\$ 8,517,029</b>	<b>\$ 8,451,018</b>	<b>\$ 9,580,000</b>	<b>\$ 8,726,400</b>	<b>\$ 8,880,000</b>



DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General	\$ 4,398,148	\$ 3,734,856	\$ 3,901,434	\$ 3,705,441	\$ 3,577,939
Hotel/Motel Tax	8,517,029	8,451,018	9,580,000	8,726,400	8,880,000
<b>TOTAL</b>	<b>\$ 12,915,177</b>	<b>\$ 12,185,874</b>	<b>\$ 13,481,434</b>	<b>\$ 12,431,841</b>	<b>\$ 12,457,939</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Authorized	2009 Authorized
City Council	FT	31	35	38	38
	PT	1	0	1	1
<b>TOTAL</b>		<b>32</b>	<b>35</b>	<b>39</b>	<b>39</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
City Council

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Administration	To approve all appropriations and laws for Columbus, and to provide a public forum for the discussion of issues by the citizenry.	\$ 4,734,852	\$ 4,080,732	\$ 3,901,434	\$ 3,577,939	35	34	36	35
Hotel/Motel Tax	To provide support for Experience Columbus and for expanding cultural services.	\$ 8,405,000	\$ 8,400,000	\$ 9,580,000	\$ 8,880,000	-	-	-	-
		\$ 13,139,852	\$ 12,480,732	\$ 13,481,434	\$ 12,457,939	35	34	36	35

Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

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## City Auditor

### **Department Description**

The City Auditor is the city's chief accounting officer. The Office of the City Auditor is responsible for processing and maintaining accurate, systematic records of all the city's fiscal transactions, including certification of funds, receipts, disbursements, assets and liabilities. In addition to this, the Auditor's payroll unit handles the accurate bi-weekly generation of paychecks and tax-withholding remittance for over 9,000 city employees, and through its Income Tax Division, maintains the functions of income tax collection and audit. The City Auditor disseminates such fiscal facts, reporting periodically to city officials and the public in summaries and analytical schedules as prescribed in the City Charter.

For the last 28 years, the City Auditor has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This certificate is the highest form of recognition for excellence in state and local government financial reporting.

The City Auditor assists in managing the city's long-term debt including the prompt payment of principal, interest, and associated fees on the city's variable rate debt; assures current debt service coverage is sufficient to protect the credit worthiness of the city; and avoids the imposition of increased property taxes related to bonded debt voted directly by the public, both enterprise and non-enterprise.

### **Columbus Income Tax Division**

The Income Tax Division provides the service of collection, audit, and enforcement of the two percent municipal income tax pursuant to Chapter 361 of the Columbus City Codes and the collection of the hotel/motel tax for the City of Columbus and the Franklin County Convention Facilities Authority.

In addition to collecting the municipal tax for the City of Columbus, the Income Tax Division has contracts with and acts as the collection agent for the following municipalities: Brice, Canal Winchester, Groveport, Harrisburg, Marble Cliff, and Obetz.

### **Department Mission**

To carry out the duties and responsibilities as prescribed by the Columbus City Charter and the Columbus City Codes.

To provide efficient and effective collection of monies and audit services with continuous upgrade to the city tax and filing systems and all other necessary resources utilized in the process.

## **Department Goals and Objectives**

To ensure efficient and effective reporting regarding the city's finances to Columbus City Council, the Mayor and administrative agencies, the City Attorney, the Municipal Court Judges and Clerk, and the residents of Columbus.

To ensure accurate audit services, systematic collection of taxes, and monitoring of the city's tax-generated revenues.

## **Strategic Priorities for 2009**

- Maintain high quality fiscal processing, tax collection and audit, debt management, record keeping, and reporting to its customers.
- Continue to ensure compliance with the Columbus City Charter and Columbus City Codes.
- Continue to receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.

## **2009 Budget Notes**

- The 2009 budget for the City Auditor includes over \$360,000 for outside audit services, including audits for sub-recipients.
- Major non-personnel expenses in the Income Tax Division include banking services (\$400,000), postage (\$180,000), and filing fees (\$55,000). Outside computer application fees are budgeted at \$150,000. The Income Tax Division continues the process of digitally imaging income tax records.

## Budget and Program Summary

AUDITOR FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
City Auditor	\$ 4,211,433	\$ 4,307,972	\$ 3,290,168	\$ 3,059,221	\$ 3,294,971
Income Tax	6,959,481	7,884,358	7,266,991	7,120,275	7,640,498
<b>TOTAL</b>	<b>\$ 11,170,914</b>	<b>\$ 12,192,330</b>	<b>\$ 10,557,159</b>	<b>\$ 10,179,496</b>	<b>\$ 10,935,469</b>

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

**DIVISION SUMMARY BY CHARACTER**

<b>CITY AUDITOR GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 2,384,339	\$ 2,156,969	\$ 2,414,611	\$ 2,355,399	\$ 2,524,531
Materials & Supplies	50,390	45,600	32,100	27,100	28,100
Services	1,776,704	2,104,674	843,457	676,722	742,340
Other	-	730	-	-	-
<b>TOTAL</b>	<b>\$ 4,211,433</b>	<b>\$ 4,307,972</b>	<b>\$ 3,290,168</b>	<b>\$ 3,059,221</b>	<b>\$ 3,294,971</b>
<b>INCOME TAX GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 5,262,961	\$ 5,722,531	\$ 6,123,271	\$ 6,057,697	\$ 6,325,276
Materials & Supplies	77,178	72,898	64,500	55,033	120,000
Services	1,619,342	2,088,929	1,079,220	1,007,545	1,195,222
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 6,959,481</b>	<b>\$ 7,884,358</b>	<b>\$ 7,266,991</b>	<b>\$ 7,120,275</b>	<b>\$ 7,640,498</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General	\$ 11,170,914	\$ 12,192,330	\$ 10,557,159	\$ 10,179,496	\$ 10,935,469
<b>TOTAL</b>	<b>\$ 11,170,914</b>	<b>\$ 12,192,330</b>	<b>\$ 10,557,159</b>	<b>\$ 10,179,496</b>	<b>\$ 10,935,469</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Authorized	2009 Authorized
City Auditor	FT	25	24	34	34
	PT	1	4	4	4
Income Tax	FT	77	79	82	82
	PT	1	0	1	1
<b>TOTAL</b>		<b>104</b>	<b>107</b>	<b>121</b>	<b>121</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
City Auditor

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Administration	To administer the City Auditor's Office and Income Tax Division.	\$ 441,716	\$ 488,438	\$ 437,523	\$ 536,643	4	5	3	4
Accounting and Financial Reporting	To provide accounting and reporting of all city financial transactions; implement improvements to the city's accounting and reporting system; and publish the city's annual financial report.	\$ 2,861,268	\$ 2,618,952	\$ 1,501,376	\$ 1,326,149	6	5	8	7
Auditing	To pre-audit all city financial transactions.	\$ 686,639	\$ 922,536	\$ 785,887	\$ 1,072,399	13	12	10	10
Payroll Auditing	To process all city payrolls and insurance programs.	\$ 255,988	\$ 319,281	\$ 350,472	\$ 359,780	4	4	4	4
Income Tax Administration	To direct all administrative and operating functions of the division, including the fiscal duties, to enforce the collection of the two percent municipal income tax pursuant to Chapter 361 of the Columbus City Code, to ensure the collection and enforcement of the hotel/motel tax for the City of Columbus and Franklin County Convention Facilities Authority.	\$ 3,209,045	\$ 2,841,500	\$ 2,049,869	\$ 2,175,226	10	10	10	10



2009 Operating Budget  
City Auditor

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Collections, Audits	To collect, audit, enforce and process various types of income tax documents.	\$ 2,976,453	\$ 3,404,899	\$ 3,689,640	\$ 3,688,725	42	42	46	47
Record Maintenance	To perform account maintenance; to provide support functions for the audit staff; to sort and file all income tax returns and tax correspondence for quick retrieval, and to skip trace addresses for delinquent accounts and non-filers.	\$ 1,404,721	\$ 1,611,051	\$ 1,742,392	\$ 1,776,547	23	23	26	24
		\$ 11,835,830	\$ 12,206,657	\$ 10,557,159	\$ 10,935,469	102	101	107	106

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

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## **City Treasurer's Office**

### **Department Description**

The authority of the City Treasurer is set forth in Sections 88 through 96 of the Columbus City Charter.

Specifically, the City Treasurer's responsibilities include:

- The receipt and deposit of all city funds into bank accounts of the city in accordance with Chapter 321 of Columbus City Codes.
- The disbursement of city funds upon warrant by the City Auditor or Sinking Fund Trustees.
- The investment of all excess funds not needed for daily operations in accordance with Chapter 325 of the Columbus City Codes.

### **Department Mission**

To assist, direct, and maintain the fiscal integrity of the City of Columbus, Ohio.

## **Strategic Priorities For 2009**

- Efficient and accurate receipt, custody, disbursement, and investment of all city funds.

## **2009 Budget Notes**

- The Treasurer's budget is primarily personnel-related. Small budget lines are included for a government crime insurance policy, banking services, and software license fees.

Treasurer

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## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
City Treasurer	\$ 879,184	\$ 913,601	\$ 893,140	\$ 890,754	\$ 894,162
<b>TOTAL</b>	<b>\$ 879,184</b>	<b>\$ 913,601</b>	<b>\$ 893,140</b>	<b>\$ 890,754</b>	<b>\$ 894,162</b>

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

DIVISION SUMMARY BY CHARACTER					
CITY TREASURER	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 723,216	\$ 786,603	\$ 843,000	\$ 830,490	\$ 815,779
Materials & Supplies	5,088	7,500	5,000	4,278	3,800
Services	150,880	119,498	45,140	55,986	74,583
<b>TOTAL</b>	<b>\$ 879,184</b>	<b>\$ 913,601</b>	<b>\$ 893,140</b>	<b>\$ 890,754</b>	<b>\$ 894,162</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General Fund	\$ 879,184	\$ 913,601	\$ 893,140	\$ 890,754	\$ 894,162
<b>TOTAL</b>	<b>\$ 879,184</b>	<b>\$ 913,601</b>	<b>\$ 893,140</b>	<b>\$ 890,754</b>	<b>\$ 894,162</b>

DEPARTMENT PERSONNEL SUMMARY					
DEPARTMENT	FT/PT*	2006 Actual	2007 Actual	2008 Authorized	2009 Authorized
City Treasurer	FT	9	10	12	12
	PT	2	2	2	2
<b>TOTAL</b>		<b>11</b>	<b>12</b>	<b>14</b>	<b>14</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
City Treasurer

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Treasurer's Office	To act as a custodian of all funds, which includes the receipt of tax assessments, disbursement, accounting, deposit, and investment.	\$ 949,013	\$ 1,015,757	\$ 893,140	\$ 894,162	12	12	10	10
		\$ 949,013	\$ 1,015,757	\$ 893,140	\$ 894,162	12	12	10	10

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe



## City Attorney

### **Department Description**

The Columbus City Charter best describes the City Attorney's Office:

*Section 67. Powers and Duties.* [The city attorney]...shall be the legal adviser of and attorney and counsel for the city, and for all officers and departments thereof in matters relating to their official duties. [The city attorney]...shall prosecute or defend all suits for and in behalf of the city, and shall prepare all contracts, bonds and other instruments in writing in which the city is concerned and shall certify in writing his approval of the form and correctness thereof. He may appoint such assistants, secretaries and clerks as council may authorize.

*Section 68. Prosecuting attorney.* The city attorney shall be the prosecuting attorney of municipal court. He may detail such of his assistants as he may deem proper to assist in such work. He shall prosecute all cases brought before such court and perform the same duties, so far as they are applicable thereto, as are required of the prosecuting attorney of the county.

*Section 69. Representing city.* The city attorney shall prosecute or defend for and in behalf of the city all complaints, suits and controversies in which the city is a party, and such other suits, matters and controversies relating to city affairs as he shall, by resolution or ordinance of council, be directed to prosecute or defend.

*Section 70. Rendering Opinions.* The council, the director of any department, or any officer, board, or commission not included within a department, may by request in writing, require the opinion of the city attorney upon any question of law involving their respective powers and duties.

### **Table of Organization**

To fulfill the obligations placed on this office by the Charter, Columbus City Council has authorized 147 full-time and 47 part-time positions for the City Attorney's Office. However, the proposed 2009 budget provides funding for only 128 full-time and 35 part-time positions. Of the full-time positions, 61 are scheduled to be occupied by attorneys.

The office has five basic units as follows: Police Legal Advisor unit, Claims Division, Real Estate Division, Prosecutor Division and Civil Division, with the last-mentioned containing a Business and Regulation section, a Litigation section, a Labor and Employment section and a team of attorneys who focus on abating public nuisances. The Prosecutor Division contains a Prosecution Resources unit that evaluates citizens' requests to file criminal charges, that promotes mediation to resolve disputes short of litigation and that operates a bad check resolution program. Also within the Prosecutor Division is a Domestic Violence/Stalking unit devoted exclusively to the protection of victims of domestic violence and stalking.

## **Department Mission**

To carry out the duties and responsibilities prescribed by the Columbus City Charter and Columbus City Codes in a professional and competent manner so that the office's clients and the public are well and fairly served.

## **Department Goals and Objectives**

To handle every matter to a conclusion that is just and fair both to the City of Columbus and to any other parties involved.

## **Strategic Priorities for 2009**

Every day the City Attorney's Office is engaged in the delivery of legal services, whether it is approving contracts as to form and correctness, defending the city against law suits, assuring that enacted legislation fits properly into the City Code, evaluating whether criminal charges should be filed, prosecuting traffic and criminal cases, providing oral and written opinions, conducting police recruit and in-service training or eliminating public nuisances that persist in the city's neighborhoods.

Consequently, the strategic priorities and budget issues mirror each other and reappear each budget year; and they are: securing adequate resources so that the best qualified people are in the appropriate positions performing at the highest levels so that the law firm representing the City of Columbus is able to carry out the responsibilities assigned to it by the Charter in a competent and professional manner. Proper staffing levels and adequate compensation will always be this office's major priorities and budget issues.

## **2009 Budget Notes**

- Costs for both outside counsel and legal settlements for general fund agencies are budgeted in Finance and Management's citywide account.
- A total of \$105,000 is budgeted for subscriptions to various legal research services and publications in 2009.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
City Attorney	\$ 9,710,456	\$ 10,164,795	\$ 10,484,529	\$ 10,120,887	\$ 10,321,636
Real Estate	344,297	355,289	390,405	342,795	220,095
Land Acquisition	728,379	695,624	864,143	748,532	904,900
<b>TOTAL</b>	<b>\$ 10,783,132</b>	<b>\$ 11,215,708</b>	<b>\$ 11,739,077</b>	<b>\$ 11,212,214</b>	<b>\$ 11,446,631</b>

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

**DIVISION SUMMARY BY CHARACTER**

<b>CITY ATTORNEY GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 8,800,554	\$ 9,285,259	\$ 9,905,534	\$ 9,536,028	\$ 9,839,265
Materials & Supplies	124,713	96,267	140,750	152,550	65,750
Services	678,082	650,301	438,245	398,976	416,621
Other Disbursements	-	35,482	-	-	-
Capital	-	-	-	-	-
Transfers	107,107	97,486	-	33,333	-
<b>TOTAL</b>	<b>\$ 9,710,456</b>	<b>\$ 10,164,795</b>	<b>\$ 10,484,529</b>	<b>\$ 10,120,887</b>	<b>\$ 10,321,636</b>
<b>REAL ESTATE GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 344,113	\$ 355,289	\$ 390,405	\$ 342,795	\$ 220,095
Materials & Supplies	-	-	-	-	-
Services	184	-	-	-	-
<b>TOTAL</b>	<b>\$ 344,297</b>	<b>\$ 355,289</b>	<b>\$ 390,405</b>	<b>\$ 342,795</b>	<b>\$ 220,095</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>LAND ACQUISITION LAND ACQUISITION FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 665,833	\$ 647,321	\$ 777,055	\$ 675,856	\$ 790,456
Materials & Supplies	9,111	3,294	17,300	17,164	17,300
Services	53,435	45,009	69,788	55,512	97,144
<b>TOTAL</b>	<b>\$ 728,379</b>	<b>\$ 695,624</b>	<b>\$ 864,143</b>	<b>\$ 748,532</b>	<b>\$ 904,900</b>

**DEPARTMENT SUMMARY BY FUND**

<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
General	\$ 10,054,753	\$ 10,520,084	\$ 10,874,934	\$ 10,463,682	\$ 10,541,731
Land Acquisition	728,379	695,624	864,143	748,532	904,900
<b>TOTAL</b>	<b>\$ 10,783,132</b>	<b>\$ 11,215,708</b>	<b>\$ 11,739,077</b>	<b>\$ 11,212,214</b>	<b>\$ 11,446,631</b>

**DEPARTMENT PERSONNEL SUMMARY**

<b>DIVISION</b>	<b>FT/PT*</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Authorized</b>	<b>2009 Authorized</b>
City Attorney	FT	104	108	119	119
	PT	29	29	46	46
Real Estate	FT	6	4	7	7
Land Acquisition	FT	5	6	7	7
	PT	0	1	1	1
<b>TOTAL</b>		<b>144</b>	<b>148</b>	<b>180</b>	<b>180</b>

\*FT=Full-Time PT=Part-Time

**2009 Operating Budget  
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Administration	To provide management and support through the offices of the City Attorney.	\$ 1,137,633	\$ 1,360,391	\$ 958,089	\$ 846,468	7	9	5	6
Civil Prosecution	To provide support personnel to assist attorneys in the civil division by preparing legal documents, maintaining the case database, scheduling depositions and appointments and other duties that maintain the organized flow of legal documents.	\$ 290,467	\$ 345,050	\$ 452,014	\$ 407,489	6	5	7	6
Civil Part-Time	To provide law student interns who perform legal research for the attorneys in the civil division.	\$ 103,758	\$ 159,239	\$ 139,112	\$ 107,135	0	0	0	0
Appellate	To appeal misdemeanor prosecutions to the Franklin County Court of Appeals, and defend misdemeanor criminal appeals filed against the city.	\$ 362,336	\$ 441,720	\$ 425,441	\$ 368,464	3	3	3	3
Intake	To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising and making appropriate referrals.	\$ 614,193	\$ 643,775	\$ 665,714	\$ 572,082	2	2	4	3

**2009 Operating Budget  
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Victim-Witness Assistance	To prosecute domestic violence offenders and assist victims by providing them with immediate resources, and to educate and train all city and county law enforcement officers on the issue of domestic violence.	\$ 983,407	\$ 970,730	\$ 1,099,065	\$ 1,177,623	14	16	16	17
Business	To assist in the legal review and implementation of vital city development projects, give legal assistance to city officials with respect to city services, legislation, contracts, zoning, and relations with the suburbs, to assist city agencies in complying with state and federal environmental laws, and to take legal action against industrial facilities that fail to comply with water pollution laws and other environmental requirements.	\$ 927,969	\$ 963,334	\$ 877,280	\$ 911,740	9	9	8	8



**2009 Operating Budget  
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Litigation	To defend the city and its employees in contract disputes, claims for personal injury or property damage, constitutional violations, wrongful death, tax disputes, and claims requesting money damages; as well as provide legal education, training, advice, and counsel.	\$ 719,439	\$ 726,541	\$ 799,177	\$ 786,905	6	6	6	6
Labor	To handle all labor and employment-related litigation, render legal advice to city officials on labor and employment matters, defend the city in employment litigation filed in federal and state courts, and counsel various city departments on day-to-day personnel matters.	\$ 564,570	\$ 572,672	\$ 549,840	\$ 570,611	5	5	5	5
Police Legal Bureau	To advise the Division of Police on legal and policy matters, serve as liaison for civil and criminal litigation involving police, and provide training on legal topics associated with law enforcement.	\$ 323,668	\$ 337,311	\$ 343,824	\$ 369,983	4	4	4	4

**2009 Operating Budget  
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Claims	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.	\$ 602,767	\$ 574,070	\$ 554,517	\$ 548,244	7	7	6	6
Legal Assistance	To provide clerical support to the prosecutors in the Franklin County Municipal Court, send out subpoenas and ensure that all case files have necessary paperwork for each prosecutor's daily docket.	\$ 876,789	\$ 849,143	\$ 888,719	\$ 902,858	15	15	15	15
Dispute Resolution	To solve problems and conflicts outside of the judicial process through the use of trained mediators, to bring students, parents, and educators together to develop a specific plan to keep children in school, and to assist in the collection of money lost to merchants due to the passing of bad checks.	\$ 55,128	\$ 57,897	\$ -	\$ -	1	1	0	0
Zone Initiative	To handle cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.	\$ 322,457	\$ 135,956	\$ 539,800	\$ 560,532	3	2	7	7

**2009 Operating Budget  
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Criminal Prosecution	To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI and assault cases.	\$ 2,163,495	\$ 2,220,726	\$ 2,077,937	\$ 2,191,502	26	26	24	23
Real Estate Administration	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	\$ 369,827	\$ 371,339	\$ 390,405	\$ 220,095	4	4	4	4
Land Acquisition	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	\$ 792,424	\$ 803,847	\$ 864,143	\$ 904,900	7	7	7	7
		\$ 11,210,327	\$ 11,533,741	\$ 11,625,077	\$ 11,446,631	119	121	121	120

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

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## Municipal Court Judges

### **Department Description**

The Franklin County Municipal Court is established pursuant to section 1901.01 of the Ohio Revised Code and traces its origin to the creation of the Columbus Municipal Court in 1916. The geographic jurisdiction of the Court is all of Franklin County and those portions of the City of Columbus that extend beyond the boundaries of Franklin County.

The Court has fourteen judges in the General Division and one judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill a vacancy. Annually, they elect one of their peers to serve as the Administrative and Presiding Judge.

The judges preside over civil, criminal, and traffic cases and conduct both jury and non-jury trials. In jury trials, judges interpret the law and the jury determines factual matters. In non-jury trials, by far the more common, judges have the dual role of interpreting the law and determining the facts. The judges also conduct criminal arraignments and preliminary hearings on felony cases, set bond on criminal charges, issue search warrants, and impose sentence when a defendant is found guilty of a traffic or criminal charge. The judges hear civil cases where the amount in controversy is \$15,000 or less, and cases that are transferred from the Small Claims Division to the regular docket of the Court.

The jurisdiction and powers of the Environmental Division differ from those of the General Division in several important respects. The Environmental Division has exclusive jurisdiction to enforce local codes and regulations affecting real property, such as fire and building codes. The Environmental Division has injunctive powers, and there is no monetary limit on the cases that fall within the Environmental Division's exclusive jurisdiction.

Each week, a different judge is assigned to the Duty Session to handle a variety of responsibilities, which include applications for search warrants, motions to dismiss filed by the prosecutor, cognovit notes, motions to excuse jurors, probable cause hearings, motions for default judgments filed in unassigned cases, and performing civil wedding ceremonies.

The court administrator is the chief non-judicial officer and reports only to the judges of the court, primarily through the administrative and presiding judge. The court administrator is responsible for developing and implementing policies and procedures, and directs and supervises all administrative and operational Court functions, which includes the following areas: budget and finance, purchasing, facilities, security, human resources, magistrates, jury, case assignment, probation services, service bailiffs, small claims, court reporters, interpreters, vehicle immobilization, court-appointed counsel, and court investigation.

## Department Mission

**Judiciary** - To safeguard the constitutional rights of all citizens and to provide equal access to all; professional, fair, and impartial treatment; timely disposition of cases without unnecessary delay; and a just resolution of all court matters.

**Administration** - The mission of the employees is to implement the policies and procedures established by the judiciary and the legislature in a professional and dedicated manner, and to ensure accessibility, fairness, accountability, and courtesy in the administration of justice.

## Strategic Priorities for 2009

- Enhance and increase human resources functions, including preparation and release of an employee policy and procedures manual; increased emphasis on employee training programs; a new personnel filing system; and improve recruitment, screening, and hiring procedures.
- Evaluate the efficiency and cost-effectiveness of audio recording equipment installed in magistrate courtrooms in 2007.
- Increase usage of the new electronic monitored home confinement program in the Department of Probation Services that was introduced in 2007.
- Seek ways to address the ever-increasing challenge of providing interpretation and translation services to the growing number of those who have business with the Court for whom English is not their primary language.
- Prepare and issue bids and award new contracts for forensic psychological examinations, security services, interpreter services, and court reporting services.
- Develop methods and forms to create detailed periodic financial reports so that hiring and purchasing decisions can be more accurately made.
- Formalize a work group to explore ways to improve the Court's mail service.
- Work with the city's Facilities Management Division and organize a users committee to develop priorities, plans, and schedules for Courthouse repairs and renovations.
- Undertake limited remodeling to enhance the Duty Room, create a small meeting space, and provide several new office spaces.
- Provide increased training for financial and administrative staff on budgeting, bidding, and purchasing.
- Begin preparation of a Request for Qualifications seeking potential vendors to perform salary survey and update the Court's job classifications and salary ranges, if it appears that funding for the work will be available in 2009 or 2010.
- Begin preparation of a Request for Qualifications seeking potential vendors to engage in a complete review of Court structure and operations, if it appears that funding for the review will be available in 2009 or 2010.

## **2009 Budget Notes**

- Court costs and fees fund core Court functions that would otherwise require general fund support. The security fund, which is budgeted at \$1,690,251, pays for all Court security, including a 20-person security department, contracted evening and weekend services, and equipment. The Court's computer fund is budgeted at \$598,893 and pays the salaries of legal research staff and all technology needs.
- Funding of \$207,397 is included for the home incarceration program, which provides a cost effective option to incarceration of offenders who do not pose a threat to public safety.
- Fees for professional services continue to be a significant cost and efforts must be ongoing to monitor those expenses. These include fees for court-appointed counsel (\$130,000), foreign language interpreters (\$125,000), interpreters for the deaf (\$25,000) and forensic psychological examinations (\$74,000).

Municipal Court Judges

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## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Municipal Court Judges	\$ 13,088,546	\$ 13,517,980	\$ 14,505,291	\$ 14,473,741	\$ 14,997,883
<b>TOTAL</b>	<b>\$ 13,088,546</b>	<b>\$ 13,517,980</b>	<b>\$ 14,505,291</b>	<b>\$ 14,473,741</b>	<b>\$ 14,997,883</b>

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9

**DEPARTMENT SUMMARY BY CHARACTER**

<b>MUNICIPAL CT JUDGES GENERAL FUND</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 11,241,269	\$ 12,003,553	\$ 12,821,821	\$ 12,859,441	\$ 13,292,345
Materials & Supplies	133,996	60,803	32,550	32,385	37,600
Services	1,234,801	984,108	1,042,864	1,003,596	1,069,045
Other	-	7,500	-	-	-
Transfer	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 12,610,066</b>	<b>\$ 13,055,964</b>	<b>\$ 13,897,235</b>	<b>\$ 13,895,422</b>	<b>\$ 14,398,990</b>
<b>MUNICIPAL CT JUDGES COMPUTER FUND</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 160,945	\$ 205,276	\$ 243,406	\$ 241,515	\$ 257,388
Materials & Supplies	154,700	44,931	93,200	91,827	113,700
Services	162,835	211,809	271,450	244,977	227,805
<b>TOTAL</b>	<b>\$ 478,480</b>	<b>\$ 462,016</b>	<b>\$ 608,056</b>	<b>\$ 578,319</b>	<b>\$ 598,893</b>

**DEPARTMENT SUMMARY BY FUND**

<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
General	\$ 12,610,066	\$ 13,055,964	\$ 13,897,235	\$ 13,895,422	\$ 14,398,990
Municipal Court Computer Fund	478,480	462,016	608,056	578,319	598,893
<b>TOTAL</b>	<b>\$ 13,088,546</b>	<b>\$ 13,517,980</b>	<b>\$ 14,505,291</b>	<b>\$ 14,473,741</b>	<b>\$ 14,997,883</b>

**DEPARTMENT PERSONNEL SUMMARY**

<b>DIVISION</b>	<b>FT/PT</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Authorized</b>	<b>2009 Authorized</b>
General Fund	FT	178	180	184	184
	PT	8	7	8	9
Computer Fund	FT	2	2	2	3
	PT	3	4	4	4
<b>TOTAL</b>		<b>191</b>	<b>193</b>	<b>198</b>	<b>200</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
Municipal Court Judges

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Administration	To carry out non-judicial policies of the court including personnel management; fiscal management; purchasing; appointment of counsel for indigent defendants; liaison with other courts, governmental entities and private agencies; public information and report management; settlement week; secretarial services; and appointment of interpreters and security management.	\$ 4,412,776	\$ 4,588,953	\$ 4,252,380	\$ 4,581,926	45	50	50	51
Assignment	To control case flow management by making individual case assignments to judges; to prepare individual judges' and magistrates' court sheets and broadsheets; to notify plaintiffs, defendants, prosecutors, attorneys and suburban solicitors of all court hearings; to schedule and maintain an up-to-date status of all active cases assigned to the judges and magistrates; and process all motions and pleadings.	\$ 772,380	\$ 776,702	\$ 848,688	\$ 890,323	14	14	14	15

2009 Operating Budget  
Municipal Court Judges

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Service Bailiffs	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.	\$ 1,077,779	\$ 1,159,501	\$ 1,210,626	\$ 1,239,449	18	18	18	18
Courtroom Bailiffs	To coordinate activities in the courtrooms of judges and magistrates including scheduling cases and providing information to the public regarding the status of pending cases.	\$ 1,580,594	\$ 1,312,530	\$ 1,380,956	\$ 1,423,899	22	17	17	17
Probation	To provide administration, regular supervision, non-reporting probation, domestic violence program, chemical abuse program, multiple OMVI offender program, sex offender program, investigation services, community service program, restitution program and no convictions program.	\$ 3,425,144	\$ 3,539,112	\$ 3,948,649	\$ 3,921,968	56	56	56	57

2009 Operating Budget  
Municipal Court Judges

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Small Claims	To provide citizens with a simplified procedure for bringing civil suits for sums of \$3,000 or less by providing forms and assistance to individuals wishing to file claims, motions and writs of execution.	\$ 305,887	\$ 305,187	\$ 333,120	\$ 365,864	5	5	5	5
Court Reporters	To provide a verbatim record of all court proceedings, to read back any and all portions of court proceedings, to prepare verbatim transcripts of court proceedings and to maintain records on court exhibits.	\$ 1,005,718	\$ 1,079,227	\$ 1,178,274	\$ 1,202,918	14	14	14	14
Jury Office	To summon citizens to serve as jurors, randomly select jurors for panels, postpone and reschedule jury service, and maintain information on prospective jurors.	\$ 384,594	\$ 425,902	\$ 417,858	\$ 425,434	2	2	2	2
Home Incarceration/ Work Release	To provide a cost-effective alternative sentencing option to traditional jail incarceration, consistent with public safety. To provide for the court's acquisition of software, technology-related equipment, internal technology billings and on-line services.	\$ 295,000	\$ 411,424	\$ 198,695	\$ 207,397	3	3	3	3

2009 Operating Budget  
Municipal Court Judges

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Mental Health Program Docket	To provide a cost-effective alternative sentencing option to traditional jail incarceration for prisoners with mental illnesses.	\$ -	\$ 121,828	\$ 127,989	\$ 139,812	0	2	2	2
Computer Services	To research and prepare memoranda of issues pending before the court; maintain the law library; review new case law to ensure the court's compliance with the decisions; review pending legislation that may affect the court; advise the judges and employees regarding new legal developments and applications of current law to court procedures; and update local court rules.	\$ 580,313	\$ 540,912	\$ 608,056	\$ 598,893	2	2	2	3
		\$ 13,840,185	\$ 14,261,278	\$ 14,505,291	\$ 14,997,883	181	183	183	187

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

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## Municipal Court Clerk

### Department Description

The Franklin County Municipal Clerk of Court's Office serves as the legal guardian and keeper of all the official records of the Franklin County Municipal Court including all criminal and civil case filings, subpoenas, search warrants, pleadings and monies (court costs, fines and third party monies from garnishments to name a few). The Clerk of Court's Office is entrusted with the responsibility of processing and archiving all Court records in accordance with various file retention requirements. Additionally, the Clerk of Court's Office calculates and fully details all financial transactions involving the Court, from fines and costs to money garnishments, trusteeship and rent escrow monies along with disbursing the same according to law. The Clerk's Office compiles and publishes an Annual Report each year that details the various categories of Court case filings, all financial transactions connected with all Court cases, including identifying what entities receive court costs, and statistically reports all relevant data regarding the same.

### Mission

To accurately maintain, safeguard and store all court documents as well as collect and disburse all monies as directed by legal mandates.

This will be accomplished through a knowledgeable and diverse staff that will strive to serve all who use this office through competent customer service, communications and community outreach.

### Strategic Priorities for 2009

- The objectives of these priorities will be to save valuable taxpayer dollars and to better utilize staff resources.

**Imaging Court Records** – Provide immediate and cost-effective access to Court records and reduce long-term storage costs.

**E-Ticket** – Provide law enforcement with ability to scan drivers' license, electronically populate data into computer system and transmit to Municipal Clerk's Office database.

**Bar Code Case Management** – Use bar codes to improve case flow, file management and ensure accountability in tracking all case files and improve processes to create efficiencies.

**Video Arraignment** – Utilize existing video technology to arraign prisoners from the Franklin County Corrections Centers (FCCC) I and II thereby reducing costs of prisoner's transportation, building security and logistical problems associated with the movement of high risk prisoners.

**Remote Clerking/Remote Bonding – Continued Expansion** - Provide the capability for law enforcement to arrest, fingerprint, photograph, formally charge and in certain cases bond out nonviolent misdemeanor defendants from an off-site police station without having to transport the defendant to jail ("Jail or Bail").

**E-Filing Pilot** – Conduct appropriate due diligence on the feasibility for implementing e-filing of Court documents.

### **2009 Budget Notes**

- The Municipal Court Clerk's 2009 general fund budget includes funding, with an allowance for vacancies, for 150 full-time positions.
- Funding for such basic items as file folders, envelopes, paper, postage, printing, and bank fees make up the majority of the Municipal Court Clerk's 2009 non-personnel general fund budget, amounting to over \$1.2 million.
- Fees for banking services continue to be a significant cost; the general fund budget includes \$140,000 for banking fees. The Clerk's office receives "earnings credits" on funds deposited with the bank, which are used to offset banking fees. These "credits" are based on the current federal fund (interest) rate set by the Federal Reserve. The recent decline in this rate has caused a decrease in these "earnings credits" causing a commensurate increase in the Court Clerk's banking fees.
- Mailroom and postage services continue to be a significant cost as well; the 2009 general fund budget includes \$790,334 for that purpose. This projected cost reflects two recent increases in postage costs combined with an increase in the volume of mail.
- The Municipal Court Clerk's 2009 computer fund budget of \$1,965,701 includes 8 full-time positions.
- The computer fund budget also includes funding for supplies, maintenance and support, and equipment related to the continued development and maintenance of the case management software system.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Municipal Court Clerk	\$ 11,337,545	\$ 12,014,579	\$ 12,070,297	\$ 12,383,562	\$ 12,460,710
<b>TOTAL</b>	<b>\$ 11,337,545</b>	<b>\$ 12,014,579</b>	<b>\$ 12,070,297</b>	<b>\$ 12,383,562</b>	<b>\$ 12,460,710</b>

NOTE: The general fund, 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

<b>DEPARTMENT SUMMARY BY CHARACTER</b>					
<b>MUNICIPAL COURT CLERK GENERAL FUND</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 8,631,520	\$ 8,928,033	\$ 9,271,128	\$ 9,260,860	\$ 9,233,541
Materials & Supplies	165,342	164,790	150,050	130,050	157,500
Services	729,414	774,400	814,138	900,207	1,103,968
Other Disbursements	979	-	-	2,146	-
<b>TOTAL</b>	<b>\$ 9,527,255</b>	<b>\$ 9,867,223</b>	<b>\$ 10,235,316</b>	<b>\$ 10,293,263</b>	<b>\$ 10,495,009</b>
<b>MUNICIPAL COURT CLERK COMPUTER FUND</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 808,788	\$ 614,108	\$ 726,329	\$ 703,884	\$ 773,910
Materials & Supplies	169,261	53,915	47,250	47,250	80,000
Services	599,625	858,098	648,702	622,688	754,241
Other Disbursements	-	36,947	-	-	-
Capital	182,077	354,736	90,000	392,377	-
Transfers	50,539	229,552	322,700	324,100	357,550
<b>TOTAL</b>	<b>\$ 1,810,290</b>	<b>\$ 2,147,356</b>	<b>\$ 1,834,981</b>	<b>\$ 2,090,299</b>	<b>\$ 1,965,701</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General	\$ 9,527,255	\$ 9,867,223	\$ 10,235,316	\$ 10,293,263	\$ 10,495,009
Municipal Court Computer Fund	1,810,290	2,147,356	1,834,981	2,090,299	1,965,701
<b>TOTAL</b>	<b>\$ 11,337,545</b>	<b>\$ 12,014,579</b>	<b>\$ 12,070,297</b>	<b>\$ 12,383,562</b>	<b>\$ 12,460,710</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2006 Actual	2007 Actual	2008 Authorized	2009 Authorized
Municipal Court Clerk	FT	146	149	172	172
	PT	6	0	0	0
Computer Fund	FT	11	5	12	12
<b>TOTAL</b>		<b>163</b>	<b>154</b>	<b>184</b>	<b>184</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
Municipal Court Clerk

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Administration	To ensure the smooth operation of the Clerk's office by preparing and tracking the annual budget, hiring all deputy clerks, purchasing and maintaining equipment, managing personnel payroll records, overseeing compliance with applicable statutes, rules and case law, preparing statistical reports required by law, reviewing and referring cases to appropriate authorities for collection proceedings, and investigating and responding to inquiries by the public.	\$ 847,549	\$ 1,117,873	\$ 1,503,857	\$ 1,496,728	4	9	8	10

2009 Operating Budget  
Municipal Court Clerk

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Accounting/Finance	To collect and account for fines, court costs, fees and bail for criminal, environmental and traffic charges filed in the Franklin County Municipal Court, to accept and disburse civil division funds paid to the court for costs and fees, plus judgment and garnishment amounts, to process all mail payments, prepare receipts for monies collected, distribute funds to the proper political subdivisions and make a general accounting of all monies received and disbursed in the Clerk's office.	\$ 1,759,685	\$ 1,719,327	\$ 1,674,798	\$ 1,930,931	27	27	25	27
Civil	To accept dockets and maintain records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction.	\$ 1,793,019	\$ 1,823,672	\$ 2,243,604	\$ 2,113,752	30	30	36	34

2009 Operating Budget  
Municipal Court Clerk

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Criminal/Traffic	To accept and process all documents related to criminal and traffic charges in which citations are issued within the jurisdiction of the Franklin County Municipal Court and to process and report all applicable records to the Ohio Bureau of Motor Vehicles.	\$ 4,479,109	\$ 4,349,275	\$ 3,956,613	\$ 4,159,469	79	70	66	66
Office of Information Services	To support the Clerk and the Court with data processing needs of all divisions.	\$ 2,350,378	\$ 1,583,951	\$ 1,834,981	\$ 1,965,701	12	9	8	8
Traffic Violations Bureau	To record and process all traffic citations issued by the Columbus Police, the Ohio State Highway Patrol, the Franklin County Sheriff and other law enforcement agencies throughout Franklin County.	\$ 656,501	\$ 827,017	\$ 856,444	\$ 794,129	11	14	14	13
		\$ 11,886,241	\$ 11,421,115	\$ 12,070,297	\$ 12,460,710	163	159	157	158

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.



## **Civil Service Commission**

### **Department Description**

The Civil Service Commission is part of the checks and balances of city government. It maintains a merit system of employment to ensure that the City of Columbus has a competent workforce. To do this, it manages the city's job classification plan by maintaining current job descriptions for the city workforce, continually updating the city's job classes and standardizing their use. The commission also works with city agencies to establish hiring criteria for city jobs and then assesses the qualifications of applicants against these criteria. The commission ensures that individuals hired to work for the City of Columbus are qualified for the work to be performed, are compensated appropriately and meet the city's residency requirement. Each pay period, the commission reviews each personnel transaction and then certifies that the city's employees have been employed and are being paid in accordance with the City Charter, city ordinances and commission rules.

### **Department Mission**

To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Safety**

- Continue to implement efforts to expand police officer testing to improve diversity as well as supplement the applicant pool to meet the city's hiring needs.

#### **Peak Performance**

- Collaborate with the Auditor's Office, Human Resources Department, and the Department of Technology to implement the new human resources information system (CHRIS).

## **2009 Budget Notes**

- The Civil Service Commission will continue to be open to the public three days a week.
- Promotional testing for police sergeant and if necessary, deputy chief will be conducted. For Fire, the lieutenant promotional test will be offered in 2009.
- Continued funding is included for monthly testing for all four phases of the police officer exam, which will help the city to keep a sufficient number of applicants in the selection process, as well as address the goal of having the police force reflect the Columbus community. The Division of Police minority recruiting unit uses this approach to target-recruit females and minority candidates. Due to budget constraints, targeted, monthly testing will be limited to in-town venues in 2009.

## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Civil Service Commission	\$ 2,952,161	\$ 3,455,856	\$ 3,381,560	\$ 3,228,373	\$ 2,934,477
<b>TOTAL</b>	<b>\$ 2,952,161</b>	<b>\$ 3,455,856</b>	<b>\$ 3,381,560</b>	<b>\$ 3,228,373</b>	<b>\$ 2,934,477</b>

NOTE: The general fund, 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

DIVISION SUMMARY BY CHARACTER					
CIVIL SERVICE COMMISSION EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 2,510,049	\$ 2,778,566	\$ 2,970,147	\$ 2,927,552	\$ 2,722,373
Materials & Supplies	87,295	99,462	56,394	26,987	44,160
Services	349,190	573,258	355,019	273,834	167,944
Capital	5,627	4,570	-	-	-
<b>TOTAL</b>	<b>\$ 2,952,161</b>	<b>\$ 3,455,856</b>	<b>\$ 3,381,560</b>	<b>\$ 3,228,373</b>	<b>\$ 2,934,477</b>

**DEPARTMENT SUMMARY BY FUND**

<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
General Fund	\$ 2,952,161	\$ 3,455,856	\$ 3,381,560	\$ 3,228,373	\$ 2,934,477
<b>TOTAL</b>	<b>\$ 2,952,161</b>	<b>\$ 3,455,856</b>	<b>\$ 3,381,560</b>	<b>\$ 3,228,373</b>	<b>\$ 2,934,477</b>

**DEPARTMENT PERSONNEL SUMMARY**

<b>DIVISION</b>	<b>FT/PT*</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budgeted</b>	<b>2009 Budgeted</b>
Civil Service Commission	FT	33	34	34	33
	PT	26	19	16	9
<b>TOTAL</b>		<b>59</b>	<b>53</b>	<b>50</b>	<b>42</b>

\*FT=Full-Time PT=Part-Time

Note: Part-time numbers reflect peak levels of employees, not average staffing levels.

2009 Operating Budget  
Civil Service

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Administration/ Classification/ Payroll Verification	To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens and to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	\$ 1,613,665	\$ 1,945,889	\$ 1,801,724	\$ 1,476,154	17	18	19	17
Public Safety Testing	To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens and to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	\$ 1,080,724	\$ 1,225,568	\$ 1,167,188	\$ 959,218	8	10	10	10
Non-Uniformed Testing	To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens and to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	\$ 432,499	\$ 537,432	\$ 412,648	\$ 499,105	7	7	5	6
		\$ 3,126,888	\$ 3,708,889	\$ 3,381,560	\$ 2,934,477	32	35	34	33

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

2009 Operating Budget  
Civil Service

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Administration, Classification and Payroll Verification	Percent job classes up-to-date	97%	99%	99.5%	97%
	Percent resolved misclassifications	85%	98%	79%	95%
		59	51	38	90
	Average number days to complete requested class plan modifications (non CSC initiated)				
	Average number of days to complete position audit requests	53	55	55	60
	Percent personnel files in compliance	100%	100%	99%	95%
Uniformed Testing	Percent uniformed classifications with a current eligible list	100%	100%	100%	100%
Non-Uniformed Testing	Average number of days to complete at-vacancy tests	72	60	42	60
	Percent full-time provisional employees	0.19%	0.07%	0.04%	<2%

## **Department of Public Safety**

### **Department Description**

The Department of Public Safety manages the operations of the Divisions of Fire, Police, Support Services, and the Safety Director's Office for the City of Columbus.

### **Department Mission**

To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Safety**

- Constantly monitor and curtail expenses, especially overtime and fuel, in light of budget constraints.
- Continue to deploy uniformed personnel in neighborhoods to preserve current response standards to life-threatening emergencies.
- Continue to focus on the most effective and efficient deployment of police and fire personnel, making staffing adjustments when necessary.
- Continue efforts to prevent crime, reduce violence, and remove illegal firearms from our streets.
- Work closely with the Ohio State University Police at the newly opened neighborhood policing center to reduce and fight crime in the university area.
- Complete renovation of 2077 Parkwood and move Precinct #2 to this location.
- Complete renovation of 333 West Town for Precinct #16 by adding fencing and security cameras.
- Complete construction of the new heliport.
- Begin construction of the new city impound lot.
- Begin renovations to the Police firing range.
- Complete renovations and move the strategic response bureau to a new location on Morse Road.
- Complete roof, HVAC, and plumbing renovations to Woodrow Avenue for the eventual relocation of the Police Property Room.
- Complete renovation of 743 W. 3<sup>rd</sup> Avenue and move Precinct #1 to this location.
- Continue various renovations at fire stations.

## Public Safety

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- Continue to complete required elements to maintain national and international accreditations.

## Neighborhoods

- Improve neighborhood safety, community participation, and police responsiveness by working with other city agencies and community leaders to continue two successful neighborhood safety initiatives. The first of these initiatives will enhance the neighborhood safety academies by increasing the number of participants and graduates. The second initiative involves working with the neighborhood safety working group to implement strategies related to gun violence and gang activity. This group will continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.
- Select a vendor, select pilot neighborhoods, promulgate utilization policy, and begin safety camera implementation, in conjunction with community partners.

## Customer Service

- Promote concepts of community involvement in crime awareness and crime reduction programs and efforts. The focus will be centered on participation in neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.
- Hone the emergency medical services (EMS) billing program to increase enhanced features for patient care reporting and maximizing revenue.
- Study the effectiveness of implementing an automated phone attendant for non-emergency calls to the radio room.

## Education

- Continue to work with the Office of Education to facilitate educational activities such as student participation in the neighborhood safety academy and provide coordination between the schools' programs and a continued safety personnel presence.
- In partnership with Columbus City Schools, continue to maintain a presence of police officers and firefighters in the schools, including 17 school resource officers in Columbus high schools and 19 community liaison officers who present public safety programs in the elementary and middle schools.
- Firefighters and police officers will continue to participate in Somali and Hispanic cultural awareness and Spanish language classes in a continuing effort to enhance communication with immigrant communities.



## Technology and Equipment

- Begin implementation of the 800 MHz Radio Rebanding Project.
- Continue to implement the first phase of distance learning to enhance training efforts in the Fire Division. This program employs computer system connectivity to provide firefighters opportunities to better access information regarding fire and emergency medical services, as well as promote training that reduces the need for a physical presence in the classroom. This approach allows firefighters to remain in fire stations, ready for emergency calls while reducing overtime demands.
- Continue the significant efforts to replace and improve emergency response vehicles by placing in service 17 new medics and 7 new fire engines for the Fire Division.
- Order a new platform fire ladder.
- Begin implementation of the new police/fire emergency call center's computer aided dispatch (CAD) to augment the city's ability to carry out emergency response, incident management, calls for service, and police officer/firefighter communication needs.
- Continue to implement Telestaff, a computer-based staffing and overtime management program designed specifically for the complex needs of the Fire Division.
- Implement new hardware and software for Police Network.
- Implement utilization of Skywatch cameras and analyze best use of this technology.
- Work with the Technology, Recreation and Parks, and Public Service Departments to equip recreation centers with surveillance cameras and purchase additional graffiti cameras.
- Implement a scrap metal technology solution to facilitate a data exchange review of scrap dealer purchases in order to combat property crime.

## **2009 Budget Notes**

### **Safety Administration**

- Support to the Emergency Management Agency of Columbus and Franklin County is budgeted at \$510,000, which represents the city's proportionate share of the maintenance and administrative support of the area's emergency siren system.
- A minimal number of police cruisers and other light-duty safety vehicles will be purchased, due to budgetary constraints on the general fund. \$1 million has been earmarked for these purchases in 2009.

### **Support Services**

- The 2009 budget for the Support Services Division funds 52 full-time positions, a reduction of 4 positions from 2008. This includes 8 full-time positions in the licensing and regulations section as well as 7 full-time positions in the weights and measures section.

### **Police**

- The Division of Police's 2009 budget provides funding for a beginning year contingent of 1,909 police officers. The division will continue to work towards maximizing the number of officers on the streets through redeployment efforts.
- Due to budgetary challenges, no police recruit classes are funded in 2009.
- A total of \$200,000 is budgeted for the community crime patrol, which patrols the University district, the Hilltop/Franklinton area, and the Merion-Southwood neighborhood as well as the Recreation and Parks multi-use trail along the Olentangy River. The community crime patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior. This is a reduction in funding, from \$433,000 in 2008.
- Major non-personnel budget items include over \$9.2 million in internal charges for fleet (including fuel), over \$2.8 million for uniforms and clothing allowance, \$1.95 million for the towing contract, \$562,010 for helicopter maintenance, \$375,000 for prisoner medical expenses, \$300,000 for evidence funds, \$248,000 for helicopter fuel and over \$250,000 for ammunition.
- The city has entered into a \$728,000 contract with the Columbus City School District for school resource officers for the 2008/2009 school year. These police officers provide a secure learning environment for students within the district and also serve as mentors and positive role models.
- For the fifth straight year, the "strike force" program will continue to enhance the division's efforts to combat violent crime.
- The special income tax (SIT) fund will continue to assume the debt associated with the police pension liability. It will also be used to fund all police leases, projected at over \$1.2 million.

- As part of budget reductions, the full time civilian workforce will be reduced by 25 positions in 2009.

## Fire

- The Fire Division's 2009 budget provides funding for a beginning year contingent of 1,525 firefighters.
- Due to budgetary challenges, no fire recruit classes are funded in 2009.
- The division currently provides fire suppression and EMS service with 34 engine companies, 15 ladder companies, and 5 heavy rescue units. Thirty-four medics, one for each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies.
- Major non-personnel budget items include over \$6.2 million in internal charges for fleet (including fuel), over \$1.9 million for uniform parts and the clothing allowance, over \$800,000 for the physical fitness program for firefighters, \$1,000,000 for medical supplies and \$400,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$12.3 million in 2009.
- The division, in conjunction with IAFF Local 67, will continue the quartermaster system initiated in 2004. This system provides a more cost effective uniform replacement policy for the division.
- The SIT fund will continue to assume the debt associated with the fire pension liability, and will also fund the Williams Road Fire warehouse lease which is currently under renegotiation, as well as the professional standards unit's Long Street lease.
- As part of budget reductions, three full-time positions will be laid off in 2009.

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## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Administration	\$ 12,174,782	\$ 2,246,849	\$ 10,721,060	\$ 10,192,124	\$ 9,121,241
Police	229,654,807	243,666,034	253,917,594	256,507,590	253,357,095
Fire	171,392,377	184,566,025	191,198,369	192,165,716	195,119,667
Support Services	5,519,251	6,011,379	5,987,884	5,776,793	5,462,648
<b>TOTAL</b>	<b>\$ 418,741,217</b>	<b>\$ 436,490,287</b>	<b>\$ 461,824,907</b>	<b>\$ 464,642,223</b>	<b>\$ 463,060,651</b>

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ADMINISTRATION GENERAL FUND</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 996,229	\$ 1,135,080	\$ 1,226,560	\$ 1,197,501	\$ 1,165,165
Materials & Supplies	12,101	6,651	6,367	5,000	6,367
Services	11,166,452	1,079,299	9,413,133	8,914,623	7,949,709
Other Disbursements	-	-	-	-	-
Capital	-	25,819	-	-	-
Transfers	-	-	75,000	75,000	-
<b>TOTAL</b>	<b>\$ 12,174,782</b>	<b>\$ 2,246,849</b>	<b>\$ 10,721,060</b>	<b>\$ 10,192,124</b>	<b>\$ 9,121,241</b>

## DIVISION SUMMARY BY CHARACTER

	2006	2007	2008	2008	2009
	Actual	Actual	Original	Estimated	2009
			Appropriation	Expenditures	Proposed
<b>POLICE</b>					
<b>GENERAL FUND</b>					
Personnel	\$ 208,955,699	\$ 222,493,998	\$ 233,469,190	\$ 236,605,820	\$ 233,881,478
Materials & Supplies	4,925,779	4,927,135	4,382,480	4,529,888	4,221,055
Services	14,621,452	15,403,343	13,687,567	14,229,580	14,079,562
Other Disbursements	671,800	407,563	225,000	391,774	225,000
Capital	480,077	42,995	-	13,000	-
Transfers	-	-	1,653,357	-	-
<b>TOTAL</b>	<b>\$ 229,654,807</b>	<b>\$ 243,275,034</b>	<b>\$ 253,417,594</b>	<b>\$ 255,770,062</b>	<b>\$ 252,407,095</b>
<b>POLICE</b>					
<b>PHOTO RED LIGHT FUND</b>					
Personnel	\$ -	\$ -	\$ -	\$ 651,240	\$ 750,000
Services	-	-	-	41,288	200,000
Capital	-	336,000	-	-	-
Transfers	-	55,000	500,000	45,000	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 391,000</b>	<b>\$ 500,000</b>	<b>\$ 737,528</b>	<b>\$ 950,000</b>

## DIVISION SUMMARY BY CHARACTER

<b>FIRE GENERAL FUND</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 158,559,737	\$ 169,942,252	\$ 177,954,061	\$ 177,728,504	\$ 181,346,893
Materials & Supplies	3,760,542	4,042,548	3,933,387	3,938,065	4,031,315
Services	8,918,889	9,850,899	9,005,401	10,398,170	9,718,959
Other Disbursements	128,668	253,164	22,500	80,438	22,500
Capital	-	-	-	-	-
Transfers	24,541	17,162	283,020	20,539	-
<b>TOTAL</b>	<b>\$ 171,392,377</b>	<b>\$ 184,106,025</b>	<b>\$ 191,198,369</b>	<b>\$ 192,165,716</b>	<b>\$ 195,119,667</b>
<b>FIRE SAFETY INITIATIVES FUND</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ -	\$ 428,879	\$ -	\$ -	\$ -
Materials & Supplies	-	23,421	-	-	-
Services	-	7,700	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 460,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## DIVISION SUMMARY BY CHARACTER

<b>SUPPORT SERVICES GENERAL FUND</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 3,839,083	\$ 4,129,880	\$ 4,462,526	\$ 4,351,388	\$ 4,063,625
Materials & Supplies	570,071	550,719	589,386	520,457	468,233
Services	1,109,856	1,330,560	934,972	903,532	929,790
Other Disbursements	241	220	1,000	1,416	1,000
<b>TOTAL</b>	<b>\$ 5,519,251</b>	<b>\$ 6,011,379</b>	<b>\$ 5,987,884</b>	<b>\$ 5,776,793</b>	<b>\$ 5,462,648</b>

## DEPARTMENT SUMMARY BY FUND

<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
General Fund	\$ 418,741,217	\$ 435,639,287	\$ 461,324,907	\$ 463,904,695	\$ 462,110,651
Safety Initiatives Fund	-	460,000	-	-	-
Photo Red Light Fund	-	391,000	500,000	737,528	950,000
<b>TOTAL</b>	<b>\$ 418,741,217</b>	<b>\$ 436,490,287</b>	<b>\$ 461,824,907</b>	<b>\$ 464,642,223</b>	<b>\$ 463,060,651</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Administration	FT	10	10	10	10
	PT	0	0	3	0
Police					
Uniformed	FT	1,873	1,927	1,927	1,909
Civilian	FT	342	358	370	345
	PT	12	15	25	3
Fire					
Uniformed	FT	1,540	1,514	1,550	1,525
Civilian	FT	46	48	51	44
	PT	0	0	1	0
Support Services	FT	55	56	56	52
General Fund	PT	6	2	7	4
<b>TOTAL</b>		<b><u>3,884</u></b>	<b><u>3,930</u></b>	<b><u>4,000</u></b>	<b><u>3,892</u></b>
*FT=Full-Time PT=Part-Time					

2009 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Safety Administration	To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.	\$ 12,443,912	\$ 5,788,106	\$ 10,721,060	\$ 9,121,241	10	10	10	10
Support Services - Operation Support	To provide an effective public safety communications system by ensuring the reliability of the police and fire radio, telephone, and dispatching systems.	\$ 3,391,586	\$ 3,589,319	\$ 3,705,866	\$ 3,503,466	31	31	31	30
Support Services - License and Permit Regulations	To provide, administer, and enforce all laws, rules, and regulations relating to licensing requirements.	\$ 960,667	\$ 968,669	\$ 1,096,422	\$ 756,264	13	11	11	8
Support Services - Weights and Measures	To promote consumer protection by ensuring compliance with city regulations through inspection and testing of commercially used weighing and measuring devices.	\$ 542,648	\$ 538,333	\$ 543,332	\$ 542,160	7	7	7	7

2009 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Support Services - Administration	To manage the division and ensure compliance with federal, state, and local regulations and standards pertaining to division operations.	\$ 964,961	\$ 1,278,939	\$ 642,264	\$ 660,758	5	7	7	7
Police - Specialized Services	To enhance public safety by providing the community with specialized policing services such as aerial/waterway patrols, SWAT, and canine services. To coordinate criminal prosecutions with the judicial system.	\$ 10,860,391	\$ 10,875,344	\$ 11,945,690	\$ 11,484,040	91	90	93	92
Police - Training	To increase pride, professionalism and service to the public by providing quality training with quality staffing and facilities.	\$ 11,700,900	\$ 19,371,094	\$ 15,588,984	\$ 9,238,983	160	175	173	101
Police - Administrative	To provide timely and effective performance of administrative functions such that units can perform their duties efficiently and effectively.	\$ 15,423,592	\$ 15,707,358	\$ 16,800,320	\$ 19,415,272	126	134	127	130

2009 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Police - Technical Services	To increase the efficiency and effectiveness of the division by providing quality computerized services, fingerprint identification, police records management and maintenance of equipment and facilities.	\$ 19,030,003	\$ 19,487,213	\$ 18,251,022	\$ 18,814,680	126	113	110	106
Police - Traffic	To reduce vehicular accidents resulting in injury and/or property damage through enforcement of traffic-related laws.	\$ 7,925,633	\$ 8,116,271	\$ 8,475,253	\$ 9,131,656	77	75	74	80
Police - Strategic Response	To reduce crime and its related effects through community education, establishing and maintaining community/police partnerships and deploying analytically-based criminal enforcement units.	\$ 7,739,716	\$ 11,221,219	\$ 11,856,634	\$ 12,272,935	74	105	105	107
Police-Juvenile	To thoroughly investigate reported cases of violence and abuse against children.	\$ 7,311,641	\$ -	\$ -	\$ -	76	0	0	0
Police - Intelligence	To reduce illegal economic, computer, and organized crime in Columbus through case solving and conviction of offenders.	\$ 6,173,537	\$ -	\$ -	\$ -	62	0	0	0

2009 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Police - Internal Affairs	To increase internal constraint and public confidence with the Division of Police through accurate and objective administrative investigations.	\$ 4,140,143	\$ 4,371,725	\$ 4,617,366	\$ 4,450,148	37	38	38	36
Police-Detective	To conduct specialized investigations of crimes against properties and/or persons that are or may become felonies and to ensure that all investigative efforts are coordinated to achieve the successful identification, apprehension, and prosecution of offenders.	\$ 22,985,822	\$ -	\$ -	\$ -	234	0	0	0
Police-Investigative	To conduct investigations of reported felony crimes including crimes against persons, property, child victims, economic related crime and missing persons. To conduct forensic collection and laboratory examination of crime scene evidence for successful prosecution of criminal offenders.	\$ -	\$ 31,943,485	\$ 35,287,251	\$ 37,238,139	0	304	317	335

2009 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Police - Narcotics	To reduce organized criminal activity and availability of illicit narcotics through proactive interdiction, investigation, and prosecution of those profiting from the sale of illicit narcotics, gambling, prostitution, and alcohol-related violations.	\$ 8,443,610	\$ 12,002,928	\$ 11,780,581	\$ 12,298,405	78	107	99	102
Police - Patrol	To provide continuous uniformed patrols of the City of Columbus, respond to calls for police services, investigate non-fatal vehicular accidents, investigate and enforce criminal and traffic offenses, and engage in a variety of policing strategies to constrain the effects of crime upon the community.	\$ 96,354,275	\$ 96,546,749	\$ 108,958,449	\$ 109,538,724	975	973	1035	1045
Police - Communications	To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.	\$ 8,751,172	\$ 9,901,978	\$ 10,356,044	\$ 9,474,113	108	120	126	120

2009 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Fire - Emergency Services Bureau	To minimize injury, death, and property loss related to fires, medical emergencies, and other disasters through the delivery of effective fire suppression, pre-hospital treatment, and patient transportation.	\$ 143,958,106	\$ 154,834,187	\$ 163,787,160	\$ 166,575,761	1370	1396	1408	1375
Fire - Fire Prevention Bureau	To minimize injuries, deaths, and property loss through public education, enforcement of the fire codes, and investigation of fire causes.	\$ 3,610,290	\$ 4,545,625	\$ 5,346,118	\$ 5,530,493	43	50	53	55
Fire - Support Service Bureau	To provide and maintain facilities, apparatus, and supplies of the Division of Fire, and to provide infectious disease prevention/intervention for firefighters.	\$ 11,160,580	\$ 11,654,913	\$ 10,447,273	\$ 12,041,150	31	32	31	29
Fire - Training Bureau	To ensure that all fire personnel have the knowledge and skills necessary to safely and effectively fulfill the mission of the Fire Division.	\$ 3,045,928	\$ 1,757,688	\$ 1,892,215	\$ 1,622,683	39	15	18	17



2009 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Fire - Office of the Chief	To ensure that the division's resources are utilized efficiently and effectively, thus providing the best possible fire safety and related services to the citizens of Columbus.	\$ 2,520,857	\$ 2,556,119	\$ 2,574,666	\$ 2,709,317	25	27	23	24
Fire - Bureau of Administration	To provide a wide variety of financial and record keeping services for the Division of Fire.	\$ 1,837,882	\$ 1,973,154	\$ 2,467,680	\$ 1,781,619	18	19	19	19
Fire - Alarm Office	To receive calls for fire, medical, or other emergencies and dispatch the appropriate resources to the emergency.	\$ 4,238,819	\$ 4,512,381	\$ 4,683,257	\$ 4,858,644	49	49	49	50
		\$ 415,516,671	\$ 433,542,797	\$ 461,824,907	\$ 463,060,651	3865	3888	3964	3885

NOTE: The general fund 2008 and 2009 figures, unlike preceding years, do not include technology expenditures which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

2009 Operating Budget  
Department of Public Safety

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Public Safety Administration	Non-emergency police overtime hours	194,684	233,431	122,529	268,000
	Non-emergency police overtime expenditures	\$ 5,649,458	\$ 6,986,042	\$ 3,806,233	\$ 8,576,000
	Division of Fire overtime expenditures	\$ 3,278,699	\$ 5,539,759	\$ 2,996,017	\$ 5,569,179
<b>SUPPORT SERVICES DIVISION</b>					
Support Services - License and Permit Regulations	Total transactions for all categories	52,212	34,926	19,931	38,000
Support Services - Weights and Measures	Percent gas pumps that passed inspection	98.7%	98.2%	97.2%	98.0%
	Percent scales, devices and meters that passed inspection	97.8%	98.3%	97.0%	98.0%
<b>POLICE DIVISION</b>					
Administration Subdivision	Percent public calls that result in the filing of a formal complaint per month	16.0%	20.0%	21.0%	20.0%
	Percent public complaint investigations completed within 90 days	99.0%	100.0%	100.0%	95.0%
	Percent police recruits who are women or minorities	15.0%	23.0%	38.0%	30.0%
	Number of police-involved auto accidents per 1,000 officers per month	14.3	14.7	14.3	14.2

2009 Operating Budget  
Department of Public Safety

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
	Percent police-involved auto accidents with No Fault determinations per month	61.0%	59.0%	62.0%	58.0%
	Percent minorities contacted by MRU who take the Police Exam after submitting a JCI form YTD	n/a	46.0%	78.0%	45.0%
Investigative Subdivision	Percent Part I crime reports closed to Part I crime reports received	n/a	66.0%	64.0%	75.0%
	Percent violent crime reports cleared by arrest per month on average	n/a	12.0%	10.0%	10.0%
	Percent property crime reports cleared by arrest per month on average	n/a	4.0%	4.0%	3.0%
	Percent arrests to Narcotics Bureau cases open per month	58.0%	50.0%	57.0%	50.0%
	Percent drug-related citizen complaints investigated per month	83.0%	86.0%	85.0%	85.0%
	Number of Part I cases above assigned per investigator per month	n/a	14	12	10
	Number of total reports assigned per investigator per month	n/a	20	17	20
Patrol Subdivision	Number violent crimes reported per 100,000 residents per month	67.21	64.93	56.51	67
	Number property crimes reported per 100,000 residents per month	574.66	535	289.31	555
	Number patrol runs per patrol officer per month	169	168	169	90

2009 Operating Budget  
Department of Public Safety

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Support Subdivision	Percent 911 calls answered within 20 seconds	95.0%	97.0%	99.0%	95.0%
	Percent 645-4545 (non-emergency) calls abandoned	7.8%	6.9%	7.0%	7.0%
	Percent Priority One calls dispatched within 90 seconds	75.0%	78.0%	77.0%	95.0%
	Percent Strategic Response investigations assigned to zone investigators cleared by arrest or exception per month	n/a	14.0%	24.0%	20.0%
<b>FIRE DIVISION</b>					
Office of the Chief and Administration Bureau	Number civilian fire deaths per 100,000 residents	1.9	0.78	0.26	1.6
	Number fire personnel injuries per 1,000 emergency incident responses	4.31	5.09	6.58	5.1
	Percent fire incident responses within 8 minutes of call	n/a	89.0%	90.0%	80.0%
	Percent EMS responses provided within 8 minutes of call	n/a	88.0%	88.0%	80.0%
	Percent service areas within 8 minutes response time at least 80 percent of the time	n/a	65.0%	64.0%	70.0%
	Fire Division operating expenditures per resident	\$ 224.53	\$ 238.89	\$ 122.09	\$ 250.00
	Average dollar amount collected per EMS transport	n/a	\$ 205.00	\$ 196.00	\$ 185.00
Emergency Services Bureau	Percent structure fires contained to room or object of origin	65.0%	65.0%	68.0%	55.0%

**2009 Operating Budget  
Department of Public Safety**

Program	Measure	Performance History by Program				
		2006	2007	2008 Mid-Year	2009 Target	
	Number of fire and EMS runs per emergency service FTE	n/a	90.3	25.2	93.4	
Fire Prevention Bureau	Number of total fires per 1,000 residents	4.4	4.8	0.4	3.9	
	Fire prevention expenditure per capita	\$ 6.26	\$ 7.83	\$ 4.15	\$ 7.15	
Support Service Bureau	Support Service expenditure per firefighter supported	\$ 3,567.00	\$ 2,996.00	\$ 2,649.00	\$ 3,888.00	
	Percent emergency calls dispatched within 90 seconds	92.0%	93.0%	95.0%	99.0%	
	Percent firefighters fit tested annually	96.0%	83.0%	24.5%	92.0%	
	Percent turnout gear inspected per month	15.0%	14.0%	15.0%	16.7%	
Training Bureau	Percent recruits passing module and mid-term examinations on first attempt (all exams & classes)	n/a	n/a	82.0%	90.0%	
	Percent available training slots filled (all classes)	n/a	n/a	86.0%	90.0%	
	Average training expenditure per training hour provided	n/a	n/a	\$ 48.00	\$ 50.00	
	Number of individuals trained per training session provided	n/a	n/a	15	10	

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## Mayor

### **Department Description**

The Mayor provides leadership and vision for the City of Columbus through the formulation of policies, delivery of city services, communication and outreach to citizens and the greater community. As head of the executive branch of government, the Mayor establishes priorities for the departments serving the citizens of Columbus. The Mayor's staff is responsible for the coordination and monitoring of policies and programs designed to meet the goals of the Columbus Covenant.

### **Department Mission**

To ensure the safety and prosperity of all citizens of Columbus through the Mayor's goals outlined in this document.

### **Strategic Priorities for 2009**

The strategic priorities of the Mayor are embodied in the Columbus Covenant – a strategic plan that outlines the seven major areas the city seeks to improve in order to move closer to the vision of becoming “the best city in the nation in which to live, work, and raise a family.”

The Columbus\*Stat process began in 2006 and examines each department's progress in achieving the outcomes related to the seven program goal areas. Those seven goal areas are:

#### **From the Columbus Covenant:**

- Customer Service – provide quality and efficient service delivery to customers using “best practices”
- Neighborhoods – engage and promote strong, distinct, and vibrant neighborhoods
- Safety – enhance the delivery of safety services
- Economic Development and Technology – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- Education – encourage and promote participation in learning opportunities
- Downtown Development – develop a vibrant and thriving downtown that is recognized as an asset for the region
- Peak Performance – invest in all city employees and develop systems that support a high-performing city government

## **2009 Budget Notes**

- The recommended budget for the Mayor's Office provides for continued operation of the office, albeit at reduced staffing levels.



## Budget and Program Summary

MAYOR'S OFFICE FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Mayor's Office	\$ 2,209,683	\$ 2,249,992	\$ 2,085,524	\$ 2,084,267	\$ 1,796,771
<b>TOTAL</b>	<b>\$ 2,209,683</b>	<b>\$ 2,249,992</b>	<b>\$ 2,085,524</b>	<b>\$ 2,084,267</b>	<b>\$ 1,796,771</b>

NOTE: The general fund 2008 and 2009 budget figures do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison see page 26-9.

