



City of Columbus  
Mayor Michael B. Coleman

## Office of the Mayor

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November 13, 2011

Dear President Ginther 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 2012. As is required under our Charter, this is my 12th balanced budget; a budget that focuses on the safety of our residents, job creation, strong neighborhoods and continued fiscal responsibility.

Safety continues to be our top priority, and the 2012 budget funds additional police and fire classes to replace those officers and firefighters who have retired in conjunction with the State of Ohio's Deferred Retirement Option Plan. By the end of 2012, we will have more police officers and firefighters than at any other time in my tenure as mayor. We will again be funding a summer strike force to ensure that policing activities can be targeted to areas where crime is most prevalent during the summer months. Funding for Applications for Pride, Purpose and Success (APPS) will be expanded within our Recreation and Parks Department. The APPS program targets teens and young adults to get them off the streets and into our recreation centers where they are provided with mentoring and other needed services in a safe and positive environment. The APPS program will be designed this year to also intervene in young people's lives to keep them out of gangs and reduce violence in neighborhoods.

We will continue our aggressive economic development activities in 2012. Working through our existing partnerships with Experience Columbus, Columbus2020!, the Greater Columbus Arts Council, COWIC and TechColumbus we will not only fight to retain existing jobs, but work to bring jobs into the city as well, and ensure that our workforce is appropriately trained to meet the needs of our business community.

Our neighborhoods are the lifeblood of our city, which is why the 2012 budget keeps our recreation centers open guaranteeing that our young people have safe places to exercise, play and learn. We are also maintaining funding for code enforcement and expanding funding for weed abatement, working hard to remove blight from our city. I am also happy to announce that we will begin implementation of a citywide curbside recycling program in 2012. We will phase in this effort across the city until all neighborhoods have access to this basic neighborhood service, thus reducing our city's environmental footprint, lowering our tipping fees and extending the life of the Solid Waste Authority's landfill.

While the city's financial position continues to strengthen, we realize that many in our community are in need of support due to the length and depth of the national economic downturn. That is why we are expanding our funding for service agencies such as the Community Shelter Board in 2012. We have also included funding in the 2012 budget for a focused effort on the South Side through the South Side Collaborative and other human service endeavors. The Columbus Neighborhood Health Centers will also be fully supported in 2012 so that needed health services are available to vulnerable populations.

Our strong fiscal policies have once again resulted in the maintenance of our Aaa bond rating. In fact, our credit rating is stronger than the U.S. government, the State of Ohio and we are now the only city of our size in the country to receive the highest rating from all three rating agencies. In 2012, we will continue our commitment to replenishing our Rainy Day Fund. Savings in 2011 due to reduced spending will allow us to accelerate deposits into the fund in 2012. We will increase our 2012 deposit by \$1.3 million to \$6.7 million bringing the projected balance in the fund to \$40.2 million by the end of the next fiscal year. These deposits keep us ahead of our commitment to restore the balance in our Rainy Day Fund to \$50 million by the end of 2014.

In response to cuts in the Local Government Fund and the elimination of the estate tax and in preparation for the 2013 budget due to those significant cuts, we have created the 2013 Basic Neighborhood Services Fund. We will deposit \$10 million into this fund to ensure the continuation of core city services in fiscal year 2013. It is extremely important that we reserve these funds for use in 2013 when the full impact of the state reductions will be felt in the city's General Operating Fund.

Even though we have made great progress in meeting the goals of our 10-Year Reform and Efficiency Plan, fiscal realities demand that we continue to build on the accomplishments we have made to date. It is our intention to not only meet, but to exceed, the savings identified in the plan to ensure the long-term stability of the General Operating Fund. We have had great success in controlling personnel costs by working with the unions that represent our employees. They understand the challenge in front of us and have responded accordingly by working with us to reduce benefit and insurance costs.

I have proposed a 2012 General Operating Fund budget that is balanced, maintains vital city services, makes strategic investments and promotes fiscal responsibility given economic realities. It is also a budget that is committed to meeting the promises made to the citizens with the passage of the income tax increase. It is only with their support that we can ensure that Columbus continues to be the best city in the nation in which to live, work, and raise a family.

Very truly yours,



Michael B. Coleman

Mayor



# CITY OF COLUMBUS

## PROPOSED 2012 BUDGET

Mayor Michael B. Coleman

Presented to  
Columbus City Council  
November 15, 2011

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## Introduction

### **The 2012 Budget Document**

The 2012 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 2012 and beyond.

### **Community Profile**

The community profile section presents a brief overview of the City of Columbus and the services it provides, as well as information on Columbus area employment and economic development activities.

### **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 2012 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.

### **Accounting and Organizational Structure**

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

### **Department Summaries**

This section describes each department, including the department description and mission, strategic priorities for 2012, and 2012 budget notes. Budget summary charts are presented, listing department financial and personnel data, including information by program.

## **Performance Indicators**

This section presents key performance indicators for city departments.

## **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, 2012 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 2012

The 2012 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, the city 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 and objectives that will provide city residents and elected officials with information regarding the quality, quantity, and efficiency of the services they deliver.

Some of the city's major innovations and undertakings in 2012 are presented below, organized by goal area.

## Neighborhoods

- In 2012, the city will continue to coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to **revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis**. The city will coordinate the housing development program with other public and private sector programs, focusing on the city's land banking efforts, to revitalize defined areas of the city with emphasis on the neighborhood investment districts.
- The initial implementation phase of the **neighborhood safety camera** program will be finalized in 2012 with the review of performance data and crime statistics.
- The **summer strike force** will be continued in 2012. The goal of this program is to mitigate crime in high crime areas by focusing concentrated levels of uniformed police resources during statistically high crime months. This targeted approach has been shown to be successful.
- **Collaboration with other organizations** on various projects will continue. Examples include working with Metro Parks on the development of the remaining portion of the Whittier Peninsula, Franklin Park Conservatory on a new greenhouse production facility, Franklin Park and their master plan, Nationwide Children's Hospital on the completion of Livingston Park, and Columbus City Schools on shared parks and playgrounds.
- The plan, design, development and eventual construction of **multi-use trails** through bike and pedestrian studies and mobility plans will be continued.
- Columbus Public Health will lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to **make Columbus an active and vibrant community**. Programming and initiatives dedicated to these efforts include Get Active Columbus, Healthy Children Healthy Weights, the Institute of Active Living, farmers markets, community gardens, bike and walking paths, walking maps and art walks, Creating Healthy Communities Network, the Women Infant and Children program (WIC) and the Healthier Choices Committee.
- With a full complement of recreation centers again open, the city will **invest in its neighborhoods** through varied maintenance and improvement projects, to include improvements to the HVAC and electrical systems, roofs, playground equipment, floors, and landscaping.
- The city will continue to **support social services** for citizens facing the greatest challenges from the current economic recession, by increasing funding for local social service agencies and the Community Shelter Board and maintaining funding for the Columbus Neighborhood Health Centers.
- Staff support to the Big Darby Accord process will be continued in an effort to **balance growth with responsible land stewardship** in a protected watershed. Funding for services will also be provided during the initial implementation of the Darby Town Center.

- In an effort to stabilize and maintain neighborhoods with high rates of foreclosed homes and abandoned properties, additional general fund moneys are being provided to the **weed abatement program** in 2012.

## Safety

- **Uniformed personnel levels will increase** by year-end 2012 through the offering of both police and fire recruit classes in 2012. These classes, when combined with those funded in 2011, will ensure that there are a sufficient number of recruits being trained to offset retirements that will occur as a result of the Deferred Retirement Option Plan (DROP) and other separations.
- Departmental and community **planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism, will continue to be a priority in 2012. Community leadership, public education, staff training, and an emphasis on public health awareness and protection for all Columbus residents will be key themes in 2012.
- In continued partnerships with **Community Crime Patrol and Capital Crossroads**, downtown parks will be monitored to ensure citizen safety and proactively address concerns.
- Police and fire staffing levels will be examined to determine the **most effective and efficient deployment of uniformed personnel**. Staffing adjustments may be made to address inefficiencies when and where they occur.
- The increased functionality of the new police and fire **emergency call center's computer aided dispatch (CAD) system** will improve the city's ability to respond to emergencies, enhance incident management, and improve communication between police officers and firefighters. Work to integrate the new system will continue in 2012.

## Economic Development and Technology

- **Job creation opportunities** will be proactively pursued by continued investment in Experience Columbus and Columbus2020!, to promote the economic development of the city.
- Growth among existing and emerging industries will be fostered through the continuation of the targeted **business retention program**.
- In 2012, established relationships with TechColumbus, Columbus2020!, Battelle, The Ohio State University and other similar entities will be leveraged to **encourage entrepreneurship, innovation and commercialization**.
- The city will continue to support **regional economic development strategies** designed to retain and expand companies within advanced logistics, small business, and technology-based industries.
- The city will continue to promote development in the King-Lincoln, Franklinton and Parsons Avenue districts through the use of **small business grants and loans** in 2012.

## Mayor's Goals

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- The continued implementation and promotion of a **Green Economic Development** policy is an important element in the encouragement of investment in environmentally sustainable business growth.
- In 2012, the city will continue to develop, expand, and implement portions of its **citywide connectivity plan**. This plan outlines the most efficient means by which to connect to city facilities for data exchange and telephone voice traffic. The city will also continue to research and implement a wireless/fiber optic/broadband network technology, integrating it with the overall city network when practical. Information from the plan will be used to determine the extent to which connectivity can be used as an incentive for economic development.

## Education

- **After-school and summer initiatives** that expand the educational opportunities available to children in the city will be continued in 2012.
- In partnership with Columbus City Schools, the city will maintain a **presence of police officers and firefighters in the schools**, including 17 school resource officers in Columbus high schools and 20 community liaison officers, who present public safety programs in the elementary and middle schools.
- City departments will partner to enhance the **safety and infrastructure near and around schools** through the installation of sidewalks.
- The Application through Pride, Purpose and Success (APPS) Program will be expanded in an effort to **engage and mentor at-risk youth and young adults**.
- **Safe bicycling** will be promoted through the "Share-the-Road" public awareness campaign which shares tips with motorists and cyclists on how to safely and legally share the roadways.

## Downtown Development

- Implementation of the **comprehensive business plan for downtown** development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development will be continued.
- To improve **pedestrian mobility**, the city will collaborate with the Columbus Downtown Development Corporation on the design of the second phase of the Scioto Mile, as well as the construction of the new pedestrian bridge near North Bank Park to connect the east and west banks of the Scioto River.
- Collaboration with Capitol South and the Columbus Downtown Development Corporation on targeted programs to encourage development and redevelopment of the **Mile on High district and other key downtown properties** will be continued.
- **Renovation of the Old Police Headquarters** building, located at 120 West Gay Street, will continue. Various city departments will be relocated from obsolete, high maintenance buildings to this LEED certified facility upon project completion.

- The city will continue to work to **make downtown more environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

## Customer Service

- Citizen access to city services and information through the operation, support and promotion of the **311 service center** will be continued in 2012.
- The five Neighborhood Pride Centers will continue to serve as **links between city services and Columbus neighborhoods** in 2012. Each pride center is a one-stop-shop for various city services and is dedicated to protecting the health, safety, and welfare of families living in their designated area.
- Concepts of community involvement in **crime awareness and reduction** programs and efforts will be promoted in 2012. The focus will be centered on participation in neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.
- The **community education program for Columbus residents "SIGNS"** will be continued. This program provides information to the public on the safety of restaurants, pools, schools and other venues inspected by Columbus Public Health. Transition to enhanced mobile web technology will improve efficiency.
- The **streamlining of the zoning and permitting process** will continue in 2012 with the updating of the building code, to include definition updates, revisions to residential standards and permitted uses and the deletion of antiquated terms. Revisions to the graphics code will also be initiated in 2012.

## Peak Performance

- The city will continue to address components of its **10 year reform and efficiency action plan** related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, they will require the collaborative efforts of the labor relations, employee benefits and compensation management program areas.
- The city will continue the implementation of voice over internet protocol (VoIP) telephone systems, a unified communications system which offers features that will **enhance employee productivity** through better management of voicemail and email, the flexibility to work from any location, and voice and video conferencing abilities.
- The development and refinement of strategies to maximize grant dollars for **"greening" the city's vehicle fleet** will continue in 2012.
- In 2012, the city will **expand its use of compressed natural gas**. Annually, the use of CNG will displace over 55,000 gallons of diesel fuel, save \$60,000 to \$90,000 in fuel costs and displace approximately 490 metric tons of carbon emissions.
- The city will continue to upgrade the entire fleet of parking meters with new **smart meters** that, in addition to coins, will take credit and debit cards. Of the

## Mayor's Goals

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total 4,215 meters being upgraded, the first 2,000 have already been replaced. The balance will be phased in at a rate of 1,000 per year, until the upgrade is complete.

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## Community Profile

### ***Brief History of the City***

Columbus was founded in 1812 at the confluence of the Scioto and Olentangy rivers. In 1803, the year of Ohio's statehood, the capital was moved from Chillicothe, located 45 miles to the south, to Zanesville, located 50 miles to the east, and back to Chillicothe. Created specifically to be the capital city, state officials finally selected a centralized location in Columbus in 1812 and the city officially became Ohio's permanent capital in 1816. The National Road reached Columbus in 1831 and brought with it additional industry and trade. The railroads prospered in the 1850's in the city, and Columbus became a center of manufacturing. The 20th century saw a rise in the aviation, education, business, banking and insurance industries. Today, Columbus continues to be a leader in these and other fields, including research, technology and healthcare.

### ***Form of Government and Organization***

The state legislature established Columbus as a city in 1812. The city is a home-rule municipal corporation operating under the laws of Ohio. The City Charter, its constitution, can only be amended by a majority of the city's voters.

The City of Columbus is administered by a Mayor, a seven-member City Council, the City Auditor and City Attorney. These officials are all elected for four-year terms on an at-large basis. The Mayor and four Council members are elected in an odd numbered year. Three Council members, the City Auditor, and the City Attorney are elected in the following odd numbered year. The Charter provides for appointments and elections of successors to these officials if they should, for any reason, vacate their office. All are chosen through a non-partisan process.

The Mayor appoints directors for the Departments of Public Safety, Public Service, Public Utilities, Finance and Management, Development, Building and Zoning Services, Human Resources, Technology, Equal Business Opportunity and Community Relations. The remaining four city department directors are appointed by and report to independent commissions. These are the Recreation and Parks Department Director, the Health Commissioner, the Civil Service Executive Secretary and the Secretary of the Sinking fund. The City Treasurer and Clerk to the Council are appointed by, and serve at the pleasure of the Council.

### ***Location***

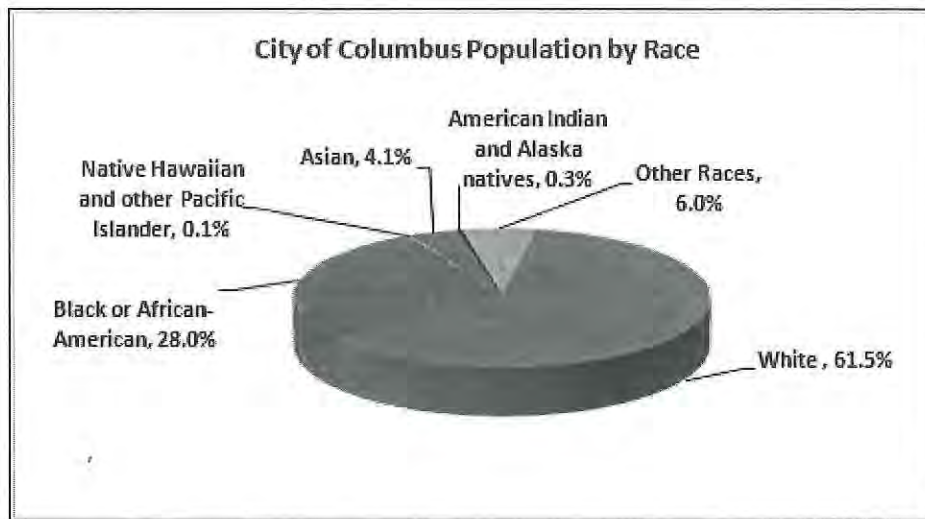
Columbus encompasses a little over 227 square miles and is located at 39°59' north latitude and 82°59' west longitude in the eastern portion of the U.S. Midwest at 902 feet above sea level. Columbus is within 500 miles of more than half of the nation's population including, among others, the following cities: Chicago (350 miles), St. Louis (400 miles), Indianapolis (175 miles), Detroit (200 miles), Pittsburgh (185 miles), Philadelphia (470 miles), and New York City (500 miles).

### ***Population and Household Demographics***

Columbus is home to 787,033 residents (U.S. Census Bureau American Fact Finder 2010 population estimate), with roughly 3,467 residents per square mile. Estimates from the U.S. Census Bureau for the 2010 American Fact Finder report that 48.8 percent of the population is male and 51.2 percent is female. The median age is 31.2 years old and 76.8 percent of the resident population is 18 or older.

## Community Profile

According to the American Fact Finder's estimates, 5.6 percent (44,359) of the city's residents identify as Hispanic or Latino with the remaining 94.4 percent (742,647) identifying as not Hispanic or Latino. The racial demographics for the City of Columbus are broken down as follows:



Source: U.S. Census Bureau, 2010 Census

### **Neighborhoods and Housing**

Columbus is comprised of several strong neighborhoods located in the heart of the city as well as in the outer suburbs. The metro area's low cost of living attracts professionals from all over the country. Depending upon one's stage in life, there are several housing options for residents within the city and surrounding areas. Modern downtown lofts and eclectic, first-ring suburban neighborhoods are just some of the options available.

Of the estimated 370,544 households within the city limits, 86.2 percent were occupied in 2010, leaving 13.8 percent, or 51,116 housing units vacant (for rent, for sale and unoccupied, or otherwise vacant). Roughly 44.2 percent of housing units were built prior to 1960. Columbus homes had an estimated median value of \$137,700 in 2010.

### **Transportation**

The Columbus metro area is located within a one day drive or one hour flight of over half the population of the U.S. and Canada. Crossed by eight major interstate highways, the metro area has easy southbound access through the Mid-Atlantic States to the southeast. The region's east-west corridors traverse the country from coast to coast and into the Rockies. Interstate access also provides major benefits for in-state commerce with easy travel possible from any market in the state to another. The region is home to the Port Columbus International Airport, which has recently undergone significant capital improvements, and the Rickenbacker International Airport, just south of Columbus. Rickenbacker is a multi-modal logistics hub serving international airfreight, cargo airlines and manufacturers and distributors.

Of the total working population in the Columbus metro area, 82.4 percent commute to work alone in their vehicles, 8 percent carpool with others, and less than 2 percent utilize public transportation to get to and from work. Mean travel time to work was 22.7 minutes in 2010. The Central Ohio Transit Authority (COTA) operates bus service throughout Franklin County, and parts of Delaware, Fairfield, Licking and Union Counties, providing close to 18 million rides annually.



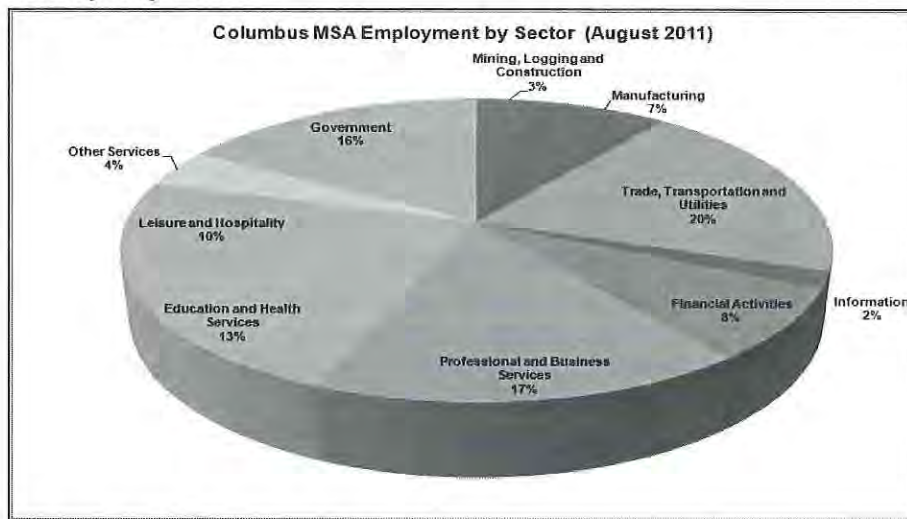
**Healthcare and Education**

Columbus is home to some of the best healthcare providers in the nation, including Nationwide Children’s Hospital, the OhioHealth system, and The Ohio State University Medical Center. Several public and private colleges and universities are located in the region, enrolling over 100,000 students in the metropolitan area. Columbus City Schools, the largest district in Ohio, has over 55,000 students. High school graduates comprise 88.4 percent of the adult population and 31.6 percent of the city’s residents have a bachelor’s degree or higher. The Columbus Metropolitan Library has been serving residents since 1873 and maintains a collection of 3 million items at 22 locations throughout the metro area.

**Area Employment and Economic Outlook**

**Business Sectors and Employers**

Columbus has a stable employment environment, anchored by local, state and federal government operations, and augmented by financial services, healthcare, pharmaceuticals, information services, energy, and technology companies. The graph below shows Columbus area employment by major sector.



Source: U.S. Bureau of Labor Statistics

While the number of jobs in some sectors, such as mining, logging and construction, manufacturing, and trade and transportation has declined over the past decade, other sectors have grown. Education and health services, professional and business services and the leisure and hospitality sectors have expanded over the past ten years.

**Columbus MSA Employment Change, by Sector (2001 to 2011<sup>1</sup>)**

Employment Sector (non-farm)	# of Jobs 2011	Net Change 2001 to 2011	% Change 2001 to 2011
Mining, Logging and Construction	31,600	(10,600)	-25.12%
Manufacturing	62,800	(32,300)	-33.96%
Trade, Transportation and Utilities	177,400	(17,900)	-9.17%
Information	16,200	(6,300)	-28.00%
Financial Activities	69,100	(7,900)	-10.26%
Professional and Business Services	151,000	18,800	14.22%
Education and Health Services	120,800	30,000	33.04%
Leisure and Hospitality	88,800	7,500	9.23%
Other Services	36,300	1,000	2.83%
Government	149,600	1,300	0.88%
<b>Total Non-Farm Employment</b>	<b>903,600</b>	<b>(16,400)</b>	<b>-1.88%</b>

Source: U.S. Bureau of Labor Statistics

<sup>1</sup> 2011 is estimated using August 2011 preliminary figures

## Community Profile

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Columbus serves as headquarters to several major national and multinational corporations. In 2010, 15 Fortune 1000 companies were located within the city, including Nationwide Insurance, American Electric Power (AEP), Limited Brands, AT&T, and Big Lots.

Several major employers have made central Ohio home in recent years, investing millions in the local economy and expanding the region's economic base. The table below lists companies that have invested more than \$50 million in Columbus from 2008 through 2010.

**Companies with Investments in Columbus over \$50 Million (2008-2010)**

Company	Type	Product	Investment
Coca-Cola Company (2010)	Manufacturing	Beverage products	\$120,000,000
FlightSafety International (2008)	Office	Flight simulator software	\$122,500,000
NetJets, Inc. (2008)	Headquarters	Fractional jet ownership	\$73,000,000
Roxane Laboratories (2009)	Manufacturing	Pharmaceuticals	\$67,000,000
CSX Corp. (2008)	Distribution	Rail yard	\$50,000,000

*Source: Ohio Private Investment Survey 2008-2010, Ohio Department of Development, March 2011*

Central Ohio is on its way to becoming a center for high-tech and "green" industries. Through partnerships with the State of Ohio, the Columbus Partnership, Columbus2020!, Franklin County and others, Columbus continues efforts to strategically attract and retain businesses, investments, and workers that enhance the strengths of the region. Exciting research projects in advanced energy development are underway through private-public partnerships with The Ohio State University and Battelle Memorial Institute, and companies such as Edison Welding Institute and American Electric Power. California-based electric car maker Coda Automotive Inc. has plans to build a battery-making enterprise in Columbus that could employ hundreds.

Several leading information providers are also based in Columbus, including Chemical Abstracts Service and the Online Computer Library Center. In recent years, the healthcare industry has emerged as a new growth sector, with the city boasting four nationally recognized health systems employers that employ 3,100 healthcare workers and contribute over \$4 billion to the local economy. Central Ohio's 20 largest companies are listed below.

#### Central Ohio's 20 Largest Employers (2010)

Employer Name	Total Full-Time Employees	Revenue
1. State of Ohio	25,608	NA
2. Ohio State University	23,093	NA
3. JPMorgan Chase & Co.	16,975	\$100.43 billion
4. Nationwide Insurance	11,235	\$20.75 billion
5. Ohio Health	7,810	\$2.06 billion
6. Federal Government-United States Postal Service (1)	12,540	\$67 billion
DLA Land Maritime (2)	3,000	\$5 billion
7. City of Columbus	7,739	NA
8. Columbus City School District	7,095	NA
9. Honda of America Manufacturing	7,000	\$92.21 billion
10. Franklin County	6,321	NA
11. Mount Carmel Health System	5,701	\$2.52 billion
12. Kroger Co.	5,417	\$76.7 billion
13. Limited Brands Inc.	5,200	\$8.63 billion
14. Nationwide Children's Hospital	4,278	\$728.1 million
15. Huntington Bancshares Inc.	4,170	\$3.24 billion
16. Cardinal Health Inc.	4,030	\$99.51 billion
17. Medco Health Solutions	3,831	\$59.8 billion
18. American Electric Power Company Inc.	3,527	\$13.49 billion
19. Battelle	2,618	\$6.2 billion
20. Alliance Data	2,030	\$1.96 billion

(1) Total includes subset branches/divisions shown

(2) Formerly Defense Supply Center

(3) NA=Information not available

**Source:** *Columbus Business First 2010 Book of Lists*, Greater Columbus Largest Employers, December 2010

Note: "Total employed" is the number of persons employed part-time or full-time during a reporting period, including payroll workers, self-employed persons, unpaid workers in family enterprises, and domestic workers. Employers on the list of the largest employers are ranked according to the number of full-time employees.

#### Unemployment

Of the approximately 869,770 workers in the Columbus metropolitan area labor force, 884,760 (or 92.2 percent) were employed in August 2011. Although unemployment rates have increased in this recessionary period, the city's unemployment rate (7.8 percent as of August 2011) remains lower than that of the state (9.1 percent) and the nation (10.0 percent). Annual median earnings were \$33,321 (in 2010 inflation adjusted dollars) for those in the metro area workforce, aged 16 years or older.

### ***Columbus Work Force***

Close to one million people work in the Columbus Metropolitan Statistical Area, nearly a 30 percent increase since 1990. The Columbus work force is highly educated and largely white-collar, creating a supportive environment for innovation and expansion. Approximately 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. There are 26 institutions of higher learning in the Columbus area with over 100,000 college students and 20,000 annual graduates. One issue receiving special attention in recent years is that of local “brain drain,” or the exodus of individuals from Columbus to other areas of the nation after they finish their post-secondary programs. By strengthening connections between graduates and local employers, the Columbus Chamber and its partners are working to ensure that the “young and talented” remain in central Ohio after graduation and apply their newly acquired skills and knowledge in the local workforce.

### ***Key Development Projects***

Exciting projects are underway in each quadrant of the city, including downtown. Downtown Columbus is seeing a revival with new housing units, commercial development, new parks and redevelopment of neglected parcels. 2012 marks the ninth 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.

Since 2002, the city has worked with 36 different companies to keep or bring 4,400 jobs downtown. The total new investment in downtown since 2000 is estimated at \$2.19 billion, with \$711 million in public funding helping to leverage \$1.48 billion in private investment. This includes projects proposed, under construction, or built since 2000.

The downtown skyline will soon have a new addition when a 500-room convention center headquarters hotel, located on the west side of High Street between the Greater Columbus Convention Center and Nationwide Arena, is completed in late 2012. This new hotel is expected to generate an additional 52,000 annual room nights as a result of convention center business. The hotel will protect Franklin County and the City of Columbus' current investment in convention facilities by retaining existing convention business and expanding regional and national conventions in Columbus. This is expected to add 550 jobs and generate \$2.3 million annually in sales, lodging and income taxes. Adjacent to the site is a 900-car parking garage also owned by the Convention Facilities Authority. Funds raised from adjustments to parking meters will fund the city's contribution for the new hotel.

Construction was completed in summer 2011 on the \$38 million Scioto Mile, an unprecedented 50/50 partnership between public and private sectors. The Scioto Mile is a signature riverfront park located in the heart of downtown, stretching from the Arena District to Whittier Peninsula. As part of the Scioto Mile initiative, Bicentennial Park underwent a transformation and now features a 15,000 square-foot water feature with multiple fountains, a permanent stage/band shell and a restaurant with an outdoor terrace for dining overlooking the park.