DIVISION SUMMARIES BY CHARACTER					
MAYOR'S OFFICE EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 2,001,063	\$ 2,043,929	\$ 1,979,002	\$ 1,994,730	\$ 1,718,699
Materials & Supplies	7,937	11,093	11,842	10,023	6,027
Services	200,683	194,970	94,680	79,514	72,045
<b>TOTAL</b>	<b>\$ 2,209,683</b>	<b>\$ 2,249,992</b>	<b>\$ 2,085,524</b>	<b>\$ 2,084,267</b>	<b>\$ 1,796,771</b>

MAYOR'S OFFICE SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General	\$ 2,209,683	\$ 2,249,992	\$ 2,085,524	\$ 2,084,267	\$ 1,796,771
<b>TOTAL</b>	<b>\$ 2,209,683</b>	<b>\$ 2,249,992</b>	<b>\$ 2,085,524</b>	<b>\$ 2,084,267</b>	<b>\$ 1,796,771</b>

MAYOR'S OFFICE PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Mayor's Office	FT	19	20	19	14
	PT	0	0	0	0
<b>TOTAL</b>		<b>19</b>	<b>20</b>	<b>19</b>	<b>14</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
Mayor's Office

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Mayor's Office Administration	To advance the priorities of the Mayor to departments and to citizens through the formulation of strategies and by monitoring the implementation of policies and programs designed to meet the goals.	\$ 1,418,519	\$ 1,520,744	\$ 1,321,801	\$ 1,098,555	10	9	8	8
Community Affairs	To provide quality customer service assistance to the citizens of Columbus and serve as the operational and administrative support team for the Mayor's Office employees.	\$ 353,258	\$ 329,703	\$ 301,257	\$ 208,155	4	6	5	2
Communications	To communicate to citizens the issues, programs and activities of city government that engage and promote safe, strong, and distinctive neighborhoods and provide for an atmosphere that promotes economic development and job creation.	\$ 108,736	\$ 113,281	\$ 53,870	\$ 278,650	1	2	2	2

2009 Operating Budget  
Mayor's Office

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Policy and Government Affairs Office	To initiate and coordinate key Mayoral initiatives, by conducting research, assisting in legislative matters and intergovernmental affairs, and working to assure that departments are working together to meet administration goals.	\$ 431,317	\$ 458,368	\$ 408,596	\$ 211,411	4	5	4	2
		\$ 2,311,830	\$ 2,422,096	\$ 2,085,524	\$ 1,796,771	19	22	19	14

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

## **Office of Education**

### **Department Description:**

The Office of Education, an initiative of Mayor Michael B. Coleman, was established in 2000 to bring community and city resources together to assist in the educational needs of children grades K-12 and to assist in implementing a workforce development plan to prepare the local workforce to support the needs of existing and future employers. The purpose of the Office of Education is to improve the quality of life in Columbus by extending and improving both educational and developmental opportunities for all citizens.

### **Department Mission:**

To support the educational development of youth from preschool through college. The ultimate goal is to transition them to work, family, and productive citizenship.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Education**

- Sustain after-school and summer initiatives that expand the educational opportunities available to the children within the City of Columbus.
- Maintain and strengthen working partnerships with school districts within the City of Columbus.
- Support summer workforce employment opportunities for youth.

#### **Safety**

- Link with other city departments for the improvement of infrastructure and safety near and around local schools.
- The Columbus Youth Commission will focus civic education and engagement of youth around issues that impact the lives of Columbus youth. One such issue is the prevalence of violence in schools and communities. With designated funds, the Columbus Youth Commission will work on this issue with youth and young adults in 2009 via the piloting and implementation of an in-school violence prevention project with one Columbus City middle school and one high school. Additionally, youth/young adult summit and youth town meetings will serve as forums for constituency outreach and input. The Youth Commission will submit reports to the Mayor and City Council regarding its progress.

## **2009 Budget Notes**

- In 2009, the Office of Education will continue contract and program management of the 4 original Capital Kids demonstration programs, as well as 18 other community-based, after-school programs. General fund support for after-school programs is \$354,043 in 2009, while the community development block grant (CDBG) provides an additional \$266,291 to the Capital Kids program.
- The summer youth employment initiative will be funded at \$440,000, a reduction of \$160,000 from 2008 funding, due to budgetary constraints.
- Due to budgetary constraints in the CDBG program, the "Clean Teams" program, a summer employment training program for low-income youth that provides blight abatement activities in Columbus neighborhoods, is not funded in 2009. The program received \$141,229 in 2008.

## Budget and Performance Measure Summary

OFFICE OF EDUCATION FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Office of Education	\$ 1,803,497	\$ 2,053,629	\$ 1,987,085	\$ 1,974,721	\$ 1,495,439
<b>TOTAL</b>	<b>\$ 1,803,497</b>	<b>\$ 2,053,629</b>	<b>\$ 1,987,085</b>	<b>\$ 1,974,721</b>	<b>\$ 1,495,439</b>

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

OFFICE OF EDUCATION SUMMARY BY CHARACTER					
<b>OFFICE OF EDUCATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 361,440	\$ 593,704	\$ 582,129	\$ 581,750	\$ 409,302
Materials & Supplies	6,444	6,462	2,150	2,150	2,411
Services	432,378	1,047,564	396,556	387,740	817,185
Other	160	-	250	250	250
<b>TOTAL</b>	<b>\$ 800,422</b>	<b>\$ 1,647,730</b>	<b>\$ 981,085</b>	<b>\$ 971,890</b>	<b>\$ 1,229,148</b>
<b>OFFICE OF EDUCATION JOBS GROWTH FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 51,133	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	4,415	-	-	-	-
Services	542,517	-	600,000	600,000	-
<b>TOTAL</b>	<b>\$ 598,065</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>
<b>OFFICE OF EDUCATION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 283,473	\$ 249,899	\$ 264,771	\$ 261,831	\$ 266,291
Materials & Supplies	4,500	-	-	-	-
Services	117,037	156,000	141,229	141,000	-
<b>TOTAL</b>	<b>\$ 405,010</b>	<b>\$ 405,899</b>	<b>\$ 406,000</b>	<b>\$ 402,831</b>	<b>\$ 266,291</b>



OFFICE OF EDUCATION SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General	\$ 800,422	\$ 1,647,730	\$ 981,085	\$ 971,890	\$ 1,229,148
Jobs Growth	598,065	-	600,000	600,000	-
Community Dev. Block Grant	405,010	405,899	406,000	402,831	266,291
<b>TOTAL</b>	<b>\$ 1,803,497</b>	<b>\$ 2,053,629</b>	<b>\$ 1,987,085</b>	<b>\$ 1,974,721</b>	<b>\$ 1,495,439</b>

OFFICE OF EDUCATION PERSONNEL SUMMARY						
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted	
General Fund	FT	4	6	6	4	
	PT	0	0	8	8	
CDBG	FT	4	4	4	4	
	PT	8	8	0	0	
<b>TOTAL</b>		<b>16</b>	<b>18</b>	<b>18</b>	<b>16</b>	

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
Office of Education

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Capital Kids	To support children in their education and transition to higher education, work, family and adult community; and to provide support for children's in-school education primarily through out-of-school opportunities such as mentoring, tutoring, job training, community service and career exploration.	\$ 954,384	\$ 1,398,337	\$ 1,179,265	\$ 983,495	8	10	10	7
Clean Teams	To support a summer employment training program for low-income youth that provides blight abatement activities in Columbus neighborhoods and Neighborhood Commercial Revitalization (NCR) areas.	\$ 155,287	\$ 156,000	\$ 141,229	\$ -	0	0	0	0
Summer Youth Employment	To provide youth with summer work opportunities with local businesses to help them gain valuable work experience and basic job skills training.	\$ 600,000	\$ 600,000	\$ 600,000	\$ 440,000	0	0	0	0

2009 Operating Budget  
Office of Education

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Youth Commission	To provide youth input into decision making and policy for city government and youth events.	\$ 79,941	\$ 83,235	\$ 66,591	\$ 71,944	1	1	0	1
		\$ 1,789,612	\$ 2,237,572	\$ 1,987,085	\$ 1,495,439	9	11	10	8

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

2009 Operating Budget  
Office of Education

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Capital Kids	% program attendance rate	n/a	n/a	96%	90%
	% parents satisfied or very satisfied with programs	100%	n/a	n/a	90%
	% students satisfied or very satisfied with program	97%	n/a	n/a	90%
	% school personnel satisfied or very satisfied with programs	76%	n/a	n/a	80%
	\$ afterschool and summer program expenditure per child served	\$ 2,500	\$ 2,500	n/a	\$ 1,200
	% young person stakeholders receiving support from three or more non parent adults	n/a	n/a	n/a	80%
	% young persons who feel safe at the after school site	n/a	n/a	n/a	80%
	% young persons that spend three or more hours per week in sports, clubs, or organizations at school and/or in the community	n/a	n/a	n/a	80%
	% young persons who report having a high self-esteem	88%	n/a	n/a	90%
Youth Commission	% youth commissioners supported that complete their term of service	n/a	n/a	n/a	80%
	% youth commissioners supported satisfied with support services	n/a	n/a	82%	80%
	% council meetings where a youth commissioner addresses a youth related issue	n/a	n/a	100%	25%
	% youth commissioners completing monthly meeting assignments	n/a	n/a	100%	75%
Summer Youth Employment	% youth applying for jobs that are placed	100%	n/a	n/a	90%
	% youth completing the term of their employment	99%	n/a	n/a	98%
	% youth employers satisfied or very satisfied with youth workers	91%	n/a	n/a	90%
	\$ expenditure per youth employed	\$ 695	n/a	n/a	\$ 500

2009 Operating Budget  
Office of Education

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Fiscal Development	\$ Non-general fund revenue	\$ 763,439	\$ 609,561	\$ 118,857	\$ 160,000

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## **Community Relations Commission Office**

### **Department Description**

In 1990, the Community Relations Commission (CRC) was established to help convene and facilitate discussions with civic leaders, business leaders, citizens and elected officials on issues of ethnic, racial and cultural diversity. The CRC is committed to creating connections between the neighborhoods of Columbus and all of our residents. Through the work of the CRC, our vision of "Building a Community For All" can become a reality.

### **Department Mission**

The mission of the CRC is to provide leadership to the people of Columbus by educating citizens about diversity, identifying and resolving community tensions and eliminating racism/discrimination.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Neighborhoods**

- Continue to work with area commissions on conflict resolution within various communities, provide technical training, and offer additional support as requested.
- Implement phase three of the Mayor's New Americans initiative with a focus on integrating immigrant and refugee families into the community. This initiative will include orientation classes, distribution of civic guides and assistance with citizenship preparation.

#### **Economic Development and Technology**

- Continue to respond to requests for training and technical assistance on diversity, cultural awareness, civil rights compliance, changing demographics, non-discrimination practices and cultural sensitivity.
- Work in conjunction with EBOCO to build economic capacity within the refugee and immigrant communities.

#### **Safety**

- Improve residents' general knowledge and awareness of safety forces operations and procedures, resulting in enhanced relationships and understanding between the community and safety forces.

### **Education**

- Continue to provide public forums on key issues facing our community. These forums will educate the citizenry and allow critical community input and interactive participation. These programs will be televised and community reaction will be monitored.

### **Peak Performance**

- Continue to update and enhance the complaint tracking program, which tracks the CRC staff's performance on complaints and neighborhood issues and events. The database offers a real time status on each charge and complaint initiated through the complaint system.
- The CRC will continue to provide cultural sensitivity training to all city departments.

## **2009 Budget Notes**

- Funding for the New Americans Initiative continues in 2009, to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services as well as training for police and fire personnel, although at a reduced level. The effect of budget reductions in the New Americans Initiative will be a 10 percent loss of funding for services. In 2008, services funding was used for planning, translation and interpretation, coordination, consultation, training and case management services.
- One less position is funded in 2009 than in 2008.



**Budget and Performance Measure Summary**

<b>COMMUNITY RELATIONS COMMISSION FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Community Relations	\$ 881,645	\$ 1,063,927	\$ 860,240	\$ 886,726	\$ 725,305
<b>TOTAL</b>	<b>\$ 881,645</b>	<b>\$ 1,063,927</b>	<b>\$ 860,240</b>	<b>\$ 886,726</b>	<b>\$ 725,305</b>

NOTE: For the general fund, 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

<b>COMMUNITY RELATIONS COMMISSION SUMMARY BY CHARACTER</b>					
<b>COMMUNITY RELATIONS EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 696,300	\$ 725,032	\$ 703,960	\$ 732,755	\$ 613,631
Materials & Supplies	12,482	7,996	6,194	4,298	4,194
Services	172,863	330,898	150,086	149,673	107,480
<b>TOTAL</b>	<b>\$ 881,645</b>	<b>\$ 1,063,927</b>	<b>\$ 860,240</b>	<b>\$ 886,726</b>	<b>\$ 725,305</b>

COMMUNITY RELATIONS COMMISSION SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General	\$ 881,645	\$ 1,063,927	\$ 860,240	\$ 886,726	\$ 725,305
<b>TOTAL</b>	<b>\$ 881,645</b>	<b>\$ 1,063,927</b>	<b>\$ 860,240</b>	<b>\$ 886,726</b>	<b>\$ 725,305</b>

COMMUNITY RELATIONS COMMISSION PERSONNEL SUMMARY					
DIVISION	FT/PT	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Community Relations	FT	8	8	8	7
	PT	0	0	0	0
<b>TOTAL</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>

\*FT=Full-Time PT=Part-Time

Community Relations Commission Office

2009 Operating Budget  
Community Relations Commission

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Community Relations Office	To provide leadership to the people of Columbus by educating citizens about cultural diversity, identifying and resolving community tensions, and eliminating racism/discrimination through training and awareness programs.	\$ 601,684	\$ 751,915	\$ 617,661	\$ 520,243	6	6	6	5
Special Events	To promote cultural diversity, awareness and education through CRC sponsored public events.	\$ 60,591	\$ 90,591	\$ 32,811	\$ 13,271	0	0	0	0
New Americans Initiative	To provide coordination and resources to the city, county, state and community in a culturally sensitive manner, and to address those needs of our growing immigrant and refugee population by maximizing the affect of existing services in the City of Columbus and Franklin County.	\$ 191,951	\$ 219,019	\$ 209,768	\$ 191,791	2	2	2	2
		\$ 854,226	\$ 1,061,525	\$ 860,240	\$ 725,305	8	8	8	7

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

2009 Operating Budget  
Community Relations Commission

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Community Relations	% community relations complaints resolved within 7 days of complaint	61%	86%	96%	60%
	# community outreach contacts	14,578	46,556	160	6,000
	# service requests handled per community relations staff person	145	168	216	150
Civil Rights	% Formal Discrimination Complaints resolved	2%	2%	53%	50%
	% discrimination Formal Complaints filed	3%	11%	4%	20%
	# discrimination complaints remaining open	14	25	40	75
Special Events	% special event participants surveyed reporting increased knowledge of own or other cultures	n/a	n/a	n/a	90%
	% participants surveyed that rate event as being good or excellent	n/a	n/a	98%	90%
	% participants who are connected with a service within 7 days after requesting service	n/a	n/a	100%	85%
New Americans	# participants trained per New Americans training held	n/a	n/a	50	40
	% training participants rating training as good or excellent	n/a	n/a	100%	90%
	% event participants rating event as good or excellent	n/a	n/a	100%	90%

## **Equal Business Opportunity Commission Office**

### **Department Description**

The Equal Business Opportunity Commission Office (EBOCO) is mandated by city code to compile, review, and analyze minority and female business enterprise utilization, based upon city contract awards, contract payments, and vendor registration data. The office is also responsible for the release of quarterly utilization reports to the Mayor and City Council.

In addition, EBOCO develops and implements race and gender-neutral programs that encourage usage of a diverse pool of qualified minority and female contractors and service providers. EBOCO also reviews informal purchasing policies and provides technical assistance to the minority, female and small business community, and recommends and implements additional efforts necessary to further develop inclusiveness in the city's contracting practices, such as the monthly inclusion meetings (internal), Director's Business Roundtables (external), and partnering with agencies and/or organizations to reach targeted groups.

### **Department Mission**

The mission of the Equal Business Opportunity Commission Office is to promote inclusiveness of minority and female owned businesses within the city's procurement process and to facilitate equitable awarding of contracts to minority and female business enterprises.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Peak Performance**

- Encourage and promote the utilization of minority and female owned business enterprises (M/FBEs) by city agencies and departments. EBOCO will continue to implement the recommendations of the 2003 availability study and develop and recommend the creation of citywide policies that encourage a diverse supplier population.
- Monitor and review city contracts for compliance with city, state, and federal requirements. In addition to developing outreach activities that will inform customers (internal and external) about the importance of a diverse vendor base. EBOCO will continue to monitor and report M/FBEs' utilization and availability. EBOCO will also establish procedures and policies to ensure that available M/FBEs are included in bid solicitations.
- Continue internal inclusion meetings, external roundtable forums and other educational training sessions as well as host "how to do business with the city" seminars to encourage minority and female businesses to seek opportunities with the city. EBOCO will continue to facilitate the creation of targeted outreach with city departments and special projects.

- EBOCO will continue the publication and dissemination of a minority/female business enterprise directory, the ACCESS newsletter, the "Access to Opportunities" television program and the EBOCO annual report.
- Periodically recommend and implement additional efforts necessary to institutionalize processes and further develop inclusiveness in the city's contracting practices.
- Continue to market expertise to industry peers and to expand strategic partnerships, allowing pooling of services to have the greatest impact.

### **2009 Budget Notes**

- Reductions in outreach, printing, consultants and memberships of nearly \$40,000 were necessary due to budgetary constraints.
- Two less positions are funded in 2009 than in 2008.

**Budget and Performance Measure Summary**

<b>EBOCO FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Equal Business Opportunity	\$ 962,940	\$ 942,818	\$ 750,689	\$ 812,323	\$ 669,096
<b>TOTAL</b>	<b>\$ 962,940</b>	<b>\$ 942,818</b>	<b>\$ 750,689</b>	<b>\$ 812,323</b>	<b>\$ 669,096</b>

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

<b>EBOCO SUMMARY BY CHARACTER</b>					
<b>EBO COMMISSION EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 842,749	\$ 808,344	\$ 724,293	\$ 788,749	\$ 652,053
Materials & Supplies	5,329	5,068	5,430	4,003	544
Services	114,862	129,406	20,966	19,571	16,499
<b>TOTAL</b>	<b>\$ 962,940</b>	<b>\$ 942,818</b>	<b>\$ 750,689</b>	<b>\$ 812,323</b>	<b>\$ 669,096</b>

EBOCO SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General	\$ 962,940	\$ 942,818	\$ 750,689	\$ 812,323	\$ 669,096
<b>TOTAL</b>	<b>\$ 962,940</b>	<b>\$ 942,818</b>	<b>\$ 750,689</b>	<b>\$ 812,323</b>	<b>\$ 669,096</b>

EBOCO PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Equal Business Opportunity	FT	11	10	10	8
	PT	0	0	0	0
<b>TOTAL</b>		<b>11</b>	<b>10</b>	<b>10</b>	<b>8</b>
*FT=Full-Time PT=Part-Time					



2009 Operating Budget  
Equal Business Opportunity Commission Office

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Equal Business Opportunity Commission Office	To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.	\$ 982,855	\$ 1,118,636	\$ 750,689	\$ 669,096	11	10	9	8
		\$ 982,855	\$ 1,118,636	\$ 750,689	\$ 669,096	11	10	9	8

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

2008 Operating Budget  
 Equal Business Opportunity Commission Office

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Equal Business Opportunity Commission Office	% construction contract dollars paid to targeted firms	14.6%	9.6%	17.0%	12.0%
	% goods and service contract dollars paid to targeted firms	11.3%	7.8%	9.0%	9.0%
	% professional service contract dollars paid to targeted firms	27%	29%	21%	26%
	# EBOCO outreach events	18	18	14	22
	# evaluation committees served	n/a	10	17	30
	% legislation reviewed within 2 days	94%	94%	94%	94%
	% contracts reviewed within 2 days	91%	91%	95%	92%
	# pre-bid meetings attended	n/a	n/a	n/a	30
	# pre-construction meetings attended	n/a	n/a	n/a	100

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## **Department of Development**

### **Department Description**

The Department of Development provides an array of services through its divisions and offices: the Building Services Division, Economic Development Division, Planning Division, Neighborhood Services Division, Housing Division, the Director's Office, the Downtown Development Office and the Office of Land Redevelopment.

The department coordinates key development projects and provides resources through its financing and technical assistance programs.

### **Department Mission**

The mission of the Department of Development is to engage and promote strong, healthy, distinct and vibrant neighborhoods, provide an atmosphere that promotes job creation and economic growth in existing and emerging industries, develop a thriving downtown that is recognized as a regional asset, and provide high quality customer service.

The Department has pursued its mission through key development projects such as the King-Lincoln redevelopment, Northland Village, Gowdy Field, and Greenview Estates.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Neighborhoods**

- Coordinate funding from the federal Housing and Economic Recovery Act of 2008 with public and private sector partners to revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis. Utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.
- Expand the Home Again initiative, by acquiring, renovating, or building an additional 50 residential structures in focused areas to advance neighborhood revitalization. Demolish a minimum of 80 residential structures that are too deteriorated to rehab, and expand the Home Safe and Sound Initiative, roof repair plus, and emergency repair programs to stabilize at least 370 occupied structures. Continue the coordinated efforts of the City Attorney and code enforcement staff by bringing 250 new cases before the Franklin County Environmental Court.
- Continue the King-Lincoln Redevelopment Initiative by working with private sector partners to redevelop two mixed use structures in the heart of the Long Street Corridor.
- Make the former Schottenstein Store ready for redevelopment through a coordinated effort by Planning, Economic Development, Land Redevelopment, and Housing. Seek to break ground on the first phase of development by 2010.

## Development

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- Coordinate the housing development program with other public and private sector programs especially the city's land banking efforts to revitalize defined areas, focusing on the neighborhood investment districts (NIDs).
- Access federal funds from HR 3221 to acquire vacant and foreclosed properties, demolish blighted properties, hold property in the land bank and redevelop properties for rental and homeownership in strategic neighborhoods.
- Initiate a major housing development project in a neighborhood investment district – at the Hilltop Wheatland site.
- Expand down-payment assistance activities to offer homeownership opportunities to a maximum number of low and moderate income households by providing more than 95 first time homebuyers with assistance.
- Continue the neighborhood pride program with up to four new neighborhoods, and continue to implement neighborhood priorities and partnership arrangements in previous neighborhood pride areas to institutionalize the neighborhood pride program in the community.
- Implement the conservation district legislation and program in 2009.
- Explore and implement measures to promote environmental stewardship in city operations and development efforts.
- Implement the Get Green Columbus initiative in all department divisions by focusing on green development, business incentives, green residential development, and leveraging the Columbus Building and Zoning Codes.
- Implement the \$250,000 Green CHDO Home award from HUD for construction of the Southside Cooperative Housing project. Continue to advocate for green building standards for all city funded affordable housing.
- Continue to implement key recommendations of the 21<sup>st</sup> Century Growth Policy initiative (including its four components: Pay-As-We-Grow, joint facilities, job growth, and regional growth and intergovernmental cooperation).
- Continue providing staff support to the Darby Town Center planning process, adoption and implementation for the Darby Overlay, finalization of recommended funding mechanisms, and the Open Space Advisory Council.
- Undertake and complete four new area/neighborhood plans.
- Complete two area plans initiated in 2008 (Southwest and Lockbourne).
- Undertake and complete a strategic economic development plan for the SR315 corridor.
- Assist with the implementation of the Port Columbus Joint Economic Development Strategic Plan.
- Assist with the implementation of the Mile on High Strategy, including zoning code revisions.
- Implement four new sets of commercial overlays based upon adopted area/neighborhood plans.
- Continue participation on the Airport Environs Overlay updated project.

- Complete the Parsons Avenue/Schottenstein site planning process and assist with developer selection process.
- Manage and participate in the Zoning Code Update project utilizing consultant services procured in the fall of 2008.
- Assist with outreach efforts related to the 2010 U.S. Census.
- Continue staffing the University Area Review Board, Rocky Fork Blacklick Accord Panel and the Darby Accord Panel.
- Participate on the Blacklick Creek Watershed Management Plan.
- Continue staffing the Columbus Art Commission and initiate the first steps in a city sponsored public art program.

### **Economic Development and Technology**

- Continue to implement an economic development system focused on business retention, expansion and attraction of primary jobs and investment.
- Continue to support regional economic development strategies of advanced logistics, small business development, and technology-based companies.
- Support development in the King Lincoln and Parsons Avenue districts through the use of small business grants and loans.
- Continue to support growth of the Rickenbacker multimodal hub with strategic investments and supporting economic development.
- Coordinate the economic redevelopment of key development projects including Northland Place and our NCR districts.
- Continue implementation of a Green Economic Development policy to encourage investment in environmentally sustainable business growth.

### **Downtown Development**

- Continue to implement the comprehensive business plan for downtown development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development. Focus on specific recommendations for workforce housing and downtown amenities/programming.
- Collaborate with Capitol South and the Columbus Downtown Development Corporation on target programs to encourage development and redevelopment of the Mile on High and other key downtown properties.
- Continue partnering with the Downtown Development Corporation in the implementation of the downtown business plan.
- Coordinate with Capitol South and the Columbus Downtown Development Corporation on the redevelopment of the City Center mall property.
- Increase the number of downtown employees by strengthening partnerships with the State of Ohio and other public and private employers, as well as by implementing target programs.

### **Peak Performance**

- Implement strategic opportunities on time and on budget.
- Implement performance management by refining performance measures, and collecting and tracking relevant data with links to the budget and employee performance evaluation. Implement and enhance the use of performance data for all programs within the department.

### **Customer Service**

- Transition the department to the citywide 311 and performance management programs.
- Institute an ongoing communication mechanism that shares “best practices” among all departments.
- Work toward the implementation of a One Stop Shop Department.

## **2009 Budget Notes**

### **Administration**

- The general fund budget includes \$150,000 for the Columbus Franklin County Finance Authority, the same amount as provided in 2008.
- The budget includes \$8.3 million from the neighborhood stabilization fund to the land management office to provide acquisition and demolition of foreclosed properties.

### **Economic Development**

- The division supports downtown development through two contracts with outside organizations. Support of \$44,810 is included for the Columbus Downtown Development Corporation and \$100,000 in general fund support is provided to the Capital Crossroads Special Improvement District (SID).
- The business development office budget includes \$3.59 million for the city's share of school district revenue sharing, of which \$965,000 is provided through the special income tax fund (SIT). The balance is funded by the general fund.
- The budget includes \$885,000 for the downtown office incentive program, with the SIT providing \$235,000, and the general fund budget including the balance.
- The division supports economic development through loans from the economic development loan fund and through contracts with ten economic development-oriented agencies. The budget for this effort in 2009 is approximately \$1.7 million in community development block grant funds.

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## Neighborhood Services

- Total support for social service agencies in 2009 is \$3.0 million. This is made up of \$1.4 million in general fund support and \$1.6 million in emergency human services funds.
- The 2009 budget includes funding for 58 full-time code enforcement staff, 50 of which are funded through the general fund and 8 of which are funded through CDBG monies.
- Neighborhood stabilization funds will provide \$111,739 in personnel costs for coordination of services.
- Funding of \$79,000 is provided from the general fund for the demolition of unsafe structures acquired through the land bank. Neighborhood stabilization funds will augment this level of funding.

## Planning

- The general fund supports 14 full-time equivalent positions in 2009.

## Housing

- The affordable housing trust fund was formed in 2000 and administered by the Columbus Housing Trust Corporation to provide affordable housing and promote home ownership. The fund was seeded with \$2 million in urban development action grant (UDAG) repayments. Annual deposits of 8.43 percent of the hotel/motel tax fund revenues have been made and will continue, with the ultimate goal of building the fund to \$20 million. Hotel/motel revenues are estimated at \$1.27 million in 2009. There will be no general fund contribution in 2009.
- Support for the Community Shelter Board and the rebuilding lives program will total nearly \$3.0 million. This is made up of \$2.67 million in general fund and \$325,000 in HOME funding.
- Neighborhood stabilization funds will provide \$11.3 million for rehabilitation and redevelopment of vacant, abandoned or foreclosed single and multi-family properties and provide financial assistance and homebuyer counseling to eligible homebuyers.
- CDBG funding of \$116,590 is provided for homeless prevention.
- HOME funds totaling \$235,234 will be used to provide community housing development organizations with operating grants.

## **Building and Development Services**

- The One Stop Shop (OSS) for building plans, permitting and inspection is an interdepartmental effort involving the Department of Development and the Department of Public Service. The operations of the OSS are funded through fees generated from the users of these services through a special revenue fund. The OSS initiative includes service standards, adequate staffing to meet those standards, enhanced technology capability, and active involvement of both the customers of these services and the city staff involved in delivery of services. The fund will sustain ten layoffs during the 2009 budget year.



## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Administration	\$ 4,640,862	\$ 5,197,822	\$ 4,362,106	\$ 4,256,739	\$ 11,834,949
Economic Development	6,148,377	6,795,574	7,524,087	6,814,164	7,296,729
Building Services	12,997,643	13,380,551	16,881,659	15,059,512	14,874,212
Neighborhood Services	12,358,641	13,084,860	12,364,127	12,309,518	10,390,584
Planning	1,160,709	1,753,864	1,349,166	1,332,987	1,419,333
Housing	6,942,972	7,803,832	8,003,626	7,685,700	16,903,437
<b>TOTAL</b>	<b>\$ 44,249,204</b>	<b>\$ 48,016,503</b>	<b>\$ 50,484,771</b>	<b>\$ 47,458,620</b>	<b>\$ 62,719,244</b>

NOTE: The general fund 2008 and 2009 budget figures, unlike preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

## DIVISION SUMMARY BY CHARACTER

**ADMINISTRATION  
GENERAL FUND  
EXPENDITURES  
SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 1,841,550	\$ 2,386,243	\$ 2,324,797	\$ 2,311,279	\$ 2,123,485
Materials & Supplies	27,650	125,797	30,412	13,787	28,412
Services	1,062,673	1,087,631	598,576	656,807	263,745
Other	435,485	419,041	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,367,358</b>	<b>\$ 4,018,712</b>	<b>\$ 2,953,785</b>	<b>\$ 2,981,873</b>	<b>\$ 2,415,642</b>

**ECONOMIC  
DEVELOPMENT  
GENERAL FUND  
EXPENDITURES  
SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 111,217	\$ 308,440	\$ 465,837	\$ 417,633	\$ 270,666
Materials & Supplies	4,421	5,006	7,140	17,809	6,950
Services	626,336	651,269	726,201	924,366	568,177
Other	2,284,134	2,973,244	3,533,857	3,242,944	4,744,160
<b>TOTAL</b>	<b>\$ 3,026,108</b>	<b>\$ 3,937,959</b>	<b>\$ 4,733,035</b>	<b>\$ 4,602,752</b>	<b>\$ 5,589,953</b>

## DIVISION SUMMARY BY CHARACTER

**NEIGHBORHOOD SERVICES  
GENERAL FUND  
EXPENDITURES  
SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 5,654,000	\$ 6,025,042	\$ 6,230,760	\$ 6,128,394	\$ 5,031,730
Materials & Supplies	69,572	185,153	76,428	32,161	64,628
Services	4,341,482	4,647,478	3,266,139	3,102,299	2,111,827
Other	2,492	7,463	10,000	5,000	10,000
Capital	-	-	-	-	-
Transfers	36,000	115,000	21,800	120,943	19,000
<b>TOTAL</b>	<b>\$ 10,103,546</b>	<b>\$ 10,980,136</b>	<b>\$ 9,605,127</b>	<b>\$ 9,388,797</b>	<b>\$ 7,237,185</b>

## DIVISION SUMMARY BY CHARACTER

**PLANNING  
GENERAL FUND  
EXPENDITURES  
SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 862,438	\$ 1,168,887	\$ 1,151,834	\$ 1,177,736	\$ 1,336,193
Materials & Supplies	7,273	9,699	15,734	13,096	18,234
Services	168,406	440,996	77,227	68,868	64,906
<b>TOTAL</b>	<b>\$ 1,038,117</b>	<b>\$ 1,619,582</b>	<b>\$ 1,244,795</b>	<b>\$ 1,259,700</b>	<b>\$ 1,419,333</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>HOUSING GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 202,524	\$ 278,352	\$ 388,125	\$ 346,799	\$ 226,405
Materials & Supplies	695	3,525	2,000	357	2,500
Services	2,396,373	2,980,075	3,362,889	3,358,653	2,726,108
<b>TOTAL</b>	<b>\$ 2,599,592</b>	<b>\$ 3,261,952</b>	<b>\$ 3,753,014</b>	<b>\$ 3,705,809</b>	<b>\$ 2,955,013</b>

## DIVISION SUMMARY BY CHARACTER

<b>ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 599,629	\$ 499,575	\$ 653,862	\$ 581,888	\$ 521,717
Materials & Supplies	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 599,629</b>	<b>\$ 499,575</b>	<b>\$ 653,862</b>	<b>\$ 581,888</b>	<b>\$ 521,717</b>
<b>BUILDING SERVICES DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 11,091,597	\$ 11,106,924	\$ 12,853,707	\$ 12,416,997	\$ 11,866,935
Materials & Supplies	50,710	184,392	113,030	55,773	67,675
Services	1,846,216	2,074,634	3,297,522	2,516,906	2,907,102
Other Disbursements	9,120	14,601	11,800	69,836	32,500
Capital	-	-	605,600	-	-
<b>TOTAL</b>	<b>\$ 12,997,643</b>	<b>\$ 13,380,551</b>	<b>\$ 16,881,659</b>	<b>\$ 15,059,512</b>	<b>\$ 14,874,212</b>

## DIVISION SUMMARY BY CHARACTER

**ADMINISTRATION  
CDBG FUND  
EXPENDITURES  
SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 673,426	\$ 677,747	\$ 747,709	\$ 691,402	\$ 564,480
Materials & Supplies	35	752	3,000	1,100	3,000
Services	414	1,036	3,750	476	3,725
<b>TOTAL</b>	<b>\$ 673,875</b>	<b>\$ 679,535</b>	<b>\$ 754,459</b>	<b>\$ 692,978</b>	<b>\$ 571,205</b>

**ECONOMIC  
DEVELOPMENT  
CDBG FUND  
EXPENDITURES  
SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 865,496	\$ 695,183	\$ 796,085	\$ 755,141	\$ 716,385
Materials & Supplies	3,000	3,018	4,750	3,250	4,350
Services	2,253,773	2,159,414	1,990,217	1,453,021	986,041
<b>TOTAL</b>	<b>\$ 3,122,269</b>	<b>\$ 2,857,615</b>	<b>\$ 2,791,052</b>	<b>\$ 2,211,412</b>	<b>\$ 1,706,776</b>

## DIVISION SUMMARY BY CHARACTER

NEIGHBORHOOD SERVICES CDBG FUND EXPENDITURES SUMMARY	2006	2007	2008	2008	2009
	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 1,041,876	\$ 1,160,701	\$ 1,281,121	\$ 1,235,382	\$ 1,240,171
Materials & Supplies	-	789	2,000	2,000	2,000
Services	392,946	336,922	275,879	272,916	199,489
<b>TOTAL</b>	<b>\$ 1,434,822</b>	<b>\$ 1,498,412</b>	<b>\$ 1,559,000</b>	<b>\$ 1,510,298</b>	<b>\$ 1,441,660</b>

## DIVISION SUMMARY BY CHARACTER

PLANNING CDBG FUND EXPENDITURES SUMMARY	2006	2007	2008	2008	2009
	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 122,500	\$ 133,718	\$ 103,371	\$ 73,287	\$ -
Materials & Supplies	-	-	400	-	-
Services	92	564	600	-	-
<b>TOTAL</b>	<b>\$ 122,592</b>	<b>\$ 134,282</b>	<b>\$ 104,371</b>	<b>\$ 73,287</b>	<b>\$ -</b>

**DIVISION SUMMARY BY CHARACTER**

**HOUSING  
CDBG FUND  
EXPENDITURES  
SUMMARY**

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 1,860,464	\$ 1,981,502	\$ 2,093,072	\$ 2,006,708	\$ 1,333,879
Materials & Supplies	20,706	25,193	26,450	21,361	16,100
Services	1,344,544	1,511,947	1,122,849	943,581	766,053
Other Disbursements	1,117,666	1,023,238	1,008,241	1,008,241	512,262
<b>TOTAL</b>	<b>\$ 4,343,380</b>	<b>\$ 4,541,880</b>	<b>\$ 4,250,612</b>	<b>\$ 3,979,891</b>	<b>\$ 2,628,294</b>

**DIVISION SUMMARY BY CHARACTER**

**NEIGHBORHOOD  
SERVICES EMERGENCY  
SERVICES FUND  
EXPENDITURES  
SUMMARY**

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-	-
Services	820,273	606,312	1,200,000	1,410,423	1,600,000
<b>TOTAL</b>	<b>\$ 820,273</b>	<b>\$ 606,312</b>	<b>\$ 1,200,000</b>	<b>\$ 1,410,423</b>	<b>\$ 1,600,000</b>



DIVISION SUMMARY BY CHARACTER					
<b>ADMINISTRATION NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 316,385
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	4,357,500
Capital	-	-	-	-	3,652,500
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,326,385</b>
<b>NEIGHBORHOOD SERVICES NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 111,739
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 111,739</b>
<b>HOUSING NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 316,583
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	917,500
Other	-	-	-	-	10,086,047
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,320,130</b>

**DEPARTMENT SUMMARY BY FUND**

<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
General	\$ 20,134,721	\$ 23,818,341	\$ 22,289,756	\$ 21,938,931	\$ 19,617,126
Community Dev. Block Grant	9,696,938	9,711,724	9,459,494	8,467,866	6,347,935
Development Services Fund	13,597,272	13,880,126	17,535,521	15,641,400	15,395,929
Emergency Human Services	820,273	606,312	1,200,000	1,410,423	1,600,000
Neighborhood Stabilization Fund	-	-	-	-	19,758,254
<b>TOTAL</b>	<b>\$ 44,249,204</b>	<b>\$ 48,016,503</b>	<b>\$ 50,484,771</b>	<b>\$ 47,458,620</b>	<b>\$ 62,719,244</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Administration					
General Fund	FT	20	27	25	21
CDBG Fund	FT	8	9	8	7
	PT	2	1	1	0
Development Services Fund	FT	6	5	5	5
Neighborhood Stabilization Fund	FT	0	0	0	3
Economic Development					
General Fund	FT	1	3	5	2
CDBG Fund	FT	8	9	9	7
Building Services					
Development Services Fund	FT	138	134	147	131
	PT	3	2	1	0
Neighborhood Services					
General Fund	FT	81	79	80	65
CDBG Fund	FT	16	14	14	13
Neighborhood Stabilization Fund	FT	0	0	0	1
Planning					
General Fund	FT	7	13	13	14
	PT	1	1	1	0
CDBG Fund	FT	2	2	1	0
Housing					
General Fund	FT	4	6	6	4
CDBG Fund	FT	27	22	21	10
<b>TOTAL</b>		<b>324</b>	<b>327</b>	<b>337</b>	<b>283</b>
*FT=Full-Time PT=Part-Time					

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Downtown Development	To develop, in partnership with the private sector, a vibrant and thriving downtown that is recognized as an asset for the region through the use of city incentives, public policy and government ombudsmanship within a customer service-oriented culture.	\$ 770,605	\$ 1,072,599	\$ 1,211,200	\$ 885,699	5	4	3	0
Land Reutilization	To designate and acquire tax delinquent properties for redevelopment with the goal of returning non-productive land in city neighborhoods into productive assets.	\$ 625,127	\$ 753,968	\$ 799,213	\$ 567,001	6	8	7	6
Executive Office	To set policy and provide leadership to the department's offices and divisions.	\$ 537,482	\$ 930,623	\$ 600,320	\$ 688,161	5	7	5	6
Administrative Services	To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts and administrative support.	\$ 2,584,593	\$ 2,812,695	\$ 1,885,658	\$ 1,731,685	17	20	17	16
Development Services Fund Administrative Offices	Oversees the fiscal and HR activities for the fund.	\$ 351,036	\$ 516,325	\$ 653,862	\$ 521,717	4	5	5	5

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Economic Development Administration	To set policy and provide leadership, to administer various economic development contracts and to maintain the city's share of the school district revenue sharing.	\$ 3,068,632	\$ 4,477,658	\$ 4,016,123	\$ 4,704,254	2	5	3	2
CDBG Economic Development Programs	To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.	\$ 3,260,656	\$ 3,058,184	\$ 2,791,052	\$ 1,706,776	12	11	9	7
Permit Issuance	To issue building and mechanical permits in a timely and accurate manner.	\$ 329,802	\$ 341,796	\$ 254,256	\$ -	1	1	4	0
Building Services Division Administration	To ensure all sections of the Building Services Division operate at maximum capacity to ensure prompt delivery of services to the citizens of Columbus.	\$ 3,375,270	\$ 1,819,172	\$ 2,825,384	\$ 2,267,064	2	2	2	1
Building Services Division Support	Provides various support functions for the division including clerical support to boards, telephone coverage, maintenance of databases, web page, zoning maps and records center, staffs the customer service center, and drafts new and revised code.	\$ 1,287,193	\$ 736,879	\$ 1,122,729	\$ 895,113	14	13	12	11

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Cashier	To collect and process revenues and maintain daily accounting of all monies received by the Building Services Division.	\$ 183,124	\$ 213,713	\$ 374,168	\$ -	5	3	2	0
Platting	To ensure all applications for platting are processed quickly and efficiently while complying with all the conditions of the Columbus City Codes and any legislated land use restrictions.	\$ 105,148	\$ 107,371	\$ 73,143	\$ -	1	1	0	0
Construction Administration	Oversees the operations of the plan examiners and the inspection section, coordinates activities, information and training of the sections to ensure compliance with city and state codes and the time table set forth in the MOU with the building industry.	\$ 512,025	\$ 552,313	\$ 707,617	\$ 666,318	5	5	6	5
Licensing and Registration	Review and process all applications for licenses and/or registration, issue licenses and maintain accurate records of all contractors who are licensed or registered by the division.	\$ 420,312	\$ 495,113	\$ 632,292	\$ 597,953	6	6	7	7

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Refrigeration/HVAC Inspection	To ensure the health and safety of the citizens of Columbus by inspecting refrigeration, heating, ventilation and air conditioning installations to ensure they meet basic building codes and to deliver next day service.	\$ 1,302,053	\$ 1,401,828	\$ 1,655,133	\$ 1,460,035	16	16	16	15
Plumbing Inspection	To ensure the health and safety of the citizens of Columbus by inspecting plumbing installations to ensure they meet basic building codes and to deliver next day service.	\$ 1,019,871	\$ 1,092,450	\$ 1,299,292	\$ 840,402	12	12	12	7
Electrical Inspections	To ensure the health and safety of the citizens of Columbus by inspecting electrical installations to ensure they meet basic building codes and to deliver next day service.	\$ 1,471,924	\$ 1,583,826	\$ 1,771,377	\$ 1,345,236	17	17	16	13
Structural Inspections	To ensure the health and safety of the citizens of Columbus by inspecting structural work and installations to ensure they meet basic building codes and to deliver next day service.	\$ 2,157,882	\$ 2,263,063	\$ 2,302,686	\$ 1,769,581	26	26	24	18

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Building Services Customer Service Center	To provide prompt, accurate service to walk-in and telephone customers, to handle intake of all plans, to answer questions and/or direct inquiries to the appropriate staff, and to provide forms, literature and other information as needed.	\$ 506,680	\$ 310,071	\$ 313,600	\$ 922,188	7	9	5	10
Zoning Administration	To coordinate the activities of the zoning unit, oversee personnel activities, make determinations when conflicts arise, and represent the administration in meetings with developers and the community.	\$ 186,453	\$ 190,617	\$ 204,046	\$ 201,629	2	2	2	2
Zoning Clearance - Residential	To review all drawings, site plans, plats and lot split requests for residential projects presented for compliance with existing Columbus City Code and other legislated requirements.	\$ 137,326	\$ 140,800	\$ 184,588	\$ 256,365	2	2	3	3
Zoning Clearance - Commercial	To review all drawings, site plans, graphics permits and lot split requests of commercial and multifamily projects presented for compliance with existing Columbus City Code and other legislated requirements.	\$ 303,630	\$ 239,397	\$ 257,436	\$ 325,701	4	5	3	4



**2009 Operating Budget  
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Zoning - BZA and Graphics Board	To review, present and approve Board of Zoning Adjustment and Board of Graphics requests to ensure all meet with the Columbus City Code standards.	\$ 233,069	\$ 236,759	\$ 247,246	\$ 250,271	3	3	3	3
Council Activities	To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.	\$ 453,914	\$ 464,730	\$ 418,894	\$ 419,523	6	6	5	5
Demolition	To ensure the health and safety of the citizens by removing structures that present a health or safety hazard to the city and its occupants.	\$ 50,000	\$ -	\$ -	\$ -	0	0	0	0
Inspection Administration & Support	To support the work of the inspection unit by inputting inspection requests, handling cancellations, scheduling after hours inspections, preparing correspondence and performing other office operations for the various inspection units.	\$ 160,502	\$ 230,101	\$ 234,175	\$ 238,301	3	4	4	4
Plan Review - Commercial	To ensure all multifamily and commercial structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.	\$ 908,201	\$ 1,019,442	\$ 1,161,414	\$ 967,973	10	11	11	9

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Plan Review - Residential	To ensure all 1-2-3 family structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.	\$ 342,090	\$ 270,720	\$ 290,129	\$ 295,762	4	3	3	3
Engineering Plan Review	To provide for the efficient review of private development projects while ensuring compliance to city engineering and code requirements.	\$ -	\$ 129,813	\$ 295,343	\$ 314,735	0	2	3	3
Building Investigations Team	To provide for the health and safety of the citizens of Columbus by ensuring any construction undertaken meets the standards of the Building Code through compliance with the plan review and inspection processes.	\$ -	\$ -	\$ 256,711	\$ 840,062	0	0	4	8
Code Enforcement	To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus Codes.	\$ 4,703,977	\$ 5,261,994	\$ 5,436,414	\$ 4,934,260	65	66	64	58
Environmental Unit	To maintain safe vacant properties through the removal of weeds and solid waste, demolition of unsafe structures, inspecting for solid waste violations and the abatement of other environmental hazards.	\$ 1,111,262	\$ 1,187,240	\$ 1,238,946	\$ 1,115,976	11	11	11	10

**2009 Operating Budget  
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Neighborhood Services Administration	To set policy and provide leadership to the division's offices.	\$ 852,629	\$ 625,290	\$ 224,707	\$ 386,446	2	2	1	2
Agency, Community and Neighborhoods	To oversee social service programs, work with area commissions and civic associations and act as neighborhood liaisons to the community.	\$ 636,987	\$ 660,290	\$ 717,014	\$ 540,065	8	8	8	6
Social Service Contracts	To provide support in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.	\$ 3,581,072	\$ 3,966,359	\$ 3,920,139	\$ 3,070,006	0	0	0	0
Area Commissions	To provide support to cover administrative costs of area commission and architectural review commissions and the student intern program.	\$ 162,000	\$ 124,000	\$ 138,800	\$ 19,000	0	0	0	0
Neighborhood Pride Centers	To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.	\$ 503,712	\$ 493,336	\$ 509,856	\$ 313,819	5	5	5	3
Historic Preservation	To provide guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.	\$ 365,487	\$ 377,397	\$ 328,251	\$ 242,830	5	5	4	3

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Planning Administration	To provide for the efficient and effective operation of the Planning Division in service to the people of Columbus and to make Columbus the best place to live, work and raise a family. This includes administration of the city's annexation program, division development review, Columbus Arts Commission (among other boards and commissions), special projects and engagement in and support of City growth policy issues.	\$ 519,757	\$ 609,016	\$ 510,354	\$ 398,484	4	4	4	3
Long Range Planning	To examine planning and development issues in order to respond to the challenges of growth and change, including citywide development policy, research and analysis, multi-jurisdictional planning, plans for portions of the city experiencing territorial growth, and updates to existing area plans.	\$ 305,129	\$ 308,837	\$ 168,509	\$ 127,701	4	4	2	1

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Neighborhood Planning	To work in partnership with the community to enhance and sustain neighborhoods through development of neighborhood plans, amendments to outdated plans, and implementation of adopted plans.	\$ 461,487	\$ 470,562	\$ 408,370	\$ 386,575	6	6	5	4
Urban Design	To provide design solutions and alternatives on issues concerning redevelopment and infill, streetscape, public spaces, the built environment and infrastructure. This includes such things as administration of the University Area Review Board and creation of development concepts in support of neighborhood plans.	\$ 186,524	\$ 271,123	\$ 261,933	\$ 263,743	3	3	3	3
Housing Development and Finance Staff	To implement the homeownership development program, American dream down payment initiative, rental housing production/preservation, and to manage loan assets.	\$ 169,797	\$ 178,668	\$ 201,349	\$ 80,924	4	1	1	0

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Housing Administration	To manage and administer all housing programs including, but not limited to, the affordable housing opportunity fund (homeownership assistance program, home modifications program and chores program, and homeownership development program), emergency repair program, and homebuyer counseling.	\$ 189,311	\$ 195,140	\$ 211,796	\$ 267,370	3	1	1	0
Relocation	To provide technical review to evaluate each project or program under various federal programs to determine if the proposed activities meet both the acquisition and relocation requirements.	\$ 344,656	\$ 423,877	\$ 339,825	\$ 138,040	3	4	4	2
Homebuyer Counseling and Housing Development	To provide grants for activities that are needed for the city to implement its housing programs and revitalize neighborhoods.	\$ 230,000	\$ 149,600	\$ 103,220	\$ -	0	0	0	0
Homebuyer Counseling and Housing Development	To provide funding for programs that offer assistance to chronically homeless individuals to rebuild their lives and become productive citizens through the Rebuilding Lives and Community Shelter Board contracts.	\$ 2,320,581	\$ 3,022,239	\$ 3,258,255	\$ 2,853,674	0	2	2	2
Homeowner Servicing Center	To assist homeowners to remain in their homes and live independently in a safe and sound environment.	\$ 3,366,928	\$ 3,375,734	\$ 3,224,107	\$ 1,920,526	25	20	19	9

2009 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Homeless Prevention	To provide a grant to the Community Shelter Board, a nonprofit organization, to assist with preventing individuals from becoming homeless.	\$ 420,000	\$ 369,600	\$ 255,025	\$ 116,590	0	0	0	0
Fair Housing	To provide fair housing services to the residents of Columbus including an increase in the awareness of fair housing issues, fair housing barrier elimination, housing discrimination redress and preparation and implementation of the Fair Housing Action Plan.	\$ -	\$ -	\$ 188,814	\$ 105,456	0	0	0	0
Neighborhood Stabilization Program	To establish financing mechanisms for purchase and redevelopment of foreclosed upon homes, to purchase and rehabilitate homes abandoned or foreclosed upon, demolish blighted structures, and redevelop demolished or vacant properties.	\$ -	\$ -	\$ -	\$ 19,758,254	0	0	0	4
		\$ 47,075,896	\$ 49,532,328	\$ 50,484,771	\$ 62,719,244	345	351	330	283

NOTE: The general fund 2008 and 2009 budget figures, unlike preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

2009 Operating Budget  
Department of Development

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target	
Land Reutilization	<i>Land Redevelopment Office (Land Bank)</i>					
	Number of land bank parcels that are transformed into a productive community asset compared to yearly average	new	new	new	20	
	Number of vacant and abandon parcels acquired compared to yearly average	new	new	new	34	
	Percentage of land bank properties free of code complaints	n/a	68.5%	74.7%	95.0%	
	Amount of revenue generated per dollar of property expenses	new	new	new	\$ 1	
	Average expenditure per property maintained	new	new	new	\$ 900	
	<i>Home Again</i>					
	Number of homeowners assisted through roof repair plus program	n/a	77	49	56	
	Percent of homes acquired through Housing Trust for rehab less than \$30,000 each for rehab	n/a	75.0%	75.0%	75.0%	
	Average cost per house acquisition	n/a	\$ 26,477	\$ 22,142	\$ 30,000	
Average cost per house rehab	n/a	\$ 137,590	\$ 148,200	\$ 151,700		
Number of rehabs and new builds completed and in construction	n/a	27	33	60		
Economic Development	Percentage of incentive project job creation/retention goal attained	105.0%	92.9%	146.0%	95.0%	
	Percentage of projected incentivized jobs created by firms locating from outside the Columbus MSA	n/a	n/a	9.9%	1.0%	
	Percentage of economic development deals pursued that are won	n/a	n/a	83.3%	75.0%	
	Number of business outreach visits	195	141	113	200	



2009 Operating Budget  
Department of Development

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
	Projected private investment leveraged per dollar of public investment and incentives	n/a	\$ 40	\$ 44	\$ 30
	Percentage of Mayor's 10,000 new or renovated residential units downtown goal achieved	36.4%	n/a	51.1%	52.0%
Building Services Division	<i>Administration and Customer Satisfaction</i>				
	Percentage of total residential permit and plan review applications processed within MOU time standards	99.8%	n/a	n/a	95.0%
	Percentage of total commercial permit and plan review applications processed within MOU time standards	93.2%	n/a	n/a	95.0%
	Percentage of building service customers rating overall services as good or excellent	n/a	n/a	67.0%	85.0%
	Percentage of residents satisfied or very satisfied with the city's planning and regulation of development	n/a	n/a	85.0%	85.0%
	<i>Customer Service Center</i>				
	Average wait time per customer transaction	n/a	n/a	n/a	<15 minutes
	Number of transactions (e.g. permits processed) per cashier/intake consultant, per year	7122	n/a	3627	6000
	<i>Licensing and Registration</i>				
	Percentage of contractor license applications processed within 10 working days of application	n/a	n/a	n/a	95.0%
<i>Platting and Plan Review</i>					
Percentage of preliminary plats reviewed within 22 working days of submission	100.0%	n/a	n/a	95.0%	

2009 Operating Budget  
Department of Development

		<u>Performance History by Program</u>			
Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Percentage of final plats reviewed within 39 working days of submission	0.0%	0.0%	n/a	95.0%
	Percentage of private water line plans approved within 5 working days of plan filing	93.2%	99.0%	n/a	95.0%
	Percentage of sanitary and stormwater engineering plans approved within 25 days of plan filing	80.6%	95.8%	n/a	95.0%
	Percentage of drawer D and E engineering plans approved within 25 days of plan filing	44.7%	92.9%	n/a	95.0%
	<i>Permit Issuance</i>				
	Percentage of residential building permits issued within 7 working days of application	99.8%	99.8%	n/a	95.0%
	Percentage of other commercial building permits issued within 20 working days of application	93.2%	94.6%	n/a	95.0%
	Number of residential permit applications reviewed per residential plan reviewer, per year	862	n/a	n/a	700
	Number of commercial permit applications reviewed per commercial plan reviewer, per year	n/a	n/a	n/a	180
	Percentage of total permit and plan review applications returned to applicant	44.6%	n/a	n/a	<40%
	Percentage of permits issued within one working day following approval	n/a	n/a	100.0%	95.0%
	<i>Inspections</i>				
	Percentage of total construction inspections completed by the next working day following service request	99.0%	85.7%	n/a	95.0%
	Number of inspections completed per inspector (all types) per year	1687	1245	n/a	1200

2009 Operating Budget  
Department of Development

		<u>Performance History by Program</u>			
Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	<i>Zoning, Rezoning and Variances</i>				
	Percentage of residential zoning clearance reviews completed within 2 working days of receipt from plan distribution	n/a	n/a	94.3%	95.0%
	Percentage of small scale commercial zoning clearance reviews completed within 3 working days of receipt from plan distribution	n/a	n/a	92.8%	95.0%
	Percentage of other commercial zoning clearance reviews completed within 3 working days of receipt from plan distribution	n/a	n/a	85.6%	95.0%
	Percentage of zoning adjustment applications where a decision is provided within 3 months of application filing	n/a	n/a	100.0%	95.0%
	Percentage of zoning adjustment applications where a decision is rendered within 90 days of application filing deadline	n/a	n/a	77.3%	95.0%
	Percentage of rezoning applications processed within 3 days of application filing deadline	n/a	n/a	100.0%	95.0%
	Percentage of rezoning applications where the zoning ordinance is submitted to the City Clerk within 90 days of application filing deadline	n/a	n/a	17.2%	95.0%
	Percentage of council variance applications processed within 3 working days of filing deadline	n/a	n/a	100.0%	95.0%
	Percentage of Council variance applications where the legislation is submitted to the City Clerk within 10 weeks of application filing deadline	n/a	n/a	42.4%	95.0%
	Percentage of Graphics Commission applications processed within three days of application filing deadline	n/a	n/a	100.0%	95.0%
	Percentage of Graphics Commission applications where a decision is rendered within 90 days of application filing deadline	n/a	n/a	93.8%	95.0%
Code Enforcement	Percentage of non-emergency code enforcement requests investigated within 10 business days	82.7%	80.9%	84.4%	80.0%

2009 Operating Budget  
Department of Development

		Performance History by Program			
Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Percentage of emergency code enforcement requests investigated within two business days	78.6%	74.3%	81.6%	70.0%
	Percentage of orders resolved with three or fewer inspections/visits	n/a	93.6%	n/a	80.0%
	Rate of voluntary compliance by property owner within 90 days	86.4%	87.8%	95.0%	80.0%
	Number of inspections completed per inspector per month (including re-inspections)	n/a	127	118	127
Environmental Unit	Percentage of properties abated of weeds and/or solid waste within 30 days	98.8%	99.1%	n/a	95.0%
	Percentage of requests for escrow funds released to named insured within 24 hours	n/a	100.0%	100.0%	95.0%
	Percentage of properties secured within 48 hours of receiving request	100.0%	100.0%	100.0%	95.0%
	Percentage of solid waste complaints investigated within 72 hours of complaint	72.4%	68.8%	90.2%	70.0%
Pride Centers and Neighborhood Liaisons	Number of service requests fielded by pride center managers and neighborhood liaisons	34,678	n/a	23,658	28,000
	City expenditure per pride center, on average	\$ 125,928	\$ 119,400	n/a	\$ 120,000
	Number of times pride centers must close during regular business hours	n/a	n/a	97	130
	Number of evening and weekend staff hours dedicated to managing area commissions, civic organizations and other community or neighborhood entities	n/a	n/a	1320	1000
	Percentage of area commission funds expended	n/a	n/a	22.0%	100.0%
	Percentage of customers/citizens served rating neighborhood liaison and pride center services as good or excellent	n/a	n/a	n/a	75.0%

2009 Operating Budget  
Department of Development

		<u>Performance History by Program</u>			
Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Number of volunteers/assistants/interns at pride centers, citywide	n/a	n/a	25	24
Neighborhood Pride	Number of pride week sites	6	6	3	4
	Number of returning pride partners	31	5	53	35
	Number of new pride partners	133	119	49	90
	Number of residents attending pride community nights only	1070	1505	500	700
	Number of children participating in bike safety festivals	1688	2607	1003	1250
	Number of participants in mini-pride events	n/a	2118	n/a	2000
Planning Division	<i>Planning</i>				
	Percentage of plans completed and adopted within 14 months	n/a	n/a	66.7%	75.0%
	Number of new plans, updates, and amendments adopted	3	6	3	4
	Percentage of corporate boundary covered by an adopted plan	71.1%	74.1%	75.9%	85.0%
	Percentage of adopted plans older than 10 years	24.3%	22.0%	20.5%	<20%
	<i>Historic Preservation</i>				
	Percentage of informational packets delivered to Commissioners at least one week prior to Commission meeting	n/a	n/a	97.1%	90.0%
	Percentage of staff approvals granted within three working days of application submission	n/a	n/a	94.2%	65.0%
	Percentage of (unduplicated) applications presented to Commissioners receiving approval within 90 days (excludes staff approvals)	n/a	n/a	83.7%	80.0%
	Percentage of 106 reviews (for eligibility) completed within one week of receipt	n/a	n/a	91.9%	95.0%
	Percentage of 106 reviews (alterations) completed within one week of receipt	n/a	n/a	96.0%	95.0%

2009 Operating Budget  
Department of Development

		Performance History by Program			
Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Housing Development and Finance Staff	<i>Down payment Assistance Program</i>				
	Number of first time homebuyers assisted in buying a home	88	93	36	90
	Average city dollars expended per homebuyer assisted through down payment assistance program	\$ 4,666	\$ 4,654	\$ 4,809	\$ 5,100
	Total city expenditure for down payment assistance program (American Dream Downpayment Initiative)	\$ 410,635	\$ 432,783	\$ 173,117	\$ 484,500
	Average sale price of homes purchased in the down payment assistance program	\$ 95,814	\$ 95,175	\$ 98,802	\$ 120,000
	Percentage of mortgages filed that are released at the end of the 5 year affordability period	n/a	n/a	n/a	80.0%
	<i>Housing Development Program</i>				
	Number of units sold to owner-occupant buyers in homeownership development program	33	34	19	30
	Number of units completed for owner-occupant homebuyers in homeownership development program	n/a	41	12	30
	City development dollars in housing development program for sold units only	\$ 746,368	\$ 1,020,035	\$ 699,849	\$ 1,050,000
	Other development dollars in housing development program for sold units only	\$ 3,124,280	\$ 3,896,350	\$ 2,192,290	\$ 3,900,000
	Total dollars spent on unit development (for sold units only) in housing development program	\$ 3,870,648	\$ 4,916,385	\$ 2,892,139	\$ 4,950,000
	Percentage of city dollars in total project (for sold units only) in housing development program	19.3%	20.7%	24.2%	22.0%
	Average city expenditures per unit	\$ 22,617	\$ 30,001	\$ 36,834	\$ 35,000
	Average other expenditures per unit	\$ 94,675	\$ 114,599	\$ 115,384	\$ 125,000
	Average total expenditures per unit	\$ 117,292	\$ 144,600	\$ 152,218	\$ 155,000

2009 Operating Budget  
Department of Development

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
<i>Rental Housing Production/Preservation Program</i>					
	Number of rental units completed	609	326	16	365
	City expenditures for rental housing development	\$ 5,484,568	\$ 3,622,600	\$ 240,000	\$ 2,550,000
	Other expenditures for rental housing development	\$ 41,881,199	\$ 30,689,601	\$ 1,529,308	\$ 37,138,821
	Total dollars spent on rental housing development	\$ 47,365,767	\$ 34,312,201	\$ 1,769,308	\$ 39,688,821
	Percentage of city rental dollars in rental housing production/preservation program	11.6%	10.6%	13.6%	14.0%
	Average city dollars spent per rental unit	\$ 9,006	\$ 11,112	\$ 15,000	\$ 15,000
	Average other dollars for rental development in rental housing production/preservation program per unit	\$ 68,770	\$ 94,140	\$ 95,582	\$ 101,750
	Average total dollars spent per unit	\$ 77,776	\$ 105,251	\$ 110,582	\$ 116,750
	Number of rental projects monitored	60	59	32	80
	Number of city assisted units for households at 60 percent of average median income	609	296	16	365
<i>Residential Tax Incentive Program</i>					
	Number of new housing units for homebuyers approved for residential tax abatement (new construction and rehabilitation)	33	35	126	35
	Number of rehabilitated owner-occupied housing units for homebuyers approved for residential tax abatement	0	3	0	4
<i>Home Rehabilitation and Repair</i>					
	Number of homes completed	813	994	634	500
	Total city assistance expenditures	n/a	\$ 1,714,679	\$ 1,421,872	\$ 2,000,500
<i>Supportive Housing Program</i>					

2009 Operating Budget  
Department of Development

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
	Percentage of men in emergency shelter who achieve successful outcomes	19.0%	20.0%	n/a	15.0%
	Percentage of women in emergency shelter who achieve successful outcomes	23.0%	25.0%	n/a	24.0%
	Percentage of families in emergency shelter who achieve successful outcomes	60.0%	65.0%	n/a	70.0%
	Percentage of city-funded supportive housing units occupied	n/a	99.0%	96.1%	95.0%
	Percentage of city-funded households in permanent supportive housing achieving successful outcomes	new	new	new	90.0%
	Emergency shelter recidivism rate	new	new	new	10.0%



## **Department of Finance and Management**

### **Department Description**

The Department of Finance and Management is comprised of the Director's Office and three operating divisions - Financial Management, Facilities Management, and Fleet Management.

The Director's Office provides overall coordination and policy direction for the three divisions. This office also oversees the management of city real property including the acquisition and sale of land, and the construction and/or renovation of various buildings and facilities. Departmental fiscal, human resource and legislative processing functions are also centrally coordinated by this office.

Financial Management oversees the development, monitoring and control of the city's operating budgets. Additionally, debt management, including coordination of the capital improvements budget and the six-year capital improvements program and grants management, including budget preparation and program monitoring for several federal grant programs, are housed within Financial Management. This division also oversees the purchasing office which is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. The performance management office, which is responsible for the development and maintenance of performance management systems throughout the city, is also managed in this division.

Facilities Management is responsible for the maintenance, energy management, and security for the city hall complex, police and fire facilities, the Jerry Hammond Building, the Public Health complex, and the Piedmont/Carolyn Avenue facilities.

Fleet Management maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern acquisition, maintenance, use and disposal of vehicles. The goal is to deploy the most cost effective vehicle, reduce underutilized vehicles, and to eliminate older high-maintenance vehicles from inventories.

### **Department Mission**

To protect and to enhance the fiscal integrity and efficient management of the city while promoting the Mayor's citywide program initiatives.

## **Strategic Priorities for 2009**

### **Peak Performance**

- Columbus\*Stat, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, will continue in 2009, focusing on accountability using performance management dashboards to review performance.
- Continue to incorporate performance management information into the budget process. The city continues to make significant progress in the collection and cataloguing of data that measure the performance of various city programs. The department will examine the ways to more effectively link performance information with accounting information, thus enabling better estimates of productivity, efficiency and cost-effectiveness.
- Continue to provide necessary support and information to the Department of Technology in its efforts to establish a capital improvement projects tracking system that is fully integrated with the accounting system and has a GIS component. The Department of Technology is developing this system in-house. The system will track the progress of various capital infrastructure improvement projects throughout the city and will help departments keep their capital projects on-time and within budget. The timely completion of capital projects ensures that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.
- Implement, in cooperation with the City Auditor's office, a tool that will enable city vendors to perform a full range of procurement functions online. This system will integrate fully with the city's accounting system and offer online vendor registration.
- Continue to implement the city's environmentally preferable purchasing program by incorporating language in appropriate bid documents, adding website information regarding environmentally preferable purchasing, researching environmentally friendly products and communicating and educating vendors and city agency staff on the program.
- Operate within adopted and capital budgets and continue to integrate performance measures into the budget process.
- Develop and promote citywide policies that will govern acquisition, maintenance, use and disposal of vehicles. Work with city departments/divisions to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the fleet.
- Provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited, but productive capacity.

- Work with partners within the city and community to identify green opportunities, new fleet technological developments, and training.
- Continue to emphasize and make available opportunities for Fleet employees to continue Automotive Service Excellence (ASE) training, maintain ASE Blue Seal for the Fleet Division, Emergency Vehicle Technician (EVT) training, and similar certifications.
- Continue to review all parts used in all Fleet operations and work to decrease costs on the same through the process of “after-market” parts usage, without compromising quality standards.
- Complete construction of the new Westside neighborhood family health center to serve residents of Franklinton, the Hilltop and Westland.
- The construction management office will work with the Mayor’s Office, the Columbus Public Health Department, Columbus Neighborhood Health Centers, Inc. and community partners on the south side to design the new Southside family health center. The center will be located on Parsons Avenue, on the former site of the Schottenstein’s store. This center will not only provide much needed health services for families living on the south side of Columbus, but will also help spur economic development in the area. Funds are programmed for both facility design and construction. Construction is projected to be completed by 2012.
- The real estate management office will continue to review and update various city leases, many of which have not been updated in many years. The office continues to work toward standardizing these documents to ensure that proper terms and protections are included in all city leases. In addition, the office will assist other city departments and divisions with the acquisition of land and facilities, either for purchase or lease in order to meet operational needs.
- The office of construction management will complete construction of new electric service to city hall and reconfigure electrical power and communications lines below grade for the city hall complex. A new security command center will be built in city hall. Construction for numerous building improvements will begin at the municipal court facility, in advance of comprehensive renovation. Construction of the new Westside Health Center will proceed throughout 2009.
- The Facilities Management Division will institute new preventive maintenance programs for heating and cooling systems and roofs for the facilities under its purview. These programs will reduce overall maintenance costs, help prevent major equipment failures and extend the life of existing building systems.

### **Safety**

- The new Police heliport on West Broad Street will be completed. Construction will begin on the new Police impound lot and parking violations complex near Frank Road. Design of the new Police property room will be completed and design for the crime lab will proceed. Both of these functions will be located in a building on Woodrow Avenue. Numerous police substations and other safety facility upgrades and improvements will be completed as well.
- Under the leadership of the new security manager, the Facilities Management Division will begin upgrading security protocols at various locations. These upgrades will include new training regimes, new standard operating procedures, changes in facility layouts and equipment upgrades.
- Continue to monitor the strength levels of the city's safety forces in light of the Deferred Retirement Option Plan (DROP) and its potential impact of staffing levels and develop contingency plans to address various scenarios.
- Prepare for possible public emergencies and make facilities safer for citizens and city employees.

### **Downtown Development**

- Design will be completed, and construction possibly begun, on the renovation and reuse of 120 West Gay Street, the old police headquarters. Various city departments and divisions will be relocated from obsolete, high maintenance buildings to this facility upon project completion.

### **Customer Service**

- Fleet Management continues to work with customers to implement service level agreements and will continue scheduled consumer panel meetings as a means to identify and resolve customer service issues and problems, and to identify opportunities for improvement.
- Refine efficiency processes through the consolidation efforts of moving into the Groves Road fleet operations. Continue to reduce down times on all equipment repaired at the new Groves Road facility. The new facility increases the space to service vehicles, provides adequate parking and improved security, thereby improving customer service.