Columbus Commons, a new nine acre urban park on the site of the former City Center Mall, also opened in 2011. Events such as Family Fundays, free fitness classes, concerts, an outdoor reading room, and carousel have drawn crowds since opening day. The Bicentennial Pavilion, housing live concerts, is scheduled to open in early summer 2012.

New developments are underway on the city's west side as well. Transformation is starting to take place in Franklinton, the city's oldest settlement located just west of downtown. Community members will meet over the next year with city staff and area partners to complete the East Franklinton Creative Community District Plan. Aging warehouse space is being renovated into vibrant live/work space for artists. The city will be home to a casino on the city's west side, which is opening in 2012 and will generate millions in investment and new jobs for the local economy.

The last phase of redevelopment of the former Gowdy Field landfill will be completed late this year when the city's former heliport site is redeveloped into a \$20 million medical office building for The Ohio State University Medical Center. Two phases of the project have already been completed, resulting in two new office buildings, totaling 200,000 square feet of space, \$30 million in investment and more than 700 jobs. The Stefanie Spielman Comprehensive Breast Health Center, in addition to the nearby Ambulatory Surgery Center, will not only enhance the lives of patients and their families, but also strengthen the city's economic base by creating as many as 200 new jobs over the next several years.

Through an agreement with city officials, JP Morgan Chase & Co., one of the area's largest employers, is bringing 1,000 new jobs to the city and retaining another 10,850. The city will net an estimated \$4.5 million in additional income tax from the new jobs over eight years.

The Ohio State University is expanding its Medical Center on its main campus. The \$1 billion project is scheduled to open in 2014 and will create 6,000 permanent jobs and 5,000 temporary jobs during construction. As part of this project, OSU plans to reinvest \$10 million in tax incentives from the city in the Near East Side at OSU Hospital East. This partnership with the city will help transform vacant houses into rehabbed or newly constructed homes, provide homebuyer education programs, and create initiatives to improve health and wellness in the surrounding neighborhoods.

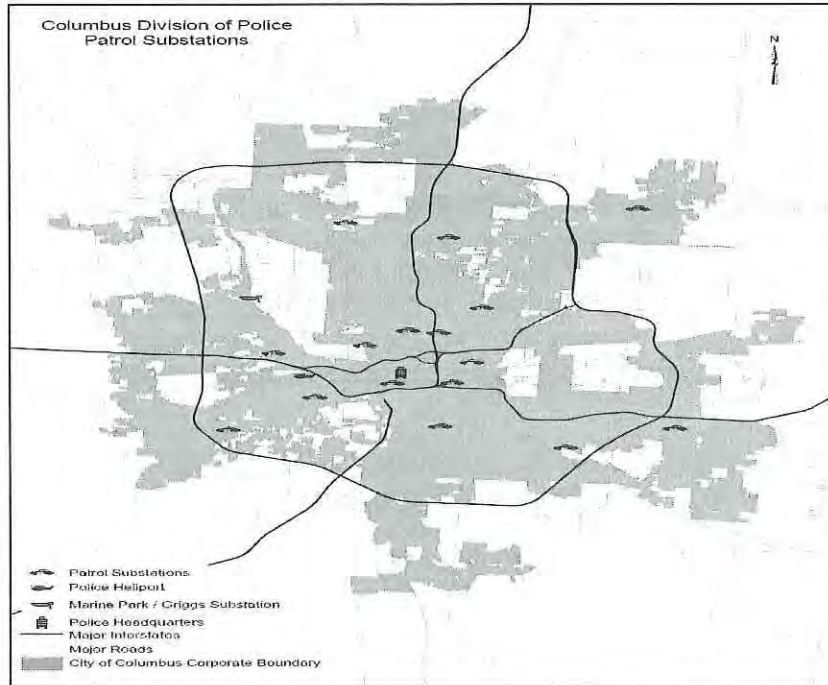
Another major near east/downtown area project is a \$740 million investment in Nationwide Children's Hospital, which is expected to add an additional 1,160 new hospital jobs and generate \$1.3 billion in new regional economic activity. The hospital expansion includes partnerships with the city and others to leverage local and federal funds to redevelop surrounding neighborhoods. Funds will be used to rehab and construct new homes, provide health awareness and other educational opportunities.

Nationwide Insurance agreed to relocate an estimated 1,400 jobs from its Dublin offices to the downtown area, adding to the 7,500 jobs already located at their downtown campus. As part of the agreement, the City of Columbus is creating a Tax Increment Financing District (TIF) to support Nationwide Realty Investor's Grandview Yard development. The TIF will help fund infrastructure improvements within the new \$500 million mixed-use retail and housing center located near Third Avenue and Olentangy River Road.

**Key City Services**

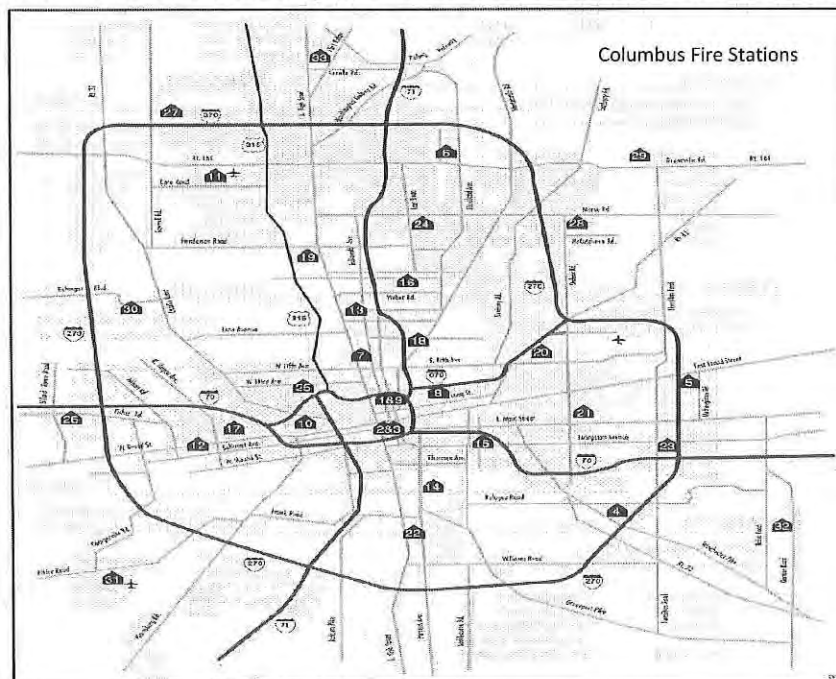
**Police Protection**

The Columbus Division of Police has 16 substations located throughout the city. There are five patrol zones divided into 20 separate precincts to serve the city's residents. Division headquarters is located at 120 Marconi Boulevard.



**Fire Protection**

The Columbus Division of Fire has 32 fire stations at various locations throughout the city. Columbus is divided into seven battalion districts from which fire apparatus are dispatched to serve the city's residents. Division headquarters is located at 3675 Parsons Avenue.



**Solid Waste Collection**

The Division of Refuse serves more than 330,000 households with weekly trash pick-up. The city also offers bulk waste pick-up and yard waste collection services. In May 2012, the city will embark on a comprehensive curbside recycling program with the goal of diverting 35 percent of waste from its landfill. The recycling program will be rolled out in five phases, with the final phase to begin in 2013.

**Street System**

The Department of Public Service is responsible for day-to-day maintenance of more than 6,300 lane miles of roadways in the city, including 220 bridges. Since September 2011, 159,217 potholes were repaired.

**Sewer System**

Columbus maintains 4,625 miles of storm, sanitary, and combined sewers and operates two 24-hour wastewater treatment plants (Jackson Pike and Southerly).

	Waste Treatment Summary		
	2010	2009	2008
<b>Total gallons treated</b>	57,283,530,000	55,951,100,000	63,931,960,000
<b>Average (millions gallons per day)</b>	156.9	153.3	174.8

Source: Department of Public Utilities Annual Report

**Water System**

The source of Columbus' drinking water includes rivers, lakes, streams, ponds, reservoirs, springs and wells. Columbus and more than 20 contracting suburban water customers receive water from one of three plants: Dublin Road Water Plant, Hap Cremean Water Plant and Parsons Avenue Water Plant.

	Water Pumpage Summary		
	2010	2009	2008
<i>Finished water</i>			
<b>Total gallons treated</b>	51,198,060,000	51,469,820,000	53,095,780,000
<b>Average (million gallons per day)</b>	140.27	141.01	145.07
<b>Estimated service population</b>	1,125,900	1,115,200	1,104,500
<b>Average per capita consumption (gallons per day)</b>	125	126	131
<b>Miles of distribution pipe:</b>			
Columbus	2,521	2,593	2,588
Suburbs	954	866	863

Source: Department of Public Utilities Annual Report and performance dashboard

**Neighborhood Services**

The city operates five Neighborhood Pride Centers throughout the community, which serve as one-stop shops for city services. On-site staff includes community liaison police officers, code enforcement officers, solid waste inspectors, and a neighborhood liaison, all of whom work directly with citizens and neighborhood organizations to address issues of concern.

Neighborhood Pride, another unique city program, is an intense, one week service delivery event that brings residents, city staff, and area businesses together to beautify and celebrate a neighborhood. During Pride Week, the city provides alley and street cleanups, evaluation of house exteriors for code complaints, and sponsors community events. Since its inception in 2000, 72 neighborhoods have participated and 797 businesses have become Pride Partners, donating funds and support for the program.

Neighborhoods are also strengthened through the city's Code Enforcement Office, through which 43 code enforcement officers work with residents to ensure that properties meet city codes for health and safety. As of October 2011, code officers received 19,259 requests for service from the 311 customer call center, and issued 14,259 notices of violation.

### ***Public Health***

Columbus Public Health provides a variety of preventive and community health services for city residents. The Environmental Health Division conducts regular inspections of food facilities, such as restaurants and mobile food carts, ensuring that safe and proper handling of food is a priority, thus reducing the incidence of food-borne illness in the community. In 2010, the division completed 9,676 inspections of food facilities and held food safety education classes that reached over 1,200 people. The division also inspects public pools and spas, school facilities, and tattoo parlors. Through the popular SIGNS program, residents can quickly see the status of a facility so that they can make more informed choices.

Preventing and containing the spread of communicable disease is another high priority for the Health Department. In 2010, more than 26,000 immunizations were provided to Columbus residents against vaccine-preventable diseases. Ensuring the health of mothers and babies is also a critical mission of the department. Through the Columbus/Franklin County WIC (Women, Infants and Children) program, an average of 10,830 pregnant and post-partum women received breastfeeding and nutrition services in 2010. The department's perinatal health program provided services to 1,303 women in 2010. Sexual health services, including testing and treatment, are another key component of Columbus Public Health's services. In 2010, there were 10,394 visits to the Sexual Health Clinic for testing, examination and/ or treatment. HIV and STI prevention, along with diagnosis and treatment, continue to be important aspects of the program.



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## **Sports, Recreation and Cultural Amenities**

### ***Parks***

Columbus operates over 230 parks and maintains approximately 15,000 acres of parks and recreation areas. Community parks offer athletic fields and ball diamonds, playgrounds and picnic areas and may have walking/biking trails, pools, recreation centers and/or shelter houses. Smaller neighborhood parks are located throughout the city offering easy access to green space close to home.

The city unveiled its newest renovated downtown park in July 2011 with the completion of the first phase of the Scioto Mile. The full Scioto Mile stretches along the Scioto River from North Bank Park and then south to Battelle and Bicentennial Parks, and continues on to provide a link to the Scioto Audubon Park on the Whittier Peninsula.

### ***Community Centers/Programs***

There are 30 community centers located throughout the city. The Recreation and Parks Department currently operates 28 of those centers with two others leased to non-profit organizations. All of the centers serve a wide variety of age groups from youths through senior citizens, and offer outdoor activities such as basketball courts, tennis courts, playgrounds, and soccer and baseball fields.

Additionally, the department offers over 80 camps throughout the summer ranging from sports and art themed camps to outdoor education and therapeutic recreation programs.

### ***Pools (indoor, outdoor, and sprayground)***

Columbus will operate four outdoor pools, one indoor pool and one sprayground in 2012. Certified water safety instructors provide free learn-to-swim classes at the swim facilities for children and adults during the summer months.

### ***Golf***

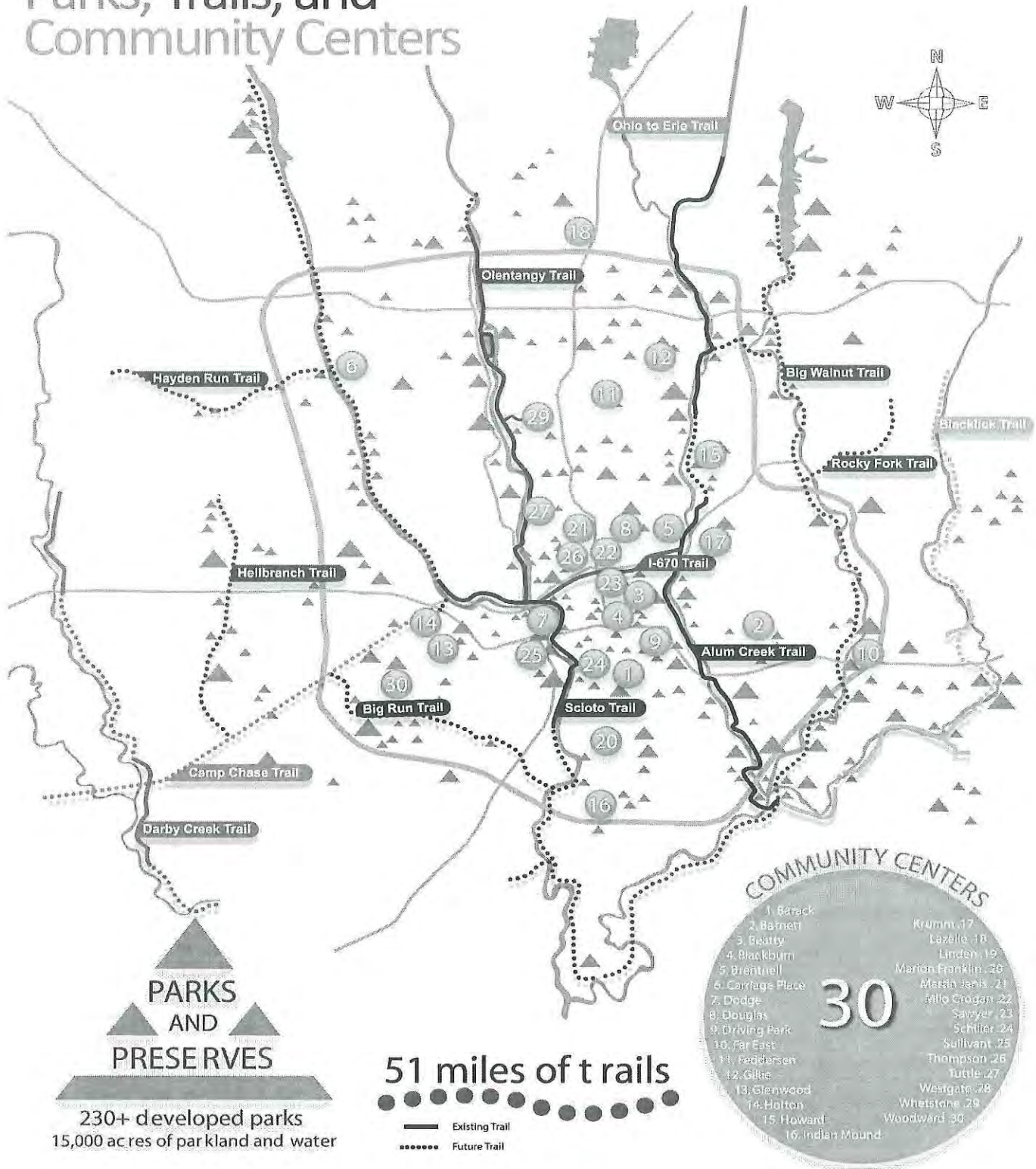
Conveniently located around the city, the seven golf courses within the Columbus Recreation and Parks Department— Airport, Champions, Mentel Memorial, Raymond Memorial, Turnberry, Walnut Hill, and Wilson— host more than 227,000 golf rounds annually. Due to the Port Columbus runway expansion project, Airport Golf Course was closed after Labor Day 2011 for reconstruction and will reopen in the spring of 2013.

### ***Trails***

With 51 miles of multi-use trails, Columbus is striving to not only beautify the city, but to enhance the quality of life of the city's residents as well. Columbus is embarking on a new, exciting and aggressive plan for the creation of future biking and walking trails in the Columbus area.

Columbus Recreation and Parks

# Parks, Trails, and Community Centers



### ***Cultural Amenities***

Columbus is home to the top-ranked zoo, public library, and science museum in the nation. Columbus is the host to several popular festivals and events, from the Arnold Fitness Classic to the Jazz and Ribs Festival each summer. Music organizations such as the Columbus Symphony, Columbus Jazz Orchestra, and Opera Columbus provide opportunities year-round for live music. Concerts are shown at the Nationwide Arena, Schottenstein Center and the popular Lifestyle Communities Pavilion. Patrons of performing arts and theater find plenty to see in the offerings of local companies such as BalletMet, CATCO (Contemporary American Theatre Company), and Columbus Children's Theatre.

Visitors and residents can view everything from traveling art and exhibits to standing collections at the recently renovated Columbus Museum of Art, the Wexner Center for the Arts, the King Arts Complex, or at one of the many galleries located throughout the Short North or German Village neighborhoods. The city also offers multiple opportunities for shopping and dining. The Polaris Mall, Easton Town Center, Tuttle Mall, and the Arena District are popular shopping and entertainment districts.

### ***Sports***

Columbus is home to several sports teams including the Columbus Crew, one of Major League Soccer's first teams and 2008 MLS Cup champions. Nationwide Arena is the home of the National Hockey League's Columbus Blue Jackets. Also located in the downtown area is the newly built Huntington Park, home of the Columbus Clippers baseball team. The Clippers is the Cleveland Indians' Triple-A affiliate and national champion for the second year in a row.

The Ohio State University's 36 varsity sports teams, including national football champions, draw visitors from all over the region. In addition to hometown sports teams, the Greater Columbus Sports Commission brings numerous amateur, collegiate and professional sports events to town each year, including National Collegiate Athletic Association (NCAA) and Ohio High School Athletic Association (OHSAA) championships.

Columbus is also home to the Memorial Tournament, a premiere stop on the PGA tour. The Memorial is played annually at Muirfield Village Golf Club in Dublin, a golf course designed and built by Columbus native and golfing legend Jack Nicklaus. Each year, the city also hosts the Arnold Sports Festival, a world-class fitness event with 37 events, 11 Olympic sports and 17,000 athletes. The event marked its 23rd year in March 2011.

## Community Profile

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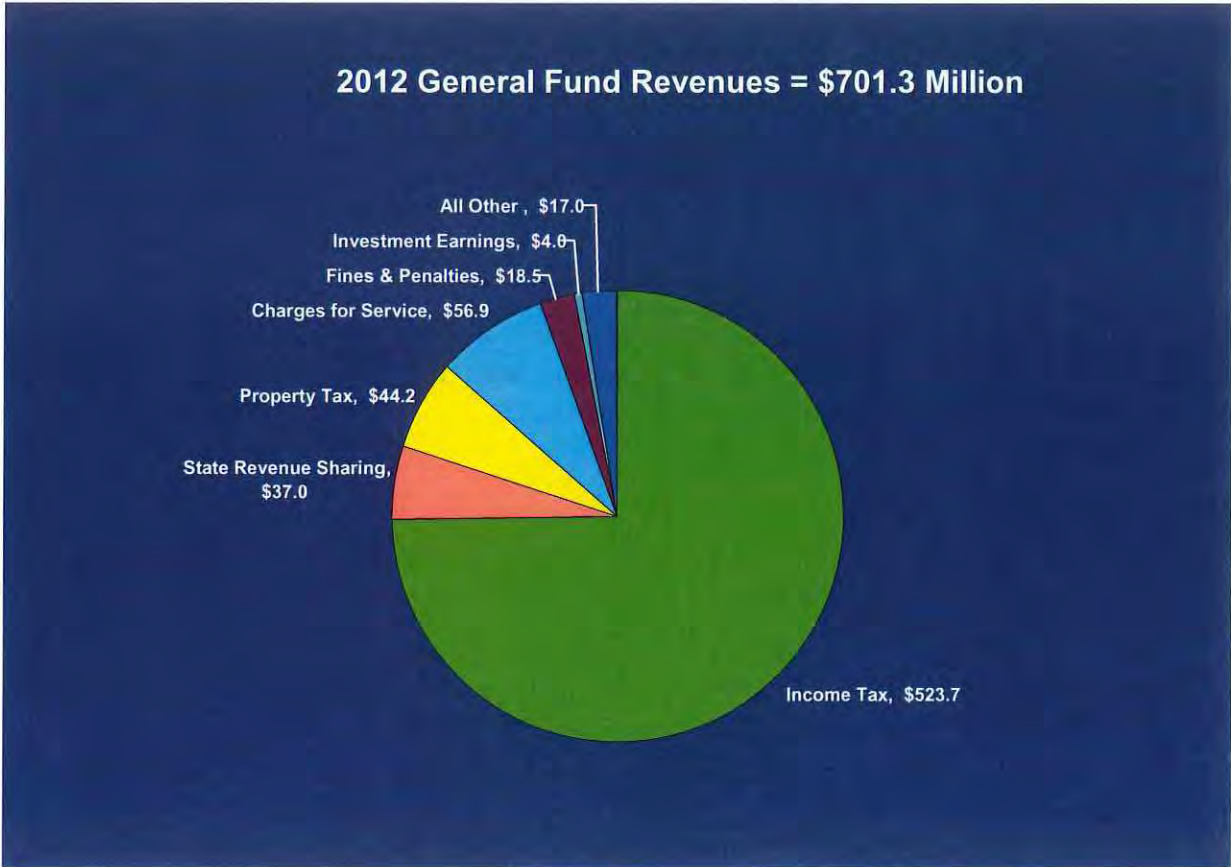
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# Financial Overview

## Revenue

The financial health of the city's general fund hinges on the income tax, which comprises over 74 percent of the revenue supporting the general fund operating budget. Columbus voters approved a 0.5 percent increase to the income tax rate, raising it to 2.5 percent on August 4, 2009. While the new rate went into affect on October 1, 2009, 2010 was the first full year of collections at the 2.5 percent rate. Three quarters of income tax collections are deposited into the general fund for general government operations, with the balance being set aside for capital and debt service requirements.

The following chart illustrates the projected amount of revenue expected from each major general fund source in 2012. After the income tax, the next three largest revenue sources to the general fund are various charges for services at eight percent, property taxes at six percent and shared revenues (various state taxes that are shared with local governments) at five percent.



Income tax collections are projected at \$508.4 million in 2011 and \$523.7 million in 2012. The City Auditor's 2012 estimate assumes a three percent growth in income tax receipts in 2012, or an additional \$15.25 million. Unfortunately, flat and/or declining revenues are projected for the general fund's other major revenue sources.

Over the past decade, budget reductions at the state level have led to incremental reductions of shared revenues to local governments. In 2001, the City of Columbus received \$51 million in local government fund moneys, while the 2011 projection for these funds is \$40.4 million, and in 2012 additional state cuts are estimated to reduce this revenue source to just \$28.4 million.

Estate taxes, the only portion of state shared revenue that is not distributed by a formula, have been as high as \$12 million in past years. However, these receipts have declined in recent years as well. Estate tax collections were \$8.2 million in 2009, \$7.7 million in 2010, a projected \$7.9 million in 2011 and \$7.5 million in 2012.

Property tax receipts fluctuate 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. The city experienced a 10.3 percent increase in assessed valuation during the sexennial reappraisal in 2006, but in 2009, the triennial update year, the county applied a zero growth rate to all residential property values. Property tax collections actually declined by .26 percent in 2010 and are projected to decline again in 2011, though by a much greater margin, following the most recent property reappraisal. These declines are precipitated by ongoing challenges in the housing market, including foreclosures and reassessment requests stemming from declining sales prices. The City Auditor projects that 2011 property tax collections will be 7.2 percent less than those of 2010. Little improvement from that position is projected in 2012, with a negative growth rate of 7.0 percent.

Investment earnings are a highly volatile source of revenue and tend to reflect economic conditions. In 2001, the city posted \$29 million in investment earnings but by 2004, these earnings had dropped to just \$5.5 million. As the recession subsided, these revenues rebounded with earnings totaling \$10.2 million in 2005, \$20.4 million in 2006, \$30.9 million in 2007, and \$24.9 million in 2008. In 2009 and 2010 however, investment earnings again plummeted, totaling only \$6.4 and \$3.6 million, respectively. In 2011, projected earnings are at \$3.9 million, and the 2012 projection is just \$4.0 million.

### **Structural Balance**

The year 2010 marked the first since 2000 in which general fund expenditures did not exceed revenues. Gaps that existed between revenues and expenditures in the years 2001-2009 were made up through several means, including the transfer of over \$91 million of economic stabilization funds ("rainy day" funds), the use of surpluses in the employee benefits fund, 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.

From 1991 through 2000, income tax growth was robust, averaging 6.2 percent per year. In 2001, growth started to decline, with the average rate of income tax growth between 2001 and 2009 being only 2.2 percent. In three of those years, income tax collections actually declined. As the gap between revenues and expenditures necessary to maintain city service levels widened over the decade, expenditure reductions were necessary. Personnel costs in the city are largely determined by collective bargaining and memorialized in multi-year contracts. Since personnel costs comprised over 83 percent of general fund expenses at that time, the city was limited in its options to control expenditure growth. Strict hiring controls were enacted,

spending on goods and services was closely scrutinized, and non-essential positions were slated for layoff. Through hiring controls and layoffs, the general fund civilian workforce was reduced by over 655 positions between 2000 and 2009, a 34 percent reduction. Additionally, employees were required to bear a greater share of their health insurance costs and wage increases were reduced. Where appropriate, operations were removed from the general fund and made self-sufficient or shifted to other sources of funding.

In late 2008 and early 2009, the city began feeling the effects of the national recession. In order to bring 2009 expenditures in line with revenues, deep cuts in services were necessary. Those included additional layoffs, mandatory unpaid leave days, the closing of recreation centers and pools, reducing and/or eliminating health care services, eliminating yard waste pick-up, reducing bulk trash pick-up, and eliminating police and fire fighter classes needed to replace retiring officers. Under this dire scenario, city leaders came to the conclusion in 2009 that the city had reached the breaking point and faced unprecedented sacrifice from city residents if corrective action was not taken. The city responded with a three-point plan to maintain core city services and preserve the city's quality of life. This plan included an aggressive job creation effort, a 10-year government reform plan, and a plan to raise new revenue. The passage of the 0.5 percent income tax increase on August 4, 2009 was the first step.

The passage of the income tax enabled the city to maintain service levels in 2010 in most areas, with some very modest restorations of certain services that were curtailed in 2009, such as a phased-in reopening of recreation centers closed in 2009 and the reinstatement of yard waste and bulk waste collection services. Police and fire classes were also held in 2010 to maintain police and fire staffing levels.

Revenues have been sufficient in 2011 to continue this level of service restoration. And, once again, in 2011, structural balance has been achieved in the general fund, with current year revenues exceeding expenditures by \$6.4 million. More accurately, because \$12 million in 2011 expenditures reflect transfers to reserve funds, the true surplus between revenues and expenditures is \$18.4 million.

Projected 2012 revenues will again allow for the continuation of basic city services. Police and fire classes will be held, graduating a sufficient number of recruits such that uniformed force levels will not only be maintained, but will grow by year end. Other important city services will continue at 2011 levels, and a city-wide curbside recycling program will be implemented on a phased-in basis. Portions of the city's fleet will be updated, with funds set aside for vehicle replacement in 2012 in the special income tax fund. The city continues to replenish the economic stabilization fund, with a deposit of \$10 million in 2011 and another \$6.725 million in 2012 to keep its commitment to rebuilding the fund to a \$50 million balance by the end of 2014. Finally, to ready the city for 2013 when further cuts to the Local Government Fund and the elimination of the estate tax are expected, the 2012 budget deposits \$10 million into a second reserve fund to ensure that basic city services can continue in 2013.

### **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 Fitch Ratings. 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. Fitch Ratings rated the city for the first time in 2006, also awarding Columbus an AAA rating. Of the twenty-five most populous cities, Columbus and Charlotte, North Carolina are the only two having the highest possible credit rankings 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 currently has two general reserve funds: the economic stabilization fund (i.e., the rainy day fund) and the anticipated expenditure fund (formerly known as the 27th pay period fund). In 2012, a third reserve fund, the "2013 Basic Neighborhood Services Fund" will be created.