### **Neighborhoods**

- Honor the good neighbor agreement with adjacent property owners and businesses of the fleet maintenance facility on Groves Road.

### **Education**

- Educate the internal stakeholders as to what services the Fleet Management Division offers and how to best use them.

## 2009 Budget Notes

### **Financial Management**

- In 2009, \$1.65 million is budgeted for the city's contract with the public defender, which provides legal counsel to indigent persons charged with criminal offenses. In 2007, City Council transferred the responsibility for this contract from its own budget to the Financial Management Division.
- Various expenditure items are initially budgeted in the Finance and Management Department and, as necessary, transferred to other departments throughout the year. In 2009, this includes projected legal expenses and \$1.75 million for transfer to the 27<sup>th</sup> pay period fund.
- As was the case in 2008, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2009. This will reduce the volatility of projections for the general fund and eliminate the need to transfer funds from one agency to another at year-end to match projected billings.

### **Facilities Management**

- Due to financial constraints, the payment of almost \$1.662 million in real estate leases will be funded out of the special income tax fund in 2009. The majority of the leases are for the Department of Public Safety.
- Facilities Management's 2009 budget includes over \$6.4 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$292,333 is budgeted for custodial contracts for the Police and Fire academies and \$123,914 for the Public Health Department facility. Due to financial constraints, 2009 funding levels for the Police and Fire academies are 40 percent lower than 2008 expenditures. Because no Police or Fire recruit classes are budgeted in 2009, it is believed that this funding level will allow the Facilities Management Division to provide adequate custodial services to these facilities. The custodial contract for the Public Health Department facility will be funded for four months only. A full year's funding will be required in the 2010 budget.
- In 2007, the 1111 East Broad Street operations fund was established in order for the Facilities Management Division to deposit rental payments from non-city occupants of that building (now called the Jerry Hammond Building) as well as Facilities Management funds necessary for the operation of the facility. Lease payments for 2009 are projected at \$1,337,134. Total expenses in 2009 are projected to be just over \$1.6 million. The difference is budgeted in the general fund for transfer into the 1111 East Broad Street operations fund.

### **Fleet Management**

- The Division of Fleet Management's hourly labor charge is \$70 per hour for light vehicles and \$90 per hour for heavy. The mark-up on parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases will remain at 5 percent, and the markup on fuel will remain at 24 cents per gallon.
- There is \$1.5 million set aside in the Fleet Division's general fund for 2009 vehicle purchases.
- Fuel prices are budgeted at a wholesale cost. Every one cent fluctuation in the price of fuel relates to \$36,000 in savings or additional expense. Given the volatility of fuel prices over the past several months, this is an expense that will be closely monitored.

**Budget and Performance Measure Summary**

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Administration	\$ 3,196,272	\$ 3,280,186	\$ 3,574,523	\$ 3,331,646	\$ 3,179,633
Finance Citywide	4,679,480	3,565,000	-	179,000	2,400,000
Citywide Technology Billings	-	-	13,122,473	12,034,655	12,291,852
Financial Management	2,639,862	5,401,577	6,475,050	7,551,649	6,649,994
Facilities Management	14,313,320	17,071,324	17,117,245	17,183,021	16,271,251
Fleet Management	25,295,734	33,379,966	28,856,059	34,447,946	34,066,043
<b>TOTAL</b>	<b>\$ 50,124,668</b>	<b>\$ 62,698,053</b>	<b>\$ 69,145,350</b>	<b>\$ 74,727,917</b>	<b>\$ 74,858,773</b>

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. NOTE: The 2009 proposed budget figures for Finance and Management include mailroom services, which transferred from the Department of Technology in 2008.

**DIVISION SUMMARY BY CHARACTER**

<b>ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 2,547,759	\$ 2,496,968	\$ 2,116,668	\$ 2,086,987	\$ 1,816,351
Materials & Supplies	25,299	18,047	15,250	6,949	11,950
Services	167,141	259,712	119,215	117,302	149,109
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,740,199</b>	<b>\$ 2,774,727</b>	<b>\$ 2,251,133</b>	<b>\$ 2,211,238</b>	<b>\$ 1,977,410</b>
<b>ADMINISTRATION EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Services	\$ -	\$ -	\$ 365,000	\$ 285,000	\$ 295,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 365,000</b>	<b>\$ 285,000</b>	<b>\$ 295,000</b>



DIVISION SUMMARY BY CHARACTER					
<b>FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 1,174,876	\$ 2,047,734	\$ 2,618,698	\$ 2,460,232	\$ 2,271,625
Materials & Supplies	8,351	9,459	31,075	6,075	23,900
Services	257,738	2,029,214	1,487,793	2,602,015	1,841,064
Transfers	4,679,480	3,565,000	-	179,000	2,400,000
Citywide Technology Billings	-	-	13,122,473	12,034,655	12,291,852
<b>TOTAL</b>	<b>\$ 6,120,445</b>	<b>\$ 7,651,407</b>	<b>\$ 17,260,039</b>	<b>\$ 17,281,977</b>	<b>\$ 18,828,441</b>
<b>FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 462,461	\$ 478,607	\$ 543,662	\$ 506,626	\$ 339,262
Materials & Supplies	3,036	994	3,250	200	1,000
Services	392,764	439,946	233,950	196,722	182,964
Other Disbursements	108,448	158,786	165,889	165,889	-
<b>TOTAL</b>	<b>\$ 966,709</b>	<b>\$ 1,078,333</b>	<b>\$ 946,751</b>	<b>\$ 869,437</b>	<b>\$ 523,226</b>
<b>FINANCIAL MGMT - PRINT PRINT and MAIL SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 120,805	\$ 125,608	\$ 143,548	\$ 132,957	\$ 137,824
Materials & Supplies	35,194	29,536	37,500	30,052	41,850
Services	76,189	81,693	81,750	99,789	80,750
<b>TOTAL</b>	<b>\$ 232,188</b>	<b>\$ 236,837</b>	<b>\$ 262,798</b>	<b>\$ 262,798</b>	<b>\$ 260,424</b>

DIVISION SUMMARY BY CHARACTER					
<b>FINANCIAL MGMT - MAIL PRINT and MAIL SERVICES FUND EXPENDITURES SUMMARY</b>					
	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ -	\$ -	\$ 159,800	\$ 132,711	\$ 137,133
Materials & Supplies	-	-	4,000	2,500	4,500
Services	-	-	964,135	1,215,881	1,362,379
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,127,935</b>	<b>\$ 1,351,092</b>	<b>\$ 1,504,012</b>
<b>FINANCIAL MANAGEMENT NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY</b>					
	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 201,378
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	24,365
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,743</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>FACILITIES MANAGEMENT</b>					
<b>GENERAL FUND</b>					
<b>EXPENDITURES SUMMARY</b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2008</b>	<b>2009</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Actual</b>	<b>Actual</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 5,024,297	\$ 5,001,781	\$ 4,966,842	\$ 5,093,953	\$ 4,617,548
Materials & Supplies	424,815	444,902	478,543	408,113	408,106
Services	8,838,849	9,937,662	9,548,286	9,560,913	9,600,542
Other Disbursements	6,010	-	15,750	418	15,750
Capital	19,349	-	-	11,800	-
Transfers	-	250,000	491,702	491,702	-
<b>TOTAL</b>	<b>\$ 14,313,320</b>	<b>\$ 15,634,345</b>	<b>\$ 15,501,123</b>	<b>\$ 15,566,899</b>	<b>\$ 14,641,946</b>
<b>FACILITIES MANAGEMENT 1111</b>					
<b>E. BROAD ST. OPERATIONS</b>					
<b>SPECIAL REVENUE FUND</b>					
<b>EXPENDITURES SUMMARY</b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2008</b>	<b>2009</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Actual</b>	<b>Actual</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Materials & Supplies	\$ -	\$ 2,184	\$ 29,200	\$ -	\$ 52,200
Services	-	1,434,795	1,586,922	1,616,122	1,577,105
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,436,979</b>	<b>\$ 1,616,122</b>	<b>\$ 1,616,122</b>	<b>\$ 1,629,305</b>

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Capital	\$ -	\$ 3,491,392	\$ 130,000	\$ 1,074,263	\$ 1,517,413
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 3,491,392</b>	<b>\$ 130,000</b>	<b>\$ 1,074,263</b>	<b>\$ 1,517,413</b>

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 435,125	\$ 503,299	\$ 958,390	\$ 835,408	\$ 907,223
Services	20,948	2,160	-	-	-
<b>TOTAL</b>	<b>\$ 456,073</b>	<b>\$ 505,459</b>	<b>\$ 958,390</b>	<b>\$ 835,408</b>	<b>\$ 907,223</b>

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 7,668,429	\$ 8,057,245	\$ 9,090,615	\$ 9,342,810	\$ 9,075,664
Materials & Supplies	13,256,674	15,891,595	13,248,290	17,451,335	16,639,205
Services	3,453,971	3,722,212	3,878,800	4,077,378	4,251,900
Principal	30,000	1,004,237	1,380,000	1,380,000	1,420,000
Other Disbursements	44,688	5,313	5,000	639	-
Capital	69,925	84,967	-	-	90,000
Interest	772,047	1,123,005	1,123,354	1,121,521	1,071,861
<b>TOTAL</b>	<b>\$ 25,295,734</b>	<b>\$ 29,888,574</b>	<b>\$ 28,726,059</b>	<b>\$ 33,373,683</b>	<b>\$ 32,548,630</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
General Fund	\$ 23,173,964	\$ 29,551,870	\$ 35,142,295	\$ 36,134,377	\$ 36,965,210
Employee Benefits Fund	-	-	365,000	285,000	295,000
Print and Mail Services Fund	232,188	236,837	1,390,733	1,613,890	1,764,436
Special Revenue Fund	-	1,436,979	1,616,122	1,616,122	1,629,305
Fleet Management	25,751,807	30,394,033	29,684,449	34,209,091	33,455,853
CDBG Fund	966,709	1,078,333	946,751	869,437	523,226
Neighborhood Stabilization Fund	-	-	-	-	225,743
<b>TOTAL</b>	<b>\$ 50,124,668</b>	<b>\$ 62,698,053</b>	<b>\$ 69,145,350</b>	<b>\$ 74,727,917</b>	<b>\$ 74,858,773</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Administration					
General Fund	FT	34	24	25	21
Fleet Management Fund	FT	6	8	9	8
Financial Management					
General Fund	FT	11	26	27	26
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	2
Community Dev. Block Grant	FT	5	5	5	3
Neighborhood Stabilization Fund	FT	0	0	0	2
Facilities Management					
General Fund	FT	80	79	80	73
	PT	10	10	15	14
Fleet Management					
Fleet Management Fund	FT	120	117	130	126
	PT	1	1	3	3
<b>TOTAL</b>		<b>271</b>	<b>274</b>	<b>298</b>	<b>280</b>
*FT=Full-Time PT=Part-Time					

**2009 Operating Budget  
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Finance and Management Administration	To provide direction to all Finance and Management operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities.	\$ 1,132,218	\$ 1,044,490	\$ 1,960,829	\$ 1,734,154	10	10	21	19
Real Estate Management	To provide for: management, acquisition, sale, and leasing of real property (other than rights-of-way and utility easements) used in city operations; stewardship of all records of city-owned property, leases, deeds and other instruments as evidence of title; and administration of the city's property risk program.	\$ 463,675	\$ 568,885	\$ 954,547	\$ 825,684	6	6	6	5
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	\$ 508,850	\$ 711,774	\$ 659,147	\$ 619,795	6	7	6	5



2009 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	\$ 240,528	\$ 248,735	\$ 262,798	\$ 260,424	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	\$ 1,726,285	\$ 1,744,352	\$ 1,127,935	\$ 1,504,012	2	2	2	2
Purchasing	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.	\$ 1,469,454	\$ 1,526,502	\$ 1,234,546	\$ 1,114,934	16	16	14	13
Budget	To produce an annual budget and to provide financial monitoring information and analyses to city management so that they can have useful, credible, accurate and timely financial information from which to make informed decisions.	\$ 957,476	\$ 1,131,580	\$ 2,211,348	\$ 2,346,107	8	8	7	7

**2009 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Performance Management	To provide program performance analysis and reporting services to city management and department staff so they can make more-informed decisions to improve the quality and efficiency of city services.	\$ 341,191	\$ 381,887	\$ 451,833	\$ 437,642	4	4	4	4
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.	\$ 103,976	\$ 215,624	\$ 239,839	\$ 237,905	1	2	2	2
Grants Management	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG, HOPWA and NSP grant programs.	\$ 989,280	\$ 1,101,672	\$ 945,862	\$ 748,969	5	5	5	5
Financial Management Administration-Citywide Account	A holding account for later transfer to general fund divisions.	\$ 5,771,000	\$ 3,650,000	\$ 2,409,775	\$ 2,400,000	0	0	0	0

2009 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	\$ -	\$ -	\$ 13,122,473	\$ 12,291,852	0	0	0	0
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	\$ 16,122,560	\$ 13,623,537	\$ 15,857,887	\$ 19,116,901	8	8	7	9
Tire Shop	To provide assorted sizes of tires for city autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.	\$ -	\$ 383,068	\$ 199,972	\$ 707,702	0	6	3	4
Body Shop	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for city use in the application of any special decals or effects.	\$ -	\$ 321,979	\$ 356,424	\$ 270,630	0	5	5	4

**2009 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Transportation	To provide on-site vehicle repairs and preventive maintenance to all Transportation vehicles in a timely and cost efficient manner.	\$ -	\$ 1,036,394	\$ 999,568	\$ -	0	16	14	0
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	\$ -	\$ 4,195,209	\$ 2,321,950	\$ 1,675,031	0	22	30	22
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	\$ -	\$ 616,323	\$ 827,026	\$ 3,408,330	0	9	13	47
Alum Creek	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ -	\$ 607,752	\$ 450,466	\$ 492,911	0	9	8	7
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ -	\$ 841,821	\$ 491,167	\$ 489,943	0	12	9	7

2009 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ -	\$ 614,470	\$ 593,134	\$ 504,565	0	9	10	7
Small Engine Shop	To provide small engine repairs and preventive maintenance on Recreation & Parks equipment in a timely and cost efficient manner. Also to provide boat and motorcycle repairs and preventive maintenance as requested in a timely and cost efficient manner.	\$ -	\$ 346,335	\$ 350,263	\$ -	0	5	5	0
Marine Shop	To provide support for Fire, Police, and Recreation and Parks for all boats & motors.	\$ -	\$ -	\$ -	\$ 68,446	0	0	0	1
Motorcycle Shop	To provide support for Police motorcycles including monthly preventative maintenance and ongoing repairs.	\$ -	\$ -	\$ -	\$ 68,830	0	0	0	1

**2009 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Customer Service	To provide a safe waiting area and related services for those end users that bring city vehicles in for quick repairs.	\$ -	\$ -	\$ -	\$ 267,699	0	0	0	4
Fire Maintenance	To provide heavy duty truck and fire apparatus repair and preventive maintenance for Fire Division equipment on site in a timely and cost efficient manner.	\$ -	\$ 870,009	\$ 1,011,639	\$ -	0	13	16	0
Fleet Maintenance	To provide timely and effective repairs to the automotive, light and heavy equipment that are brought into the shops by our customers.	\$ 7,248,692	\$ -	\$ -	\$ -	107	0	0	0
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	\$ 2,565,775	\$ 4,070,408	\$ 5,266,563	\$ 5,477,642	8	8	10	13
Vehicle Purchases	To provide the city's agencies with new vehicles.	\$ 930,000	\$ 5,000,000	\$ 130,000	\$ 1,517,413	0	0	0	0

**2009 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Building Maintenance Services	To provide efficient and effective maintenance program ensuring customer service in all buildings under the purview of the Facilities Management Division.	\$ 2,237,532	\$ 2,781,066	\$ 2,826,998	\$ 2,127,047	36	35	32	28
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	\$ 3,083,268	\$ 3,404,965	\$ 3,526,185	\$ 3,136,469	31	36	35	35
Security	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.	\$ 603,790	\$ 561,562	\$ 638,998	\$ 733,789	7	5	6	6
Energy Management	To create more energy efficiencies in buildings under Facilities Management's purview.	\$ 5,811,253	\$ 7,720,327	\$ 6,912,440	\$ 6,529,243	0	0	0	0
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	\$ 1,465,753	\$ 2,642,074	\$ 2,567,841	\$ 3,131,762	2	2	2	1

**2009 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	\$ 833,031	\$ 890,699	\$ 644,783	\$ 612,941	3	3	2	3
		\$ 54,605,587	\$ 62,853,499	\$ 71,554,236	\$ 74,858,772	262	265	276	263

NOTE: The general fund 2008 and 2009 figures do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program date does not match department summary data due to differences in data being reported (i.e. budgeted versus actual). This is compounded in cases of departmental reorganizations, such as Department of Technology, during this timeframe.

NOTE: The 2009 budget figures for Finance and Management include mailroom services, which was transferred from the Department of Technology in 2008.



2009 Operating Budget

Department of Finance and Management

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Finance and Management Administration	Number of bond rating agencies giving City of Columbus highest possible rating	3	3	3	3
	Percentage economic stabilization fund balance to prior year operating expenditures*	7.0%	7.1%	n/a	5.0%
	Operating expenditures per capita*	\$ 780	\$ 820	n/a	\$ 850
	Percentage of operating expenditures to city personal income	3.6%	4.0%	n/a	3.8%
*Total General Fund operating expenditures used in calculations; City income estimates from US Census Bureau, American Community Survey.					
Real Estate Management	Percentage of leases renewed prior to expiration	n/a	n/a	75%	88%
	Real estate management expenditure per million dollars in value of assets held	n/a	n/a	\$ 100	\$ 500
	Percentage of leases negotiated at market rate	n/a	n/a	100%	95%
	Lease cost per square foot of facility where the city is a tenant	n/a	n/a	\$ 2.12	\$ 15.00
Construction Management	Percentage of construction and renovation dollars (spent or planned) for projects that are officially LEED certified	n/a	n/a	63%	60%
	Percentage of design projects proceeding on schedule	n/a	n/a	68%	75%
	Percentage of design projects proceeding within original budget	n/a	n/a	71%	75%

2009 Operating Budget

Department of Finance and Management

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Percentage of construction, renovation and repair projects proceeding on schedule	n/a	n/a	85%	80%
	Percentage of construction, renovation and repair projects proceeding within original budget	n/a	n/a	85%	85%
	Change order cost per million dollars of construction, renovation managed (\$ above contingency requiring a budget adjustment)	n/a	n/a	\$ 11,324	\$ 20,000
	Capital delivery costs as a percentage of total project costs (new construction and renovation)	n/a	n/a	14.2%	<15.0%
	Construction/renovation \$ managed per Project Manager	n/a	n/a	n/a	\$ 5,000,000
Print Shop/ Copy Center	Average number of days to complete copy/print job	5.5	4.7	3.4	5.0
	Percentage of print/copy jobs completed to customer satisfaction	95%	100%	100%	90%
	Percentage of print/copy jobs that were outsourced by city departments that were not offered to Print/Copy Center	n/a	2.9%	4.5%	5.0%
	Percentage of print/copy job requests fulfilled	n/a	100%	100%	95%
	Percentage of print/copy jobs printed on recycled content paper	n/a	7%	98%	80%
Purchasing	Percentage internal customers rating overall purchasing service as good or excellent	n/a	74.7%	n/a	75.0%
	Average number of days for informal bid turnaround citywide	25	23	25	24
	Average number of days in purchasing for informal bid	20	19	19	19
	Average number of days for formal bid turnaround citywide	141	127	130	140

2009 Operating Budget

Department of Finance and Management

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Average number of days in purchasing for formal bid	120	109	98	115
	Average number of of bids received per bid request	n/a	4	4	4
	Percentage of city employees who need procurement training who are trained	n/a	66%	79%	95%
Budget Management	Average satisfaction rating with budget process	3.4	3.0	n/a	3.2
	Percentage of city staff customers satisfied with information provided by budget staff	100%	92%	n/a	93%
	Percentage accuracy of third quarter general fund expenditure projections	100%	100%	n/a	100%
	Percentage accuracy of three year plan revenue forecast for current year	99%	99%	n/a	99%
	Percentage accuracy of three year plan revenue forecast second year of plan	94%	98%	n/a	94%
Performance Management	Percentage of customers indicating they have performance information required to make more-informed decisions	new	new	new	80%
	Overall customer satisfaction rating with Columbus*Stat performance management process	4.1	3.9	n/a	4.5
	Percentage of performance measures showing improvement from the same time last year	new	new	new	80%
	Percentage of customers satisfied with responsiveness of performance analysts	new	80%	n/a	80%
	Percentage of performance measures on "green" (those where targets are met or exceeded)	new	new	new	60%

2009 Operating Budget

Department of Finance and Management

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Debt Management	Total general obligation debt per capita	\$ 3,195	\$ 3,427	n/a	\$ 5,000
	City general obligation debt per capita	\$ 2,322	\$ 2,424	n/a	\$ 3,000
	Percentage unvoted general obligation debt to assessed property value	0.8%	1.1%	n/a	5.5%
	Percentage general obligation debt to assessed property value	4.6%	5.0%	n/a	10.5%
Grants Management	Percentage of grant-funded programs monitored by the city that are in compliance at first review with federal and local regulation	75%	100%	87%	100%
	Percentage of CDBG grant benefits to low and moderate income persons (defined as 80% or below of area median income)	85%	90%	n/a	70%
	Percentage of HUD grant expenditures in compliance with fiscal and program requirements at first review	100%	100%	n/a	100%
Fleet Maintenance	Percentage of fleet maintenance customers rating service as satisfactory or better	93%	95%	91%	85%
	Percentage of fleet units within preventative maintenance service schedule (excluding Utilities)	88%	90%	93%	90%
	Percentage of fleet maintenance work orders with re-works	n/a	n/a	0.18%	3.0%
	Percentage of available fleet mechanic hours billed	69%	71%	71%	70%
	Dollars of inventory in parts room over 730 days	\$ 91,212	\$ 47,127	\$ 26,676	\$ -
	Percentage of mechanics with ASE certification	n/a	n/a	75%	75%
	Average annual downtime- all shops (days)	3.79	3.87	2.14	3.00

2009 Operating Budget

Department of Finance and Management

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Total dollar volume of inventory in parts room	\$ 896,029	\$ 642,587	\$ 725,378	\$ 750,000
Fleet Management Administration	Overall vehicle availability rate	n/a	n/a	145%	100%
	Percentage "green" diesel retrofits completed	n/a	n/a	0%	35%
	Number of gallons fuel (all types) utilized for city fleet	3,610,381	3,915,973	1,743,188	3,837,653
	Percentage of city vehicles within replacement schedule	n/a	n/a	n/a	TBD
	Number of recordable injuries	14	19	8	10% reduction
	Number of lost work days	106	276	78	10% reduction
	Revenue earned per city vehicle auctioned, on average	\$ 1,582	\$ 1,813	\$ 1,132	\$ 1,100
Building Maintenance Services	Number of building maintenance work orders received per 100,000 square feet maintained per month	35.6	26.7	24.7	33.0
	Percentage of building maintenance work orders closed within 72 hours of request	74%	87%	88%	86%
	Percentage of preventive maintenance work orders completed on time	n/a	72%	88%	87%
	Average building maintenance expenditure per square foot maintained, per month	n/a	\$ 0.14/SF	\$ 0.13/SF	< \$ 0.15/SF
	Number of total work orders closed per building maintenance worker per month	15.3	16.9	21.1	19.6
Custodial Services	Percentage of custodial customers satisfied with restroom cleanliness	65%	32%	74%	80%
	Percentage of custodial customers satisfied with office floor cleanliness	59%	37%	59%	70%

2009 Operating Budget

Department of Finance and Management

Performance History by Program

Program	Measure	Performance History by Program				
		2006	2007	2008 Mid-Year	2009 Target	
	Percentage of custodial customers satisfied with responsiveness of custodial staff	n/a	70%	85%	80%	
	Number of pounds of recycled materials gathered per building per month	1,500	2,748	2,852	2,995	
	Custodial service expenditures per square foot of facilities cleaned	\$ 2.59	\$ 2.25	\$ 1.29	\$ 2.36	
	Number of square feet of facilities cleaned per custodial labor hour	478	510	560	582	
Security Management	Number of security incidents reported	8	2	2	<12	
	Percentage of evening city building security tours performed of those required	81%	90%	92%	95%	
	Security expenditure per square foot of facilities managed	\$ 2.59	\$ 2.51	\$ 1.44	\$ 2.61	
Energy Management	Number of kilowatt hours of electricity used per square foot of facilities occupied per month	n/a	n/a	1.7	1.6	
	Number of cubic feet of gas used per square foot of facilities occupied per month	n/a	6.0	12.1	7.3	
	Energy expenditure per square foot of facilities occupied per month	n/a	n/a	\$ 0.28	\$ 0.28	
	Estimated savings through changes implemented in energy saving devices, design reviews, retrofits, etc.	n/a	n/a	\$ 195,336	\$ 50,000	

## **Department of Human Resources**

### **Department Description**

The Department of Human Resources provides leadership, direction and support to city departments. The department is responsible for administering employee benefit programs, coordinating and delivering citywide training and workforce development opportunities, designing and administering a fair, equitable, and market driven compensation management system and providing for the consistent and uniform administration of collective bargaining agreements.

The Department of Human Resources also develops and monitors occupational health and safety standards and drug-free workplace programs, coordinates citywide recognition and charitable programs, and ensures fair and equal treatment of employees and applicants.

### **Department Mission**

The mission of the Department of Human Resources is to promote and support organizational excellence through effective human resources programming administered in an environment that embraces diversity, quality customer service and professional development.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Customer Service/Peak Performance**

- In 2009 Human Resources will work collaboratively with Public Health, Finance and Management and the selected occupational safety medical services vendor to transition the administration and fiscal management of the city's occupational safety clinic from the Department of Public Health to Human Resources.
- The citywide occupational safety and health program (COSHP) will assist departments in conducting various safety audits, indoor air quality investigations, safety training and other safety and environmental programming aimed at reducing the risk of work related injuries and illnesses. COSHP will continue to work collaboratively with appointing authorities, City Council, the Ohio Bureau of Workers Compensation (BWC) and the Capital Area Safety Council to achieve the objectives required to obtain premium discounts and rebates.
- Targeted efforts to reduce workers' compensation costs will continue to be a priority. The employee benefits/risk management (EBRM) section will participate in the BWC's retrospective rating program and work collaboratively with our managed care organization, our actuarial consultant, the BWC and city departments to aggressively manage workers' compensation and injury leave claims. Efforts to improve injured workers' medical treatment and return employees safely to work will include employee accident and injury reporting procedure training as well as comprehensive claims management and

transitional work programs. EBRM will also participate in any available premium reduction programs offered by the BWC.

- In 2009, the “Healthy Columbus” program initiative will continue to focus on weight control, physical fitness and healthy lifestyle habits. Disease management programs will be offered to coordinate health care treatment and education for employees with chronic diseases in order to improve the employee’s overall health condition while reducing medical costs.
- A major priority for FY 2009 will be the successful implementation of the Columbus Human Resources Information System (CHRIS). This will be accomplished as part of an interdepartmental project team that includes Civil Service, the City Auditor, Technology and Human Resources.
- The MCP/ASR Performance Excellence Program (PEP) continues to be a priority in terms of ensuring its successful use as a departmental management tool. Human Resources with the support of the administration will continue to explore opportunities to enhance the functionality of the existing system as we transition to CHRIS.
- The Citywide Training and Development Center of Excellence (CTDCE) will partner with the Community Relations Commission, other city departments and Columbus Public Schools to ensure that training needs associated with the “New Americans Initiative” are met. CTDCE will also fully implement its training enterprise model thereby expanding opportunities to generate additional revenue.
- The Equal Employment Opportunity office will continue to focus on fair and equitable treatment of employees and applicants consistent with city policies and executive orders.
- Consistent administration of collective bargaining agreements and consistent application of HR policies citywide will be a priority for 2009. This will be achieved through a citywide human resources conference, periodic customer service visits with appointing authorities and their management teams and the continued utilization of the HR “Best Practices” committee.

### **2009 Budget Notes**

- The employee benefits fund includes \$100,000 in contractual services to assist departments in conducting safety audits, asbestos and mold assessment and abatement, safety training, and other environmental and occupational programming aimed at reducing risk exposure and work related injuries.
- Many expenses, both in personnel, material/supplies and services have shifted from the general fund to the employee benefits fund to more accurately reflect overall labor relations expenditures for the city.
- Over \$3.2 million is housed in the general fund to support the proposed severance package.
- The employee benefits fund includes funding for outside counsel to act as the city’s chief negotiator in 2009 negotiations.



## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Human Resources	\$ 3,714,977	\$ 4,145,985	\$ 4,308,271	\$ 4,121,192	\$ 7,389,961
<b>TOTAL</b>	<b>\$ 3,714,977</b>	<b>\$ 4,145,985</b>	<b>\$ 4,308,271</b>	<b>\$ 4,121,192</b>	<b>\$ 7,389,961</b>

NOTE: The 2009 budget includes \$3.23 million for the citywide severance plan. The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

FUND SUMMARY BY CHARACTER					
GENERAL FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 1,302,655	\$ 1,355,118	\$ 1,421,981	\$ 1,450,697	\$ 1,150,466
Materials & Supplies	23,547	38,198	30,257	27,389	24,825
Services	626,190	725,391	201,063	132,521	3,351,664
Other	-	250	-	-	-
<b>TOTAL</b>	<b>\$ 1,952,392</b>	<b>\$ 2,118,956</b>	<b>\$ 1,653,301</b>	<b>\$ 1,610,607</b>	<b>\$ 4,526,955</b>
EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 1,250,998	\$ 1,412,877	\$ 1,727,815	\$ 1,732,153	\$ 2,032,222
Materials & Supplies	44,719	28,924	44,000	43,764	20,720
Services	466,868	584,847	883,155	734,668	810,064
Other	-	381	-	-	-
<b>TOTAL</b>	<b>\$ 1,762,585</b>	<b>\$ 2,027,029</b>	<b>\$ 2,654,970</b>	<b>\$ 2,510,585</b>	<b>\$ 2,863,006</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General Fund	\$ 1,952,392	\$ 2,118,956	\$ 1,653,301	\$ 1,610,607	\$ 4,526,955
Employee Benefits Fund	1,762,585	2,027,029	2,654,970	2,510,585	2,863,006
<b>TOTAL</b>	<b>\$ 3,714,977</b>	<b>\$ 4,145,985</b>	<b>\$ 4,308,271</b>	<b>\$ 4,121,192</b>	<b>\$ 7,389,961</b>

DEPARTMENT PERSONNEL SUMMARY					
FUND	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
General Fund	FT	16	15	14	11
	PT	0	0	3	3
Employee Benefits Fund	FT	14	15	19	22
	PT	0	0	1	2
<b>TOTAL</b>		<b>30</b>	<b>30</b>	<b>37</b>	<b>38</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
Department of Human Resources

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Occupational Health and Safety	To provide leadership and policy development to ensure and improve the safety of all employees.	\$ 103,333	\$ 311,144	\$ 394,840	\$ 330,784	1	1	2	2
Employee Benefits/Risk Management	To promote employee development that strives for excellence through efficient, effective services responsive to the needs of the city's employees.	\$ 1,643,060	\$ 2,033,565	\$ 2,027,980	\$ 2,237,286	15	15	17	18
Employee Resources	To reward City of Columbus employees for their efforts in serving the citizens of Columbus and to expand outreach efforts to attract qualified candidates for employment opportunities with the City of Columbus.	\$ 87,592	\$ 103,633	\$ 110,694	\$ 110,261	1	1	1	1
Compensation	To develop, implement, and maintain compensation and performance management policies, procedures and programs in a manner that meets the needs of the citizens of Columbus for a qualified and motivated workforce, while also ensuring the fair and equitable treatment of our employees.	\$ 141,086	\$ 240,784	\$ 225,128	\$ 216,725	1	2	2	2

2009 Operating Budget  
Department of Human Resources

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Citywide Office of Training and Development	To provide workforce educational opportunities that enhance employee skills and maximize workplace potential and provide quality and affordable training and development opportunities to external agencies.	\$ 355,738	\$ 341,227	\$ 379,479	\$ 377,873	3	3	3	3
Labor Relations	To support the collective bargaining activity with each of the bargaining units and ensure, to the extent possible, consistent application of the provisions of the various collective bargaining contracts.	\$ 504,642	\$ 565,175	\$ 746,346	\$ 242,348	4	4	4	2
Human Resources Administration	To provide leadership and direction for the department and to provide related administrative functions for senior management.	\$ 741,670	\$ 876,027	\$ 351,457	\$ 3,499,097	5	3	3	3
EBRM Labor Relations		\$ -	\$ -	\$ -	\$ 294,936	0	0	0	2
Equal Employment Opportunity	To secure equal employment opportunity and fair treatment of the city's workforce.	\$ 115,628	\$ 125,076	\$ 132,197	\$ 80,651	1	1	1	0
		\$ 3,692,749	\$ 4,596,631	\$ 4,368,121	\$ 7,389,961	30	30	33	33

2009 Operating Budget  
Department of Human Resources

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs

NOTE: The general fund 2008 and 2009 figures do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

Additionally, the department shifted some labor relations expenses from the general fund to the employee benefits fund. Finally, \$3.2 million is housed in this department to fund costs associated with the proposed severance package.

2009 Operating Budget  
Department of Human Resources

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Administration	Average annual HR conference rating (1-5)	4.6	4.4	n/a	4.5
Equal Employment Opportunity	Number of EEO complaints per 1,000 City employees	3.3	4.0	1.0	<8
	Number of EEO training hours provided per EEO trainer	50.0	n/a	11.0	37.0
	Number of City employees provided EEO training per training hour provided	25.0	12.0	16.4	18.0
Employee Benefits/Risk Management	Average medical care expenditure per covered employee	\$ 6,934.78	\$ 7,080.29	\$ 3,894.30	\$ 9,800.00
	Average prescription drug expenditure per covered employee	\$ 2,094.97	\$ 2,360.48	\$ 1,267.17	\$ 3,200.00
	Percent change in lost days due to BWC accident claims from prior year	-37%	-19%	n/a	-10%
Occupational Safety and Health	Number BWC total allowed accident claims per 1,000 employees	111.7	109.0	n/a	121.9
	Percent change in BWC allowed accident claims from prior year	-15.1%	-0.6%	n/a	-10%
	Percent Industrial Hygiene and Safety Services completed	100%	100%	100%	80%
Labor Relations	Percent random drug & alcohol tests conducted within contract time frame	100%	100%	100%	100%
	Number non-uniform grievances received per month	10	n/a	9.6	10

2009 Operating Budget  
Department of Human Resources

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Percent non-uniformed grievances resolved without arbitration	98%	n/a	n/a	98%
	Average Labor Relations expenditure per city employee per month	n/a	\$ 4.32	\$ 3.42	\$ 8.00
Citywide Office of Training and Development	Average training class evaluation score (1-5)	4.3	4.3	4.5	4
Compensation	Percent city job classifications reviewed for compensation	17.8%	26%	9%	28%
	Percent merit pay rate increases reviewed	n/a	100%	100%	95%
Employee Resources	Average savings per implemented cost-saving suggestion	\$ 20,488.16	\$ 722,565.00	n/a	\$ 15,000.00
	Average return on investment per dollar invested for cost-savings awards	n/a	\$ 145.69	n/a	\$ 50.00
	Average charitable contributions received per participating City employee	\$ 116.96	\$ 131.59	n/a	\$ 135.00
	Percent city workforce recognized for length of service	16.9%	15.0%	n/a	13.0%
	Average cost of external web site job-posting hits	\$ 0.10	\$ 0.13	\$ 0.09	\$ 0.15
	Number of offers/discounts/coupons available to employees per month	6	5	7	6



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## **Department of Technology**

### **Department Description**

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems. The department institutes information management policies and procedures, maintains the city's information management systems and provides citywide telephone support. The department is also responsible for designing and maintaining the city's website, providing desktop and help desk support, operating the government access television channel, providing systems and applications support to the city's 311 call center and managing the city's telecommunication network. Additionally, the department's computer operation section provides printing, folding, inserting, and mailing services to enterprise agencies as well as project and account management, and procurement of technology related purchases to all city agencies.

### **Department Mission**

The Department of Technology will leverage technology to make Columbus the best-performing municipality in the Midwest.

### **Strategic Priorities for 2009**

In anticipation of a continued sag in the economy, the department will focus on the core business functions of the city with efforts to improve business processes through IT efficiency gains. In addition, the department will continue to partner with other city departments to carry out mission-critical citywide initiatives, many of which are described below. In so doing, the department is an important service provider, not just to other city agencies, but to residents of the Columbus Metropolitan Area as well.

### **From the Columbus Covenant:**

#### **Customer Service**

- Work with the Departments of Public Utilities, Recreation and Parks, Development, and Public Service to implement an internet and interactive voice response (IVR) credit card and e-check payment system. This service will permit citizens to make payment for various city services via the internet.
- Upgrade the city's internet services to provide local citizenry with increased access to local government services and information. In 2009, the department plans to offer a robust comprehensive knowledge base that can be used by residents to obtain information on the city's processes and how to request city services. Additionally, the department will continue to support and assist city departments in their efforts to reach out to their customers via the internet.
- Complete the upgrade to water and sewer information management system (WASIMS) and "Banner" which provide billing and customer service functions for the Department of Public Utilities.

### **Neighborhoods**

- Complete the Accela “one-stop-shop” permitting center system upgrade that will integrate and build upon the city’s geographical information system (GIS), the city’s 311 system, and a common citywide telephone service system. Mobile computing will be introduced, allowing city personnel who work in field locations to perform their duties at remote locations.
- Work with the Development Department to create a comprehensive interactive computer database that will track and provide information about city-acquired abandoned properties, thereby creating better opportunities for these lots and/or structures to be acquired and put into productive use.

### **Safety**

- Complete implementation of the Department of Public Safety’s automated staffing system that utilizes state-of-the-art information technology and telephony technology.
- Work with the Department of Public Safety to put into operation a new and improved computer aided dispatch (CAD)/911 system.
- Work with the Department of Public Safety to develop a plan to upgrade several Police applications to newer server platforms which will improve service delivery as well as reduce costs.

### **Economic Development**

- Continue to refine the development of and implement portions of a citywide connectivity plan that will outline the most efficient means by which to connect to city facilities for data exchange and telephone voice traffic. Continue researching and implementing wireless/fiber optic/broadband network technology and integrating it with the overall city network when practical. The department will use the information from this plan to determine the extent to which connectivity can be used as an incentive for economic development.

### **Peak Performance**

- Complete the implementation of the new state-of-the-art Columbus human resource information system (CHRIS).
- Work with the Auditor’s Office to successfully upgrade the citywide financial systems.
- Continue to support the city’s 311 customer system that provides access to city services and city information with the highest possible levels of customer service delivery.
- Continue to build the infrastructure of the information technology disaster recovery center in order to provide the most effective location to reconstitute mission-critical applications in the event the citywide data center is compromised.

- Continue the roll out of transferring most city telephone services to a voice over internet protocol (VoIP), taking advantage of the city's current data network infrastructure investment by providing the latest technological advancements that will allow the city to dramatically reduce telephone line costs while providing enhanced telephony service. Telephone calls will travel over the city's data network rather than a phone company's network.
- Complete the second phase of major renovations to the data center facility. Major systems to be replaced or upgraded in 2009 include the fire suppression system, the computer operations center and the office cooling system.
- Continue to expand geographic information system (GIS) capabilities with a greater focus on assisting city agencies in integrating graphical information from the GIS central repository. This repository contains the underlying geographic location information (e.g. street center lines, building and parcel locations) which is or will be utilized by many mission-critical applications such as the computer aided dispatch, 311 call center, the Accela "one-stop-shop" and WASIMS.
- Maintain service level agreements with all departments that have existing agreements.
- In 2008 through the reorganization of DoT, the enterprise security risk management (ESRM) security program was expanded and will continue to promote enterprise security as a key business enabler. The security program will continue to implement and maintain compliance with industry standards and federal requirements and regulations in the areas of enterprise policy, intrusion detection and prevention systems, and annual vulnerability assessments.
- Continue to apply the power management configuration at a rate of approximately 700 per year until all computers are changed over.
- Improve internal operations through the adoption and refinement of IT process best practices by taking a service orientation approach to providing customer value through a service catalog, a service portfolio and service level agreements.
- Develop a new and improved charge-back billing model.
- Implement a new information technology business process tool that proactively monitors the performance of key computer applications such as WASIMS, Performance Series, Accela, Vital Stats, and 311, thereby improving productivity and efficiency.
- Implement mobile technology for the Department of Public Utilities through the use of mobile dispatching/GPS which can disseminate and provide field employees immediate access to crucial information.
- Continue a 2008 project to replace old, end-of-life servers in which many mission-critical computer systems reside. These servers continue to be a maintenance problem due to the frequency and severity of their failures, which result in systems being unavailable. A proven technology, virtualization, is being employed to reduce costs while improving reliability of the systems.

## **2009 Budget Notes**

- The recommended budget for the Department of Technology's internal service fund of \$32,078,569 includes funding, with an allowance for vacancies, for 20 full-time staff in the Technology Director's Office and 122 full-time positions and 4 part-time positions in the Information Services Division. Unlike in prior years, the Department Director's Office now houses not only administrative staff, but the fiscal and human resources support staff as well.
- The various budgetary components for the Department of Technology reflect the consolidation of all funding for data processing, telecommunications and other information technology assets, and personnel associated therewith, for all executive branch divisions within the department.

## Budget and Performance Measure Summary

### DEPARTMENT FINANCIAL SUMMARY

<b>DIVISION SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Technology - Administration	\$ 4,879,548	\$ 6,129,426	\$ 6,583,118	\$ 5,579,274	\$ 8,481,749
Information Services	17,137,324	17,171,709	22,486,576	21,961,571	23,596,820
<b>TOTAL</b>	<b>\$ 22,016,872</b>	<b>\$ 23,301,135</b>	<b>\$ 29,069,694</b>	<b>\$ 27,540,845</b>	<b>\$ 32,078,569</b>

Figures for the Information Services Division do not include bond expenditures. Figures for 2006 and 2007 include Government Television Channel Interconnect, telephone and mailroom. Information Services 2008 and 2009 budget figures do not include mailroom services, as they were moved to Finance and Management in 2008.

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

## DIVISION SUMMARY BY CHARACTER

	2006	2007	2008	2008	2009
ADMINISTRATION INTERNAL SERVICE FUND	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 907,137	\$ 1,770,748	\$ 1,445,418	\$ 1,335,407	\$ 2,415,687
Materials & Supplies	1,185,543	1,405,766	1,078,603	1,024,280	1,308,050
Services	2,055,009	2,524,908	4,059,097	3,206,657	4,640,212
Capital	731,859	428,004	-	12,930	117,800
<b>TOTAL</b>	<b>\$ 4,879,548</b>	<b>\$ 6,129,426</b>	<b>\$ 6,583,118</b>	<b>\$ 5,579,274</b>	<b>\$ 8,481,749</b>
INFORMATION SERVICES INTERNAL SERVICE FUND	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 9,703,232	\$ 10,449,431	\$ 13,425,638	\$ 12,375,159	\$ 12,543,285
Materials & Supplies	363,479	282,147	341,252	756,051	426,245
Services	4,806,412	4,396,660	5,522,188	5,033,690	6,510,411
Principal	1,292,628	1,412,442	2,308,016	2,308,011	2,964,897
Other	25,298	19,193	-	-	-
Capital	526,583	104,921	167,100	800,799	354,600
Interest	417,492	506,915	722,382	687,861	797,382
Transfers	2,200	-	-	-	-
<b>TOTAL</b>	<b>\$ 17,137,324</b>	<b>\$ 17,171,709</b>	<b>\$ 22,486,576</b>	<b>\$ 21,961,571</b>	<b>\$ 23,596,820</b>

Figures for the Information Services Division do not include bond expenditures. Figures for 2006 and 2007 include Government Television Channel (GTC), Interconnect, telephone and mailroom services. 2008 and 2009 figures do not include mailroom services, which are reflected under the Finance and Management Department.

## DEPARTMENT SUMMARY BY FUND

<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Information Services	\$ 22,016,872	\$ 23,301,135	\$ 29,069,694	\$ 27,540,845	\$ 32,078,569
<b>TOTAL</b>	<b>\$ 22,016,872</b>	<b>\$ 23,301,135</b>	<b>\$ 29,069,694</b>	<b>\$ 27,540,845</b>	<b>\$ 32,078,569</b>

Figures for the Information Services Fund do not include bond expenditures.

## DEPARTMENT PERSONNEL SUMMARY

<b>DIVISION</b>	<b>FT/PT*</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budgeted</b>	<b>2009 Budgeted</b>
Admin General Fund	FT	0	0	0	0
Admin IS Fund	FT	8	22	10	20
Information Services	FT	110	117	136	122
	PT	1	1	5	4
<b>TOTAL</b>		<b>119</b>	<b>140</b>	<b>151</b>	<b>146</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
Department of Technology

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Technology Administration	To provide leadership and administrative support for the department by directing business office activities, including fiscal support, contract management, personnel and customer relations and to provide project management for enterprise-wide applications.	\$ 918,663	\$ 983,875	\$ 1,445,418	\$ 8,481,749	8	10	10	20
Information Services Administration	To provide leadership and administrative support for Information Services Division. Responsible for fiscal support services for the division including cable fund debt service, billing and revenue analysis, encumbrances, payments, payroll and human resources.	\$ 4,302,705	\$ 4,554,404	\$ 5,569,810	\$ 5,208,199	10	12	12	0
Citywide Technology Purchases	Funding for customer-specific technology-related supplies, equipment and services.	\$ 5,279,038	\$ 9,721,522	\$ 5,137,700	\$ -	0	0	0	0



2009 Operating Budget  
Department of Technology

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Desktop Support / End User	To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees.	\$ 1,774,653	\$ 1,961,958	\$ 2,803,669	\$ 1,515,776	21	24	24	15
Help Desk	To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges.	\$ 504,085	\$ 631,501	\$ 673,130	\$ 882,116	8	8	8	10
Systems Administration	To design, implement and maintain the city's core information technology data processing server infrastructure, and maintenance and support for the city's enterprise wide software licenses including Oracle services.	\$ 1,922,740	\$ 1,335,930	\$ 1,480,150	\$ 1,130,134	11	11	11	10
Applications Programming	To develop and/or maintain various information technology systems and applications that facilitate business practices throughout the city.	\$ 2,038,253	\$ 2,436,994	\$ 3,632,082	\$ 2,763,197	23	32	32	27

2009 Operating Budget  
Department of Technology

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Government Television Channel	To coordinate contracts for video programming services, prepare scripts and provide editing services for production programs.	\$ 770,130	\$ 712,122	\$ 743,876	\$ 522,287	5	5	4	3
Interconnect	To design and install city-owned fiber optic cabling plant, provide preventive maintenance and repair of outside fiber optic and coaxial cable plant, and to design, install and maintain inside building cabling.	\$ 752,691	\$ 725,305	\$ 790,816	\$ -	5	5	5	0
Metronet	To coordinate the design, installation, maintenance and repair of the city's metronet infrastructure.	\$ 994,376	\$ 1,037,423	\$ 1,201,539	\$ -	5	6	6	0
Network	To coordinate the design, installation, maintenance and repair of the city's metronet infrastructure as well as to maintain inside building cabling and design and install city owned fiber optic cabling plant, provide preventive maintenance/repair of outside fiber optic and coaxial cable plant.	\$ -	\$ -	\$ -	\$ 1,861,590	0	0	0	9

2009 Operating Budget  
Department of Technology

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Security	To ensure the availability, integrity, and confidentiality of the city's information systems, data network and externally hosted web sites and to help departments achieve their business goals through provision of risk mitigation services and security education.	\$ 367,292	\$ 250,688	\$ 260,933	\$ 820,497	2	2	2	8
Account Management	To provide information technology account management services to customer agencies.	\$ 598,910	\$ 588,815	\$ 585,369	\$ 543,606	7	7	5	5
Computer Operations	To provide the services of data and application storage on enterprise disk system and magnetic tapes, microfiche and printing of reports, mailing and CPU usage calculation.	\$ 1,512,486	\$ 1,404,055	\$ 2,407,232	\$ 2,184,305	0	0	0	12
311 Support	To maintain systems and applications for the city's 311 call center.	\$ 298,924	\$ 270,487	\$ 116,849	\$ -	2	3	2	0

2009 Operating Budget  
Department of Technology

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Web Support	To maintain and support citywide internet and intranet web applications, and provide web site links for citizens and departments.	\$ 624,856	\$ 729,335	\$ 932,083	\$ -	4	6	5	0
Database	To provide database administration to support the functions of the city's software applications.	\$ -	\$ -	\$ -	\$ 1,034,259	2	3	3	9
Telephone Services	To provide telephone services, training and consulting to city agencies.	\$ 132,678	\$ 137,559	\$ 147,431	\$ 230,283	2	2	2	3
GIS Systems	To provide project management and database administration for the citywide GIS project.	\$ 293,079	\$ 413,246	\$ 675,357	\$ -	2	3	3	0
Project Management	To provide IT services to project sponsors to enable them to receive new or enhanced technology to satisfy their business requirements.	\$ -	\$ -	\$ -	\$ 1,006,347	0	0	0	9
Contracts	To provide holding area for license fees and software maintenance agreements.	\$ -	\$ -	\$ -	\$ 3,288,632	0	0	0	0

**2009 Operating Budget  
Department of Technology**

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Architecture	To establish information technology standards for the city.	\$ -	\$ -	\$ -	\$ 281,842	0	0	0	2
Arlingate Data Center	To provide maintenance services to the city's data center facility.	\$ 465,810	\$ 431,602	\$ 466,250	\$ 323,750	0	0	0	0
		\$ 23,551,369	\$ 28,326,821	\$ 29,069,694	\$ 32,078,569	117	139	134	142

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

In 2009, mailroom services costs are budgeted under Finance and Management; the financial history for the years 2006 - 2007 has been shifted as well. The department reorganized functions in 2008. Data and figures in 2009 reflect current organization mission statements, financial and personnel data.

**2009 Operating Budget  
Department of Technology**

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid- Year	2009 Target
Technology Administration	Percentage of customer priority 1 and 2 incidents resolved within time standards	65%	69%	68%	80%
	Percentage of city department customers rating services as good/excellent	n/a	78%	n/a	90%
Desktop Support	Percentage of customer requests resolved within 30 days	n/a	86%	94%	96%
Help Desk	Percentage of customer help desk calls resolved during the call	62%	63%	60%	65%
	Percentage of customer help desk calls answered within 30 seconds	89%	93%	94%	90%
Telephone Services	Percentage of telephone line outages repaired within 48 hours	72%	81%	90%	80%
	Percentage of telephone modifications completed within 24 hours	70%	71%	93%	75%
	Percentage of installations/moves completed in 5 business days (downtown)	71%	83%	91%	90%
	Percentage of installations/moves completed in 10 business days (other)	98%	96%	84%	90%

## **Department of Columbus Public Health**

### **Department Description**

Columbus Public Health (CPH) protects, promotes and monitors the health of the public by:

- Assuring compliance with public health laws, mandates and regulations
- Establishing policy to address health issues and emerging health threats
- Providing preventive, environmental, community, clinical and home – based services

### **Department Mission**

Columbus Public Health is a leader in improving the health and safety of Columbus by monitoring community health status, identifying and addressing public health threats, enforcing laws that protect the public's health, and providing services to prevent and control disease.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Neighborhoods**

- Provide services to prevent, investigate and control infectious diseases, including communicable disease outbreaks, sexually transmitted infections, and food-borne and water-borne illnesses.
- Continue to assess the health needs of Columbus, as well as particular neighborhoods, specifically the Near East, West and South sides. Staff will also work with community residents to prioritize health issues and provide technical assistance on strategies to address them.
- Continue to provide high quality clinical services for children and families including, sexual health, immunization, dental and prenatal services. Staff will continue to reduce barriers to service by providing such services as translation and evening hours.
- As part of the active living institute, CPH will make Columbus a healthier community by working to lower the incidence of chronic diseases by implementing strategies to make Columbus an active and vibrant community. In 2009, the institute will work to expand access to fresh fruits and vegetables in the central-city urban neighborhoods where residents have limited or no access.
- Provide public health services, such as immunizations, tuberculosis testing, and prenatal services for immigrants and refugees and other vulnerable residents.
- Continue to work with groups such as Columbus Neighborhood Health Centers, Inc. (CNHC) and others to help support primary care for as many as possible.

## Public Health

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- Collaborate with Facilities Management Division during the construction phase of the West Side Family Health Center.
- Maintain staff nurses and social workers in neighborhood pride centers and other venues to assist vulnerable residents. The goal will be to protect their health and safety primarily by linking them to needed health and social services and through the community-focused public health nursing corps.

### **Safety**

- Continue departmental and community planning to prepare for and respond to a range of disasters or emergencies, including bioterrorism and a potential pandemic influenza outbreak. Community leadership, public education and staff training will continue in 2009 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

### **Education**

- Coordinate with other city departments and agencies to enhance the safety of children near and around schools.
- Improve health in minority communities, primarily African American and Latino populations, through faith based initiatives.
- Continue school inspection services and collaborative efforts with Columbus City School nurses to respond to children's pressing health needs.

### **Customer Service**

- Continue the community education for Columbus SIGNS, the system to better inform the public on the safety of restaurants, pools, schools and other venues inspected by the Environmental Health Division.

### **Peak Performance**

- Expand the e-mail notification system to provide important public health information to subscribers through Columbus Public Health's website.
- Enhance technology in the vital statistics area to allow for computer scanning and storage of birth and death certificates and regular access to data reports, including real time analysis of Franklin County residents.
- Further expand the orientation and training process for all new employees.



## **2009 Budget Notes**

- The 2009 budget for Columbus Public Health allows continued provision of public health services that are mandated, services that meet the priorities contained within the Columbus Covenant and a variety of programs that the Board of Health deems essential.
- The city will provide \$4.4 million in funding to the Columbus Neighborhood Health Centers, Inc., which provides primary care to individuals who are uninsured or without adequate health care coverage. This is a reduction of \$1 million from 2008 funding. In addition, the city will complete construction of a new Westside neighborhood family health center.
- The department will continue to address increasing public health and community imperatives such as the potential avian influenza outbreak, the infectious disease early warning system and youth violence reduction.
- Prenatal care will continue to be provided at two clinic sites, serving low income pregnant women. Due to budgetary constraints, one previously operated clinic site will not be funded in 2009. Columbus Public Health is working with community partners to identify resources that would continue to provide this important service.
- Both the dental clinic program, which serves uninsured clients, and the dental sealant program, which provide preventive sealants to low income school children, will be fully continued in 2009.
- Due to funding limitations, the rodent control program, previously funded at \$273,554, will not be funded in 2009.
- City funding for alcohol and drug services will be eliminated in 2009.
- The department will continue to address increasing public health and community imperatives and related infectious disease early warning systems in 2009.

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## Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2009 Estimated Expenditures	2009 Proposed
Health	\$ 26,390,545	\$ 27,696,032	\$ 26,037,117	\$ 26,273,431	\$ 22,078,340
<b>TOTAL</b>	<b>\$ 26,390,545</b>	<b>\$ 27,696,032</b>	<b>\$ 26,037,117</b>	<b>\$ 26,273,431</b>	<b>\$ 22,078,340</b>

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

## DIVISION SUMMARY BY CHARACTER

<b>HEALTH SPECIAL REVENUE EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 15,540,991	\$ 17,241,012	\$ 17,243,584	\$ 17,547,625	\$ 14,586,594
Materials & Supplies	531,187	520,799	635,325	648,475	654,375
Services	9,786,323	9,370,113	7,602,308	7,563,298	6,564,175
Other Disbursements	14,433	21,175	19,900	19,771	19,700
Capital	34,268	-	-	-	-
Transfers	180,000	190,000	180,000	180,000	-
<b>TOTAL</b>	<b>\$ 26,087,202</b>	<b>\$ 27,343,099</b>	<b>\$ 25,681,117</b>	<b>\$ 25,959,169</b>	<b>\$ 21,824,844</b>
<b>CDBG EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 303,343	\$ 347,161	\$ 350,078	\$ 308,340	\$ 253,496
Services	-	5,772	5,922	5,922	-
<b>TOTAL</b>	<b>\$ 303,343</b>	<b>\$ 352,933</b>	<b>\$ 356,000</b>	<b>\$ 314,262</b>	<b>\$ 253,496</b>

## DEPARTMENT SUMMARY BY FUND

<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Health Special Revenue	\$ 26,087,202	\$ 27,343,099	\$ 25,681,117	\$ 25,959,169	\$ 21,824,844
Community Dev. Block Grant	303,343	352,933	356,000	314,262	253,496
<b>TOTAL</b>	<b>\$ 26,390,545</b>	<b>\$ 27,696,032</b>	<b>\$ 26,037,117</b>	<b>\$ 26,273,431</b>	<b>\$ 22,078,340</b>

## DEPARTMENT PERSONNEL SUMMARY

<b>DIVISION</b>	<b>FT/PT*</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budgeted</b>	<b>2009 Budgeted</b>
Health	FT	216	210	220	184
	PT	44	41	50	53
Community Dev. Block Grant	FT	6	5	5	4
	PT	3	2	3	2
<b>TOTAL</b>		<b>269</b>	<b>258</b>	<b>278</b>	<b>243</b>

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Community Dental Services	To provide basic and preventive services to Franklin County families who are unable to access dental service due to cost.	\$ 567,569	\$ 621,244	\$ 754,649	\$ 766,073	6	6	7	7
Dental Sealants	To prevent tooth decay in children in low income families in Columbus.	\$ 219,911	\$ 238,989	\$ 196,217	\$ 201,917	1	2	1	1
Food Safety	To reduce the number of food borne illnesses in Columbus and Franklin County.	\$ 1,427,916	\$ 1,680,252	\$ 1,893,248	\$ 2,107,572	21	24	27	27
Perinatal Program	To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.	\$ 1,184,664	\$ 1,263,454	\$ 1,278,936	\$ 987,246	13	14	14	12
Public Health Standards	To monitor and document the department and community status regarding state and national public health standards.	\$ 196,498	\$ 211,246	\$ 300,543	\$ 378,317	2	2	3	3

2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Vital Statistics	To register, correct and provide birth and death information to the general public, funeral homes and other agencies in compliance with Ohio laws so they can have timely and accurate documents and information to obtain other vital services.	\$ 773,269	\$ 799,477	\$ 752,615	\$ 786,603	11	11	10	10
Healthy Schools	To protect the health and safety of community school children through elimination of environmental hazards in school facilities.	\$ 121,175	\$ 133,123	\$ 138,403	\$ 104,978	2	2	2	1
Columbus Neighborhood Health Centers	To provide financial support in the form of a contract to the Columbus Neighborhood Health Centers, Inc. (CNHC) for the delivery of primary care services to citizens of Columbus, and to monitor and review the performance of CNHC, Inc. to ensure compliance with contract provisions.	\$ 5,659,582	\$ 5,540,990	\$ 5,394,473	\$ 4,394,767	1	1	1	0

2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Occupational Health and Safety	To identify workplace hazards in city divisions and facilities, evaluate the identified hazards and implement strategies to control them, and develop employee exposure monitoring requirements and written programs for specified OSHA standards.	\$ 371,444	\$ 347,379	\$ 263,131	\$ 16,755	3	3	2	0
Health Administration	To provide leadership and direction for the department and to provide related administrative and clerical functions in the areas of fiscal, human resources, information systems, and facilities management.	\$ 5,317,491	\$ 5,518,161	\$ 3,350,019	\$ 2,552,040	40	40	37	32
Employee Assistance Program	To provide voluntary, confidential, professional and short-term counseling to city employees and their families experiencing personal problems that affect their job performance; to make referrals to community resources if appropriate, and to provide education and training on related topics.	\$ 364,690	\$ 378,868	\$ 401,829	\$ 411,292	5	5	5	5



2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Community Health Administration	To provide the administrative and clerical support functions for the community health division and to provide staff development services department-wide.	\$ 637,299	\$ 647,401	\$ 653,118	\$ 680,180	8	8	8	8
Community Health	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.	\$ 1,124,515	\$ 1,106,523	\$ 1,169,092	\$ 1,054,291	15	14	14	11
Alcohol and Drug Abuse	To provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and EAP referred clients in a clinic setting, and to provide education and prevention services to students in public schools.	\$ 417,274	\$ 397,590	\$ 366,571	\$ 71,720	4	3	2	0
MCH Home Visiting	To provide interdisciplinary home visits (public health, social worker, paraprofessional) for the assessment of health status, home environment, parenting skills and social support; to provide education and training to families; and to make linkages with community resources.	\$ 672,483	\$ 655,963	\$ 695,588	\$ 561,194	8	8	8	5

2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Injury Prevention	To attempt to reduce death and preventable injuries to children 14 and under by developing public awareness and education programs, and to advocate for more comprehensive public policy regarding safety issues.	\$ 70,176	\$ 84,280	\$ 93,747	\$ 29,849	1	1	1	0
Infectious Disease Administration	To provide the administration and clerical support for the infectious disease division.	\$ 125,756	\$ 501,496	\$ 466,629	\$ 445,345	1	6	5	5
Sexual Health	To provide sexually transmitted infection (STI) diagnosis, treatment, prevention, education and referrals to people in need of sexual health services to avoid complications and transmission of STIs.	\$ 1,780,783	\$ 1,920,068	\$ 1,966,340	\$ 1,682,059	22	23	21	18
Immunization and Communicable Disease	To provide immunization services to residents of all ages, to provide outreach services and educate providers and parents to immunize against preventable disease, to provide prevention/control services through investigation and testing.	\$ 1,052,605	\$ 1,079,035	\$ 1,077,694	\$ 1,051,709	12	12	10	9

2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Laboratory Services	To provide laboratory services for the department.	\$ 512,598	\$ 495,508	\$ 601,617	\$ 521,841	4	3	3	2
Planning and Preparedness Administration	To provide administrative and clerical support for the division.	\$ 248,938	\$ 276,103	\$ 184,794	\$ 201,236	3	3	2	2
Health Promotion	To facilitate requests from the media, other agencies and individuals, to research and prepare reports, presentations and other written materials and to provide education, individual assessment and opportunities to participate in physical activity classes.	\$ 42,722	\$ 121,491	\$ 84,490	\$ 12,600	1	1	1	0
Epidemiology	To conduct population-based assessments, surveillance and investigations of general or specific health-related issues through the collection or tabulation of a variety of data, and to analyze data using appropriate epidemiological and statistical techniques to determine the possible cause, nature, and consequences of health problems.	\$ 240,890	\$ 251,537	\$ 271,749	\$ 278,021	3	3	3	3

2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Minority Health	To create, implement and coordinate a plan for effective and efficient communication between CPH staff and customers with limited English proficiency or hearing impairments, and to assess data collection within the department in regard to racial and ethnic minorities, providing input on their needs in the development of policies, programs, and allocation of resources.	\$ 747,742	\$ 481,796	\$ 480,259	\$ 532,403	8	3	2	2
Environmental Health Administration	To provide the administrative and clerical support functions for the division.	\$ 619,032	\$ 832,024	\$ 857,396	\$ 672,486	8	10	10	8
Vector Control	To monitor and control mosquito populations in Columbus through counts, treatment and environmental control.	\$ 201,731	\$ 185,802	\$ 184,376	\$ 150,070	1	1	1	1
Dangerous Animal and Rabies	To conduct animal investigations for all bites and dangerous animals, and to conduct seven rabies clinics annually.	\$ 439,057	\$ 474,233	\$ 358,254	\$ 231,896	7	7	4	2

2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Hazardous Waste/Chemical Hazards	To provide inspections for hazardous waste, underground storage tanks, etc., to monitor compliance with various rules and regulations, and to act as a clearinghouse for information about chemical hazards to be used by various organizations such as the Franklin County Emergency Management Agency.	\$ 559,524	\$ 425,057	\$ 400,970	\$ 354,148	6	4	5	4
Lead Poisoning and Indoor Air	To evaluate and reduce lead poisoning among Columbus children aged 6 months to 6 years through screening, inspection, and public information.	\$ 601,734	\$ 673,159	\$ 560,854	\$ 424,592	8	9	7	5
Environmental Health Promotion	To provide community environmental education and outreach efforts.	\$ 431,162	\$ 321,851	\$ 353,553	\$ 44,500	5	4	4	0
Water Protection	To inspect all licensed swimming pools and spas, respond to citizens' complaints, and conduct surveys and seminars for pool operators as needed.	\$ 298,655	\$ 340,519	\$ 298,646	\$ 315,219	4	4	4	4

2009 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Aids Housing	To provide community project sponsors with the resources and incentives to devise and implement long-term comprehensive strategies for meeting the array of housing needs of low income persons infected with HIV/AIDS and related diseases.	\$ 54,504	\$ 50,530	\$ 55,744	\$ 55,421	0	1	1	1
		\$ 27,083,389	\$ 28,055,149	\$ 25,905,544	\$ 22,078,340	234	238	225	188

NOTE: The general fund 2008 and 2009 budget figures, unlike preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical perspective, see page 26-9. Some program data will not match department summary data due to differences in data being reported (ie., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

2009 Operating Budget  
Department of Public Health

## Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Dental Clinic/Community Dental Services	Percentage of visits by eligible patients where preventive care is given in the dental clinic	n/a	27.9%	29.1%	30.0%
Dental Sealants	Percentage of sealants administered through the Dental Sealants program retained after one year	88.5%	88.6%	n/a	87.0%
	Percentage of eligible students receiving sealants through CPH dental sealant program	75.9%	70.9%	n/a	75.0%
Food Safety	Number of food safety inspections per FTE	509.4	n/a	342.0	600.0
	Percentage of state-mandated inspections completed to date	new	new	25.7%	95.0%
	Percentage of post-inspection audits that are consistent with the original or first inspection	new	new	100.0%	85.0%
	Percentage of post-inspection audits completed (of those scheduled)	new	new	15.8%	100.0%
	Percentage of licensed food facilities not entering into the enforcement process	new	new	99.9%	99.0%
	Percentage of licensed food facilities that receive the "Honor Award"	new	new	3.8%	10.0%
	Percentage of licensed facilities in the enforcement process that achieve total compliance with findings as a result of the pre-hearing conference	new	new	73.0%	75.0%
Women's Health	Number of perinatal clients served	1,364	1,442	838	1,200
	Percentage of pregnant clients who received 1st trimester care	73.0%	61.0%	47.0%	50.0%
	Percentage of unintended pregnancies	58.0%	n/a	69.0%	<60.0%

2009 Operating Budget  
Department of Public Health

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Percentage of infants born weighing >5.4 lbs	n/a	n/a	n/a	90%
	Number of pap tests done	n/a	n/a	n/a	1,500
	Percentage of pap tests that were abnormal	n/a	n/a	n/a	<6.0%
<b>Public Health Standards</b>	<i>Public Health Standards</i>				
	Percentage of internal customers rating quality improvement/performance measurement process as good or excellent	n/a	93.8%	n/a	96.0%
	<i>Healthy Children, Healthy Weights</i>				
	Number of child care centers that finish all four components of the program	n/a	n/a	30	40
	Percentage of care centers using ideas on follow-up	100.0%	n/a	100.0%	100.0%
	Number of child care centers participating in the program	n/a	n/a	30	60
	Percentage of children in CCS classified as overweight	40.0%	n/a	n/a	<28.0%
<b>Vital Statistics</b>	Percentage of business days where mail is completely processed by the end of the day	new	new	new	60.0%
	Percentage of records accepted by the State for Franklin County	new	new	new	98.0%
	Number of transactions per FTE	new	new	new	2,075
	\$ expenditures per transaction completed	new	new	new	< \$5.00
<b>Employee Assistance</b>	Number of active EAP clients	452	642	561	500
	Number of supervisory coaching/consultations provided	n/a	662	512	500



2009 Operating Budget  
Department of Public Health

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Program	Percentage of clients reporting that counseling was beneficial	n/a	100%	99.0%	90.0%
Health Planning	Percentage of plan review and rezoning recommendations implemented	new	new	new	64.0%
	Percentage of targeted customers implementing evidence based practices	new	new	new	32.0%
	\$ of total external resources leveraged per internal dollar spent	new	new	new	\$ 48,000.00
	Number of targeted settings/customers served per FTE	new	new	new	183
	Percentage of strategic plan initiatives where CPH and community partners are making progress	new	new	new	94.0%
Child Fatality Review	Percentage of child fatality review cases where prevention recommendations are made	new	new	new	82.0%
	Percentage of targeted child fatality review recommendations implemented	new	new	new	100.0%
Alcohol and Drug Abuse Prevention and Treatment	Percentage of treatment clients demonstrating abstinence of substance abuse for 60 continuous days	n/a	51.9%	53.6%	43.0%
	Percentage of children served through Y.E.S. program exhibiting new coping skills	53.0%	58.6%	83.0%	77.0%
	Percentage of customers demonstrating knowledge and intention to follow low risk guidelines for alcohol/drug use	n/a	n/a	60.0%	70.0%
Injury Prevention	Percentage of trainees reporting increased knowledge after a car seat class	90.0%	n/a	100.0%	90.0%
	Number of car seats distributed per FTE	new	new	new	125
	Number of car seats checked per FTE	new	new	new	200

2009 Operating Budget  
Department of Public Health

## Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
	Number of home safety inspections per FTE	new	new	new	1,000
Sexual Health	Number of STI's diagnosed at CPH per 100,000 Columbus Residents	new	new	new	<20
	Number of chart audits performed demonstrating substantial compliance with treatment protocol (all STIs)	n/a	99.0%	99.0%	100.0%
	Percentage of clients satisfied with sexual health services	n/a	97.0%	100.0%	100.0%
	Number of customers served per clinician paid labor hour	new	new	1.5	2.5
	Number of people served	n/a	11,700	5,995	12,000
	Number of partners disclosed/identified per primary, secondary and early latent syphilis case treated through CPH	new	new	new	>2
Immunization and Communicable Disease	<i>Communicable Disease Prevention</i>				
	Percentage of patients 0 to 35 months old who are up-to-date on immunizations	78.0%	n/a	91.0%	83.0%
	<i>TB Control Program</i>				
	Number of active TB patients per 100,000 Franklin County residents	7.80	7.10	3.50	<3.5
	Percentage of active TB patients completing treatment	95.0%	94.0%	n/a	90.0%
	Percentage of contacts (to active TB patients) completing full treatment	78.0%	n/a	n/a	75.0%
Emergency Preparedness	\$ expenditure on emergency preparedness per 1,000 residents	n/a	\$ 1,727.66	\$ 1,429.00	\$ 1,140.00
	Percentage of new staff completing emergency preparedness training	n/a	n/a	18.0%	90.0%
	Percentage of staff at emergency preparedness trainings rating them as good or excellent	n/a	n/a	99.0%	95.0%

2009 Operating Budget  
Department of Public Health

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Minority Health	Percentage of city minority residents receiving health promotion services	n/a	0.08%	0.09%	5.0%
Vector Control Program	Percentage of targeted areas fogged for adult mosquito control within one week of identification	new	new	87.0%	85.0%
Rabies and Dangerous Animals	Percentage of animals quarantined or tested for rabies out of those reported (dogs, cats or ferrets)	55.0%	72.0%	83.0%	80.0%
Hazardous Waste/Chemical Hazards	Percentage of chemical facility reports requiring follow up consultation (CEPAC)	new	new	new	<10.0%
	Percentage of infectious waste treatment facilities inspected per year	54.4%	47.9%	69.4%	65.0%
Body Art	Percentage of body art facilities inspected and found to have no critical violations	99.8%	100%	98.3%	95.0%
Lead Poisoning and Indoor Air	<i>Childhood Lead Screening and Prevention</i> Percentage of children tested with elevated blood lead levels (EBL)	0.57%	0.43%	0.53%	<0.75%
	<i>Smoke Free Compliance</i> Percentage of repeat smoke-free compliance violators	new	new	new	<9.0%

2009 Operating Budget  
Department of Public Health

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
School and Pool Inspections	Percentage of public pools inspected on schedule	n/a	100.0%	n/a	98.0%
	Percentage of public pools inspected and found to be in compliance with environmental health and safety standards	n/a	94.7%	92.4%	90.0%
	Percentage of schools inspected and found to be in compliance with environmental health and safety standards	n/a	n/a	94.0%	80.0%

## **Department of Recreation and Parks**

### **Department Description**

The Columbus Recreation and Parks Department provides active and passive recreational activities, opportunities, programs and facilities for Columbus citizens in accessible and safe environments. The department also maintains parks, multi-use trails, city trees, golf courses and recreational facilities, and it promotes the preservation and wise use of the city's natural resources. In addition, the department provides health and social services to older adults throughout eight counties in central Ohio, and it promotes cultural and physical diversity through its activities, the programs offered and in the staff that it hires.