The rainy day fund was created in 1988 with a deposit of \$4 million as a reserve for unforeseen events that could disrupt basic city services. With the ultimate goal of reaching a fund balance of five percent of general fund expenditures, annual deposits of \$1 million were made until 1998. In this year, the city received a \$7 million refund from the Ohio Bureau of Workers Compensation and deposited into this fund.

The first withdrawal from the fund was in 2003, when \$10.2 million was required to balance the general fund budget. An additional \$25 million was used in 2004. On May 4, 2004, the city deposited \$55.1 million into the fund that it received from the Solid Waste Authority of Central Ohio (SWACO) in partial satisfaction of lease payments due to the city. Transfers to the general fund were again made in 2005 (\$13 million) and 2006 (\$12 million) to ensure that basic city services could be continued. In 2006, the city received nearly \$10 million for pollution credits from SWACO, which, along with investment earnings, resulted in a fund balance of \$44.5 million by the end of 2007, or over 7 percent of general fund expenditures. In 2008, \$900,000 was transferred to the general fund in order to end the year in balance. In 2009, \$30.4 million was transferred to the general fund to avoid what would have been drastic reductions to basic city services. In 2010, however, the city made good on its promise to pay back this fund with a transfer of \$7.5 million from the general fund. As such, by the end of 2010, the economic stabilization fund had a healthy balance of \$22.8 million. A fourth quarter deposit of \$10 million in 2011, and another totaling \$6.7 million in 2012 will put the city in good stead towards the goal of rebuilding the fund such that it will have a \$50 million balance by the end of 2014.

The planned replenishment schedule is illustrated in the chart on the following page.



<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>
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		-	900	43,580	6.68%
2009	720	739	30,039	15,000	2.43%
2010	7,500	224		22,724	3.47%
2011	10,000	300		33,024	4.74%
2012	6,725	495		40,244	5.65%
2013	3,775	604		44,623	6.06%
2014	5,000	669		50,292	6.06%
2015	5,000	754		56,047	7.16%

In 2008, investment earnings were deposited to the Anticipated Expenditures Fund. Assumes 1.5 percent investment rate in 2012-2015.

The anticipated expenditure fund was established in 1994 to prepare for those fiscal years in which there are 27 pay periods rather than the standard 26. After payment of \$17.8 million for the 27<sup>th</sup> pay period in 2008, this fund had a balance of \$1.23 million. Annual deposits will be made into the fund to ensure that there are sufficient moneys for the next occurrence, which will be in the year 2020.

<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>
2009	1,751		2,976
2010	1,786		4,762
2011	2,000		6,762
2012	2,060		8,822
2013	2,122		10,944
2014	2,185		13,129
2015	2,251		15,380
2016	2,319		17,699
2017	2,388		20,087
2018	2,460		22,547
2019	2,534		25,080
2020	2,610		27,690

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.

An additional reserve fund will be created in 2012, to be named the 2013 Basic Neighborhood Services Fund. In response to cuts in the Local Government Fund and the elimination of the estate tax, this fund will ensure the continuation of basic city services in 2013. The city will deposit \$10 million into this fund in 2012 for use in 2013, when the full impact of the state reductions will be felt in the city's General Operating Fund.

### **2012 Budget Scenario**

The 2012 budget was balanced by employing certain key principles, as follows:

- Build a budget from the ground up which is keyed to the city's strategic plan and implementing the Columbus Covenant.
- Focus on maintaining basic 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 and opportunities for increased revenues.
- Continue implementation of the 10-year reform plan by reducing pension pick-up and increasing the employee share of health insurance premiums for all city employees.
- Institute new reforms and efficiency measures as recommended by the city and affirmed by the accountability committee.
- Establish a “2013 Basic Neighborhood Services Fund” to provide for additional carryover funding into 2013 to help mitigate funding reductions that will occur with the loss of state shared revenues in that year.
- Promote efficiencies in government through examination of opportunities to redeploy uniformed police and firefighters, expansion of energy efficiency measures, improvement in the efficiency of fleet and facilities management, expansion of online auctions for city asset sales, and partnering with various organizations and governmental entities.
- Continue diligent review of general fund hires and non-personnel spending to keep expenditures at the lowest level necessary to provide essential services to the citizens of Columbus.
- Continue the replenishment of the rainy day fund in order to achieve a balance of \$50 million in the fund by the end of 2014 and to reach a level representing seven percent of general fund expenditures by the year 2019.

### **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 2012 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 following assumptions.

### Expenditure Assumptions

- The standard inflation rate for non-personnel items is two percent in 2013 and thereafter.
- Personnel costs (excluding insurance costs) for employees that are covered by current collective bargaining agreements are projected at the wage rates in effect per those contracts. For those units that have contracts that are currently under negotiation, and for the years that follow the expiration date of contracts currently in place, a blended rate that represents the city's efforts to control pay increases and to reduce pension pick-ups over the next ten years is used.
- Insurance costs are projected to grow by 9 percent annually in 2013 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Expenditure projections for 2013 and beyond are premised on maintaining 2012 levels of service.
- In 2012, no general fund expenditures for vehicle purchases are assumed, as special income tax funds will be used for this purpose. In 2013, \$5 million is projected for general fund vehicle replacement, and in 2014 and beyond that amount plus inflation is projected in order to follow a recommended replacement schedule for the city's rolling fleet. The majority of expenditures will be for replacement of safety vehicles, primarily police cruisers.

### Revenue Assumptions

- Income tax receipts will be \$523.7 million in 2012 and will grow by 3 percent in all years thereafter.
- Property taxes will decline by 6.95 percent in 2012, remain flat in 2013 and increase by 2 percent thereafter.
- Local government fund revenue is projected to decrease by 25.24 percent in 2012, decrease another 39.74 percent in 2013 and then increase by 2 percent thereafter.
- Estate taxes are projected at \$7.5 million in 2012 and will decrease to \$0 in all years thereafter.
- Investment earnings will be \$4 million in 2012 and are projected to remain at that level in 2013 and thereafter.
- Hotel/motel tax revenue is projected to grow by 2.78 percent in 2012, and then remain flat in all years thereafter.

## Financial Overview

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- Charges for services are expected to grow by 2.26 percent in 2012 and then by 3 percent thereafter.
- The kilowatt hour tax will be \$1.65 million in 2012 and will remain flat in all years thereafter.
- Fines and penalties will decrease by 0.65 percent in 2012, remain flat in 2013 and increase by 2 percent thereafter.
- Licenses and permit fees are projected to grow by 2.06 percent in 2012, remain flat in 2013 and increase by 2 percent thereafter.
- Casino revenue will equal \$12.8 million in its first year, 2013, and will remain flat thereafter.
- A transfer of \$10 million from the 2013 Basic Neighborhood Services Fund will occur in 2013 only.

## Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2012. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected. The 2010 class that is mostly funded with federal stimulus funds is projected to be picked up by the general fund in 2013.
- One fire recruit classes is funded in 2012. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division presume that a portion of the bulk collection program will remain funded through the street construction, maintenance and repair fund.
- Projections for 2013 and beyond include continuing the curbside recycling program started in 2012.

**GENERAL FUND PRO FORMA OPERATING STATEMENT**

<b>Resources:</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>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Beginning Balance	\$ 23,646,166	\$ 31,773,497	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income Tax	508,400,000	523,650,000	539,360,000	555,541,000	572,207,000	589,373,000	607,054,000	625,266,000	644,024,000	663,345,000	683,245,000
Property Tax	47,531,000	44,227,000	44,227,000	45,112,000	46,014,000	46,934,000	47,873,000	48,830,000	49,807,000	50,803,000	51,819,000
Kilowatt Hour Tax	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Hotel/Motel Tax	3,600,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000
Shared Revenues	49,567,000	37,056,000	22,330,000	22,777,000	23,233,000	23,698,000	24,172,000	24,655,000	25,148,000	25,651,000	26,164,000
License and Permit Fees	10,082,000	10,290,000	10,290,000	10,496,000	10,706,000	10,920,000	11,138,000	11,361,000	11,588,000	11,820,000	12,056,000
Fines and Penalties	18,579,000	18,459,000	18,459,000	18,828,000	19,205,000	19,589,000	19,981,000	20,381,000	20,789,000	21,205,000	21,629,000
Investment Earnings	3,900,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Charges for Service	55,616,000	56,871,000	58,577,000	60,334,000	62,144,000	64,008,000	65,928,000	67,906,000	69,943,000	72,041,000	74,202,000
All Other Revenue	4,928,834	4,598,503	4,598,503	4,598,503	4,598,503	4,598,503	4,598,503	4,598,503	4,598,503	4,598,503	4,598,503
2013 Basic Neighborhood Services Transfer	-	-	10,000,000	-	-	-	-	-	-	-	-
Casino Revenue	-	-	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000
Total Revenues	703,853,834	704,501,503	729,991,503	739,836,503	760,257,503	781,270,503	802,894,503	825,147,503	848,047,503	871,613,503	895,863,503
<b>Total Available Resources</b>	<b>727,500,000</b>	<b>736,275,000</b>	<b>729,991,503</b>	<b>739,836,503</b>	<b>760,257,503</b>	<b>781,270,503</b>	<b>802,894,503</b>	<b>825,147,503</b>	<b>848,047,503</b>	<b>871,613,503</b>	<b>895,863,503</b>
% Change in Revenues from Prior Yr.	4.32%	0.09%	3.62%	1.35%	2.76%	2.76%	2.77%	2.77%	2.78%	2.78%	2.78%
% Change in Resources from Prior Yr	7.30%	1.21%	-0.85%	1.35%	2.76%	2.76%	2.77%	2.77%	2.78%	2.78%	2.78%
<b>Expenditures:</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>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Development	25,960,790	22,983,799	20,641,110	20,852,202	21,283,831	21,730,323	22,192,463	22,671,088	23,167,088	23,681,410	24,215,062
Fire	212,529,621	217,205,870	221,442,219	223,249,608	227,432,689	231,786,957	236,323,007	241,052,153	245,986,488	251,138,931	256,523,288
Governmental Services	69,571,955	81,088,329	83,762,459	84,620,962	86,374,832	88,189,479	90,068,130	92,014,224	94,031,416	96,123,602	98,294,930
Health	18,250,827	19,740,623	20,461,182	20,677,775	21,115,549	21,570,865	22,044,758	22,538,336	23,052,778	23,589,344	24,149,380
Judicial Services	25,097,233	25,903,754	26,779,172	27,135,211	27,789,403	28,475,928	29,196,895	29,954,558	30,751,327	31,589,779	32,472,670
Other Safety	12,145,182	14,849,884	15,165,789	15,317,082	15,629,287	15,951,185	16,283,242	16,625,952	16,979,839	17,345,462	17,723,412
Police	264,432,664	272,804,192	283,525,800	288,277,602	294,845,553	300,772,968	306,955,178	313,408,004	320,148,345	327,194,248	334,564,990
Recreation and Parks	26,435,884	30,321,376	31,012,108	31,324,201	31,970,425	32,642,057	33,340,591	34,067,620	34,824,844	35,614,076	36,437,254
Refuse Collection	23,860,293	27,025,846	27,757,639	28,077,748	28,697,438	29,340,342	30,007,748	30,701,032	31,421,656	32,171,180	32,951,266
Public Service	5,862,312	6,851,327	7,068,086	7,154,857	7,319,401	7,491,483	7,671,578	7,860,193	8,057,872	8,265,195	8,482,780
Fleet-Vehicles	1,579,741	-	5,000,000	5,150,000	5,304,500	5,463,635	5,627,544	5,796,370	5,970,261	6,149,369	6,333,850
<b>Operating Expenditures</b>	<b>685,726,502</b>	<b>718,775,000</b>	<b>742,615,563</b>	<b>751,837,248</b>	<b>767,762,908</b>	<b>783,415,222</b>	<b>799,711,135</b>	<b>816,689,531</b>	<b>834,391,915</b>	<b>852,862,596</b>	<b>872,148,881</b>
% Change/Previous Year	6.01%	4.82%	3.32%	1.24%	2.12%	2.04%	2.08%	2.12%	2.17%	2.21%	2.26%
Transfer to Economic Stabilization Fund	10,000,000	6,725,000	3,775,000	5,000,000	5,000,000	-	-	-	-	-	-
Transfer to 2013 Basic Neighborhood Services Fund	-	10,000,000	-	-	-	-	-	-	-	-	-
<b>Required Expenditure Reductions and/or Revenue Increases</b>	<b>31,773,497</b>	<b>775,000</b>	<b>(16,399,060)</b>	<b>(17,000,745)</b>	<b>(12,505,405)</b>	<b>(2,144,719)</b>	-	-	-	-	-

Footnotes:

Revenue estimates for 2013 and beyond are those of the Department of Finance & Management, and not the City Auditor.  
 Cumulative deficits are not possible since each budget year must be balanced. Balancing will be achieved through increased revenues, lowered expenditures, or a combination thereof.

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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 the 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 has been 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 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 and one half 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.
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 the Finance and Management Department.

## **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 September 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 to 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 projected 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.

## Financial Policies

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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, 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 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, 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, 2012	December 31, 2015
Paul R. Rakosky	Director of Finance and Management	August 1, 2009	Pleasure of Mayor
Hugh J. Dorrian	City Auditor	January 1, 2010	December 31, 2013
Richard C. Pfeiffer, Jr.	City Attorney	January 1, 2010	December 31, 2013
Deborah Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
David J. Irwin	Secretary of Sinking Funds	April 1, 1999	Pleasure of Sinking Fund Trustees
Andrew J. Ginther	Council President	January 1, 2012	December 31, 2015
Michelle M. Mills	Member of Council	January 1, 2012	December 31, 2015
Zachary M. Klein	Member of Council	January 1, 2012	December 31, 2015
Priscilla R. Tyson	Member of Council	January 1, 2010	December 31, 2013
Eileen Y. Paley	Member of Council	January 1, 2010	December 31, 2013
Hearcel F. Craig	Member of Council	January 1, 2012	December 31, 2015
A. Troy Miller	Member of Council	January 1, 2010	December 31, 2013

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, Building and Zoning Services, 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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## City Council

### **Department Description**

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

The Council works closely with the administrative (executive) branch of city government in the formation of policy impacting public finance, safety, economic development and the delivery of core city services. City Council also initiates and facilitates on-going cooperative efforts with other government entities, the business community, and other institutions to improve the overall high quality of life for Columbus residents.

Legislative aides, legislative assistants, and the Legislative Research Office (LRO) provide City Council members information and guidance on public policy decisions impacting public safety, budgetary, economic development, and community matters.

Council appoints the City Clerk, who maintains the journal of City 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**

To provide high quality, responsive service to the residents of Columbus, and to demonstrate the utmost respect for the citizens and for each other in a workplace that highly values teamwork, personal integrity, and competence. City Council's overriding goal is to always do what is best for the citizens of the City of Columbus.

## **Strategic Priorities for 2012**

Columbus City Council's 2012 strategic priorities will focus on four areas: working to better serve the needs of all Columbus residents, including maintaining public safety as the city's top priority; economic development and job creation efforts through effective partnerships; prudent financial oversight and the maintenance of the city's fiscal health; and keeping commitments to Columbus residents associated with the passage of the 2009 income tax increase. In pursuit of these priorities, Columbus City Council will:

- Continue to work with the administration to develop innovative collaborations to incentivize significant private investment. Prime examples include support for technology startups, the revitalization of commercial corridors, support for major hospital expansions, and continued investment in the downtown as the commercial and employment core of the region. Key project partners will include Columbus2020!, the Columbus Chamber of Commerce, The Ohio State University, Nationwide Children's Hospital, Battelle, and TechColumbus.
- Continue efforts to retain Columbus-based talent, including: additional support for entrepreneurial startups; target investments designed to bring idle properties back into production; increase access to capital and seek funding for targeted economic development initiatives; and enhance the city's fiber optic network for utilization as an asset for economic development.
- Continue to work with the Department of Public Safety to address the need for additional safety personnel resulting from mandated retirements triggered by the Deferred Retirement Option Plan (DROP); specifically, the funding of additional fire and police classes needed to maintain critical manpower levels.
- Continue to work to identify and appropriate funds for additional safety vehicles and equipment, as well as expansions of supplemental safety strategies, including Community Crime Patrol and Crime Stoppers.
- Continue to work with the administration to improve neighborhood stability through the creation of greater downtown and neighborhood housing opportunities and related investments. City assistance may include various incentives for developers, such as tax abatements or targeted use of city capital monies and infrastructure improvements to leverage private investment.
- Continue to work with community advocates such as the Columbus Medical Association, the United Way, the Community Shelter Board, the Neighborhood Health Center System, and the YWCA to provide needed human services and accessible health care to low-income families and other populations within the community. Council will continue to support an effective response to homelessness through the Office of Homeless Advocacy.
- Continue to work with the administration to expand the city's environmental agenda, including improvements to city vehicles and facilities, and the promotion of "green" development strategies and incentives that encourage responsible, sustainable development.
- Continue progress made toward the goals outlined in the Reform and Efficiency plan which is designed to strengthen the city's long-term fiscal outlook, including: the continued implementation of cost-savings strategies and the restoration of the Economic Stabilization Fund, or "rainy day" fund. Council will also work with

the City Auditor to continue sound fiscal policies to maintain Columbus' AAA bond rating.

- Continue to identify and implement policies and practices to make government more effective, efficient and accessible, including the implementation of new technologies that will increase citizen access to public information. Proactive communication with the public at-large and input from area commissions, civic organizations and community organizations will remain a high priority.

### **2012 Budget Notes**

- The recommended general fund budget for City Council includes continuation of funding for a contract with the Greater Columbus Chamber of Commerce, the annual maintenance on the automated legislation system, and codifying services for the City Clerk's office.

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## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
City Council	\$ 9,809,733	\$ 11,273,029	\$ 11,343,084	\$ 12,423,560	\$ 12,172,126
<b>TOTAL</b>	<b>\$ 9,809,733</b>	<b>\$ 11,273,029</b>	<b>\$ 11,343,084</b>	<b>\$ 12,423,560</b>	<b>\$ 12,172,126</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
CITY COUNCIL GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 2,672,447	\$ 2,702,596	\$ 2,975,031	\$ 2,810,916	\$ 3,029,637
Materials & Supplies	27,489	15,559	15,489	13,090	21,544
Services	235,929	570,208	252,564	1,381,554	240,945
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,935,865</b>	<b>\$ 3,288,362</b>	<b>\$ 3,243,084</b>	<b>\$ 4,205,560</b>	<b>\$ 3,292,126</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
CITY COUNCIL HOTEL/MOTEL TAX FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Services	6,873,868	7,984,667	8,100,000	8,218,000	8,880,000
<b>TOTAL</b>	<b>\$ 6,873,868</b>	<b>\$ 7,984,667</b>	<b>\$ 8,100,000</b>	<b>\$ 8,218,000</b>	<b>\$ 8,880,000</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
General	\$ 2,935,865	\$ 3,288,362	\$ 3,243,084	\$ 4,205,560	\$ 3,292,126
Hotel/Motel Tax	6,873,868	7,984,667	8,100,000	8,218,000	8,880,000
<b>TOTAL</b>	<b>\$ 9,809,733</b>	<b>\$ 11,273,029</b>	<b>\$ 11,343,084</b>	<b>\$ 12,423,560</b>	<b>\$ 12,172,126</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Authorized	2012 Authorized
City Council	FT	33	33	38	38
	PT	0	0	1	1
<b>TOTAL</b>		<b>33</b>	<b>33</b>	<b>39</b>	<b>39</b>

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

2012 Operating Budget  
City Council

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Administration	To approve all appropriations and laws for Columbus, and to provide a public forum for the discussion of issues by the citizenry.	\$ 3,180,687	\$ 3,450,309	\$ 3,243,084	\$ 3,292,126	35	35	35	37
Hotel/Motel Tax	To provide support for Experience Columbus and for expanding cultural services.	\$ 8,880,000	\$ 7,440,000	\$ 8,100,000	\$ 8,880,000	0	0	0	0
		\$ 12,060,687	\$ 10,890,309	\$ 11,343,084	\$ 12,172,126	35	35	35	37

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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 remittances 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 31 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 and one half 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, Obetz, and the Northern Pickaway County JEDD.

### **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 2012**

- 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.

## **2012 Budget Notes**

- The 2012 budget for the City Auditor includes funding for outside audit services, including audits for sub-recipients, and for maintenance costs for the city's integrated automated accounting, budgeting and procurement system.
- The 2012 budget for Income Tax includes funding for tax application computer programming services, banking and lockbox services, postage, tax form printing and temporary employment service fees.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<u>DIVISION SUMMARY</u>	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
City Auditor	\$ 3,032,808	\$ 3,197,632	\$ 3,386,129	\$ 3,368,152	\$ 3,459,034
Income Tax	6,918,799	7,091,543	7,834,566	7,801,943	8,295,710
<b>TOTAL</b>	<b>\$ 9,951,607</b>	<b>\$ 10,289,175</b>	<b>\$ 11,220,695</b>	<b>\$ 11,170,095</b>	<b>\$ 11,754,744</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<u>CITY AUDITOR GENERAL FUND EXPENDITURES SUMMARY</u>	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 2,389,856	\$ 2,436,821	\$ 2,591,638	\$ 2,573,661	\$ 2,676,008
Materials & Supplies	26,717	27,188	30,400	30,400	24,500
Services	605,795	722,873	764,091	764,091	758,526
Other	10,440	-	-	-	-
Capital	-	10,750	-	-	-
<b>TOTAL</b>	<b>\$ 3,032,808</b>	<b>\$ 3,197,632</b>	<b>\$ 3,386,129</b>	<b>\$ 3,368,152</b>	<b>\$ 3,459,034</b>

**DIVISION SUMMARY BY OBJECT LEVEL ONE**

<b>INCOME TAX GENERAL FUND</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 5,878,717	\$ 6,189,556	\$ 6,563,392	\$ 6,620,416	\$ 7,096,769
Materials & Supplies	101,883	57,993	73,000	73,000	73,000
Services	938,199	843,994	1,198,174	1,108,527	1,125,941
<b>TOTAL</b>	<b>\$ 6,918,799</b>	<b>\$ 7,091,543</b>	<b>\$ 7,834,566</b>	<b>\$ 7,801,943</b>	<b>\$ 8,295,710</b>

**DEPARTMENT SUMMARY BY FUND**

<b>FUND SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
General Fund	\$ 9,951,607	\$ 10,289,175	\$ 11,220,695	\$ 11,170,095	\$ 11,754,744
<b>TOTAL</b>	<b>\$ 9,951,607</b>	<b>\$ 10,289,175</b>	<b>\$ 11,220,695</b>	<b>\$ 11,170,095</b>	<b>\$ 11,754,744</b>



## DEPARTMENT PERSONNEL SUMMARY

DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Authorized	2012 Authorized
City Auditor	FT	26	24	34	34
	PT	2	2	4	4
Income Tax	FT	71	74	82	82
	PT	2	3	1	1
<b>TOTAL</b>		<b>101</b>	<b>103</b>	<b>121</b>	<b>121</b>

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

2012 Operating Budget  
City Auditor

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Administration	To administer the City Auditor's Office and Income Tax Division.	\$536,643	\$516,924	\$522,796	\$552,497	4	4	4	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.	\$1,292,991	\$1,236,589	\$1,617,173	\$1,648,356	7	7	7	7
Auditing	To pre-audit all city financial transactions.	\$1,072,557	\$1,027,582	\$871,565	\$806,730	10	10	10	9
Payroll Auditing	To process all city payrolls and insurance programs.	\$359,780	\$356,123	\$374,595	\$451,451	4	4	4	5
Income Tax Administration	To direct all administrative and operating functions of the division, including the fiscal duties, to enforce the collection of the two and one half 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.	\$1,898,048	\$2,141,606	\$2,034,916	\$2,404,671	10	9	9	11
Collections, Audits	To collect, audit, enforce and process various types of income tax documents.	\$3,688,725	\$3,771,757	\$4,013,792	\$4,168,989	47	43	43	46
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.	\$1,776,547	\$1,633,885	\$1,785,858	\$1,722,050	24	22	22	21
		\$10,625,291	\$10,684,466	\$11,220,695	\$11,754,744	106	99	99	103

## **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 2012**

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

### **2012 Budget Notes**

- The Treasurer's budget is primarily personnel-related with funding for ten full-time employees in 2012. The primary non-personnel funding is for banking services' contracts.

Treasurer

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## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
City Treasurer	\$ 928,450	\$ 919,120	\$ 1,015,822	\$ 972,657	\$ 1,032,064
<b>TOTAL</b>	<b>\$ 928,450</b>	<b>\$ 919,120</b>	<b>\$ 1,015,822</b>	<b>\$ 972,657</b>	<b>\$ 1,032,064</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
CITY TREASURER GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 747,089	\$ 827,724	\$ 893,008	\$ 850,621	\$ 926,153
Materials & Supplies	3,382	9,939	2,600	8,877	3,200
Services	177,979	81,456	120,214	113,159	102,711
<b>TOTAL</b>	<b>\$ 928,450</b>	<b>\$ 919,120</b>	<b>\$ 1,015,822</b>	<b>\$ 972,657</b>	<b>\$ 1,032,064</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
General Fund	\$ 928,450	\$ 919,120	\$ 1,015,822	\$ 972,657	\$ 1,032,064
<b>TOTAL</b>	<b>\$ 928,450</b>	<b>\$ 919,120</b>	<b>\$ 1,015,822</b>	<b>\$ 972,657</b>	<b>\$ 1,032,064</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Authorized	2012 Authorized
City Treasurer	FT	10	10	12	12
	PT	1	1	2	2
<b>TOTAL</b>		<b>11</b>	<b>11</b>	<b>14</b>	<b>14</b>

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

2012 Operating Budget  
City Treasurer

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Treasurer's Office	To act as a custodian of all funds, which includes the receipt of tax assessments, disbursement, accounting, deposit, and investment.	\$ 930,568	\$ 907,052	\$ 1,015,822	\$ 1,032,064	10	10	10	10
		\$ 930,568	\$ 907,052	\$ 1,015,822	\$ 1,032,064	10	10	10	10



## 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 approval of the form and correctness thereof. The city attorney 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 149 full-time and 49 part-time positions for the City Attorney's Office. However, the proposed 2012 budget provides funding for only 113 full-time and 36 part-time positions. Of these positions 60 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 General Counsel 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 2012**

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.