### **Department Mission**

The Columbus Recreation and Parks mission is to enrich the lives of our citizens.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Neighborhoods**

- Continue work with Metro Parks and Audubon Ohio on the development of approximately one-half of the Whittier Peninsula into a large downtown park natural area; this site will be divided into two major parts - an urban park with an Audubon Society facility and a natural area. The remaining portion of the Whittier Peninsula will be assessed for possible recreational uses.
- Continue to work with the Franklin Park Conservatory on the implementation of the Franklin Park master plan. The plan includes a new enclosed shelter house and a new greenhouse production facility to be built on the Franklin Park grounds. The greenhouse operations which currently exist at the Whittier Peninsula location will relocate to Franklin Park when these projects are complete.
- Work in partnership with Children's Hospital and the surrounding neighborhood to plan, implement improvements and enhance the maintenance of Livingston Park.
- Continue to work toward development of regional recreational centers.
- Continue development of regional dog parks.
- Continue development of multi-use trails through bike/pedestrian studies and mobility plans.

#### **Economic Development and Technology**

- Continue with the implementation of the Mayor's Get Green Columbus initiative, especially in the areas of street tree plantings, downtown beautification efforts, and the "pedal instead" bicycle program.

### **Education**

- Continue to coordinate with Columbus City Schools on joint renovation projects related to parks and playgrounds as well as space sharing projects related to recreational facilities.

### **Downtown Development**

- Continue work with the Mayor's Office and the Columbus Downtown Development Corporation on the first phase of the Scioto Mile and assist with the development of the project.

### **Peak Performance**

- Continue to complete capital improvement projects on time and within budget.
- Implement and enhance the use of performance measurement data for all programs within the department.

## **2009 Budget Notes**

- Due to limited financial resources, approximately 12 recreation facilities will be closed in 2009; 18 will remain open. All attempts will be made to minimize the impact of these closures on the citizens who use them, by carefully selecting sites based upon usage, geographical proximity to other centers, condition of the facility, etc. Hours of operation of various recreation facilities may also be adjusted with the goal of meeting community needs while maximizing the use of limited funding and staffing.
- Community development block grant funding will provide \$380,000 for recreation center staffing and \$160,693 for the schools out program.
- Due to budget constraints, three specialized facilities, the Golden Hobby Shop, the Davis Center for the Performing Arts and the Martin Janis center will be closed in 2009. The Cultural Arts Center will continue to operate.
- Personnel levels in both park maintenance and building maintenance are reduced by over \$500,000 in 2009. As a result, there will be a decrease in mowing frequency, trash pick-up and other maintenance services in the city's parks, as well as the maintenance of recreation centers.
- The city will operate 4 pools in 2009. The department will continue to waive the entry fee at all pools for the summer outdoor season.
- The Franklin Park Conservatory will receive \$100,000 in city support in 2009, while the King Arts Complex will receive \$22,000.
- The Music in the Air program is discontinued in 2009, which will eliminate the Jazz and Rib and Latino Festivals.
- The department will continue to receive \$2.08 million from the Department of Public Service street construction, maintenance and repair fund for tree maintenance in the right of way.

## Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Recreation and Parks	\$ 32,627,752	\$ 34,505,761	\$ 32,929,732	\$ 33,390,077	\$ 27,809,539
Golf	4,952,685	5,096,518	5,316,949	4,836,364	4,740,283
<b>TOTAL</b>	<b>\$ 37,580,437</b>	<b>\$ 39,602,279</b>	<b>\$ 38,246,681</b>	<b>\$ 38,226,441</b>	<b>\$ 32,549,822</b>

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

FUND SUMMARIES BY CHARACTER

	2006	2007	2008	2008	2009
	Actual	Actual	Original	Estimated	2009
OPERATION & EXTENSION	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 23,480,445	\$ 24,622,558	\$ 24,441,624	\$ 24,896,551	\$ 19,136,813
Materials & Supplies	851,203	843,969	847,612	673,019	819,201
Services	7,768,410	8,496,053	7,107,496	7,288,031	7,004,832
Other Disbursements	114,518	106,277	106,000	106,000	126,000
Capital	-	10,454	-	-	-
Transfers	189,312	182,000	182,000	182,000	182,000
<b>TOTAL</b>	<b>\$ 32,403,888</b>	<b>\$ 34,261,311</b>	<b>\$ 32,684,732</b>	<b>\$ 33,145,601</b>	<b>\$ 27,268,846</b>
	2006	2007	2008	2008	2009
	Actual	Actual	Original	Estimated	2009
COMM. DEV. BLOCK GRANT	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 177,966	\$ 199,081	\$ 210,308	\$ 210,305	\$ 519,951
Materials & Supplies	1,124	1,423	1,286	1,074	1,172
Services	43,324	43,246	32,841	32,533	19,270
Other Disbursements	1,450	700	565	564	300
<b>TOTAL</b>	<b>\$ 223,864</b>	<b>\$ 244,450</b>	<b>\$ 245,000</b>	<b>\$ 244,476</b>	<b>\$ 540,693</b>



## FUND SUMMARIES BY CHARACTER

	2006	2007	2008	2008	2009
	Actual	Actual	Original	Estimated	Proposed
<b>GOLF OPERATION</b>	<b>Actual</b>	<b>Actual</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 3,257,094	\$ 3,425,938	\$ 3,722,742	\$ 3,303,612	\$ 3,183,583
Materials & Supplies	351,599	302,746	315,000	268,570	283,000
Services	1,340,992	1,351,219	1,276,207	1,263,182	1,271,700
Other Disbursements	3,000	16,615	3,000	1,000	2,000
<b>TOTAL</b>	<b>\$ 4,952,685</b>	<b>\$ 5,096,518</b>	<b>\$ 5,316,949</b>	<b>\$ 4,836,364</b>	<b>\$ 4,740,283</b>

DEPARTMENT SUMMARY BY FUND						
FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed	
Operation and Extension	\$ 32,403,888	\$ 34,261,311	\$ 32,684,732	\$ 33,145,601	\$ 27,268,846	
CDBG	223,864	244,450	245,000	244,476	540,693	
Golf Operations	4,952,685	5,096,518	5,316,949	4,836,364	4,740,283	
<b>TOTAL</b>	<b>\$ 37,580,437</b>	<b>\$ 39,602,279</b>	<b>\$ 38,246,681</b>	<b>\$ 38,226,441</b>	<b>\$ 32,549,822</b>	

DEPARTMENT PERSONNEL SUMMARY						
FUND	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted	
Operation and Extension Fund	FT	299	294	302	236	
	PT	1,250	1,250	1,250	1,250	
CDBG	FT	-	-	-	-	
	PT	28	29	28	80	
Golf Operations Fund	FT	36	36	36	33	
	PT	200	200	200	200	
<b>TOTAL</b>		<b>1,813</b>	<b>1,809</b>	<b>1,816</b>	<b>1,799</b>	

\*FT=Full-Time PT=Part-Time

2009 Operating Budget  
Department of Recreation and Parks

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Administration	To provide management and support through the offices of the director, fiscal management, personnel administration and general administration.	\$ 4,997,993	\$ 5,104,117	\$ 3,062,511	\$ 2,832,022	19	19	16	12
Planning and Design	To administer the capital improvements budget, the development and renovation of facilities and parks, land acquisition, greenways, and trails, the parkland dedication ordinance and provide property management.	\$ 787,401	\$ 795,525	\$ 740,972	\$ 729,939	9	9	9	7
Natural Resources and Outdoor Education	To provide environmental education for all ages and act as a steward of the parks and natural resources.	\$ 421,792	\$ 464,631	\$ 393,304	\$ -	5	5	5	0
Development and Marketing	To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.	\$ 426,043	\$ 358,389	\$ 350,022	\$ 187,948	4	4	4	1

2009 Operating Budget  
Department of Recreation and Parks

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Arts & General Recreation	To provide a wide variety of recreational and leisure opportunities for all ages to include arts, sports, fitness, educational and cultural programs.	\$ 13,999,875	\$ 14,723,667	\$ 14,085,789	\$ 11,185,789	134	134	133	98
Special Events	To provide specialized recreation programs in adult and youth sports, aquatics and special events.	\$ 560,425	\$ 563,320	\$ 545,045	\$ 274,110	5	5	5	2
Aquatics	To provide specialized recreation programs in aquatics.	\$ 812,249	\$ 771,242	\$ 628,522	\$ 536,567	2	2	2	1
Permits	To provide quality and affordable rental facilities, special permits and unique opportunities that promote family, social, business and department events, private recreation, and invigorate community spirit, contributing substantial economic and social benefits to the city.	\$ 1,246,669	\$ 1,334,080	\$ 1,344,006	\$ 1,310,014	9	11	11	9
Sports	To provide specialized recreation programs in adult and youth sports.	\$ 1,328,049	\$ 1,471,386	\$ 1,530,672	\$ 1,407,008	9	10	11	8

2009 Operating Budget  
Department of Recreation and Parks

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Forestry and Horticulture	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.	\$ 2,271,457	\$ 2,394,525	\$ 2,514,310	\$ 2,484,957	35	35	35	34
Park Maintenance	To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips.	\$ 3,965,708	\$ 4,424,873	\$ 5,388,079	\$ 5,325,752	54	54	51	47
Facilities Maintenance	To maintain the buildings, park facilities and other physical assets in a safe, effective and economical manner to provide quality places and opportunities for the public to recreate.	\$ 1,671,880	\$ 1,701,681	\$ 1,710,892	\$ 1,535,433	21	21	20	17
Golf	To enrich the lives of central Ohio golfers.	\$ 5,166,459	\$ 5,343,850	\$ 5,316,949	\$ 4,740,283	38	38	36	33
		\$ 37,656,000	\$ 39,451,286	\$ 37,611,073	\$ 32,549,822	344	347	338	269

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

2009 Operating Budget  
Department of Recreation and Parks

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Development and Marketing	% grants received by Development staff	n/a	n/a	70%	25%
	\$ amount of grants received	\$ 1,078,717	\$ 612,815	\$ 1,272,000	\$ 400,000
	% sponsorships received by Development staff	n/a	n/a	85%	25%
	\$ amount of sponsorships received	\$ 1,065,226	\$ 530,420	\$ 71,237	\$ 150,000
	Total value of volunteer hours for department	\$ 2,948,014	\$ 3,056,280	\$ 1,395,061	\$ 2,600,000
	# total volunteers for the department	29,224	27,343	11,098	16,400
Planning and Design	% Encroachments resolved in 90 days	n/a	n/a	89%	70%
	# Properties inspected per month	n/a	n/a	29	30
	# maintained park acres per 1,000 residents	n/a	15	n/a	10
	\$ expenditure of park developed per acre per planning area	n/a	n/a	n/a	\$ 80,000
	\$ expenditure per square foot of facility constructed or renovated	n/a	n/a	n/a	\$ 180
	# trail miles added	n/a	n/a	n/a	2
	% park & recreation projects completed on time	n/a	n/a	n/a	65%
	% design projects completed on schedule	n/a	n/a	n/a	70%
	construction projects completed on schedule	n/a	n/a	n/a	65%
Park Maintenance	% parks mowed every 16-21 days	86%	85%	95%	100%
	# 311 park maintenance requests per month	3.6	5.0	17.0	10.0
	# average days to close 311 park maintenance requests (YTD)	13.6	5.2	2.7	10.0
Building Maintenance	% customers satisfied with overall facility maintenance service	98%	95%	86%	90%

2009 Operating Budget  
Department of Recreation and Parks

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Forestry	# trees planted per man hour	1.0	1.1	1.0	1.0
Outdoor Education	# outdoor education camp participants	1,607	1,660	460	1,623
	# outdoor education camp sessions provided				35
	# Indoor Adventure Center participants	4,077	2,267	1,162	3,000
	# Indoor Adventure Center programs and rentals	113	118	86	135
	# Indian Village participants	9,524	6,505	2,707	10,000
	# Indian Village programs and rentals	430	328	91	400
	# other Outdoor Education special events participants	n/a	20	389	400
	# other Outdoor Education special events	5	4	5	5
	% expenses covered through revenue for Outdoor Education programs	n/a	n/a	71%	75%
	% customers who are satisfied with outdoor education initiatives	n/a	n/a	n/a	95%
	documented volunteer hours for Outdoor Education	n/a	n/a	n/a	7,500
Recreation Centers	# non-fee-based recreation center programs	n/a	2,656	1,258	2,000
	# fee-based recreation center programs	n/a	1,486	592	1,200
	# recreation center program participants	n/a	48,822	24,541	35,000
	# full time recreation center staff	n/a	104	104	126
	\$ part time recreation center expenditures	n/a	n/a	\$ 428,852	\$ 900,000
	# contracted recreation center staff	n/a	n/a	463	225
	# summer camps	84	94	101*	90
	# summer camp participants	4,060	4,047	4,264*	4,500
	% summer camp capacity filled	81%	77%	88%*	90%
Therapeutic Recreation	# structured program participants	1,558	1,495	709	690

2009 Operating Budget  
Department of Recreation and Parks

Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	# camp participants	n/a	489	172	440
	% therapeutic recreation camp capacity filled	n/a	100%	101%	100%
Aquatics	# aquatics hours of operation	n/a	8,326	2,668	2,800
	# aquatics participants	43,872	108,778	56,478	70,000
	% swim lesson capacity filled	n/a	n/a	70%	100%
	# aquatics summer staff	n/a	115	116	80
	% swimming pool down time due to maintenance	n/a	n/a	0.0%	2.0%
Sports	% sports team capacity filled	n/a	n/a	87%	90%
	\$ revenue from sports leagues	n/a	n/a	\$ 413,240	\$ 715,000
	# tournaments organized by department	n/a	n/a	8	8
	\$ revenue from departmental tournaments	n/a	n/a	\$ 19,400	\$ 15,000
	# tournament rentals	n/a	n/a	24	24
	\$ revenue from tournament rentals	n/a	n/a	\$ 6,658	\$ 15,000
	# sports permits issued	n/a	n/a	90	100
Arts	# Cultural Arts Center class registrations	3,178	3,486	1,783	3,200
	# Cultural Arts Center special events/programming	52	55	26	60
	# Cultural Arts Center rentals	88	58	28	30
	# Davis Performing Arts youth class registrations	478	715	475	760
	% Davis Performing Arts theatre performance capacity filled	35%	51%	51%	55%
	# Davis Performing Arts special events/programming offered	19	33	28	12
	# Davis Performing Arts rentals	47	38	32	36
	# Golden Hobby Shop paying customers	7,502	9,565	2,513	9,500
	# Golden Hobby Shop new consignors	84	90	53	90
	# Golden Hobby Shop special events	5	12	8	8



2009 Operating Budget  
Department of Recreation and Parks

Performance History by Program

Program	Measure	2006		2007		2008		2009	
						Mid-Year		Target	
Permits	% of public docks rented		n/a		84%		76%		70%
	\$ revenue from public dock rentals	\$	119,980	\$	133,390	\$	123,215	\$	130,000
	% of public boating stakes rented		n/a		97%		87%		90%
	\$ revenue from public boating stake rentals	\$	8,735	\$	8,450	\$	8,170	\$	8,500
	# facility and site rentals		n/a		8,243		4,720		8,500
	\$ revenue from facility and site rentals		n/a	\$	850,337	\$	469,867	\$	850,000
Special Events	\$ special event permit revenue	\$	2,730	\$	3,080	\$	1,050	\$	2,800
	\$ total revenue for special events	\$	901,832	\$	907,967		n/a	\$	630,000
	\$ total expenditures on special events	\$	766,956	\$	751,466		n/a	\$	630,000
	# total special event partners and participating organizations		125		123		n/a		75
	# total special event performances and workshops		144		76		n/a		50
	\$ total revenue for Music in the Air concert series	\$	15,400	\$	15,400		n/a	\$	15,000
	\$ total expenditure on Music in the Air concert series	\$	14,439	\$	15,168		n/a	\$	15,000
	# total Music in the Air concert series partners		3		4		n/a		5
	# total Music in the Air concert series performances		15		15		n/a		15
total # of Music in the Air concert series attendees.		6,125		8,600		n/a		7,500	
Golf	# total golf rounds played		268,622		260,107		129,255		272,876
	\$ total golf revenues	\$	4,519,036	\$	4,677,249	\$	2,185,146	\$	4,780,000

\*Data is recorded once a year through September

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## **Department of Public Service**

### **Department Description**

The Department of Public Service is comprised of the Director's Office, the 311 call center and through a proposed reorganization which will be legislated in early 2009, the Divisions of Refuse Collection, Mobility Options, Planning and Operations, and Design and Construction.

The Director's Office provides overall coordination and policy direction for the department. Fiscal, human resources, contracting, and legislative processing functions are also coordinated by this office as well as oversight of the Columbus portion of Paving the Way, a multi-jurisdictional road-construction information service.

The Division of Refuse Collection provides residential refuse and bulk-collection services, litter-container collection, dead-animal pickup from public property, clean up for major downtown special events, and administers contracts for yard waste and subscription recycling services. This division also operates Keep Columbus Beautiful, which coordinates hundreds of volunteers in litter pick-up events, administers the city's illegal dumping and graffiti services and manages the city's internal recycling program..

Under a proposed reorganization, the Division of Mobility Options will be responsible for delivering all services related to mobility necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improving neighborhood livability and safety. This division will also be responsible for providing parking management services including on-street and parking garage planning, parking enforcement, meter collections, residential parking permit sales, and impounded vehicle processing services.

The Division of Planning and Operations will be responsible for delivering all services related to transportation planning including traffic engineering studies, pavement and structures management, zoning and right-of-way permit reviews, and plat reviews. This division is also responsible for providing street maintenance services within the City of Columbus' right-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner. This division is also responsible for installing and maintaining pavement markings, traffic signals, traffic signage, and parking meters.

The Division of Design and Construction will be responsible for developing quality construction plans, managing design contracts, and enabling the department to build and maintain a safe and efficient transportation system. This division is also responsible for managing construction contracts and providing quality and timely construction inspection, surveying, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.

### **Department Mission**

To deliver quality city services in the areas of transportation, refuse collection and publicly managed parking.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Customer Service**

- Promote increased use of the 311 call center.
- Provide quality basic city services.
- Promote good communication with internal and external stakeholders, the general public and department employees.
- Provide citizens with access to city services and city information through the operation, support and promotion of the 311 service center.
- Partner and coordinate with other city departments on construction projects in order to provide value for residents and the city.

#### **Neighborhoods**

- Actively support and participate in the neighborhood pride program.
- Provide timely and consistent services, particularly in the areas of refuse collection, bulk collection, and street-maintenance activities, including pothole repair, snow and ice removal, and street sweeping.
- Initiate traffic calming measures and construct sidewalks to provide safe access for pedestrians, especially school children.
- Cooperate with the Solid Waste Authority of Central Ohio (SWACO) to expand drop-off recycling options, establish a permanent household hazardous waste (HHW) drop off center, and host HHW weekend events.
- Implement a comprehensive policy for conservation of brick streets and alleys within established historic districts.

#### **Safety**

- Correct safety deficiencies at dangerous intersections in the city to improve both vehicular and pedestrian safety.
- Prepare for possible public emergencies by ensuring Public Service Department facilities are readied and functional under adverse conditions.
- Discourage crime and gang activity through the removal of graffiti in the city's right-of-way.

#### **Economic Development and Technology**

- Promote policies and procedures that ensure the department conducts business with responsible firms and encourages development of emerging businesses.
- Support the development and implementation of regional economic development strategies.

- Work with regional economic development partners to address transportation challenges such as traffic congestion, highway construction, airports and transit.
- Identify and promote “green” business opportunities and practices to ensure a sustainable, responsible, and safe working environment for employees and residents.
- Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts such as King-Lincoln and Nationwide Children’s Hospital.
- Support economic development through infrastructure planning and improvements.

### **Education**

- Partner with other city departments to enhance safety and infrastructure through the installation of sidewalks around schools.
- Increase public awareness of pedestrian safety.
- Implement Operation SAFEWALKS through partnerships with other city departments.
- Educate the public about services the Public Service Department offers and how to use them.

### **Downtown Development**

- Support projects that increase downtown residential and commercial development.
- Support the Ohio Department of Transportation (ODOT) during construction of the Main Street bridge, and in planning for the Rich Street bridge in conjunction with the Scioto Mile.
- Continue to collaborate with ODOT, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County and key stakeholders in the Interstate-70/71 planning process.
- Support the streetcar plan development and assist with the exploration of funding mechanisms.
- Work with government partners (ODOT, MORPC, and the Franklin County Engineer’s Office) on downtown circulation and mobility efforts.
- Explore ways to make downtown more environmentally welcoming by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

### **Peak Performance**

- Operate within adopted operating and capital budgets, and meet or exceed established performance measures.

- Develop an effective project management system to incorporate all project phases including planning, design, and construction. This system would promote solid scoping and tracking of project milestones to ensure timely project delivery, effective project cost accounting, communications with all stakeholders, and project manager accountability.
- Continue to collect and update right-of-way asset management data. Data collected for the asset management database will be utilized by the department to prioritize streets for resurfacing, maintenance projects, and scheduling the replacement and repair of signs, wheelchair ramps, and curbs, among other things.
- Implement COMBAT, an automatic vehicle locator program (global positioning) for use in snow and ice operations. This is a joint program between the city and the Franklin County Engineer and is supported by up to 80 percent reimbursement by the federal government.
- Cooperate with SWACO in planning and upgrading refuse transfer facilities.
- Use continuous-improvement methods to improve services and work processes.
- Provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited but productive capacity.
- Support and develop methods to recruit, develop, and retain highly motivated, qualified, and productive employees and develop and communicate expectations of employee performance at all levels of the organization.
- Implement a work order management system that will track work orders, outputs and materials used.
- Process parking meter collections, ticket issuance, and storage fees in an effective and fiscally prudent manner.

## **2009 Budget Notes**

### **Director's Office**

- Funding of \$1,276,969 is included for the 311 call center, a single point of contact that residents can call to access services provided by a variety of city agencies. The call center is staffed with 22 full-time and 1 part-time employees, working 2 shifts. Both the street construction, maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the operation of the call center through internal billings.

### **Refuse Collection**

- Residential refuse collection and yard waste collection services are provided through the general fund. This includes 90-gallon, 300-gallon, manual collection and multi-family collection methods.

- Due to budgetary considerations, yard waste collection will be performed every other week rather than weekly, saving the general fund \$800,000.
- Sidewalk litter receptacle, dead animal collection, Keep Columbus Beautiful and bulk refuse collection will be funded through the street construction, maintenance and repair fund in 2009.
- The bulk refuse program will be curtailed in 2009. The budget reflects 15 fewer bulk refuse collectors in 2009 than in 2008. The impact of this reduction could be felt in an increase in the average wait time for pick-up of bulk refuse, as well as increased levels of bulk trash in alleyways.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided at a cost of \$14.8 million from the special income tax fund (SIT).
- The curbside recycling subscription service will continue to be handled by contract, at the homeowner's option.
- SWACO agreed in 2002 to take over the responsibility to fund and manage the drop-off recycling program, offering another option to citizens who wish to reduce the size of the waste stream through recycling. There are a total of 190 drop-off sites in Franklin County, 121 of which were recently made available to the public as part of a partnership between the city, SWACO and the Columbus City Schools.

### **Transportation Mobility Options**

- The 2009 budget for the division includes funding for the parking ticket processing and collection contract. This contract provides for all aspects of ticket issuance and processing, and notice, collection processing, and supplies. Payments are accepted by mail, in person, by telephone and over the internet.

### **Transportation Planning and Operations**

- The division anticipates increased expenses within the SCMR fund resulting from price increases for both asphalt and salt in 2009. An additional \$500,000 in asphalt expenses and \$200,000 in salt costs are budgeted in 2009. Also, a new \$1.2 million bridge inspection program is funded for 2009.
- The storm water utility fund will continue to reimburse the SCMR fund for the cost of street cleaning and snow and ice removal, since such efforts protect water quality and minimize the burden on the sewer system from ice, snow and surface debris. Reimbursement for street cleaning is projected to total \$5.33 million, while snow removal reimbursement will be \$1.93 million.
- The SCMR fund will forgo sharing in the cost of the street lighting program in 2009, due to financial concerns within the fund. Heretofore, the fund had been contributing approximately \$4 million annually to the Division of Electricity for street lighting.
- The SCMR fund will continue to fund efforts in the Department of Recreation and Parks for tree maintenance in the right of way. The cost of the program is projected at \$2.06 million in 2009.

## **Transportation Design and Construction**

- The development services fund (DSF) includes funding for 45 full-time limited and 35 full-time regular employees to provide construction inspection services.
- The budget includes \$500,000 in the DSF for a contract to supplement construction materials testing and inspection for the testing section.



## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Administration	\$ 4,541,087	\$ 4,966,712	\$ 5,522,304	\$ 4,590,852	\$ 5,789,814
Parking Violations	3,303,744	3,075,530	3,347,622	3,223,874	-
Refuse Collection	24,872,448	26,877,022	27,027,779	27,595,107	25,708,108
Transportation	44,519,362	47,675,902	55,037,790	53,874,947	-
Mobility Options	-	-	-	-	4,610,759
Planning & Operations	-	-	-	-	36,296,025
Design & Construction	-	-	-	-	13,209,540
<b>TOTAL</b>	<b>\$ 77,236,641</b>	<b>\$ 82,595,166</b>	<b>\$ 90,935,495</b>	<b>\$ 89,284,780</b>	<b>\$ 85,614,246</b>

NOTE: The general fund 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 2,117,389	\$ 2,282,637	\$ 2,238,448	\$ 2,098,911	\$ 2,106,220
Materials & Supplies	6,284	9,022	4,788	4,788	4,788
Services	118,639	194,060	20,192	12,174	22,927
<b>TOTAL</b>	<b>\$ 2,242,312</b>	<b>\$ 2,485,719</b>	<b>\$ 2,263,428</b>	<b>\$ 2,115,873</b>	<b>\$ 2,133,935</b>

## DIVISION SUMMARY BY CHARACTER

<b>PARKING VIOLATIONS GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 2,219,811	\$ 2,364,511	\$ 2,559,678	\$ 2,483,203	\$ -
Materials & Supplies	26,549	37,135	25,205	25,205	-
Services	972,064	646,188	743,239	699,336	-
Other Disbursements	18,500	27,696	19,500	16,130	-
Capital	66,820	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,303,744</b>	<b>\$ 3,075,530</b>	<b>\$ 3,347,622</b>	<b>\$ 3,223,874</b>	<b>\$ -</b>

## DIVISION SUMMARY BY CHARACTER

<b>REFUSE COLLECTION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 12,609,125	\$ 13,079,815	\$ 11,168,623	\$ 10,981,009	\$ 10,416,485
Materials & Supplies	118,454	121,446	141,603	111,051	136,109
Services	11,064,281	12,101,773	9,754,518	11,052,573	9,706,011
Other Disbursements	105,903	187,732	102,000	102,000	102,000
<b>TOTAL</b>	<b>\$ 23,897,763</b>	<b>\$ 25,490,766</b>	<b>\$ 21,166,744</b>	<b>\$ 22,246,633</b>	<b>\$ 20,360,605</b>

DIVISION SUMMARY BY CHARACTER					
MOBILITY OPTIONS GENERAL FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 2,270,252
Materials & Supplies	-	-	-	-	25,205
Services	-	-	-	-	553,193
Other Disbursements	-	-	-	-	19,500
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,868,150</b>

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 1,839,573	\$ 1,883,466	\$ 2,552,935	\$ 2,150,360	\$ 2,598,954
Materials & Supplies	-	-	2,807	2,807	2,807
Services	104,006	207,263	227,415	(100,483)	318,999
<b>TOTAL</b>	<b>\$ 1,943,579</b>	<b>\$ 2,090,729</b>	<b>\$ 2,783,157</b>	<b>\$ 2,052,684</b>	<b>\$ 2,920,760</b>

## DIVISION SUMMARY BY CHARACTER

<b>REFUSE STREET CONSTRUCTION FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 967,300	\$ 1,380,981	\$ 4,428,615	\$ 4,269,656	\$ 4,112,729
Materials & Supplies	534	1,323	1,530	600	4,030
Services	6,851	3,952	1,430,890	1,078,218	1,230,744
<b>TOTAL</b>	<b>\$ 974,685</b>	<b>\$ 1,386,256</b>	<b>\$ 5,861,035</b>	<b>\$ 5,348,474</b>	<b>\$ 5,347,503</b>

## DIVISION SUMMARY BY CHARACTER

<b>TRANSPORTATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 22,174,497	\$ 24,495,791	\$ 26,910,242	\$ 26,961,091	\$ -
Materials & Supplies	726,564	536,315	519,301	1,043,513	-
Services	12,331,019	13,038,876	14,333,348	15,281,314	-
Other	227,883	34,115	83,600	28,551	-
Capital	208,878	509,639	620,000	518,289	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 35,668,841</b>	<b>\$ 38,614,736</b>	<b>\$ 42,466,491</b>	<b>\$ 43,832,758</b>	<b>\$ -</b>

DIVISION SUMMARY BY CHARACTER					
MOBILITY OPTIONS STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 1,606,420
Materials & Supplies	-	-	-	-	8,000
Services	-	-	-	-	128,189
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,742,609</b>

DIVISION SUMMARY BY CHARACTER					
PLANNING & OPERATIONS STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 20,494,901
Materials & Supplies	-	-	-	-	2,309,143
Services	-	-	-	-	12,538,519
Other	-	-	-	-	82,600
Capital	-	-	-	-	30,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,455,163</b>

## DIVISION SUMMARY BY CHARACTER

<b>DESIGN &amp; CONSTRUCTION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 3,111,497
Materials & Supplies	-	-	-	-	7,000
Services	-	-	-	-	538,169
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,656,666</b>

## DIVISION SUMMARY BY CHARACTER

<b>ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 331,570	\$ 360,245	\$ 416,218	\$ 419,674	\$ 650,752
Materials & Supplies	-	-	507	507	496
Services	23,626	30,019	58,994	2,114	83,871
<b>TOTAL</b>	<b>\$ 355,196</b>	<b>\$ 390,264</b>	<b>\$ 475,719</b>	<b>\$ 422,295</b>	<b>\$ 735,119</b>

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 7,555,322	\$ 7,737,594	\$ 9,900,993	\$ 8,429,964	\$ -
Materials & Supplies	24,575	38,542	108,340	64,341	-
Services	1,104,924	1,283,810	2,304,268	1,318,014	-
Other Disbursements	-	1,220	3,500	21,100	-
Capital	-	-	254,198	208,770	-
<b>TOTAL</b>	<b>\$ 8,684,821</b>	<b>\$ 9,061,166</b>	<b>\$ 12,571,299</b>	<b>\$ 10,042,189</b>	<b>\$ -</b>

DIVISION SUMMARY BY CHARACTER					
PLANNING & OPERATIONS DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 812,062
Services	-	-	-	-	27,800
Other	-	-	-	-	1,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 840,862</b>

DIVISION SUMMARY BY CHARACTER					
DESIGN & CONSTRUCTION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 7,843,707
Materials & Supplies	-	-	-	-	80,350
Services	-	-	-	-	1,626,317
Other	-	-	-	-	2,500
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,552,874</b>

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION CDBG EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 165,700	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 165,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## DEPARTMENT SUMMARY BY FUND

<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
General	\$ 29,443,819	\$ 31,052,015	\$ 26,777,794	\$ 27,586,380	\$ 25,362,690
Street Construction	38,587,105	42,091,721	51,110,683	51,233,916	49,122,701
Development Services	9,040,017	9,451,430	13,047,018	10,464,484	11,128,855
Community Development Block Grant	165,700	-	-	-	-
<b>TOTAL</b>	<b>\$ 77,236,641</b>	<b>\$ 82,595,166</b>	<b>\$ 90,935,495</b>	<b>\$ 89,284,780</b>	<b>\$ 85,614,246</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Administration					
General Fund	FT	38	34	32	31
	PT	3	2	2	1
Street Construction Fund	FT	21	24	31	36
Development Services Fund	FT	4	4	4	6
Parking Violations					
	FT	35	37	37	0
	PT	1	1	1	0
Refuse Collection					
General Fund	FT	206	203	170	159
Street Construction Fund	FT	26	24	66	51
Transportation					
Street Construction Fund	FT	341	350	358	0
	PT	2	2	4	0
Development Services Fund	FT	115	114	166	0
	PT	1	1	2	0
Mobility Options					
General Fund	FT	0	0	0	34
Street Construction Fund	FT	0	0	0	18
	PT	0	0	0	1
Planning & Operations					
Street Construction Fund	FT	0	0	0	283
	PT	0	0	0	1
Development Services Fund	FT	0	0	0	11

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Design & Construction					
Street Construction Fund	FT	0	0	0	36
	PT	0	0	0	1
Development Services Fund	FT	0	0	0	118
<b>TOTAL</b>		<b>793</b>	<b>796</b>	<b>873</b>	<b>787</b>
*FT=Full-Time PT=Part-Time					

2009 Operating Budget  
Department of Public Service

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Public Service Administration	To provide leadership, administrative and operational management and supervisory and clerical support for the divisions within the department.	\$ 3,475,726	\$ 3,821,543	\$ 4,012,065	\$ 4,512,845	45	41	41	51
311 Call Center	To provide a single point of contact for residents to submit service requests and to receive information regarding non-emergency city services.	\$ 1,564,187	\$ 1,717,962	\$ 1,510,239	\$ 1,276,969	26	26	24	22
Refuse Collection Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Refuse Collection Division.	\$ 8,848,778	\$ 9,866,575	\$ 8,363,924	\$ 12,343,104	22	23	24	22
90-Gallon Residential Collection Program	To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.	\$ 4,882,275	\$ 4,548,826	\$ 5,623,448	\$ 4,535,470	81	87	89	78
300-Gallon Residential Collection	To provide weekly refuse collection service to 300-gallon customers, primarily single family homes.	\$ 2,044,130	\$ 1,877,048	\$ 1,845,596	\$ 2,034,797	30	30	31	34
Multi-Family Residential Collection	To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.	\$ 1,648,284	\$ 1,431,864	\$ 1,553,106	\$ 1,447,234	25	22	26	25

**2009 Operating Budget  
Department of Public Service**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Scheduled Bulk Collection Program	To provide the collection of large household items, excluding construction and demolition debris.	\$ 3,408,103	\$ 4,156,795	\$ 5,338,785	\$ 4,744,053	63	68	59	44
Waste Stream Reduction & Recycling	To divert yard waste and recyclable materials from the waste stream in order to prolong landfill life and promote optimal use of natural resources.	\$ 3,925,906	\$ 4,052,314	\$ 3,785,670	\$ -	0	0	0	0
Dead Animal Collection	To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.	\$ 58,672	\$ 62,143	\$ 69,220	\$ 85,297	1	1	1	1
Litter Collection	To empty sidewalk litter containers on a scheduled basis, predominately located in the downtown area and to promote and coordinate litter cleanups, graffiti prevention, recycling and beautification projects.	\$ 262,367	\$ 340,475	\$ 453,030	\$ 518,153	4	5	6	6
Neighborhood Litter Collection-SURF	To promote inner-city neighborhood cleanliness through an outsourced contract that employs youth during the summer.	\$ 155,287	\$ -	\$ -	\$ -	0	0	0	0
Transportation Mobility Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Mobility Division.	\$ -	\$ -	\$ -	\$ 390,884	0	0	0	3

2009 Operating Budget  
Department of Public Service

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Transportation Mobility	To deliver all services related to mobility necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.	\$ -	\$ -	\$ -	\$ 1,351,725	0	0	0	15
Parking	To provide parking enforcement, meter collections, residential parking permit sales, and impounded vehicle processing services that enable residents and visitors reasonable access and turnover of regulated parking.	\$ 3,304,339	\$ 3,432,985	\$ 3,347,622	\$ 2,868,150	36	38	37	34
Transportation Planning & Operations Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Planning and Operations Division.	\$ -	\$ -	\$ -	\$ 6,319,923	0	0	0	18
Transportation Planning	To provide transportation planning services that enable the division to design, build, and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.	\$ -	\$ -	\$ -	\$ 2,590,041	0	0	0	30
Transportation Operations	To provide efficient street and traffic maintenance services within the City of Columbus' right-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.	\$ -	\$ -	\$ -	\$ 27,386,061	0	0	0	246

**2009 Operating Budget  
Department of Public Service**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Transportation Design & Construction Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Design and Construction Division.	\$ -	\$ -	\$ -	\$ 1,642,298	0	0	0	5
Transportation Design	To develop quality construction plans, manage design contracts, and to enable the division to build and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.	\$ -	\$ -	\$ -	\$ 2,908,893	0	0	0	33
Transportation Construction	To manage construction contracts and provide quality and timely construction inspection, surveying, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.	\$ -	\$ -	\$ -	\$ 8,658,349	0	0	0	116
Transportation Division	To provide leadership, management, and support to the Transportation Division programs so they can deliver high performing, customer focused services for those who live, work, and travel in the City of Columbus.	\$ 12,505,495	\$ 16,191,413	\$ 15,883,741	\$ -	28	33	31	0

2009 Operating Budget  
Department of Public Service

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Street Maintenance	To provide street maintenance services within the City of Columbus' right-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.	\$ 13,241,095	\$ 13,107,829	\$ 13,544,568	\$ -	158	162	155	0
Traffic Maintenance	To install and maintain pavement markings, traffic signals, traffic signage, and parking meters in an efficient manner for the purpose of maintaining safe and efficient movement of pedestrians, bicyclists, and vehicular traffic.	\$ 5,100,287	\$ 5,471,231	\$ 5,739,999	\$ -	77	76	76	0
Planning Services	To provide transportation planning services including traffic engineering studies and community mobility plans to enable the division to design, build, and maintain a safe and efficient transportation system and improve neighborhood livability and safety.	\$ 2,219,384	\$ 1,809,496	\$ 2,166,497	\$ -	29	22	24	0
Inspection Services	To provide quality and timely construction inspection, surveying, prevailing wage compliance, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.	\$ 7,154,986	\$ 8,534,837	\$ 9,170,051	\$ -	111	137	139	0



**2009 Operating Budget  
Department of Public Service**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Development Services	To support the successful completion of safe, quality development projects while assuring that the city's right-of-way is restored to its original condition, or improved upon, after construction. Services include zoning review for transportation needs, right-of-way permit review and inspection, construction plan review, and plat reviews.	\$ 2,878,712	\$ 2,968,152	\$ 3,231,987	\$ -	39	40	39	0
Traffic Services	To provide traffic engineering services including traffic signal design and review, traffic signage investigations, freeway traffic management, and parking management to assure safe and efficient movement of pedestrians, bicyclists, and vehicular traffic.	\$ 2,569,368	\$ 2,778,904	\$ 2,832,593	\$ -	35	33	33	0
Project Production	To develop quality construction plans, manage design and construction contracts, inspect and monitor bridges and culverts, and assure Americans with Disabilities Act compliance to enable the division to build and maintain a safe and efficient transportation system and improve neighborhood livability and safety.	\$ 2,423,041	\$ 2,108,619	\$ 2,468,354	\$ -	24	26	27	0
		\$ 81,670,422	\$ 88,279,011	\$ 90,940,495	\$ 85,614,246	834	870	862	783

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations, as occurred in Public Service, during this timeframe.

2009 Operating Budget  
Department of Public Service

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
311 Service Center	Average wait time (seconds) per call per month	17.0	27.0	37.0	30.0
	Percentage of calls answered within 30 seconds	n/a	81%	77%	80%
	Percentage of calls abandoned after 20 seconds of wait time	n/a	2.8%	2.4%	5.0%
Refuse Administration	Number of households served weekly per budgeted collection personnel	1360	1378	1384	1400
90 Gallon Residential	Percentage of 90 gallon container customers satisfied	96%	94%	94%	95%
	Percentage of days 90 gallon container collection completed on schedule	99%	100%	99%	98%
	Percentage of days collection completed on schedule w/o overtime	95%	98%	98%	90%
	Number of 311 service requests per 10,000 collection opportunities	5.7	7.0	6.4	7.0
	Percentage of 311 service requests closed within 3 days	94%	95%	97%	95%
300 Gallon Residential	Percentage of days 300 gallon container collection completed on schedule	91%	98%	98%	90%
	Percentage of days collection completed on schedule w/o overtime	91%	98%	98%	85%
	Number of 311 service requests per 10,000 collection opportunities	1.9	1.8	2.2	4.0
	Percentage of 311 service requests closed within 3 days	91%	94%	97%	95%
Multi-Family Collection	Percentage of days multi-family collection completed on schedule	73%	96%	99%	95%
	Percentage of days collection completed on schedule w/o overtime	61%	96%	99%	90%
	Number of 311 service requests per 10,000 collection opportunities	1.2	1.3	1.4	3.0
	Percentage of 311 service requests closed within 3 days	91%	91%	95%	90%
Scheduled Bulk Collection	Percentage of 90 gallon container bulk collection customers satisfied	94%	92%	94%	93%
	Percentage of days scheduled bulk collection completed on time	98%	99%	99%	98%
	Percentage of days collection completed on time w/o overtime	97%	99%	99%	95%
	Number of 311 service requests per 100 scheduled pickups	1.0	1.1	0.9	3.0

2009 Operating Budget  
Department of Public Service

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
	Percentage of bulk collection needs service requests closed within 3 days	90%	83%	93%	95%
Waste Stream Reduction & Recycling	Percentage of waste diverted from the landfill	12.4%	13.6%	10.4%	11.0%
Keep Columbus Beautiful	Number of volunteer hours per KCB project	51.4	59.7	55.6	64.0
Transportation Mobility	Percent of 311 requests completed within time standards (Studies & Analysis)	n/a	87%	100%	90%
	Percent of 311 requests completed within time standards (Traffic Calming)	n/a	40%	95%	90%
Parking Violations	Percentage variance between audited and actual parking meter collections	n/a	-2.05%	-3.48%	<2.00%
	Percentage of parking tickets paid	n/a	89%	90%	85%
Transportation Planning	Percent of 311 service requests completed within time standards	n/a	83%	90%	90%
	Percentage of school crosswalks inspected once per year	n/a	n/a	33%	90%
	Percentage of zoning applications reviewed within time standard	n/a	n/a	100%	90%
	Percentage of permits issued within time standard	n/a	n/a	100%	90%
	Percentage of addresses issued within time standard	n/a	n/a	94%	90%
Transportation Operations	Percentage of traffic signal requests responded to within 1 hour	62%	67%	67%	70%
	Percentage of emergency sign requests responded to within 1 hour	n/a	n/a	55%	80%
	Percentage of weeks when all downtown streets are swept	n/a	n/a	83%	80%
	Percentage of posted neighborhood street cleaning completed	n/a	n/a	100%	90%
	Percentage of 311 pothole requests closed within 72 hours.	63%	61%	62%	80%
Transportation Design	Percentage of planned design dollars legislated	n/a	n/a	49%	90%
	Percentage of planned design contracts legislated	n/a	n/a	70%	90%
	Percentage of plans reviewed within time standard	n/a	n/a	95%	90%

2009 Operating Budget  
Department of Public Service

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Transportation Construction	Percentage of planned construction dollars legislated	n/a	n/a	70%	80%
	Percentage of planned construction contracts legislated	n/a	n/a	45%	80%
	Percentage of inspections completed within time standard	n/a	n/a	100%	90%
	Percentage of inspector time which is billed	n/a	n/a	85%	70%

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## **Department of Public Utilities**

### **Department Description**

The Department of Public Utilities protects surface water quality, promotes public health and safety and sustains economic development. The department is responsible for collecting and treating wastewater generated within the City of Columbus, 22 suburban communities, and those unincorporated areas of Franklin County with failing wastewater treatment systems, and providing abundant, safe and reliable drinking water within the City of Columbus and 20 suburban communities.

The Department of Public Utilities also manages stormwater to mitigate flooding and water quality impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers.

The department also supports fire suppression activities with reliable fire hydrants, provides and maintains street lights for vehicle safety and pedestrian security, and offers dependable electrical power at a competitive price.

### **Department Mission**

To enhance the quality of life, now and into the future, for people living, working and raising families in central Ohio through the economic, efficient and environmentally responsible stewardship of superior public utilities.

## **Strategic Priorities for 2009**

### **From the Columbus Covenant:**

#### **Customer Service**

- The "Project Dry Basement" program will continue. The intent of this program is to cover the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.
- The department will annually update its portion of the city's website to provide residents with timely, important information on capital projects, such as status, location and projected completion date.
- The Division of Sewerage and Drainage will continue its comprehensive plan for Columbus' sewer system to mitigate the city's wet weather overflows and basement backup problems. Committing to a \$2.5 billion, in 2005 dollars, investment over the next 40 years, the plan will bring Columbus into full compliance with two Ohio Environmental Protection Agency (OEPA) consent orders. In 2008, the Division of Sewerage and Drainage will begin construction on all remaining wastewater treatment plant capital improvements per OEPA-approved portions of the Wet Weather Management Plan.

## Neighborhoods

- The Division of Sewerage and Drainage will continue its neighborhood-focused stormwater program to mitigate flooding in residential areas. As part of this program, many localized stormwater capital improvements are planned for 2009, a list of which can be found in the capital summary section of this document.
- The department will use the Stormwater Drainage manual to promote “green” stormwater management systems. The Division of Sewerage and Drainage will continue to safely and responsibly manage stormwater runoff in the construction, expansion or redevelopment of residential subdivisions, industrial sites, commercial developments and roadway construction. The Division of Sewerage and Drainage will further seek ways to encourage the use of green infrastructure in new and existing properties.
- The Division of Sewerage and Drainage will continue to rehabilitate and replace aging sanitary and combined sewer infrastructure to increase the level of service in neighborhoods while continuing to reduce overflows in our rivers and streams.
- The department will continue to work with the Department of Technology to annually update and publish capital improvements program information on the internet in a geographic information systems (GIS) format.
- The Division of Power and Water and the Division of Sewerage and Drainage will improve and refine their respective programs to identify and prioritize projects that are geared towards the maintenance of a solid infrastructure in residential areas.
- The “Downspout Disconnection Pilot Project” was constructed in 2008. This project disconnected the downspouts of 27 homes in the Driving Park area of town that were previously connected to the sanitary sewer. Flows will be monitored in the sanitary sewer to determine the effectiveness of this work.
- The Division of Power and Water will continue its neighborhood lighting program to install 1,200 streetlights annually.
- The Division of Sewerage and Drainage will continue to pursue removing the 5<sup>th</sup> Avenue Dam, contingent on sufficient funding from other sources.

## Safety

- The Division of Power and Water will continue the design and construction of projects for enhanced security, the recommendations for which arose from a vulnerability assessment that was undertaken to ensure a secure and safe drinking water supply.
- The Division of Power and Water will continue to work with neighborhoods that apply for decorative street lights through the petition and assessment process.
- In 2009, the department will implement the plan it developed, in conjunction with the Department of Recreation and Parks, to put warning signs near each dam it is responsible for maintaining.

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## Economic Development

- The department will maintain its public-private partnerships to help continue development of sewer, water and power lines.
- The department will continue to be a key partner in major development projects that enhance neighborhoods and downtown.
- Two of the Division of Power and Water's major expansion projects will ensure an adequate water supply for growing populations in the central city and outlying areas. Construction of the up-ground reservoir project will begin in 2010, while construction of the first well of the south well-field expansion project will be complete in 2009.
- The Division of Power and Water will renovate a portion of the Dublin Road substation to improve service reliability for the downtown area in 2009.
- The Division of Sewerage and Drainage will collaborate with the Solid Waste Authority of Central Ohio (SWACO) and Kurtz Bros. to implement a new process or processes to promote the beneficial reuse of organic wastes, including but not limited to, bio-solids, livestock manure and yard waste.
- The Division of Power and Water will initiate operation of a pilot plant study for the Dublin Road Water Plant in 2009 to enhance treatment capacity per the Water Beyond 2000 Report.
- The Division of Power and Water will complete a comprehensive report in 2009 to outline its plans to protect the city's water assets.

## Education

- The department will continue to promote the "GreenSpot" program, whereby residential and industrial consumers are educated on the methods and benefits of conserving and protecting water consistent with the Mayor's Get Green Columbus initiative.
- The department will participate in Neighborhood Pride and other public events, promoting both department programs and projects, and its role in the Mayor's Get Green Columbus initiative.
- The Division of Sewerage and Drainage will continue a public education effort to reduce fats, oils and grease in sewers, vital in the reduction and prevention of blockages and sewer overflows.
- The Division of Sewerage and Drainage will notify the public about overflow events through local newspaper ads, signs and its website. The newspaper ads keep the city in compliance with Ohio EPA requirements. Education efforts include informational fact sheets and inserts in water and sewer bills once a year.

### **Peak Performance**

- The department will continue implementation of an asset management program (AMP) begun in 2008 to continually focus on affordably meeting customers' service level expectations at the lowest overall long-term financial, social, and environmental cost. A more rigorous and defensible capital decision making processes will be implemented prior to asset creation. New technology will be utilized to better assess existing asset conditions to determine the risk levels associated with aging infrastructure assets. Resources and efforts will be prioritized and focused on the most critical assets to lower risks and overall utility ownership costs based on that data. Monitoring and analysis of key performance indicators will continue to focus on adapting operations to achieve peak performance.
- The Division of Power and Water will continue a valve exercise and replacement program to improve distribution system reliability. The Division of Power and Water will also continue to replace meters in an effort to lower the percent of water that is not accounted for annually.
- The department will continue to work to develop leadership among staff members by improving communication throughout the department. The goal is to increase the effectiveness and efficiency of all staff members.
- The department will continue participation in the city wide effort to utilize internet and electronic contract bidding of its construction contracts in order to improve existing bid procedures and reduce bid costs.
- The Division of Sewerage and Drainage will develop a new solids handling and disposal master plan with emphasis on sustainability, greenhouse gas emissions and beneficial reuse where applicable. The division will leverage its new membership with the "Center for Resilience" at The Ohio State University in evaluating its solids disposal to identify and analyze its waste stream options.
- The Division of Power and Water will commence implementation of the recommendations of a power business analysis completed in late 2008.

### **2009 Budget Notes**

#### **Director's Office**

- The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council water and sanitary sewer rate adjustments that will increase revenue to those funds by 8.5 and 6 percent, respectively. The board will also recommend a nine percent rate increase to the stormwater fee.
- The recommended funding for the Public Utilities Director's Office supports 95 full-time and 10 part-time employees, which represents an increase from 93 full-time employees and seven part-time in 2008.



## Power and Water-Water

- The recommended funding for the Division of Power and Water-Water funds 551 full-time and 33 part-time employees.
- Funding is maintained in the Division of Water's 2009 budget for maintenance and security of grounds, buildings and dams at Griggs, O'Shaughnessy and Hoover reservoirs.
- Funding is continued for the operation of the division's three water treatment plants in compliance with the Safe Drinking Water Act. Approximately 106 positions are funded to undertake this activity.
- Funding is also continued for the distribution maintenance function. These employees maintain the integrity of the water infrastructure by repairing taps, valve leaks and main line breaks. This section is also responsible for fire hydrant maintenance.
- Debt service estimates include \$141.6 million for construction of the up-ground reservoir.

## Power and Water-Power

- The recommended 2009 budget, with an allowance for vacancies, supports 99 full-time and 10 part-time positions in the Division of Power and Water-Power.
- Purchase power is projected to total nearly \$62.1 million in 2009. This projection is based on a cost of \$53.80 per megawatt hour and an estimated cost of \$4.86 million for transmission fees.

## Sewerage and Drainage

- Recommended funding in the Division of Sewerage and Drainage, with a total of 522 full-time and 16 part-time budgeted positions, supports continuation of current service levels.
- Funding is maintained to continue efficient operation of the division's two wastewater treatment plants within the limits and conditions set forth by the National Pollutant Discharge Elimination System Permit.
- Continued funding is provided in 2009 such that sewer maintenance operations staff can continue to monitor the integrity of the wastewater collection system with periodic inspection and telemonitoring of sewer lines. Problem areas within the system will be scheduled for repair or upgrade. Additionally, this staff will continue to address emergency calls regarding sewer system overflows, water-in-basements and other related emergencies.
- Funding is also continued in 2009 for "Project Dry Basement." The intent of this program is to cover the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.
- Debt service estimates are based upon the most recent interpretation of the sequencing and costs of capital projects related to the consent order.

## Stormwater

- Twenty three full-time and 2 part-time positions are funded in the stormwater Management Section. The stormwater capital improvement program normally has between 90 and 100 active projects in various stages of completion in any calendar year.
- Since its creation in 1994, this division has been involved in many neighborhood storm sewer capital improvement projects which have provided flooding relief for residents. In 2009, over \$13 million in debt service will be spent for capital improvement projects geared towards flooding mitigation throughout the city.
- The stormwater utility fund will continue to pay the cost of street cleaning and snow and ice removal, since such efforts protect water quality and minimize the burden on the sewer system from ice, snow and surface debris. These two programs are expected to total \$7.3 million in 2009.

## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Public Utilities Director	\$ 8,001,785	\$ 14,407,519	\$ 10,246,073	\$ 37,381,430	\$ 10,713,410
Operational Support	16,001,904	25,791,563	-	-	-
Sanitary Sewers	153,062,628	150,238,401	227,799,343	211,939,246	242,188,373
Electricity	63,529,408	67,861,044	84,259,600	84,192,407	90,624,684
Water	107,016,753	96,960,739	143,444,096	141,766,110	155,681,185
Storm Sewers	32,822,073	30,214,148	35,099,855	33,743,011	37,017,054
<b>TOTAL</b>	<b><u>\$ 380,434,551</u></b>	<b><u>\$ 385,473,414</u></b>	<b><u>\$ 500,848,967</u></b>	<b><u>\$ 509,022,204</u></b>	<b><u>\$ 536,224,706</u></b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ADMINISTRATION EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 7,088,547	\$ 8,717,147	\$ 8,354,864	\$ 8,190,708	\$ 8,596,357
Materials & Supplies	132,600	155,152	332,519	253,426	242,715
Services	780,639	787,080	1,527,190	1,326,898	1,857,338
Other	-	600	-	-	-
Capital	-	31,967	31,500	11,193	17,000
Transfers	-	4,715,573	-	27,599,205	-
<b>TOTAL</b>	<b>\$ 8,001,785</b>	<b>\$ 14,407,519</b>	<b>\$ 10,246,073</b>	<b>\$ 37,381,430</b>	<b>\$ 10,713,410</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>OPERATIONAL SUPPORT EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 10,980,080	\$ 16,003,968	\$ -	\$ -	\$ -
Materials & Supplies	650,501	300,322	-	-	-
Services	4,076,323	9,045,607	-	-	-
Debt Principal	-	-	-	-	-
Other	-	4,042	-	-	-
Capital	295,000	437,624	-	-	-
Interest	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b><u>\$ 16,001,904</u></b>	<b><u>\$ 25,791,563</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>

DIVISION SUMMARY BY CHARACTER					
WATER EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 28,252,131	\$ 26,271,370	\$ 45,926,955	\$ 43,655,807	\$ 44,856,413
Materials & Supplies	15,657,764	11,432,521	17,039,096	19,421,620	23,608,768
Services	23,041,592	17,536,564	26,202,692	29,200,641	29,041,842
Debt Principal	18,353,289	20,847,051	27,695,175	24,555,175	28,032,331
Other	228,148	304,479	100,000	125,727	104,000
Capital	1,750,565	471,934	2,839,800	2,005,065	2,005,500
Interest	12,454,980	12,367,251	15,841,128	15,002,825	15,698,105
Transfers	7,278,285	7,729,569	7,799,250	7,799,250	12,334,226
<b>TOTAL</b>	<b>\$ 107,016,753</b>	<b>\$ 96,960,739</b>	<b>\$ 143,444,096</b>	<b>\$ 141,766,110</b>	<b>\$ 155,681,185</b>

**DIVISION SUMMARY BY CHARACTER**

<b>SANITARY EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 33,185,878	\$ 34,954,785	\$ 44,169,311	\$ 43,287,149	\$ 42,862,264
Materials & Supplies	6,633,892	3,356,723	6,844,500	7,277,056	7,993,847
Services	39,266,126	28,013,630	47,908,499	47,917,304	50,077,401
Debt Principal	31,752,780	39,569,532	53,300,911	50,982,208	60,292,075
Other	873,287	71,585	377,000	164,178	377,000
Capital	1,189,976	1,145,012	6,598,400	3,401,090	6,895,473
Interest	24,723,539	27,722,043	52,756,012	34,974,607	40,194,716
Transfers	15,437,150	15,405,091	15,844,710	23,935,654	33,495,597
<b>TOTAL</b>	<b>\$ 153,062,628</b>	<b>\$ 150,238,401</b>	<b>\$ 227,799,343</b>	<b>\$ 211,939,246</b>	<b>\$ 242,188,373</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>STORMWATER EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 1,695,326	\$ 1,265,006	\$ 1,817,623	\$ 1,753,803	\$ 1,652,072
Materials & Supplies	14,067	17,327	109,830	94,787	113,677
Services	15,787,883	16,602,825	19,108,452	18,065,571	21,194,355
Debt Principal	2,241,945	5,900,486	7,547,000	7,547,000	7,547,000
Other	75,311	70,000	110,000	110,000	110,000
Capital	40,053	36,940	45,000	45,000	38,000
Interest	5,967,488	6,321,564	6,361,950	6,126,850	6,361,950
Transfers	7,000,000	-	-	-	-
<b>TOTAL</b>	<b>\$ 32,822,073</b>	<b>\$ 30,214,148</b>	<b>\$ 35,099,855</b>	<b>\$ 33,743,011</b>	<b>\$ 37,017,054</b>



**DIVISION SUMMARY BY CHARACTER**

<b>ELECTRICITY EXPENDITURES SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Personnel	\$ 7,760,828	\$ 7,740,747	\$ 9,419,215	\$ 9,128,777	\$ 9,530,074
Materials & Supplies	41,741,318	45,771,342	58,206,956	58,181,956	63,661,050
Services	5,733,295	5,976,922	7,566,735	8,210,912	8,412,266
Debt Principal	5,072,804	4,737,575	4,725,000	5,127,183	5,544,213
Other	179,468	188,852	213,000	218,571	221,520
Capital	1,300,620	781,845	2,290,000	1,660,478	1,559,600
Interest	1,707,776	1,663,761	1,838,694	1,664,530	1,695,961
Transfers	33,300	1,000,000	-	-	-
<b>TOTAL</b>	<b>\$ 63,529,408</b>	<b>\$ 67,861,044</b>	<b>\$ 84,259,600</b>	<b>\$ 84,192,407</b>	<b>\$ 90,624,684</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Original Appropriation</b>	<b>2008 Estimated Expenditures</b>	<b>2009 Proposed</b>
Sewer Operations	\$ 160,456,323	\$ 163,462,541	\$ 231,577,967	\$ 243,163,574	\$ 246,045,183
Water Operations	119,603,727	114,172,750	146,972,563	145,290,904	159,537,995
Electricity Operations	67,000,443	68,593,051	84,469,530	84,389,747	90,838,981
Stormwater Management	33,374,058	39,245,072	37,828,907	36,177,979	39,802,547
<b>TOTAL</b>	<b>\$ 380,434,551</b>	<b>\$ 385,473,414</b>	<b>\$ 500,848,967</b>	<b>\$ 509,022,204</b>	<b>\$ 536,224,706</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Public Utilities Director	FT	105	105	95	95
	PT	4	5	7	10
Sanitary Sewers	FT	430	446	522	522
	PT	10	16	16	16
Electricity	FT	86	83	99	99
	PT	8	10	10	10
Water	FT	305	322	551	551
	PT	30	28	28	33
Operational Support	FT	230	220	0	0
	PT	4	10	0	0
Storm Sewers	FT	13	16	23	23
	PT	2	2	2	2
<b>TOTAL</b>		<b><u>1,227</u></b>	<b><u>1,263</u></b>	<b><u>1,353</u></b>	<b><u>1,361</u></b>
*FT=Full-Time PT=Part-Time					

2009 Operating Budget  
Department of Public Utilities

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Utilities Administration	To provide administrative support services for the Department of Public Utilities.	\$ 8,134,058	\$ 16,174,556	\$ 10,246,073	\$ 10,713,410	118	118	95	95
Operational Support	To provide information support services for the Department of Public Utilities.	\$ 17,190,974	\$ 29,881,620	\$ -	\$ -	245	247	0	0
Water Supply	To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.	\$ 32,597,435	\$ 40,315,875	\$ 35,917,289	\$ 44,030,870	161	161	160	160
Customer Service	To support managers of the other division by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long term strategic planning.	\$ -	\$ -	\$ 18,644,157	\$ 18,759,359	0	0	192	192
Water Administration	To provide administrative support services for the Division of Water.	\$ 61,640,116	\$ 55,341,394	\$ 66,337,915	\$ 67,814,409	18	18	12	12

2009 Operating Budget  
Department of Public Utilities

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Water Distribution	To ensure the residents of the Columbus Metropolitan Area have an uninterrupted distribution of safe, reliable water, and that the infrastructure of the utility is maintained.	\$ 20,613,200	\$ 22,417,202	\$ 22,544,735	\$ 25,076,547	160	160	187	187
Engineering and Maintenance	To ensure the integrity and maintenance of the existing sewer infrastructure and to expand this infrastructure to serve the Columbus Metropolitan Area without detriment to the community.	\$ 25,696,358	\$ 25,532,569	\$ 30,855,434	\$ 31,736,288	210	210	271	271
Wastewater Treatment	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.	\$ 39,137,489	\$ 43,904,912	\$ 47,146,116	\$ 50,732,253	237	237	240	240
Sewer Administration	To provide administrative support services for the Division of Sewers and Drains.	\$ 100,522,551	\$ 113,506,669	\$ 149,797,793	\$ 159,719,832	15	15	11	11
Stormwater Management	To provide effective stormwater collection services to the community within the corporate limits of Columbus.	\$ 27,403,907	\$ 28,652,241	\$ 35,099,855	\$ 37,017,054	39	23	23	23

2009 Operating Budget  
Department of Public Utilities

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Electricity Distribution	To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.	\$ 7,200,345	\$ 7,830,337	\$ 7,545,294	\$ 8,424,323	52	52	51	51
Street Lighting	To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.	\$ 2,242,442	\$ 2,677,031	\$ 3,056,805	\$ 2,827,782	20	20	19	19
Electricity Administration	To support the operations of the Division of Electricity.	\$ 55,535,486	\$ 71,694,297	\$ 73,657,501	\$ 79,372,579	27	27	29	29
		\$ 397,914,361	\$ 457,928,703	\$ 500,848,967	\$ 536,224,706	1,302	1,288	1,290	1,290

Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

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Department of Public Utilities

Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Customer Service	Percentage of all customer phone calls answered within 30 seconds*	56%	54%	44%	80%
	% unpaid accounts turned off	76%	83%	88%	80%
	Average response days service orders	3	3	1	2
	Average response days customer correspondence	2	3	3	3
	% customer accounts paying utility bill on time	n/a	n/a	74%	73%
	# error-driven utility bill adjustments per 10,000 bills issued	n/a	n/a	3.7	7.2
*Target is based on the number of vacancies					
Customer Development	# electricity customers	13,750	13,663	13,595	132,500
	\$ revenue from sale of electricity	\$ 52,705,268	\$ 83,281,635	\$ 40,289,603	\$ 78,000,000
Distribution Maintenance (Power)	# monthly power outages per 1,000 customers	1.0	0.9	1.1	1.1
	monthly average duration per outage (minutes)	37.0	31.0	61.0	60.0
Power Engineering	% ODOT freeway lights out	10%	11%	12%	15%
	avg response time for CIP, suburban, county and state plan reviews (work days)	n/a	n/a	2	10

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Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Power Engineering (Capital Projects)	% unplanned design encumbrances legislated	n/a	n/a	n/a	20%
	% of unplanned design contracts legislated	n/a	n/a	n/a	20%
	% of planned design encumbrances legislated	n/a	n/a	n/a	80%
	% of planned design contracts legislated	n/a	n/a	n/a	80%
	% unplanned construction encumbrances legislated	n/a	n/a	n/a	10%
	% unplanned construction contracts legislated	n/a	n/a	n/a	10%
	% planned construction encumbrances legislated	n/a	n/a	n/a	80%
	% of planned construction contracts legislated	n/a	n/a	n/a	80%
Water	% minimum system stored volume	n/a	80%	79%	80%
Distribution Engineering	% unplanned design encumbrances legislated	n/a	n/a	3%	20%
	% of unplanned design contracts legislated	n/a	n/a	25%	20%
	% of planned design encumbrances legislated	n/a	n/a	150%	80%
	% of planned design contracts legislated	n/a	n/a	82%	80%
	% unplanned construction encumbrances legislated	n/a	n/a	0%	10%
	% unplanned construction contracts legislated	n/a	n/a	0%	10%
	% planned construction encumbrances legislated	n/a	n/a	94%	80%
	% of planned construction contracts legislated	n/a	n/a	86%	80%
	avg response time for CIP, suburban, county and state plan reviews (work days)	n/a	n/a	4	10



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Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
Distribution Maintenance (Water)	% hydrants out of service	0.5%	0.5%	0.7%	1%
	# hydrants out of service more than 90 days	n/a	9	15	0
	% line, service & valve leaks repaired in 14 days	n/a	n/a	100%	100%
	avg response time restorations of landscape & infrastructure	20	18	8	20
Supply	average response time water quality complaints	1.9	1.9	2.7	2.5
	# water quality complaints received per thousand water service accounts	n/a	n/a	0.31	0.26
	% days in compliance with federal water quality	100%	100%	100%	100%
Supply Engineering Projects	% unplanned design encumbrances legislated	n/a	n/a	2%	20%
	% of unplanned design contracts legislated	n/a	n/a	50%	20%
	% of planned design encumbrances legislated	n/a	n/a	77%	80%
	% of planned design contracts legislated	n/a	n/a	67%	80%
	% unplanned construction encumbrances legislated	n/a	n/a	0%	10%
	% unplanned construction contracts legislated	n/a	n/a	14%	10%
	% planned construction encumbrances legislated	n/a	n/a	109%	80%
% of planned construction contracts legislated	n/a	n/a	100%	80%	
Sewer Systems Engineering	% unplanned design encumbrances legislated	n/a	n/a	0.23%	30%
	% unplanned design contracts legislated	n/a	n/a	40%	30%

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Performance History by Program

Program	Measure	Performance History by Program			
		2006	2007	2008 Mid-Year	2009 Target
	% planned design encumbrances legislated	n/a	n/a	83%	70%
	% planned design contracts legislated	n/a	n/a	28%	70%
	% unplanned construction encumbrances legislated	n/a	n/a	0%	10%
	% unplanned construction contracts legislated	n/a	n/a	0%	10%
	% planned constuction encumbrances legislated	n/a	n/a	12%	80%
	% planned construction contracts legislated	n/a	n/a	44%	80%
Storm Water Management	# NPDES illicit discharge notices of violation issued	15	17	12	12
	# total NPDES sediment & erosion inspections completed per inspector	105	95	101	95
Treatment Engineering	% unplanned design encumbrances legislated	n/a	n/a	0%	30%
	% unplanned design contracts legislated	n/a	n/a	0%	30%
	% planned design encumbrances legislated	n/a	n/a	50%	70%
	% planned design contracts legislated	n/a	n/a	57%	70%
	% unplanned construction encumbrances legislated	n/a	n/a	0%	10%
	% unplanned construction contracts legislated	n/a	n/a	0%	10%
	% planned constuction encumbrances legislated	n/a	n/a	91%	80%
	% planned construction contracts legislated	n/a	n/a	75%	80%

2009 Operating Budget  
Department of Public Utilities

Performance History by Program

Program	Measure	Performance History by Program							
		2006	2007	2008 Mid-Year	2009 Target				
Waste Water Maintenance	# dry weather sewer overflows (both sanitary and combined)		33	22	16	36			
	% water in basement complaints that are the city's responsibility		11%	19%	17%	24%			
	% water in basement complaints investigated within 24 hours		n/a	n/a	98%	98%			
Waste Water Treatment	% days in compliance with NPDES permit requirements (Southerly)		100%	100%	100%	100%			
	% days in compliance with NPDES permit requirements (Jackson Pike)		100%	100%	100%	100%			
	% wastewater biosolids produced that are put to beneficial reuse (Southerly)		40%	34%	37%	30%			
	% wastewater biosolids produced that are put to beneficial reuse (Jackson Pike)		28%	43%	64%	40%			
	% million gallons of wastewater by-passed from treatment plants (Southerly)		0.65%	0.74%	2.30%	1.50%			
	% million gallons of wastewater by-passed from treatment plants (Jackson Pike)		0%	0%	1%	0%			
	\$ wastewater treatment expenditures per million gallons treated (Southerly)	\$	446	\$	495	\$	433	\$	525
	\$ wastewater treatment expenditures per million gallons treated (Jackson Pike)	\$	565	\$	528	\$	490	\$	600
	# combined sewer overflows		292	251	249	300			

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## **Accounting and Organizational Structure**

The City of Columbus, through its various offices and divisions, budgets for and/or administers many different types of primary and secondary funds. Included in this section is an excerpt from the City Auditor's Comprehensive Annual Financial Report, which describes the various types of funds administered by the city. Following this is a discussion of the organizational structure of the City of Columbus, along with a listing of principal officials.