## **2012 Budget Notes**

- Costs for legal settlements for general fund agencies as well as outside counsel for cases involving a conflict of interest are budgeted in the Department of Finance and Management's citywide account.
- The 2012 budget provides funding for 113 full-time and 36 part-time employees. One additional position was added for an attorney to assist with problematic and abandoned housing in Columbus.
- A total of \$80,000 is budgeted for subscriptions to various legal research services and publications.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
City Attorney	\$ 10,075,531	\$ 10,035,090	\$ 10,204,737	\$ 10,332,403	\$ 10,703,099
Real Estate	186,010	255,619	212,953	211,795	212,038
Land Acquisition	735,297	740,238	899,624	721,024	734,005
<b>TOTAL</b>	<b>\$ 10,996,838</b>	<b>\$ 11,030,947</b>	<b>\$ 11,317,314</b>	<b>\$ 11,265,222</b>	<b>\$ 11,649,142</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
CITY ATTORNEY GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 9,426,536	\$ 9,579,586	\$ 9,793,342	\$ 9,865,628	\$ 10,280,986
Materials & Supplies	111,032	65,459	67,864	64,754	69,233
Services	348,166	306,445	343,531	335,979	352,880
Other	63,243	-	-	-	-
Transfers	126,554	83,600	-	66,042	-
<b>TOTAL</b>	<b>\$ 10,075,531</b>	<b>\$ 10,035,090</b>	<b>\$ 10,204,737</b>	<b>\$ 10,332,403</b>	<b>\$ 10,703,099</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
REAL ESTATE GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 186,010	\$ 255,619	\$ 212,953	\$ 211,795	\$ 212,038
<b>TOTAL</b>	<b>\$ 186,010</b>	<b>\$ 255,619</b>	<b>\$ 212,953</b>	<b>\$ 211,795</b>	<b>\$ 212,038</b>

**DIVISION SUMMARY BY OBJECT LEVEL ONE**

<b>LAND ACQUISITION LAND ACQUISITION FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 692,218	\$ 709,267	\$ 820,586	\$ 673,014	\$ 665,073
Materials & Supplies	3,737	2,147	15,500	10,204	15,500
Services	39,342	28,824	63,538	37,806	53,432
<b>TOTAL</b>	<b>\$ 735,297</b>	<b>\$ 740,238</b>	<b>\$ 899,624</b>	<b>\$ 721,024</b>	<b>\$ 734,005</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
General	\$ 10,261,541	\$ 10,290,709	\$ 10,417,690	\$ 10,544,198	\$ 10,915,137
Land Acquisition	735,297	740,238	899,624	721,024	734,005
<b>TOTAL</b>	<b>\$ 10,996,838</b>	<b>\$ 11,030,947</b>	<b>\$ 11,317,314</b>	<b>\$ 11,265,222</b>	<b>\$ 11,649,142</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Authorized	2012 Authorized
City Attorney	FT	105	104	134	134
	PT	31	35	47	47
Real Estate	FT	1	2	6	6
	PT	0	1	1	1
Land Acquisition	FT	8	8	8	8
	PT	2	2	1	1
<b>TOTAL</b>		<b>147</b>	<b>152</b>	<b>197</b>	<b>197</b>

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

2012 Operating Budget  
City Attorney

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Administration	To provide management and support through the offices of the City Attorney.	\$ 846,468	\$ 1,119,997	\$ 1,105,128	\$ 1,401,312	6	6	6	7
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.	\$ 407,489	\$ 372,238	\$ 332,274	\$ 404,136	6	6	5	6
Civil Part-Time	To provide law student interns who perform legal research for the attorneys in the civil division.	\$ 107,135	\$ 101,565	\$ 108,638	\$ 111,376	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.	\$ 368,464	\$ 354,174	\$ 378,684	\$ 396,673	3	3	3	3
Intake	To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising and making appropriate referrals.	\$ 572,082	\$ 507,209	\$ 539,704	\$ 557,327	3	2	3	3
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.	\$ 1,177,623	\$ 1,072,206	\$ 1,148,995	\$ 1,143,706	17	16	16	16

2012 Operating Budget  
City Attorney

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 911,740	\$ 856,476	\$ 724,123	\$ 740,150	8	7	6	7
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.	\$ 786,905	\$ 675,759	\$ 825,160	\$ 840,761	6	5	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.	\$ 570,611	\$ 547,673	\$ 688,742	\$ 697,400	5	5	6	6



2012 Operating Budget  
City Attorney

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 369,983	\$ 287,937	\$ 245,506	\$ 255,061	4	3	2	2
Claims	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.	\$ 548,244	\$ 526,673	\$ 623,822	\$ 664,689	6	6	7	7
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.	\$ 902,858	\$ 864,126	\$ 923,430	\$ 957,600	15	15	14	15
Zone Initiative	To handle cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.	\$ 560,532	\$ 470,773	\$ 352,479	\$ 329,348	7	6	4	4
Criminal Prosecution	To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI and assault cases.	\$ 2,191,502	\$ 2,159,732	\$ 2,208,052	\$ 2,203,560	23	24	23	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.	\$ 220,095	\$ 229,941	\$ 212,953	\$ 212,038	4	2	2	2

2012 Operating Budget  
City Attorney

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 904,900	\$ 887,671	\$ 899,624	\$ 734,005	7	8	8	6
		\$ 11,446,631	\$ 11,034,150	\$ 11,317,314	\$ 11,649,142	120	114	111	113

## 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 14 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, one peer is elected 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 initial appearances 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 executive officer and reports 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 include 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 2012

- House Bill 86 passed in 2011 appears to mandate the use of the Ohio Risk Assessment System (ORAS) in certain probation cases. Implementation of this system will be a major undertaking for the Department of Probation Services and may require the addition of several new Probation Officers (for which there is currently no funding) and extensive staff time and training.
- Find reliable funding sources to continue participation in the Alvis House Residential Work Release program. House Bill 86 provides that mandatory incarceration days for OVI cases (operating a vehicle under the influence of alcohol or drugs) can be served in a work release setting.
- Increase usage by probationers of electronically monitored home incarceration and SCRAM (Secure, Continuous Remote Alcohol Monitoring).
- If funding is approved in the 2012 budget, prepare a request for proposals seeking a vendor to perform a salary survey and update the Court's job classifications, salary ranges, and, if required, salaries.
- Stabilize the special projects fund (which funds the Court's security department) and determine whether an increase in court costs for the Fund is necessary and desirable.
- Evaluate the audio-video recording equipment that has been installed in several judges' courtrooms.
- Prepare financially and programmatically for the mandatory use of certified foreign language and American Sign Language interpreters, which will be required by the Supreme Court beginning in 2013.
- Explore financial reporting methods and forms that would provide better information for hiring and purchasing decisions.
- Complete the move of the Security Department and Service Bailiffs Department to the 18<sup>th</sup> floor.
- Undertake limited remodeling to reconfigure the duty room and create several new work spaces.
- Increase effectiveness and success rates of the court's specialty dockets – Mental Health Program Docket, ADAP (Alcohol and Drug Abuse Program) and CATCH (Changing Actions to Change Habits). Work with government and

community partners to evaluate feasibility and desirability of creating a veterans' docket.

- Obtain continuation funding from the Franklin County Common Pleas Court and other government partners for the Franklin County Foreclosure Mediation Project operated by the Court's Dispute Resolution Programs Office.
- If not completed in 2011, finish the installation of a new VoIP telephone system.
- Continue collaboration with other government partners (City Council, Mayor, Franklin County Common Pleas Court, Franklin County Commissioners, Sheriff, Department of Rehabilitation and Correction, etc.), community partners, and vendors leading to greater program efficiencies, cost-saving measures, and increased funding, all of which affect the Court's ability to achieve its other strategic priorities.

### **2012 Budget Notes**

- The 2012 general fund budget funds 184 full-time and 11 part-time employees. Also included are fees for court-appointed counsel (\$50,000), foreign language interpreters (\$115,488), forensic psychological examinations (\$98,017), and interpreters for the deaf (\$15,000).
- Funding of \$30,000 is included for electronic monitoring of offenders in the home incarceration program, which provides a cost effective option to incarceration of offenders who do not pose a threat to public safety.
- Juror's fees, totaling \$210,000, are included in the budget for 2012. These funds are used to pay jurors a nominal fee to cover incidentals such as parking, food and other related items.
- Court costs and fees fund core court functions that would otherwise require general fund support. The security fund, which is budgeted at \$1,728,435, pays for all court security, including 21 full-time positions, contracted evening and weekend services, and equipment. The court's computer fund is budgeted at \$352,378 and funds technology needs.

Municipal Court Judges

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## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<u>DIVISION SUMMARY</u>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Original Appropriation</u>	<u>2011 Estimated Expenditures</u>	<u>2012 Proposed</u>
Municipal Court Judges	\$ 14,249,842	\$ 14,426,989	\$ 15,504,293	\$ 15,163,920	\$ 15,550,338
<b>TOTAL</b>	<b>\$ 14,249,842</b>	<b>\$ 14,426,989</b>	<b>\$ 15,504,293</b>	<b>\$ 15,163,920</b>	<b>\$ 15,550,338</b>

<b>DEPARTMENT SUMMARY BY OBJECT LEVEL ONE</b>					
<b>MUNICIPAL CT JUDGES GENERAL FUND</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 12,745,565	\$ 12,920,252	\$ 13,816,722	\$ 13,618,592	\$ 14,110,315
Materials & Supplies	27,801	30,604	28,600	28,350	41,900
Services	996,014	1,059,796	941,906	968,779	1,045,745
Other	-	453	-	18,000	-
Transfer	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 13,769,380</b>	<b>\$ 14,011,105</b>	<b>\$ 14,787,228</b>	<b>\$ 14,633,721</b>	<b>\$ 15,197,960</b>
<b>MUNICIPAL CT JUDGES COMPUTER FUND</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 161,254	\$ 154,635	\$ 237,600	\$ 177,076	\$ 82,653
Materials & Supplies	169,451	69,466	285,300	169,068	165,500
Services	149,757	191,783	194,165	184,055	104,225
<b>TOTAL</b>	<b>\$ 480,462</b>	<b>\$ 415,884</b>	<b>\$ 717,065</b>	<b>\$ 530,199</b>	<b>\$ 352,378</b>



DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
General	\$ 13,769,380	\$ 14,011,105	\$ 14,787,228	\$ 14,633,721	\$ 15,197,960
Municipal Court Computer Fund	480,462	415,884	717,065	530,199	352,378
<b>TOTAL</b>	<b>\$ 14,249,842</b>	<b>\$ 14,426,989</b>	<b>\$ 15,504,293</b>	<b>\$ 15,163,920</b>	<b>\$ 15,550,338</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Authorized</b>	<b>2012 Authorized</b>
General Fund	FT	175	174	184	184
	PT	4	4	9	11
Computer Fund	FT	1	9	3	1
	PT	4	4	4	0
<b>TOTAL</b>		<b>184</b>	<b>191</b>	<b>200</b>	<b>196</b>

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

Municipal Court Judges

2012 Operating Budget  
Municipal Court Judges

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 4,581,926	\$ 4,424,794	\$ 4,543,828	\$ 4,978,673	51	51	51	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.	\$ 890,323	\$ 905,410	\$ 883,206	\$ 893,771	15	15	15	14

2012 Operating Budget  
Municipal Court Judges

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Service Bailiffs	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.	\$ 1,239,449	\$ 1,103,189	\$ 1,261,079	\$ 727,454	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.	\$ 1,323,899	\$ 1,438,326	\$ 1,477,731	\$ 1,517,335	17	17	17	17
Probation	To provide administration, regular supervision, non-reporting probation, the domestic violence program, the chemical abuse program, the multiple OMVI offender program, the sex offender program, the investigation services, the community service program, the restitution program and the no convictions program.	\$ 3,836,968	\$ 4,133,295	\$ 4,271,178	\$ 4,394,355	57	57	57	57

Municipal Court Judges

2012 Operating Budget  
Municipal Court Judges

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 365,864	\$ 369,694	\$ 381,587	\$ 500,152	5	5	5	5
Legal Research	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.	\$ -	\$ -	\$ -	\$ 157,292	0	0	0	1
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.	\$ 1,102,918	\$ 1,092,659	\$ 1,222,445	\$ 1,256,259	14	14	14	14

**2012 Operating Budget  
Municipal Court Judges**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 425,434	\$ 405,716	\$ 376,803	\$ 385,312	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.	\$ 207,397	\$ 198,374	\$ 229,791	\$ 242,607	3	3	3	3
Mental Health Program Docket	To provide a cost-effective alternative sentencing option to traditional jail incarceration for prisoners with mental illnesses.	\$ 139,812	\$ 134,316	\$ 139,580	\$ 144,750	2	2	2	2
Computer Services	To provide services for updating and maintaining technological needs for Municipal Court.	\$ 598,893	\$ 533,933	\$ 717,065	\$ 352,378	3	3	3	1
		\$ 14,712,883	\$ 14,739,706	\$ 15,504,293	\$ 15,550,338	187	187	187	185

Municipal Court Judges

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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 2012**

The objectives of these priorities will be to save valuable taxpayer dollars, better utilize staff resources and lessen the carbon footprint of the Franklin County Municipal Clerk of Court's Office.

### **E-filing for Civil Cases**

Create an electronic filing system that will allow parties to file civil cases and documents online.

### **E-Ticket**

Expand citation program to the Franklin County Sheriff's Office and the Ohio Highway Patrol.

### **Web-based Garnishment Management System**

Develop a web-based garnishment management system (GMS) that will allow debtors, employers and attorneys the ability to manage garnishments online.

### **Day Forward Imaging**

Create an imaging workflow process which incorporates an electronic imaging station. As part of the e-filing process, the Municipal Court Clerk's office will convert all paper documents to an electronic image as documents are filed.

**Expansion of Time-Payment Program**

Develop a web-based time payment system to allow individuals to establish, maintain and monitor their time payments.

**Ohio Courts Network (OCN)**

Continue collaboration with the Ohio Supreme Court to expand the Ohio Courts Network. The Franklin County Municipal Court Clerk's office has provided a complete image of its database to OCN and performs nightly updates.

**2012 Budget Notes**

- The 2012 general fund budget funds 155 full-time and 2 part-time employees. Funding for basic supplies and services, such as file folders, envelopes, paper, postage, printing, and bank fees make up the majority of the Municipal Court Clerk's 2012 non-personnel general fund budget, amounting to over \$1 million.
- The Municipal Court Clerk's 2012 computer fund budget of \$1,839,189 includes seven 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**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Municipal Court Clerk	\$ 11,854,934	\$ 11,883,215	\$ 12,326,890	\$ 11,870,500	\$ 12,544,983
<b>TOTAL</b>	<b>\$ 11,854,934</b>	<b>\$ 11,883,215</b>	<b>\$ 12,326,890</b>	<b>\$ 11,870,500</b>	<b>\$ 12,544,983</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
MUNICIPAL COURT CLERK GENERAL FUND	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 8,978,092	\$ 9,158,588	\$ 9,625,335	\$ 9,530,826	\$ 9,837,313
Materials & Supplies	135,500	158,401	136,421	136,421	118,585
Services	1,049,795	798,165	867,723	796,265	749,896
Other	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 10,163,387</b>	<b>\$ 10,115,154</b>	<b>\$ 10,629,479</b>	<b>\$ 10,463,512</b>	<b>\$ 10,705,794</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
MUNICIPAL COURT CLERK COMPUTER FUND	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 667,830	\$ 712,425	\$ 833,690	\$ 467,553	\$ 644,087
Materials & Supplies	30,455	50,709	47,400	47,400	57,400
Services	538,676	659,177	481,121	556,835	814,002
Other	-	-	-	-	-
Capital	97,036	-	-	-	-
Transfers	357,550	345,750	335,200	335,200	323,700
<b>TOTAL</b>	<b>\$ 1,691,547</b>	<b>\$ 1,768,061</b>	<b>\$ 1,697,411</b>	<b>\$ 1,406,988</b>	<b>\$ 1,839,189</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
General Fund	\$ 10,163,387	\$ 10,115,154	\$ 10,629,479	\$ 10,463,512	\$ 10,705,794
Municipal Court Computer Fund	1,691,547	1,768,061	1,697,411	1,406,988	1,839,189
<b>TOTAL</b>	<b>\$ 11,854,934</b>	<b>\$ 11,883,215</b>	<b>\$ 12,326,890</b>	<b>\$ 11,870,500</b>	<b>\$ 12,544,983</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
General Fund	FT	147	149	172	172
	PT	2	4	2	2
Computer Fund	FT	8	8	12	12
<b>TOTAL</b>		<b>157</b>	<b>161</b>	<b>186</b>	<b>186</b>

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

2012 Operating Budget  
Municipal Court Clerk

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 1,891,395	\$ 1,413,403	\$ 1,517,219	\$ 1,350,292	10	9	10	9

2012 Operating Budget  
Municipal Court Clerk

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 1,930,931	\$ 2,010,997	\$ 1,998,291	\$ 2,099,059	27	29	28	29
Civil	To accept dockets and maintain records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction.	\$ 2,013,752	\$ 2,087,351	\$ 2,167,724	\$ 2,144,039	34	34	34	35

2012 Operating Budget  
Municipal Court Clerk

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 3,764,802	\$ 4,020,230	\$ 4,108,940	\$ 4,265,342	66	65	65	69
Office of Information Services	To support the Clerk and the court with the data processing needs of all divisions.	\$ 1,965,701	\$ 1,939,638	\$ 1,697,411	\$ 1,839,189	8	9	9	7
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.	\$ 794,129	\$ 796,740	\$ 837,305	\$ 847,062	13	13	13	13
		\$ 12,360,710	\$ 12,268,359	\$ 12,326,890	\$ 12,544,983	158	159	159	162

## **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 2012**

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

#### **Safety**

- Continue efforts to improve diversity in the safety forces and to meet the city's hiring needs.
- Administer the firefighter and police officer exams to ensure an adequate pool of competent, qualified candidates are available for appointment.

#### **Peak Performance**

- Collaborate with the Auditor's Office, Human Resources Department, and the Department of Technology to complete the implementation of the new Columbus Human Resources Information System (CHRIS).
- Assess the qualifications of applicants to ensure they are capable of delivering quality services to the citizens of Columbus. The more competent the city workforce is, the greater the quality of services that can be provided to the public with the same tax dollars.

## **2012 Budget Notes**

- The Civil Service Commission budget includes funding for 34 full-time and 12 part-time employees, an increase of one full-time employee from 2011.
- To accommodate planned police and fire classes in 2012, the budget includes \$96,140 for medical screenings and \$79,750 for psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2012 include \$69,900 for the Police Lieutenant/Commander exam, and \$33,600 for the Fire Battalion/Deputy Chief exam.



**Budget and Program Summary**

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Civil Service Commission	\$ 2,796,366	\$ 3,097,227	\$ 3,722,157	\$ 3,469,719	\$ 3,425,754
<b>TOTAL</b>	<b>\$ 2,796,366</b>	<b>\$ 3,097,227</b>	<b>\$ 3,722,157</b>	<b>\$ 3,469,719</b>	<b>\$ 3,425,754</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
CIVIL SERVICE COMM. GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 2,629,945	\$ 2,762,915	\$ 3,149,736	\$ 2,970,116	\$ 3,074,943
Materials & Supplies	20,324	26,536	63,453	47,210	22,678
Services	140,978	300,577	508,968	437,963	328,133
Capital	5,119	7,199	-	14,430	-
<b>TOTAL</b>	<b>\$ 2,796,366</b>	<b>\$ 3,097,227</b>	<b>\$ 3,722,157</b>	<b>\$ 3,469,719</b>	<b>\$ 3,425,754</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
General Fund	\$ 2,796,366	\$ 3,097,227	\$ 3,722,157	\$ 3,469,719	\$ 3,425,754
<b>TOTAL</b>	<b>\$ 2,796,366</b>	<b>\$ 3,097,227</b>	<b>\$ 3,722,157</b>	<b>\$ 3,469,719</b>	<b>\$ 3,425,754</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Civil Service Commission	FT	32	28	33	34
	PT	9	13	27	12
<b>TOTAL</b>		<b>41</b>	<b>41</b>	<b>60</b>	<b>46</b>

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

2012 Operating Budget  
Civil Service

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Administration/ Classification/ Payroll Verification	To ensure that all city employees are hired and continue to be employed and paid in accordance with Charter, CSC Rules, and applicable contracts by maintaining the city's classification plan, which provides the structural framework for all personnel actions and serves as the foundation for an equitable compensation plan, and for the verification and certification of the bi-weekly city payroll.	\$ 1,551,691	\$ 1,528,322	\$ 1,929,471	\$ 1,772,889	17	17	17	18
Public Safety Testing	To ensure that the City of Columbus has a qualified workforce by planning, developing, administering, and scoring validated examinations with the Police and Fire ranks.	\$ 944,868	\$ 998,206	\$ 1,275,662	\$ 1,149,464	10	10	10	10
Non-Uniformed Testing	To ensure that the City of Columbus has a qualified workforce by developing and administering current, valid examinations, and by creating eligible lists in a timely manner, for the 256 competitive and qualifying noncompetitive non-uniformed classifications.	\$ 490,983	\$ 422,678	\$ 517,024	\$ 503,401	6	5	6	6
		\$ 2,987,542	\$ 2,949,206	\$ 3,722,157	\$ 3,425,754	33	32	33	34

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## 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 2012

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

#### **Safety**

- Monitor expenses of Public Safety Divisions, especially overtime.
- 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 city streets.
- Continue to enhance pedestrian and vehicular safety through the use of photo red light cameras.
- Begin renovation of the Woodrow Avenue location and move the Police property room.
- Continue various renovations at Fire stations, including pavement repairs, new energy efficient lighting, window replacements, and kitchen renovations.
- Begin energy saving retrofits at Police headquarters.
- Continue efforts to comply with standards to maintain national and international accreditations for both the Police and Fire Divisions.
- Continue to utilize the COPS grant to retain police officers.
- Begin design of new Police crime lab.
- Begin design of a replacement Fire station.
- Begin renovation of a new facility for the Support Services Division and a warehouse for the Fire Division.

## Neighborhoods

- Improve neighborhood safety, community participation, and Police responsiveness by working with other city agencies and community leaders to continue successful neighborhood safety initiatives. An important component of safety initiatives involve implementing strategies related to the reduction of gun violence and gang activity. City agencies and community leaders will continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.
- Complete implementation of the Neighborhood Safety Camera Project and review performance measures on crime data.
- In partnership with the Community Crime Patrol and Capital Crossroads, continue to monitor the newly developed downtown parks, proactively addressing any safety concerns.
- Continue to utilize Police resources in conducting the summer strike force initiative that targets areas of criminal activity.
- Continue to use the Police Community Response Teams (CRT) to engage localized crime patterns, provide crowd control, and foster community partnerships to address quality of life issues.

## 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.
- Continue the emergency medical services (EMS) billing program to increase enhanced features for patient care reporting and maximizing revenue.
- Review the automated phone attendant for non-emergency calls to the Police radio room to ensure maximum efficiency.

## Education

- Continue to work with the public 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 20 community liaison officers who present public safety programs in the elementary and middle schools.
- Continue police officer and firefighter participation in Somali and Hispanic cultural awareness and Spanish language classes in a continuing effort to enhance communication with immigrant communities.

## Technology and Equipment

- Complete the 800 MHz Radio Rebanding Project.
- Begin design and strategy for the migration of the current 800 MHz radio system from analog to digital. (Support for the analog system will end in December 2012).
- Begin installing VOiP telephone systems in all Public Safety buildings.
- Update the communications systems in the emergency response vehicle to include internet capability, data transmission and VOiP.
- Continue to utilize the distance learning program 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 promoting 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 3 new tiller ladders and 5 heavy rescue vehicles.
- Continue to integrate and enhance the functionality of the new computer aided dispatch (CAD) system.
- Continue to utilize Telestaff, a computer-based staffing program, designed specifically for the complex needs of the Fire Division.
- Continue to utilize a software solution to automate the flow of information between scrap metal dealers and the Division of Police. This solution has dramatically improved the ability to search records and link stolen property with a suspect(s). The system has already led to a number of arrests.
- Continue to work with Franklin County Emergency Management and Homeland Security to upgrade the outdoor emergency siren system.
- Procure new police cruisers and other light vehicles for use by the Public Safety Divisions.
- Enhance pedestrian safety around school zones through the use of mobile speed vehicles and license plate readers.
- Complete the renovation of the Police Academy indoor shooting range.

## 2012 Budget Notes

### Safety Administration

- Support to the Emergency Management Agency of Columbus and Franklin County is budgeted at \$595,000 which represents the city's proportionate share of the maintenance and administrative support of the area's emergency siren system.

## Public Safety

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- Jail contract expenses are budgeted at \$6 million in 2012. The per-diem cost was increased in May of 2011 from \$72 to \$79.
- A total of \$300,000 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.
- To promote neighborhood safety initiatives, \$50,000 is budgeted for community grants for violence prevention.
- Minority recruiting efforts will continue in 2012, with \$40,000 allocated to this effort.

## Support Services

- In 2011, an expanded and upgraded computer aided dispatching system was implemented. Funding for maintenance of this system is included in this budget in the amount of \$410,809.

## Police

- The Division of Police's 2012 budget provides funding for a beginning year contingent of 1,899 police officers. This beginning year figure assumes a December 2011 class of 35 recruits. It is anticipated that during 2012, there will be a total of 50 separations. Officers lost through these separations will be replaced via 2 budgeted classes totaling 80 recruits and subsequent internal promotions.
- The COPS grant will continue to pay for the majority of the expenses related to the 115<sup>th</sup> Academy class which graduated in August 2010 and offset the costs of four recruits in the 116<sup>th</sup> class. This is the third year of the three year grant, and the 2012 budget totals \$3.79 million.
- Major non-personnel budget items include \$8.1 million in internal charges for fleet (including fuel), over \$3.0 million for uniforms and clothing allowance, \$1.8 million for the towing contract, \$562,010 for helicopter maintenance, \$700,000 for prisoner medical expenses, \$300,000 for evidence funds, \$308,000 for helicopter fuel and over \$250,000 for ammunition.
- A total of \$700,000 is included for the community summer initiative in 2012.
- A total of \$1.6 million in Police expenses will be paid out of the photo red light fund in 2012.
- Approximately \$1.45 million in funds received by the city from E-911 revenue will be used to partially fund the salaries and benefits of communications technicians in the division in 2012.
- The special income tax (SIT) fund will continue to assume debt associated with the police pension liability. It will also be used to fund all police building leases, projected at over \$1.0 million.
- Funding for police cruisers is budgeted in the city's SIT fund in 2012.



## Fire

- The Fire Division's 2012 budget provides funding for a beginning year contingent of 1,563 firefighters, which includes 60 recruits. It is anticipated that during 2012 there will be a total of 35 separations. Firefighters lost through these separations will be replaced with budgeted classes totaling 35 recruits and subsequent internal promotions.
- The division currently provides fire suppression and EMS service with 34 paramedic engine companies, 15 ladder companies, and 5 heavy rescue units. Thirty-two EMS transport units, 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 \$1.95 million for uniform parts and clothing allowance, \$822,240 for the physical fitness program, \$1.2 million for medical supplies, and \$525,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$14.3 million in 2012. Offsetting that revenue is an estimated \$1.9 million for EMS billing related services.
- The SIT fund will continue to assume debt associated with the fire pension liability, and will also fund the Williams Road warehouse lease, as well as the professional standards unit's Long Street lease.
- Funding for light duty Fire vehicles is budgeted in the city's SIT fund in 2012.

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## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Administration	\$ 7,620,845	\$ 5,547,893	\$ 8,014,757	\$ 6,783,178	\$ 8,577,039
Police	246,670,498	260,093,479	276,561,073	275,731,339	279,653,878
Fire	190,164,511	204,546,718	214,200,615	215,614,785	217,205,870
Support Services	5,110,962	5,441,117	5,828,048	5,362,004	6,272,845
<b>TOTAL</b>	<b>\$ 449,566,816</b>	<b>\$ 475,629,207</b>	<b>\$ 504,604,493</b>	<b>\$ 503,491,306</b>	<b>\$ 511,709,632</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 1,088,567	\$ 1,175,450	\$ 1,277,439	\$ 1,227,572	\$ 1,362,630
Materials & Supplies	4,896	5,796	10,056	7,025	10,367
Services	6,527,382	4,366,647	6,270,040	5,373,581	7,054,042
Transfers	-	-	457,222	175,000	150,000
<b>TOTAL</b>	<b>\$ 7,620,845</b>	<b>\$ 5,547,893</b>	<b>\$ 8,014,757</b>	<b>\$ 6,783,178</b>	<b>\$ 8,577,039</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>POLICE GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 229,349,571	\$ 232,847,477	\$ 243,641,889	\$ 244,490,289	\$ 250,617,226
Materials & Supplies	4,107,455	4,332,210	4,328,612	4,779,877	4,588,612
Services	12,275,181	13,225,020	13,912,160	14,417,516	14,262,657
Other	218,427	1,256,438	225,000	744,982	225,000
Capital	3,500	409	-	-	-
Transfers	-	-	3,021,721	-	3,110,697
<b>TOTAL</b>	<b>\$ 245,954,134</b>	<b>\$ 251,661,554</b>	<b>\$ 265,129,382</b>	<b>\$ 264,432,664</b>	<b>\$ 272,804,192</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>POLICE PHOTO RED LIGHT FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 516,364	\$ 500,000	\$ 1,775,000	\$ 1,057,037	\$ 1,607,174
Services	200,000	31,200	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 716,364</b>	<b>\$ 531,200</b>	<b>\$ 1,775,000</b>	<b>\$ 1,057,037</b>	<b>\$ 1,607,174</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>POLICE E-911 FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ -	\$ 3,860,124	\$ 1,455,696	\$ 2,055,696	\$ 1,453,613
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 3,860,124</b>	<b>\$ 1,455,696</b>	<b>\$ 2,055,696</b>	<b>\$ 1,453,613</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>POLICE STAFFING CONT. FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ -	\$ 1,259,810	\$ 4,493,582	\$ 4,493,582	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,259,810</b>	<b>\$ 4,493,582</b>	<b>\$ 4,493,582</b>	<b>\$ -</b>

In 2009, the City of Columbus, Division of Police accepted a Byrne Justice Assistance Grant to partially fund the members of the 114th Academy class during that year. The amount of the grant associated with this class is \$1,200,000, and is not reflected in the division summary above.

## DIVISION SUMMARY BY OBJECT LEVEL ONE

<b>POLICE COPS GRANT FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ -	\$ 2,780,791	\$ 3,707,413	\$ 3,692,360	\$ 3,788,899
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 2,780,791</b>	<b>\$ 3,707,413</b>	<b>\$ 3,692,360</b>	<b>\$ 3,788,899</b>

## DIVISION SUMMARY BY OBJECT LEVEL ONE

<b>FIRE GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 176,521,156	\$ 189,455,129	\$ 193,404,406	\$ 197,273,732	\$ 200,756,899
Materials & Supplies	3,755,135	4,398,812	4,117,315	4,630,645	4,483,415
Services	9,763,955	10,300,602	10,639,179	10,482,582	11,134,435
Other	86,196	193,375	200,000	132,621	200,000
Transfers	38,069	37,355	2,754,551	10,041	631,121
<b>TOTAL</b>	<b>\$ 190,164,511</b>	<b>\$ 204,385,274</b>	<b>\$ 211,115,451</b>	<b>\$ 212,529,621</b>	<b>\$ 217,205,870</b>

**DIVISION SUMMARY BY OBJECT LEVEL ONE**
**FIRE  
STAFFING CONT. FUND  
EXPENDITURES SUMMARY**

	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ -	\$ 161,444	\$ 3,085,164	\$ 3,085,164	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 161,444</b>	<b>\$ 3,085,164</b>	<b>\$ 3,085,164</b>	<b>\$ -</b>

**DIVISION SUMMARY BY OBJECT LEVEL ONE**
**SUPPORT SERVICES  
GENERAL FUND  
EXPENDITURES SUMMARY**

	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 4,007,318	\$ 4,173,731	\$ 4,534,053	\$ 4,298,826	\$ 4,629,953
Materials & Supplies	382,142	504,032	467,175	415,678	467,175
Services	721,330	763,319	825,820	647,500	1,174,717
Other	172	35	1,000	-	1,000
<b>TOTAL</b>	<b>\$ 5,110,962</b>	<b>\$ 5,441,117</b>	<b>\$ 5,828,048</b>	<b>\$ 5,362,004</b>	<b>\$ 6,272,845</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
General Fund	\$ 448,850,452	\$ 467,035,838	\$ 490,087,638	\$ 489,107,467	\$ 504,859,946
Photo Red Light Fund	716,364	531,200	1,775,000	1,057,037	1,607,174
E-911 Fund	-	3,860,124	1,455,696	2,055,696	1,453,613
COPS Grant Fund	-	2,780,791	3,707,413	3,692,360	3,788,899
Staffing Contingency Fund	-	1,421,254	7,578,746	7,578,746	-
<b>TOTAL</b>	<b>\$ 449,566,816</b>	<b>\$ 475,629,207</b>	<b>\$ 504,604,493</b>	<b>\$ 503,491,306</b>	<b>\$ 511,709,632</b>



DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Administration	FT	9	10	10	11
	PT	-	-	-	1
Police					
Uniformed <sup>1</sup>	FT	1,872	1,909	1,911	1,929
Civilian <sup>2</sup>	FT	300	296	317	325
	PT	8	4	5	5
Fire					
Uniformed <sup>3</sup>	FT	1,497	1,557	1,567	1,563
Civilian	FT	37	36	36	36
	PT	-	-	2	2
Support Services	FT	49	47	50	50
	PT	4	4	6	6
<b>TOTAL</b>		<b>3,776</b>	<b>3,863</b>	<b>3,904</b>	<b>3,928</b>

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

<sup>1</sup> Actual Uniformed Police in 2009 includes 23 members of the 114th Academy class partially funded by the ARRA-JAG (Byrne) Grant. Actual and Budgeted numbers in 2010-2012 include the use of a COPS Hiring Recovery Program (CHRP) Grant for 50 personnel, as well as the use of the Photo Red Light Fund to offset expenses.

<sup>2</sup> Actual and Budgeted Police FT Civilian numbers in 2010 & 2011 include Communication Technicians partially funded by the E-911 Fund.

<sup>3</sup> 2010 Actual includes a recruit class of 51 who entered the Academy on 12/27/10 and are included on the payroll ending 1/8/11.

2012 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Safety Administration	To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.	\$ 9,100,316	\$ 8,402,353	\$ 8,014,757	\$ 8,577,039	10	10	10	11
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.	\$ 3,512,044	\$ 3,725,929	\$ 3,746,878	\$ 4,306,605	29	28	29	30
Support Services - License and Permit Regulations	To provide, administer, and enforce all laws, rules, and regulations relating to licensing requirements.	\$ 756,264	\$ 698,701	\$ 797,718	\$ 864,178	7	7	8	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.	\$ 542,160	\$ 565,436	\$ 610,168	\$ 573,271	7	7	7	7

2012 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Support Services - Administration	To manage the division and ensure compliance with federal, state, and local regulations and standards pertaining to division operations.	\$ 660,758	\$ 770,564	\$ 673,284	\$ 528,791	7	8	6	5
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.	\$ 11,484,040	\$ 11,988,215	\$ 11,953,884	\$ 10,676,045	92	93	87	76
Police - Training	To increase pride, professionalism and service to the public by providing quality training with quality staffing and facilities.	\$ 7,987,183	\$ 7,724,890	\$ 11,764,383	\$ 14,284,927	101	91	90	164
Police - Administrative	To provide timely and effective performance of administrative functions such that units can perform their duties efficiently and effectively.	\$ 19,408,351	\$ 18,826,253	\$ 17,569,495	\$ 20,121,295	119	112	107	111

**2012 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 18,616,509	\$ 17,800,792	\$ 18,640,930	\$ 18,020,101	103	100	102	99
Police - Traffic	To reduce vehicular accidents resulting in injury and/or property damage through enforcement of traffic-related laws.	\$ 9,131,656	\$ 9,235,427	\$ -	\$ -	79	79	0	0
Police -Homeland Security	To provide for the safety of the citizens of Columbus and central Ohio by regulating traffic, gathering intelligence to prevent terrorist attack, and managing emergency operations.	\$ -	\$ -	\$ 10,228,761	\$ 9,681,717	0	0	83	74

**2012 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 12,272,935	\$ 11,371,905	\$ 11,626,536	\$ 11,541,785	106	101	97	93
Police - Internal Affairs	To increase internal constraint and public confidence with the Division of Police through accurate and objective administrative investigations.	\$ 4,450,148	\$ 4,529,946	\$ 3,610,040	\$ 3,617,526	36	37	27	27
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.	\$ 37,238,139	\$ 39,509,335	\$ 39,719,236	\$ 37,967,050	335	347	326	305

**2012 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 12,298,405	\$ 13,081,240	\$ 12,707,252	\$ 11,581,682	102	107	95	83
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.	\$ 108,688,724	\$ 113,946,643	\$ 123,412,912	\$ 130,780,386	1,044	1,048	1,105	1,117
Police - Communications	To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.	\$ 9,440,994	\$ 10,418,940	\$ 10,834,062	\$ 11,381,364	119	112	107	105

**2012 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Police - Safety Staffing Contingency	To provide for the payment of termination pay and applicable benefits for sworn personnel in the Division of Police out of the Safety Staffing Contingency Fund.	\$ -	\$ -	\$ 4,493,582	\$ -	0	0	0	0
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.	\$ 163,598,335	\$ 171,146,920	\$ 174,133,052	\$ 180,821,105	1,374	1,348	1,352	1,372
Fire - Fire Prevention Bureau	To minimize injuries, deaths, and property loss through public education, enforcement of the fire codes, and investigation of fire causes.	\$ 5,472,010	\$ 5,338,774	\$ 5,826,563	\$ 6,717,798	55	55	56	57
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.	\$ 11,597,061	\$ 11,538,446	\$ 12,106,762	\$ 12,409,263	28	26	26	25

2012 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 1,622,683	\$ 3,953,580	\$ 8,127,227	\$ 5,740,758	16	65	64	62
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.	\$ 2,554,437	\$ 2,627,390	\$ 2,614,461	\$ 2,461,607	22	22	21	19
Fire - Bureau of Administration	To provide a wide variety of financial and record keeping services for the Division of Fire.	\$ 1,714,465	\$ 2,161,110	\$ 2,738,369	\$ 3,204,762	16	15	17	17
Fire - Alarm Office	To receive calls for fire, medical, or other emergencies and dispatch the appropriate resources to the emergency.	\$ 4,858,644	\$ 5,385,088	\$ 5,569,017	\$ 5,850,577	50	54	52	47



2012 Operating Budget  
Department of Public Safety

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Fire - Safety Staffing Contingency	To provide for the payment of termination pay and applicable benefits for sworn personnel in the Division of Fire out of the Safety Staffing Contingency Fund.	\$ -	\$ -	\$ 3,085,164	\$ -	0	0	0	0
		\$ 457,006,261	\$ 474,747,877	\$ 504,604,493	\$ 511,709,632	3,857	3,872	3,874	3,914

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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 2012

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”.

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

## **2012 Budget Notes**

- The recommended budget for the Mayor's Office provides for continued operation of the office.
- In 2012, the general fund will pick up a portion of the costs associated with the "Get Green" initiative. In past years, these costs were borne solely by moneys provided to the city by the Solid Waste Authority of Central Ohio (SWACO). In 2012, SWACO will fund 50 percent of the environmental steward and associated costs with the city's general fund picking up the balance.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Mayor's Office	\$ 1,789,109	\$ 1,699,145	\$ 1,836,625	\$ 1,788,785	\$ 2,106,109
<b>TOTAL</b>	<b>\$ 1,789,109</b>	<b>\$ 1,699,145</b>	<b>\$ 1,836,625</b>	<b>\$ 1,788,785</b>	<b>\$ 2,106,109</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
MAYOR'S OFFICE GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 1,721,644	\$ 1,630,670	\$ 1,758,641	\$ 1,706,845	\$ 2,025,365
Materials & Supplies	6,242	6,926	6,271	18,271	13,184
Services	61,223	61,549	71,713	63,670	67,560
<b>TOTAL</b>	<b>\$ 1,789,109</b>	<b>\$ 1,699,145</b>	<b>\$ 1,836,625</b>	<b>\$ 1,788,785</b>	<b>\$ 2,106,109</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
General	\$ 1,789,109	\$ 1,699,145	\$ 1,836,625	\$ 1,788,785	\$ 2,106,109
<b>TOTAL</b>	<b>\$ 1,789,109</b>	<b>\$ 1,699,145</b>	<b>\$ 1,836,625</b>	<b>\$ 1,788,785</b>	<b>\$ 2,106,109</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Mayor's Office	FT	14	14	15	18
<b>TOTAL</b>		<b>14</b>	<b>14</b>	<b>15</b>	<b>18</b>

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

2012 Operating Budget  
Mayor's Office

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Mayor's Office Administration	To advance the priorities of the Mayor to departments and to citizens through the formulation of strategies and goals by monitoring the implementation of policies and programs designed to meet those goals.	\$ 1,077,843	\$ 1,058,389	\$ 1,162,579	\$ 1,088,991	7	7	8	9
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.	\$ 204,233	\$ 133,066	\$ 290,808	\$ 207,982	3	3	3	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.	\$ 273,396	\$ 258,943	\$ 120,293	\$ 211,520	2	2	1	2
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.	\$ 207,427	\$ 270,163	\$ 262,945	\$ 597,616	2	2	3	5
		\$ 1,762,899	\$ 1,720,561	\$ 1,836,625	\$ 2,106,109	14	14	15	18

Mayor

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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 2012**

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

#### **Neighborhoods**

- Continue to work with area commissions, civic associations, and community organizations on conflict resolution within various neighborhoods, provide technical training, best practices, and offer additional support as requested.
- Continue implementation of the Mayor's New Americans Initiative with a focus on integrating immigrant and refugee families into the community. The initiative encompasses capacity building, education and awareness presentations, distribution of civic guides and assistance with citizenship civic engagement.

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

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

#### **Safety**

- Improve residents' general knowledge and awareness of safety forces' operations and procedures, through social media, television, and presentations such as the ABC's of CPD & CFD resulting in enhanced relationships and understanding between the community and safety forces.

### **Education**

- Continue to provide public forums and weekly live television programs on key issues facing our community. The live forums will educate our residents 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 system, 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.
- Continued focus on performance dashboard results to monitor success of programming and activities in order to increase efficiency.

### **2012 Budget Notes**

- Funding for the New Americans Initiative continues in 2012 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.

**Budget and Program Summary**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Community Relations	\$ 703,205	\$ 655,227	\$ 718,889	\$ 695,444	\$ 754,410
<b>TOTAL</b>	<b>\$ 703,205</b>	<b>\$ 655,227</b>	<b>\$ 718,889</b>	<b>\$ 695,444</b>	<b>\$ 754,410</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>COMMUNITY RELATIONS GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 617,350	\$ 609,494	\$ 663,025	\$ 639,912	\$ 685,231
Materials & Supplies	3,633	3,149	3,157	3,157	4,600
Services	82,222	42,584	52,707	52,375	64,579
<b>TOTAL</b>	<b>\$ 703,205</b>	<b>\$ 655,227</b>	<b>\$ 718,889</b>	<b>\$ 695,444</b>	<b>\$ 754,410</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
General	\$ 703,205	\$ 655,227	\$ 718,889	\$ 695,444	\$ 754,410
<b>TOTAL</b>	<b>\$ 703,205</b>	<b>\$ 655,227</b>	<b>\$ 718,889</b>	<b>\$ 695,444</b>	<b>\$ 754,410</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Budgeted</b>	<b>2012 Budgeted</b>
Community Relations	FT	7	6	7	8
<b>TOTAL</b>		<b>7</b>	<b>6</b>	<b>7</b>	<b>8</b>

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

2012 Operating Budget  
Community Relations Commission

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 507,106	\$ 513,586	\$ 524,828	\$ 562,193	5	5	5	6
Special Events	To promote cultural diversity, awareness and education through CRC sponsored public events.	\$ 13,271	\$ 13,271	\$ 13,200	\$ 13,400	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 effect of existing services in the City of Columbus and Franklin County.	\$ 191,791	\$ 160,379	\$ 180,861	\$ 178,817	2	2	2	2
		\$ 712,168	\$ 687,236	\$ 718,889	\$ 754,410	7	7	7	8

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## **Equal Business Opportunity Commission Office**

### **Department Description**

The Equal Business Opportunity Commission Office (EBOCO) develops and implements race and gender-neutral programs that encourage the use of a diverse pool of qualified contractors and service providers, 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. EBOCO also reviews all rules and regulations relevant to contract compliance and ensures that the city is conforming to those rules or regulations.

Additionally, EBOCO compiles, reviews, and analyzes minority and female business enterprise utilization, based upon city contract awards, contract payments, and vendor registration data. The office is also responsible for the production of quarterly utilization reports to the Mayor and City Council.

### **Department Mission**

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

## **Strategic Priorities for 2012**

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

#### **Peak Performance**

- Encourage and promote fairness and equity in the use of small, minority, and female owned business enterprises by city agencies and departments.
- Monitor and review city contracts for compliance with city, state, and federal requirements.
- Participate in outreach activities that will inform customers (internal and external) about the contracting opportunities and the importance of a diverse vendor base.
- Establish policies and procedures to ensure that available minority and female businesses have equal access to opportunities in bid solicitations.
- Continue internal meetings, external 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 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 expand strategic partnerships, allowing pooling of services to have the greatest impact and provide exceptional customer service that exceeds expectations.

### **2012 Budget Notes**

- Funding in 2012 provides for two additional positions for pre-bid, pre-construction and compliance review of federal and state-funded projects.



**Budget and Program Summary**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Equal Business Opportunity	\$ 638,207	\$ 667,611	\$ 679,349	\$ 649,473	\$ 865,710
<b>TOTAL</b>	<b>\$ 638,207</b>	<b>\$ 667,611</b>	<b>\$ 679,349</b>	<b>\$ 649,473</b>	<b>\$ 865,710</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>EBO COMMISSION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 622,616	\$ 647,083	\$ 630,421	\$ 603,545	\$ 797,312
Materials & Supplies	1,137	2,245	1,750	3,750	3,030
Services	14,454	18,283	47,178	42,178	65,368
<b>TOTAL</b>	<b>\$ 638,207</b>	<b>\$ 667,611</b>	<b>\$ 679,349</b>	<b>\$ 649,473</b>	<b>\$ 865,710</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
General	\$ 638,207	\$ 667,611	\$ 679,349	\$ 649,473	\$ 865,710
<b>TOTAL</b>	<b>\$ 638,207</b>	<b>\$ 667,611</b>	<b>\$ 679,349</b>	<b>\$ 649,473</b>	<b>\$ 865,710</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Equal Business Opportunity	FT	7	7	8	10
<b>TOTAL</b>		<b>7</b>	<b>7</b>	<b>8</b>	<b>10</b>

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

**2012 Operating Budget  
Equal Business Opportunity Commission Office**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Equal Business Opportunity Commission Office	To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.	\$ 658,705	\$ 642,271	\$ 679,349	\$ 865,710	7	7	8	10
		\$ 658,705	\$ 642,271	\$ 679,349	\$ 865,710	7	7	8	10

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## **Department of Building & Zoning Services**

### **Department Description**

The Department of Building & Zoning Services supports the safety and quality of life for the residents and visitors of the City of Columbus through the implementation of the Columbus Building and Zoning Codes.

### **Department Mission**

To ensure safe, quality development in the City of Columbus.

## **Strategic Priorities for 2012**

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

#### **Customer Service**

- Provide quality service and efficiency in plan submission through the continuation of the preliminary plan review process in collaboration with all departments.
- Continue to update, educate and communicate new policies/procedures that may improve the building process in our community.
- Maintain an ongoing communication among departments in meeting Memorandum of Understanding (MOU) compliance.
- Continue cross-training staff on all aspects of the development process to meet MOU compliance.
- Continue to manage necessary zoning code revisions such as definitions, residential standards, permitted uses, deletion of antiquated terms, and initiate necessary revisions to the Graphics Code.
- Maintain an up-to-date website and continue to introduce effective information to the public.
- Continue necessary upgrades to the existing Accela Automation software system to enhance processing time for permit application; to provide user friendly online permit tracking and offer additional online permitting options to the public.
- Continue to reduce the wait at the intake counter through cross-training and improved processes and procedures.
- Continue partnering with the industry in promoting safe, quality and responsive services to consultants, contractors and citizens of Columbus.

#### **Safety**

- Continue to enforce the Columbus Building and Zoning Codes throughout the permitting and inspection process.

- Continue to provide all necessary safety resources and training to staff.

### **Education**

- Continue outreach training on an annual basis to the industry/development community to help lessen the plan review time and ease the development process.
- Provide adequate job and/or trade related training to staff and continue to promote certification training/seminars.

### **Peak Performance**

- Implement strategic opportunities as addressed in a timely manner.
- Implement performance management by refining and tracking applicable information on performance measures which will significantly improve data linked to the budget.
- Refine and promote a relevant employee performance evaluation technique that will support high-performing employees.

### **Budget Notes for 2012**

- Funds are allocated to continue to improve the computer based technology that drives storage and retention of information concerning zoning and building. This includes funds for replacement computers as well as funds for various software improvements and upgrades.

**Budget and Program Summary**

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Administration	\$ 502,209	\$ 114,544	\$ -	\$ -	\$ -
Building & Zoning Services	12,915,995	14,151,657	15,488,374	14,999,914	15,568,821
<b>TOTAL</b>	<b>\$ 13,418,204</b>	<b>\$ 14,266,201</b>	<b>\$ 15,488,374</b>	<b>\$ 14,999,914</b>	<b>\$ 15,568,821</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION DEV. SERVICES FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 502,209	\$ 114,544	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 502,209</b>	<b>\$ 114,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
BUILDING & ZONING SVCS. DEV. SERVICES FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 10,656,796	\$ 11,238,107	\$ 12,371,395	\$ 12,210,852	\$ 12,630,549
Materials & Supplies	40,342	69,207	67,253	40,189	68,598
Services	2,178,913	2,613,593	2,791,921	2,527,892	2,821,524
Other	39,944	31,025	48,150	11,325	48,150
Capital	-	199,725	209,655	209,655	-
<b>TOTAL</b>	<b>\$ 12,915,995</b>	<b>\$ 14,151,657</b>	<b>\$ 15,488,374</b>	<b>\$ 14,999,914</b>	<b>\$ 15,568,821</b>



DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Development Services Fund	\$ 13,418,204	\$ 14,266,201	\$ 15,488,374	\$ 14,999,914	\$ 15,568,821
<b>TOTAL</b>	<b>\$ 13,418,204</b>	<b>\$ 14,266,201</b>	<b>\$ 15,488,374</b>	<b>\$ 14,999,914</b>	<b>\$ 15,568,821</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Administration					
Development Services Fund	FT	4	0	0	0
Building & Zoning Services					
Development Services Fund	FT	113	125	130	126
	PT	3	5	5	4
<b>TOTAL</b>		<b>120</b>	<b>130</b>	<b>135</b>	<b>130</b>

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

**2012 Operating Budget  
Department of Building and Zoning Services**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Development Services Fund Administrative Offices	Oversees the fiscal and HR activities for the fund.	\$ 521,717	\$ 659,715	\$ 329,382	\$ 227,869	5	6	3	2
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.	\$ 2,267,064	\$ 2,169,154	\$ 2,593,982	\$ 2,775,827	1	4	5	5
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.	\$ 895,113	\$ 915,157	\$ 1,120,164	\$ 933,822	11	10	10	7
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.	\$ 666,318	\$ 803,853	\$ 476,002	\$ 443,381	5	6	4	4
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.	\$ 597,953	\$ 540,820	\$ 476,530	\$ 509,828	7	7	6	6

2012 Operating Budget  
Department of Building and Zoning Services

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 1,460,035	\$ 1,244,670	\$ 1,351,742	\$ 1,357,344	15	12	13	13
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.	\$ 840,402	\$ 852,362	\$ 1,030,461	\$ 1,016,281	7	8	9	9
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.	\$ 1,345,236	\$ 1,193,202	\$ 1,275,181	\$ 1,205,437	13	11	11	11
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.	\$ 1,769,581	\$ 1,879,106	\$ 1,907,016	\$ 1,773,905	18	18	19	18
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.	\$ 922,188	\$ 953,280	\$ 939,427	\$ 1,003,077	10	8	9	9

**2012 Operating Budget  
Department of Building and Zoning Services**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 201,629	\$ 202,584	\$ 221,159	\$ 404,771	2	2	2	4
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.	\$ 256,365	\$ 253,595	\$ 279,316	\$ 283,980	3	3	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.	\$ 325,701	\$ 239,904	\$ 255,559	\$ 277,667	4	3	3	3
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.	\$ 250,271	\$ 167,386	\$ 183,172	\$ 185,983	3	2	2	2
Council Activities	To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.	\$ 419,523	\$ 268,602	\$ 293,832	\$ 297,686	5	3	3	3
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.	\$ 238,301	\$ 247,439	\$ 327,814	\$ 303,153	4	4	6	5

2012 Operating Budget  
 Department of Building and Zoning Services

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 967,973	\$ 843,262	\$ 1,156,969	\$ 1,242,874	9	7	10	9
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.	\$ 295,762	\$ 208,647	\$ 214,755	\$ 221,476	3	2	2	2
Engineering Plan Review	To provide for the efficient review of private development projects while ensuring compliance to city engineering and code requirements.	\$ 314,735	\$ 361,094	\$ 500,977	\$ 506,720	3	4	5	5
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.	\$ 840,062	\$ 606,505	\$ 554,934	\$ 597,740	8	6	5	6
		\$ 15,395,929	\$ 14,610,337	\$ 15,488,374	\$ 15,568,821	136	126	130	126

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## **Department of Development**

### **Department Description**

The Department of Development provides an array of services through its divisions and offices: the Code Enforcement Division, Economic Development Division, Planning Division, Housing Division, the Director's 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 2012**

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

#### **Neighborhoods**

- Coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act and the Financial Reform Act (NSP 1, 2, 3) 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 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.
- Continue to coordinate redevelopment efforts in the South Parsons Gateway consistent with the adopted vision plan through a cooperative effort by Planning, Economic Development, Land Redevelopment, and Housing. Work with Columbus Public Health relative to the Maloney Health Center site.
- 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).

## Development

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- Continue to acquire vacant and foreclosed properties, demolish blighted properties, and sell or hold property in the land bank for redevelopment to provide rental and homeownership opportunities in strategic neighborhoods.
- Continue a major housing development project in a neighborhood investment district.
- Expand down-payment assistance activities to offer homeownership opportunities to a maximum number of low and moderate income households by providing more than 90 first time homebuyers with assistance.
- Continue to utilize the five Neighborhood Pride Centers to serve as links between city services and Columbus neighborhoods. Each pride center is a one-stop-shop for various city services and is dedicated to protecting the health, safety, and welfare of families living in their designated area.
- 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.
- Continue to staff the Property Maintenance Appeal Board which hears appeals from the Housing, Nuisance Abatement, and Health, Sanitation, and Safety Codes.
- Continue to work with area commissions, civic groups and block watches to address issues and problems in the neighborhoods.
- 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 homes in the American Addition 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 and regional growth and intergovernmental cooperation.
- Continue to provide staff support to the Big Darby Accord process, including initial implementation steps for the Darby Town Center as well as other related initiatives (open space acquisition, conservation development, etc.)
- Undertake and complete four new area/neighborhood plans: Far North Plan Amendment, Northland I, West Olentangy, and Dublin-McKinley.
- Complete two area plans initiated in 2011: East Columbus, and North and South Linden.
- Complete the East Franklinton Creative Community District Plan, including management of the consultant team.
- Provide assistance to the PACT initiative in the Near East, including assistance with consultant procurement.



- Initiate up to three new sets of commercial overlays.
- Continue working with Franklin County and other partners in completion of the Weston Market Study and Economic Development Strategy, as well as implementation tasks that will be undertaken.
- Continue to staff the University Area Review Board, the Rocky Fork Blacklick Accord Panel, and the Darby Accord Panel.
- Continue to provide support and training to the 16 area commissions which work to empower neighborhood residents.
- Participate in the Mid-Ohio Regional Planning Commission's watershed management planning.
- Continue to staff the Columbus Art Commission and provide staff support to several public art projects, including the Columbus 2012 temporary art installation downtown and the permanent installation at North Bank Park.
- Continue to staff the Board of Commission Appeals, Brewery District Commission, German Village Commission, Italian Village Commission, and Victorian Village Commission.
- Continue to monitor the historic rehabilitation of the Gift Street property (Deardurff House) in Franklinton.
- Undertake updates to the design guidelines for the Historic Resources Commission to the extent possible, given available resources.
- Continue working with the Department of Public Service on the review and approval of various components of the I70-71 reconstruction project, including active engagement with the adjacent neighborhoods.
- Continue working with COTA on the proposed Cleveland Avenue bus rapid transit project.
- Provide assistance as required to the Recreation and Parks Department as the downtown pedestrian bridge project moves through design.
- Continue staff support and management of the annexation process.
- Continue to work with the neighborhoods and the City Attorney's Office to address the increase of vacant structures due to foreclosures.
- Continue to work with the Columbus Health Department and the Franklin County Bed Bug Task Force to address the problem of bed bugs within the community.
- Continue to perform inspections of gas appliances in citizens' homes and apartments to prevent carbon monoxide poisoning.

### **Economic Development and Technology**

- Proactively pursue opportunities for job growth and investment through improved marketing efforts that will build awareness of the City of Columbus' strength and potential.
- Foster growth among existing and emerging industries through a targeted business retention program.

## Development

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- Leverage relationships with Columbus2020!, TechColumbus, Battelle Research Institute, The Ohio State University and other businesses to encourage entrepreneurship, innovation and commercialization.
- Continue to support regional economic development strategies designed to retain and expand companies within advanced logistics, small business, and technology-based industries.
- Support ongoing development in the King-Lincoln, Franklinton 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 incentives.
- Coordinate the economic redevelopment of key development projects including Northland Village, Columbus Coated Fabrics, B&T Metals and the city's neighborhood commercial revitalization 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 targeted programs to encourage development and redevelopment of the Mile on High district and other key downtown properties.
- Continue partnering with the Columbus Downtown Development Corporation in the implementation of the downtown business plan.
- 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 targeted programs.
- Continue staffing the Downtown Commission.
- Continue to work with the Downtown Commission to ensure consistency between development projects and the Downtown Strategic Plan. Consider code amendments as necessary.
- Assist with the implementation of the Mile on High Strategy.

### **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.

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**Customer Service**

- Institute an ongoing communication mechanism that shares “best practices” among all departments.
- Work with the 311 call center to enhance communication with the public.
- Continue to work with the Accela Program to make the work of Code Enforcement Officers more efficient.

**2012 Budget Notes****Administration**

- Total support for social service agencies is \$4.1 million, comprised of \$3.2 million in general fund support and \$.9 million in emergency human services funds. General fund support is \$500,000 greater than in 2011 and includes funding for a South Side collaborative that will provide services to address the needs of the South Side community that were formerly provided by the South Side Settlement House.
- The general fund budget includes \$150,000 for the Columbus and Franklin County Port Authority, the same amount provided over the past several years.