### **Accounting Structure**

The following discussion on the organization of the city's funds and account groups is excerpted from the City Auditor's Comprehensive Annual Financial Report.

### **Governmental Funds**

*General Fund* - The general fund is the general operating fund of the city. It is used to account for all financial resources except those required to be accounted for in another fund.

*Special Revenue Funds* - Special revenue funds are used to account for revenues derived from specific taxes, grants or other restricted revenue sources. The uses and limitations of each special revenue fund are specified by city ordinances or federal and state statutes.

*Debt Service Funds* - Debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term principal, interest, and related costs.

*Capital Project Funds* - Capital project funds are used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

### **Proprietary Funds**

*Enterprise Funds* - Enterprise funds are used 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. The city has separate enterprise funds for its water, sanitary sewer, storm sewer and electricity and parking services.

*Internal Service Funds* - Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the city, generally on a cost-reimbursement basis.

### **Fiduciary Funds**

*Agency funds* - Agency funds are used to account for assets held by the city as an agent for individuals, private organizations, other governments, and/or other funds.

## **Bases of Accounting**

Except for budgetary purposes, the bases of accounting used by the city are in conformity with generally accepted accounting principles (GAAP) as applicable to governmental units and are consistent with the Governmental Accounting Standards Board (GASB) Cod. Sec. 1600, Basis of Accounting. All governmental funds are accounted for using a current financial resources-current assets and current liabilities-measurement focus. The modified accrual basis of accounting is utilized for the governmental and agency funds. Revenues are recognized when they are susceptible to accrual (both measurable and available). Expenditures are recognized when the related liability is incurred, except for interest on long-term debt which is recorded when due.

The measurement focus for the city's proprietary funds is on the flow of total economic resources (all assets and all liabilities). The accrual basis of accounting (revenues are recognized when earned and expenses when incurred) is utilized by the city in its proprietary funds.

The city's basis of accounting for budgetary purposes differs from GAAP in that revenues are recognized when received, rather than when susceptible to accrual (measurable and available), and encumbrances are recorded as expenditures rather than as reservations of fund balances.

## **Organizational Structure**

The City of Columbus was organized on March 3, 1834, and is a home rule municipal corporation under the laws of the State of Ohio. It is governed by an elected Mayor and City Council. Columbus is the capital of the State of Ohio and is centrally located, primarily within the boundaries of Franklin County and, to a limited extent, Fairfield and Delaware Counties.

The city operates under and is governed by its charter, which was first adopted by the voters in 1914 and which has been and may be amended by city voters. The city is also subject to the general laws of Ohio that are applicable to all cities. Under the Ohio Constitution, the city may exercise all powers of local self-government and may adopt police, sanitary and similar regulations to an extent not in conflict with applicable general laws.

## **Organization**

The Columbus City Charter provides for a mayor-council form of government. The Mayor is the chief executive officer and is elected to a four-year term. The seven member City Council is the legislative body. Members are elected at large to four-year terms at two-year intervals.

City Council sets compensation levels of city officials and employees and enacts ordinances and resolutions relating to city services. Council also levies taxes, appropriates and borrows money, and licenses and regulates businesses and trades through legislation. The presiding officer is the President of Council, who is elected by Council to serve until a new president is elected. The charter establishes certain administrative departments and authorizes Council, by a two-thirds vote, to establish divisions of those departments or additional departments.

The Mayor may veto any legislation passed by Council. A veto may be overridden by as great a majority as required for its original passage.

Other elected officials include the City Auditor, City Attorney, Clerk of Courts, and Municipal Court Judges. The City Auditor is the city's chief accounting officer, and maintains the city's accounting records and arranges for the annual independent audit of the city's accounts. The City Attorney is the city's legal advisor, prosecutor, and solicitor. The Clerk of Courts maintains records of the activities of the municipal court and collects funds due to the court. The 15 Municipal Court Judges have county-wide jurisdiction over all civil cases up to \$15,000 and criminal and traffic trials, hearings involving misdemeanor cases, and disputes involving environmental issues.

### Principal Officials

The current elected officials and some of the appointed officials are:

Official	Title	Term Beginning	Term Ending
Michael B. Coleman	Mayor	January 1, 2008	December 31, 2011
Joel S. Taylor	Director of Finance and Management	June 5, 2000	Pleasure of Mayor
Hugh J. Dorrian	City Auditor	January 1, 2006	December 31, 2009
Richard C. Pfeiffer	City Attorney	January 1, 2006	December 31, 2009
Thomas Isaacs	City Treasurer	June 3, 1996	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
David J. Irwin	Secretary of Sinking Funds	April 1, 2000	Pleasure of Sinking Fund Trustees
Michael C. Mentel	Council President	January 1, 2008	December 31, 2011
Andrew Ginther	Member of Council	January 1, 2008	December 31, 2011
Charleta B. Tavares	Member of Council	January 1, 2008	December 31, 2011
Priscilla Tyson	Member of Council	January 1, 2008	December 31, 2009
Maryellen O'Shaughnessy	Member of Council	January 1, 2006	December 31, 2009
Hearcel Craig	Member of Council	January 1, 2008	December 31, 2011
Kevin L. Boyce	Member of Council	January 1, 2006	December 31, 2009

In addition to the elected officials and their administrative offices, a number of department heads within the City of Columbus are appointed by the Mayor or by supporting commissions. The Mayor's cabinet consists of the directors of the Departments of Finance and Management, Public Safety, Public Service, Technology, Human Resources, Civil Service, Development, Recreation and Parks, Public Health, Public Utilities, Education, Community Relations and Equal Business Opportunity. Each director is responsible for the administration of his or her department and its respective divisions.

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## **General Fund Summary**

The general fund provides financial support for the city's basic services. Many divisions are funded solely by the general fund, others receive general fund subsidies, and others have multiple funding sources.

Revenues, excluding the unencumbered balance and transfers from other funds, are projected at \$615.04 million, a decrease of 1.7 percent from 2008 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary chart.

### **Income Tax**

The primary source of revenue to the general fund is the income tax. Columbus' income tax was first instituted in 1947 at 0.5 percent. Subsequent increases occurred in 1956, to 1.0 percent; in 1971, to 1.5 percent; and in 1982, to its current 2.0 percent. Since that time, low unemployment and a high level of economic development resulted, until recently, in increased tax collections. This level of revenue growth enabled the city to expand many programs and improve services in the 1990's.

The city levies an income tax on all wages, salaries, commissions, and other compensation paid to employees and on the net proceeds of business operations in the city. Pursuant to Columbus City Codes, Section 361.36, 75 percent of all income tax collections are deposited in the general fund for general fund operations and 25 percent of collections are deposited in a separate fund to service debt on capital improvements.

Approximately 85 percent of income taxes are collected through employer withholdings. Payments are made to the city on a statutorily prescribed basis.

The income tax is the largest source of revenue for general fund operations. In 2009, income tax revenues are expected to grow by .05 percent, yielding \$393.2 million.

### **Property Tax**

The city annually receives property taxes equal to 3.14 mills of assessed tangible and real property and public utility, located in the city. Property taxes are collected by Franklin, Fairfield, and Delaware counties and are typically remitted to the city on a semi-annual basis. Collections are based on the prior year's assessed valuations, established by state law at 35 percent of appraised market value for real property, at 88 percent for tangible personal property, and at 100 percent of true value for public utility property. Taxes are collected one year in arrears for real property and in the current year for tangible personal property.

Pursuant to Ohio statute and Columbus City Codes, property tax revenue is used for three purposes: certain debt service requirements, partial payment of police and fire pension costs, and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the special income tax (SIT) fund, property tax revenues are deposited directly in the general fund.

Historically, large increases typically have occurred every sixth year due to comprehensive reappraisals. Less formal triennial updates which occur the third year in between the six-year appraisals have produced more modest growth. A comprehensive reappraisal took place in 2005, the effect of which was felt in 2006, since real property taxes are collected in arrears. Franklin County did not increase residential values as part of the 2008 appraisal update (payable in 2009); therefore, only a 0.14 percent growth is projected in property tax revenue in 2009.

### **Hotel-Motel Tax**

Columbus City Code Section 371.02 authorizes the levying of a six percent excise tax on room rates at hotels and motels located in the city. In 1988, 15 percent of the hotel-motel tax was repealed to allow the Convention Facilities Authority to use 0.9 percent of the total tax to finance construction of a convention center. In 1989, the city levied the 5.1 percent tax balance. Revenues are distributed in the following manner: 29.4 percent for the advancement of cultural development in the community; between 29.4 and 36.0 percent to promote the City of Columbus; 8.2 percent for emergency human service needs; 8.4 percent for deposit into the housing trust fund, and the balance deposited into the general fund without restriction. The 2009 projection for general fund hotel-motel tax receipts is \$3.7 million.

### **Kilowatt-Hour Tax**

Beginning in 2001, a tax was levied on users of electricity provided by the Division of Electricity. Known as the kilowatt-hour (KWH) tax, state statutes provide for these monies collected from users located within the city to be deposited to the city's general fund. These revenues are estimated at \$3.4 million for 2009.

### **Shared Revenues**

Local government fund (LGF) revenues represent portions of various State of Ohio taxes which are shared with local governments within the state. The local community funds, formerly known as the local government fund, and the local government revenue assistance fund are now combined as the local community funds from the State of Ohio. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at almost \$57 million in 2009, a 1.82 percent decline from 2008 projections.

### **Fines and Penalties**

The City of Columbus receives 100 percent of all municipal court costs and fines assessed in cases initiated by the city (other than those that have been earmarked for special purposes; such as computerization of court functions), as well as fines assessed for traffic and parking violations. In addition, the city receives a percentage of court costs and fines assessed in cases initiated by the state, county or other municipalities and tried in the Franklin County Municipal Court. Revenues from fines and penalties are projected at \$22.35 million in 2009, a 5.1 percent increase over 2008 projections, primarily due to recently passed increases in parking fines and towing and impound fees.

## **Charges for Service**

Sources of revenue in this category include pro-rata charges, parking meter revenues and other parking charges, and revenue from various divisions that charge for services. These include auto impounding fees, sales of impounded autos and other police service charges, certain fire protection and dispatching service charges, third party reimbursements for emergency medical services (EMS), and revenue from the collection of income taxes and prosecution services for other municipalities and villages. Total revenues from charges for service are projected at \$54.1 million in 2009, a 1.9 percent increase over 2008.

Pursuant to Ordinance 2956-96, all independent funds are assessed an administrative service charge of 4.5 percent of revenues, the proceeds of which are deposited into the general fund. This charge, referred to as "pro-rata", represents a fee for certain services performed by administrative divisions for enterprise, special revenue, grant and internal service divisions, and for which no specific service charge is assessed. Services include, but are not limited to, debt administration and budget preparation provided by the Finance and Management Department, legal services provided by the City Attorney, financial reporting and assistance provided by the City Auditor, and maintenance and cleaning services provided by the Division of Facilities Management.

## **Investment Earnings**

Investment earnings are deposited into the fund in which they were earned. The Treasury Investment Board, consisting of the City Treasurer, City Auditor, and the Finance and Management Director, is responsible for investing the city's liquid assets. In order to ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$17 million in 2009.

## **License and Permit Fees**

This category consists primarily of cable communications fees and fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. The city charges cable companies a service permit fee for the ability to operate a cable system in the City of Columbus, equal to five percent of cable operator gross revenues. Fees in this category are estimated at \$9.25 million in 2009, of which Cable TV permits are expected to be approximately \$7.7 million.

## **Other Revenue**

This category includes various unclaimed funds, refunds and miscellaneous revenue. The 2009 estimate is \$2.4 million.

## **Encumbrance Cancellations**

These funds represent monies set aside in prior fiscal years for expenditures that subsequently were not made. Funds then can be made available for use through the cancellation of encumbrances. The estimate for 2009 is \$1.2 million.

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2005-2009											
SOURCE	2005	PERCENT	2006	PERCENT	2007	PERCENT	2008	PERCENT	2009	PERCENT	PERCENT
	ACTUAL	CHANGE	ACTUAL	CHANGE	ACTUAL	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	OF TOTAL
Income Tax	\$ 352,984,355	3.70%	\$ 376,365,049	6.62%	\$ 391,176,817	3.94%	\$ 391,200,000	0.01%	\$ 393,200,000	0.51%	61.10%
Property Tax	45,461,426	0.72%	51,048,472	12.29%	51,607,785	1.10%	51,427,000	-0.35%	51,500,000	0.14%	8.00%
Kilowatt Hour Tax	3,364,132	3.05%	3,334,596	-0.88%	3,449,344	3.44%	3,380,000	-2.01%	3,400,000	0.59%	0.53%
Hotel/Motel Tax	3,204,310	11.44%	3,418,590	6.69%	3,647,763	6.70%	3,636,000	-0.32%	3,700,000	1.76%	0.57%
<b>TOTAL TAXES</b>	<b>405,014,223</b>	<b>3.41%</b>	<b>434,166,707</b>	<b>7.20%</b>	<b>449,881,709</b>	<b>3.62%</b>	<b>449,643,000</b>	<b>-0.05%</b>	<b>451,800,000</b>	<b>0.48%</b>	<b>70.21%</b>
Local Government Fund	43,557,960	1.35%	43,995,413	1.00%	47,271,190	7.45%	47,409,000	0.29%	47,420,000	0.02%	7.37%
Revenue Assistance Fund	3,841,665	0.31%	3,840,772	-0.02%	-	-100.00%	-	-	-	-	-
Estate Tax	8,941,328	11.33%	9,926,200	11.01%	7,642,210	-23.01%	9,500,000	24.31%	8,500,000	-10.53%	1.32%
Liquor Permit Fee, Other	1,124,614	3.74%	1,145,859	1.89%	1,138,142	-0.67%	1,139,000	0.08%	1,070,000	-6.06%	0.17%
<b>TOTAL SHARED REVENUE</b>	<b>57,465,567</b>	<b>2.76%</b>	<b>58,908,244</b>	<b>2.51%</b>	<b>56,051,542</b>	<b>-4.85%</b>	<b>58,048,000</b>	<b>3.56%</b>	<b>56,990,000</b>	<b>-1.82%</b>	<b>106.16%</b>
License and Permit Fees	1,882,351	-7.90%	8,473,898	350.18%	8,566,982	1.10%	9,017,000	5.25%	9,250,000	2.58%	1.44%
Fines and Penalties	20,543,981	15.73%	20,669,858	0.61%	21,313,071	3.11%	21,257,000	-0.26%	22,350,000	5.14%	3.47%
Investment Earnings	10,200,767	85.78%	20,411,101	100.09%	30,944,294	51.61%	24,500,000	-20.83%	17,000,000	-30.61%	2.64%
Charges for Service	39,603,856	4.41%	42,447,529	7.18%	46,727,981	10.08%	53,069,000	13.57%	54,050,000	1.85%	8.40%
All Other	5,159,701	230.93%	2,326,655	-54.91%	1,948,329	-16.26%	7,732,000	296.85%	2,398,000	-68.99%	0.37%
<b>TOTAL OTHER REVENUES</b>	<b>77,390,656</b>	<b>19.48%</b>	<b>94,329,041</b>	<b>21.89%</b>	<b>109,500,657</b>	<b>16.08%</b>	<b>115,575,000</b>	<b>5.55%</b>	<b>105,048,000</b>	<b>-9.11%</b>	<b>16.32%</b>
<b>TOTAL ALL REVENUES</b>	<b>539,870,446</b>	<b>5.37%</b>	<b>587,403,992</b>	<b>8.80%</b>	<b>615,433,908</b>	<b>4.77%</b>	<b>623,266,000</b>	<b>1.27%</b>	<b>613,838,000</b>	<b>-1.51%</b>	<b>95.39%</b>
Encumbrance Cancellations	1,016,008	-49.27%	1,242,793	22.32%	5,936,479	377.67%	2,114,000	-64.39%	1,197,000	-43.38%	0.19%
Unencumbered Balance	21,678,390	141.99%	20,196,928	-6.83%	26,359,754	30.51%	17,277,690	-34.45%	-	-100.00%	0.00%
Fund Transfers	13,000,000	-48.00%	13,630,895	4.85%	100,198	-99.26%	12,118,661	11994.71%	28,500,000	135.17%	4.43%
Other Misc. Transfers	-	-100.00%	-	-	-	-	-	-	-	-	0.00%
<b>Total Annual Resources</b>	<b>575,564,844</b>	<b>4.97%</b>	<b>622,474,608</b>	<b>8.15%</b>	<b>647,830,339</b>	<b>4.07%</b>	<b>654,776,351</b>	<b>1.07%</b>	<b>643,535,000</b>	<b>-1.72%</b>	<b>100.00%</b>
27th Pay Period Reserve Fund	13,552,237	5.86%	15,402,237	13.65%	17,252,237	12.01%	1,752,237	-89.84%	3,503,237	99.93%	-
Economic Stabilization Fund	41,737,978	-22.08%	41,812,246	0.18%	44,480,652	6.38%	40,104,652	-9.84%	12,406,652	-69.06%	-
<b>TOTAL GENERAL FUND AVAILABLE RESOURCES</b>	<b>\$ 630,855,059</b>	<b>2.63%</b>	<b>\$ 679,689,091</b>	<b>7.74%</b>	<b>\$ 709,563,228</b>	<b>4.40%</b>	<b>\$ 696,633,240</b>	<b>-1.82%</b>	<b>\$ 659,444,889</b>	<b>-5.34%</b>	

**Expenditures and Personnel**

The following tables provide summary detail on general fund expenditures and personnel levels.

# General Fund Summary

GENERAL FUND 2009 PROPOSED BUDGET SUMMARY BY CHARACTER							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 2,911,673	\$ 42,000	\$ 624,266	\$ -	\$ -	\$ -	\$ 3,577,939
City Auditor							
Income Tax	2,524,531	28,100	742,340	-	-	-	3,294,971
	6,325,276	120,000	1,195,222	-	-	-	7,640,496
Total	8,849,807	148,100	1,937,562	-	-	-	10,935,469
City Treasurer	815,779	3,800	74,583	-	-	-	894,162
City Attorney							
Real Estate	9,839,265	65,750	416,621	-	-	-	10,321,636
	220,095	-	-	-	-	-	220,095
Total	10,059,360	65,750	416,621	-	-	-	10,541,731
Municipal Court Judges	13,292,345	37,600	1,069,045	-	-	-	14,399,990
Municipal Court Clerk	9,233,541	167,500	1,103,968	-	-	-	10,495,009
Civil Service	2,722,373	44,160	167,944	-	-	-	2,934,477
Public Safety							
Administration	1,165,165	6,367	7,949,709	-	-	-	9,121,241
Support Services	4,063,625	468,233	929,790	1,000	-	-	5,462,648
Police	233,881,478	4,221,055	14,079,562	225,000	-	-	252,407,095
Fire	181,346,893	4,031,315	9,718,959	22,500	-	-	195,119,667
Total	420,457,161	8,726,970	32,678,020	248,500	-	-	462,110,651
Mayor's Office							
Mayor	1,718,699	6,027	72,045	-	-	-	1,796,771
Community Relations	613,631	4,194	107,480	-	-	-	725,305
Equal Business Opportunity	652,053	544	16,499	-	-	-	669,096
Office of Education	409,302	2,411	817,195	250	-	-	1,229,148
Total	3,393,685	13,176	1,013,209	250	-	-	4,420,320
Development							
Administration	2,123,485	28,412	263,745	-	-	-	2,415,642
Econ. Development	270,666	6,950	568,177	4,744,160	-	-	5,589,953
Planning	1,336,193	18,234	64,906	-	-	-	1,419,333
Neighborhood Services	5,031,730	64,628	2,111,827	10,000	-	19,000	7,237,185
Housing	226,405	2,500	2,726,108	-	-	-	2,955,013
Total	8,988,479	120,724	5,734,763	4,754,160	-	19,000	19,617,126
Finance and Management							
Finance Administration	1,816,351	11,950	149,109	-	-	-	1,977,410
Financial Management	2,271,625	23,900	1,841,064	-	-	-	4,136,589
Facilities Management	4,617,548	408,106	9,600,542	15,750	-	-	14,641,946
	8,705,524	443,956	11,590,715	15,750	-	-	20,755,945
Fleet- General Fund Vehicles	-	-	-	-	1,517,413	-	1,517,413
Finance City-wide	-	-	-	-	-	2,400,000	2,400,000
Finance Technology (Pays gf agency bills)	-	-	12,291,852	-	-	-	12,291,852
Human Resources	1,150,466	24,825	121,342	-	-	-	1,296,633
Citywide Severance Plan	-	-	3,230,322	-	-	-	3,230,322
Health	-	-	-	-	-	16,117,938	16,117,938
Recreation and Parks	-	-	-	-	-	20,636,333	20,636,333
Public Service							
Administration	2,106,220	4,788	22,927	-	-	-	2,133,935
Refuse Collection	10,416,485	136,109	9,706,011	102,000	-	-	20,360,605
Mobility Options	2,270,252	25,205	563,193	19,500	-	-	2,868,150
Total	14,792,957	166,102	10,282,131	121,500	-	-	25,362,690
<b>Total General Operating Fund</b>	<b>\$ 505,373,150</b>	<b>\$ 9,994,663</b>	<b>\$ 82,336,343</b>	<b>\$ 5,140,160</b>	<b>\$ 1,517,413</b>	<b>\$ 39,173,271</b>	<b>\$ 643,535,000</b>

# General Fund Summary

ADJUSTED* EXPENDITURE AND BUDGET SUMMARY - GENERAL OPERATING FUND WITH DoT COSTS					
	2006 ACTUAL	2007 ACTUAL	2008 WITH DoT	2009 WITH DoT	% CHANGE
City Council	\$ 4,398,148	\$ 3,734,856	\$ 3,890,248	\$ 3,740,191	-3.86%
City Auditor					
City Auditor	4,211,433	4,307,972	3,951,227	4,579,470	15.90%
Income Tax	6,959,481	7,884,358	8,136,403	9,024,561	10.92%
Total	11,170,914	12,192,330	12,087,630	13,604,030	12.55%
City Treasurer	879,184	913,600	975,881	951,934	-2.45%
City Attorney					
City Attorney	9,710,450	10,164,795	10,336,802	10,321,636	-0.15%
Real Estate	344,297	355,289	342,795	220,095	-35.79%
Total	10,054,747	10,520,084	10,679,597	10,541,731	-1.29%
Municipal Court Judges	12,610,066	13,055,964	13,895,423	14,398,990	3.62%
Municipal Court Clerk	9,527,255	9,867,223	10,293,264	10,495,009	1.96%
Civil Service	2,952,162	3,455,856	3,478,204	3,286,024	-5.53%
Public Safety <sup>(1)</sup>					
Administration	12,174,782	2,246,849	10,346,426	9,182,700	-11.25%
Support Services	5,519,251	6,011,379	6,270,389	5,838,779	-6.88%
Police	229,726,983	246,295,311	257,380,719	254,233,068	-1.22%
Fire	171,432,131	184,247,864	193,664,400	197,873,081	2.17%
Total	418,853,147	438,801,403	467,661,934	467,127,628	-0.11%
Mayor's Office					
Mayor	2,209,683	2,249,992	2,256,447	1,941,815	-13.94%
Community Relations	881,645	1,063,927	999,101	759,722	-23.96%
Equal Business Opportunity	962,940	942,818	1,007,755	713,347	-29.21%
Office of Education <sup>(3)</sup>	800,422	1,647,730	1,710,982	1,284,461	-24.93%
Total	4,854,690	5,904,467	5,974,285	4,699,345	-21.34%
Development					
Administration	3,367,357	4,018,712	3,795,643	2,882,732	-24.05%
Economic Development	3,026,108	3,937,959	4,681,707	5,604,703	19.71%
Planning	1,038,117	1,619,582	1,360,068	1,439,000	5.80%
Neighborhood Services	10,103,546	10,980,136	9,662,568	7,626,837	-21.07%
Housing	2,599,592	3,261,952	3,811,703	3,045,973	-20.09%
Total	20,134,720	23,818,341	23,311,689	20,599,245	-11.64%
Finance and Management					
Finance Administration	2,740,199	2,774,727	2,211,238	1,977,410	-10.57%
Financial Management	1,440,965	4,086,407	5,437,851	4,376,280	-19.52%
Facilities Management	14,313,321	15,634,345	15,624,786	14,804,198	-5.25%
Total	18,494,485	22,495,479	23,273,874	21,157,889	-9.09%
Finance City-wide	4,679,480	3,565,000	179,000	2,400,000	1240.78%
Fleet- General Fund Vehicles (Non Safety)	163,300	315,354	944,263	517,413	-45.20%
Human Resources	1,952,392	2,118,956	1,844,659	1,626,055	-11.85%
Citywide Severance Plan	-	-	-	3,230,322	
Health	20,093,916	20,689,532	21,523,122	17,570,835	-18.36%
Recreation and Parks	25,436,910	28,038,283	27,068,738	21,448,824	-20.76%
Public Service					
Administration	2,242,312	2,485,719	2,296,472	2,551,858	11.12%
Refuse Collection <sup>(2)</sup>	23,897,762	25,490,766	22,706,759	20,662,985	-9.00%
Mobility Options	3,303,745	3,075,530	3,291,309	2,924,693	-11.14%
Total	29,443,819	31,052,015	28,294,540	26,139,535	-7.62%
<b>Total General Operating Fund</b>	<b>\$ 595,701,335</b>	<b>\$ 630,538,743</b>	<b>\$ 655,376,352 <sup>(3)</sup></b>	<b>\$ 643,535,000</b>	<b>-1.81%</b>

\* Divisional 2008 and 2009 budgets, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. This table shows an adjusted historical comparison.

<sup>(1)</sup> Public Safety figures include vehicles purchased out of Fleet Management General Fund.

<sup>(2)</sup> Most of bulk collection expense in 2006 and 2007 was paid from the general fund. In 2008 and 2009, all bulk waste expense will be paid from SCMRF.

<sup>(3)</sup> 2008 total includes \$600,000 of Jobs Growth Fund monies for the summer employment initiative in the Office of Education.



## General Fund Summary

COMPARISON OF 2009 GENERAL FUND BUDGET WITH CONTINUATION BUDGET				
	2008 BUDGET	2009 CONTINUATION	2009 PROPOSED	% CHANGE FROM CONTINUATION
City Council	\$ 3,901,434	\$ 4,166,665	\$ 3,577,939	-14.13%
City Auditor				
City Auditor	3,075,258	3,308,379	3,294,971	-0.41%
Income Tax	7,266,991	8,066,809	7,640,498	-5.28%
Total	10,342,249	11,375,188	10,935,469	-3.87%
City Treasurer	893,140	948,479	894,162	-5.73%
City Attorney				
City Attorney	10,490,529	10,991,993	10,321,636	-6.10%
Real Estate	390,405	375,089	220,095	-41.32%
Total	10,880,934	11,367,082	10,541,731	-7.26%
Municipal Court Judges	13,984,435	14,511,216	14,398,990	-0.77%
Municipal Court Clerk <sup>(1)</sup>	10,235,316	10,756,484	10,495,009	-2.43%
Civil Service	3,381,560	3,764,343	2,934,477	-22.05%
Public Safety <sup>(2)</sup>				
Administration	10,721,060	10,985,605	9,121,241	-16.97%
Support Services	5,847,884	6,149,056	5,462,648	-11.16%
Police	253,528,094	270,673,037	253,257,095	-6.43%
Fire	191,217,869	201,139,175	195,269,667	-2.92%
Total	461,314,907	488,946,874	463,110,651	-5.28%
Mayor's Office				
Mayor	2,085,524	2,237,810	1,796,771	-19.71%
Community Relations	860,240	935,609	725,305	-22.48%
Equal Business Opportunity	750,689	896,362	669,096	-25.35%
Office of Education <sup>(3)</sup>	981,085	1,635,465	1,229,148	-24.84%
Total	4,677,538	5,705,246	4,420,320	-22.52%
Development				
Administration	3,765,707	3,247,395	2,415,642	-25.61%
Economic Development	4,016,123	5,326,728	5,589,953	4.94%
Planning	1,244,795	1,343,737	1,419,333	5.63%
Neighborhood Services	10,187,702	10,510,123	7,237,185	-31.14%
Housing	3,320,439	3,858,248	2,955,013	-23.41%
Total	22,534,766	24,286,232	19,617,126	-19.23%
Finance and Management				
Finance Administration	2,251,133	2,384,978	1,977,410	-17.09%
Financial Management	4,137,566	4,624,487	4,136,589	-10.55%
Facilities Management	15,501,123	16,554,775	14,641,946	-11.55%
	21,889,822	23,564,240	20,755,945	-11.92%
Finance Technology (Pays for agency bills)	13,122,473	12,828,677	12,291,852	-4.18%
Finance City-wide	2,409,775	2,620,000	2,400,000	-8.40%
Fleet- General Fund Vehicles (Non Safety)	-	900,000	517,413	-42.51%
Human Resources	1,653,301	1,780,887	1,296,633	-27.19%
Citywide Severance Plan	-	-	3,230,322	
Health	19,303,319	21,029,013	16,117,938	-23.35%
Recreation and Parks	25,823,237	26,962,618	20,636,333	-23.46%
Public Service				
Administration	2,263,428	2,471,218	2,133,935	-13.65%
Refuse Collection	21,171,744	21,599,705	20,360,605	-5.74%
Mobility Options	3,347,622	3,479,496	2,868,150	-17.57%
Total	26,782,794	27,550,419	25,362,690	-7.94%
Bulk Waste Collection <sup>(4)</sup>	-	4,841,713	-	
<b>Total General Operating Fund</b>	<b>\$ 653,131,000</b>	<b>\$ 697,905,377</b>	<b>\$ 643,535,000</b>	<b>-7.79%</b>

<sup>(1)</sup> 2008 budget and 2009 Continuation for Court Clerk includes postage

<sup>(2)</sup> Public Safety figures include vehicles purchased out of Fleet Management General Fund

<sup>(3)</sup> In 2008, the Office of Education also received \$600,000 of Jobs Growth Fund monies for the summer employment initiative.

<sup>(4)</sup> Continuation budget figures presumed bulk collection would be funded through the general fund, as it mainly was prior to 2008. However, funding remains in the Street Construction Maintenance and Repair fund, as it was in 2008.

## General Fund Summary

GENERAL FUND PERSONNEL SUMMARY				
	2006	2007	2008	2009
	Actual	Actual	Budgeted	Budgeted
City Council	31	35	38	38
<b>City Auditor</b>				
City Auditor	25	24	34	34
Income Tax	77	79	82	82
<b>Total</b>	<b>102</b>	<b>103</b>	<b>116</b>	<b>116</b>
City Treasurer	9	10	12	12
<b>City Attorney</b>				
City Attorney	104	108	110	109
Real Estate	6	4	4	4
<b>Total</b>	<b>110</b>	<b>112</b>	<b>114</b>	<b>113</b>
Municipal Court Judges	178	180	184	184
Municipal Court Clerk	146	149	149	150
Civil Service	33	34	34	33
<b>Public Safety</b>				
Administration	10	10	10	10
Support Services	55	56	56	52
Police- Non Uniformed	342	358	370	345
Police- Uniformed	1,873	1,927	1,927	1,909
Fire- Non Uniformed	46	48	51	44
Fire- Uniformed	1,540	1,514	1,550	1,525
<b>Total</b>	<b>3,866</b>	<b>3,913</b>	<b>3,964</b>	<b>3,885</b>
<b>Mayor's Office</b>				
Mayor	19	20	19	14
Community Relations	8	8	8	7
Equal Business Opportunity	11	10	10	8
Office of Education	4	6	6	4
<b>Total</b>	<b>42</b>	<b>44</b>	<b>43</b>	<b>32</b>
<b>Development</b>				
Administration	20	27	24	21
Economic Development	1	3	3	2
Neighborhood Services	81	79	79	65
Planning	7	13	13	14
Housing	4	6	6	4
<b>Total</b>	<b>113</b>	<b>128</b>	<b>125</b>	<b>106</b>
<b>Finance and Management</b>				
Administration	34	24	25	21
Financial Management	11	26	27	26
Facilities Management	80	79	80	73
<b>Total</b>	<b>125</b>	<b>129</b>	<b>132</b>	<b>120</b>
Human Resources	16	15	13	11
<b>Public Service</b>				
Administration	38	34	32	31
Refuse Collection	206	203	170	159
Mobility Options	-	-	-	34
Parking Violations	35	37	37	-
<b>Total</b>	<b>279</b>	<b>274</b>	<b>239</b>	<b>224</b>
<b>Total General Fund</b>	<b>5,050</b>	<b>5,126</b>	<b>5,163</b>	<b>5,024</b>

2006 and 2007 are year-end actuals

2008 and 2009 are budgeted, except elected officials, which are authorized

HUGH J. DORRIAN  
CITY AUDITOR  
614/645-7615



ROBERT L. MCDANIEL  
DEPUTY CITY AUDITOR  
FAX 614/645-8444

## CITY OF COLUMBUS OHIO

90 WEST BROAD STREET  
COLUMBUS, OHIO 43215

November 3, 2008

Mayor Michael B. Coleman  
President Michael Mentel, and  
Members of Council  
City Hall  
Columbus, OH 43215

Dear Mayor Coleman, President Mentel, and Members of Council:

Available Resources for the City of Columbus General Operating Fund for calendar year 2009 are estimated to be

\$643,535,000.

There is no carry over amount anticipated from 2008 and therefore, none is included in the above amount. It should be noted the actual amount carried over from 2007 into 2008 was \$17.277 million.

The above amount includes a transfer of \$28.500 million from the City's Economic Stabilization (Rainy Day) Fund. After an estimated use of \$4.400 million of the Rainy Day Fund in 2008 and \$28.500 million in 2009, the remaining balance in the Rainy Day Fund will be \$11.580 million.

Please feel welcome to call me if you should have questions.

Very truly yours,

A handwritten signature in cursive script that reads "Hugh J. Dorrian".

Hugh J. Dorrian  
City Auditor

HJD/jm

City of Columbus  
 General Fund  
 Estimate of Available Resources  
 For Calendar Year 2009

Taxes:			
Income tax (Note 1)	\$	393,200,000	
Property tax (Note 2)		51,500,000	
Kilo Watt Hour tax equivalent (Note 3)		3,400,000	
Hotel-Motel Tax (Note 4)		<u>3,700,000</u>	
			451,800,000
Shared revenues:			
Local community funds via County (Note 5)		39,800,000	
Local government funds via State (Note 5)		7,620,000	
Estate tax		8,500,000	
Liquor permit fees and other		<u>1,070,000</u>	
			56,990,000
Investment earnings (Note 6)			17,000,000
Charges for services:			
Administrative charges to non-general fund divisions (Note 7)		24,700,000	
Parking meters, lots and permits		3,450,000	
Fire division including EMS fees (Note 8)		15,100,000	
Police division (Note 9)		7,400,000	
All other charges for services (Note 10)		<u>3,400,000</u>	
			54,050,000
Fines, forfeitures, and penalties:			
Municipal court (Note 11)		15,800,000	
Parking violations bureau (Note 11)		<u>6,550,000</u>	
			22,350,000
Licenses and permit fees:			
Safety and others (Note 12)			9,250,000
All other receipts (Note 13)			2,398,000
			<hr/>
Total estimated current revenues for current year 2009			613,838,000
Estimated unencumbered fund balance at December 31, 2008 (Note 14)			-0-
Estimated prior years' encumbrance cancellations			<u>1,197,000</u>
			615,035,000
Increases dependent on timely adoption of necessary legislation:			
• Transfer of monies from Economic Stabilization "Rainy Day" Fund (Note 15)			<u>28,500,000</u>
Total estimated available resources for calendar year 2009			<u>\$ 643,535,000</u>

City of Columbus  
 General Fund  
 Estimate of Available Resources  
 For Calendar Year 2009  
 continued

Note 1 Income tax collections for 2009, after providing for refunds to taxpayers, are estimated at \$524.266 million. One fourth of the collections will be deposited to a debt service fund, more commonly known as the "income tax set-aside" fund. The remaining three fourths of the collections, approximately \$393.200 million, will be deposited to the City's General Fund.

Note 2 The City's share of taxes collected in 2009 attributable to real, personal, and public utility properties is estimated at \$51.500 million, net of an estimated \$1.2 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as "rollbacks", are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.

Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City's Division of Electricity. Known as the kilo watt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City's General Fund. The equivalency of the tax, since the tax is not actually levied, is transferred from the City's Electricity enterprise to the General Fund: estimated at \$3.400 million in 2009.

Note 4 Chapter 371 of the Columbus City Code establishes the hotel/motel tax and directs its distribution. The distribution of the tax is estimated as follows:

	<u>Tax Rate</u>	<u>% of Total</u>	<u>Estimated Amount</u>
General Fund of the City of Columbus	1.25%	24.51%	\$ 3,700,000
Experience Columbus	1.50	29.41	4,440,000
Cultural services for community enrichment	1.50	29.41	4,440,000
Emergency Human Services Fund of the City	.42	8.24	1,245,000
Columbus/Franklin County Affordable Housing Trust Corporation	<u>.43</u>	<u>8.43</u>	<u>1,275,000</u>
Total	<u>5.10%</u>	<u>100.00%</u>	<u>\$15,100,000</u>

Any amendments to existing legislation will result in changes to the above distribution.

Note 5 Local government funds represent portions of the various State of Ohio taxes which are shared with local governments within the State. The Local Community funds, formerly known as the Local Government funds and Local Government Revenue Assistance funds via the County are now combined as the Local Community funds from the State via the County. It is estimated that these shared taxes will provide \$39.800 million. Approximately \$7.620 million will be received by the City directly from the State.

Note 6 Investment earnings are initially deposited to the treasury investment earnings fund. Pursuant to various ordinances and resolutions of Council, portions of these earnings are then allocated to the City's water, sewer, electricity and certain other funds. After such allocations, \$17.000 million is estimated to remain available for the General Fund.

City of Columbus  
 General Fund  
 Estimate of Available Resources  
 For Calendar Year 2009  
continued

- Note 7 Administrative charges to non General Fund divisions represent certain operating costs initially borne by the General Fund and then partially allocated to other funds of the City. Ordinance No. 0085-2002, passed January 28, 2002, calls for an assessment rate of 4.5% of the revenues of the funds assessed; resulting in revenues to the General Fund of approximately \$24.700 million.
- Note 8 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$12.300 million for 2009. Also included and estimated at \$1.575 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$1.200 million and other miscellaneous charges of \$25,000.
- Note 9 Police division charges for services, include charges for policing schools, auto impounding fees, sales of impounding autos and various other police services. The adoption of Ordinance No. 1667-2008 adds approximately \$700,000 to this resource for a total of \$7.400 million.
- Note 10 All other charges for services in the total amount of \$3.400 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.100 million), City Auditor (\$367,000), Communications (\$490,000), City Sealer (\$340,000), and miscellaneous other charges (\$1.103 million).
- Note 11 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$15.800 million. The City's Parking Violations Bureau will collect approximately \$6.550 million in parking ticket fines, which includes \$900,000 as a result of the adoption of Ordinance No. 1664-2008.
- Note 12 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$1.550 million. Cable TV permits will produce approximately \$7.700 million.
- Note 13 All other receipts amounting to \$2.398 million include \$500,000 of reimbursement from Franklin County for a portion of Court bailiffs' costs and \$1.898 million of miscellaneous revenues and transfers.
- Note 14 The estimated unencumbered fund balance at December 31, 2008 is determined as follows:
- |  |                    |
|--|--------------------|
| Estimated available resources for 2008 as of November 1, 2008, including \$4.400 million transferred from the "Rainy Day" Fund | \$ 654,800,000     |
| Less: 2008 Expenditures estimated by the Department of Finance   | <u>654,800,000</u> |
| Estimated unencumbered fund balances at December 31, 2008  | <u>\$ -0-</u>      |
- Note 15 It is anticipated that the 2009 General Fund Appropriation Ordinance will include authorization for the use of \$28,500,000 from the Economic Stabilization "Rainy Day" Fund. When the Ordinance is adopted the monies will be available for transfer to the General operating fund.

Hugh J. Dorrian  
 City Auditor  
 November 3, 2008

## Community Development Block Grant Operating Fund

### 2009 Fund Balance Summary

The community development block grant (CDBG) fund typically realizes beginning year cash balances resulting from reprogramming of previous years' unspent funds and modest unappropriated cash balances. The amounts carried forward to 2007 and 2008 were \$3,532,339 and \$2,255,757, respectively. The 2009 beginning year cash balance is projected to be \$473,288. The severe decrease in carryover funds is related to the reprogramming of revolving loan funds in recent years.

The following table reflects the 2009 fund balance assumptions:

2009 CDBG FUND BALANCE SUMMARY		
Projected Unencumbered Cash Balance (January 1, 2009)	\$	473,288
Plus Estimated 2009 Receipts		7,888,432
Total Estimated Available Resources		8,361,720
Less 2009 Recommended Operating Budget		(7,931,641)
Projected Available Balance (December 31, 2009)	\$	<b>430,079</b>

### 2009 Revenues

Carryover and reprogrammed funds will provide 5.67 percent of the 2009 available funding.

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 76.09 percent of all CDBG revenue in 2009. Entitlement allocations vary by congressional legislative action and have trended downward in recent years: -8.25 percent in 2003, -2.67 percent in 2004, -5.4 percent in 2005, -10.25 percent in 2006, -.45 percent in 2007 and -3.72 percent in 2008. As this document is being printed, Congress has not yet enacted the HUD spending bill for FY2009. The city is projecting level funding for 2009.

Economic development loan repayments account for 10.04 percent of CDBG resources for 2009 and have declined steadily in recent years. The city now contracts with two subrecipient agencies to implement economic development revolving loan programs. Loan repayments are retained by these agencies for additional loans.

Housing loan repayments are expected to be 6.23 percent of CDBG resources in 2009. Housing revenues are trending downward, the result of more grants and deferred loans being issued in recent years in lieu of amortized loans.

Miscellaneous revenues include interest earnings on revolving loan funds (which must be remitted to HUD) and program income from activities such as the school's out program, loan repayments from the discontinued roof repair program, and environmental blight activities. Miscellaneous revenues are expected to account for 1.97 percent of CDBG resources in 2009.

The following table summarizes CDBG revenues by type and year:

<b>CDBG REVENUE BY SOURCE AND YEAR</b>				
<b>REVENUE SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Proposed</b>
Carryover and Reprogramming	\$ 3,098,262	\$ 3,532,339	\$ 2,648,008	\$ 473,288
Entitlement Award	6,638,811	6,609,044	6,362,991	6,362,991
Economic Development Repayments	1,873,018	1,096,174	902,124	840,000
Housing Loan Repayments	1,479,289	1,033,679	507,937	520,966
Miscellaneous Receipts	467,312	408,258	351,100	164,475
<b>TOTAL RESOURCES</b>	<b>\$ 13,556,692</b>	<b>\$ 12,679,494</b>	<b>\$ 10,772,160</b>	<b>\$ 8,361,726</b>
PERCENT CHANGE	-1.3%	-6.5%	-15.0%	-22.4%

## 2009 Proposed Operating Budget

In 2009, CDBG activities are divided into four primary themes: affordable housing opportunity, neighborhood and target area revitalization, economic development and economic opportunity, and supportive services. All activities satisfy one of two basic federal mandates: the elimination of slum and blight or benefit to low and moderate income families and individuals. As part of the CDBG budget process the city solicits significant community input for developing priorities and the funding of activities.

The four primary themes and activities are further defined below:

### Affordable Housing Opportunity

The activities funded under this theme support the current level of housing options and related services for special needs populations, expand the conservation and improvement of existing affordable owner and renter housing in targeted areas, increase opportunities for low and moderate income households to become and remain homeowners, and ensure equal access to housing.



The largest activities within affordable housing opportunity are the affordable housing opportunity fund which provides for housing rehabilitation, housing accessibility modifications and senior citizen home maintenance; the homeless prevention and crisis transition program which will provide assistance to households in danger of losing their housing; and the housing services staff. Also funded under affordable housing opportunity are the fair housing services contract, the relocation and housing administrative staff, and the AIDS housing program. The affordable housing opportunity component includes a total of 12 activities totaling \$2,974,735, or 37.5 percent of the CDBG budget.

### **Neighborhood and Target Area Revitalization**

The neighborhood and target area revitalization programs seek to enable residents to play a greater role in community leadership, self-help, advocacy and development issues; to provide technical and financial assistance to community-based organizations in order to address neighborhood needs; to improve the infrastructure and physical environment of Columbus' central city neighborhoods; and to preserve and promote the character and assets of neighborhoods and target areas.

Notable activities are the code enforcement program which is responsible for property inspections and is a major participant in the neighborhood pride initiative; the environmental nuisance program, which abates weeds and solid waste within the community development service area; the land reutilization program, which allows the city to designate and acquire certain tax delinquent properties for redevelopment; and the neighborhood liaisons, city staff who work closely with neighborhood leaders to discuss, address and resolve community issues. The neighborhood and target area component includes a total of 4 activities totaling \$1,484,624, or 18.72 percent of the CDBG budget.

### **Economic Development and Economic Opportunity**

This theme seeks to create and maintain a favorable business environment in low and moderate income areas while generating employment, business growth and consumer services; to promote thriving small and emerging for-profit and non-profit businesses throughout Columbus; to increase low and moderate income individuals' access to regional job markets and locations; and to improve public infrastructure in commercial and industrial areas.

The economic development loan fund seeks to promote low and moderate income job creation. The fund provides working capital to small businesses with an emphasis on minority owned businesses and provides fixed asset financing to business borrowers that create jobs through expansion. The neighborhood support fund provides monies to neighborhood-based organizations to develop and implement their own economic development projects, initiatives, and services. Also funded within this theme are staff for brownfield remediation, business development office, business financing, and neighborhood commercial development. Economic development includes a total of 7 activities totaling \$1,706,776, or 21.51 percent of the CDBG budget.

## Supportive Services

The supportive services goals are to make Columbus neighborhoods safer places in which to live, work and raise a family; to meet the comprehensive health needs, including health management skills, within our neighborhoods and target areas; to assist families and individuals moving from poverty or public assistance to stability or self-sufficiency; and to provide a coordinated system of childcare, education and development services for children, teens and families.

All activities funded under supportive services require direct benefit to low and moderate income citizens. Notable among these are the pregnancy support program, which impacts high-risk pregnant women through active community outreach; the capital kids program, which provides out-of-school programming for Columbus children; the sexual health awareness program which seeks to reduce STD/HIV infection, unwanted pregnancies and high-risk sexual activities; and the school's out program, which funds a day camp for children on days that the Columbus public schools are not in session. Supportive services include a total of 6 activities totaling \$1,084,548, or 13.68 percent of the CDBG budget.

The CDBG budget also provides monies for programmatic support. Most notable is the loan servicing contract which provides for assistance in the administration of both the housing and economic development loan portfolios. Programmatic support includes a total of 5 activities totaling \$680,958, or 8.59 percent of the CDBG budget.

The following table summarizes the 2009 community development block grant fund recommended appropriation levels:

### 2009 CDBG PROPOSED OPERATING BUDGET

<u>DIVISION</u>	<u>PERSONNEL</u>	<u>SUPPLIES</u>	<u>SERVICES</u>	<u>OTHER</u>	<u>TOTAL</u>
Mayor's Office of Ed.	\$ 266,291	\$ -	\$ -	\$ -	266,291
Development - Admin.	564,480	3,000	3,725	-	571,205
Economic Development	716,385	4,350	986,041	-	1,706,776
Neighborhood Services	1,240,171	2,000	199,489	-	1,441,660
Housing	1,333,879	16,100	766,053	512,262	2,628,294
Finance & Management	339,262	1,000	182,964	-	523,226
Public Health	253,496	-	-	-	253,496
Recreation and Parks	519,951	1,172	19,270	300	540,693
<b>TOTAL</b>	<b>\$ 5,233,915</b>	<b>\$ 27,622</b>	<b>\$ 2,157,542</b>	<b>\$ 512,562</b>	<b>\$ 7,931,641</b>

## Special Revenue Funds

### **Municipal Court Computer System Procurement and Maintenance Fund**

#### **2009 Cash Balance Statement**

The municipal court computer fund is projected to begin 2009 with an unencumbered cash balance of \$1,197,431. This fund was created to provide the Municipal Court with computer hardware, software, training and computer-related services. Effective March 1, 1993, the Ohio Revised Code was amended to allow the addition of court fees for the purpose of court computerization. For the Municipal Court Judges, the fee is \$3 per cause of action or appeal. The Municipal Court Clerk may add an amount of \$10 per transaction, including causes of action or appeals. The projection of total revenue attributable to the Municipal Court Judges for 2009 is \$539,860; revenue for the Clerk of Courts is \$1,799,884.

2009 MUNICIPAL COURT COMPUTER FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2009)	\$ 1,197,432
Plus Estimated 2009 Receipts	2,339,744
Plus Estimated Encumbrance Cancellations	25,000
Total Estimated Available Resources	\$ 3,562,176
Less 2009 Recommended Operating Budget	(2,564,594)
Projected Available Balance (December 31, 2009)	\$ 997,582

## Street Construction Maintenance and Repair Fund

### 2009 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund is projected to end 2009 with a fund balance of \$1,103,840. Revenue for the SCMR fund is expected to increase \$855,764 over 2008. In 2009, the storm water fund will reimburse the SCMR fund for the \$7.3 million cost of the street cleaning and snow and ice removal programs. Also in 2009, the fund will no longer contribute \$3.8 million for street lighting to the Division of Electricity. New expenditures in 2009 include: \$1.2 million for bridge repair, \$500,000 for asphalt, and \$200,000 for salt. For the second consecutive year, the bulk program in Refuse will be funded in the SCMR fund. Yet in 2009, 13 drivers will be laid off.

<b>2009 STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2009)	\$ 2,920,705
Plus Estimated 2009 Receipts	47,205,836
Plus Estimated Encumbrance Cancellations	<u>100,000</u>
Total Estimated Available Resources	\$ 50,226,541
Less 2009 Recommended Operating Budget	(49,122,701)
Projected Available Balance (December 31, 2009)	<u><u>\$ 1,103,840</u></u>

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**2009 Revenue Summary**

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2006 - 2009				
REVENUE SUMMARY	2006 Actual	2007 Actual	2008 Estimated	2009 Proposed
Charges for Services	\$ 442,802	\$ 691,036	\$ 422,839	\$ 356,782
Motor Vehicle Fuel Tax	23,585,418	24,341,110	23,938,850	24,247,745
Motor Vehicle License Tax	7,836,055	7,293,570	8,192,331	8,267,870
Traffic Signal Installation	2,000,306	1,340,899	2,000,000	2,028,000
Traffic Lane Lining	807,858	952,756	700,000	709,800
Right of Way	821,290	935,271	804,617	854,388
Refunds/ Damages/Sale of Assets	173,766	230,754	205,409	168,279
Street Cleaning	2,820,860	4,138,872	6,413,876	7,269,005
Miscellaneous Revenues	1,185,236	1,600,651	950,414	827,731
Capital Reimbursement	288,907	2,811,160	2,476,236	2,476,236
Insurance Trust Fund Transfer	-	-	245,500	-
Encumbrance Cancellations	65,738	100,533	108,604	100,000
Unencumbered Cash Balance	3,909,923	5,351,053	7,695,946	2,920,705
<b>TOTAL RESOURCES</b>	<b>\$ 43,938,159</b>	<b>\$ 49,787,665</b>	<b>\$ 54,154,622</b>	<b>\$ 50,226,541</b>
PERCENT CHANGE		13.31%	8.77%	-7.25%

Revenue Notes:

- Motor vehicle fuel tax revenues will increase slightly in 2009.
- Right-of-way permit fees are estimated at \$854,388 in 2009.
- Traffic signal installation revenues are estimated at \$2,028,000.
- Traffic lane lining revenues are estimated to be \$709,800 in 2009.
- Motor vehicle license tax revenues will increase slightly in 2009.
- Capital reimbursements are estimated at \$2,476,236 in 2009, no change from 2008.
- Reimbursements from the storm water fund will total \$7,269,005.

### **Street Construction Maintenance and Repair Fund Pro Forma Operating Statement**

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2010 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues is at 0.35 percent and motor vehicle license tax revenue growth is projected at 0.6 percent per year.
- Operations and maintenance expenses, excluding personnel, health insurance, pro rata and technology, are inflated at three percent per year. Personnel expenses assume 2 percent growth in 2010, 1 percent in 2011 and 3 percent in all other years. Health insurance is projected to grow ten percent per year. Pro rata charges represent 4.5 percent of revenue. It is assumed that there will be zero growth in technology expenses.
- In 2010 and beyond, the SCMR fund will no longer support the bulk Refuse program and funding will come from the general fund.
- The ending fund balance is projected to be positive through 2015.



STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND												
PRO FORMA OPERATING STATEMENT												
REVENUE	Actual 2007	Estimated 2008	Proposed 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Motor Vehicle Fuel Tax	\$ 24,341,110	\$ 23,938,850	\$ 24,247,745	\$ 24,331,054	\$ 24,414,680	\$ 24,498,626	\$ 24,582,893	\$ 24,667,481	\$ 24,752,393	\$ 24,837,629	\$ 24,923,192	\$ 25,009,082
Charges for Services	691,036	422,839	356,782	365,791	375,027	384,498	394,208	404,163	414,371	424,837	435,568	446,570
Motor Vehicle License Tax	7,293,570	8,192,331	8,267,870	8,317,608	8,367,681	8,418,092	8,468,844	8,519,940	8,571,381	8,623,172	8,675,314	8,727,810
Traffic Signal Installation	1,340,899	2,000,000	2,028,000	2,056,392	2,085,181	2,114,374	2,143,975	2,173,991	2,204,427	2,235,289	2,266,583	2,298,315
Traffic Lane Lining	952,756	700,000	709,800	719,737	729,814	740,031	750,391	760,897	771,549	782,351	793,304	804,410
Right of Way Permit Fees	935,271	804,617	854,388	880,020	906,420	933,613	961,621	990,470	1,020,184	1,050,789	1,082,313	1,114,783
Refunds/Damages/Sale of Assets	230,754	205,409	168,279	173,324	178,521	183,874	189,387	195,066	200,915	206,939	213,144	219,535
Miscellaneous Revenues	1,600,651	950,414	827,731	841,316	855,268	869,596	884,311	899,424	914,945	930,887	947,260	964,077
Capital Reimbursement	2,811,160	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236
Street Cleaning Revenue	4,138,872	6,413,876	7,269,005	7,487,075	7,711,687	7,943,038	8,181,329	8,426,769	8,679,572	8,939,959	9,208,158	9,484,403
Insurance Trust Fund Transfer	-	245,500	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>44,336,079</b>	<b>46,350,072</b>	<b>47,205,836</b>	<b>47,648,553</b>	<b>48,100,517</b>	<b>48,561,978</b>	<b>49,033,196</b>	<b>49,514,437</b>	<b>50,005,973</b>	<b>50,508,088</b>	<b>51,021,071</b>	<b>51,545,221</b>
Beginning Fund Balance	5,351,053	7,695,946	2,920,705	1,103,840	3,566,222	5,392,882	6,043,715	5,443,910	3,512,821	163,437	(4,698,199)	(11,173,634)
Encumbrance Cancellations	100,533	108,604	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL RESOURCES</b>	<b>49,787,665</b>	<b>54,154,622</b>	<b>50,226,541</b>	<b>48,852,393</b>	<b>51,766,739</b>	<b>54,054,860</b>	<b>55,176,911</b>	<b>55,058,347</b>	<b>53,618,794</b>	<b>50,771,526</b>	<b>46,422,872</b>	<b>40,471,587</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	20,887,624	27,334,223	27,137,592	24,238,004	24,480,384	25,214,796	25,971,239	26,750,377	27,552,888	28,379,475	29,230,859	30,107,785
Health Insurance	3,608,167	5,040,680	4,786,909	4,627,802	5,090,583	5,599,641	6,159,605	6,775,565	7,453,122	8,198,434	9,018,277	9,920,105
Director's Office Charges	2,090,729	-	-	-	-	-	-	-	-	-	-	-
27th Pay Period	-	1,006,205	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	536,315	1,046,920	2,330,980	2,400,909	2,472,937	2,547,125	2,623,539	2,702,245	2,783,312	2,866,811	2,952,816	3,041,400
Contractual Services	1,420,728	1,631,873	2,372,196	2,443,362	2,516,663	2,592,163	2,669,927	2,750,025	2,832,526	2,917,502	3,005,027	3,095,178
Pro Rata	1,842,068	2,214,373	2,124,263	2,144,185	2,164,523	2,185,289	2,206,494	2,228,150	2,250,269	2,272,864	2,295,948	2,319,535
Technology	849,553	848,703	2,090,693	2,090,693	2,090,693	2,090,693	2,090,693	2,090,693	2,090,693	2,090,693	2,090,693	2,090,693
Fleet	3,489,876	5,862,768	5,752,362	4,741,057	4,883,289	5,029,787	5,180,581	5,336,101	5,496,185	5,661,070	5,830,902	6,005,829
Street Lighting	3,214,288	3,247,224	-	-	-	-	-	-	-	-	-	-
Landscape Services	1,980,000	2,019,600	2,059,000	2,120,770	2,184,393	2,249,925	2,317,423	2,386,945	2,458,554	2,532,310	2,608,280	2,686,528
311 Operations	242,363	434,508	356,106	366,789	377,793	389,127	400,800	412,824	425,209	437,965	451,104	464,638
Equipment	509,639	518,289	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Claims	34,115	28,551	82,600	82,600	82,600	82,600	82,600	82,600	82,600	82,600	82,600	82,600
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
Refuse Expenditures	1,386,254	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>42,091,719</b>	<b>51,233,917</b>	<b>49,122,701</b>	<b>45,286,172</b>	<b>46,373,857</b>	<b>48,011,145</b>	<b>49,733,001</b>	<b>51,545,526</b>	<b>53,455,357</b>	<b>55,469,725</b>	<b>57,596,506</b>	<b>59,844,290</b>
Ending Fund Balance	\$ 7,695,946	\$ 2,920,705	\$ 1,103,840	\$ 3,566,222	\$ 5,392,882	\$ 6,043,715	\$ 5,443,910	\$ 3,512,821	\$ 163,437	\$ (4,698,199)	\$ (11,173,634)	\$ (19,372,704)

## Health Special Revenue Fund

### 2009 Cash Balance Statement

The health special revenue fund is projected to end 2009 with a fund balance of \$25,001. Total available resources include the unencumbered cash balance, revenues deposited into the health special revenue fund, a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover the Health Department's operating expenditures.

2009 HEALTH SPECIAL REVENUE FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2009)	\$	-
Plus Estimated 2009 Receipts		5,631,907
Plus General Fund Transfer		16,117,938
Plus Estimated Encumbrance Cancellations		100,000
Total Estimated Available Resources	\$	21,849,845
Less 2009 Recommended Operating Budget		(21,824,844)
Projected Available Balance (December 31, 2009)	\$	<u>25,001</u>

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## 2009 Revenue Summary

HEALTH SPECIAL REVENUE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2006-2009				
REVENUE SUMMARY	2006 Actual	2007 Actual	2008 Estimated	2009 Proposed
General Fund Transfer	\$ 20,093,916	\$ 20,689,532	\$ 19,850,819	\$ 16,117,938
Licenses and Permit Fees	2,087,883	2,200,313	2,346,414	2,496,367
Rental Of Real Estate	3,510	-	-	-
Health Inspections	8,310	8,310	9,500	9,500
Vital Statistics	1,310,659	1,311,394	1,234,921	1,201,000
Employee Assist. Program	353,161	363,832	395,000	411,000
Occupational Health & Safety	211,429	228,390	178,413	15,000
Miscellaneous Charges for Services	1,678,324	1,430,626	1,323,093	1,355,840
Miscellaneous Revenues and Refunds	171,569	25,220	115,230	143,200
Home Health Visits	75,805	101,569	36,610	-
Encumbrance Cancellations	377,320	87,602	200,000	100,000
Unencumbered Cash Balance	821,664	1,106,348	210,117	-
<b>TOTAL RESOURCES</b>	<b>\$ 27,193,550</b>	<b>\$ 27,553,136</b>	<b>\$ 25,900,117</b>	<b>\$ 21,849,845</b>
PERCENT CHANGE		1.32%	-6.00%	-15.64%

## Revenue Notes:

- The health special revenue fund receives a transfer from the city's general fund each year to cover all budgeted operating expenses that cannot be supported solely by other Columbus Public Health Department revenue sources. The general fund subsidy totaling \$16,117,938, representing 74 percent of Health's operating revenues, will decrease by 18.8 percent in 2009. As in 2008, the 2009 general fund subsidy figure does not include technology expenditures, which are budgeted in Finance and Management.
- Other revenues include license and permit fees, charges for services, birth and death certificate fees and various program fees. Revenues, not including the general fund subsidy, unencumbered balance or encumbrance cancellations, are projected to decrease by 0.13 percent.
- In 2009, total revenues, excluding the prior year unencumbered cash balance and estimated encumbrance cancellations, are projected to be \$21,749,845.

## Recreation and Parks Operation and Extension Fund

### 2009 Cash Balance Statement

The recreation and parks operation and extension fund cash balance statement is itemized below. Total available resources include the prior year unencumbered cash balance, revenues deposited into the fund, a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover Recreation and Parks Department operating expenditures.

<b>2009 RECREATION AND PARKS OPERATION AND EXTENSION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2009)	\$ (14,723)
Plus Estimated 2009 Receipts	6,347,513
Plus General Fund Transfer	20,636,333
Plus Estimated Encumbrance Cancellations	<u>285,000</u>
Total Estimated Available Resources	\$ 27,254,123
Less 2009 Recommended Operating Budget	(27,268,846)
Projected Available Balance (December 31, 2009)	<u><u>\$ (14,723)</u></u>

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2009 Revenue Summary

RECREATION AND PARKS OPERATION AND EXTENSION FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2006-2009				
REVENUE SUMMARY	2006 Actual	2007 Actual	2008 Estimated	2009 Proposed
Adult Sports	\$ 780,920	\$ 861,738	\$ 969,982	\$ 983,000
Aquatics	88,966	85,975	60,695	61,000
Recreation Centers	760,653	756,725	678,016	778,951
Senior Citizen Centers	72,616	71,685	62,540	54,596
Other	3,245,202	2,757,627	3,105,097	2,719,286
Permits	765,817	890,918	900,125	971,500
Boat Docks and Stakes	170,630	179,308	193,640	232,180
CIP Reimbursement	431,494	359,952	425,000	500,000
Rent	36,408	30,282	62,000	35,000
Refunds	25,420	144,385	12,000	12,000
General Fund Transfer	25,438,910	28,038,283	26,223,237	20,636,333
Other Funds Transfer In	-	-	-	-
Encumbrance Cancellations	269,308	254,675	280,818	285,000
Unencumbered Cash Balance	297,140	(12,512)	157,729	(14,723)
<b>TOTAL RESOURCES</b>	<b>\$ 32,383,484</b>	<b>\$ 34,419,041</b>	<b>\$ 33,130,879</b>	<b>\$ 27,254,123</b>
PERCENT CHANGE		6.29%	-3.74%	-17.74%



## Revenue Notes:

- The recreation and parks operation and extension fund receives a transfer from the city's general fund to cover all budgeted operating expenses that cannot be supported solely by user fees and charges. The general fund subsidy for 2009 is \$20.6 million, which is 21.3 percent lower than the 2008 amount due to limited financial resources. Reductions were taken in recreation, specialized facilities, park maintenance and building maintenance part-time staff hours, as well as some vacant positions and layoffs. For the general fund subsidy, the 2008 and 2009 figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management.
- Revenues come from adult sports leagues (softball, soccer, basketball, football and volleyball), recreation fees, gymnasium rentals, tree trimming, capital project management, and various other charges. Revenues are expected to be \$6.3 million.
- The city will operate four pools in 2009. The department will continue to waive the entry fee for all pools for the summer outdoor season.
- Tree trimming services in the right-of-way will continue to be billed to the street construction maintenance and repair fund (SCMR) in 2009, generating estimated revenue of \$2 million.
- Other revenues from user fees, permits, and charges are projected at \$4.3 million in 2009.

## Golf Course Operations Fund

### 2009 Cash Balance Statement

The golf course operations fund is projected to begin 2009 with an unencumbered cash balance of \$24,855 and end the year with a surplus balance of \$64,572. Revenues are generated from greens fees, golf cart rental fees and the sale of refreshments at the seven municipal golf courses. Ninety percent of greens fee revenues are deposited into this fund, while the remaining ten percent goes directly toward golf course debt retirement.

<b>2009 GOLF COURSE OPERATIONS FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2009)	\$ 24,855
Plus Estimated 2009 Receipts	4,780,000
Plus Estimated Encumbrance Cancellations	\$ -
Total Estimated Available Resources	4,804,855
Less 2009 Recommended Operating Budget	(4,740,283)
Projected Available Balance (December 31, 2009)	<u>\$ 64,572</u>

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2009 Revenue Summary

<b>GOLF COURSE OPERATIONS FUND</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2006-2009</b>				
<b>REVENUE SUMMARY</b>	<b>2006</b> <b>Actual</b>	<b>2007</b> <b>Actual</b>	<b>2008</b> <b>Estimated</b>	<b>2009</b> <b>Proposed</b>
Airport Golf Course	\$ 724,147	\$ 780,928	\$ 771,500	\$ 797,446
Mentel Golf Course	858,082	860,619	913,200	878,656
Champions Golf Course	713,184	701,127	674,300	714,392
Raymond/Wilson Road	1,344,920	1,402,144	1,364,000	1,434,288
Turnberry Golf Course	670,274	728,002	676,000	747,316
Walnut Hill Golf Course	208,183	204,429	201,000	207,902
Donations	-	-	-	-
Miscellaneous Revenues	246	-	26,177	-
Insurance Adjustment	-	-	-	-
Workers Comp	-	-	-	-
Encumbrance Cancellations	118,312	93,475	42,000	-
Unencumbered Cash Balance	834,173	518,835	193,040	24,855
<b>TOTAL RESOURCES</b>	<b>\$ 5,471,521</b>	<b>\$ 5,289,559</b>	<b>\$ 4,861,217</b>	<b>\$ 4,804,855</b>
<b>PERCENT CHANGE</b>		<b>-3.33%</b>	<b>-8.10%</b>	<b>-1.16%</b>

Revenue Notes:

- Revenue is directly related to weather conditions and difficult to project. Other factors that impact revenues include competition and the state of the economy.
- Total revenues for 2009 are estimated at \$4.78 million, a 3.33 percent increase from 2008 estimated revenues. No encumbrance cancellations are projected at this time, and the total resources available for 2009 are estimated at \$4.8 million, a 1.16 percent decrease from total resources available in 2008, primarily due to a decline in both the beginning cash balance as well as the encumbrance cancellations.
- The division continues to closely monitor its revenues and expenditures, and plans to take mitigating action in the future should its financial position deteriorate.

## Development Services Fund

### 2009 Cash Balance Statement

In 2002, the city implemented a One Stop Shop initiative to provide coordinated, streamlined permitting and plan review for construction projects. The development services fund was established, into which all fees and charges associated with these services are deposited. Public Service has budgeted 45 full-time limited and 35 full-time regular employees to provide construction inspection services. Because of decreased revenues, the Development Department will layoff 10 employees during 2009. The fund is projected to end 2009 with an unencumbered cash balance of \$2,247,202.

<b>2009 DEVELOPMENT SERVICES FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2009)	\$	1,613,986
Plus Estimated 2009 Receipts		27,108,000
Plus Estimated Encumbrance Cancellations		50,000
Total Estimated Available Resources	\$	28,771,986
Less 2009 Recommended Operating Budget		(26,524,784)
Projected Available Balance (December 31, 2009)	<b>\$</b>	<b>2,247,202</b>

## 2009 Revenue Summary

Revenues are generated by fees and charges associated with building inspections, permitting, plan review services, construction inspection, zoning, materials testing and prevailing wage service fees for services provided to both private and public entities.