**Economic Development**

- The division will receive \$3.138 million to assist in the economic development efforts being put forth by Experience Columbus, Columbus2020!, and TechColumbus.
- The division will continue to focus its efforts on the retention and expansion of existing Columbus businesses, the attraction of new businesses to Columbus and the creation of new business opportunities from local research institutions and community entrepreneurs. The 2012 budget includes \$325,000 to continue these efforts.
- The division supports downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000.
- The division supports local economic development through the provision of loans from the economic development loan fund and through contracts with economic development-oriented agencies. The community development block grant supported budget for this effort in 2012 is approximately \$1.4 million.
- The budget provides \$100,000 for a near-east partnership agreement to support OSU with the development efforts on the near east side.

**Code Enforcement**

- Funding of \$100,000 is provided from the general fund for the demolition of unsafe structures acquired through the land bank. Funds from the special income tax fund will be used to augment this program.

## Development

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- In 2012, an additional \$200,000 is being provided to procure increased levels of weed cutting services on foreclosed properties that have been abandoned. This brings the 2012 funding level for these services to \$793,892; \$545,000 in the general fund and \$248,892 in community development block grant funds.

## Planning

- The general fund supports 15 full-time equivalent positions in 2012, the same level as 2011.
- The 2012 budget provides support of \$50,000 for implementation of the Darby Town Center master plan, which is being managed jointly by the city, Franklin County and Brown and Prairie Townships. This funding will support staff and legal counsel for negotiations and contracting land commitments.

## Housing

- Support for the Community Shelter Board and the rebuilding lives program will total over \$4.1 million in 2012. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$325,000 and \$81,029, are provided respectively by HOME and CDBG funds.
- The affordable housing trust fund was formed in 2000 and is 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 \$1.275 million in 2012.
- HOME funds totaling \$172,691 will be used to provide community housing development organizations with operating grants.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Administration	\$ 7,412,723	\$ 7,656,256	\$ 7,912,586	\$ 7,616,256	\$ 8,338,258
Economic Development	6,013,212	7,706,388	5,308,286	10,994,034	5,994,551
Code Enforcement	4,712,636	6,082,856	6,847,002	6,601,603	7,241,782
Neighborhood Services	1,790,429	-	-	-	-
Planning	1,337,765	1,351,407	1,538,818	1,736,026	1,640,931
Housing	5,117,001	6,230,602	5,906,343	5,759,248	5,993,617
<b>TOTAL</b>	<b>\$ 26,383,766</b>	<b>\$ 29,027,509</b>	<b>\$ 27,513,035</b>	<b>\$ 32,707,167</b>	<b>\$ 29,209,139</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 2,456,301	\$ 2,559,492	\$ 2,743,296	\$ 2,576,269	\$ 2,864,935
Materials & Supplies	25,451	20,469	49,312	24,022	47,199
Services	1,651,850	3,006,174	3,070,058	3,026,127	3,550,904
Other	-	6,598	-	-	-
Transfers	-	21,000	21,000	21,000	21,000
<b>TOTAL</b>	<b>\$ 4,133,602</b>	<b>\$ 5,613,733</b>	<b>\$ 5,883,666</b>	<b>\$ 5,647,418</b>	<b>\$ 6,484,038</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ECONOMIC DEVELOPMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 378,578	\$ 375,150	\$ 373,862	\$ 379,286	\$ 382,760
Materials & Supplies	3,516	2,500	6,950	3,400	6,950
Services	490,803	1,224,098	3,390,077	2,329,380	4,161,124
Other	3,637,649	4,489,235	-	6,762,397	-
<b>TOTAL</b>	<b>\$ 4,510,546</b>	<b>\$ 6,090,983</b>	<b>\$ 3,770,889</b>	<b>\$ 9,474,463</b>	<b>\$ 4,550,834</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
NEIGHBORHOOD SERVICES GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 1,402,254	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-	-
Services	33,704	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,435,958</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
BUILDING SERVICES/ CODE ENFORCEMENT GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 3,284,966	\$ 4,458,720	\$ 5,029,233	\$ 4,843,946	\$ 5,393,644
Materials & Supplies	38,888	36,721	75,775	51,531	53,700
Services	709,690	555,693	634,423	683,011	908,688
Other	-	5,500	10,000	-	10,000
<b>TOTAL</b>	<b>\$ 4,033,544</b>	<b>\$ 5,056,634</b>	<b>\$ 5,749,431</b>	<b>\$ 5,578,488</b>	<b>\$ 6,366,032</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>PLANNING GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 1,276,930	\$ 1,290,380	\$ 1,433,775	\$ 1,390,956	\$ 1,467,224
Materials & Supplies	8,340	15,471	18,200	11,261	18,200
Services	52,495	45,556	86,843	333,809	155,507
<b>TOTAL</b>	<b>\$ 1,337,765</b>	<b>\$ 1,351,407</b>	<b>\$ 1,538,818</b>	<b>\$ 1,736,026</b>	<b>\$ 1,640,931</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>HOUSING GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 146,022	\$ 76,725	\$ 88,767	\$ 34,668	\$ 196,286
Materials & Supplies	826	2,003	2,500	1,843	2,500
Services	2,722,428	3,616,152	3,477,275	3,487,884	3,743,178
<b>TOTAL</b>	<b>\$ 2,869,276</b>	<b>\$ 3,694,880</b>	<b>\$ 3,568,542</b>	<b>\$ 3,524,395</b>	<b>\$ 3,941,964</b>



DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION CDBG FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 742,604	\$ 925,414	\$ 941,206	\$ 804,659	\$ 856,470
Materials & Supplies	1,178	987	3,000	2,350	2,500
Services	80,339	212,085	182,714	115,785	93,250
<b>TOTAL</b>	<b>\$ 824,121</b>	<b>\$ 1,138,486</b>	<b>\$ 1,126,920</b>	<b>\$ 922,794</b>	<b>\$ 952,220</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ECONOMIC DEVELOPMENT CDBG FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 634,691	\$ 625,632	\$ 721,503	\$ 721,503	\$ 727,823
Materials & Supplies	2,964	3,050	4,350	3,189	4,350
Services	865,011	986,723	811,544	794,879	711,544
<b>TOTAL</b>	<b>\$ 1,502,666</b>	<b>\$ 1,615,405</b>	<b>\$ 1,537,397</b>	<b>\$ 1,519,571</b>	<b>\$ 1,443,717</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
NEIGHBORHOOD SERVICES CDBG FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 349,471	\$ -	\$ -	\$ -	\$ -
Services	-	-	-	-	-
Other	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 349,471</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
BUILDING SERVICES/ CODE ENFORCEMENT CDBG FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 559,093	\$ 884,700	\$ 909,679	\$ 835,325	\$ 714,208
Materials & Supplies	-	1,522	2,000	2,000	2,650
Services	119,999	140,000	158,892	158,892	158,892
Capital	-	-	27,000	26,898	-
<b>TOTAL</b>	<b>\$ 679,092</b>	<b>\$ 1,026,222</b>	<b>\$ 1,097,571</b>	<b>\$ 1,023,115</b>	<b>\$ 875,750</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>HOUSING CDBG FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 1,136,089	\$ 916,587	\$ 937,376	\$ 891,522	\$ 808,864
Materials & Supplies	7,749	9,310	18,400	13,727	16,400
Services	791,653	1,034,413	1,014,613	962,294	984,204
Other	312,234	575,412	340,412	340,412	242,185
Capital	-	-	27,000	26,898	-
<b>TOTAL</b>	<b>\$ 2,247,725</b>	<b>\$ 2,535,722</b>	<b>\$ 2,337,801</b>	<b>\$ 2,234,853</b>	<b>\$ 2,051,653</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>NEIGHBORHOOD SERVICES EMERGENCY SERV. FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Services	\$ 5,000	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION EMERGENCY SERV. FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Services	\$ 2,105,000	\$ 904,037	\$ 902,000	\$ 1,046,044	\$ 902,000
Other	350,000	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,455,000</b>	<b>\$ 904,037</b>	<b>\$ 902,000</b>	<b>\$ 1,046,044</b>	<b>\$ 902,000</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
General Fund	\$ 18,320,691	\$ 21,807,637	\$ 20,511,346	\$ 25,960,790	\$ 22,983,799
Community Dev. Block Grant	5,603,075	6,315,835	6,099,689	5,700,333	5,323,340
Emergency Human Services	2,460,000	904,037	902,000	1,046,044	902,000
<b>TOTAL</b>	<b>\$ 26,383,766</b>	<b>\$ 29,027,509</b>	<b>\$ 27,513,035</b>	<b>\$ 32,707,167</b>	<b>\$ 29,209,139</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Administration					
General Fund	FT	25	23	24	25
	PT	0	1	0	0
CDBG Fund	FT	10	11	11	9
	PT	0	1	1	0
Economic Development					
General Fund	FT	3	3	3	3
CDBG Fund	FT	7	7	8	8
Building Serv/Code Enforcement					
General Fund	FT	55	55	61	63
	PT	0	1	0	0
CDBG Fund	FT	9	9	9	8
Planning					
General Fund	FT	14	14	15	15
Housing					
General Fund	FT	1	2	2	3
	PT	0	1	0	0
CDBG Fund	FT	8	11	10	9
	PT	0	2	0	0
<b>TOTAL</b>		<b>132</b>	<b>141</b>	<b>144</b>	<b>143</b>
*FT=Full-Time PT=Part-Time					

2012 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Proposed	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 885,699	\$ 1,008,819	\$ -	\$ -	0	0	0	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.	\$ 586,989	\$ 732,465	\$ 746,615	\$ 708,017	6	6	6	6
Executive Office	To set policy and provide leadership to the department's offices and divisions.	\$ 723,179	\$ 775,705	\$ 801,083	\$ 895,428	6	6	6	6
Administrative Services	To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts and administrative support.	\$ 1,759,694	\$ 1,872,231	\$ 1,878,690	\$ 1,731,894	16	16	16	14
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.	\$ 4,639,600	\$ 4,864,794	\$ 3,770,889	\$ 4,550,834	2	3	3	3
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.	\$ 1,706,776	\$ 1,828,899	\$ 1,537,397	\$ 1,443,717	7	8	8	8

**2012 Operating Budget  
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Proposed	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Code Enforcement	To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus Codes.	\$ 4,906,683	\$ 5,084,029	\$ 5,440,073	\$ 5,549,936	58	54	60	60
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.	\$ 1,147,891	\$ 1,179,443	\$ 1,406,929	\$ 1,691,846	10	10	10	11
Neighborhood Services Administration	To set policy and provide leadership to the division's offices.	\$ 270,153	\$ -	\$ -	\$ -	2	0	0	0
Agency, Community and Neighborhoods	To oversee social service programs, work with area commissions and civic associations and act as neighborhood liaisons to the community.	\$ 561,827	\$ 384,427	\$ 392,330	\$ 394,120	6	4	4	4
Social Service Contracts	To provide support in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.	\$ 3,570,006	\$ 3,448,006	\$ 3,682,506	\$ 4,118,517	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.	\$ 19,000	\$ 21,000	\$ 21,000	\$ 21,000	0	0	0	0

2012 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Proposed	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 233,705	\$ 374,406	\$ 390,362	\$ 469,282	3	3	3	4
Historic Preservation	To provide guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.	\$ 239,379	\$ 298,748	\$ 337,991	\$ 388,087	3	4	4	4
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.	\$ 394,002	\$ 502,190	\$ 557,307	\$ 590,675	3	4	4	4
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.	\$ 125,886	\$ 148,036	\$ 160,347	\$ 164,179	1	2	2	2



2012 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Proposed	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 381,081	\$ 256,749	\$ 274,379	\$ 282,979	4	3	3	3
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.	\$ 259,994	\$ 195,796	\$ 208,794	\$ 215,011	3	2	2	2
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.	\$ 80,924	\$ 91,311	\$ 88,165	\$ 74,200	0	0	0	0
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.	\$ 267,370	\$ 108,965	\$ 89,329	\$ -	0	0	0	0

**2012 Operating Budget  
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Proposed	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 84,163	\$ 102,531	\$ 56,189	\$ 56,537	2	1	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.	\$ 2,820,896	\$ 3,606,154	\$ 3,694,571	\$ 4,042,993	2	2	2	3
Homeowner Servicing Center	To assist homeowners to remain in their homes and live independently in a safe and sound environment.	\$ 2,021,253	\$ 2,270,660	\$ 1,869,724	\$ 1,714,431	9	10	10	9
Homeless Prevention	To provide a grant to the Community Shelter Board, a nonprofit organization, to assist with preventing individuals from becoming homeless.	\$ 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.	\$ 105,456	\$ 105,456	\$ 108,365	\$ 105,456	0	0	0	0
		<b>\$ 27,908,196</b>	<b>\$ 29,260,820</b>	<b>\$ 27,513,035</b>	<b>\$ 29,209,139</b>	<b>143</b>	<b>138</b>	<b>143</b>	<b>143</b>

## **Department of Finance and Management**

### **Department Description**

The Department of Finance and Management is organized within two operational groups: the Financial Management Group and the Asset Management Group. The Director's Office provides overall coordination and policy direction for the department's fiscal, human resource and legislative processing functions.

The Financial Management Group is comprised of the Financial Management Division, which includes the budget, grants management, purchasing, performance management, and debt management offices. The budget office oversees the development, monitoring and control of the city's operating budgets. The debt management office provides coordination of the capital improvements budget and the six-year capital improvements program. The grants management office provides budget preparation and program monitoring for several federal grant programs. The purchasing office is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. The performance management office is responsible for the development and maintenance of performance management systems throughout the city. The city's print shop and mailroom are housed in this division as well.

The Asset Management Group is comprised of the Divisions of Facilities Management and Fleet Management as well as the construction management and real estate management offices. Facilities Management is responsible for custodial services, maintenance, energy management, and security for the City Hall complex, Police and Fire Division facilities, the Public Health complex, and the I-71 complex. The Fleet Management Division 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 vehicles, reduce underutilized vehicles, and eliminate older high-maintenance vehicles from inventories. The construction management office provides building construction, renovation, and project management. The real estate management office provides centralized real estate administration including leasing, acquisition, disposition, and casualty insurance administration.

### **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 2012

### Peak Performance

- Continue Columbus\*Stat, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, focusing on accountability using performance management dashboards to review performance.
- Continue to implement the city's environmentally preferable purchasing program by incorporating appropriate language in 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.
- Update the procurement codes to reduce redundancies, allow for enhanced efficiencies and include verbiage recognizing increased use of electronic purchasing systems.
- Ensure that the city operates within adopted operating and capital budgets.
- Develop and promote citywide policies that will govern vehicle acquisition and maintenance. Continue work with city departments to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the city's fleet.
- Work with partners within the city and community to identify green opportunities, new fleet technological developments, and training.
- Begin utilizing Compressed Natural Gas (CNG) for the City's current fleet of 24 CNG vehicles. Annually, the use of CNG will displace over 55,000 gallons of diesel fuel; save \$60,000 to \$90,000 in fuel costs; and displace approximately 490 metric tons of carbon emissions.
- Continue to emphasize and make available opportunities for Fleet Division employees to attend Automotive Service Excellence (ASE) training, Emergency Vehicle Technician (EVT) training, and similar certifications as well as maintain ASE Blue Seal for the division. Continue to build ASE Master Certifications as well as EVT Master Certifications in an effort to increase diagnostic abilities, thereby reducing outside contract expenses.
- Continue to use "after-market" parts, without compromising quality standards or performance.
- Continue to review and update city real estate agreements. The real estate management office will continue to work to ensure that proper terms and protections are included in all city real estate leases and licenses. The office will also assist city agencies with the acquisition of land and facilities, either for purchase or lease in order to meet operational needs.

- Continue to monitor space utilization by city operations to identify opportunities for shared use and co-location of functions to increase efficiencies, collaboration, and reduce operating costs.
- Continue to review and update real property and personal property risk exposure and acquire cost-effective insurance protection to minimize expenses from loss.
- Develop and establish citywide policies governing the use of city property by non-city entities in order to ensure consistency and protect city revenue and assets.
- Continue to review city real estate assets to identify and dispose of property identified as “surplus” to effectively manage expenses and generate revenues.
- Evaluate city building way-finding signage to begin development of a standardized signage program for city-wide application.
- Continue construction management of major infrastructure improvement projects at the City Hall Campus, Municipal Courts Building as well as other various smaller projects in various stages of completion.
- Institute new preventive maintenance programs for heating and cooling systems and for roofs on city facilities under the Facilities Division purview. These programs will reduce overall maintenance costs, help prevent major equipment failures and extend the life of existing building systems.
- Capture and register energy usage data (e.g. electricity, water/sewer, natural gas) for city buildings via the Energy Star Portfolio Manager. This application benchmarks the city's energy usage data with the data for other commercial, institutional, manufacturing, and government facilities, enabling the city to target energy efficiency efforts at facilities most in need, leading to better energy utilization, increased cost savings and reduction of the city's carbon footprint.
- Complete the master space planning processes at the Municipal Court Building and the Piedmont and Carolyn Avenue Complex to ensure efficient and cost-effective management of city real property assets. Begin a similar space planning effort for the Groves Road Warehouse to consolidate various city functions and operations, and to provide much needed warehouse space.

## **Safety**

- Continue management of construction on the new police property room and the design of the crime lab. Additionally, numerous police substations and other safety facility upgrades and improvements will be completed.
- Finalize the installation of high efficiency lighting retrofits at up to 28 fire stations. Inefficient interior lighting will be removed and replaced with energy efficient T-8 fluorescent lighting. The project reduces electricity consumption and provides better lighting throughout the stations.

## Finance and Management

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- Continue to monitor personnel levels of the city's safety forces in light of the Deferred Retirement Option Plan (DROP) and its potential impact on 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

- Continue construction management on the renovation of the Old Police Headquarters building located at 120 West Gay Street, as well as the adjacent parking areas. Six city departments will be relocated from obsolete, high maintenance buildings to this LEED certified facility upon project completion.

## Customer Service

- Continue fleet and purchasing consumer panel meetings as a means to identify and resolve customer service issues and identify opportunities for improvement.
- Continue to upgrade security protocols at various locations. These upgrades will include enhanced training regimens, improvements to standard operating procedures, possible changes in facility layouts and equipment upgrades. Methods to identify improved monitoring and control of employee/visitor traffic into administrative buildings will also be reviewed.
- Develop and implement a facilities management work order system to provide building trade specific monitoring and cost control. This will allow the division to better manage labor hours, travel time, and inventory levels.
- Continue to refine operations and increase efficiencies by evaluating the potential of moving fleet satellite facilities and functions into the Fleet Management Groves Road facility.
- Develop and refine strategies to maximize grant dollars for "greening" the city's vehicle fleet. Continue to seek and secure grant dollars for capital equipment.
- Install Global Positioning Satellite (GPS) technology on approximately 2,500 "on-road" city vehicles, with the objective of tracking the movement of all city owned vehicles and providing remote critical vehicle maintenance data such as oil change intervals and error code readings from the engines of city vehicles. The installation of these devices will increase efficiencies, save on fuel costs, and improve employee safety.
- Continue to apply for various fleet related awards to garner positive publicity for improved processes and activities within the city, i.e. "100 Best Fleets" and "Green Fleet Awards" through Government Fleet.
- Assist other city agencies in delivering major capital facility projects such as the Morse Road Eco Center and the Alum Creek Facility for the Division of Refuse Collection, and various outpost facility upgrades for the Department of Public Service.

## **Neighborhoods**

- Continue to assist the Division of Police in monitoring the pilot neighborhood safety cameras that were installed in 2011. These cameras supplement ongoing patrol and enforcement in pilot neighborhoods by allowing the division to monitor activity remotely.
- Honor the good neighbor agreement with adjacent property owners and businesses of the fleet maintenance facility on Groves Road.
- Recognize and respect that many of the city's buildings and facilities are located within and adjacent to neighborhoods throughout the city.
- Continue the design of the new Southside Family Health Center, to be located on Parsons Avenue on or near the site of the former John R. Maloney Center. This center will provide much needed health services for families living on the south side of Columbus and help spur economic development in the area. Construction is to start in 2012.
- Work with the Development Department, Public Service Department and Columbus Public Health to determine facility needs and/or improvements made necessary by the transitioning of programs and services of the Southside Settlement House.
- Replace the heating ventilation and air conditioning systems of the North Market and consider other critical exterior improvements to the facility such as interior painting and tuck pointing.

## **Education**

- Educate internal stakeholders regarding services offered by the department and how to best access and utilize these services.

## **2012 Budget Notes**

### **Financial Management**

- In 2012, \$1.3 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.
- Various items are initially budgeted in the Finance and Management Department and are transferred, as needed, to other departments throughout the year. In 2012, this includes economic development incentive moneys, projected legal expenses, and deposits to the anticipated expenditure fund and the rainy day fund.
- As was the case in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial

## Finance and Management

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Management Division in 2012. This has proven to reduce the volatility of projections for the general fund.

- The budget for this division also includes \$112,689 for various citywide memberships.

### **Facilities Management**

- Facilities Management's 2012 budget includes almost \$7.2 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$334,000 is budgeted for custodial contracts for the Division of Police and Fire academies and \$300,000 for the Columbus Public Health facility.

### **Fleet Management**

- The Fleet Management Division's labor charge is \$70 per hour for light duty vehicles and \$90 per hour for heavy duty vehicles. The mark-up on parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases remains at five percent, and the markup on fuel remains at 24 cents per gallon.
- Funds for the replacement of general fund vehicles will be financed through the special income tax fund in 2012.
- Fuel prices are budgeted at a wholesale cost. The total budget for both unleaded gasoline and diesel is \$11.3 million. Given the volatility of fuel prices over the past several months, this is an expense that will be closely monitored.



## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Administration	\$ 2,897,894	\$ 2,766,751	\$ 2,858,587	\$ 2,576,208	\$ 2,908,754
Finance Citywide	-	-	20,787,798	12,700,000	26,932,339
Citywide Technology Billings	11,554,497	12,810,959	13,084,178	12,546,296	13,367,465
Financial Management	6,156,004	5,406,479	6,033,144	5,363,339	6,050,667
Facilities Management	14,958,706	14,822,110	16,900,546	15,516,208	17,659,321
Fleet Management	27,686,725	29,843,928	32,147,437	33,178,827	31,430,911
<b>TOTAL</b>	<b>\$ 63,253,826</b>	<b>\$ 65,650,227</b>	<b>\$ 91,811,690</b>	<b>\$ 81,880,878</b>	<b>\$ 98,349,457</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 1,819,931	\$ 1,635,430	\$ 1,556,658	\$ 1,435,828	\$ 1,688,330
Materials & Supplies	5,390	3,538	6,275	5,800	7,902
Services	112,700	106,231	138,178	111,209	170,385
Capital	-	-	27,500	27,500	-
<b>TOTAL</b>	<b>\$ 1,938,021</b>	<b>\$ 1,745,199</b>	<b>\$ 1,728,611</b>	<b>\$ 1,580,337</b>	<b>\$ 1,866,617</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION EMPLOYEE BENEFIT FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Services	\$ 241,090	\$ 295,000	\$ 315,000	\$ 294,998	\$ 325,000
<b>TOTAL</b>	<b>\$ 241,090</b>	<b>\$ 295,000</b>	<b>\$ 315,000</b>	<b>\$ 294,998</b>	<b>\$ 325,000</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 718,783	\$ 726,552	\$ 814,976	\$ 700,873	\$ 717,137
<b>TOTAL</b>	<b>\$ 718,783</b>	<b>\$ 726,552</b>	<b>\$ 814,976</b>	<b>\$ 700,873</b>	<b>\$ 717,137</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 2,400,163	\$ 2,286,284	\$ 2,509,524	\$ 2,301,369	\$ 2,576,390
Materials & Supplies	8,067	6,472	12,575	10,658	14,265
Services	1,479,377	1,290,443	1,463,964	1,199,888	1,495,181
Transfers	-	-	20,787,798	12,700,000	26,932,339
Citywide Technology Billings	11,554,497	12,810,959	13,084,178	\$ 12,546,296	13,367,465
<b>TOTAL</b>	<b>\$ 15,442,104</b>	<b>\$ 16,394,158</b>	<b>\$ 37,858,039</b>	<b>\$ 28,758,211</b>	<b>\$ 44,385,640</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 338,893	\$ 281,439	\$ 290,999	\$ 262,420	\$ 211,539
Materials & Supplies	892	2,997	4,500	2,800	4,500
Services	176,900	196,731	209,100	192,928	221,791
Other	48,830	8,588	20,000	10,321	20,000
Transfers	107,486	-	-	-	-
<b>TOTAL</b>	<b>\$ 673,001</b>	<b>\$ 489,755</b>	<b>\$ 524,599</b>	<b>\$ 468,469</b>	<b>\$ 457,830</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MGNT. - MAIL PRINT & MAIL SERV. FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 132,693	\$ 138,577	\$ 145,277	\$ 151,979	\$ 150,170
Materials & Supplies	3,106	2,700	3,740	3,050	2,941
Services	1,205,578	949,411	1,104,660	967,751	1,093,437
<b>TOTAL</b>	<b>\$ 1,341,377</b>	<b>\$ 1,090,688</b>	<b>\$ 1,253,677</b>	<b>\$ 1,122,780</b>	<b>\$ 1,246,548</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MGNT. - PRINT PRINT & MAIL SERV. FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 136,265	\$ 142,576	\$ 149,747	\$ 149,188	\$ 150,488
Materials & Supplies	40,131	25,965	34,233	32,628	37,323
Services	77,623	74,296	84,825	78,359	72,642
<b>TOTAL</b>	<b>\$ 254,019</b>	<b>\$ 242,837</b>	<b>\$ 268,805</b>	<b>\$ 260,175</b>	<b>\$ 260,453</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FACILITIES MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 4,676,344	\$ 4,853,419	\$ 5,371,313	\$ 5,050,430	\$ 5,724,884
Materials & Supplies	374,402	339,796	534,000	365,187	394,800
Services	8,365,127	8,191,728	9,306,103	8,620,016	9,888,257
Other	-	2,755	15,750	1,156	15,750
Capital	-	183	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 13,415,873</b>	<b>\$ 13,387,881</b>	<b>\$ 15,227,166</b>	<b>\$ 14,036,789</b>	<b>\$ 16,023,691</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FACILITIES MANAGEMENT 1111 E. BROAD OPERATION SPECIAL REVENUE FUND EXPENDITURES SUMMARY					
	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Materials & Supplies	\$ 30,378	\$ 3,382	\$ 36,000	\$ 36,000	\$ 36,000
Services	1,436,022	1,430,847	1,637,380	1,443,419	1,599,630
Transfers	76,433	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,542,833</b>	<b>\$ 1,434,229</b>	<b>\$ 1,673,380</b>	<b>\$ 1,479,419</b>	<b>\$ 1,635,630</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY					
	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Capital	\$ 221,921	\$ 1,000,000	\$ 1,580,000	\$ 1,579,741	\$ -
<b>TOTAL</b>	<b>\$ 221,921</b>	<b>\$ 1,000,000</b>	<b>\$ 1,580,000</b>	<b>\$ 1,579,741</b>	<b>\$ -</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 8,905,359	\$ 9,173,681	\$ 9,831,703	\$ 9,478,551	\$ 9,766,534
Materials & Supplies	12,400,457	13,539,964	14,125,781	15,956,893	15,409,873
Services	3,551,449	3,648,240	4,052,902	3,658,432	3,518,267
Principal	1,489,812	1,421,000	1,455,800	1,455,800	1,585,300
Other Disbursements	645	12,397	9,500	1,000	9,692
Capital	54,576	16,146	50,000	6,659	51,010
Interest	1,062,506	1,032,500	1,041,751	1,041,751	1,090,235
<b>TOTAL</b>	<b>\$ 27,464,804</b>	<b>\$ 28,843,928</b>	<b>\$ 30,567,437</b>	<b>\$ 31,599,086</b>	<b>\$ 31,430,911</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
General Fund	\$ 31,017,919	\$ 32,527,238	\$ 56,393,816	\$ 45,955,078	\$ 62,275,948
1111 E. Broad St. Fund	1,542,833	1,434,229	1,673,380	1,479,419	1,635,630
Employee Benefits Fund	241,090	295,000	315,000	294,998	325,000
Print & Mail Services Fund	1,595,396	1,333,525	1,522,482	1,382,955	1,507,001
Fleet Management	28,183,587	29,570,480	31,382,413	32,299,959	32,148,048
CDBG Fund	673,001	489,755	524,599	468,469	457,830
<b>TOTAL</b>	<b>\$ 63,253,826</b>	<b>\$ 65,650,227</b>	<b>\$ 91,811,690</b>	<b>\$ 81,880,878</b>	<b>\$ 98,349,457</b>



DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Administration					
General Fund	FT	20	19	21	24
Fleet Management Fund	FT	7	6	7	7
Financial Management					
General Fund	FT	25	25	26	27
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	2
Community Dev. Block Grant	FT	3	3	3	3
Facilities Management					
General Fund	FT	71	69	73	73
	PT	13	12	15	16
Fleet Management					
Fleet Management Fund	FT	114	116	127	126
	PT	3	2	3	2
<b>TOTAL</b>		<b>260</b>	<b>256</b>	<b>279</b>	<b>282</b>
*FT=Full-Time PT=Part-Time					

**2012 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 2,127,290	\$ 2,126,608	\$ 1,917,440	\$ 1,902,907	13	12	11	13
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.	\$ 530,684	\$ 508,182	\$ 428,303	\$ 423,186	5	5	5	5
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	\$ 619,795	\$ 538,022	\$ 512,844	\$ 582,661	4	5	5	6

**2012 Operating Budget  
Department of Finance and Management**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	\$ 260,424	\$ 257,481	\$ 268,805	\$ 260,453	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	\$ 1,504,012	\$ 1,402,244	\$ 1,253,677	\$ 1,246,548	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.	\$ 1,114,934	\$ 1,063,165	\$ 1,111,878	\$ 1,221,976	13	13	13	14
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.	\$ 2,431,122	\$ 2,538,455	\$ 2,175,290	\$ 2,270,457	7	7	7	7

**2012 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 437,642	\$ 430,377	\$ 448,677	\$ 343,183	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.	\$ 237,905	\$ 241,211	\$ 250,218	\$ 250,220	2	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.	\$ 572,057	\$ 607,673	\$ 524,599	\$ 457,830	3	3	3	3
Financial Management Administration- Citywide Account	A holding account for later transfer to general fund divisions.	\$ 2,400,000	\$ 5,587,466	\$ 20,787,798	\$ 26,932,339	0	0	0	0
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	\$ 12,291,852	\$ 12,799,508	\$ 13,084,178	\$ 13,367,465	0	0	0	0

2012 Operating Budget  
Department of Finance and Management

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	\$ 18,116,901	\$ 15,920,476	\$ 16,111,334	\$ 17,178,799	9	7	6	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.	\$ 707,702	\$ 827,331	\$ 843,211	\$ 980,837	4	5	4	5
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.	\$ 270,630	\$ 288,273	\$ 304,803	\$ 391,653	4	4	4	5
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	\$ 1,675,031	\$ 1,869,078	\$ 2,039,361	\$ 1,950,842	22	22	27	24

**2012 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	\$ 3,408,330	\$ 3,819,289	\$ 3,592,403	\$ 3,333,388	47	49	47	43
Alum Creek	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 492,911	\$ 455,069	\$ 399,965	\$ 399,850	7	6	5	5
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 489,943	\$ 507,572	\$ 454,306	\$ 522,692	7	7	6	7
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 504,565	\$ 541,022	\$ 564,550	\$ 552,374	7	7	7	7
Marine Shop	To provide support for Fire, Police, and Recreation and Parks for all boats & motors.	\$ 68,446	\$ 73,896	\$ -	\$ -	1	1	0	0
Motorcycle Shop	To provide support for Police motorcycles including monthly preventive maintenance and ongoing repairs.	\$ 68,830	\$ 74,315	\$ 78,100	\$ 157,532	1	1	1	2

2012 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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	\$ 392,741	\$ 413,735	\$ 184,794	4	5	5	2
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	\$ 5,477,642	\$ 5,160,481	\$ 5,765,669	\$ 5,663,939	13	13	15	16
Compressed Natural Gas	To staff and operate a compressed natural gas filling station for use by fleet vehicles and by the public.	\$ -	\$ -	\$ -	\$ 114,211	0	0	0	1
Vehicle Purchases	To provide the city's agencies with new vehicles.	\$ 717,413	\$ 1,000,000	\$ 1,580,000	\$ -	0	0	0	0
1111 E. Broad Street	To provide a dedicated repository for rental payments from non-city occupants of the facility located at 1111 W. Broad Street as well as other non-rental revenue. The building is also known as the Jerry Hammond Center.	\$ 1,542,833	\$ 1,601,503	\$ 1,673,380	\$ 1,635,630	0	0	0	0

**2012 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Building Maintenance Services	To provide an efficient and effective maintenance program ensuring customer service in all buildings under the purview of the Facilities Management Division, including 1111 E. Broad Street.	\$ 3,678,645	\$ 2,325,723	\$ 2,389,426	\$ 2,319,358	28	28	28	26
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	\$ 3,251,812	\$ 2,768,598	\$ 2,962,367	\$ 3,029,432	33	34	34	33
Security	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.	\$ 733,789	\$ 810,844	\$ 780,904	\$ 1,038,344	6	6	7	10
Energy Conservation	To create more energy efficiencies in buildings under Facilities Management's purview.	\$ 6,219,721	\$ 6,219,000	\$ 6,594,002	\$ 7,191,202	0	0	0	0



**2012 Operating Budget  
Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	\$ 1,502,457	\$ 1,559,712	\$ 1,777,795	\$ 1,775,643	1	1	1	1
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	\$ 612,941	\$ 684,819	\$ 722,672	\$ 669,712	3	3	3	3
		\$ 74,335,958	\$ 75,000,134	\$ 91,811,690	\$ 98,349,457	252	254	254	258

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## 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 occupational health and safety programs and monitors compliance with established safety standards, administers 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 2012

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

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

- In 2012, the Department of Human Resources will continue to focus on addressing the components of the ten year reforms and efficiencies action plan that are related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, they will require the collaborative efforts of the Labor Relations, Employee Benefits and Compensation Management program areas. These reforms will be achieved incrementally and will require continued focus over the next several fiscal years.
- The Citywide Occupational Safety and Health Program (COSHP) assists departments in conducting various safety audits, indoor air quality investigations, safety training, and other environmental health and safety services aimed at reducing the risk of work related injuries and illnesses. Several detailed services that will be provided in FY 2012 are: indoor air quality evaluations, including fungi assessments; asbestos evaluations, including laboratory analysis; new employee orientation; blood borne pathogen, respiratory protection, hazard communication, OSHA compliance safety audits, workstation assessments, hearing conservation, control of hazardous energy, and written program development. 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.

## Human Resources

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- Human Resources has contracted with Mount Carmel Occupational Health and Wellness to provide day-to-day occupational safety clinical services. This service delivery model has been in place since FY 2010. It is designed to achieve a broader scope of services, greater efficiency in service delivery, reduced costs and greater transparency in billing and invoicing. The goal of the clinic is to provide clinical services to city employees that will identify, control or prevent occupationally related disease or disability; provide post exposure counseling and treatment where appropriate; determine fitness and suitability for assigned work; and promote and maintain a healthy workplace for city employees.
- 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 2012, the "Healthy Columbus" program initiative will continue to focus on weight control, physical fitness and healthy lifestyle habits. EBRM will continue to partner with United Health Care and the Central Ohio YMCA to advance the objectives of the Diabetes Prevention and Control initiative. This and other 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.
- EBRM will also sponsor free spring and fall health and wellness fairs that will provide an array of screenings and assessments enabling city employees to detect, treat, and continually monitor diagnosed health conditions. This will serve as an additional long term medical cost reduction tool.
- A major priority for 2012 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. As part of phase two of the CHRIS project, new individual performance management (IPM) software will be purchased to provide improved functionality for PEP and other citywide IPM programs.
- Based on the Citywide Training Needs Assessment, the Citywide Training and Development Center of Excellence (CTDCE) will continue to work with departments, decentralized training areas, and enterprise customers to determine, design and implement customized human resource development related products and services, based on case-by-case needs. CTDCE will continue to seek opportunities to utilize all new technology both in face-to-face classroom settings as well as in distance learning settings.

- CTDCE will continue to increase its presence in the public market in efforts to recruit and retain enterprise customers. Initiatives used to accomplish this goal include, but are not limited to strategic distribution of marketing materials (catalog, calendar, brochures and flyers), increasing social media/networking presence, implementation of a website, continuing the production of The REACH Show, housing and promoting the public City of Columbus Toastmasters club, and maximizing external partnerships with businesses, agencies and organizations.
- The Equal Employment Opportunity (EEO) office will continue to focus on fair and equitable treatment of employees and applicants consistent with city policies and executive orders. The EEO office will also plan and execute steps for producing the Black History Month Celebration.
- In 2012, the employee resources office will focus on reviewing and revising the Citywide Employee Recognition Program that recognizes and rewards employees for outstanding service delivery, longevity, safety, innovative ideas and community leadership. The Employee Resources Office will also continue to coordinate the two major philanthropic campaigns that employees support annually: the Combined Charitable Campaign and Operation Feed.
- In 2012, the employee resources office will continue to focus on implementing innovative ways to communicate to employees in a greener, more efficient manner. These innovations will be incorporated in both the annual citywide employee recognition ceremony and the above referenced campaigns.

### **2012 Budget Notes**

- The employee benefits fund includes funding for several professional service contracts including employee benefits consultation, workers' compensation actuarial services, health care audit, and occupational safety consultation services. The latter contract will 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.
- The employee benefits fund includes funding for outside counsel to act as the city's chief negotiator and legal counsel in 2012 labor negotiations with the city's labor unions.

**Budget and Program Summary**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Human Resources	\$ 5,478,041	\$ 4,678,368	\$ 5,080,639	\$ 4,708,945	\$ 4,729,241
<b>TOTAL</b>	<b>\$ 5,478,041</b>	<b>\$ 4,678,368</b>	<b>\$ 5,080,639</b>	<b>\$ 4,708,945</b>	<b>\$ 4,729,241</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 1,190,918	\$ 1,104,629	\$ 1,209,871	\$ 1,112,616	\$ 1,207,903
Materials & Supplies	21,672	28,960	43,295	38,778	55,175
Services	1,750,034	916,677	576,369	549,293	128,249
<b>TOTAL</b>	<b>\$ 2,962,624</b>	<b>\$ 2,050,266</b>	<b>\$ 1,829,535</b>	<b>\$ 1,700,687</b>	<b>\$ 1,391,327</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
EMPLOYEE BENEFIT FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 1,893,459	\$ 1,997,169	\$ 2,388,384	\$ 2,193,339	\$ 2,479,631
Materials & Supplies	8,785	13,906	29,700	45,976	21,200
Services	613,173	617,027	833,020	768,943	837,083
<b>TOTAL</b>	<b>\$ 2,515,417</b>	<b>\$ 2,628,102</b>	<b>\$ 3,251,104</b>	<b>\$ 3,008,258</b>	<b>\$ 3,337,914</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
General Fund	\$ 2,962,624	\$ 2,050,266	\$ 1,829,535	\$ 1,700,687	\$ 1,391,327
Employee Benefits Fund	2,515,417	2,628,102	3,251,104	3,008,258	3,337,914
<b>TOTAL</b>	<b>\$ 5,478,041</b>	<b>\$ 4,678,368</b>	<b>\$ 5,080,639</b>	<b>\$ 4,708,945</b>	<b>\$ 4,729,241</b>



DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
General Fund	FT	11	9	10	10
	PT	2	3	3	3
Employee Benefits Fund	FT	22	20	23	23
	PT	1	3	3	5
<b>TOTAL</b>		<b>36</b>	<b>35</b>	<b>39</b>	<b>41</b>
*FT=Full-Time PT=Part-Time					

Human Resources

**2012 Operating Budget  
Department of Human Resources**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Occupational Health and Safety	To provide leadership and policy development to ensure and improve the safety of all employees.	\$ 330,784	\$ 362,430	\$ 402,335	\$ 455,337	2	2	2	2
Employee Benefits/Risk Management	To promote employee development that strives for excellence through efficient, effective services which are responsive to the needs of the city's employees.	\$ 2,237,286	\$ 2,032,453	\$ 2,198,048	\$ 2,301,245	18	17	18	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.	\$ 110,261	\$ 107,165	\$ 119,643	\$ 115,834	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.	\$ 194,419	\$ 197,253	\$ 144,767	\$ 149,493	2	2	2	2

**2012 Operating Budget  
Department of Human Resources**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 377,873	\$ 345,431	\$ 333,891	\$ 381,864	3	3	2	2
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. These activities are funded through the general fund and the employee benefits fund.	\$ 242,348	\$ 178,681	\$ 189,848	\$ 192,495	2	2	2	2
Human Resources Administration	To provide leadership and direction for the department and to provide related administrative functions for senior management.	\$ 1,944,400	\$ 901,970	\$ 960,218	\$ 478,267	3	3	3	3

Human Resources

**2012 Operating Budget  
Department of Human Resources**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
EBRM 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. These activities are funded through the general fund and the employee benefits fund.	\$ 294,936	\$ 559,896	\$ 541,139	\$ 492,130	2	2	2	2
CHRIS Office	To provide centralized functional leadership, direction and support citywide for CHRIS, the city's human resource information system, to maximize organizational effectiveness.	\$ -	\$ -	\$ 109,582	\$ 89,202	0	0	1	1
Equal Employment Opportunity	To secure equal employment opportunity and fair treatment of the city's workforce.	\$ 80,651	\$ 68,169	\$ 81,168	\$ 73,374	0	0	0	0
		<b>\$ 5,812,958</b>	<b>\$ 4,753,448</b>	<b>\$ 5,080,639</b>	<b>\$ 4,729,241</b>	<b>33</b>	<b>32</b>	<b>33</b>	<b>33</b>

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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, including media services to city agencies, providing desktop and service 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 2012**

In anticipation of a slow growth economy, the department will continue to 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**

- Continue to upgrade the city's internet services to provide residents with increased access to local government services and information. Additionally, the department will continue to extend city departments' ability to reach their customers through new media in a secure, effective, and efficient manner by implementing enhanced web security and measuring tools. The content editor users group started meeting late in 2011. This group also plans to have training established at the end of 2011 and into 2012. The branding initiative will be a large focus for 2012 which will include incorporating the new Columbus logo and revising the sites to provide a consistent look and feel from department to department/site to site. The department also plans to enhance web standards and guidelines.
- Research, plan, design and begin to implement a business intelligence (BI) initiative.

## Technology

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- In 2010, the department completed and delivered proposed Standards for Use for social media, by which departmental sites are to be governed. The department recommended the formation of a permanent social media working group. The city continues to increase its social media outreach. The Standards for Use will be updated by the early part of 2012. The social media working group meets periodically to reinforce standards and guidelines, collaborate on new approaches, and discuss new ideas and opportunities to reach out to citizens.
- Continue to enhance the Green Spot website ([columbusgreenspot.org](http://columbusgreenspot.org)) to encourage residents, businesses, and community groups to take steps to protect our environment. Add in the GreenSpot Kids website as recommended by members of the Green Initiative. GreenSpot has also been added to the new MyColumbus mobile application for additional exposure.
- MyColumbus mobile application was released in 2011. The application puts city services at the finger tips of residents and visitors, bringing to life many of Mayor Michael Coleman's initiatives to improve our quality of life. In 2012, MyColumbus will continue to grow and expand. The application uses many integrated technologies, such as GPS for location services, RSS for City News Feeds, and has an entire Social Media Center providing access to Twitter, Facebook, and YouTube information. This is in line with Mayor Coleman's push to position Columbus as a city of the 21st century and encompasses four mayoral initiatives to help city residents and make Columbus the best city in the nation to live, work, and raise a family: My Neighborhood, Get Active, Get Green (Green Spot), and 311.

## Neighborhoods

- Continue upgrading the Accela "one-stop-shop" permitting center system. Upgrades will incorporate new tools and hardware that will integrate and build upon the city's geographical information system (GIS), the city's 311 customer service system, and a common citywide telephone service system.
- My Neighborhood website and the mobile application will continue to be a focal point for delivering city information and services such as parks, police/fire stations, schools, etc. Future expansions will include CIP data and snow clearing information.

## Safety

- Continue working with the Public Safety Department to put into operation a new and improved computer aided dispatch (CAD)/911 system.
- Continue to work with the Public Safety Department to develop a plan to upgrade several Police Division applications to newer server platforms, which will improve service delivery and reduce costs.
- Continue to work with the Department of Public Utilities and Division of Fire to implement phase two of the Hydrants Inspection project. This endeavor is to improve upon bridging gaps in their business process in order to properly maintain the city fire hydrants.

- Work with the Department of Public Safety on the Neighborhood Camera initiative. The system will be interconnected using the city's fiber optic cable network. Two neighborhoods, Mt Vernon and Hilltop, were brought on line in 2011 and three more, Linden, Livingston, and Weinland Park, are under construction. In 2012, the department will continue to work with the Department of Public Safety to develop plans for extending fiber connectivity to police precincts as a part of the Neighborhood Camera initiative.
- Work with the Department of Public Safety to bridge voicemail systems. Bridging the systems will allow seamless communications between the Department of Public Safety and other city agencies.

### **Economic Development**

- Continue to develop, expand 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. This includes researching and implementing wireless fiber optic broadband network technology and integrating it with the overall city network, where 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. The city is currently expanding its fiber footprint by nearly 160 miles of fiber optic cable in three separate projects which will provide extended service areas around the city for economic development opportunities. The three projects are completed and we are now interconnecting the three for contiguous connectivity across the city.

### **Education**

- Continue to develop the GetActiveColumbus.com website initiated by the Mayor's Office and developed with input from the Health and Recreation and Parks Departments.

### **Peak Performance**

- Continue work with customers to acquire an Enterprise Work Order Management System. Such a system will provide a platform to unify the various workflows of the Recreation and Parks, Public Service and Finance (Facilities Management) Departments. The purpose of this project is to improve the ability to document and dispatch work orders, thereby reducing lead times, improving quality, eliminating duplicative paperwork and collecting the data needed for continuous process improvement.
- Complete phase one, which includes go-live, and begin phase two implementation of the new state-of-the-art Columbus Human Resources Information System (CHRIS).
- Continue to enhance the city's voice over internet protocol (VoIP) telephone system by implementing Unified Communications. Unified Communications offers a variety of benefits which include: Voice and Unified Messaging – the ability to manage emails and voicemails from a single inbox; Personal Communicator – PC based phone provides the flexibility to work from any location while still providing the same functionality as a desk phone; Mobility –

single business number and voicemail regardless of device. Cost savings on cell phone minutes used will be realized by utilizing the VoIP infrastructure; Conferencing – voice and video conferencing capabilities utilizing the VoIP infrastructure will save the city time and money while supporting the Mayor's green initiative.

- Continue to convert city telephone services to a voice over internet protocol (VoIP), utilizing the city's current data network infrastructure investment. This will provide the latest technological advancements and 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 leverage and enhance the city's voice over internet protocol (VoIP) system by providing fax over internet protocol (FoIP). FoIP benefits include: eliminating analog line, paper and toner costs which will also support the Mayor's green initiative.
- In 2011, DoT engaged a local software development company to develop a custom application for managing the DoT rate model. The requirements gathering process is complete and a functional application is expected to be completed by the first quarter of 2012. This application will allow service managers to enter data directly into the rate model through a web interface, allow version control and enable financial reporting. Future improvements include three year budget forecasting and trending, as well as integration with the billing and time and attendance systems.
- Continue to improve and mature the Executive Steering Committee (ESC) best practices. The ESC will be engaged on technology project portfolio management throughout the city and instrumental in the preparation of the department's project budgets.
- Expand the implementation of the Quality Assurance (QA) program, recognized in the 2011 Mayor's Award of Excellence for preventing \$1.2 million in rework. In 2012, the QA methodologies will be rolled out to additional customer projects as well as internal DoT processes.
- Continue to support the city's 311 customer service system which provides access to city services and information with the highest possible levels of customer service delivery. In 2011, DoT added a 311 module to the MyColumbus mobile application to provide citizens another method of submitting and viewing service requests to 311, in addition to the phone and web interface. 2012 will bring additional enhancements to the mobile app for enhanced functionality relating to the 311 service.
- With the main components of the disaster recovery infrastructure in place, work will be focused on developing and testing procedures to reconstitute mission-critical systems and applications in the event the citywide data center is compromised. This effort also contributes to the city's overall pandemic and business continuity planning.
- Finish the renovation of the data center facility HVAC system by replacing cooling units not replaced in 2011 and renovate parking lot as needed.



- In 2011, DoT kicked-off a general fund computer replacement project that will continue to take place in 2012. This project will improve the efficiencies of the general funded agencies by replacing existing outdated and aged computer equipment with new hardware. This will replace over 700 systems with new energy efficient systems and over 600 displays with greater energy efficiency. This will improve both efficiency of the end users and will continue to improve the energy efficiency and consumption of electricity.
- Complete the transition of security logging, monitoring, and event correlation to Dell SecureWorks. Build the framework of operational, technical, and management controls that fully leverage the service provider's capabilities to reduce security risks to the city's information assets.
- Continue enabling city agencies to meet regulatory requirements while transitioning to a Governance, Risk, and Compliance (GRC) model for managing supporting activities. Complete the integration of security risk management services across citywide projects and initiatives.
- Continue to expand GIS capabilities with a greater focus on assisting city agencies in integrating graphical information from the GIS central repository. This repository contains 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.
- DoT will expand and enhance enterprise application service delivery by implementing Application Performance Monitoring software from one of the Gartner Magic Quadrant leaders. This software will help DoT monitor performance of critical systems, provide SLA metrics and compliance reporting and enable DoT to have better real time visibility of service interruptions and performance degradation, and allow for more proactive resolution.
- Continue the Enterprise Systems Upgrade project to replace old mission-critical systems which are at end-of-life. These investments will improve system availability and efficiency. The major focus of the 2012 system upgrades will be the backup and recovery system.
- In 2011, DoT began the replacement of our current Help Desk software with Hewlett-Packard's IT Service Management (ITSM) software. This software is expected to be operational during the first quarter of 2012. This is another step in the adoption of industry best practices. This software tracks system availability and automates the ticketing and service response processes. This will help DoT refine and formalize our service support processes resulting in improved system availability and increased end-user satisfaction.
- Continue to improve and expand the capabilities of the Department of Public Utilities GIS Dashboard by implementing improved functionality.

## **2012 Budget Notes**

- The Department of Technology purchases information systems hardware, software and related equipment and licenses on behalf of other city agencies. Funds for this purpose are budgeted in the Director's Office budget. In 2012, \$5.1 million is budgeted for these purchases. Of this total, \$754,307 is budgeted in the general fund while the balance of \$4.3 million is allocated among various other funds.
- The Information Services Division funds the cost of maintaining, supporting and licensing a large inventory of hardware, software, fiber and infrastructure for which DoT is responsible. A portion of the department's budget also funds debt service costs associated with its capital improvement plan. The costs borne by this division are billed back to the user divisions using an electronic billing model. As was the case in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2012 in order to reduce the volatility of projections for the general fund. Internal service charges to other funds are billed back to each fund on a monthly basis.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Technology - Administration	\$ 5,164,574	\$ 5,824,562	\$ 7,203,734	\$ 5,728,283	\$ 7,212,308
Information Services	19,758,241	20,510,647	22,653,045	21,178,362	23,120,549
<b>TOTAL</b>	<b>\$ 24,922,815</b>	<b>\$ 26,335,209</b>	<b>\$ 29,856,779</b>	<b>\$ 26,906,645</b>	<b>\$ 30,332,857</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION INTERNAL SERVICES FUND</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 1,740,658	\$ 1,934,046	\$ 2,075,965	\$ 1,938,976	\$ 2,101,502
Materials & Supplies	773,073	678,116	1,171,129	715,587	821,098
Services	2,503,567	3,027,949	3,899,990	3,050,822	4,199,708
Other	83,760	29,237	-	-	-
Capital	30,745	141,786	56,650	22,898	90,000
Transfers	32,771	13,428	-	-	-
<b>TOTAL</b>	<b>\$ 5,164,574</b>	<b>\$ 5,824,562</b>	<b>\$ 7,203,734</b>	<b>\$ 5,728,283</b>	<b>\$ 7,212,308</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>INFORMATION SERVICES INTERNAL SERVICES FUND</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 11,493,263	\$ 12,027,171	\$ 12,737,863	\$ 12,262,459	\$ 12,858,720
Materials & Supplies	231,383	297,569	378,349	324,095	298,752
Services	4,410,828	4,709,105	5,542,843	4,703,836	5,409,035
Debt Principal	2,881,138	2,708,778	3,034,723	3,034,523	3,690,700
Other	9,908	6,679	-	-	-
Capital	86,665	96,017	142,500	114,200	71,000
Interest	645,056	665,328	816,767	739,249	792,342
<b>TOTAL</b>	<b>\$ 19,758,241</b>	<b>\$ 20,510,647</b>	<b>\$ 22,653,045</b>	<b>\$ 21,178,362</b>	<b>\$ 23,120,549</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Information Services	\$ 24,922,815	\$ 26,335,209	\$ 29,856,779	\$ 26,906,645	\$ 30,332,857
<b>TOTAL</b>	<b>\$ 24,922,815</b>	<b>\$ 26,335,209</b>	<b>\$ 29,856,779</b>	<b>\$ 26,906,645</b>	<b>\$ 30,332,857</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Budgeted</b>	<b>2012 Budgeted</b>
Admin. Internal Service Fund	FT	16	15	17	17
	PT	1	1	1	1
Information Services	FT	117	116	120	121
	PT	4	5	5	5
<b>TOTAL</b>		<b>138</b>	<b>137</b>	<b>143</b>	<b>144</b>

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

**2012 Operating Budget  
Department of Technology**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 8,481,749	\$ 8,560,591	\$ 7,203,734	\$ 7,212,308	20	16	17	17
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.	\$ 5,208,199	\$ 4,877,982	\$ 5,434,476	\$ 6,107,966	0	0	0	0
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.	\$ 1,515,776	\$ 1,383,886	\$ 1,579,635	\$ 1,652,263	15	15	17	17
Help Desk	To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges.	\$ 882,116	\$ 712,574	\$ 604,227	\$ 596,786	10	8	6	6

**2012 Operating Budget  
Department of Technology**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 1,130,134	\$ 1,168,346	\$ 1,315,591	\$ 1,405,959	10	11	11	12
Applications Programming	To develop and/or maintain various information technology systems and applications that facilitate business practices throughout the city.	\$ 2,763,197	\$ 2,520,169	\$ 2,372,919	\$ 2,399,155	27	25	23	23
Government Television Channel	To coordinate contracts for video programming services, prepare scripts and provide editing services for production programs.	\$ 522,287	\$ 552,296	\$ 657,896	\$ 745,739	3	4	4	7
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	\$ 1,563,194	\$ 1,516,134	\$ 1,738,586	9	8	7	9

2012 Operating Budget  
Department of Technology

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 820,497	\$ 814,632	\$ 689,346	\$ 439,654	8	8	7	3
Account Management	To provide information technology account management services to customer agencies.	\$ 543,606	\$ 630,082	\$ 669,815	\$ 688,512	5	6	6	6
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.	\$ 2,184,305	\$ 1,288,620	\$ 1,218,309	\$ 930,597	12	13	12	11
Database	To provide database administration to support the functions of the city's software applications.	\$ 1,034,259	\$ 779,954	\$ 843,484	\$ 864,302	9	8	8	7
Telephone Services	To provide telephone services, training and consulting to city agencies.	\$ 230,283	\$ 377,087	\$ 418,720	\$ 309,160	3	3	4	4
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	\$ 1,039,802	\$ 1,080,269	\$ 956,214	9	9	9	8



2012 Operating Budget  
Department of Technology

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Contracts	To provide holding area for license fees and software maintenance agreements.	\$ 3,288,632	\$ 3,136,650	\$ 3,236,455	\$ 3,004,491	0	0	0	0
Architecture	To establish information technology standards for the city.	\$ 281,842	\$ 230,487	\$ 670,609	\$ 948,815	2	2	6	8
Arlingate Data Center	To provide maintenance services to the city's data center facility.	\$ 323,750	\$ 329,110	\$ 345,160	\$ 332,350	0	0	0	0
		\$ 32,078,569	\$ 29,965,462	\$ 29,856,779	\$ 30,332,857	142	136	137	138

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## **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; and
- 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 2012**

### **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 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.
- Columbus Public Health will lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to make Columbus an active and vibrant community. Programming and initiatives dedicated to these efforts include Get Active Columbus, Healthy Children Healthy Weights, the Institute of Active Living, farmers markets and community gardens, bike and walking paths, walking maps and art walks, the Creating Healthy Communities Network, Women Infant and Children (WIC) and the Healthier Choices Committee.
- Provide public health services, such as immunizations, tuberculosis control, and prenatal services for immigrants and refugees and other vulnerable residents.
- Continue to work with the Columbus Neighborhood Health Centers, Inc. (CNHC) and others groups to help support quality primary care for as many as possible.
- Maintain social work staff in neighborhood pride centers and other venues to assist vulnerable residents. The goal is to protect residents' 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. Community leadership, public education and staff training will continue in 2012 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.
- Implement a year round seasonal influenza initiative to better protect Columbus residents and workplaces.