<b>DEVELOPMENT SERVICES FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2006-2009</b>				
<b>REVENUE SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Proposed</b>
Service Public Inspections	\$ 1,785,063	\$ 2,706,510	\$ 3,135,000	\$ 3,250,000
Service Private Inspections	2,936,394	3,008,754	3,500,000	3,800,000
Service Capital Inspections	2,540,356	3,527,392	4,000,000	4,100,000
Service Other	458,936	568,454	417,000	417,000
BSD Residential Construction	2,646,267	2,432,852	2,733,705	2,824,853
BSD Multi-Family Construction	1,993,168	1,871,738	1,160,113	1,340,767
BSD Commercial Construction	5,065,024	5,683,250	8,006,189	8,103,323
BSD Platting	165,989	-	-	-
BSD Zoning	2,111,669	2,196,271	1,239,578	1,175,834
BSD Application Verification	478,010	-	-	-
BSD Address Creation	54,030	-	-	-
BSD License/Registration	-	1,758,959	1,799,641	1,781,465
BSD All Other	-	826,736	387,975	314,758
BSD Demolition	117,681	-	-	-
Insurance Trust Fund Transfer	-	-	136,500	-
Unencumbered Cash Balance	2,042,320	(178,759)	1,129,776	1,613,986
Encumbrance Cancellations	63,622	59,175	74,392	50,000
<b>TOTAL RESOURCES</b>	<b>\$ 22,458,529</b>	<b>\$ 24,461,332</b>	<b>\$ 27,719,869</b>	<b>\$ 28,771,986</b>
PERCENT CHANGE		8.92%	13.32%	3.80%

### **Development Services Fund Pro Forma Operating Statement**

A ten year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in ensuring the solvency of the fund and for maintaining an acceptable end-of-year balance. The major assumptions included in this pro forma are as follows:

- Revenues are increased by 2 percent in the years 2010 - 2018.
- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at three percent per year. Personnel expenses assume 2 percent growth in 2010, 1 percent in 2011 and 3 percent in all other years. Health insurance is projected to grow ten percent per year. Pro rata fees represent approximately 4.5 percent of non-city revenue.



DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2007	Estimated 2008	Proposed 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>TRANSPORTATION:</b>												
PUBLIC INSPECTIONS	\$ 2,706,510	\$ 3,135,000	\$ 3,250,000	\$ 3,315,000	\$ 3,381,300	\$ 3,448,926	\$ 3,517,905	\$ 3,588,263	\$ 3,660,028	\$ 3,733,228	\$ 3,807,993	\$ 3,884,051
PRIVATE INSPECTIONS	3,008,754	3,500,000	3,800,000	3,876,000	3,953,520	4,032,590	4,113,242	4,195,507	4,279,417	4,365,006	4,452,306	4,541,352
CAPITAL IMPROVEMENT INSPECTIONS	3,527,392	4,000,000	4,100,000	4,182,000	4,265,640	4,350,953	4,437,972	4,526,731	4,617,266	4,709,611	4,803,803	4,899,880
OTHER	568,454	417,000	417,000	425,340	433,847	442,524	451,374	460,402	469,610	479,002	488,582	498,354
<b>BUILDING SERVICES:</b>												
RESIDENTIAL CONSTRUCTION	2,432,852	2,733,705	2,824,853	2,881,350	2,938,977	2,997,757	3,057,712	3,118,866	3,181,243	3,244,868	3,309,766	3,375,961
MULTI-FAMILY CONSTRUCTION	1,871,738	1,160,113	1,340,767	1,367,582	1,394,934	1,422,833	1,451,289	1,480,315	1,509,921	1,540,120	1,570,922	1,602,341
COMMERCIAL CONSTRUCTION	5,683,250	8,006,189	8,103,323	8,265,389	8,430,697	8,599,311	8,771,297	8,946,723	9,125,658	9,308,171	9,494,334	9,684,221
ZONING	2,196,271	1,239,578	1,175,834	1,199,351	1,223,338	1,247,804	1,272,761	1,298,216	1,324,180	1,350,664	1,377,677	1,405,230
LICENSE/REGISTRATION	1,758,959	1,799,641	1,781,465	1,817,094	1,853,436	1,890,505	1,928,315	1,966,881	2,006,219	2,046,343	2,087,270	2,129,016
ALL OTHER	826,736	387,975	314,758	321,053	327,474	334,024	340,704	347,518	354,469	361,558	368,789	376,165
INSURANCE TRUST FUND TRANSFER	-	136,500	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>24,580,916</b>	<b>26,515,701</b>	<b>27,108,000</b>	<b>27,650,160</b>	<b>28,203,163</b>	<b>28,767,226</b>	<b>29,342,571</b>	<b>29,929,422</b>	<b>30,528,011</b>	<b>31,138,571</b>	<b>31,761,343</b>	<b>32,396,569</b>
BEGINNING FUND BALANCE	(178,759)	1,129,776	1,613,986	2,247,202	2,195,171	2,126,493	1,626,012	653,240	(835,843)	(2,889,128)	(5,558,732)	(8,901,396)
ENCUMBRANCE CANCELLATIONS	59,175	74,392	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>TOTAL RESOURCES</b>	<b>24,461,332</b>	<b>27,719,869</b>	<b>28,771,986</b>	<b>29,947,362</b>	<b>30,448,334</b>	<b>30,943,720</b>	<b>31,018,583</b>	<b>30,632,663</b>	<b>29,742,168</b>	<b>28,299,443</b>	<b>26,252,611</b>	<b>23,545,173</b>
<b>EXPENDITURES</b>												
<b>OPERATIONS &amp; MAINTENANCE:</b>												
PERSONNEL SERVICES	17,431,389	18,582,926	19,080,680	19,462,294	19,656,917	20,246,624	20,854,023	21,479,643	22,124,033	22,787,754	23,471,386	24,175,528
EMPLOYEE INSURANCE	2,272,950	2,604,702	2,614,493	2,875,942	3,163,537	3,479,890	3,827,879	4,210,667	4,631,734	5,094,907	5,604,398	6,164,838
2TH PAY PERIOD	-	660,894	-	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	222,933	120,621	148,521	152,977	157,566	162,293	167,162	172,177	177,342	182,662	188,142	193,796
SERVICES	1,001,703	1,340,578	1,414,020	1,456,441	1,500,134	1,545,138	1,591,492	1,639,237	1,688,414	1,739,066	1,791,238	1,844,975
PRO RATA	827,446	873,563	920,638	1,244,257	1,269,142	1,294,525	1,320,416	1,346,824	1,373,760	1,401,236	1,429,260	1,457,846
TECHNOLOGY	1,063,863	1,130,462	1,848,798	1,848,798	1,848,798	1,848,798	1,848,798	1,848,798	1,848,798	1,848,798	1,848,798	1,848,798
FLEET	495,451	492,431	461,634	475,483	489,748	504,440	519,573	535,160	551,215	567,752	584,784	602,328
OTHER	15,821	90,938	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
CAPITAL OUTLAY	-	208,770	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>23,331,556</b>	<b>26,105,883</b>	<b>26,524,784</b>	<b>27,752,191</b>	<b>28,321,841</b>	<b>29,317,708</b>	<b>30,365,342</b>	<b>31,468,506</b>	<b>32,631,296</b>	<b>33,858,175</b>	<b>35,154,007</b>	<b>36,524,099</b>
<b>TOTAL EXPENSE</b>	<b>23,331,556</b>	<b>26,105,883</b>	<b>26,524,784</b>	<b>27,752,191</b>	<b>28,321,841</b>	<b>29,317,708</b>	<b>30,365,342</b>	<b>31,468,506</b>	<b>32,631,296</b>	<b>33,858,175</b>	<b>35,154,007</b>	<b>36,524,099</b>
ENDING UNENCUMBERED FUND BAL.	\$ 1,129,776	\$ 1,613,986	\$ 2,247,202	\$ 2,195,171	\$ 2,126,493	\$ 1,626,012	\$ 653,240	\$ (835,843)	\$ (2,889,128)	\$ (5,558,732)	\$ (8,901,396)	\$ (12,978,926)

## 1111 East Broad Street Fund

### 2009 Cash Balance Statement

In 2007, a special revenue fund entitled the "1111 East Broad Street Operations Fund" was established to allow the Facilities Management Division to deposit rental payments from non-city occupants of the building owned by the city at this location. Facilities Management funds necessary for the operation of the building are deposited in this fund as well. The fund is expected to begin 2009 with an unencumbered cash balance of \$376,440. Revenue receipts from leases are projected at \$1,337,134, with \$952,153 generated from COWIC and \$384,981 from the Department of Technology. A budgeted general fund transfer to this fund of \$292,171 brings total estimated available resources to \$2,005,745. Operational expenses in 2009 are projected to be just over \$1.6 million.

<b>2009 1111 EAST BROAD STREET FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2009)	\$ 376,440
Plus Estimated 2009 Receipts	1,337,134
Plus Estimated 2009 General Fund Transfer	292,171
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 2,005,745</u>
Less 2009 Recommended Operating Budget	(1,629,305)
Projected Available Balance (December 31, 2009)	<u><u>\$ 376,440</u></u>

## Internal Service Funds

### Employee Benefits Fund

#### 2009 Cash Balance Statement

In 1993, the employee benefits fund was established. A portion of this fund is dedicated to the administration of the risk management section of the Department of Human Resources. This fund's primary source of revenue is the monthly insurance premium paid by each division for all participating employees of the city's insurance program.

2009 EMPLOYEE BENEFITS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2009)	\$ 76,897
Plus Estimated 2009 Receipts	<u>3,081,109</u>
Total Estimated Available Resources	\$ 3,158,006
Less 2009 Recommended Operating Budget	(3,158,006)
Projected Available Balance (December 31, 2009)	<u><u>\$ -</u></u>

#### Revenue Notes:

- The figures cited above reflect only the revenues and expenditures associated with administration of the risk management section of the Department of Human Resources.
- Revenues and expenditures associated with the payment of claims are not represented in this section.

**Print and Mailroom Services Fund**

**2009 Cash Balance Statement**

The print and copy center operates as an internal service fund, with costs supported by billing user agencies for print and copy services provided. Mailroom services, transferred from the Department of Technology to the Department of Finance and Management in 2008, are included in this fund as well. Revenues and expenditures for both the print center and the mailroom are accounted for in this fund. Charges for the mailroom, including postage charges, are billed back to user agencies. The fund is projected to begin 2009 with a negative unencumbered cash balance of \$145,835, due, in part, to unanticipated increases in postage costs.

<b>2009 PRINT AND MAILROOM SERVICES FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2009)	\$	(145,835)
Plus Estimated 2009 Print Services Receipts		262,433
Plus Estimated 2009 Mailroom Services Receipts		1,504,012
Plus Estimated Encumbrance Cancellations		-
Total Estimated Available Resources	\$	1,620,610
Less 2009 Recommended Operating Budget - Print		(260,424)
Less 2009 Recommended Operating Budget - Mailroom		(1,504,012)
Projected Available Balance (December 31, 2009)	<u>\$</u>	<u>(143,826)</u>

**PRINT/ COPY AND MAILROOM SERVICES  
REVENUE BY SOURCE AND YEAR  
HISTORICAL AND PROJECTED  
2006-2009**

<b>REVENUE SUMMARY</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Proposed</b>
Resale Printing	\$ 60,290	\$ 49,466	\$ 64,013	\$ 65,609
Copy Services	100,283	72,668	97,359	97,100
Printing Services	70,315	75,295	99,242	99,724
Transfers/Refunds/Misc.*	-	-	1,500	-
Unencumbered Cash Balance	37,484	-	7,323	(145,835)
Encumbrance Cancellations	8,028	-	9,532	-
Mailroom Services	-	-	1,189,086	1,504,012
<b>TOTAL RESOURCES</b>	<b>\$ 276,400</b>	<b>\$ 197,429</b>	<b>\$ 1,468,055</b>	<b>\$ 1,620,610</b>
PERCENT CHANGE		-28.57%	643.59%	10.39%

NOTE: Mailroom services revenues for 2006 - 2007 are reflected under Department of Technology.

\* Refund is from Insurance Trust Fund.

## Land Acquisition Fund

### 2009 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2009 revenue estimate is based on a projection of 3,380 hours of services billed at a rate of \$250 per hour. The division reviews its rate periodically and increases it when necessary to fully recover costs. The land acquisition fund is projected to end 2009 with a positive unencumbered cash balance of \$57,148.

2009 LAND ACQUISITION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2009)	102,048
Plus Estimated 2009 Receipts	845,000
Plus Estimated Encumbrance Cancellations	15,000
Total Estimated Available Resources	\$ 962,048
Less 2009 Recommended Operating Budget	(904,900)
Projected Available Balance (December 31, 2009)	<u>\$ 57,148</u>

## Technology Services Fund

### 2009 Cash Balance Statement

The technology services fund is housed in the Department of Technology and is projected to begin the year with an unencumbered cash balance of \$679,835 and end the year with a cash balance of \$829,835. Revenues to the fund consist of charges to other city divisions for technology services, utilizing a rate model which determines applicable rates for various operational functions. In addition, the department procures goods, services, and other computer related equipment on the behalf of city divisions and bills back the cost as a direct charge.

2009 TECHNOLOGY SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2009)	\$ 679,835
Plus Estimated 2009 Receipts	32,078,569
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	\$ 32,908,404
Less 2009 Recommended Operating Budget	(32,078,569)
Projected Available Balance (December 31, 2009)	<u>\$ 829,835</u>

### Technology Services Fund Pro Forma Operating Statement

The department will continue to use a charge-back methodology to fully recover costs related to information technology services. A primary goal of the department in 2009 is to create an updated rate model which more accurately reflects user charges and services as well as cost recovery. The department will continue to use a time and attendance reporting system for many of its services.

In 2009, the Department of Technology will engage a consultant to facilitate writing an information technology strategic plan that will provide a framework and direction for the city's information technology function. This will include a review of the current charge-back model and recommend possible alternatives to make the model as efficient and equitable as possible.

A pro forma operating statement for the ten-year period beginning in 2009 follows this section. It represents the Technology Director's Office and the Division of Information Services' revenues and expenditures for that period. The major assumptions included are as follows:

- The Department of Technology, Information Services Division's internal service fund incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license, enterprise-wide network management software, data center renovations, hardware

upgrades and mass storage, software upgrades, telephony upgrades, and other projects.

- The overall effect of inflation for health insurance in 2009 is 10 percent. For personnel costs (exclusive of health insurance), this represents an inflation rate of 2 percent in 2010, 1 percent in 2011 and 3 percent in 2012 and beyond. For most other operating expenses, the inflation rate is 3 percent.

Details related to operations for year 2009 and beyond are as follows:

### **Administration**

Directs the business office activities to provide leadership, administrative and fiscal support to other functional areas of ISD.

### **Applications Programming**

Includes funding for enterprise licenses for Oracle software maintenance and support and Microsoft server licensing. Supplies development, design, maintenance and enhancements to computer programs and systems.

### **Productions Service**

Provides continuous operation and maintenance of the city's computer systems, related peripheral equipment, data communications systems and post report printing operations. Includes maintenance and support of city mainframe equipment, lease of and maintenance on high-volume printers and Unix software licensing and maintenance.

### **Help Desk**

Centralized help desk offers first level, technical assistance to user agencies, citywide.

### **Desktop Support**

Deploys and maintains the city's desktop computer systems in a manner that ensures high availability to city employees.

### **Systems Administration**

Includes funding for enterprise system management, NT and Unix system administration, account maintenance and hardware and software upgrades. Systems administration budget includes Windows NT support.

### **Security**

Provides enterprise security management through infrastructure security and intrusion detection. Security budget includes security maintenance and anti-virus software.

### **311 Support**

Maintain systems and applications for the city's 311 call center.



**Telephone Services**

Coordinates telephone services, training and consulting for all city agencies.

**GIS Section**

Includes funding for contract project management, software maintenance, and in-house staff.

**Metronet**

Includes funding for operations and maintenance of the citywide fiber optic network. The metronet budget includes support for equipment maintenance, consulting expertise and in-house staff.

**Data Center**

Cost of operations including utilities, security and maintenance on the UPS and generator systems.

**Account Management**

Includes funding for information technology account management personnel and services to customer agencies. Account managers provide customer-specific business process expertise to city agencies.

**Web Support**

Maintain and support citywide internet and intranet web applications. Provide internet web site links for citizens and citywide departments.

**Government Television Channel**

Coordinates contracts for video programming services. Prepare scripts and provide editing services for production programs.

**Interconnect**

Design, oversight and installation of the city-owned fiber optic cabling plant. Provide preventive maintenance and repair of outside fiber optic.

Internal Service Funds

Information Services Division Pro Forma Operating Statement												
	Actual 2007	3rd Quarter Projected 2008	Proposed 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Operating Revenue:</b>												
Data Center Revenue	\$ 17,005,135	\$ 20,671,421	\$ 25,062,607	\$ 26,383,310	\$ 27,870,129	\$ 27,964,464	\$ 28,983,896	\$ 29,625,522	\$ 30,140,199	\$ 31,709,218	\$ 32,490,843	\$ 33,497,443
Postage Revenue	1,701,882	605,766	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Direct Bill Items	6,160,747	4,243,866	6,066,062	6,296,672	6,535,842	6,784,204	7,042,004	7,309,600	7,587,365	7,875,685	8,174,961	8,485,609
Telephone Services Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	36,372	150,000	50,000	50,000	51,005	51,515	52,030	52,551	53,076	53,607	54,143	54,684
<b>Total Operating Revenue</b>	<b>23,905,136</b>	<b>25,671,053</b>	<b>32,078,669</b>	<b>33,630,382</b>	<b>35,356,977</b>	<b>35,700,183</b>	<b>36,977,921</b>	<b>37,887,672</b>	<b>38,680,640</b>	<b>40,538,510</b>	<b>41,619,947</b>	<b>42,937,737</b>
Worker Comp Refund	-	-	-	-	-	-	-	-	-	-	-	-
Insurance/Postage Refund	-	78,000	-	-	-	-	-	-	-	-	-	-
Encumbrance Cancellations	284,124	1,048,030	150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Transfer/Non Billings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>24,189,260</b>	<b>26,797,083</b>	<b>32,228,669</b>	<b>33,680,382</b>	<b>35,406,977</b>	<b>35,750,183</b>	<b>37,027,921</b>	<b>37,937,672</b>	<b>38,730,640</b>	<b>40,588,510</b>	<b>41,669,947</b>	<b>42,987,737</b>
Beginning Fund Balance	635,471	1,423,596	679,835	829,835	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
<b>Total Resources</b>	<b>24,724,731</b>	<b>28,220,679</b>	<b>32,908,404</b>	<b>34,510,217</b>	<b>35,406,977</b>	<b>35,750,183</b>	<b>37,027,921</b>	<b>37,937,672</b>	<b>38,730,640</b>	<b>40,588,510</b>	<b>41,669,947</b>	<b>42,987,737</b>
<b>Operating Expenses</b>												
Personnel	10,449,431	12,375,169	-	-	-	-	-	-	-	-	-	-
Supplies	282,147	766,051	-	-	-	-	-	-	-	-	-	-
Services	4,396,660	5,033,690	-	-	-	-	-	-	-	-	-	-
Other	19,193	-	-	-	-	-	-	-	-	-	-	-
Equipment	104,921	800,799	-	-	-	-	-	-	-	-	-	-
Administration*	-	-	2,177,801	2,260,557	2,346,459	2,435,624	2,528,178	2,624,249	2,723,970	2,827,481	2,934,925	3,046,452
Applications Programming	-	-	2,763,197	2,868,199	2,977,190	3,090,323	3,207,756	3,329,650	3,456,177	3,587,512	3,723,837	3,866,343
Computer Operations	-	-	2,184,305	2,267,309	2,353,466	2,442,898	2,535,728	2,632,086	2,732,105	2,835,925	2,943,690	3,055,550
Security	-	-	820,497	851,676	884,040	917,633	952,503	988,698	1,026,269	1,065,267	1,105,747	1,147,766
Help Desk	-	-	882,116	915,636	950,431	986,547	1,024,036	1,062,949	1,103,341	1,145,268	1,188,788	1,233,962
Desktop Support	-	-	1,515,776	1,573,375	1,633,164	1,695,224	1,759,642	1,826,509	1,895,916	1,967,961	2,042,744	2,120,368
Systems Administration	-	-	1,130,134	1,173,079	1,217,656	1,263,927	1,311,956	1,361,811	1,413,559	1,467,275	1,523,031	1,580,906
Account Management	-	-	543,606	564,263	585,706	607,962	631,064	655,045	679,937	705,774	732,594	760,432
Arlingate Building	-	-	323,750	336,053	348,822	362,078	375,837	390,118	404,943	420,331	436,303	452,883
Project Management	-	-	1,006,347	1,044,588	1,084,283	1,125,485	1,168,254	1,212,647	1,258,728	1,306,580	1,356,209	1,407,745
Contracts(SW/HW/LF)	-	-	3,288,632	3,413,600	3,543,317	3,677,963	3,817,725	3,962,799	4,113,385	4,269,694	4,431,942	4,600,358
Database	-	-	1,034,259	1,073,561	1,114,356	1,156,702	1,200,656	1,246,281	1,293,640	1,342,798	1,393,825	1,446,790
Architecture	-	-	281,842	292,552	303,669	315,208	327,186	339,619	352,525	365,921	379,826	394,259
Telephone Services	-	-	230,283	239,034	248,117	257,545	267,332	277,491	288,035	298,981	310,342	322,135
Network	-	-	1,861,690	1,932,330	2,005,759	2,081,978	2,161,093	2,243,215	2,328,457	2,416,938	2,508,782	2,604,115
Government Television Channel	-	-	522,287	542,134	562,735	584,119	606,315	629,365	653,271	678,095	703,863	730,610
GIS Section	-	-	-	-	-	-	-	-	-	-	-	-
Technology Director's Office	939,379	1,335,407	2,415,687	2,507,483	2,602,787	2,701,673	2,804,336	2,910,901	3,021,515	3,136,333	3,255,513	3,379,223
Direct Bill Items to Other Fund Agencies	5,190,047	4,243,866	6,066,062	6,296,672	6,535,842	6,784,204	7,042,004	7,309,600	7,587,365	7,875,685	8,174,961	8,485,609
Net Change in Encumbrances	-	-	-	-	-	-	-	-	-	-	-	-
27th pay period	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>21,381,778</b>	<b>24,544,972</b>	<b>29,048,171</b>	<b>30,152,001</b>	<b>31,297,778</b>	<b>32,487,093</b>	<b>33,721,603</b>	<b>35,003,024</b>	<b>36,333,138</b>	<b>37,713,798</b>	<b>39,146,922</b>	<b>40,634,506</b>
Existing Debt	1,919,367	2,996,872	2,878,072	2,426,865	2,426,865	1,205,948	1,260,338	786,803	6,318	5,106	4,889	4,869
New Debt	-	-	152,326	1,101,515	1,682,334	1,957,143	2,045,980	2,148,046	2,391,184	2,869,606	2,518,156	2,348,363
<b>Total Expenses</b>	<b>23,301,135</b>	<b>27,540,844</b>	<b>32,078,669</b>	<b>33,680,382</b>	<b>35,406,977</b>	<b>35,750,183</b>	<b>37,027,921</b>	<b>37,937,672</b>	<b>38,730,640</b>	<b>40,588,510</b>	<b>41,669,947</b>	<b>42,987,737</b>
Annual Surplus/Deficit	888,125	(743,762)	150,000	(829,835)	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ 1,423,596</b>	<b>\$ 679,835</b>	<b>\$ 829,835</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>

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## Fleet Management Fund

### 2009 Cash Balance Statement

The Fleet Management Division recovers its costs by billing user divisions for services provided. The revenue includes rates of \$70 per hour for light vehicles and \$90 per hour for heavy vehicles, a 22 percent mark-up on parts, a 5 percent mark-up on commercial services and credit card fuel purchases, and a fuel overhead rate of \$.24 per gallon for bulk fuel.

The fleet management services fund is projected to end 2009 with a negative unencumbered cash balance of \$561,096. Fleet is working to reduce this negative balance by examining both the billing rate structure and all future expenditures.

2009 FLEET MANAGEMENT SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2009)	\$ (673,092)
Plus Estimated 2009 Receipts	33,467,849
Plus Estimated Encumbrance Cancellations	<u>100,000</u>
Total Estimated Available Resources	\$ 32,894,757
Less 2009 Recommended Operating Budget	(33,455,853)
Projected Available Balance (December 31, 2009)	<u><u>\$ (561,096)</u></u>

## 2009 Revenue Summary

FLEET MANAGEMENT REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2006-2009				
REVENUE SUMMARY	2006 Actual	2007 Actual	2008 Estimated	2009 Proposed
Public Safety	\$ 11,180,320	\$ 12,883,626	\$ 15,782,810	\$ 15,604,227
Refuse Collection	6,364,121	7,510,473	6,882,119	6,248,957
Other General Fund	1,427,900	1,656,806	1,632,143	1,639,723
Other Funds	6,923,158	7,416,268	10,056,293	9,928,016
Refunds/Miscellaneous	75,047	99,626	64,313	46,926
Insurance Trust Fund Transfer	-	-	77,000	-
Unencumbered Cash Balance	(884,153)	(489,612)	(1,139,828)	(673,092)
Encumbrance Cancellations	175,801	177,019	181,149	100,000
<b>TOTAL RESOURCES</b>	<b>\$ 25,262,194</b>	<b>\$ 29,254,206</b>	<b>\$ 33,535,999</b>	<b>\$ 32,894,757</b>
PERCENT CHANGE		15.80%	14.64%	-1.91%

## Revenue Notes:

- Revenues, excluding the unencumbered cash balance and encumbrance cancellations, will total \$33,467,849 in 2009, a decrease of 2.98 percent from the 2008 projection.

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## **Fleet Management Services Fund Pro Forma Operating Statement**

A pro forma operating statement for the ten-year period beginning in 2009 is presented on the following pages. It represents the Division of Fleet Management's projected revenues and expenditures for that period, given certain assumptions. This document is essential in planning recovery rate percentage increases or decreases and for maintaining an acceptable end of year balance. The major assumptions included in this pro forma are as follows:

- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at three percent per annum. Personnel expenses assume 2 percent growth in 2010, 1 percent in 2011 and 3 percent in all other years. Health insurance is projected to grow ten percent per year.
- Debt service principal and interest have been broken out separately. The debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued to design and construct the division's new facility.
- The recovery rates in the pro forma are adjusted as necessary in order for the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a 4 percent increase in revenues in 2010 and 0.9 percent in 2011 as necessary to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

Internal Service Funds

FLEET MANAGEMENT FUND PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2007	Estimated 2008	Proposed 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
				4.00%	0.90%	2.80%	3.05%	3.10%	3.10%	3.10%	3.35%	3.30%
<b>MAINTENANCE SERVICE CHARGES</b>												
Public Safety	\$ 12,883,626	\$ 15,782,810	\$ 15,604,227	\$ 16,228,396	\$ 16,374,452	\$ 16,832,936	\$ 17,346,341	\$ 17,884,077	\$ 18,438,484	\$ 19,010,077	\$ 19,646,914	\$ 20,295,263
Refuse Collection	7,510,473	6,882,119	6,248,957	6,498,915	6,557,406	6,741,013	6,946,614	7,161,959	7,383,980	7,612,883	7,867,914	8,127,556
Other General Fund Divisions	1,656,806	1,632,140	1,639,723	1,705,312	1,720,660	1,768,838	1,822,788	1,879,294	1,937,552	1,997,616	2,064,537	2,132,666
Other Funds	7,416,268	10,056,295	9,928,016	10,325,137	10,418,063	10,709,769	11,036,417	11,378,545	11,731,280	12,094,950	12,500,131	12,912,635
State Highway Fuel Tax Refund	55,563	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenues	44,063	64,316	46,926	48,334	49,784	51,277	52,816	54,400	56,032	57,713	59,444	61,228
Insurance Refund	-	77,000	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>29,566,799</b>	<b>34,494,678</b>	<b>33,467,849</b>	<b>34,806,094</b>	<b>35,120,364</b>	<b>36,103,833</b>	<b>37,204,975</b>	<b>38,358,276</b>	<b>39,547,328</b>	<b>40,773,239</b>	<b>42,138,941</b>	<b>43,529,348</b>
Beginning Fund Balance	(489,612)	(1,139,828)	(673,092)	(561,096)	7,503	16,787	9,600	7,187	12,751	12,919	5,489	3,074
Encumbrance Cancellations	177,019	181,149	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL RESOURCES</b>	<b>29,254,206</b>	<b>33,535,999</b>	<b>32,894,757</b>	<b>34,344,998</b>	<b>35,227,867</b>	<b>36,210,620</b>	<b>37,314,575</b>	<b>38,465,463</b>	<b>39,660,079</b>	<b>40,886,158</b>	<b>42,244,429</b>	<b>43,632,422</b>
<b>EXPENDITURES</b>												
<b>Operations and Maintenance</b>												
Personnel Services	6,774,671	7,700,144	7,625,804	7,778,320	7,856,103	8,091,786	8,334,340	8,584,376	8,842,113	9,107,377	9,380,598	9,662,016
Health Insurance	1,282,574	1,369,035	1,449,860	1,594,846	1,754,331	1,929,764	2,122,740	2,335,014	2,568,515	2,825,367	3,107,904	3,418,694
Materials & Supplies	15,891,595	17,451,335	16,639,205	17,138,381	17,652,533	18,182,109	18,727,572	19,289,399	19,868,061	20,464,123	21,078,047	21,710,388
Services	3,722,212	4,077,378	4,251,900	4,379,457	4,510,841	4,646,166	4,785,551	4,929,117	5,076,991	5,229,301	5,386,180	5,547,765
Other Disbursements	5,313	639	-	-	-	-	-	-	-	-	-	-
Capital	84,967	-	90,000	92,700	95,481	98,345	101,296	104,335	107,465	110,689	114,009	117,430
27th Pay Period	-	273,631	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operations &amp; Maintenance</b>	<b>27,761,332</b>	<b>30,872,162</b>	<b>30,056,769</b>	<b>30,983,704</b>	<b>31,869,288</b>	<b>32,948,170</b>	<b>34,071,699</b>	<b>35,242,441</b>	<b>36,463,165</b>	<b>37,736,857</b>	<b>39,066,738</b>	<b>40,456,293</b>
Director's Office	505,460	835,408	907,223	925,367	934,621	962,660	991,540	1,021,286	1,051,924	1,083,482	1,115,987	1,149,466
<b>Debt Service</b>												
Principal	1,004,237	1,380,000	1,420,000	1,420,000	1,454,800	1,414,300	1,414,300	1,414,300	1,414,300	1,410,250	1,410,250	1,370,250
Interest	1,123,005	1,121,521	1,071,861	1,068,423	952,371	885,890	829,850	774,685	717,770	650,081	648,381	644,981
<b>Total Debt Service</b>	<b>2,127,242</b>	<b>2,501,521</b>	<b>2,491,861</b>	<b>2,428,423</b>	<b>2,407,171</b>	<b>2,300,190</b>	<b>2,244,150</b>	<b>2,188,985</b>	<b>2,132,070</b>	<b>2,060,331</b>	<b>2,058,631</b>	<b>2,015,231</b>
<b>TOTAL EXPENSES</b>	<b>30,394,034</b>	<b>34,209,091</b>	<b>33,455,853</b>	<b>34,337,495</b>	<b>35,211,080</b>	<b>36,211,020</b>	<b>37,307,388</b>	<b>38,452,712</b>	<b>39,647,160</b>	<b>40,880,670</b>	<b>42,241,355</b>	<b>43,620,990</b>
<b>ENDING FUND BALANCE</b>	<b>\$ (1,139,828)</b>	<b>\$ (673,092)</b>	<b>\$ (561,096)</b>	<b>\$ 7,503</b>	<b>\$ 16,787</b>	<b>\$ 9,600</b>	<b>\$ 7,187</b>	<b>\$ 12,751</b>	<b>\$ 12,919</b>	<b>\$ 5,489</b>	<b>\$ 3,074</b>	<b>\$ 11,431</b>

## Enterprise Funds

### Sewerage and Drainage Operating Fund

#### 2009 Cash Balance Statement

The fund will begin 2009 with a cash balance of \$82.4 million.

<b>2009 SEWERAGE AND DRAINAGE OPERATING FUND BALANCE SUMMARY</b>	
Cash Balance (January 1, 2009)	\$ 82,425,571
Plus Estimated 2009 Receipts	<u>250,270,955</u>
Total Estimated Available Resources	\$ 332,696,526
Less 2009 Recommended Operating Budget (Sewers/Drains)	(242,188,373)
Less 2009 Recommended Operating Budget (Administration)	(3,856,810)
Projected Available Balance (December 31, 2009)	<u><u>\$ 86,651,343</u></u>

**Note: Cash Balance at January 1, 2009 does not include reserve fund balance of \$10 million**

#### 2009 Revenue Summary

User fees completely support the operations of the Division of Sewerage and Drainage. Section 118 of the Columbus City Charter empowers the City Council to establish separate sewer and water rates to fully cover the cost of service. Rates are set to recover the cost of operations, maintenance and debt service, and are reviewed annually by the Sewer and Water Advisory Board. City Council must approve all rate increases before they are effective.

One of the city's goals in the rate setting process is to avoid steep increases and at the same time to fully meet the needs of the system. In order to achieve this goal, a pro forma operating statement was developed. This document is updated annually to reflect current appropriation levels and adjusted for actual revenues and expenditures.

Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances.

## 2009 Revenue Summary

SEWERAGE AND DRAINAGE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2006-2009				
REVENUE SUMMARY	2006 Actual	2007 Actual	2008 Estimated	2009 Proposed
Service Charges:				
Standard Strength	\$ 129,864,745	\$ 151,274,377	\$ 166,367,941	\$ 177,098,405
Extra Strength	7,774,570	8,053,248	8,448,836	9,955,546
Wet Weather Charges	8,168,104	19,049,462	24,793,320	26,528,852
System Capacity Charges	9,018,034	6,627,111	6,101,927	6,162,946
Investment Income	4,625,437	8,838,225	17,429,729	17,604,026
Storm Maintenance Reimbursement	10,571,735	11,030,259	10,300,000	10,609,000
Other	2,773,811	2,375,298	1,974,060	2,190,542
Assessment Revenue	-	-	110,616	121,638
Beginning Year Cash Balance	42,157,518	65,305,417	90,062,717	82,425,571
<b>TOTAL RESOURCES</b>	<b>\$ 214,953,954</b>	<b>\$ 272,553,397</b>	<b>\$ 325,589,146</b>	<b>\$ 332,696,526</b>
PERCENT CHANGE		26.80%	19.46%	2.18%

Does not include debt refinancing premiums



## Revenue Notes:

- The Sewer and Water Advisory Board is recommending a six percent increase in revenues in 2009. With this increase, revenues, excluding the beginning balance, will total nearly \$250.27 million in 2009 or over \$14.7 million more than the 2008 projection.
- System capacity fees are assumed to grow by a modest one percent, representing growth in the system.
- The interest income projection is based on the amount of cash assumed to be available in each year for capital projects. For the purposes of projection, an interest rate of two percent is assumed.
- A sewer surcharge, based upon impervious cover, is proposed to fund consent order projects.
- A low income discount of 20 percent is proposed for the commodity portion of the bill for qualified customers.

## **Sewer Pro Forma Operating Statement**

Presented below is a ten-year pro forma operating statement for the sewerage system enterprise operating fund, reflecting sanitary sewer operations only. A separate pro forma statement for storm sewer operations is presented later in this document. Represented is a projection of the sewerage and drainage operating fund revenues and expenditures on a cash basis for the period 2007 through 2018 given certain assumptions as outlined below. The pro forma operating statement is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended various sewer rate increases to produce six percent more revenue for 2009.
- Sanitary sales growth is projected at one percent per year from 2008 throughout the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually, representing growth in the system.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- The pro-rated costs associated with the Division of Operational Support (DOS) are not included in 2008 and beyond, because of the elimination of this division.
- Equipment costs in 2007 and beyond include an annual allotment to the EPA-mandated capital replacement fund.
- Included in the operations and maintenance budget is \$10.55 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2009, new debt will be issued in the form of general obligation bonds to fund various sanitary and wet-weather sewer projects related to the federally mandated projects.
- Debt service for payment of Ohio Water Development Authority (OWDA) low-interest loans has been included within the appropriate debt schedules. Use of these low-interest monies decrease the debt retirement expenses associated with sanitary sewer projects. Unlike municipal bonds, debt service on OWDA-funded construction projects is not paid until construction is complete.

- The Division of Sewerage and Drainage's capital improvements plan has been reduced by ten percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.

**SEWERAGE SYSTEM ENTERPRISE FUND**  
**PRO FORMA OPERATING STATEMENT FOR YEARS 2007 - 2018**  
 IN DOLLARS - 000'S OMITTED

	Actual	Projection	Proposed									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>BEGINNING CASH BALANCE</b>	\$ 65,305	\$ 90,063	\$ 82,426	\$ 86,652	\$ 102,936	\$ 116,945	\$ 111,996	\$ 114,342	\$ 123,975	\$ 121,475	\$ 131,960	\$ 148,207
<b>UTILITY REVENUES</b>												
Sewer Sales	\$ 159,328	\$ 174,817	\$ 176,565	\$ 188,924	\$ 202,149	\$ 212,257	\$ 222,869	\$ 234,013	\$ 245,714	\$ 257,999	\$ 274,769	\$ 283,012
Sewer Sales Increase	-	-	10,489	11,223	8,006	8,406	8,827	9,268	9,731	14,049	5,441	5,604
Wet Weather	19,049	24,793	25,041	26,794	28,670	30,103	31,608	33,189	34,848	36,591	38,969	40,138
Wet Weather Increase	-	-	1,488	1,592	1,135	1,192	1,252	1,314	1,380	1,993	772	795
Interest Income	8,838	17,430	17,604	17,780	17,958	18,137	18,319	18,502	18,687	18,874	19,063	19,253
System Capacity Charge	6,627	6,102	6,163	6,225	6,287	6,350	6,413	6,477	6,542	6,608	6,674	6,740
Other	2,375	2,085	2,312	6,340	(1,002)	(283)	4,008	6,059	6,937	9,754	11,967	13,529
Reimbursement from Stormwater Fund	11,030	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842
Transfer	-	-	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>207,248</b>	<b>235,526</b>	<b>250,271</b>	<b>269,806</b>	<b>274,458</b>	<b>287,755</b>	<b>305,231</b>	<b>321,121</b>	<b>336,507</b>	<b>358,915</b>	<b>371,094</b>	<b>382,915</b>
<b>TOTAL RESOURCES</b>	<b>\$ 272,553</b>	<b>\$ 325,589</b>	<b>\$ 332,697</b>	<b>\$ 356,457</b>	<b>\$ 377,994</b>	<b>\$ 404,700</b>	<b>\$ 417,228</b>	<b>\$ 435,462</b>	<b>\$ 460,482</b>	<b>\$ 480,390</b>	<b>\$ 503,054</b>	<b>\$ 531,121</b>
<b>UTILITY EXPENSE</b>												
<b>OPERATIONS &amp; MAINTENANCE</b>												
Personnel	29,048	37,033	36,899	38,006	39,146	40,321	41,530	42,776	44,060	45,381	46,743	48,145
27th Pay Period	-	681	-	-	-	-	-	-	-	-	-	-
Insurances	5,927	5,573	5,963	6,380	6,827	7,305	7,816	8,364	8,949	9,575	10,246	10,963
Supplies & Materials	5,319	7,277	7,994	8,234	8,481	8,735	8,997	9,267	9,545	9,831	10,126	10,430
Pro Rata	8,859	10,130	10,942	11,669	11,846	12,492	13,287	13,973	14,659	15,660	16,203	16,707
Contractual Services	24,154	45,045	39,195	40,309	41,519	42,764	44,047	45,369	46,730	48,132	49,576	51,063
Other	72	164	377	388	400	412	424	437	450	464	478	492
Equipment	1,840	3,401	6,895	7,102	7,315	7,535	7,761	7,994	8,234	8,481	8,735	8,997
Division of Operational Support Allocation	9,822	-	-	-	-	-	-	-	-	-	-	-
PJU Director's Allocation	3,753	3,625	3,857	3,973	4,092	4,214	4,341	4,471	4,605	4,743	4,886	5,032
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>\$ 88,794</b>	<b>\$ 112,930</b>	<b>\$ 112,063</b>	<b>\$ 116,062</b>	<b>\$ 119,626</b>	<b>\$ 123,779</b>	<b>\$ 128,204</b>	<b>\$ 132,651</b>	<b>\$ 137,231</b>	<b>\$ 142,267</b>	<b>\$ 146,991</b>	<b>\$ 151,829</b>
<b>DEBT SERVICE</b>												
Revenue Bond	\$ 15,405	\$ 17,712	\$ 20,727	\$ 20,727	\$ 20,727	\$ 20,727	\$ 20,727	\$ 20,727	\$ 20,727	\$ 20,727	\$ 20,727	\$ 20,727
General Obligation	85,406	87,599	36,122	31,987	28,391	27,389	25,461	24,628	22,473	21,680	20,933	20,223
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-
Proposed New Debt	-	-	15,941	21,853	28,816	57,954	65,641	73,045	73,403	76,630	80,248	84,017
Proposed New Debt (Wet Weather)	-	-	-	-	-	-	-	-	24,739	27,368	26,866	27,522
Less Debt Issuance Premium	-	-	-	-	-	-	-	-	-	-	-	-
O.W.D.A. Debt	31,886	47,169	61,070	62,777	62,777	62,776	62,776	60,362	60,362	59,689	59,016	56,565
Assessments	-	170	122	118	113	80	77	74	72	69	66	-
<b>TOTAL DEBT SERVICE</b>	<b>82,697</b>	<b>102,650</b>	<b>133,982</b>	<b>137,460</b>	<b>140,824</b>	<b>168,925</b>	<b>174,662</b>	<b>178,837</b>	<b>201,776</b>	<b>206,163</b>	<b>207,855</b>	<b>209,053</b>
<b>TOTAL EXPENSE</b>	<b>\$ 171,491</b>	<b>\$ 215,580</b>	<b>\$ 246,045</b>	<b>\$ 253,522</b>	<b>\$ 260,450</b>	<b>\$ 292,703</b>	<b>\$ 302,886</b>	<b>\$ 311,488</b>	<b>\$ 339,007</b>	<b>\$ 348,430</b>	<b>\$ 354,847</b>	<b>\$ 360,882</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 101,063</b>	<b>\$ 82,426</b>	<b>\$ 86,652</b>	<b>\$ 102,936</b>	<b>\$ 116,945</b>	<b>\$ 111,996</b>	<b>\$ 114,342</b>	<b>\$ 123,975</b>	<b>\$ 121,475</b>	<b>\$ 131,960</b>	<b>\$ 148,207</b>	<b>\$ 170,239</b>

SEWERAGE SYSTEM ENTERPRISE FUND PRO FORMA OPERATING STATEMENT FOR YEARS 2007 - 2018 IN DOLLARS - 000'S OMITTED												
	Actual	Projection	Proposed									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
ACROSS THE BOARD INCREASE			6.00%	6.00%	4.00%	4.00%	4.00%	4.00%	4.00%	5.50%	2.00%	2.00%
RESERVE REQUIREMENT:												
10% of Operations/Maintenance Costs	\$ 8,879	\$ 11,293	\$ 11,206	\$ 11,606	\$ 11,963	\$ 12,378	\$ 12,820	\$ 13,265	\$ 13,723	\$ 14,227	\$ 14,699	\$ 15,183
<b>CASH BASIS COVERAGE</b>												
REVENUE	\$ 207,248	\$ 235,526	\$ 253,886	\$ 270,352	\$ 274,605	\$ 289,275	\$ 307,284	\$ 322,891	\$ 338,500	\$ 361,109	\$ 373,569	\$ 385,105
GROSS O & M EXPENSES	(88,794)	(112,930)	(112,063)	(116,052)	(119,626)	(123,779)	(128,204)	(132,651)	(137,231)	(142,267)	(146,991)	(151,829)
NET REVENUE	\$ 118,454	\$ 122,596	\$ 141,824	\$ 154,290	\$ 154,980	\$ 165,496	\$ 179,080	\$ 190,240	\$ 201,269	\$ 218,842	\$ 226,578	\$ 233,276
ACTUAL/EST. BEG. SYSTEM RESERVE FUND	\$ 37,912	\$ 37,912	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
O&M EXPENSE RESERVE REQUIREMENT	(8,879)	(11,293)	(11,206)	(11,606)	(11,963)	(12,378)	(12,820)	(13,265)	(13,723)	(14,227)	(14,699)	(15,183)
SYSTEM RESERVE FUND AVAILABLE	29,033	26,619	51,794	51,394	51,037	50,622	50,180	49,735	49,277	48,773	48,301	47,817
ADJUSTED NET REVENUE	\$ 147,487	\$ 149,215	\$ 193,617	\$ 205,684	\$ 206,017	\$ 216,118	\$ 229,260	\$ 239,975	\$ 250,545	\$ 267,615	\$ 274,879	\$ 281,093
REVENUE BOND DEBT SERVICE	15,405	17,712	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727
G.O. DEBT SERVICE (including proposed new debt)	35,406	37,599	52,064	53,839	57,208	85,343	91,103	97,674	120,615	125,678	128,047	131,762
OWDA DEBT SERVICE	31,896	47,169	61,070	62,777	62,777	62,776	62,776	60,362	60,362	59,689	59,016	56,565
TOTAL DEBT SERVICE	\$ 82,697	\$ 102,480	\$ 133,861	\$ 137,342	\$ 140,711	\$ 168,845	\$ 174,605	\$ 178,762	\$ 201,704	\$ 206,094	\$ 207,789	\$ 209,053
<b>Rate covenant tests:</b>												
COVERAGE RATIO (1.00 REQUIRED)												
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE	1.78	1.46	1.45	1.50	1.46	1.28	1.31	1.34	1.24	1.30	1.32	1.34
COVERAGE RATIO (1.25 REQUIRED)												
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	9.57	8.42	9.34	9.92	9.94	10.43	11.06	11.58	12.09	12.91	13.26	13.56
<b>Bond reserve requirement test:</b>												
COVERAGE RATIO (1.50 REQUIRED)												
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	9.57	8.42	9.34	9.92	9.94	10.43	11.06	11.58	12.09	12.91	13.26	13.56
Assumes 35% availability of OWDA Funding												

## Electricity Enterprise Fund

### 2009 Cash Balance Statement

Parallel to the rapidly growing costs of purchase power, revenues into the electricity enterprise fund are projected to grow as the division attempts to recover these cost increases. Since there are no planned transfers from the special income tax (SIT) fund to the electricity enterprise fund to cover the purchase power cost increases, the division must continue to recover these costs through rate increases or fuel cost adjustments to its customers.

2009 ELECTRICITY ENTERPRISE FUND BALANCE SUMMARY		
Cash Balance (January 1, 2009)	\$	8,921,621
Plus Estimated 2009 Receipts		<u>90,279,064</u>
Total Estimated Available Resources	\$	99,200,685
Less 2009 Recommended Operating Budget (Electricity)		(90,624,684)
Less 2009 Recommended Operating Budget (Administration)		(214,297)
Projected Available Balance (December 31, 2009)	\$	<u><u>8,361,704</u></u>

### 2009 Revenue Summary

Electricity operating fund revenues fall into two basic categories: revenues from the retail sale of electricity and miscellaneous revenues for specific services (e.g., operation and maintenance of expressway lighting) and investments.

Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances. For that reason, relative percentage change calculations for this fund are based on current year receipts only.

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2009 Revenue Summary

ELECTRICITY ENTERPRISE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2006-2009				
REVENUE SUMMARY	2006 Actual	2007 Actual	2008 Estimated	2009 Proposed
Charges for Electric Service	\$ 58,939,000	\$ 75,014,000	\$ 75,942,991	\$ 86,053,753
Construction Charges	598,000	576,000	578,870	596,236
Expressway Lighting/Maintenance/Energy	1,382,000	887,000	924,501	924,501
New Customer Installation Revenue	504,000	670,000	692,358	713,129
Investment Income	403,000	761,000	595,183	800,000
Other Revenue	169,000	803,483	748,377	711,209
Street Lighting Charges	407,000	390,000	531,540	480,236
Transportation Street Lighting Revenue	3,253,000	3,214,000	3,267,510	-
Beginning Year Cash Balance	2,081,000	5,944,378	10,030,038	8,921,621
<b>TOTAL RESOURCES</b>	<b>\$ 67,736,000</b>	<b>\$ 88,259,861</b>	<b>\$ 93,311,368</b>	<b>\$ 99,200,685</b>
PERCENT CHANGE		30.30%	5.72%	6.31%

Does not include debt refinancing premiums



## Revenue Notes:

- Revenues, excluding the beginning year cash balance are expected to be \$90.27 million in 2008, an 8.4 percent increase over 2008 estimates.
- Effective May 2001, changes in state law caused the Division of Electricity to pay the proceeds of a kilowatt hour tax to the general fund. At that time, to avoid a net reduction in revenue to the division, the general fund reimbursed the payments to the electricity operating fund. However, in 2004, legislation was passed that allowed the general fund to keep the kilowatt hour proceeds. In turn, through 2008, the division received a portion of the costs associated with operation of the street light system from the street construction, maintenance and repair fund. In 2009, however, this intra-fund transfer will not be made. Rather, these monies will remain in the street construction, maintenance and repair fund to accommodate the continued funding of a portion of bulk refuse collection.

## Electricity Pro Forma Operating Statement

During the summers of 1998 and 1999, the Division of Electricity experienced sudden increases in purchase power expenses. During 1998, certain power sources in the Midwest were temporarily disrupted through untimely maintenance and tornado damage. In 1999, the situation was further exacerbated by a severe nationwide heat wave. During these years, the division passed on a portion of these costs to customers in the form of fuel adjustment charges. To hedge against a recurrence of these levels of purchase power costs, the division entered into contracts to cover most of the peak demand that could be anticipated during the summer months in 2000. During 2000, the division was successful in securing favorable, long-term contracts for its purchase power to meet its needs for several years. However, these contracts expired at the end of 2006. Projections for purchased power in 2007 exceeded that of 2006 by 40 percent, presenting a financial dilemma to the division. In 2007, the division recovered these costs by passing them on to their customers in the form of fuel cost adjustments and rate increases.

A pro forma operating statement for the electricity enterprise fund is presented on the following pages. The following assumptions were used:

- The pro forma assumes operating and maintenance and debt service costs for the division's street lighting program through the entire pro forma period. The objective of the program is to install street lighting throughout the city without general fund or special income tax support but rather, to the extent possible, funded with revenues derived from electric retail sales.
- All personnel costs are inflated by four percent each year, while other operations and maintenance expenses, excluding pro rata, are inflated at three percent per year. Pro rata in each year is 4.5 percent of each year's projected revenues. (Note: Since insurance costs are inflated by only four percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- The pro-rated costs associated with the Division of Operational Support (DOS) will be eliminated in 2008 and beyond, because of the elimination of this division.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of electrical power. In 2009, \$62.1 million is budgeted for this wholesale power, which in turn is sold to the division's customers. The 2009 budget also includes \$4.09 million for payment of pro rata.
- For purposes of this document, it is assumed that purchase electrical power costs will average \$85.65 per megawatt hour in 2009, a portion of which covers the transmission fees.
- Proposed new bonded debt is conservatively projected. It is assumed that such debt will be directly bonded at 5.0 percent in 2009 and 5.5 percent thereafter. Details regarding the proposed capital expenditures are available in the capital summary section of this document.
- The Division of Electricity's pro forma statement also assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.

**ELECTRICITY ENTERPRISE FUND**  
**PRO FORMA OPERATING STATEMENT FOR YEARS 2007 - 2018**  
 IN DOLLARS - 000'S OMITTED

	Actual 2007	Projection 2008	Proposed 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Operating Fund Beg Cash Bal 550	\$ 4,944	\$ 9,030	\$ 7,921	\$ 7,362	\$ 3,823	\$ 6,114	\$ 11,405	\$ 16,504	\$ 22,434	\$ 28,792	\$ 34,799	\$ 41,707
Reserve Fund Beg Cash Bal 551	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Available Cash Balance:	\$ 5,944	\$ 10,030	\$ 8,921	\$ 8,362	\$ 4,823	\$ 7,114	\$ 12,405	\$ 17,504	\$ 23,434	\$ 29,792	\$ 35,799	\$ 42,707
<b>REVENUE SUMMARY</b>												
<b>Electricity Sales</b>												
Residential	\$ 6,722	\$ 6,937	\$ 7,648	\$ 8,492	\$ 9,443	\$ 10,184	\$ 10,734	\$ 11,313	\$ 11,924	\$ 12,569	\$ 13,249	\$ 13,966
Commercial	72,282	73,039	82,577	93,543	103,721	111,004	117,110	123,554	130,354	137,531	145,106	153,101
Kilowatt Hour Tax Reduction	(3,449)	(3,473)	(3,610)	(3,703)	(3,799)	(3,897)	(3,997)	(4,100)	(4,206)	(4,315)	(4,426)	(4,541)
<b>Total Electric Sales</b>	<b>75,555</b>	<b>76,503</b>	<b>86,614</b>	<b>98,332</b>	<b>109,365</b>	<b>117,292</b>	<b>123,846</b>	<b>130,766</b>	<b>138,072</b>	<b>145,786</b>	<b>153,929</b>	<b>162,527</b>
Other Revenues	2,785	2,915	2,865	2,903	2,938	2,974	2,950	2,987	2,935	2,966	2,924	3,000
Investment Earnings	761	595	800	200	595	595	595	595	595	595	595	595
SL Reimb from Transportation	3,214	3,268	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 82,315</b>	<b>\$ 83,281</b>	<b>\$ 90,279</b>	<b>\$ 101,435</b>	<b>\$ 112,898</b>	<b>\$ 120,861</b>	<b>\$ 127,392</b>	<b>\$ 134,348</b>	<b>\$ 141,602</b>	<b>\$ 149,367</b>	<b>\$ 157,448</b>	<b>\$ 166,122</b>
<b>EXPENDITURE SUMMARY</b>												
Salaries	\$ 7,741	\$ 9,070	\$ 9,530	\$ 9,911	\$ 10,308	\$ 10,720	\$ 11,149	\$ 11,595	\$ 12,059	\$ 12,541	\$ 13,043	\$ 13,564
Purchase Power	53,867	57,303	62,113	75,927	81,379	85,265	90,088	95,185	100,572	107,466	114,746	122,432
Materials and Supplies	470	904	1,548	1,594	1,642	1,692	1,742	1,795	1,848	1,904	1,961	2,020
Pro Rata	3,694	3,998	4,005	4,535	5,034	5,394	5,692	6,006	6,338	6,689	7,058	7,449
Services	2,775	3,668	4,407	4,319	4,449	4,582	4,720	4,861	5,007	5,157	5,312	5,471
Other Disbursements	196	213	222	228	235	242	249	257	265	272	281	289
Capital Equipment	1,215	2,290	1,560	1,606	1,655	1,704	1,755	1,808	1,862	1,918	1,976	2,035
<b>Total Distribution Op Exp before Debt Svc</b>	<b>69,959</b>	<b>77,445</b>	<b>83,384</b>	<b>98,121</b>	<b>104,702</b>	<b>109,599</b>	<b>115,396</b>	<b>121,507</b>	<b>127,951</b>	<b>135,947</b>	<b>144,376</b>	<b>153,260</b>
Distribution G.O. Debt	4,033	3,933	4,152	3,480	2,963	2,663	2,444	2,006	1,923	2,006	630	527
Street Lighting G.O. debt	2,028	2,279	2,321	1,819	1,434	1,142	898	851	918	540	462	110
Refinancing of Debt Issuance/Less Premium	-	-	-	-	-	-	-	-	-	-	-	-
Street Light Assessments	340	532	480	457	430	402	312	280	158	137	0	0
New Distribution Debt Service	0	0	242	725	700	1,101	1,959	2,215	2,424	2,537	2,687	2,828
New Street Lighting Debt Service	0	0	45	135	130	406	1,017	1,282	1,582	1,892	2,072	2,244
	6,401	6,743	7,240	6,616	5,658	5,714	6,631	6,634	7,004	7,112	5,852	5,710
<b>TRANSFER TO ELE RESERVE 552-001</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
PU&A Director's Allocation	223	201	214	237	247	257	267	278	289	300	312	325
DOS Allocation	646	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 78,229</b>	<b>\$ 84,390</b>	<b>\$ 90,839</b>	<b>\$ 104,974</b>	<b>\$ 110,606</b>	<b>\$ 115,570</b>	<b>\$ 122,293</b>	<b>\$ 128,419</b>	<b>\$ 135,244</b>	<b>\$ 143,359</b>	<b>\$ 150,540</b>	<b>\$ 159,295</b>
	78,229	84,390	90,839	104,974	110,606							
Ending Year Cash 12/31	\$ 10,031	\$ 8,921	\$ 8,362	\$ 4,823	\$ 7,114	\$ 12,405	\$ 17,504	\$ 23,434	\$ 29,792	\$ 35,799	\$ 42,707	\$ 49,534
Projected Revenue Increase			9.0%	9.0%	9.0%	5.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

## Water Operating Fund

### 2009 Cash Balance Statement

The fund will begin 2009 with a cash balance of \$30.68 million.

2009 WATER OPERATING FUND BALANCE SUMMARY	
Cash Balance (January 1, 2009)	\$ 30,687,230
Plus Estimated 2009 Receipts	<u>153,412,840</u>
Total Estimated Available Resources	\$ 184,100,070
Less 2009 Recommended Operating Budget (Water)	(155,681,185)
Less 2009 Recommended Operating Budget (Administration)	(3,856,810)
Projected Available Balance (December 31, 2009)	<u><u>\$ 24,562,075</u></u>

**Note: Cash Balance at January 1, 2009 does not include reserve fund balance of \$10 million**

### 2009 Revenue Summary

User fees completely support the operations of the Water Division. Section 118 of the Columbus City Charter empowers the City Council to establish separate sewer and water rates to fully cover the cost of service. Rates are set to recover the cost of operations, maintenance and debt service, and are reviewed annually by the Sewer and Water Advisory Board. City Council must approve all rate increases before they are effective.

One of the city's goals in the rate setting process is to avoid steep increases and at the same time to fully meet the needs of the system. In order to achieve this goal, a pro forma operating statement was developed. This document is updated annually to reflect current appropriation levels and adjusted for actual revenues and expenditures.

Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances.

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2009 Revenue Summary

WATER OPERATING FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2006-2009				
REVENUE SUMMARY	2006 Actual	2007 Actual	2008 Estimated	2009 Proposed
Water Sales	\$ 91,456,128	\$ 105,139,605	\$ 118,706,842	\$ 128,991,290
Water Penalty Fees	1,123,439	1,272,688	1,537,410	1,552,784
System Capacity Charges	8,253,814	5,517,125	5,440,442	5,494,847
Sewer Billings	6,972,197	-	8,500,000	8,755,000
Meter Service Fee	455,317	472,323	275,192	277,943
Investment Income	4,988,246	6,716,784	6,264,246	6,326,888
Other Revenue	1,321,234	1,432,959	1,994,146	2,014,088
Beginning Year Cash Balance	31,198,491	40,683,819	43,259,857	30,687,230
<b>TOTAL RESOURCES</b>	<b><u>\$ 145,768,866</u></b>	<b><u>\$ 161,235,303</u></b>	<b><u>\$ 185,978,135</u></b>	<b><u>\$ 184,100,070</u></b>
PERCENT CHANGE		10.61%	15.35%	-1.01%

## Revenue Notes:

- The Sewer and Water Advisory Board is recommending an 8.5 percent increase in revenues in 2009, largely funded by rate increases to the various customer classes. With this increase, revenues, excluding the beginning balance, will total over \$153.41 million in 2009, an increase of nearly 7.47 percent over the 2008 projection.
- Sewer billing charges are projected to total \$8.7 million in 2009.
- System capacity fees are assumed to grow by a modest one percent, reflecting overall growth of the system.
- A low income discount program is proposed to reduce the commodity portion of the bill by 20 percent for qualified customers.
- The interest income projection is based on the amount of cash assumed to be available in each year for capital projects. For the purposes of projection, an interest rate of two percent is assumed.

## Water Pro Forma Operating Statement

A pro forma operating statement for the 10-year period beginning 2009 is presented on the following pages. The statement is designed to project the utility's revenues and expenditures for that period, given certain assumptions and is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The sewer and water advisory board has recommended rate increases to produce 8.5 percent more revenue in 2008.
- Water sales growth is projected at one percent per year, based on a recent history of water sales growth.
- The system capacity charge revenue is projected at one percent growth, reflecting growth in the system.
- Interest rates on investments of revenues and reserves are projected to be two percent.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- The pro-rated costs associated with the Division of Operational Support (DOS) will be eliminated in 2008 and beyond, because of the elimination of DOS.
- Included in the operations and maintenance budget for 2009 is \$6.9 million for payment of pro rata; \$18.3 million for the purchase of chemicals; and \$7.1 million for payment of electricity.
- Proposed new debt is issued in the form of bonds at an assumed interest rate 4.5 percent in 2009 and 5.0 thereafter.
- The Division of Water's capital improvements budget (CIB) has been discounted by 20 percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.



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**WATER ENTERPRISE FUND  
PRO FORMA OPERATING STATEMENT FOR YEARS 2007 - 2018  
IN DOLLARS - 000'S OMITTED**

	Actual	Projection	Proposed									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>BEGINNING CASH BALANCE</b>	\$ 30,684	\$ 33,260	\$ 30,687	\$ 24,562	\$ 21,683	\$ 32,020	\$ 52,302	\$ 61,995	\$ 59,398	\$ 57,589	\$ 54,699	\$ 53,180
<b>UTILITY REVENUES</b>												
Water Sales	\$ 105,140	\$ 115,928	\$ 117,087	\$ 132,636	\$ 150,362	\$ 170,399	\$ 193,093	\$ 195,024	\$ 196,974	\$ 198,944	\$ 200,934	\$ 202,943
Water Sales Increase	-	-	11,904	13,490	15,287	17,323	-	-	-	-	-	-
Interest Income	6,717	6,284	6,327	6,390	6,464	6,519	6,694	6,650	6,716	6,789	6,851	6,920
System Capacity Charges	5,517	5,440	5,495	5,550	5,605	5,661	5,718	5,775	5,833	5,891	5,950	6,010
Sewer Billing Charges	-	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768	11,091	11,423
Penalties	1,273	1,587	1,553	1,568	1,584	1,600	1,618	1,632	1,648	1,665	1,681	1,698
Meter Service Fees	472	275	278	281	294	286	289	292	295	298	301	304
Other	1,436	1,994	2,014	2,034	2,055	2,075	2,096	2,117	2,138	2,159	2,181	2,203
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	120,551	139,940	158,413	171,016	190,919	213,425	219,250	221,639	224,059	226,508	228,989	231,501
Actual transfer to Water fund*	-	2,779	-	-	-	-	-	-	-	-	-	-
<b>TOTAL RESOURCES</b>	\$ 151,235	\$ 175,978	\$ 184,100	\$ 196,573	\$ 212,601	\$ 245,444	\$ 271,551	\$ 283,034	\$ 283,457	\$ 284,098	\$ 283,637	\$ 284,681
<b>UTILITY EXPENSE</b>												
<b>OPERATIONS &amp; MAINTENANCE</b>												
PERSONNEL SERVICES	\$ 21,886	\$ 37,215	\$ 38,343	\$ 39,933	\$ 41,198	\$ 42,429	\$ 43,701	\$ 45,012	\$ 46,263	\$ 47,754	\$ 49,186	\$ 50,662
27th Pay Period	-	634	-	-	-	-	-	-	-	-	-	-
HEALTH INSURANCE	4,455	5,807	6,514	6,970	7,458	7,980	7,744	8,286	8,866	9,487	10,151	10,862
SUPPLIES & MATERIALS	16,138	19,422	23,609	24,317	25,047	25,798	26,572	27,369	28,190	29,036	29,907	30,804
PRO RATA	5,085	6,297	6,904	7,636	8,691	9,604	9,896	9,974	10,063	10,193	10,304	10,418
CONTRACTURAL SERVICES	15,022	22,903	22,138	22,802	23,486	24,191	25,272	26,030	26,811	27,615	28,444	29,297
OTHER	804	126	104	107	110	114	117	121	124	128	132	136
EQUIPMENT	1,355	2,005	2,006	2,066	2,128	2,191	2,257	2,326	2,395	2,467	2,541	2,617
DIVISION OF OPERATIONAL SUPPORT	9,400	-	-	-	-	-	-	-	-	-	-	-
PUJA DIRECTOR'S ALLOCATION	3,406	3,525	3,857	3,973	4,092	4,214	4,341	4,471	4,605	4,743	4,885	5,032
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	\$ 77,032	\$ 97,984	\$ 103,473	\$ 107,923	\$ 112,104	\$ 116,521	\$ 119,971	\$ 123,588	\$ 127,437	\$ 131,422	\$ 135,560	\$ 139,827
<b>DEBT SERVICE</b>												
REVENUE BOND	7,730	7,799	7,989	8,232	-	-	-	-	-	-	-	-
GENERAL OBLIGATION	33,214	39,558	43,882	41,455	39,471	36,409	34,687	33,425	30,012	28,894	25,272	21,816
DEBT REFINANCING	-	-	-	-	-	-	-	-	-	-	-	-
PROPOSED NEW DEBT	-	-	4,194	16,285	29,006	40,213	55,599	66,623	68,419	69,082	69,685	70,226
<b>TOTAL DEBT SERVICE</b>	40,944	47,357	56,065	65,973	68,477	76,622	90,286	100,048	98,430	97,977	94,957	92,042
<b>TOTAL EXPENSE</b>	\$ 117,976	\$ 145,291	\$ 159,538	\$ 173,896	\$ 180,582	\$ 193,143	\$ 210,156	\$ 223,636	\$ 225,867	\$ 229,399	\$ 230,507	\$ 231,869
<b>ENDING FUND BALANCE</b>	\$ 33,260	\$ 30,687	\$ 24,562	\$ 21,683	\$ 32,020	\$ 52,302	\$ 61,995	\$ 59,398	\$ 57,589	\$ 54,699	\$ 53,180	\$ 52,812

**WATER ENTERPRISE FUND  
PRO FORMA OPERATING STATEMENT FOR YEARS 2007 - 2018  
IN DOLLARS - 000'S OMITTED**

	Actual	Projection	Proposed									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
PROJECTED REVENUE INCREASE	10.00%	16.00%	12.20%	12.20%	12.20%	12.20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
RESERVE REQUIREMENT: 10% of Operations/Maintenance Costs	\$ 7.708	\$ 9.798	\$ 10.347	\$ 10.792	\$ 11.210	\$ 11.652	\$ 11.987	\$ 12.859	\$ 12.744	\$ 13.142	\$ 13.555	\$ 13.988
<b>CASH BASIS COVERAGE</b>												
REVENUES	\$ 120.551	\$ 159.940	\$ 153.413	\$ 171.016	\$ 190.919	\$ 213.425	\$ 219.250	\$ 221.639	\$ 224.059	\$ 226.508	\$ 228.969	\$ 231.501
CONSTRUCTION FUNDS INTEREST	-	-	-	-	-	-	-	-	-	-	-	-
REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GROSS O & M EXPENSES	77.032	97.934	103.473	107.923	112.104	116.521	119.871	123.588	127.437	131.422	135.550	139.827
PAYMENT TO/FOR OHIO WATER RIGHTS	-	-	-	-	-	-	-	-	-	-	-	-
O & M EXPENSES	77.032	97.934	103.473	107.923	112.104	116.521	119.871	123.588	127.437	131.422	135.550	139.827
NET REVENUES	\$ 43.006	\$ 40.023	\$ 47.125	\$ 60.859	\$ 76.348	\$ 93.333	\$ 98.122	\$ 97.100	\$ 95.670	\$ 94.134	\$ 92.487	\$ 90.722
ACTUAL/ESTIMATED SYSTEM RESERVE FUND ON 1/1	\$ 34,284	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000
O&M EXPENSE RESERVE REQUIREMENT	(7,703)	(9,793)	(10,347)	(10,792)	(11,210)	(11,652)	(11,987)	(12,359)	(12,744)	(13,142)	(13,555)	(13,983)
SYSTEM RESERVE FUND AVAILABLE	26,581	29,207	28,653	28,208	27,790	27,348	27,013	26,641	26,256	25,858	25,445	25,017
ADJUSTED NET REVENUES	\$ 69,587	\$ 69,230	\$ 75,778	\$ 89,066	\$ 104,132	\$ 120,681	\$ 125,134	\$ 123,741	\$ 121,927	\$ 119,992	\$ 117,932	\$ 115,739
REVENUE BOND DEBT SERVICE	\$ 7.790	\$ 7.799	\$ 7.989	\$ 8.232	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
G.O. DEBT SERVICE (including proposed new debt)	33,214	39,558	48,076	57,741	68,477	76,622	90,286	100,048	98,430	97,977	94,957	92,042
PAYMENT TO/FOR OHIO WATER RIGHTS	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE REQUIREMENTS	\$ 40,944	\$ 47,357	\$ 56,065	\$ 65,973	\$ 68,477	\$ 76,622	\$ 90,286	\$ 100,048	\$ 98,430	\$ 97,977	\$ 94,957	\$ 92,042
<b>Rate covenant tests:</b>												
COVERAGE RATIO (1.00 REQUIRED)												
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE (G/O)	1.70	1.46	1.35	1.35	1.52	1.58	1.39	1.24	1.24	1.22	1.24	1.26
COVERAGE RATIO (1.25 REQUIRED)												
ADJ. NET REVENUES vs. REV. BOND DEBT SERVICE (L/(M+N))	9.00	8.88	9.49	10.82	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
COVERAGE RATIO (1.50 REQUIRED)												
ADJ. NET REVENUES vs. REV. BOND DEBT SERVICE (L/(M+N))	9.00	8.88	9.49	10.82	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## Storm Sewer Maintenance Fund

### 2009 Cash Balance Statement

Prior to 1993, the storm sewer maintenance special revenue fund was used only to reimburse the sanitary operating fund for stormwater management expenses. No expenditures were made directly out of this fund. This arrangement changed in 1993, when the storm sewer maintenance fund became the operating fund for stormwater management engineering and design, although the sanitary fund is still reimbursed for some storm sewer maintenance expenses. More recently, this fund's designation changed from that of special revenue to enterprise fund. This change allowed the division to set aside monies in a reserve fund against which contracts could be certified in the absence of bond cash.

The storm sewer maintenance fund will begin 2008 with a cash balance of nearly \$15.1 million, including the \$17 million in the reserve fund. No additional reserve fund transfers are projected at this time. However, the department will request that any surplus revenues, when available, be shifted to that fund.

<b>2009 STORM SEWER MAINTENANCE FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2009)	\$	15,142,685
Plus Estimated 2009 Receipts		36,167,621
Total Estimated Available Resources	\$	51,310,306
Less 2009 Recommended Operating Budget		(37,017,054)
Less 2009 Recommended Operating Budget (Administration)		(2,785,493)
Projected Available Balance (December 31, 2009)	<b>\$</b>	<b><u>11,507,759</u></b>
<p>Note: Balance at January 1, 2009 includes reserve fund balance</p>		

**2009 Revenue Summary**

Storm sewer maintenance fees provide the vast majority of revenues to this fund. In August 1995, the Division of Sewerage and Drainage implemented a new fee structure based on the impervious area of a given property, which directly relates to stormwater runoff into the storm drainage system. The stormwater service fee is based upon an equitable and consistent rate system, defined in equivalent residential units (ERU), where one ERU equals 2,000 square feet of impervious area. The fee, as recommended by the Sewer and Water Advisory Board and approved by Columbus City Council, was \$2.44/ERU per month for 1995. During 1995, however, revenues exceeded original projections by nearly 50 percent; a result of higher than projected ERU's, and lower than projected credit applications. For that reason, the sewer and water advisory board recommended a rate decrease for 1996, to \$1.64/ERU per month. In 2000, the stormwater rate increased by 35 percent, after 5 years of remaining static. It was again increased in 2001 by 12.5 percent, by 9.5 percent in 2002, by 5 percent in 2003 and by 5 percent in 2008.

The Sewer and Water Advisory Board has recommended an increase of 9 percent to the storm sewer maintenance fee in 2009.

Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances.

## 2009 Revenue Summary

STORM SEWER MAINTENANCE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2006-2009				
REVENUE SUMMARY	2006 Actual	2007 Actual	2008 Estimated	2009 Proposed
Storm Maintenance Fees	\$ 26,169,001	\$ 27,996,158	\$ 30,248,723	\$ 33,501,680
Investment Earnings	3,649,565	3,937,693	2,258,820	2,326,585
Other Revenues	293,135	322,076	335,750	339,356
Beginning Year Cash Balance	22,313,868	26,351,723	18,477,371	15,142,685
<b>TOTAL RESOURCES</b>	<b>\$ 52,425,569</b>	<b>\$ 58,607,650</b>	<b>\$ 51,320,664</b>	<b>\$ 51,310,306</b>
PERCENT CHANGE		11.79%	-12.43%	-0.02%

## Revenue Notes:

- 2009 revenues are based on a charge of \$4.19 per ERU, per month.

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### **Storm Sewer Maintenance Pro Forma Operating Statement**

- The Storm Sewer Maintenance pro forma operating statement assumes that the storm sewer maintenance fee will increase by nine percent to \$4.19/ERU in 2009.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- The pro-rated costs associated with the Division of Operational Support (DOS) will be eliminated in 2008 and beyond, because of the elimination of DOS.
- The division's capital improvements plan has been discounted by 15 percent throughout the pro forma period. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- In 2005, for the first time, the storm sewer pro forma included costs associated with the street cleaning function. These costs were transferred from the Public Service Department. In 2009, street cleaning and snow removal costs totaling \$7.3 million are included in the storm sewer budget.



**STORMWATER ENTERPRISE FUND  
PRO FORMA OPERATING STATEMENT FOR YEARS 2007 - 2018  
IN DOLLARS - 000'S OMITTED**

	Actual	Projection	Proposed									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Total Beginning Balance:</b>	\$ 26,352	\$ 18,477	\$ 15,143	\$ 11,508	\$ 12,617	\$ 16,826	\$ 20,878	\$ 24,822	\$ 27,430	\$ 30,546	\$ 33,896	\$ 37,474
<b>UTILITY REVENUE</b>												
Storm Maintenance Service Charges	\$ 27,996	\$ 30,249	\$ 30,948	\$ 34,110	\$ 40,622	\$ 45,518	\$ 45,978	\$ 46,442	\$ 46,911	\$ 47,385	\$ 47,869	\$ 48,347
Rate Increase (Decrease)	-	-	2,553	5,628	4,036	-	-	-	-	-	-	-
Investment Earnings	3,938	2,259	2,327	2,396	2,468	2,542	2,619	2,697	2,773	2,851	2,947	3,036
Storm Sewer Maintenance Penalties	314	325	328	332	335	338	342	346	349	352	356	359
Other Revenues	8	11	11	11	12	12	12	13	13	14	14	14
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>32,256</b>	<b>32,843</b>	<b>36,168</b>	<b>42,478</b>	<b>47,533</b>	<b>49,411</b>	<b>49,950</b>	<b>49,497</b>	<b>50,051</b>	<b>50,612</b>	<b>51,180</b>	<b>51,756</b>
<b>TOTAL RESOURCES</b>	<b>\$ 58,608</b>	<b>\$ 51,321</b>	<b>\$ 51,310</b>	<b>\$ 53,986</b>	<b>\$ 60,150</b>	<b>\$ 65,237</b>	<b>\$ 69,828</b>	<b>\$ 73,819</b>	<b>\$ 77,481</b>	<b>\$ 81,158</b>	<b>\$ 85,076</b>	<b>\$ 89,220</b>
<b>UTILITY EXPENSE</b>												
Personnel	\$ 1,100	\$ 1,119	\$ 1,463	\$ 1,507	\$ 1,552	\$ 1,599	\$ 1,647	\$ 1,696	\$ 1,747	\$ 1,800	\$ 1,854	\$ 1,909
27th pay period	-	458	-	-	-	-	-	-	-	-	-	-
Insurances	165	177	189	202	216	231	248	265	283	303	325	347
Supplies and Materials	20	95	114	117	121	124	128	132	135	140	144	148
Contractual Services	928	5,348	1,930	1,968	2,048	2,109	2,172	2,237	2,305	2,374	2,445	2,518
Pro Rate	1,274	1,478	1,628	1,912	2,139	2,178	2,208	2,227	2,252	2,278	2,308	2,329
Equipment	37	45	38	39	40	42	43	44	45	47	48	50
Other	70	110	110	113	117	120	124	128	131	135	139	144
Reimbursement to Sanitary Enterprise	11,030	7,651	11,000	11,110	11,221	11,333	11,447	11,561	11,677	11,793	11,911	12,031
Department of Public Utilities Allocation	2,437	2,435	2,785	2,669	2,955	3,044	3,135	3,229	3,326	3,426	3,529	3,634
Division of Operational Support Allocation	6,634	-	-	-	-	-	-	-	-	-	-	-
Street Cleaning (transferred from Public Service)	4,212	3,613	7,300	7,519	7,745	7,977	8,216	8,463	8,717	8,978	9,247	9,525
<b>Subtotal O&amp;M Expenses:</b>	<b>\$ 27,908</b>	<b>\$ 22,529</b>	<b>\$ 26,557</b>	<b>\$ 27,376</b>	<b>\$ 28,154</b>	<b>\$ 28,758</b>	<b>\$ 29,362</b>	<b>\$ 29,982</b>	<b>\$ 30,619</b>	<b>\$ 31,273</b>	<b>\$ 31,945</b>	<b>\$ 32,635</b>
<b>Debt Service:</b>												
<b>General Obligation Debt</b>	<b>\$ 12,222</b>	<b>\$ 13,649</b>	<b>\$ 13,246</b>	<b>\$ 12,836</b>	<b>\$ 12,332</b>	<b>\$ 11,835</b>	<b>\$ 11,430</b>	<b>\$ 11,035</b>	<b>\$ 10,646</b>	<b>\$ 10,259</b>	<b>\$ 9,871</b>	<b>\$ 9,485</b>
Less Premium from '04 Issuance	-	-	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-
Cash Transfer to Bond Fund	-	-	-	1,156	2,839	3,767	4,714	5,372	5,669	5,730	5,786	5,786
Proposed New Debt	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Debt Service:</b>	<b>\$ 12,222</b>	<b>\$ 13,649</b>	<b>\$ 13,246</b>	<b>\$ 13,992</b>	<b>\$ 15,171</b>	<b>\$ 15,601</b>	<b>\$ 16,144</b>	<b>\$ 16,407</b>	<b>\$ 16,315</b>	<b>\$ 16,989</b>	<b>\$ 16,658</b>	<b>\$ 16,652</b>
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENSE</b>	<b>\$ 40,130</b>	<b>\$ 36,178</b>	<b>\$ 39,803</b>	<b>\$ 41,368</b>	<b>\$ 43,324</b>	<b>\$ 44,359</b>	<b>\$ 45,506</b>	<b>\$ 46,389</b>	<b>\$ 46,934</b>	<b>\$ 47,262</b>	<b>\$ 47,603</b>	<b>\$ 48,286</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 18,477</b>	<b>\$ 15,143</b>	<b>\$ 11,508</b>	<b>\$ 12,617</b>	<b>\$ 16,826</b>	<b>\$ 20,878</b>	<b>\$ 24,822</b>	<b>\$ 27,430</b>	<b>\$ 30,546</b>	<b>\$ 33,896</b>	<b>\$ 37,474</b>	<b>\$ 40,948</b>
<b>RATE CHANGE</b>	<b>8.50%</b>	<b>5.00%</b>	<b>9.00%</b>	<b>18.60%</b>	<b>11.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
10% of Operations/Maintenance Costs	\$ 2,791	\$ 2,253	\$ 2,656	\$ 2,853	\$ 3,099	\$ 3,252	\$ 3,408	\$ 3,535	\$ 3,623	\$ 3,700	\$ 3,773	\$ 3,842
<b>COST/MONTH/ERU</b>	<b>\$3.66</b>	<b>\$3.84</b>	<b>\$4.19</b>	<b>\$4.94</b>	<b>\$5.48</b>	<b>\$5.48</b>	<b>\$5.48</b>	<b>\$5.48</b>	<b>\$5.48</b>	<b>\$5.48</b>	<b>\$5.48</b>	<b>\$5.48</b>
ASSUMES base of 555,589 ERU'S. with annual growth, per year as follows:												
<b>10% of O&amp;M</b>	2,791	2,253	2,656	2,798	2,815	2,876	2,936	2,998	3,062	3,127	3,194	3,263
<b>Fund balance less 10% requirement</b>	15,687	12,890	8,852	9,880	14,011	18,002	21,986	24,431	27,484	30,769	34,279	37,680

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**All Funds Summary**

The following tables provide summary detail on all fund expenditures and personnel levels.

# All Funds Summary

2009 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY CHARACTER								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>GENERAL FUND</b>	\$ 505,373,150	\$ 9,994,663	\$ 82,336,343	\$ 5,140,160	\$ 1,517,413	\$ -	\$ 39,173,271	\$ 643,536,000
<b>SPECIAL REVENUE FUNDS</b>								
<b>Municipal Court Computer Fund</b>								
Judges	257,388	113,700	227,895	-	-	-	-	598,983
Clerk	773,910	80,000	754,241	-	-	-	357,550	1,865,701
<b>Total Court Computer</b>	1,031,298	193,700	982,046	-	-	-	357,550	2,564,594
<b>Street Construction, Main. &amp; Repair</b>								
Administration	2,938,954	2,607	318,999	-	-	-	-	2,920,780
Refuse Collection	4,112,729	4,030	1,230,744	-	-	-	-	5,347,503
Mobility Options	1,606,420	8,000	128,189	-	-	-	-	1,742,609
Planning & Operations	20,494,901	2,309,143	12,538,519	82,600	30,000	-	-	35,465,163
Design & Construction	3,111,497	7,000	638,169	-	-	-	-	3,656,666
<b>Total SCMR</b>	31,924,501	2,330,980	14,764,620	82,600	30,000	-	-	49,122,701
<b>Development Services Fund</b>								
Development Administration	521,717	-	-	-	-	-	-	521,717
Service Administration	650,752	496	63,671	-	-	-	-	735,119
Planning & Operations	812,062	-	27,600	1,000	-	-	-	840,662
Design & Construction	7,843,707	80,350	1,626,317	2,500	-	-	-	9,552,674
Building Services	11,866,936	67,675	2,907,102	32,500	-	-	-	14,874,212
<b>Total Development Services</b>	21,695,173	148,521	4,646,090	36,000	-	-	-	26,524,784
<b>Health Special Revenue</b>								
Department of Public Health	14,586,594	654,375	6,564,175	19,700	-	-	-	21,824,844
<b>Rec. and Parks Oper. &amp; Extension</b>								
Department of Recreation & Parks	19,136,813	819,201	7,004,832	126,000	-	-	182,000	27,268,846
<b>Golf Operations</b>								
Division of Golf	3,183,583	283,000	1,271,700	2,000	-	-	-	4,740,283
<b>Broad Street Operations Fund</b>								
Division of Facilities Management	-	52,200	1,577,105	-	-	-	-	1,629,305
<b>Photo Red Light Fund</b>								
Division of Police	750,000	-	200,000	-	-	-	-	950,000
<b>Emergency Human Services Fund</b>								
Division of Neighborhood Services	-	-	1,800,000	-	-	-	-	1,800,000
<b>INTERNAL SERVICE FUNDS</b>								
<b>Print and Mailroom Services Fund</b>								
Print Services	137,824	41,650	60,750	-	-	-	-	260,224
Mailroom Services	137,133	4,500	1,362,379	-	-	-	-	1,604,012
<b>Total Print and Mailroom Services</b>	274,957	46,350	1,443,129	-	-	-	-	1,764,436
<b>Land Acquisition</b>								
Division of Land Acquisition	790,456	17,300	97,144	-	-	-	-	904,900
<b>Technology Services</b>								
Administration	2,415,687	1,308,050	4,640,212	-	117,800	-	-	8,481,749
Information Services	12,543,285	426,245	6,510,411	-	354,600	3,762,279	-	23,596,620
<b>Total Technology Services</b>	14,958,972	1,734,295	11,150,623	-	472,400	3,762,279	-	32,078,569
<b>Fleet Management Services</b>								
Division of Fleet Management	9,075,664	16,639,205	4,251,900	-	90,000	2,491,861	-	32,548,630
Finance and Management Administration	907,223	-	-	-	-	-	-	907,223
<b>Total Fleet Management Services</b>	9,982,887	16,639,205	4,251,900	-	90,000	2,491,861	-	33,455,853
<b>Employee Benefits</b>								
Department of Human Resources	2,032,222	20,720	810,064	-	-	-	-	2,863,006
Department of Finance and Management	-	-	295,000	-	-	-	-	295,000
<b>Total Employee Benefits</b>	2,032,222	20,720	1,105,064	-	-	-	-	3,168,006
<b>ENTERPRISE FUNDS</b>								
<b>Various Enterprise Funds</b>								
Public Utilities Director's Office	6,506,357	242,715	1,857,338	17,000	-	-	-	10,713,410
<b>Water System Enterprise</b>								
Division of Water	44,856,413	23,603,768	29,041,842	104,000	2,005,500	43,730,436	12,334,226	155,681,185
<b>Sewerage System Enterprise</b>								
Division of Sewers and Drains	42,862,264	7,993,847	50,077,401	377,000	6,895,473	100,486,791	33,495,597	242,189,373
<b>Storm System Enterprise</b>								
Division of Sewers and Drains	1,652,072	113,677	21,194,355	110,000	38,000	19,908,950	-	37,017,054
<b>Electricity Enterprise</b>								
Division of Electricity	9,530,074	63,661,060	6,412,266	221,520	1,559,600	7,240,174	-	80,624,694
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>								
Education	268,291	-	-	-	-	-	-	268,291
Dept of Development - Administration	564,480	3,000	3,725	-	-	-	-	571,205
Economic Development	716,395	4,350	986,041	-	-	-	-	1,706,776
Neighborhood Services	1,240,171	2,000	199,499	-	-	-	-	1,441,669
Housing	1,333,879	16,100	766,053	512,262	-	-	-	2,628,294
Department of Finance and Management	339,262	1,000	182,964	-	-	-	-	523,226
Department of Public Health	253,496	-	-	-	-	-	-	253,496
Department of Recreation and Parks	519,951	1,172	19,270	300	-	-	-	540,693
	5,233,915	27,622	2,157,542	512,562	-	-	-	7,931,641
<b>NEIGHBORHOOD STABILIZATION FUND</b>								
Dept of Development - Administration	316,385	-	4,357,500	-	3,652,500	-	-	8,326,385
Neighborhood Services	111,739	-	-	-	-	-	-	111,739
Housing	316,583	-	917,500	10,086,047	-	-	-	11,320,130
Department of Finance and Management	201,378	-	24,365	-	-	-	-	225,743
	946,085	-	5,299,365	10,086,047	3,652,500	-	-	19,983,997
<b>Grand Total All Funds</b>	\$ 739,397,786	\$ 128,582,189	\$ 297,023,660	\$ 16,834,589	\$ 16,260,886	\$ 171,620,491	\$ 85,542,644	\$ 1,415,262,465

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS 2006 - 2009				
	2006 ACTUAL	2007 ACTUAL	2008 PROJECTED	2009 PROPOSED
<b>GENERAL FUND</b>	\$ 595,701,335	\$ 630,552,664	\$ 654,776,352	\$ 643,535,000
<b>SPECIAL REVENUE FUNDS</b>				
<b>Municipal Court Computer</b>				
Judges	478,480	462,016	578,319	598,893
Clerk	1,810,290	2,147,356	2,090,299	1,965,701
<b>Total Municipal Court Computer</b>	2,288,770	2,609,372	2,668,618	2,564,594
<b>Street Construction, Maint. &amp; Repair</b>				
Administration	1,943,579	2,090,729	2,052,684	2,920,760
Refuse Collection	974,685	1,386,256	5,348,474	5,347,503
Mobility Options	-	-	-	1,742,609
Planning & Operations	-	-	-	35,455,163
Design & Construction	-	-	-	3,656,686
Transportation	35,668,840	38,614,736	43,632,759	-
<b>Total SCMR</b>	38,587,104	42,081,721	51,233,917	49,122,701
<b>Development Services Fund</b>				
Development Administration	599,629	499,575	581,888	521,717
Service Administration	355,196	390,264	422,296	735,119
Planning & Operations	-	-	-	840,862
Design & Construction	-	-	-	9,652,874
Transportation	8,684,821	9,061,166	10,042,188	-
Building Services	12,997,643	13,360,551	15,059,512	14,874,212
<b>Total Development Services</b>	22,637,289	23,331,556	26,105,883	26,524,764
<b>Health Special Revenue</b>				
Department of Public Health	26,087,202	27,343,099	25,959,169	21,824,844
<b>Rec. &amp; Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	32,403,887	34,261,311	33,145,601	27,268,846
<b>Golf Operations</b>				
Division of Golf	4,952,685	5,096,519	4,836,364	4,740,283
<b>Broad Street Operations Fund</b>				
Division of Facilities Management	-	1,436,980	1,616,122	1,629,305
<b>Photo Red Light Fund</b>				
Division of Police	-	391,000	737,528	950,000
<b>Emergency Human Services Fund</b>				
Various	1,295,273	616,312	1,510,423	1,600,000
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print Services Fund</b>				
Print Services	232,187	236,837	262,798	260,424
Mailroom Services	-	-	1,351,092	1,504,012
<b>Total Print and Mailroom Services</b>	232,187	236,837	1,613,890	1,764,436
<b>Land Acquisition</b>				
Division of Land Acquisition	728,379	695,624	748,532	904,900
<b>Technology Services</b>				
Administration	4,879,548	6,129,426	5,579,273	6,481,749
Division of Information Services	17,137,324	17,171,709	21,961,571	23,596,820
<b>Total Technology Services</b>	22,016,872	23,301,135	27,540,844	32,078,569
<b>Fleet Management Services</b>				
Division of Fleet Management	25,295,734	29,888,674	33,373,683	32,548,630
Service Administration	456,073	-	-	-
Finance and Management Administration	-	505,469	835,408	907,223
<b>Total Fleet Management Services</b>	25,751,807	30,394,033	34,209,091	33,455,853
<b>Employee Benefits</b>				
Department of Human Resources	1,762,584	2,027,029	2,510,585	2,863,006
Department of Finance and Management	-	-	285,000	295,000
	1,762,584	2,027,029	2,795,585	3,158,006
<b>ENTERPRISE FUNDS</b>				
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	6,001,760	14,407,519	37,381,430	10,713,410
<b>Various Enterprise Funds</b>				
Operation Support	16,001,904	25,791,563	-	-
<b>Water System Enterprise</b>				
Division of Water	107,016,753	96,960,739	141,766,110	155,681,185
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	153,062,628	150,238,401	211,939,246	242,188,373
<b>Stern System Enterprise</b>				
Division of Sewers and Drains	32,822,073	30,214,148	33,743,011	37,017,054
<b>Electricity Enterprise</b>				
Division of Electricity	63,529,408	67,861,044	64,192,407	90,624,684
<b>CDBG</b>				
Office of Education	405,010	405,899	402,831	266,291
Development Administration	673,675	679,535	692,978	671,205
Economic Development	3,122,289	2,857,615	2,211,412	1,706,775
Neighborhood Services	1,434,822	1,498,412	1,510,298	1,441,680
Planning	122,592	134,282	73,287	-
Housing	4,343,380	4,541,880	3,979,891	2,628,294
Department of Finance and Management	966,709	1,076,333	869,437	523,226
Department of Public Health	303,343	352,933	314,262	253,496
Department of Recreation and Parks	223,864	244,460	244,476	540,693
Transportation	165,700	-	-	-
<b>Total CDBG</b>	11,761,564	11,793,339	10,298,872	7,931,641
<b>NEIGHBORHOOD STABILIZATION FUND</b>				
Development Administration	-	-	-	8,326,385
Neighborhood Services	-	-	-	111,739
Housing	-	-	-	11,320,130
Department of Finance and Management	-	-	-	225,743
<b>Total NSP</b>	-	-	-	19,983,997
<b>Grand Total All Funds</b>	\$ 1,168,641,484	\$ 1,221,651,945	\$ 1,388,818,995	\$ 1,415,262,465

# All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
<b>GENERAL FUND</b>	5,050	5,126	5,164	5,024
<b>SPECIAL REVENUE FUNDS</b>				
<b>Street Construction, Main. &amp; Repair</b>				
Administration	21	24	31	36
Refuse Collection	26	24	66	51
Mobility Options	0	0	0	18
Planning & Operations	0	0	0	283
Design & Construction	0	0	0	36
Transportation	341	350	356	0
<b>Total SCMR</b>	<b>388</b>	<b>398</b>	<b>455</b>	<b>424</b>
<b>Development Services Fund</b>				
Development Administration	6	5	5	5
Service Administration	4	4	4	6
Planning & Operations	0	0	0	11
Design & Construction	0	0	0	118
Transportation	115	114	166	0
Building Services	138	134	147	131
<b>Total Development Services</b>	<b>263</b>	<b>257</b>	<b>322</b>	<b>271</b>
<b>Health Special Revenue</b>				
Department of Public Health	216	210	220	184
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	299	294	302	236
<b>Golf Operations</b>				
Division of Golf	36	36	36	33
<b>Municipal Court Computer Fund</b>				
Judges	2	2	2	3
Clerk	11	5	8	8
<b>Total Municipal Court Computer</b>	<b>13</b>	<b>7</b>	<b>10</b>	<b>11</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print and Mail Services</b>				
Mailroom Services	2	2	2	2
Print Services	2	2	2	2
<b>Total Print and Mail Services</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Land Acquisition</b>				
Division of Land Acquisition	5	6	7	7
<b>Technology Services</b>				
Technology Administration	8	39	10	20
Division of Information Services	110	120	136	122
<b>Fleet Management Services</b>				
Finance and Management Administration	6	8	9	8
Division of Fleet Management	120	117	130	126
<b>Employee Benefits</b>				
Department of Human Resources	14	15	19	22
<b>ENTERPRISE FUNDS</b>				
<b>Water System Enterprise</b>				
Division of Water	305	322	551	551
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	430	446	522	522
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	13	16	23	23
<b>Electricity Enterprise</b>				
Division of Electricity	86	83	99	99
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	105	105	95	95
<b>Various Enterprise Funds</b>				
Operational Support	230	220	0	0
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>				
Office of Education	4	4	4	4
Development Administration	8	9	8	7
Economic Development	8	9	9	7
Planning	2	2	1	0
Housing	27	22	21	10
Neighborhood Services	16	14	14	13
Department of Finance and Management	5	5	5	3
Department of Public Health	6	5	5	4
<b>Total CDBG</b>	<b>76</b>	<b>70</b>	<b>67</b>	<b>48</b>
<b>NEIGHBORHOOD STABILIZATION FUND</b>				
Development Administration	0	0	0	3
Neighborhood Services	0	0	0	1
Department of Finance and Management	0	0	0	2
<b>Total NSF</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Grand Total All Funds</b>	<b>7,777</b>	<b>7,899</b>	<b>8,181</b>	<b>7,836</b>

Note: 2006 and 2007 are year-end actuals; 2008 and 2009 are budgeted.

## **Capital Summary**

To be eligible for capital improvements funding (i.e., from issuance of debt), an asset must have a useful life of at least five years and be considered non-operational. Some examples of capital improvements projects include the purchase of major equipment items, street lighting improvements, street improvements, land acquisition for recreational needs, building construction, and facility rehabilitation.

The national rating agencies, Standard & Poor's Corporation, Moody's Investors Service and FitchRatings, currently give Columbus their highest long-term credit rating – AAA, Aaa and AAA, respectively. These ratings allow Columbus to realize interest savings when issuing debt because investors are confident of timely repayment.

Voted debt typically carries lower interest expense than non-voted debt. Moreover, because it is good public policy to solicit voter input and participation in the capital prioritization process, the city typically requests voter approval of bond packages. On November 4, 2008, voters approved six separate bond issues totaling \$1.7 billion, generally intended to accommodate planned capital improvements mainly through 2013 for non-enterprise agencies and through 2011 for sanitary sewers and water.

The 2008 voted bond package provides voted authority for Safety and Health, Transportation, Refuse Collection, Sanitary Sewers, Water, and Recreation and Parks capital projects.

The capital improvements program (CIP) provides approximately \$3.3 billion in funding for various capital improvements for the 2009-2014 period. Of this amount, \$430.2 million is to be supported by the special income tax fund (SIT). The SIT fund is used primarily to support non-enterprise debt. Respective system revenues service the debt issued for information services, fleet, water, electricity, sanitary sewer and storm sewer improvements.

The proposed CIP incorporates several key assumptions. The Police and Firemen's Disability and Pension Fund Employer's Accrued Liability Refunding Bond will continue to be funded by the SIT fund. The existing debt service for cable capital projects for non-enterprise divisions will continue to be supported by the SIT. The Division of Electricity intends to illuminate all city streets. The CIP assumes that electricity revenues will support street lighting, operation, maintenance and debt service costs. The CIP also includes ongoing funding for mechanized refuse collection equipment and fire apparatus.

The administration intends to continue to review the proposed capital improvements program through the end of the year. Based on current revenue and expenditure assumptions in the special income tax analysis, the proposed CIP presented in this budget document will require adjustments to the funding source for non-enterprise agencies. Currently, the reclassification for approximately \$88 million worth of projects would need to be made to the proposed CIP. These adjustments will be determined after year-end revenues are collected. In addition, other adjustments to the CIP could occur to accommodate changes in priorities.

An updated analysis of the special income tax fund and a listing of all projects funded in the capital improvements program and respective funding sources follow. This document includes funding through 2014 for all city divisions with scheduled projects.

## Special Income Tax Analysis

The city deposits one-fourth of the City of Columbus' two percent income tax to the special income tax (SIT) fund to service debt, primarily for non-enterprise agencies. In 2009, SIT income tax deposits are projected at nearly \$131.7 million. Non-enterprise agencies primarily represent operations funded by the general fund or the street construction, maintenance and repair fund that do not have separate revenue sources. Non-enterprise projects include construction and improvements of expressways, parks, fire stations and equipment, police facilities, and streets and traffic control. In addition, the special income tax fund services debt on the Capitol South redevelopment projects.

The special income tax analysis also includes some debt service associated with storm sewers, primarily those projects authorized in the 1991 voted bond package, which totaled \$25 million. All other debt service for storm sewers is paid from the storm maintenance fund. Tipping fees for solid waste disposal are budgeted at \$14.8 million in 2009. It is preferable that this expense be borne by the general fund. However, at present, due to fiscal constraints, it is not included in the ten-year general fund pro forma operating statement.

Capital projects for non-enterprise agencies are financed either through voted bond packages or through councilmanic (unvoted) debt. Voter approval provides the city with the ability to levy an ad valorem property tax to service the debt. While the city solicits voter approval from time to time, it has never exercised its taxing authority for this purpose and does not intend to do so; however, its ability to do so gives investors assurance that their investments in the city are secure.

Income tax growth is the most important determinant of the city's capacity to issue additional debt. Table One shows the projected debt service requirements from the special income tax fund for 2008 to 2017. Various assumptions and explanations are highlighted at the bottom of the table.

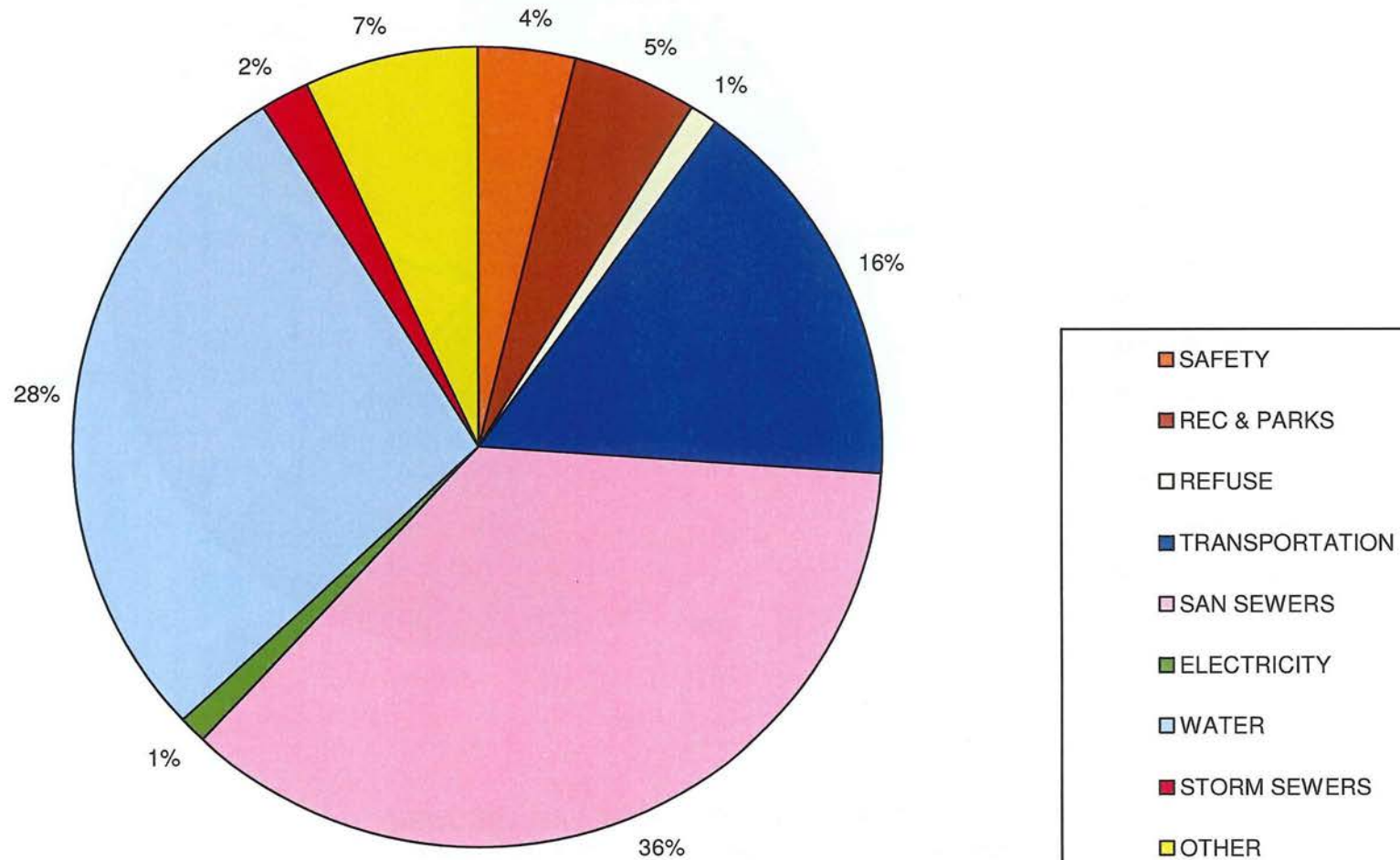
Table Two and Figures One and Two provide a summary of the CIP by division and funding source. Figure Two highlights the amount of councilmanic and non-enterprise voted 2004 and 2008 projects in the CIP; the associated debt service will be supported by the special income tax fund.

### Coverage Factor:

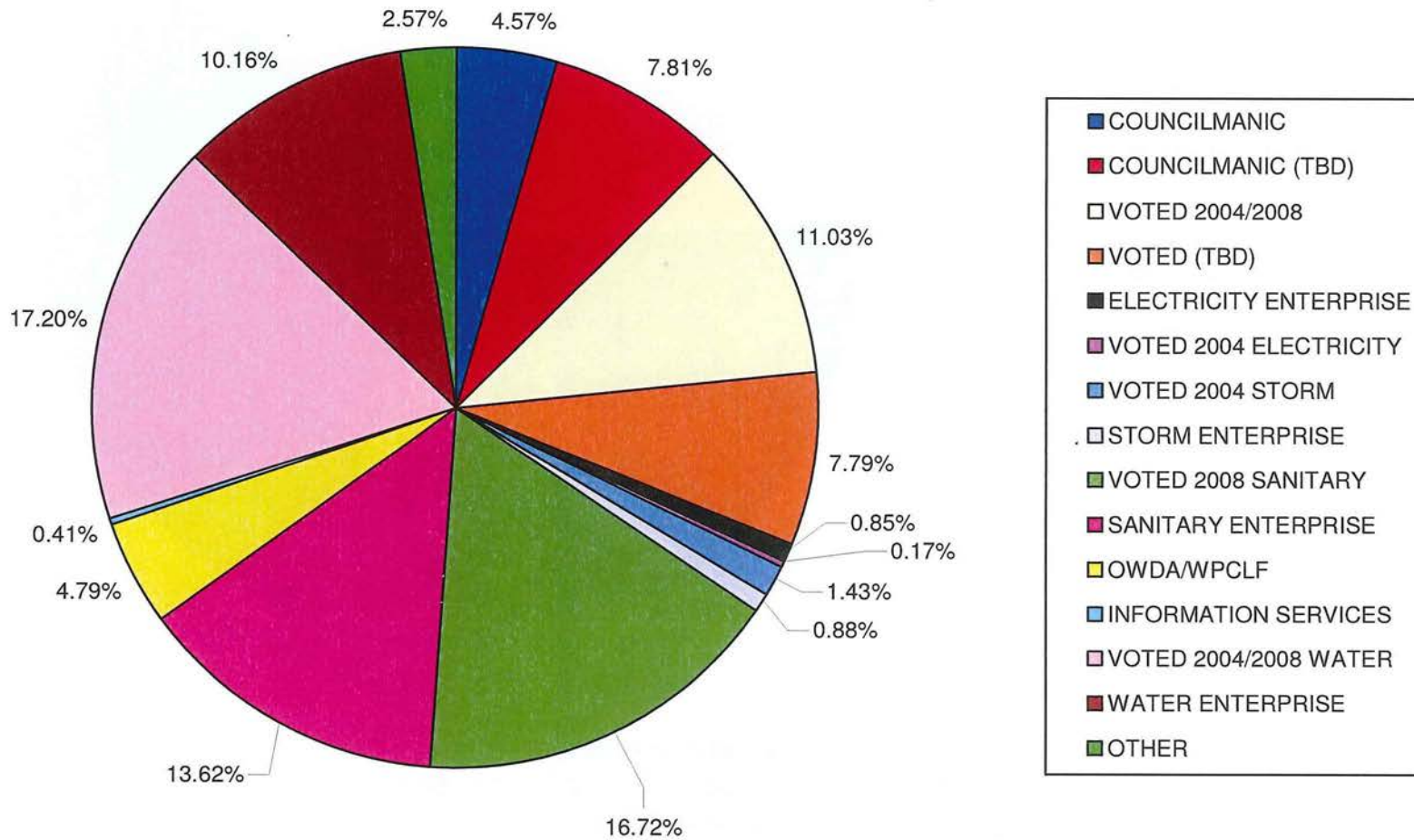
The SIT fund's available capacity for new debt and its ability to service existing debt are expressed as its coverage factor. Coverage, depicted in the "coverage columns" on Table One, is a ratio of revenue to expenditures and provides a minimum level at which a fund balance should be maintained for contingency purposes. Coverage levels are goals, not absolute minimum levels of acceptance. "Current year coverage" shows the degree to which current revenues will meet current expenditures. "Total coverage" is similar, but also includes the prior year-end fund balance as revenue. At present, the targeted level is to maintain 30 percent surplus capacity (a 1.3 total coverage factor).



**FIGURE ONE**  
**2009 - 2014 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY DIVISION - \$3.3 BILLION**



**FIGURE TWO**  
**2009 - 2014 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY FUNDING SOURCE - \$3.3 BILLION**



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 UPDATED ON: 5-Nov-08

TABLE ONE  
**SPECIAL INCOME TAX FUND ANALYSIS**  
 (000'S OMITTED)

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EXPENDITURES																							
YEAR	EXISTING DEBT SERVICE VOTED				EXISTING DEBT SERVICE UNVOTED				NEW DEBT TO BE ISSUED				MAIN ST. BRIDGE & RIVERSOUTH	REC & PARKS	POLICE	OTHER	TIPPING	POLICE	SAFETY	SIB LOAN ROBERTS RD. & 70/71	2008/2009 EXPENSES TO THE SIT	RESERVE FOR EARLY BUYOUT	TOTAL EXPENDITURES
	1991& BEFORE	NON-ENTERPRISE	G.O POWER PLANT	N'TIONWIDE DEBT SERV.	NON-ENTERPRISE	POWER PLT.	ST ISSUE II	N'TIONWIDE	NON-DEBT SERV.	NON-ENTERPRISE	N'TIONWIDE	UNVOTED											
2008	\$ 1,933	\$ 81,144	\$ 6,780	\$ 61	\$ 43,099	\$ 1,195	\$ 451	\$ 3,277	\$ -	\$ -	\$ -	\$ -	\$ 148	\$ 1,356	\$ 300	\$ 14,250	\$ 1,932	\$ 1,881	\$ -	\$ 3,039	\$ -	\$ 160,846	
2009	1,779	82,503	3,651	58	44,514	-	842	3,162	3,174	116	90	181	148	1,900	315	14,800	1,937	1,522	1,490	1,342	-	163,532	
2010	1,620	77,003	3,253	56	40,450	-	842	3,052	7,751	371	215	550	162	1,995	331	14,002	1,927	571	1,490	965	1,056	153,342	
2011	1,536	74,202	-	54	35,250	-	842	2,943	19,403	951	209	3,640	162	2,095	347	14,803	1,925	571	1,527	965	969	162,643	
2012	1,478	68,050	-	52	32,645	-	842	2,833	25,630	1,467	204	4,546	162	2,199	365	17,377	1,919	571	1,535	965	9	163,677	
2013	1,374	65,197	-	50	30,281	-	842	2,600	31,091	1,860	198	12,690	162	2,309	383	17,379	1,916	571	1,544	965	8	171,428	
2014	881	58,656	-	47	28,863	-	814	2,362	34,860	3,480	193	13,094	162	2,425	402	17,380	1,912	571	-	965	-	167,066	
2015	844	53,641	-	45	25,662	-	787	2,381	36,738	5,000	187	12,991	176	2,546	422	17,382	1,911	571	-	965	-	162,250	
2016	553	46,927	-	-	22,024	-	787	1,650	35,617	7,892	181	12,899	176	2,673	443	17,384	1,906	571	1,544	965	-	154,182	
2017	329	40,839	-	-	19,993	-	787	432	34,496	7,648	176	12,787	176	2,807	465	17,386	1,900	571	3,088	965	-	144,852	
	\$ 12,327	\$ 649,651	\$ 13,684	\$ 423	\$ 322,779	\$ 1,195	\$ 7,836	\$ 24,692	\$ 228,640	\$ 28,813	\$ 1,653	\$ 73,383	\$ 1,634	\$ 22,305	\$ 3,773	\$ 163,103	\$ 19,193	\$ 7,971	\$ 12,226	\$ 12,181	\$ 2,042	\$ 1,609,825	
REVENUES																							
YEAR	INCOME TAX	TUTTLE TIF	REC & PARKS FEES	POLICE HELICOPTER REIMBURSE	LINCOLN THEATRE REIMBURSE	MUNI CT RECEIPTS	INFORM SERVICES	CABLE RECEIPTS	CAPITOL SOUTH	TIF PAYMENTS & N'TIONWIDE REIMBURSE	FLEET MGT SUPPORTED	COAAA RECEIPTS	MORPC RECEIPTS	TOTAL REVENUES	ANNUAL VARIANCE EXP V. REV	CASH BALANCE	CURRENT YEAR COVERAGE	TOTAL COVERAGE					
																			REVENUES	EXP V. REV	BALANCE	YEAR	COVERAGE
2008	\$ 138,392	\$ 650	\$ 438	\$ 700	\$ 1,000	\$ 322	\$ 2,652	\$ 325	\$ 718	\$ 1,975	\$ 2,502	\$ 252	\$ -	\$ -	\$ -	\$ 141,926	(18,920)	120,663	2008	0.88	1.7582		
2009	131,696	650	441	740	1,000	358	3,539	187	-	1,906	2,492	252	1,498	-	-	144,759	(18,775)	101,890	2009	0.89	1.6231		
2010	135,647	650	445	838	1,000	346	3,398	139	-	1,840	2,431	256	1,490	-	-	148,480	(10,863)	91,828	2010	0.93	1.5713		
2011	139,716	650	450	880	-	335	3,216	148	-	1,774	2,410	255	1,527	-	-	151,361	(11,282)	79,746	2011	0.93	1.4903		
2012	143,988	650	426	924	-	324	3,405	-	-	1,788	2,382	253	1,535	-	-	155,435	(8,242)	71,504	2012	0.95	1.4369		
2013	148,225	650	438	970	-	313	3,468	-	-	1,589	2,246	252	1,544	-	-	159,664	(11,764)	59,740	2013	0.93	1.3485		
2014	148,225	650	451	1,018	-	303	3,017	-	-	1,426	2,190	255	-	-	-	157,535	(9,531)	50,209	2014	0.94	1.3005		
2015	152,672	650	464	1,069	-	292	2,241	-	-	1,436	2,133	258	-	-	-	161,215	(1,043)	49,166	2015	0.99	1.3830		
2016	157,252	650	477	1,123	-	280	1,379	-	-	977	2,061	258	-	-	-	164,455	10,273	59,439	2016	1.07	1.3855		
2017	161,969	650	490	1,179	-	149	1,336	-	-	256	2,084	253	-	-	-	168,286	23,434	82,874	2017	1.16	1.5721		
	\$ 1,449,701	\$ 6,500	\$ 4,520	\$ 9,441	\$ 3,008	\$ 3,822	\$ 27,641	\$ 799	\$ 718	\$ 14,866	\$ 22,772	\$ 2,542	\$ 7,594	\$ -	\$ -	\$ 1,553,116	\$ (56,709)						
NEW DEBT TO BE ISSUED - PROPOSED CB/CIP										ADDITIONAL CAPACITY SUMMARY			REVENUE ASSUMPTIONS										
YEAR	VOTED '04 & '08	UNVOTED	TOTAL	YEAR	AMOUNT	RATIO	(1) INCOME TAX - ESTIMATE FOR 2008 (2007 ACTUALS: \$138,392) INCREASED BY 0%, 1.0% FOR 2009, 3.0% FOR 2010-2013, 0% FOR 2014 AND 3.0% 2015-2017. (2) REC FEES - REPRESENTS RECREATION, GOLF COURSE FEES PLEDGED FOR DEBT. (3) POLICE HELICOPTER REIMBURSEMENT - REPRESENTS MONIES FROM SALE OF HELICOPTERS. (4) CABLE RECEIPTS- MONIES RECEIVED FROM NON-SIT SUPPORTED AGENCIES.																
2008	\$ -	\$ -	\$ -	2008	\$ -	1.7582																	
2009	141,960	15,189	156,249	2009	-	1.6231																	
2010	56,151	13,096	69,247	2010	-	1.5713																	
2011	50,388	11,484	61,872	2011	-	1.4903																	
2012	50,740	10,228	60,968	2012	-	1.4369																	
2013	45,351	2,745	48,096	2013	-	1.3485																	
2014	-	42,153	42,153	2014	-	1.3005																	
	\$ 343,690	\$ 99,895	\$ 443,585	2015	-	1.3830	(3) MAIN STREET BRIDGE/ RIVERSOUTH - MAIN ST. BRIDGE INCLUDES \$2,185,000 STARTING IN 2011 THROUGH 2017 FOR A STATE LOAN. RIVERSOUTH ASSUMES THE CITY ISSUING DEBT FROM 2008 TO 2012. IN 2013, CASH PAYMENTS OF \$7.5 MILLION ARE BUDGETED THROUGH 2017.																
				2016	-	1.3855																	
				2017	-	1.5721																	
SIT Supported Debt Summary							EXPENDITURE ASSUMPTIONS																
Year	VOTED '04 & '08	Unvoted Debt	Total	(1) EXISTING DEBT SERVICE - DEBT PAID FROM 4-430. ASSUMES VARIABLE RATE G.O. DEBT IS 4.5%. (2) NEW DEBT TO BE ISSUED - ASSUMES BONDS WILL BE ISSUED IMMEDIATELY AS EQUAL PRINCIPAL FOR 16 YEARS. IT IS ASSUMED THE INTEREST RATE IS 4.5% IN 2009, 5% IN 2010 & 6% THEREAFTER. (4) G.O. PWR PLT- DEBT SERVICE ON THE POWER PLANT & SHREDDER STATIONS. (5) TIPPING FEES - PROJECTED ESTIMATES IN 2008 & CURRENT RATES THEREAFTER (NOT CAPS). (6) STATE ISSUE II LOANS - EXISTING AND PROPOSED ZERO PERCENT INTEREST LOANS FROM THE STATE. (7) POLICE/FIRE PENSION- DEBT SERVICE ON THE POLICE/FIRE PENSION BONDS. (8) SAFETY LEASES - \$571K/ANNUALLY FOR THE IAD/PSJ LEASES PLUS OTHER LEASES FOR POLICE AND FIRE IN 2008 & 2009.																			
2008	\$ -	\$ -	\$ -	BEGINNING SIT UNENCUMBERED CASH BALANCE: FUND 430 \$152,203 CASH BALANCE																			
2009	141,960	10,045	151,105	FUND 430 (27,147) ENCUMBRANCES																			
2010	56,151	9,521	65,672	FUND 430 14,476 ADJUSTMENTS (See Sheet P for the details.)																			
2011	50,388	9,494	59,882	FUND 411 51 UNENC. CASH BALANCE																			
2012	50,740	9,448	60,188																				
2013	45,351	1,945	47,296																				
2014	-	46,053	46,053																				
Total	\$ 343,690	\$ 86,506	\$ 430,196																				

This amount includes a required reduction of \$88,084 (\$20,415M & \$67.585M) to achieve a 1.3 coverage ratio. The original 2009 amount was \$239.1M.

PREPARED BY: FINANCE & MANAGEMENT DEPARTMENT

TABLE TWO 2009 - 2014 CAPITAL IMPROVEMENTS PROGRAM										
<b>PUBLIC SAFETY/SAFETY ADMINISTRATION 30- 01</b>			2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
<b>PROJECT NAME</b>										
Safety Cameras			1,550,000						1,550,000	Voted 2008 Debt SIT Supported
30-01 Sirens			200,000	200,000	200,000	200,000	200,000		1,000,000	Councilmanic (To Be Determined)
<b>Subtotal - PUBLIC SAFETY/SAFETY ADMINISTRATION 30- 01</b>			<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$2,650,000</b>	
<b>PUBLIC SAFETY/SUPPORT SERVICES 30- 02</b>			2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
<b>PROJECT NAME</b>										
New Support Services Complex				8,000,000					8,000,000	Councilmanic (To Be Determined)
Police and Fire Annual Radio Equipment Program			950,000	950,000	950,000	950,000	950,000		4,750,000	Voted 2008 Debt SIT Supported (TBD)
Cable Replacement-Communication Systems			400,000	300,000	250,000	200,000			1,150,000	Councilmanic (To Be Determined)
Communication Tower- Power Generator			100,000						100,000	Councilmanic (To Be Determined)
City Match for COPS Technology Program Grant.			1,555,000						1,555,000	Voted 2008 Debt SIT Supported
Police-Fire Comp Aided Dispatch Sys			2,000,000						2,000,000	Councilmanic (To Be Determined)
Communications Facility Renovation -HVAC			138,000	138,000	138,000	138,000	138,000		600,000	Councilmanic (To Be Determined)
Communications Facility Renovations- Tower Sites			295,000						295,000	Councilmanic (To Be Determined)
<b>Subtotal - PUBLIC SAFETY/SUPPORT SERVICES 30- 02</b>			<b>\$5,438,000</b>	<b>\$7,388,000</b>	<b>\$1,338,000</b>	<b>\$1,288,000</b>	<b>\$1,088,000</b>	<b>\$0</b>	<b>\$16,540,000</b>	
<b>PUBLIC SAFETY/POLICE 30- 03</b>			2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
<b>PROJECT NAME</b>										
30-03 Police Facility Renovation								1,190,000	1,190,000	Councilmanic SIT Supported
30-03 Police Facility Renovation			2,830,000	1,190,000	1,190,000	1,190,000	1,190,000		7,290,000	Voted 2008 Debt SIT Supported
30-03 Police Facility Renovation- Additional Funding			500,000	500,000	500,000	500,000	500,000		2,500,000	Voted 2008 Debt SIT Supported (TBD)
30-03 Police Facility Renovation - Lease Reduction			2,300,000						2,300,000	Voted 2008 Debt SIT Supported
Neighborhood Policing Centers							4,000,000		4,000,000	Councilmanic (To Be Determined)
30-03 Police Property Room/Crime Lab			7,000,000	18,000,000					23,000,000	Councilmanic (To Be Determined)
30-03 Police Property Room/Crime Lab			5,000,000						5,000,000	Voted 2008 Debt SIT Supported
Police Apparatus Replacement			540,000	250,000	250,000	250,000	250,000		1,540,000	Voted 2008 Debt SIT Supported (TBD)
SWAT Command Vehicle			325,000						325,000	Voted 2008 Debt SIT Supported (TBD)
Police Equipment - Network File Storage			500,000						500,000	Voted 2008 Debt SIT Supported
<b>Subtotal - PUBLIC SAFETY/POLICE 30- 03</b>			<b>\$18,736,000</b>	<b>\$17,940,000</b>	<b>\$1,940,000</b>	<b>\$1,940,000</b>	<b>\$5,940,000</b>	<b>\$1,190,000</b>	<b>\$47,746,000</b>	
<b>PUBLIC SAFETY/FIRE 30- 04</b>			2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
<b>PROJECT NAME</b>										
New Fire Station Acquisition				5,000,000		5,000,000			10,000,000	Voted 2008 Debt SIT Supported
Additional Funds-New Fire Stations				500,000		500,000			1,000,000	Voted 2008 Debt SIT Supported (TBD)
30-04 Fire Apparatus Replacement								3,000,000	3,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement			7,750,000	3,000,000	3,000,000	3,000,000	3,000,000		19,750,000	Voted 2008 Debt SIT Supported
30-04 Additional Fire Apparatus Replacement			3,000,000	3,000,000	2,000,000	3,000,000	3,000,000		15,000,000	Voted 2008 Debt SIT Supported (TBD)
30-04 Fire Facility Renovation								935,000	935,000	Councilmanic SIT Supported
30-04 Fire Facility Renovation			1,870,000	935,000	935,000	935,000	935,000		5,810,000	Voted 2008 Debt SIT Supported
Additional Fire Facility Renovation			500,000	500,000	500,000	500,000	500,000		2,500,000	Voted 2008 Debt SIT Supported (TBD)
<b>Subtotal - PUBLIC SAFETY/FIRE 30- 04</b>			<b>\$13,120,000</b>	<b>\$12,935,000</b>	<b>\$7,435,000</b>	<b>\$12,935,000</b>	<b>\$7,435,000</b>	<b>\$3,935,000</b>	<b>\$57,795,000</b>	

Capital Summary

DEVELOPMENT/DEV ADMINISTRATION 44-01 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Northland Mall Project	1,800,000						1,800,000	Councilmanic SIT Supported
44-01 Lincoln Theater	2,475,000						2,475,000	Councilmanic SIT Supported
44-01 Long Street Commercial Development	500,000						500,000	Councilmanic SIT Supported
Clean Columbus Initiatives	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000		20,000,000	Councilmanic (To Be Determined)
59-09 Economic & Community Development	1,394,000	250,000	250,000	250,000	250,000	250,000	2,644,000	Councilmanic SIT Supported
44-01 Cois Downtown Dev Corp	8,045,000	7,501,000	7,504,000	7,503,000			30,553,000	Councilmanic SIT Supported
44-10 Housing Preservation	3,125,000	3,125,000	3,125,000	3,125,000			12,500,000	Councilmanic (To Be Determined)
44-10 Housing Preservation	3,500,000						3,500,000	Councilmanic SIT Supported
Rebuilding Lives	800,000	800,000	800,000	800,000	800,000		3,000,000	Councilmanic (To Be Determined)
<b>Subtotal - DEVELOPMENT/DEV ADMINISTRATION 44-01</b>	<b>\$25,239,000</b>	<b>\$15,478,000</b>	<b>\$15,479,000</b>	<b>\$15,478,000</b>	<b>\$4,850,000</b>	<b>\$250,000</b>	<b>\$76,772,000</b>	
FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Health: 240 Parsons Ave. - Various ( 2.93.10)	300,000						300,000	Councilmanic SIT Supported
840 W. Nationwide Blvd. - New Building		5,000,000					5,000,000	Councilmanic (To Be Determined)
Southside Health Project	750,000						750,000	Voted 2008 Debt SIT Supported
Southside Health Project	4,150,000						4,150,000	Voted 2008 Debt SIT Supported (TBD)
Facility Renovations - Various	7,014,971	5,436,667	7,710,500	1,327,725	1,093,125		22,573,008	Councilmanic (To Be Determined)
Facility Renovations - Various	3,520,500	80,000	155,000	478,000	478,000	478,000	5,189,500	Councilmanic SIT Supported
Pen Site Remediation	2,000,000						2,000,000	Councilmanic SIT Supported
Demolition of 109 N. Front St.		2,500,000					2,500,000	Councilmanic (To Be Determined)
Downtown Campus Implementation Plan Improvements			25,000,000				25,000,000	Councilmanic (To Be Determined)
Downtown Campus Implementation Plan Improvements	9,000,000						9,000,000	Councilmanic SIT Supported
City Hall Renovations* - Various	6,317,600	1,490,500	1,085,000	190,000	342,000		9,415,000	Councilmanic (To Be Determined)
City Hall Renovations* - Various	2,000,000						2,000,000	Councilmanic SIT Supported
City Hall Renovations - HVAC	915,109						915,109	Councilmanic SIT Supported
City Hall Renovations* - Various	2,192,500	991,000	755,000	342,000	342,000	342,000	4,964,500	Councilmanic SIT Supported
1393 E. Broad St. - Various	446,730	132,000	567,000	61,600	18,000		1,223,330	Councilmanic (To Be Determined)
Impound Lot Relocation	6,205,000						6,205,000	Councilmanic SIT Supported
Municipal Court Renovations - Various	5,305,834	119,000	280,000	370,000	370,000	370,000	6,914,834	Councilmanic SIT Supported
Municipal Court Renovations* - Various	3,250,000	3,000,000	3,000,000	3,000,000	3,000,000		15,250,000	Councilmanic (To Be Determined)
Municipal Court Renovations - File Room Upgrade	95,937						95,937	Councilmanic SIT Supported
Municipal Court Renovations - Comm. Switch Upgrade	501,320						501,320	Councilmanic SIT Supported
Old Police Headquarters Renovation	1,250,000						1,250,000	Councilmanic (To Be Determined)
Old Police Headquarters	24,900,000						24,900,000	Councilmanic SIT Supported
<b>Subtotal - FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27</b>	<b>\$78,115,201</b>	<b>\$18,749,157</b>	<b>\$39,552,600</b>	<b>\$5,759,325</b>	<b>\$5,831,125</b>	<b>\$1,190,000</b>	<b>\$147,997,338</b>	
TECHNOLOGY/DOT ADMINISTRATION 47-01 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Security Program Implementation for the City of Columbus	233,200	585,000					818,200	Information Services
47-02 Operations Equipment Upgrade	200,000	200,000	200,000				600,000	Information Services
Server Virtualization	\$12,000					250,000	262,000	Information Services

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TECHNOLOGY/DOT ADMINISTRATION 47- 01 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
47-02 Data Center Facility Upgrades	800,000	240,000	270,000				1,410,000	Information Services
47-02 Disaster Recovery Project	800,000	800,000					1,400,000	Information Services
47-02 Connectivity Project	715,000	1,125,000	650,000	500,000	500,000	750,000	4,440,000	Information Services
47-02 Columbus Fiber Purchase Plan	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		6,000,000	Councilmanic (To Be Determined)
47-02 Columbus Fiber Purchase Plan	1,500,000						1,500,000	Councilmanic SIT Supported
Routing Equipment Upgrade	225,000						225,000	Information Services
47-02 Enterprise System Upgrades	500,000	160,000	350,000				1,000,000	Information Services
Unix Systems Upgrade	140,000	400,000	140,000	100,000	300,000	100,000	1,180,000	Information Services
Telephony Upgrade - VOIP	1,108,925						1,108,925	Information Services
GTC 3 Equipment - Control Room	110,000						110,000	Information Services
GTC 3 Equipment - Studio		275,000					275,000	Information Services
GTC 3 Equipment - Video Storage			80,000				80,000	Information Services
GTC 3 Equipment - Production Truck				150,000			150,000	Information Services
<b>Subtotal - TECHNOLOGY/DOT ADMINISTRATION 47- 01</b>	<b>\$7,644,125</b>	<b>\$4,575,000</b>	<b>\$2,990,000</b>	<b>\$1,780,000</b>	<b>\$1,800,000</b>	<b>\$1,100,000</b>	<b>\$19,869,125</b>	
HEALTH/HEALTH 50- 01 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
59-07 Blind School Renovation	75,000	75,000	45,000				195,000	Councilmanic SIT Supported
<b>Subtotal - HEALTH/HEALTH 50- 01</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$195,000</b>	
RECREATION AND PARKS/RECREATION AND PARKS 51- 01 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
51 Urban Infra.- Rec & Parks						753,200	753,200	Councilmanic SIT Supported
51 Urban Infra.- Rec & Parks	2,045,000	750,000	750,000	750,000	753,200		5,048,200	Voted 2008 Debt SIT Supported
51-01 Swimming Facilities	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		10,000,000	Councilmanic (To Be Determined)
51-01 Swimming Facilities						318,000	318,000	Councilmanic SIT Supported
51-01 Swimming Facilities	1,536,000	315,000	315,000	318,000	318,000		2,808,000	Voted 2008 Debt SIT Supported
51-01 Park & Playground Development	750,000	750,000	750,000	750,000	750,000		3,750,000	Councilmanic (To Be Determined)
Park and Playground auditors certificate-undetermined projects under \$20,000						108,000	108,000	Councilmanic SIT Supported
Park and Playground auditors certificate-undetermined projects under \$20,000	212,000	106,000	108,000	106,000	106,000		638,000	Voted 2008 Debt SIT Supported
Hard Surface Improvements: yearly improvements						500,000	500,000	Councilmanic SIT Supported
Hard Surface Improvements: yearly improvements	1,180,000	500,000	500,000	500,000	500,000		3,180,000	Voted 2008 Debt SIT Supported
Tennis and Basketball: court improvements: yearly improvements						300,000	300,000	Councilmanic SIT Supported
Tennis and Basketball: court improvements: yearly improvements	800,000	300,000	300,000	300,000	300,000		1,800,000	Voted 2008 Debt SIT Supported
Neighborhood park renovations						400,000	400,000	Councilmanic SIT Supported
Neighborhood park renovations	500,000	400,000	400,000	400,000	400,000		2,100,000	Voted 2008 Debt SIT Supported
New Park Development						450,000	450,000	Councilmanic SIT Supported
New Park Development	450,000	450,000	450,000	450,000	450,000		2,250,000	Voted 2008 Debt SIT Supported
Franklin/Conservatory Park Improvements	800,000	800,000	800,000	800,000	800,000		4,000,000	Councilmanic (To Be Determined)
Park Improvements: General	850,000						850,000	Voted 2008 Debt SIT Supported

RECREATION AND PARKS/RECREATION AND PARKS 51- 01 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
park improvements: grant matches						100,000	100,000	Councilmanic SIT Supported
park improvements: grant matches	100,000	100,000	100,000	100,000	100,000		500,000	Voted 2008 Debt SIT Supported
51-01 Facility Renovations						950,000	950,000	Councilmanic SIT Supported
51-01 Facility Renovations	125,000	850,000	850,000	850,000	860,000		3,525,000	Voted 2008 Debt SIT Supported
51-01 Facility Renovations	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		6,000,000	Voted 2008 Debt SIT Supported (TBD)
Roof Improvements- Big Run Maintenance Building and Shelterhouse	300,000						300,000	Voted 2008 Debt SIT Supported
Roof Improvements- Cultural Arts Center	350,000						350,000	Voted 2008 Debt SIT Supported
Roof Improvements-Performing Arts Center	350,000						350,000	Voted 2008 Debt SIT Supported
Facility Improvements, auditor's certificate for under \$20,000 projects						200,000	200,000	Councilmanic SIT Supported
Facility Improvements, auditor's certificate for under \$20,000 projects	400,000	200,000	200,000	200,000	200,000		1,200,000	Voted 2008 Debt SIT Supported
Roof assessments	60,000						50,000	Voted 2008 Debt SIT Supported
Milo Grogan Recreation Center Expansion	300,000						300,000	Voted 2008 Debt SIT Supported
Milo Grogan Recreation Center Expansion	3,000,000						3,000,000	Voted 2008 Debt SIT Supported (TBD)
Spindler Rd Maintenance Facility: Utilities	150,000						150,000	Voted 2008 Debt SIT Supported
Blackburn Recreation Center Improvements	300,000						300,000	Voted 2008 Debt SIT Supported
Whetstone Gazebo Replacement	200,000						200,000	Voted 2008 Debt SIT Supported
HVAC Improvements: various facilities						400,000	400,000	Councilmanic SIT Supported
HVAC Improvements: various facilities	1,150,000	400,000	400,000	400,000	400,000		2,750,000	Voted 2008 Debt SIT Supported
Floor Improvements: Various Facilities	180,000						180,000	Voted 2008 Debt SIT Supported
Alum Creek Maintenance Facility	1,070,000						1,070,000	Voted 2008 Debt SIT Supported
Thompson Recreation Center Improvements				4,000,000			4,000,000	Voted 2008 Debt SIT Supported (TBD)
Westgate Recreation Center Improvements			4,000,000				4,000,000	Voted 2008 Debt SIT Supported (TBD)
Far East Recreation Center Renovations		3,000,000					3,000,000	Voted 2008 Debt SIT Supported (TBD)
Driving Park Recreation Center Improvements					4,000,000		4,000,000	Voted 2008 Debt SIT Supported (TBD)
King Arts Complex Improvements	3,300,000						3,300,000	Councilmanic (To Be Determined)
facility: Big Run Shelter	300,000						300,000	Voted 2008 Debt SIT Supported
facility: roof improvements various						800,000	800,000	Councilmanic SIT Supported
facility: roof improvements various	800,000	800,000	800,000	800,000	800,000		4,000,000	Voted 2008 Debt SIT Supported
facilities: door and window improvements	425,000						425,000	Voted 2008 Debt SIT Supported
Street Greens: Green initiative	400,000						400,000	Voted 2008 Debt SIT Supported
Street Greens: Green initiative	400,000	400,000	400,000	400,000	400,000		2,000,000	Voted 2008 Debt SIT Supported (TBD)
Maintenance Equipment	500,000	600,000	600,000	600,000	500,000		2,500,000	Councilmanic (To Be Determined)
51-01 Park Acquisition						774,000	774,000	Councilmanic SIT Supported
51-01 Park Acquisition	1,835,000	774,000	774,000	774,000	774,000		4,724,000	Voted 2008 Debt SIT Supported
Bikeway Trail Safety						432,000	432,000	Councilmanic SIT Supported
Bikeway Trail Safety	1,964,000	432,000	432,000	432,000	432,000		3,692,000	Voted 2008 Debt SIT Supported
51-01 Greenways Projects	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000		5,100,000	Voted 2008 Debt SIT Supported (TBD)
Bikeway Improvements: Westbank/ Rich Street Bridge Improvements	2,000,000						2,000,000	Councilmanic (To Be Determined)

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RECREATION AND PARKS/RECREATION AND PARKS 51- 01 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
51-01 Conservatory	716,800						716,800	Voted 2008 Debt SIT Supported
Scioto Mile Development	5,000,000						5,000,000	Voted 2008 Debt SIT Supported
51-01 Whittier Metro Parks Reimbursement	300,000						300,000	Councilmanic (To Be Determined)
51-01 Whittier Metro Parks Reimbursement	500,000						500,000	Voted 2008 Debt SIT Supported
family recreation centers		20,000,000		20,000,000			40,000,000	Voted 2008 Debt SIT Supported (TBD)
Security Enhancements	50,000						50,000	Voted 2008 Debt SIT Supported
Recreation and Parks Public Investment Improvements	600,000						600,000	Voted 2008 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS/RECREATION AND PARKS 51- 01</b>	<b>\$39,841,800</b>	<b>\$35,850,000</b>	<b>\$16,850,000</b>	<b>\$36,850,000</b>	<b>\$16,953,200</b>	<b>\$8,383,200</b>	<b>\$152,628,200</b>	
RECREATION AND PARKS/GOLF DIVISION 51- 03 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Golf- equipment replacements						200,000	200,000	Councilmanic SIT Supported
Golf- equipment replacements	350,000	200,000	200,000	200,000	200,000		1,150,000	Voted 2008 Debt SIT Supported
golf: drainage improvements						50,000	50,000	Councilmanic SIT Supported
golf: drainage improvements	100,000	50,000	50,000	50,000	50,000		300,000	Voted 2008 Debt SIT Supported
golf: bunker improvements						70,000	70,000	Councilmanic SIT Supported
golf: bunker improvements	170,000	70,000	70,000	70,000	70,000		450,000	Voted 2008 Debt SIT Supported
golf: hard surface improvements						100,000	100,000	Councilmanic SIT Supported
golf: hard surface improvements	400,000	100,000	100,000	100,000	100,000		800,000	Voted 2008 Debt SIT Supported
golf: carpet replacements	70,000						70,000	Voted 2008 Debt SIT Supported
golf improvements-electric cart conversions	200,000						200,000	Voted 2008 Debt SIT Supported
golf improvements- under \$20,000 project auditor's certificate						50,000	50,000	Councilmanic SIT Supported
golf improvements- under \$20,000 project auditor's certificate	50,000	50,000	50,000	50,000	50,000		250,000	Voted 2008 Debt SIT Supported
golf improvements: General Golf Facility Improvements						150,000	150,000	Councilmanic SIT Supported
golf improvements: General Golf Facility Improvements		150,000	150,000	150,000	150,000		600,000	Voted 2008 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS/GOLF DIVISION 51- 03</b>	<b>\$1,340,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$4,440,000</b>	
PUBLIC SERVICE/REFUSE COLLECTION 59- 02 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
59-02 Mechanized Collection Equipment	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		5,000,000	Councilmanic (To Be Determined)
59-02 Mechanized Collection Equipment						5,077,000	5,077,000	Councilmanic SIT Supported
59-02 Mechanized Collection Equipment	5,175,000						5,175,000	Voted 2004 Debt SIT Supported
59-02 Mechanized Collection Equipment	6,978,000	5,075,000	5,075,000	5,075,000	5,077,000		27,180,000	Voted 2008 Debt SIT Supported
59-02 Mechanized Collection Equipment	925,000	925,000	925,000	925,000	925,000		4,625,000	Voted 2008 Debt SIT Supported (TBD)
59-02 Refuse Collection Facilities Imps	400,000						400,000	Voted 2008 Debt SIT Supported
<b>Subtotal - PUBLIC SERVICE/REFUSE COLLECTION 59- 02</b>	<b>\$14,378,000</b>	<b>\$7,000,000</b>	<b>\$7,000,000</b>	<b>\$7,000,000</b>	<b>\$7,002,000</b>	<b>\$6,077,000</b>	<b>\$47,457,000</b>	
PUBLIC SERVICE/TRANSPORTATION 59- 09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
59 Urban Infra.-Eng&Constr/Traffic						4,651,813	4,651,813	Councilmanic SIT Supported
59 Urban Infra.-Eng&Constr/Traffic	4,957,000	3,660,000	3,950,000	3,950,000	4,651,813		21,088,813	Voted 2008 Debt SIT Supported
18th, 20th St. Clair Sts Corridor	900,000						900,000	Voted 2004 Debt SIT Supported



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PUBLIC SERVICE/TRANSPORTATION 99-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
7th St-4th Ave to 6th Ave	800,000						800,000	Voted 2004 Debt SIT Supported
Calumet Traffic Calming	350,000						350,000	Voted 2008 Debt SIT Supported
Clintonville	11,000						11,000	Voted 2004 Debt SIT Supported
Clintonville	4,000						4,000	Voted 2008 Debt SIT Supported
Franklinton RR Overpass	100,000						100,000	Voted 2008 Debt SIT Supported
Gen Eng Services	500,000						500,000	Voted 2004 Debt SIT Supported
Gen Eng Services	600,000	700,000	700,000	700,000			2,700,000	Voted 2008 Debt SIT Supported
Fremont/Leona Traffic Calming		270,000					270,000	Voted 2008 Debt SIT Supported
High St/Clintonville Improv	550,000						550,000	Voted 2008 Debt SIT Supported
Holtzman/Main	420,000						420,000	Voted 2004 Debt SIT Supported
Italian Village Crosswalks	50,000						50,000	Voted 2004 Debt SIT Supported
Livingston Park Intersec.	450,000						450,000	Voted 2008 Debt SIT Supported
Neighborhood signs	200,000						200,000	Voted 2004 Debt SIT Supported
N Eureka-Steel to N Corp Line	420,000						420,000	Voted 2004 Debt SIT Supported
Taylor Avenue	400,000						400,000	Voted 2004 Debt SIT Supported
W. Broad St	500,000						500,000	Voted 2004 Debt SIT Supported
Columbus Coated Fabrics Redevelopment	3,470,000	2,770,000	3,180,000				9,400,000	Voted 2008 Debt SIT Supported
Clean Columbus Initiatives	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		5,000,000	Councilmanic (To Be Determined)
Street Equipment	368,000	769,000	638,000	690,000	747,000		3,200,000	Councilmanic (To Be Determined)
Street Equipment						1,500,000	1,500,000	Councilmanic SIT Supported
Street Equipment	1,255,000						1,255,000	Voted 2004 Debt SIT Supported
Street Equipment	573,989	1,577,040	1,677,746	1,989,821	1,597,647		7,406,042	Voted 2008 Debt SIT Supported
59-03 Morse Road Area Investment	1,384,772						1,384,772	Voted 2008 Debt SIT Supported
Milo Grogan	3,044,000	3,206,000					6,250,000	Voted 2008 Debt SIT Supported
Short North 7th to 9th	1,800,000						1,800,000	Voted 2008 Debt SIT Supported
Short North	100,000						100,000	Voted 2004 Debt SIT Supported
NCR-Livingston Ave	500,000						500,000	Voted 2008 Debt SIT Supported
NCR-TBD						2,500,000	2,500,000	Councilmanic SIT Supported
NCR-TBD	1,056,000		2,500,000	2,500,000	2,500,000		8,556,000	Voted 2008 Debt SIT Supported
Intersection Improvements - Alkire & Holt	500,000						500,000	Voted 2004 Debt SIT Supported
Intersection Improvements - Cooper Rd@BlendonWoods/Forest Hills	100,000						100,000	Voted 2004 Debt SIT Supported
Intersection Improvements - Cooper Rd@BlendonWoods/Forest Hills		100,000	2,500,000				2,600,000	Voted 2008 Debt SIT Supported
Intersection Improvements - Livingston Avenue at Lockbourne Road	600,000						600,000	Voted 2004 Debt SIT Supported
ADA Ramp Project- W Broad St	500,000						500,000	Voted 2004 Debt SIT Supported
ADA Ramps project-311 requests						500,000	500,000	Councilmanic SIT Supported
ADA Ramps project-311 requests	500,000						500,000	Voted 2004 Debt SIT Supported
ADA Ramps project-311 requests	500,000	500,000	500,000	500,000	500,000		2,500,000	Voted 2008 Debt SIT Supported
Concrete Island Rehabilitation	250,000	250,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt SIT Supported

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PUBLIC SERVICE/TRANSPORTATION 59-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Concrete Street Rehab		150,000	150,000	150,000	150,000		600,000	Councilmanic (To Be Determined)
Concrete Street Rehab	455,000						455,000	Voted 2004 Debt SIT Supported
Concrete Street Rehab		450,000	850,000	850,000	850,000		3,000,000	Voted 2008 Debt SIT Supported
Fairwood Ave Improvements	100,000						100,000	Voted 2004 Debt SIT Supported
Grandview Ave	150,000						150,000	Voted 2004 Debt SIT Supported
Indianola Ave		400,000					400,000	Voted 2008 Debt SIT Supported
Minor Roadway Rehabilitation		300,000	300,000	300,000	300,000		1,200,000	Voted 2008 Debt SIT Supported
Arterial Street Rehabilitation - Steizer/James	800,000						800,000	Voted 2008 Debt SIT Supported
59-03 Alley Rehabilitation	100,000	280,500					380,500	Voted 2008 Debt SIT Supported
Brick Rehabilitation-Transportation - Brick Rehab	200,000		400,000		196,155		796,155	Voted 2008 Debt SIT Supported
Brick Rehabilitation - Pearl Street - Short North Brick Rehabilitation	500,000						500,000	Voted 2004 Debt SIT Supported
59-03 Roadway Improvements	989,228						989,228	Voted 2008 Debt SIT Supported
Britton Parkway	300,000						300,000	Voted 2008 Debt SIT Supported
Downtown-Quick-to-construct-program	305,000						305,000	Voted 2004 Debt SIT Supported
Downtown-Quick-to-construct-program		500,000	500,000				1,000,000	Voted 2008 Debt SIT Supported
Emerald Parkway	2,000,000	8,000,000					8,000,000	Councilmanic (To Be Determined)
Emerald Parkway		300,000					300,000	Voted 2008 Debt SIT Supported
GE-CIP	150,000		250,000		250,000		650,000	Voted 2008 Debt SIT Supported
GE Roadways	150,000		250,000		250,000		650,000	Voted 2008 Debt SIT Supported
High Street Maintenance	750,000						750,000	Voted 2004 Debt SIT Supported
Hines Road		518,411					518,411	Voted 2008 Debt SIT Supported
Holt Road	350,000	400,000	250,000				1,000,000	Voted 2008 Debt SIT Supported
Roadway Improvements General Engineering Design Services			250,000		250,000		500,000	Voted 2008 Debt SIT Supported
Short Street Roadway	150,000						150,000	Voted 2008 Debt SIT Supported
SR161-Sawmill-SR315	250,000						250,000	Voted 2004 Debt SIT Supported
Sunbury Rd Phase A	100,000						100,000	Voted 2004 Debt SIT Supported
Rdwy Improv Minnesota Ave	800,000						800,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Staff reimbursements						2,550,500	2,550,500	Councilmanic SIT Supported
Fed/State Match-Transp-Hard Rd-Ph A					1,200,000		1,200,000	Voted 2008 Debt SIT Supported
Fed/State Match-Transp-MORPC Admin Costs	104,589	60,000	60,000	60,000	60,000		344,589	Voted 2008 Debt SIT Supported
Curb Reconstruction - Transportation - Curb Reimbursement						100,000	100,000	Councilmanic SIT Supported
Curb Reconstruction - Transportation - Curb Reimbursement	100,000		100,000				200,000	Voted 2008 Debt SIT Supported
Curb Reconstruction - Qwik Curb						100,000	100,000	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb	200,000	100,000	100,000	100,000	100,000		600,000	Voted 2008 Debt SIT Supported
Curb Reconstruction - Curb Replacement Program	100,000	100,000	100,000	100,000	100,000		500,000	Councilmanic (To Be Determined)
Curb Reconstruction - Curb Replacement Program						300,000	300,000	Councilmanic SIT Supported
Curb Reconstruction - Curb Replacement Program	250,000						250,000	Voted 2004 Debt SIT Supported
Curb Reconstruction - Curb Replacement Program	100,000	200,000	100,000	200,000	200,000		800,000	Voted 2008 Debt SIT Supported

Capital Summary

PUBLIC SERVICE/TRANSPORTATION 59-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Curb Reconstruction - Citywide Request and Downtown						250,000	250,000	Councilmanic SIT Supported
Curb Reconstruction - Citywide Request and Downtown	250,000						250,000	Voted 2004 Debt SIT Supported
Curb Reconstruction - Citywide Request and Downtown	250,000	250,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt SIT Supported
Curb Reconst-Transp-Concrete and Sandstone	350,000						350,000	Voted 2008 Debt SIT Supported
Pavement/Asset Mgmt						250,000	250,000	Councilmanic SIT Supported
Pavement/Asset Mgmt	250,000						250,000	Voted 2004 Debt SIT Supported
Pavement/Asset Mgmt		250,000		250,000			500,000	Voted 2008 Debt SIT Supported
Pavement Recycling & Overlay						500,000	500,000	Councilmanic SIT Supported
Pavement Recycling & Overlay		500,000		500,000			1,000,000	Voted 2008 Debt SIT Supported
Resurfacing Contracts	5,000,000	5,000,000	4,000,000	3,000,000	3,000,000		20,000,000	Councilmanic (To Be Determined)
Resurfacing Contracts						3,000,000	3,000,000	Councilmanic SIT Supported
Resurfacing Contracts	1,435,000						1,435,000	Voted 2004 Debt SIT Supported
Resurfacing Contracts	10,240,000	3,334,000	4,000,000	4,000,000	3,000,000		24,574,000	Voted 2008 Debt SIT Supported
Resurfacing Contracts	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000		20,000,000	Voted 2008 Debt SIT Supported (TBD)
Resurfacing Project 2						3,100,000	3,100,000	Councilmanic SIT Supported
Resurfacing Project 2		16,000	1,100,000	1,350,000	3,100,000		5,566,000	Voted 2008 Debt SIT Supported
Resurfacing - General Engineering Design Services						250,000	250,000	Councilmanic SIT Supported
Resurfacing - General Engineering Design Services	250,000						250,000	Voted 2004 Debt SIT Supported
Resurfacing - General Engineering Design Services	250,000	250,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt SIT Supported
Preventive Maintenance - Crack seal						750,000	750,000	Councilmanic SIT Supported
Preventive Maintenance - Crack seal	500,000						500,000	Voted 2004 Debt SIT Supported
Preventive Maintenance - Crack seal	500,000	750,000	750,000	750,000	750,000		3,600,000	Voted 2008 Debt SIT Supported
Preventive Maintenance Slurry seal						250,000	250,000	Councilmanic SIT Supported
Preventive Maintenance Slurry seal	250,000						250,000	Voted 2004 Debt SIT Supported
Preventive Maintenance Slurry seal	250,000	250,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt SIT Supported
Resurfacing - Reimbursement for Staff Costs for Curb Ramp Design and Plan Preparation						250,000	250,000	Councilmanic SIT Supported
Resurfacing - Reimbursement for Staff Costs for Curb Ramp Design and Plan Preparation	150,000						150,000	Voted 2004 Debt SIT Supported
Resurfacing - Reimbursement for Staff Costs for Curb Ramp Design and Plan Preparation		250,000	250,000	250,000	250,000		1,000,000	Voted 2008 Debt SIT Supported
Staff Reimburse-Plan Prep						400,000	400,000	Councilmanic SIT Supported
Staff Reimburse-Plan Prep		400,000	400,000	400,000	400,000		1,600,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - Arcadia over Glen Echo	300,000						300,000	Voted 2004 Debt SIT Supported
Bridge Rehabilitation - Cleaning & Sealing	50,000		75,000				125,000	Voted 2008 Debt SIT Supported
Rich St Bridge-ODOT funding	17,000,000						17,000,000	ODOT (Ohio Dept of Transportation)
Bridge Rehabilitation - Rich St Bridge	2,000,000						2,000,000	Councilmanic (To Be Determined)
Bridge Rehabilitation - Rich St Bridge	10,000,000						10,000,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - Rich St Br OPWC	5,000,000						5,000,000	OPWC (Ohio Public Works Comm)
Bridge Rehabilitation - Rich St. Fed Earmark	1,600,000						1,600,000	Federal Match Projects
Bridge Rehabilitation - Rich St. Other funding source	12,500,000						12,500,000	Federal Match Projects

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PUBLIC SERVICE/TRANSPORTATION 59-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Bridge Rehabilitation - On-call Maintenance	300,000						300,000	Voted 2004 Debt SIT Supported
Bridge Rehabilitation - On-call Maintenance		350,000	350,000	400,000			1,100,000	Voted 2008 Debt SIT Supported
Bridge Rehab-Transp-Bridge Painting		400,000					400,000	Voted 2008 Debt SIT Supported
Bridge Rehab-Transp-N Broadway O RR			400,000				400,000	Voted 2008 Debt SIT Supported
Bridge Rehab-Transp-Nationwide O RR	100,000						100,000	Voted 2004 Debt SIT Supported
Bridge Rehab-Transp-Longview Ret.Wall	200,000						200,000	Voted 2004 Debt SIT Supported
Bridge Rehab-Transp-James Rd O RR	275,000						275,000	Voted 2008 Debt SIT Supported
Bridge Rehab - Indianola Ave		125,000		500,000			625,000	Voted 2008 Debt SIT Supported
Bridge Rehab-Transp-GE Bridges						300,000	300,000	Councilmanic SIT Supported
Bridge Rehab-Transp-GE Bridges	115,000	250,000	300,000	250,000	300,000		1,215,000	Voted 2008 Debt SIT Supported
Bridge Rehab - Eureka Over Stream	225,000						225,000	Voted 2004 Debt SIT Supported
Bridge Rehabilitation - Cooke Road over Adena Brook	125,000						125,000	Voted 2004 Debt SIT Supported
Bridge Rehabilitation - Cooke Road over Adena Brook	300,000						300,000	Voted 2008 Debt SIT Supported
Bridge Rehab-Transp-Broad St. Maint.	30,000	15,000	15,000	15,000			75,000	Voted 2008 Debt SIT Supported
Housing Initiatives-Roadway						800,000	800,000	Councilmanic SIT Supported
Housing Initiatives-Roadway	1,952,000	900,000	600,000	600,000	600,000		5,152,000	Voted 2008 Debt SIT Supported
Short North Streetscape	50,000						50,000	Voted 2008 Debt SIT Supported
Parking Meters						100,000	100,000	Councilmanic SIT Supported
Parking Meters	200,000						200,000	Voted 2004 Debt SIT Supported
Parking Meters	100,000	100,000	100,000	100,000	100,000		500,000	Voted 2008 Debt SIT Supported
Bikeway Development - Hudson Street/Mock Road					300,000		300,000	Voted 2008 Debt SIT Supported
Bikeway Development - Spot/Miscellaneous Improvements (Intersection Related)	150,000						150,000	Voted 2008 Debt SIT Supported
Bikeway Development - Miscellaneous						300,000	300,000	Councilmanic SIT Supported
Bikeway Development - Miscellaneous	1,000,000						1,000,000	Voted 2008 Debt SIT Supported
Bikeway Development - Miscellaneous	1,595,000	1,595,000	1,595,000	1,595,000	1,595,000		7,975,000	Voted 2008 Debt SIT Supported (TED)
Bikeway Development - SR 161 Bikeway Connector (Sawmill Road to Linworth Road)				325,000			325,000	Voted 2008 Debt SIT Supported
Computer-Signals-Transp-Comp. Signals						250,000	250,000	Councilmanic SIT Supported
Computer-Signals-Transp-Comp. Signals	250,000						250,000	Voted 2004 Debt SIT Supported
Computer-Signals-Transp-Comp. Signals	150,000	250,000	250,000	250,000	250,000		1,150,000	Voted 2008 Debt SIT Supported
Comput Signals-Transp-Surveillance Cam Upgrades	200,000						200,000	Voted 2004 Debt SIT Supported
Comput Signals-Transp-Surveillance Cam Upgrades	200,000						200,000	Voted 2008 Debt SIT Supported
School Flashers - 20 MPH	150,000						150,000	Voted 2004 Debt SIT Supported
School Flashers - 20 MPH	150,000	150,000	150,000	150,000	150,000		750,000	Voted 2008 Debt SIT Supported
Traffic Sig Install-Transp-Installations	250,000	500,000	250,000	500,000	250,000		1,750,000	Councilmanic (To Be Determined)
Traffic Sig Install-Transp-Installations	250,000	250,000	600,000	250,000	500,000		1,750,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - Staff Reimbursement	750,000						750,000	Voted 2004 Debt SIT Supported
Traffic Signal Installation - Staff Reimbursement		300,000	300,000	300,000	300,000		1,200,000	Voted 2008 Debt SIT Supported

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PUBLIC SERVICE/TRANSPORTATION 59-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Traffic Signal Installation - Equipment						300,000	300,000	Councilmanic SIT Supported
Traffic Signal Installation - Equipment	300,000						300,000	Voted 2004 Debt SIT Supported
Traffic Signal Installation - Equipment	300,000	300,000	300,000	300,000	300,000		1,500,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - CTSS Phase B		4,000,000					4,000,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - CTSS Phase C				1,500,000			1,500,000	Voted 2008 Debt SIT Supported
59-04 Sign Upgradings/Streetname Signs						350,000	350,000	Councilmanic SIT Supported
59-04 Sign Upgradings/Streetname Signs	350,000						350,000	Voted 2004 Debt SIT Supported
59-04 Sign Upgradings/Streetname Signs	350,000	350,000	350,000	350,000	350,000		1,750,000	Voted 2008 Debt SIT Supported
59-04 Raised Pavement Markings						250,000	250,000	Councilmanic SIT Supported
59-04 Raised Pavement Markings	250,000						250,000	Voted 2004 Debt SIT Supported
59-04 Raised Pavement Markings	250,000	250,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt SIT Supported
59-04 Permanent Pavement Markings						500,000	500,000	Councilmanic SIT Supported
59-04 Permanent Pavement Markings	500,000						500,000	Voted 2004 Debt SIT Supported
59-04 Permanent Pavement Markings	250,000	500,000	500,000	500,000	500,000		2,250,000	Voted 2008 Debt SIT Supported
59-09 Pedestrian Safety Improvements						2,200,000	2,200,000	Councilmanic SIT Supported
59-09 Pedestrian Safety Improvements			1,600,000	2,200,000	2,200,000		6,200,000	Voted 2008 Debt SIT Supported
Community Mobility Pgm	300,000						300,000	Voted 2004 Debt SIT Supported
Community Mobility Pgm	300,000	300,000	300,000				900,000	Voted 2008 Debt SIT Supported
Cois. Public Schools	200,000	100,000	100,000				400,000	Voted 2008 Debt SIT Supported
Crosswoods Sidewalks	250,000						250,000	Voted 2004 Debt SIT Supported
Crosswoods Sidewalks	478,000	1,000,000					1,478,000	Voted 2008 Debt SIT Supported
Linden Area Traffic Mgmt Plan	500,000						500,000	Voted 2004 Debt SIT Supported
Linden Area Traffic Mgmt Plan	500,000						500,000	Voted 2008 Debt SIT Supported
Sidewalk Program Acquisition	100,000						100,000	Voted 2004 Debt SIT Supported
Sidewalk Pgm Constr	970,000						970,000	Voted 2004 Debt SIT Supported
Sidewalk Pgm Constr	1,607,000						1,607,000	Voted 2008 Debt SIT Supported
Sidewalk Pgm Constr	11,045,000	11,045,000	11,045,000	11,045,000	11,045,000		56,225,000	Voted 2008 Debt SIT Supported (TBD)
Sidewalk Install-GE	200,000	200,000					400,000	Voted 2008 Debt SIT Supported
Strawberry Farms TC	700,000						700,000	Voted 2008 Debt SIT Supported
Traffic Calming thru-out City	250,000	600,000					850,000	Voted 2008 Debt SIT Supported
Inters. Impr-Transp-1670/4th Improv.	815,000						815,000	Voted 2004 Debt SIT Supported
Inters. Impr-Transp-1670/4th Improv.	485,000						485,000	Voted 2008 Debt SIT Supported
59-09 Downtown Revitalization - Life Styles Riversouth	10,000,000						10,000,000	Councilmanic (To Be Determined)
59-09 Downtown Revitalization - Life Styles Riversouth	3,500,000						3,500,000	Voted 2008 Debt SIT Supported
Utility relocation reimburse						100,000	100,000	Councilmanic SIT Supported
Utility relocation reimburse	100,000						100,000	Voted 2004 Debt SIT Supported
Utility relocation reimburse	100,000	100,000	100,000	100,000	100,000		500,000	Voted 2008 Debt SIT Supported
SSI-OTMP	500,000						500,000	Voted 2004 Debt SIT Supported
Facilities - Facilities Master Plan	500,000						500,000	Voted 2008 Debt SIT Supported
Misc Development	1,089,000						1,089,000	Voted 2008 Debt SIT Supported

# Capital Summary

PUBLIC SERVICE/TRANSPORTATION 59-09		2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
PROJECT NAME									
Misc. Economic Development		2,000,000						2,000,000	Councilmanic SIT Supported
American Addition Infrastructure		2,000,000	2,000,000	2,000,000				6,000,000	Councilmanic (To Be Determined)
Tech Center South/Technegies			1,800,000					1,800,000	Voted 2008 Debt SIT Supported (TBD)
Rickenbacker Intermodal Roadway		4,000,000	5,000,000					9,000,000	Councilmanic (To Be Determined)
Taylor Station Road (MT. Carmel)		900,000						900,000	Councilmanic (To Be Determined)
Children's Hospital Infrastructure		25,000,000						25,000,000	Voted 2008 Debt SIT Supported (TBD)
Aviation District		12,000,000			26,000,000			40,000,000	Voted 2008 Debt SIT Supported (TBD)
59-09 Columbus School Coordination		200,000	100,000	100,000	100,000	100,000		600,000	Voted 2008 Debt SIT Supported
59-09 Signal Ramp Improvements							250,000	250,000	Councilmanic SIT Supported
59-09 Signal Ramp Improvements		260,000	260,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt SIT Supported
59-09 17th Ave Widening		600,000						600,000	Voted 2008 Debt SIT Supported
Alum Creek Dr-Phase B		4,821,000						4,821,000	Voted 2008 Debt SIT Supported
ALUM CREEK ODOT		12,320,000						12,320,000	ODOT (Ohio Dept of Transportation)
Hilliard-Rome Rd-Roberts Rd South		5,483,000						5,483,000	Voted 2004 Debt SIT Supported
Hilliard Rome ODOT Funding		8,980,000						8,980,000	ODOT (Ohio Dept of Transportation)
E Broad St Urban Paving		100,000						100,000	Voted 2008 Debt SIT Supported
Indiana Ave Urban Paving		350,000						350,000	Voted 2004 Debt SIT Supported
S. High St Urban Paving		250,000						250,000	Voted 2004 Debt SIT Supported
W Broad St Urban Paving		200,000						200,000	Voted 2004 Debt SIT Supported
US 62, Central, Town & Rich Urban Paving			100,000					100,000	Voted 2008 Debt SIT Supported
Kinnear Rowy		4,300,000						4,300,000	Voted 2008 Debt SIT Supported
Kinnear Rowy		700,000						700,000	Voted 2008 Debt SIT Supported (TBD)
<b>Subtotal - PUBLIC SERVICE/TRANSPORTATION 59-09</b>		<b>\$235,481,558</b>	<b>\$72,700,451</b>	<b>\$57,986,745</b>	<b>\$78,619,821</b>	<b>\$60,032,625</b>	<b>\$26,902,313</b>	<b>\$524,662,313</b>	
PUBLIC UTILITIES/STORM SEWER 60-15		2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
PROJECT NAME									
Stormwater Infrastructure Upgrades in the Northwest Alum Creek Area					660,000			660,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Early Ditch Relief Area					50,000	1,000,000		1,050,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Early Ditch Relief Area			550,000					550,000	Voted 2004 Debt-Storm Sewer
Stormwater Infrastructure Upgrades in the West Fifth Avenue Area						500,000		500,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the West Fifth Avenue Area			100,000	20,000				120,000	Voted 2004 Debt-Storm Sewer
Stormwater Infrastructure Upgrades in the Barthman/Persons Area				220,000			750,000	970,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Livingston/James Area					50,000	600,000		650,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Livingston/James Area		380,000	50,000					430,000	Voted 2004 Debt-Storm Sewer
60-15 Linden Area Wide Storm System		3,000,000						3,000,000	Voted 2004 Debt-Storm Sewer
60-15 Pump Station St-28 Williams Rd		2,200,000						2,200,000	Voted 2004 Debt-Storm Sewer
Fifth Avenue Dam Abutment Rehab			50,000	100,000				150,000	Voted 2004 Debt-Storm Sewer

PUBLIC UTILITIES/STORM SEWER 60-15 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
60-15 Olentangy Blvd/Amazon Pl	500,000						500,000	Voted 2004 Debt-Storm Sewer
60-15 Petzinger Rd Stormwater Imps	1,000,000						1,000,000	Voted 2004 Debt-Storm Sewer
60-15 Charleston Ave Stormwater System	1,000,000						1,000,000	Voted 2004 Debt-Storm Sewer
60-15 Southard/Fornoff Area Stormwater	1,500,000						1,500,000	Voted 2004 Debt-Storm Sewer
Parklane Avenue SSI	25,000	250,000					275,000	Voted 2004 Debt-Storm Sewer
East 25th/Joyce Avenue Stormwater Systems Improvement				700,000			700,000	Storm Sewer Enterprise (Unvoted)
East 25th/Joyce Avenue Stormwater Systems Improvement	180,000						180,000	Voted 2004 Debt-Storm Sewer
Westside Neighborhood Stormwater System Improvements	750,000						750,000	Voted 2004 Debt-Storm Sewer
Eastside Neighborhood Stormwater System Improvements	100,000	1,500,000					1,600,000	Voted 2004 Debt-Storm Sewer
Northeast Neighborhood Stormwater System Improvements		1,000,000					1,000,000	Voted 2004 Debt-Storm Sewer
60-15 Safford/Union Area Storm Sewer	10,000	300,000					310,000	Voted 2004 Debt-Storm Sewer
General Engineering Svcs - Storm				200,000	200,000	200,000	600,000	Storm Sewer Enterprise (Unvoted)
General Engineering Svcs - Storm	200,000	200,000	200,000				600,000	Voted 2004 Debt-Storm Sewer
60-15 Minnesota Ave Street Reconstruct	475,000						475,000	Voted 2004 Debt-Storm Sewer
60-15 Riverview Drive Street Reconstruct	1,100,000						1,100,000	Voted 2004 Debt-Storm Sewer
60-15 Elmore Ave Stormwater Imps			100,000				100,000	Voted 2004 Debt-Storm Sewer
60-15 Snouffer Road Storm Sewer	875,000						875,000	Voted 2004 Debt-Storm Sewer
60-15 Shattuck/Clearview Storm Sewer	575,000	1,150,000					1,725,000	Voted 2004 Debt-Storm Sewer
Saddle Run Storm Sewer Improvements				750,000			750,000	Storm Sewer Enterprise (Unvoted)
Saddle Run Storm Sewer Improvements	150,000						150,000	Voted 2004 Debt-Storm Sewer
60-15 Marion Road Storm Sewer	80,000		825,000				905,000	Voted 2004 Debt-Storm Sewer
60-15 Lockbourne Road Storm Sewer				530,000			530,000	Storm Sewer Enterprise (Unvoted)
60-15 Lockbourne Road Storm Sewer	50,000						50,000	Voted 2004 Debt-Storm Sewer
Bulen Avenue Stormwater System Improvements	25,000		250,000				275,000	Voted 2004 Debt-Storm Sewer
Fairwood Avenue Stormwater System Improvements	30,000	300,000					330,000	Voted 2004 Debt-Storm Sewer
60-15 Evergreen & Dewberry Storm Sewer	250,000						250,000	Voted 2004 Debt-Storm Sewer
Champion Avenue Reconstruction	600,000						600,000	Voted 2004 Debt-Storm Sewer
Oakwood Avenue Stormwater System Improvements						190,000	190,000	Storm Sewer Enterprise (Unvoted)
Oakwood Avenue Stormwater System Improvements	35,000	20,000					55,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Project No. 1					250,000		250,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Project No. 1	100,000	25,000					125,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Projects No. 2					250,000		250,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Projects No. 2	50,000	25,000					75,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Project No. 3						250,000	250,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Project No. 3		50,000	20,000				70,000	Voted 2004 Debt-Storm Sewer
60-15 Linworth Rd/Meeklyn Dr Storm Sewer	60,000		1,500,000				1,560,000	Voted 2004 Debt-Storm Sewer
Belvidere Avenue Stormwater System Improvements			1,000,000				1,000,000	Storm Sewer Enterprise (Unvoted)
Belvidere Avenue Stormwater System Improvements	185,000						185,000	Voted 2004 Debt-Storm Sewer
Weisheimer Road Stormwater System Improvements	150,000		750,000				900,000	Voted 2004 Debt-Storm Sewer

# Capital Summary

PUBLIC UTILITIES/STORM SEWER 60-15 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Linden Neighborhood Stormwater System Improvements Phase 2			750,000				750,000	Storm Sewer Enterprise (Unvoted)
Linden Neighborhood Stormwater System Improvements Phase 2	100,000						100,000	Voted 2004 Debt-Storm Sewer
Clintonville Neighborhood Stormwater System Improvements Phase 2			750,000				750,000	Storm Sewer Enterprise (Unvoted)
Clintonville Neighborhood Stormwater System Improvements Phase 2	100,000						100,000	Voted 2004 Debt-Storm Sewer
60-15 Storm Sewer Contingencies			1,200,000	1,200,000	1,200,000	1,200,000	4,800,000	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies	2,400,000	1,200,000					3,600,000	Voted 2004 Debt-Storm Sewer
West Columbus Local Protection Project	600,000						600,000	Voted 2004 Debt-Storm Sewer
60-15 Fairwood Ave/Koebel Road Drainage	800,000						800,000	Voted 2004 Debt-Storm Sewer
60-15 Lockbourne Rd. Drainage Improv	2,100,000						2,100,000	Voted 2004 Debt-Storm Sewer
Third Avenue Underpass Stormwater System Improvements				1,725,000			1,725,000	Storm Sewer Enterprise (Unvoted)
Third Avenue Underpass Stormwater System Improvements	200,000	60,000					250,000	Voted 2004 Debt-Storm Sewer
60-15 Idlewild Dr. Storm Sewer	5,000,000						5,000,000	Voted 2004 Debt-Storm Sewer
60-15 Maryland Ave Storm Sewer Drainage	60,000	1,380,000					1,430,000	Voted 2004 Debt-Storm Sewer
60-15 Ashburton/Mayfair SSI	80,000	700,000					780,000	Voted 2004 Debt-Storm Sewer
60-15 Ashburton/Dale SSI	80,000	660,000					830,000	Voted 2004 Debt-Storm Sewer
60-15 Skyline Dr Stormwater Imps				2,070,000			2,070,000	Storm Sewer Enterprise (Unvoted)
60-15 North Central Area Wide Strm Sys					3,200,000		3,200,000	Storm Sewer Enterprise (Unvoted)
60-15 North Central Area Wide Strm Sys	600,000	260,000					750,000	Voted 2004 Debt-Storm Sewer
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements			634,710				634,710	Storm Sewer Enterprise (Unvoted)
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements	665,000		2,665,290				3,265,290	Voted 2004 Debt-Storm Sewer
17th Avenue Improvements			3,200,000				3,200,000	Storm Sewer Enterprise (Unvoted)
17th Avenue Improvements	665,000						665,000	Voted 2004 Debt-Storm Sewer
Leonard Avenue Storm Sewer Improvements	80,000	475,000					555,000	Voted 2004 Debt-Storm Sewer
60-15 McDannald Estates Stormwater System Improvements	793,710						793,710	Voted 2004 Debt-Storm Sewer
Terrace Avenue / Broad Street Stormwater System Improvements				1,000,000			1,000,000	Storm Sewer Enterprise (Unvoted)
Terrace Avenue / Broad Street Stormwater System Improvements	200,000	60,000					250,000	Voted 2004 Debt-Storm Sewer
Holt Avenue / Somersworth Drive Stormwater System Improvements				1,000,000			1,000,000	Storm Sewer Enterprise (Unvoted)
Holt Avenue / Somersworth Drive Stormwater System Improvements	200,000	60,000					250,000	Voted 2004 Debt-Storm Sewer
Cooper Park Stormwater System Improvements				1,000,000			1,000,000	Storm Sewer Enterprise (Unvoted)
Cooper Park Stormwater System Improvements	200,000	60,000					250,000	Voted 2004 Debt-Storm Sewer
Stormwater Green Initiative			100,000	100,000	100,000	100,000	400,000	Storm Sewer Enterprise (Unvoted)
Stormwater Green Initiative	200,000	100,000					300,000	Voted 2004 Debt-Storm Sewer
<b>Subtotal - PUBLIC UTILITIES/STORM SEWER 60-15</b>	<b>\$30,216,710</b>	<b>\$10,425,000</b>	<b>\$14,186,000</b>	<b>\$11,035,000</b>	<b>\$7,860,000</b>	<b>\$2,500,000</b>	<b>\$76,054,710</b>	



PUBLIC UTILITIES/SANITARY SEWERS 60- 05 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Flood Forecasting	300,000	200,000	200,000				700,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sanitary Sewer Construction				500,000			500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Construction	1,000,000	500,000	600,000				2,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor					50,000,000		50,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Blacklick Creek Interceptor	3,043,000	1,000,213					4,043,213	Voted 2008 Debt-Sanitary Sewer
60-05 Alum Creek Subtrunk						250,800,000	250,800,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Contingency				350,000	200,000	200,000	750,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Contingency	1,900,000	350,000	350,000				2,600,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Walnut Subtrunk Sewer, Williams Road Area West	300,000						300,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Support Facilities	1,262,000		1,893,000				3,155,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Support Facilities			12,619,000				12,619,000	WPCLF/OWDA
JPWWTP Solids Handling Improvements	1,197,000		13,771,000				14,968,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Digester Cover Rehabilitation	540,000	3,780,000					4,320,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Digester Cover Rehabilitation	3,240,000						3,240,000	WPCLF/OWDA
60-05 JPWWTP Headworks				13,501,000			13,501,000	Sanitary Sewer Enterprise (Unvoted)
60-05 JPWWTP Headworks	1,900,117						1,900,117	Voted 2008 Debt-Sanitary Sewer
60-05 JPWWTP Disinfection Chemical Handling Facility Improvements	18,720,000						18,720,000	WPCLF/OWDA
6005 Facilities & Equip Upgrade for WSST				21,884,000			21,884,000	Sanitary Sewer Enterprise (Unvoted)
6005 Facilities & Equip Upgrade for WSST		570,000	1,331,000				1,901,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP B - Plant Aeration Concrete Rehabilitation	976,000		11,229,000				12,205,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Digester Rehabilitation					543,000	1,266,000	1,809,000	Sanitary Sewer Enterprise (Unvoted)
Wastewater Plants Upgrade Project "88"			9,000,000				9,000,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Major Incineration Rehabilitation	925,000						925,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Support Facilities	9,706,000						9,706,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Support Facilities		18,745,000					18,745,000	WPCLF/OWDA
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTPs	160,000		2,183,000				2,373,000	Voted 2008 Debt-Sanitary Sewer
60-05 WWTF Instrumentation And Control (I&C) System Upgrade		6,500,000	3,600,000				10,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 WWTFs Renovations and Rehabilitations				3,000,000	3,000,000	3,000,000	9,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTFs Renovations and Rehabilitations	4,652,000	3,000,000	3,000,000				10,652,000	Voted 2008 Debt-Sanitary Sewer
60-05 Wastewater Treatment Facilities Construction and Contingencies				1,624,000	1,856,000	1,656,000	4,936,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Wastewater Treatment Facilities Construction and Contingencies	4,288,000	4,565,000	3,852,000				12,725,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP, New Headworks	4,952,000						4,952,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Effluent Disinfection Improvements				1,297,000		14,917,000	16,214,000	Sanitary Sewer Enterprise (Unvoted)
6005 SWWTP, Sludge Thickening Improvements and Additional Renovations	4,880,750						4,880,750	Voted 2008 Debt-Sanitary Sewer
60-05 WWTF Upgrade General Program				2,194,000	2,194,000	2,194,000	6,582,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTF Upgrade General Program	4,387,472	2,194,000	2,194,000				8,775,472	Voted 2008 Debt-Sanitary Sewer

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PUBLIC UTILITIES/SANITARY SEWERS 60-05 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
SWWTP New Effluent Pump Station and Effluent Conduit	17,358,300						17,358,300	WPCLF/OWDA
SWWTP, West Train Concrete Rehabilitation	1,154,000	13,575,000					14,729,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Primary Clarifier & Aeration Tank Improvements	24,912,806						24,912,806	WPCLF/OWDA
SWWTP, Other Real Needs				728,000	8,347,000		9,073,000	Sanitary Sewer Enterprise (Unvoted)
Compost Facility and Other Real Needs	3,700,000						3,700,000	Voted 2008 Debt-Sanitary Sewer
60-05 Professional Program Management Services, DQSD	26,000,000	12,000,000					40,000,000	Voted 2008 Debt-Sanitary Sewer
2006-2010 Capital Improvements Program Sanitary Sewers Rehabilitation				2,000,000			2,000,000	Sanitary Sewer Enterprise (Unvoted)
Sanitary Sewers Rehabilitation	3,000,000	2,000,000	2,000,000				7,000,000	Voted 2008 Debt-Sanitary Sewer
2008 Annual Lining Contract - Rev	2,500,000						2,500,000	Voted 2008 Debt-Sanitary Sewer
2009 Annual Lining Contract	2,100,000						2,100,000	Voted 2008 Debt-Sanitary Sewer
2010 Annual Lining Contract		2,100,000					2,100,000	Voted 2008 Debt-Sanitary Sewer
2011 Annual Lining Contract			2,100,000				2,100,000	Voted 2008 Debt-Sanitary Sewer
2012 Annual Lining Contract				2,100,000			2,100,000	Sanitary Sewer Enterprise (Unvoted)
Riversouth Phase I	950,000						950,000	Voted 2008 Debt-Sanitary Sewer
Riversouth Phase II	3,000,000						3,000,000	Voted 2008 Debt-Sanitary Sewer
2013 Annual Lining Contract					2,100,000		2,100,000	Sanitary Sewer Enterprise (Unvoted)
2014 Annual Lining Contract						2,100,000	2,100,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sewer System Remediation W/ Barthman/Parsons Ave.			1,385,000				1,385,000	Voted 2008 Debt-Sanitary Sewer
Clintonville Private Source W/ Identif. Pilot Program (CO) Rev	1,000,000						1,000,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation W/NW Alum Creek Area				1,000,000			1,000,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation W/NW Alum Creek Area			2,101,000				2,101,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation W/Early Ditch Relief Area				1,230,000	5,750,000		6,980,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation W/Early Ditch Relief Area		1,485,000					1,485,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I&I - West Fifth Area					3,795,000		3,795,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I&I - West Fifth Area		1,119,000	138,000				1,257,000	Voted 2008 Debt-Sanitary Sewer
Sanitary System Remediation W/Livingston/James Area				230,000			230,000	Sanitary Sewer Enterprise (Unvoted)
Sanitary System Remediation W/Livingston/James Area	1,640,000	1,230,000					2,870,000	Voted 2008 Debt-Sanitary Sewer
Sanitary System Remediation W/Livingston/James Area					12,850,000		12,850,000	WPCLF/OWDA
Sewer System Remediation I&I - Miller-Kelton Area					5,800,000		5,800,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I&I - Miller-Kelton Area	1,400,000		812,000				2,012,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation W/Sullivant Avenue Area					500,000		500,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation W/Sullivant Avenue Area		250,000	100,000				350,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I&I - Plum Ridge Area	477,000						477,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Capacity Model update 2006	1,800,000						1,800,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Walnut Augmentation/Rickenbacker Sanitary Interceptor	3,000,000						3,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor	35,247,559						35,247,559	Voted 2008 Debt-Sanitary Sewer
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	860,000						860,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWERS 60-05 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Olentangy Main Trunk-Mt. Air			2,900,000				2,900,000	Voted 2008 Debt-Sanitary Sewer
60-05 Scioto-Main Sanitary Subtrunk				2,900,000			2,900,000	WPCLF/OWDA
Sewer Maintenance Operations Center (SMOC)	1,296,000						1,296,000	Voted 2008 Debt-Sanitary Sewer
Utilities Complex Improvements, Customer Service Center	5,213,000						5,213,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor				2,500,000			2,500,000	Sanitary Sewer Enterprise (Unvoted)
Franklin Main Interceptor	300,000	60,000					360,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 8		2,975,000					2,975,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 8	2,500,000						2,500,000	WPCLF/OWDA
60-05 Chestnut St Combined Sewer Rehab	6,268,000						6,268,000	WPCLF/OWDA
60-05 Beulah Road Trunk Sewer Rehab	5,750,000						5,750,000	Voted 2008 Debt-Sanitary Sewer
Skyline Drive Area Assessment Sewer	1,270,000	1,430,000					2,700,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sanitary Sewer Overflow Elimination	1,600,000						1,600,000	Voted 2008 Debt-Sanitary Sewer
60-05 OSIS Downtown Odor Control	705,000						705,000	Voted 2008 Debt-Sanitary Sewer
60-05 OSIS Downtown Odor Control	8,760,000						8,760,000	WPCLF/OWDA
6005 Fulton/Mound/Noble Sewer Rehab	4,700,000						4,700,000	WPCLF/OWDA
6005 Scioto Main/West Side Relief Rehab	3,500,000						3,500,000	WPCLF/OWDA
60-05 Merwin Hill Area Assessment		707,000					707,000	Voted 2008 Debt-Sanitary Sewer
60-05 Portage Grove Area Assessment		2,068,000					2,068,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Outfall Rehabilitation	700,000		11,000,000				11,700,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sanitary Pump Station Instrumentat			7,000,000				7,000,000	WPCLF/OWDA
60-05 OSIS Augment Sewer, Henry St.-JPWWTP	700,000		230,952,000				231,652,000	Voted 2008 Debt-Sanitary Sewer
Cherry and 4th Combined Sewer Separation				16,537,000			16,537,000	Sanitary Sewer Enterprise (Unvoted)
Cherry and 4th Combined Sewer Separation	1,709,000						1,709,000	Voted 2008 Debt-Sanitary Sewer
First Avenue Inflow Redirection Project		100,000	5,620,000				5,620,000	Voted 2008 Debt-Sanitary Sewer
Mound e/o I-71 Sewer Separation	200,000						200,000	Voted 2008 Debt-Sanitary Sewer
Mound e/o I-71 Sewer Separation				1,533,000			1,533,000	WPCLF/OWDA
Town & 4th Inflow Redirection				1,320,000			1,320,000	Sanitary Sewer Enterprise (Unvoted)
Town & 4th Inflow Redirection	1,285,000						1,285,000	Voted 2008 Debt-Sanitary Sewer
Town & 4th Inflow Redirection				13,167,000			13,167,000	WPCLF/OWDA
Richards/Graden/Torrence Area Relief					1,761,000		1,761,000	Sanitary Sewer Enterprise (Unvoted)
Richards/Graden/Torrence Area Relief		230,000					230,000	Voted 2008 Debt-Sanitary Sewer
Bulen/Gault/Livingston Area Sanitary Relief Sewer			700,000				700,000	Voted 2008 Debt-Sanitary Sewer
6005 Whetstone Park Wet Weather Relief				1,415,000			1,415,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Olentangy Main Trunk Sewer	5,415,889	5,000,000					10,415,889	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer				5,000,000			5,000,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer	460,000	460,000					900,000	Voted 2008 Debt-Sanitary Sewer

# Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60-05 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer					6,000,000		6,000,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer	650,000		650,000				1,300,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer					500,000		500,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer			500,000				500,000	Voted 2008 Debt-Sanitary Sewer
60-05 Large Diameter Pipe Cleaning				600,000		800,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section Sewer					400,000		400,000	Sanitary Sewer Enterprise (Unvoted)
Northwest Alum Creek Area Sanitary Wet Weather Renovations	65,000						65,000	Voted 2008 Debt-Sanitary Sewer
Markison Avenue Relief Sewer Increased Capture (Section 2)					295,000		295,000	Sanitary Sewer Enterprise (Unvoted)
Markison Avenue Relief Sewer Increased Capture (Section 2)		50,000					50,000	Voted 2008 Debt-Sanitary Sewer
King Avenue Local Storage				95,000			95,000	Sanitary Sewer Enterprise (Unvoted)
CSO Regulator Sluice - Gate Modifications	322,000						322,000	Voted 2008 Debt-Sanitary Sewer
CSO Regulator Sluice - Gate Modifications	3,500,000						3,500,000	WPCLF/OWDA
Alum Creek Intercepting Sewer/Franklin Main Designed Sanitary Relief Renovation	1,650,000						1,650,000	Voted 2008 Debt-Sanitary Sewer
60-05 Petzinger Road Sanitary Imps	1,000,000						1,000,000	Voted 2008 Debt-Sanitary Sewer
Plum Ridge Driveway Drain Removal					1,000,000		1,000,000	Sanitary Sewer Enterprise (Unvoted)
Plum Ridge Driveway Drain Removal		200,000	100,000				300,000	Voted 2008 Debt-Sanitary Sewer
Scioto River Basin Stage Prediction Augmentation	500,000	200,000					700,000	Voted 2008 Debt-Sanitary Sewer
Berliner Park Sewer Improvements	2,000,000						2,000,000	Voted 2008 Debt-Sanitary Sewer
<b>Subtotal - PUBLIC UTILITIES/SANITARY SEWERS 60-05</b>	<b>\$259,957,892</b>	<b>\$88,543,213</b>	<b>\$333,280,000</b>	<b>\$66,703,000</b>	<b>\$106,481,000</b>	<b>\$276,733,000</b>	<b>\$1,159,698,105</b>	
PUBLIC UTILITIES/ELECTRICITY 60-07 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
City Hall Electricity Upgrade	1,300,000						1,300,000	Electricity Enterprise (Unvoted)
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)		605,000	605,000	505,000	505,000	505,000	2,525,000	Electricity Enterprise (Unvoted)
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	605,000						605,000	Voted 2004 Debt-Electricity
Street Light Force Account	79,000	350,000	350,000	350,000	350,000	350,000	1,929,000	Electricity Enterprise (Unvoted)
Street Light Force Account	520,000						520,000	Voted 2004 Debt-Electricity
Unidentified Assessment Projects - Various Locations	350,000	350,000	250,000	350,000	350,000	350,000	2,100,000	Electricity Enterprise (Unvoted)
Street Lighting Contingency	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. II) System Improvements			450,000				450,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. III) System Improvements		400,000	700,000	900,000			2,000,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. IV) System Improvements	300,000						300,000	Voted 2004 Debt-Electricity
60-07 Distribution System Improvements		150,000	150,000	150,000	150,000	150,000	750,000	Electricity Enterprise (Unvoted)
60-07 Distribution System Improvements	150,000						150,000	Voted 2004 Debt-Electricity

PUBLIC UTILITIES/ELECTRICITY 60-07 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Customer Service Building		200,000					200,000	Electricity Enterprise (Unvoted)
Dublin Ave. Control Building	500,000	500,000					1,000,000	Electricity Enterprise (Unvoted)
Dublin Ave. Control Building	880,034						880,034	Voted 2004 Debt-Electricity
Dublin Ave. Plant Smoke Stack Demolition				300,000			300,000	Electricity Enterprise (Unvoted)
Dublin Avenue Substation 138 KV Switch Replacement	250,000						250,000	Electricity Enterprise (Unvoted)
Dublin Avenue Substation 69 KV Breaker		60,000					60,000	Electricity Enterprise (Unvoted)
Salem Village Street Lighting		227,000					227,000	Electricity Enterprise (Unvoted)
Agler Road Street Lighting	67,000						67,000	Voted 2004 Debt-Electricity
Renner Rd. Street Lighting	14,000						14,000	Voted 2004 Debt-Electricity
S. Hamilton Rd. Street Lighting		188,000					188,000	Electricity Enterprise (Unvoted)
Alternate 69 KV Feed to W Substat		900,000					900,000	Electricity Enterprise (Unvoted)
Alternate 69 KV Feed to W Substat	900,000						900,000	Voted 2004 Debt-Electricity
Broad Meadows Street Lighting	75,000						75,000	Voted 2004 Debt-Electricity
Forest Hills Street Lighting	238,000						238,000	Electricity Enterprise (Unvoted)
South Westgate/Sylvan Street Lighting	150,000						150,000	Electricity Enterprise (Unvoted)
South Westgate/Sylvan Street Lighting	135,000						135,000	Voted 2004 Debt-Electricity
Valleyview Street Lighting	153,000						153,000	Voted 2004 Debt-Electricity
Winchester Lakes Street Lighting	17,034						17,034	Electricity Enterprise (Unvoted)
Winchester Lakes Street Lighting	8,966						8,966	Voted 2004 Debt-Electricity
North High Street Circuit Improvement	350,000						350,000	Voted 2004 Debt-Electricity
Willow Creek Street Lighting	319,000						319,000	Voted 2004 Debt-Electricity
Front St.	368,500						368,500	Electricity Enterprise (Unvoted)
Front St.	200,000						200,000	Voted 2004 Debt-Electricity
New Substation Transformer					1,729,000		1,729,000	Electricity Enterprise (Unvoted)
Whittier Peninsula	250,000						250,000	Voted 2004 Debt-Electricity
Circuit Upgrades (Northridge to Karl/Maize)			460,000				460,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (Karl to Oakland Park/Ferris)				280,000			280,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (Oakland Park to McGuffey/Karl)						60,000	60,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (McGuffey to Hudson/Oakland Park)						325,000	325,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (Hudson to 4th/McGuffey)						310,000	310,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (Arcadia to 4th/Indianola)						440,000	440,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Hudson/Arcadia)						55,000	55,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Chittenden/Hudson)						350,000	350,000	Electricity Enterprise (Unvoted)
Balmoral Road Street Lighting		332,000					332,000	Electricity Enterprise (Unvoted)
Georgesville Road Street Lighting		110,000					110,000	Electricity Enterprise (Unvoted)
Sunbury Road Street Lighting (Ulry & Old Granville)		185,000					185,000	Electricity Enterprise (Unvoted)
Sunbury Road Street Lighting (Mock to Holt)				32,000			32,000	Electricity Enterprise (Unvoted)
Clinton Estates Street Lighting				234,000			234,000	Electricity Enterprise (Unvoted)
Hyde Park Street Lighting				114,000			114,000	Electricity Enterprise (Unvoted)
Rathbone Avenue Area Street Lighting				63,000			63,000	Electricity Enterprise (Unvoted)

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PUBLIC UTILITIES/ELECTRICITY 60-07 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
Waggoner Rd. Street Lighting			81,000				81,000	Electricity Enterprise (Unvoted)
Cardinal Park Street Lighting			18,000				18,000	Electricity Enterprise (Unvoted)
Cortona Woods Street Lighting			28,000				28,000	Electricity Enterprise (Unvoted)
Idlewild Manor Street Lighting			110,000				110,000	Electricity Enterprise (Unvoted)
Southgate Manor Street Lighting			90,000				90,000	Electricity Enterprise (Unvoted)
Westshire Estates Street Lighting			81,000				81,000	Electricity Enterprise (Unvoted)
Wilshire Heights Street Lighting			100,000				100,000	Electricity Enterprise (Unvoted)
Frank Road Street Lighting			97,000				97,000	Electricity Enterprise (Unvoted)
Olentangy River Road Street Lighting			165,000				165,000	Electricity Enterprise (Unvoted)
Devonshire Street Lighting				834,000			834,000	Electricity Enterprise (Unvoted)
Deerfield Village Street Lighting				233,000			233,000	Electricity Enterprise (Unvoted)
Eastmoor South Street Lighting				252,000			252,000	Electricity Enterprise (Unvoted)
Sullivant Avenue Street Lighting (Norton Rd. to I-270)					69,000		69,000	Electricity Enterprise (Unvoted)
Walnut Creek Subdivision Street Lighting					172,000		172,000	Electricity Enterprise (Unvoted)
Briggs Road Street Lighting					27,000		27,000	Electricity Enterprise (Unvoted)
Red Robin (Tamarack) Street Lighting					55,000		55,000	Electricity Enterprise (Unvoted)
Smiley Road Street Lighting					884,000		884,000	Electricity Enterprise (Unvoted)
Old Trabue Road Area Street Lighting					106,000		106,000	Electricity Enterprise (Unvoted)
Broadview Area Street Lighting						801,000	801,000	Electricity Enterprise (Unvoted)
Strawberry Farms Subdivision Street Lighting						451,000	451,000	Electricity Enterprise (Unvoted)
Indianola Building Upgrades	100,000	100,000	100,000				300,000	Electricity Enterprise (Unvoted)
Geographical Informational System Mapping (GIS)	1,000,000						1,000,000	Electricity Enterprise (Unvoted)
Vehicle Purchase	362,000	640,000	360,000	360,000	360,000	360,000	2,332,000	Electricity Enterprise (Unvoted)
Vehicle Purchase	688,000						688,000	Voted 2004 Debt-Electricity
<b>Subtotal - PUBLIC UTILITIES/ELECTRICITY 60-07</b>	<b>\$10,407,834</b>	<b>\$9,077,000</b>	<b>\$4,896,000</b>	<b>\$4,414,000</b>	<b>\$4,867,000</b>	<b>\$4,407,000</b>	<b>\$33,648,834</b>	
PUBLIC UTILITIES/WATER 60-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
60-09 Hoover Reservoir Erosion Control	1,000,000		1,000,000				2,000,000	Voted 2008 Debt-Water
60-09 Hoover Reservoir Erosion Control						500,000	500,000	Water Enterprise (Unvoted)
60-09 Miscellaneous Water Facilities	1,486,100	800,000	800,000				3,086,100	Voted 2008 Debt-Water
60-09 Miscellaneous Water Facilities				800,000	800,000	900,000	2,400,000	Water Enterprise (Unvoted)
60-09 Water Main Rehabilitation	12,280,000						12,280,000	Voted 2004 Debt-Water
60-09 Water Main Rehabilitation	7,600,000	15,000,000	16,003,850				37,603,850	Voted 2008 Debt-Water
60-09 Water Main Rehabilitation				20,000,000	20,000,000	20,000,000	60,000,000	Water Enterprise (Unvoted)
Fer East Part 2 Water Line Rehab.	2,587,937						2,587,937	WSRLA Loan
Gilbard Ave. Water Main	1,500,000						1,500,000	WSRLA Loan
University Area W.L.	4,900,000						4,900,000	WSRLA Loan
Condition Assessment	250,000						250,000	Voted 2008 Debt-Water
O'Shaughnessy Hydroelectric - FERC	200,000		200,000				400,000	Voted 2008 Debt-Water
60-09 Doherty Rd 12" Water Line Imps		1,500,000					1,500,000	Voted 2008 Debt-Water

Capital Summary

PUBLIC UTILITIES/WATER 60-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
60-09 Hap Cremean Water Plant Raw Water Line	30,500,000						30,500,000	Voted 2004 Debt-Water
60-09 DRWP Miscellaneous Improvements	400,000	200,000	200,000				800,000	Voted 2008 Debt-Water
60-09 DRWP Miscellaneous Improvements				200,000	200,000	200,000	600,000	Water Enterprise (Unvoted)
60-09 HCWP Misc. Improvements	400,000	200,000	200,000				800,000	Voted 2008 Debt-Water
60-09 HCWP Misc. Improvements				200,000	200,000	200,000	600,000	Water Enterprise (Unvoted)
60-09 Distribution Improvements	900,000	400,000	400,000				1,700,000	Voted 2008 Debt-Water
60-09 Distribution Improvements				400,000	400,000	400,000	1,200,000	Water Enterprise (Unvoted)
60-09 PAWP Facility Misc. Improvements	400,000	200,000	200,000				800,000	Voted 2008 Debt-Water
60-09 PAWP Facility Misc. Improvements				200,000	200,000	200,000	600,000	Water Enterprise (Unvoted)
60-09 HCWP Lagoons 1 & 3 Sludge Removal	9,800,000						9,800,000	Voted 2008 Debt-Water
DRWP Oentangy River Intake	2,000,000		11,000,000				13,000,000	Voted 2008 Debt-Water
DRWP High Service Pumps						1,000,000	1,000,000	Water Enterprise (Unvoted)
Automatic Meter Reading	200,000						200,000	Voted 2008 Debt-Water
60-09 South Wellfield Expansion	10,200,000		20,400,000				30,600,000	Voted 2008 Debt-Water
60-09 Fairwood Ave. Tanks Raising			5,000,000				5,000,000	Voted 2008 Debt-Water
Sullivant Ave. Water Line Cleaning				2,000,000			2,000,000	Water Enterprise (Unvoted)
60-09 Long Street Water Line Cleaning	1,000,000						1,000,000	Voted 2008 Debt-Water
60-09 Upground Reservoir	141,800,000						141,800,000	Voted 2008 Debt-Water
60-09 DRWP Chlorine Disinfection Improvement	2,260,050						2,260,050	Voted 2008 Debt-Water
60-09 Watershed Road Improvements	200,000	1,650,000					1,850,000	Voted 2008 Debt-Water
HCWP Basin Concrete Rehab.		800,000	2,200,000				3,000,000	Voted 2008 Debt-Water
HCWP A & B Raw & Fin. Water	200,000	200,000	200,000				600,000	Voted 2008 Debt-Water
HCWP A & B Raw & Fin. Water				200,000	200,000	200,000	600,000	Water Enterprise (Unvoted)
60-09 Water Meter Renewal	1,000,000	1,200,000	1,400,000				3,600,000	Voted 2008 Debt-Water
60-09 Water Meter Renewal				1,400,000	1,400,000	1,400,000	4,200,000	Water Enterprise (Unvoted)
60-09 Valve Renewal Program	1,500,000	1,500,000	1,600,000				4,600,000	Voted 2008 Debt-Water
60-09 Valve Renewal Program				1,500,000	1,500,000	1,500,000	4,500,000	Water Enterprise (Unvoted)
60-09 Public Office Facility		5,000,000					5,000,000	Voted 2008 Debt-Water
60-09 Main St. Water Main Cleaning	1,500,000	1,500,000					3,000,000	Voted 2008 Debt-Water
60-09 Champion Ave 24" Water Main	3,005,206						3,005,206	WSRLA Loan
60-09 Livingston Ave 24" Water Main	3,803,783						3,803,783	WSRLA Loan
60-09 Mound/Harrisburg Pike 24" Water Line	2,500,000						2,500,000	Voted 2008 Debt-Water
60-09 W.M.S. Misc Improv. Facilities	15,000						15,000	Voted 2004 Debt-Water
60-09 W.M.S. Misc Improv. Facilities	825,000	200,000	200,000				1,025,000	Voted 2008 Debt-Water
60-09 W.M.S. Misc Improv. Facilities				200,000	200,000	200,000	600,000	Water Enterprise (Unvoted)
PAWP Sludge Disposal		7,000,000					7,000,000	Voted 2008 Debt-Water
60-09 Watershed Protection Easements	400,000	200,000	200,000				800,000	Voted 2008 Debt-Water
60-09 Watershed Protection Easements				200,000	200,000	200,000	600,000	Water Enterprise (Unvoted)
60-09 Fisher District Storage Tank		250,000	200,000				450,000	Voted 2008 Debt-Water
60-09 Fisher District Storage Tank				5,500,000			5,500,000	Water Enterprise (Unvoted)

PUBLIC UTILITIES/WATER 60-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
60-09 Lazelle Rd. Storage Tank	5,150,000						5,150,000	Voted 2008 Debt-Water
60-09 Hines Road Storage Tank	150,000	5,000,000					5,150,000	Voted 2008 Debt-Water
60-09 DRWP Treatment Capacity Increase		20,000,000					20,000,000	Voted 2008 Debt-Water
60-09 DRWP Treatment Capacity Increase				200,000,000			200,000,000	Water Enterprise (Unvoted)
60-09 HCWP Treatment Imps	8,000,000		71,000,000				77,000,000	Voted 2008 Debt-Water
Alum Creek Pumping Station Improvements			500,000				500,000	Voted 2008 Debt-Water
Alum Creek Pumping Station Improvements					5,500,000		5,500,000	Water Enterprise (Unvoted)
60-09 General Engineering Svcs - Supply Group	300,000						300,000	Voted 2004 Debt-Water
60-09 General Engineering Svcs - Supply Group	500,000	500,000	500,000				1,500,000	Voted 2008 Debt-Water
60-09 General Engineering Svcs - Supply Group				500,000	500,000	500,000	1,500,000	Water Enterprise (Unvoted)
60-09 McKinley Ave 36" Water Main	8,000,000						8,000,000	Voted 2008 Debt-Water
60-09 Dublin Road 36" Water Main	8,000,000						8,000,000	WSRLA Loan
60-09 Griggs Booster Station		3,000,000					3,000,000	Voted 2008 Debt-Water
West Broad St. Water Main - Part II				150,000	3,000,000		3,150,000	Water Enterprise (Unvoted)
60-09 Joyce Ave 16" Water Main				5,000,000			5,000,000	Water Enterprise (Unvoted)
Mound District Booster Station			150,000				150,000	Voted 2008 Debt-Water
Mound District Booster Station				2,000,000			2,000,000	Water Enterprise (Unvoted)
Dublin Rd. 8" and 12" Water Main	2,000,000						2,000,000	WSRLA Loan
East Corridor Trans. Main Cleaning	1,500,000	100,000	1,500,000				3,100,000	Voted 2008 Debt-Water
PAWP Electrical Service Upgrade		11,000,000					11,000,000	Voted 2008 Debt-Water
Misc. Booster Station and Water Tank Imp's	950,000	750,000	750,000				2,450,000	Voted 2008 Debt-Water
Misc. Booster Station and Water Tank Imp's				750,000	750,000	750,000	2,250,000	Water Enterprise (Unvoted)
60-09 Morse Road 36" Water Main	2,500,000						2,500,000	Voted 2008 Debt-Water
Taylor - Nelson Water Main Cleaning			150,000				150,000	Voted 2008 Debt-Water
Taylor - Nelson Water Main Cleaning				1,500,000			1,500,000	Water Enterprise (Unvoted)
Livingston Ave. Water Main Cleaning				100,000	1,500,000		1,600,000	Water Enterprise (Unvoted)
60-09 Water Storage Tank Painting		1,000,000	1,000,000				2,000,000	Voted 2008 Debt-Water
60-09 Water Storage Tank Painting				1,000,000	1,000,000	1,000,000	3,000,000	Water Enterprise (Unvoted)
60-09 Security Enhancements	5,400,000	3,500,000	6,000,000				13,900,000	Voted 2008 Debt-Water
60-09 Security Enhancements				4,000,000			4,000,000	Water Enterprise (Unvoted)
60-09 Morse/Hamilton Booster Station				200,000	2,500,000		2,700,000	Water Enterprise (Unvoted)
Chatterton Road 30" Water Main		3,500,000					3,500,000	WSRLA Loan
Mound/Harmon 20" Water Main Cleaning				150,000	1,000,000		1,150,000	Water Enterprise (Unvoted)
Technology Resources	1,210,000	50,000	50,000				1,310,000	Voted 2008 Debt-Water
Technology Resources				50,000			50,000	Water Enterprise (Unvoted)
HCWP Disinfection Improvements		1,000,000					1,000,000	Voted 2008 Debt-Water
HCWP Disinfection Improvements					10,000,000		10,000,000	Water Enterprise (Unvoted)
PAWP Disinfection Improvements						500,000	500,000	Water Enterprise (Unvoted)
PAWP Surface Water Treatment Upgrade	5,000,000	44,000,000					49,000,000	Voted 2008 Debt-Water
HCWP Window Replacement	250,000	550,000					800,000	Voted 2008 Debt-Water



PUBLIC UTILITIES/WATER 60-09 PROJECT NAME	2009	2010	2011	2012	2013	2014	Total Budget	Funding Source
PAWP Automation Upgrade	1,500,000						1,500,000	Voted 2008 Debt-Water
DRWP New Low Service Pumps	5,000,000	1,500,000					6,500,000	Voted 2008 Debt-Water
Proposed Water Plant Location Evaluation & Land Acquisition	500,000		2,000,000				2,500,000	Voted 2008 Debt-Water
Water Supply Facilities Elevator Replacement	500,000	1,100,000					1,600,000	Voted 2008 Debt-Water
HCWP & DRWP Coating Projects	250,000	1,650,000					1,900,000	Voted 2008 Debt-Water
DRWP Fluoride Storage Expansion & Misc. Chemical System Upgrades						1,000,000	1,000,000	Water Enterprise (Unvoted)
HCWP Roof Restoration			1,000,000				1,000,000	Voted 2008 Debt-Water
Hague Ave. 24" Water Main		150,000	2,000,000				2,150,000	Voted 2008 Debt-Water
Dublin Rd. 36" Water Main, Pt. II		300,000	6,000,000				6,300,000	Voted 2008 Debt-Water
Frebis Ave. 20" Water Main				150,000	2,000,000		2,150,000	Water Enterprise (Unvoted)
Cleveland Ave. Booster Station Expansion			250,000				250,000	Voted 2008 Debt-Water
Cleveland Ave. Booster Station Expansion				150,000	3,000,000		3,150,000	Water Enterprise (Unvoted)
GIS Valve Location	500,000						500,000	Voted 2008 Debt-Water
Watershed Impervious Surface Pollution Reduction		700,000	4,000,000				4,700,000	Voted 2008 Debt-Water
HCWP Floc and Lime Basin Reconstruction	325,000	325,000	325,000				975,000	Voted 2008 Debt-Water
HCWP Floc and Lime Basin Reconstruction				325,000			325,000	Water Enterprise (Unvoted)
HCWP Lime Slaker Replacement			750,000				750,000	Voted 2008 Debt-Water
Asset Management Program Development	1,000,000						1,000,000	Voted 2008 Debt-Water
<b>Subtotal - PUBLIC UTILITIES/WATER 60-09</b>	<b>\$302,288,056</b>	<b>\$137,476,000</b>	<b>\$157,228,850</b>	<b>\$248,825,000</b>	<b>\$58,050,000</b>	<b>\$30,550,000</b>	<b>\$932,418,906</b>	
<b>Grand Total</b>	<b>\$1,047,070,676</b>	<b>\$433,028,651</b>	<b>\$659,795,095</b>	<b>\$623,448,946</b>	<b>\$278,329,950</b>	<b>\$360,837,513</b>	<b>\$3,300,509,231</b>	

# Capital Summary

FUNDING SUMMARY BY DIVISION							
	2009	2010	2011	2012	2013	2014	Total Budget
1 - Dev Administration	25,239,000	15,476,000	15,476,000	15,476,000	4,850,000	260,000	76,772,000
27 - Construction Management	76,115,201	18,749,167	36,552,500	6,759,326	5,631,125	1,190,000	147,997,329
1 - Health	75,000	75,000	46,000				196,000
1 - Safety Administration	1,750,000	200,000	200,000	200,000	200,000		2,550,000
2 - Support Services	5,438,000	7,368,000	1,338,000	1,288,000	1,088,000		16,540,000
3 - Police	18,796,000	17,940,000	1,940,000	1,940,000	5,940,000	1,190,000	47,746,000
4 - Fire	13,120,000	12,925,000	7,435,000	12,925,000	7,435,000	3,025,000	57,796,000
2 - Refuse Collection	14,378,000	7,000,000	7,000,000	7,000,000	7,000,000	5,077,000	47,457,000
9 - Transportation	238,481,558	72,700,451	57,985,745	78,619,621	50,032,825	26,902,313	524,682,313
15 - Storm Sewer	30,219,710	10,425,000	14,186,000	11,035,000	7,690,000	2,500,000	76,054,710
5 - Sanitary Sewers	256,957,892	86,543,213	333,280,000	96,703,000	106,481,000	276,733,000	1,169,698,105
7 - Electricity	10,407,534	5,077,000	4,686,000	4,414,000	4,657,000	4,407,000	33,548,534
9 - Water	302,259,056	137,475,000	157,228,950	248,825,000	56,050,000	30,550,000	932,416,906
1 - Recreation and Parks	39,841,900	36,850,000	16,850,000	36,850,000	16,853,200	6,383,200	162,628,200
3 - Golf Division	1,340,000	620,000	620,000	620,000	620,000	620,000	4,440,000
1 - DoT Administration	7,644,125	4,675,000	2,990,000	1,780,000	1,800,000	1,100,000	19,859,125
<b>TOTAL</b>	<b>\$1,047,070,976</b>	<b>\$433,028,951</b>	<b>\$659,795,095</b>	<b>\$623,446,946</b>	<b>\$276,329,950</b>	<b>\$360,937,513</b>	<b>\$3,300,509,231</b>

FUNDING SUMMARY BY SOURCE							
	2009	2010	2011	2012	2013	2014	Total Budget
Information Services	5,144,125	3,575,000	1,990,000	780,000	800,000	1,100,000	13,389,125
Councilmanic (To Be Determined)	74,403,201	74,481,157	69,893,500	24,322,325	24,676,125		267,746,328
ODOT (Ohio Dept of Transportation)	36,200,000						36,200,000
Voted 2008 Debt-Sanitary Sewer	168,610,787	69,798,213	313,691,000				551,970,000
Electricity Enterprise (Unvoted)	4,802,534	5,077,000	4,686,000	4,414,000	4,657,000	4,407,000	26,043,534
Voted 2004 Debt-Storm Sewer	30,219,710	10,425,000	8,430,290				47,075,000
Voted 2008 Debt SIT Supported (TBD)	70,650,000	50,285,000	29,195,000	77,685,000	29,195,000		266,990,000
Voted 2008 Debt-Water	233,496,150	133,975,000	157,228,950				524,700,000
Water Enterprise (Unvoted)				248,825,000	56,050,000	30,550,000	335,425,000
WSRLA Loan	25,696,906	3,500,000					29,196,906
WPCLF/OWDA	91,447,105	16,745,000	19,619,000	17,620,000	12,650,000		158,081,105
Federal Match Projects	14,300,000						14,300,000
Sanitary Sewer Enterprise (Unvoted)				79,083,000	93,831,000	276,733,000	449,647,000
Voted 2004 Debt-Water	43,095,000						43,095,000
OPWC (Ohio Public Works Comm)	5,000,000						5,000,000
Voted 2004 Debt SIT Supported	32,875,000						32,875,000
Councilmanic SIT Supported	77,025,000	9,016,000	8,989,000	8,943,000	1,440,000	45,547,513	150,960,513
Storm Sewer Enterprise (Unvoted)			7,754,710	11,035,000	7,690,000	2,500,000	28,979,710
Voted 2008 Debt SIT Supported	126,800,358	58,151,451	50,397,745	50,739,621	45,350,825		331,230,000
Voted 2004 Debt-Electricity	5,605,000						5,605,000
<b>TOTAL</b>	<b>\$1,047,070,976</b>	<b>\$433,028,951</b>	<b>\$659,795,095</b>	<b>\$623,446,946</b>	<b>\$276,329,950</b>	<b>\$360,937,513</b>	<b>\$3,300,509,231</b>