### **Education**

- Coordinate with other city departments and agencies to enhance the safety of children near and around schools.
- Improve health in minority and lower income communities through neighborhood-based Health Advisory committees and partnership 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 SIGNS community education program for Columbus residents. This program provides information to the public on the safety of restaurants, pools, schools and other venues inspected by the Environmental Health Division. The transition to enhanced mobile web technology will improve efficiency.

### **Peak Performance**

- Continue e-mail notification system to provide important public health information to subscribers through Columbus Public Health's website and social media.
- 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.
- Expand quality improvement, safety and workforce training efforts in order to pursue public health accreditation status.

## **2012 Budget Notes**

- The 2012 budget for Columbus Public Health allows for 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 \$5.1 million in funding to the Columbus Neighborhood Health Centers, Inc., an increase of \$107,860 from 2011.
- The 2012 budget provides funding for the Take Care Columbus program, which links patients with clinical preventive services in the community and the GLBT/Latino Health Disparities program, which deals with HIV and syphilis issues in the GLBT community.
- The department will continue to address increasing public health and community imperatives, including pandemic disease outbreaks by monitoring disease outbreaks and promoting infection control.
- Both the dental clinic program, which serves uninsured clients, and the dental sealant program, which provides preventive sealants to low income school children, will continue in 2012.
- Additional general fund moneys are being allocated for translation services to better serve the growing non-English speaking population. The amount available for these contracts in 2012 totals \$219,000.

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## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Health	\$ 21,881,982	\$ 21,947,902	\$ 25,237,006	\$ 24,311,942	\$ 26,009,933
<b>TOTAL</b>	<b>\$ 21,881,982</b>	<b>\$ 21,947,902</b>	<b>\$ 25,237,006</b>	<b>\$ 24,311,942</b>	<b>\$ 26,009,933</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
HEALTH SPECIAL REVENUE FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 14,888,792	\$ 14,628,650	\$ 17,462,282	\$ 16,746,641	\$ 18,161,972
Materials & Supplies	523,503	439,428	712,400	636,372	608,900
Services	6,185,763	6,617,386	6,789,924	6,669,579	7,005,072
Other	16,673	14,412	17,750	4,700	3,750
Capital	20,000	-	-	-	8,000
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 21,634,731</b>	<b>\$ 21,699,876</b>	<b>\$ 24,982,356</b>	<b>\$ 24,057,292</b>	<b>\$ 25,787,694</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
HEALTH CDBG FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 247,251	\$ 243,135	\$ 254,650	\$ 254,650	\$ 222,239
Supplies	-	4,891	-	-	-
<b>TOTAL</b>	<b>\$ 247,251</b>	<b>\$ 248,026</b>	<b>\$ 254,650</b>	<b>\$ 254,650</b>	<b>\$ 222,239</b>



DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Health Special Revenue	\$ 21,634,731	\$ 21,699,876	\$ 24,982,356	\$ 24,057,292	\$ 25,787,694
Community Dev. Block Grant	247,251	248,026	254,650	254,650	222,239
<b>TOTAL</b>	<b>\$ 21,881,982</b>	<b>\$ 21,947,902</b>	<b>\$ 25,237,006</b>	<b>\$ 24,311,942</b>	<b>\$ 26,009,933</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Health	FT	151	169	190	203
	PT	34	47	70	60
Community Dev. Block Grant	FT	4	3	3	4
	PT	5	5	3	0
<b>TOTAL</b>		<b>194</b>	<b>224</b>	<b>266</b>	<b>267</b>

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

2012 Operating Budget  
Department of Public Health

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Community Dental Services	To provide basic and preventive services to Franklin County families who are unable to access dental service due to cost.	\$ 766,073	\$ 493,942	\$ 566,033	\$ 504,646	5	5	5	4
Dental Sealants	To prevent tooth decay in children in low income families in Columbus.	\$ 201,917	\$ 139,464	\$ 133,681	\$ 148,406	0	0	0	1
Food Safety	To reduce the number of food borne illnesses in Columbus and Franklin County.	\$ 2,107,572	\$ 2,055,122	\$ 2,164,826	\$ 2,279,343	26	25	26	27
Perinatal Program	To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.	\$ 987,246	\$ 866,875	\$ 873,251	\$ 879,183	10	10	10	10
Public Health Standards	To monitor and document the department and community status regarding state and national public health standards.	\$ 378,317	\$ 400,528	\$ 450,928	\$ 443,503	3	3	3	3

**2012 Operating Budget  
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 786,603	\$ 910,572	\$ 939,395	\$ 927,086	10	11	10	9
Healthy Schools	To protect the health and safety of community school children through elimination of environmental hazards in school facilities.	\$ 104,978	\$ 92,346	\$ 92,276	\$ 71,731	1	1	1	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.	\$ 4,894,767	\$ 4,960,624	\$ 4,946,414	\$ 5,046,605	0	0	0	0

2012 Operating Budget  
Department of Public Health

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 16,755	\$ 48,750	\$ 80,871	\$ 86,442	0	1	1	1
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.	\$ 2,298,939	\$ 4,157,346	\$ 4,460,895	\$ 4,591,584	31	33	38	41
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	\$ 411,292	\$ 423,035	\$ 374,964	\$ 407,616	5	5	4	5

2012 Operating Budget  
Department of Public Health

Program	Mission related topics.	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 680,180	\$ 678,948	\$ 622,918	\$ 631,145	8	8	6	6
Community Health	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.	\$ 1,054,291	\$ 973,934	\$ 1,162,580	\$ 1,116,555	11	10	11	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.	\$ 71,720	\$ -	\$ -	\$ -	0	0	0	0

2012 Operating Budget  
Department of Public Health

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 561,194	\$ 644,452	\$ 565,048	\$ 475,149	5	6	5	4
Injury Prevention	To attempt to reduce death and preventable injuries to children ages 14 and under by developing public awareness and education programs and to advocate for more comprehensive public policy regarding safety issues.	\$ 29,849	\$ 31,724	\$ 37,353	\$ 49,711	0	0	0	0
Infectious Disease Administration	To provide administrative and clerical support for the infectious disease division.	\$ 445,345	\$ 537,035	\$ 711,458	\$ 693,161	5	6	7	7

2012 Operating Budget  
Department of Public Health

## Financial History by Program

## Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 1,682,059	\$ 1,704,213	\$ 1,824,528	\$ 1,858,789	17	17	18	21
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.	\$ 1,051,709	\$ 1,027,617	\$ 1,084,058	\$ 1,128,927	9	9	9	10
Laboratory Services	To provide laboratory services for the department.	\$ 521,841	\$ 517,784	\$ 524,863	\$ 589,793	2	2	2	4
Planning and Emergency Preparedness	To provide education and outreach services to enhance the community's ability to successfully prevent, prepare for, respond to and recover from health emergencies.	\$ 201,236	\$ 183,686	\$ 256,782	\$ 250,527	2	2	3	3

**2012 Operating Budget  
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Health Education and 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.	\$ 12,600	\$ 70,500	\$ 120,397	\$ 528,479	0	1	1	7
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.	\$ 278,021	\$ 341,190	\$ 367,153	\$ 370,231	3	4	4	4



**2012 Operating Budget  
Department of Public Health**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 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.	\$ 532,403	\$ 379,087	\$ 397,587	\$ 399,542	2	2	2	2
Environmental Health Administration	To provide administrative and clerical support functions for the division.	\$ 672,486	\$ 488,371	\$ 720,740	\$ 707,755	6	6	8	8
Vector Control	To monitor and control mosquito populations in Columbus through counts, treatment and environmental control.	\$ 150,070	\$ 167,987	\$ 192,769	\$ 207,205	1	1	1	1

**2012 Operating Budget  
Department of Public Health**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Dangerous Animals and Rabies	To conduct animal investigations for all bites and dangerous animals, and to conduct seven rabies clinics annually.	\$ 231,896	\$ 218,118	\$ 213,473	\$ 211,324	2	2	2	2
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.	\$ 354,148	\$ 472,325	\$ 470,300	\$ 495,223	4	5	5	5
Lead Poisoning and Indoor Air	To evaluate and reduce lead poisoning among Columbus children aged six months to six years through screening, inspection, and public information.	\$ 424,592	\$ 502,541	\$ 465,042	\$ 478,835	5	6	5	5
Environmental Health Promotion	To provide community environmental education and outreach efforts.	\$ 44,500	\$ -	\$ -	\$ -	0	0	0	0

**2012 Operating Budget  
Department of Public Health**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Water Protection	To inspect all licensed swimming pools and spas, respond to citizens' complaints, and conduct surveys and seminars for pool operators as needed.	\$ 315,219	\$ 339,044	\$ 357,561	\$ 371,728	4	4	4	4
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.	\$ 55,421	\$ 54,016	\$ 58,862	\$ 59,709	1	1	1	1
		\$ 22,325,239	\$ 23,881,176	\$ 25,237,006	\$ 26,009,933	178	186	193	207

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## **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 Department's mission is to enrich the lives of our citizens.

## **Strategic Priorities for 2012**

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

#### **Neighborhoods**

- Continue to work with various partners on joint projects including Metro Parks on the development of the remaining portion of the Whittier Peninsula, Franklin Park Conservatory on a new greenhouse production facility and Franklin Park's master plan, Children's Hospital on the completion of Livingston Park, and Columbus City Schools on shared parks and playgrounds.
- Continue development and construction of multi-use trails through bike/pedestrian studies and mobility plans.
- Continue improvements to various recreation centers including HVAC and electrical systems, roofs, playground equipment, floors, and landscaping.
- Continue upgrades to various outdoor swimming pools that will also include construction of new spraygrounds.
- Continue new honeysuckle removal program in conjunction with neighborhood volunteers at various parks throughout the city.

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

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

**Education**

- Continue to implement and enhance the Application through Pride, Purpose and Success (APPS) Program in an effort to engage and mentor at-risk youth and young adults.
- Continue to coordinate the Capital Kids after-school program.

**Downtown Development**

- Work with the Mayor's Office and the Columbus Downtown Development Corporation on the design of the second phase of the Scioto Mile, as well as the construction of the new pedestrian bridge near North Bank Park to connect the east and west banks of the Scioto River.

**Peak Performance**

- Continue to complete capital improvement project on time and within budget.
- Implement and enhance the use of performance measurement data for all programs within the department.
- Seek additional funding opportunities through sponsorships, grants and the creation of an endowment fund through the Columbus Foundation.

**Budget Notes for 2012**

- Due to financial constraints, 12 recreation facilities were closed in 2009. During 2010, increased income tax revenues and private partnerships allowed the department to begin re-opening recreation centers on a full- and part-time basis. The 2012 budget provides funding for the city to assume programming responsibilities for Holton Recreation Center, which had been operating under a not-for-profit organization. This will bring the total number of recreations centers that are open on either a full- or part-time basis to 29.
- The Franklin Park Conservatory will receive \$350,000 in city support in 2012, while the King Arts Complex will receive \$22,000.
- The department will receive \$2.1 million from the Department of Public Service's street construction, maintenance and repair fund for tree maintenance in the right-of-way.
- Funding totaling over \$1.2 million is provided for the maintenance of the Scioto Mile Park in 2012.
- The department will invest in economic development in the area with its provision of \$440,000 to COWIC (Central Ohio Workforce Investment Corporation). COWIC's mission is "to meet the employment needs of businesses and job seekers to support economic development in Central Ohio."

- Funding is provided in the amount of \$1.15 million to continue and expand the Applications for Pride, Purpose and Success (APPS) program. This program enriches the lives of youth ages 14-21 and young adults by connecting them to services and programs focused on building life skills, character development, jobs, post secondary education, and other components. Partnerships will continue to be developed, and resources leveraged that reflect best practices in promoting education and reducing crime and violence in this age group.
- The department will receive both community development block grant and general funds for after-school programming. The Capital Kids Program, which provides participants a safe place to learn and play during after-school hours, will receive \$578,917 in 2012 for staff, supplies and services. The department will also receive \$354,043 in general fund moneys to provide grants to various agencies for additional after school programming.
- The community development block grant (CDBG) will provide funds to two additional programs in 2012 directed at school aged children. The School's Out Program, which will receive \$175,217, focuses on children between 6 and 14 years of age. This program operates during the summer months and is designed to benefit the children of working parents by providing a day long, well supervised program offering recreational, educational, cultural and physical activities. Additionally, the department will receive \$257,326 in CDBG funds to offer programming to youth, ages 6 to 18, at city recreation centers. The focus of this programming is healthy recreation, instruction and social skill building.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY						
<b>DIVISION SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>	
Recreation and Parks	\$ 28,614,473	\$ 30,773,789	\$ 35,523,870	\$ 34,113,066	\$ 37,673,159	
Golf	4,402,833	4,398,233	4,585,134	4,152,903	4,338,365	
<b>TOTAL</b>	<b>\$ 33,017,306</b>	<b>\$ 35,172,022</b>	<b>\$ 40,109,004</b>	<b>\$ 38,265,969</b>	<b>\$ 42,011,524</b>	



DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>OPERATIONS &amp; EXTENSION</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 19,728,742	\$ 20,854,707	\$ 24,858,170	\$ 23,768,315	\$ 26,293,422
Materials & Supplies	760,214	820,598	928,669	884,876	1,087,055
Services	7,136,187	8,011,863	8,591,364	8,315,058	9,277,985
Other	93,500	84,118	95,000	94,787	110,000
Capital	-	-	40,644	40,644	-
Transfers	182,000	182,489	182,489	182,489	182,489
<b>TOTAL</b>	<b>\$ 27,900,643</b>	<b>\$ 29,953,775</b>	<b>\$ 34,696,336</b>	<b>\$ 33,286,169</b>	<b>\$ 36,950,951</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>COMM. DEV. BLOCK GRANT</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 693,185	\$ 791,584	\$ 792,616	\$ 792,070	\$ 687,291
Materials & Supplies	1,172	888	2,066	2,029	1,750
Services	19,173	27,242	32,652	32,598	32,642
Other	300	300	200	200	525
<b>TOTAL</b>	<b>\$ 713,830</b>	<b>\$ 820,014</b>	<b>\$ 827,534</b>	<b>\$ 826,897</b>	<b>\$ 722,208</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>GOLF OPERATIONS</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 2,930,922	\$ 2,870,593	\$ 2,991,686	\$ 2,921,905	\$ 2,936,146
Materials & Supplies	212,632	237,420	273,500	221,905	229,000
Services	1,258,279	1,288,220	1,317,948	1,007,893	1,171,219
Other	1,000	2,000	2,000	1,200	2,000
<b>TOTAL</b>	<b>\$ 4,402,833</b>	<b>\$ 4,398,233</b>	<b>\$ 4,585,134</b>	<b>\$ 4,152,903</b>	<b>\$ 4,338,365</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Operation and Extension	\$ 27,900,643	\$ 29,953,775	\$ 34,696,336	\$ 33,286,169	\$ 36,950,951
CDBG	713,830	820,014	827,534	826,897	722,208
Golf Operations	4,402,833	4,398,233	4,585,134	4,152,903	4,338,365
<b>TOTAL</b>	<b>\$ 33,017,306</b>	<b>\$ 35,172,022</b>	<b>\$ 40,109,004</b>	<b>\$ 38,265,969</b>	<b>\$ 42,011,524</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Operations & Extension Fund	FT	211	234	262	265
	PT	1250	1250	1250	1120
CDBG Fund	FT	4	3	4	4
	PT	104	97	98	98
Golf Operations Fund	FT	31	29	29	28
	PT	200	200	200	200
<b>TOTAL</b>		<b>1,800</b>	<b>1,813</b>	<b>1,843</b>	<b>1,715</b>

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

Recreation and Parks

2012 Operating Budget  
Department of Recreation and Parks

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Administration	To provide management and support through the offices of the director, fiscal management, personnel administration and general administration.	\$ 2,739,880	\$ 2,341,847	\$ 3,069,999	\$ 3,787,716	8	12	12	13
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.	\$ 729,939	\$ 686,143	\$ 773,658	\$ 872,833	7	8	8	9
Development and Marketing	To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.	\$ 187,948	\$ 186,299	\$ 226,766	\$ 318,580	1	2	2	3
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.	\$ 11,750,419	\$ 15,545,607	\$ 17,161,624	\$ 17,787,218	92	116	117	119

**2012 Operating Budget  
Department of Recreation and Parks**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Special Events	To provide specialized recreation programs in adult and youth sports, aquatics and special events.	\$ 274,110	\$ 200,529	\$ 388,896	\$ 532,046	2	2	5	5
Aquatics	To provide specialized recreation programs in aquatics.	\$ 536,567	\$ 577,485	\$ 646,129	\$ 662,943	1	2	2	2
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.	\$ 1,310,014	\$ 1,362,095	\$ 1,408,486	\$ 1,422,369	9	9	9	9
Sports	To provide specialized recreation programs in adult and youth sports.	\$ 1,407,008	\$ 1,393,959	\$ 1,426,442	\$ 1,453,433	8	7	8	7
Forestry and Horticulture	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.	\$ 2,484,957	\$ 2,500,476	\$ 2,633,692	\$ 2,788,340	33	32	32	32

Recreation and Parks

2012 Operating Budget  
Department of Recreation and Parks

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Park Maintenance	To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips.	\$ 4,172,918	\$ 5,177,537	\$ 5,785,561	\$ 5,926,135	43	45	47	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.	\$ 2,688,267	\$ 1,516,015	\$ 2,002,617	\$ 2,121,546	17	16	24	23
Golf	To enrich the lives of central Ohio golfers.	\$ 4,740,283	\$ 4,699,632	\$ 4,585,134	\$ 4,338,365	33	32	29	28
		\$ 33,022,310	\$ 36,187,624	\$ 40,109,004	\$ 42,011,524	254	283	295	297

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## **Department of Public Service**

### **Department Description**

The Department of Public Service is comprised of the Director's Office, the 311 Customer Call Center and four divisions: 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, communications 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. 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, is also coordinated through the Director's Office.

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. In addition, the Department of Public Service/Division of Refuse Collection is coordinating with the Mayor's Office to develop and implement a citywide free curbside recycling program announced by Mayor Coleman in 2010. The new recycling program is scheduled to begin in 2012.

The Division of Mobility Options is responsible for delivering all services related to mobility necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic as well as improving neighborhood livability and safety. The division manages the city's Bicentennial Bikeways Plan, which outlines goals for making Columbus a more bike-friendly city by the city's bicentennial in 2012 and through 2028. The division also provides 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 is 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. The division provides 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. The division also installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

The Division of Design and Construction is responsible for developing quality construction plans, managing design contracts, and enabling the department to build and maintain a safe and efficient transportation system. In addition, the division manages construction contracts, 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 2012**

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

#### **Customer Service**

- Promote increased use of the 311 Customer Call Center.
- Provide quality basic city services.
- Promote good communication with internal and external stakeholders, the general public and department employees, including use of social media.
- Provide citizens with access to city services and city information through the operation, support and promotion of the 311 Customer Call 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.
- Construct sidewalks to provide safe access for pedestrians, especially school children.
- 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 the Department of Public Service facilities are ready 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.
- Support economic development through infrastructure planning and improvements.
- Implement an E-bidding program to automate a complex, paper-based bidding process with technology to virtually eliminate clerical errors on behalf of vendors. E-Bidding saves the City and vendors time and money while maintaining a secure and transparent bidding process.

### **Education**

- Partner with other city departments to enhance safety and infrastructure through the installation of sidewalks around schools.
- Increase public awareness of pedestrian safety.
- Increase public awareness of bicycle safety through Share The Road and other efforts that promote motorists and cyclists sharing roadways legally and safely.
- Educate the public about services the Department of Public Service 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 Rich Street Bridge.
- Continue to collaborate with ODOT, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County and key stakeholders in the Interstate-70/71 planning and construction 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.

### **Peak Performance**

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

- Develop an effective project management system "PMIS" to incorporate all project phases including planning, design, and construction. This system will 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 for utilization 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.
- Use 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's Office 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.
- Continue to upgrade the entire city fleet of parking meters with new smart meters that will take credit and debit cards in addition to coins. The first 2,000 meters have been upgraded since 2010, with 1,000 new smart meters to be installed annually until all 4,215 meters have been upgraded. More than 400 new smart meters have been added in several locations that currently do not have parking meters in neighborhoods that include: The Ohio State University area, the Arena District, North Market area, Brewery District, Downtown, Italian Village, and the Columbus State Community College and Columbus College of Art and Design areas.

## **2012 Budget Notes**

### **Director's Office**

- Funding of \$1.55 million is included for the 311 Customer 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 21 full-time and 2 part-time employees, working two shifts. The street construction, maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the call center's operations through internal billings.

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## Refuse Collection

- Residential refuse collection and yard waste collection services are provided through the general fund. This includes 90-gallon, 300-gallon, bulk refuse collection and multi-family collection methods. The general fund also funds the budgets for sidewalk litter receptacles, dead animal collection and the Keep Columbus Beautiful programs.
- The 2012 general fund budget includes, for the first time, funding for a citywide free curbside recycling service.
- The SCMR fund includes \$3.47 million for the bulk collection program. This will fund 40 full-time employees in 2012.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided at a cost of \$17.6 million from the special income tax (SIT) fund.

## Mobility Options

- The 2012 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, notice, collection processing, and supplies. Payments are accepted by mail, in person, by telephone, and over the internet.

## Planning and Operations

- 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 these activities will total \$7.1 million in 2012.
- Funding for the bridge maintenance program is included in the capital budget.
- 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 \$2.1 million in 2012.

## Design and Construction

- The construction inspection fund includes funding for 56 full-time and 43 part-time employees to provide construction inspection services for City of Columbus agencies. The private inspection fund includes funding for 16 full-time and 3 part-time employees to provide construction inspection services for private development.

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## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Administration	\$ 5,318,760	\$ 5,571,148	\$ 6,179,237	\$ 5,814,521	\$ 6,361,826
Refuse Collection	22,039,877	25,395,656	27,540,296	26,846,061	30,494,088
Mobility Options	4,612,132	4,854,176	5,831,679	5,421,989	6,243,620
Planning & Operations	34,601,778	34,180,525	37,405,941	35,187,384	37,314,447
Design & Construction	10,295,026	10,378,596	12,050,806	11,297,587	13,454,359
<b>TOTAL</b>	<b>\$ 76,867,573</b>	<b>\$ 80,380,101</b>	<b>\$ 89,007,959</b>	<b>\$ 84,567,542</b>	<b>\$ 93,868,340</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 2,006,074	\$ 1,980,977	\$ 2,566,270	\$ 2,485,139	\$ 2,732,684
Materials & Supplies	3,545	3,926	11,960	6,470	5,099
Services	20,140	10,947	26,127	30,364	21,155
<b>TOTAL</b>	<b>\$ 2,029,759</b>	<b>\$ 1,995,850</b>	<b>\$ 2,604,357</b>	<b>\$ 2,521,973</b>	<b>\$ 2,758,938</b>

**DIVISION SUMMARY BY OBJECT LEVEL ONE**

<b>REFUSE COLLECTION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 10,508,509	\$ 11,950,518	\$ 13,510,009	\$ 12,561,296	\$ 14,003,287
Materials & Supplies	88,699	76,699	113,200	99,589	117,160
Services	7,445,969	10,286,537	10,352,390	11,150,586	12,796,399
Other	149,094	149,723	100,500	48,822	101,500
Capital	-	-	-	-	7,500
<b>TOTAL</b>	<b>\$ 18,192,271</b>	<b>\$ 22,463,477</b>	<b>\$ 24,076,099</b>	<b>\$ 23,860,293</b>	<b>\$ 27,025,846</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
MOBILITY OPTIONS GENERAL FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 2,298,231	\$ 2,346,402	\$ 2,843,155	\$ 2,600,140	\$ 2,919,011
Materials & Supplies	18,303	32,000	26,795	26,795	31,814
Services	516,920	540,332	899,181	693,904	1,122,064
Other	19,500	17,000	19,500	19,500	19,500
Capital	-	8,850	-	-	-
<b>TOTAL</b>	<b>\$ 2,852,954</b>	<b>\$ 2,944,584</b>	<b>\$ 3,788,631</b>	<b>\$ 3,340,339</b>	<b>\$ 4,092,389</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION STREET CONST. FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 2,684,407	\$ 2,851,827	\$ 2,741,578	\$ 2,595,188	\$ 2,800,439
Materials & Supplies	2,575	1,623	4,160	2,826	2,450
Services	125,096	222,463	170,197	141,249	159,968
<b>TOTAL</b>	<b>\$ 2,812,078</b>	<b>\$ 3,075,913</b>	<b>\$ 2,915,935</b>	<b>\$ 2,739,263</b>	<b>\$ 2,962,857</b>

**DIVISION SUMMARY BY OBJECT LEVEL ONE**

<b>REFUSE STREET CONST. FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 3,468,113	\$ 2,402,111	\$ 3,045,417	\$ 2,576,846	\$ 2,911,360
Materials & Supplies	5,311	5,000	3,000	-	-
Services	374,182	525,068	415,780	408,922	556,882
<b>TOTAL</b>	<b>\$ 3,847,606</b>	<b>\$ 2,932,179</b>	<b>\$ 3,464,197</b>	<b>\$ 2,985,768</b>	<b>\$ 3,468,242</b>



DIVISION SUMMARY BY OBJECT LEVEL ONE					
MOBILITY OPTIONS STREET CONST. FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 1,585,773	\$ 1,627,382	\$ 1,778,606	\$ 1,854,273	\$ 1,908,602
Materials & Supplies	4,400	6,318	11,523	10,170	10,990
Services	49,005	275,892	251,419	217,069	231,639
Other	-	-	1,500	138	-
Transfers	120,000	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,759,178</b>	<b>\$ 1,909,592</b>	<b>\$ 2,043,048</b>	<b>\$ 2,081,650</b>	<b>\$ 2,151,231</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
PLANNING & OPERATIONS STREET CONST. FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 20,628,816	\$ 21,625,261	\$ 22,909,519	\$ 22,405,599	\$ 22,911,357
Materials & Supplies	1,980,482	524,344	556,321	482,692	596,211
Services	11,663,177	11,819,680	12,958,501	12,052,614	13,454,409
Other	3,248	25,361	86,600	37,105	42,470
Capital	92,738	185,879	895,000	209,374	310,000
<b>TOTAL</b>	<b>\$ 34,368,461</b>	<b>\$ 34,180,525</b>	<b>\$ 37,405,941</b>	<b>\$ 35,187,384</b>	<b>\$ 37,314,447</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>DESIGN &amp; CONSTRUCTION STREET CONST. FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 2,867,078	\$ 2,705,013	\$ 2,999,532	\$ 2,807,510	\$ 3,078,687
Materials & Supplies	3,530	6,700	7,524	7,457	7,602
Services	457,246	532,493	647,922	622,636	662,099
Other	-	-	3,000	1,500	3,000
<b>TOTAL</b>	<b>\$ 3,327,854</b>	<b>\$ 3,244,206</b>	<b>\$ 3,657,978</b>	<b>\$ 3,439,103</b>	<b>\$ 3,751,388</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>ADMINISTRATION DEV. SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 123,838	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-	-
Services	4,132	-	-	-	-
<b>TOTAL</b>	<b>\$ 127,970</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
PLANNING & OPERATIONS DEV. SERVICES FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 235,408	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	(2,091)	-	-	-	-
<b>TOTAL</b>	<b>\$ 233,317</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
DESIGN & CONSTRUCTION DEV. SERVICES FUND EXPENDITURES SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Personnel	\$ 1,578,188	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	1,168	-	-	-	-
Services	20,817	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,600,173</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**DIVISION SUMMARY BY OBJECT LEVEL ONE**

<b>ADMINISTRATION CONST. INSPECTION FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 312,424	\$ 429,483	\$ 624,177	\$ 534,551	\$ 603,635
Materials & Supplies	-	227	450	345	450
Services	36,529	69,675	34,318	18,389	35,946
<b>TOTAL</b>	<b>\$ 348,953</b>	<b>\$ 499,385</b>	<b>\$ 658,945</b>	<b>\$ 553,285</b>	<b>\$ 640,031</b>

**DIVISION SUMMARY BY OBJECT LEVEL ONE**

<b>DESIGN &amp; CONSTRUCTION CONST. INSPECTION FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 3,464,750	\$ 4,684,786	\$ 5,794,652	\$ 5,126,388	\$ 6,748,513
Materials & Supplies	14,615	30,345	45,800	45,800	49,600
Services	392,085	467,443	753,040	569,662	759,854
Other	-	-	1,800	1,800	1,800
Capital	-	-	52,000	61,175	40,000
<b>TOTAL</b>	<b>\$ 3,871,450</b>	<b>\$ 5,182,574</b>	<b>\$ 6,647,292</b>	<b>\$ 5,804,825</b>	<b>\$ 7,599,767</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>DESIGN &amp; CONSTRUCTION PRIVATE INSP. FUND EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 1,411,290	\$ 1,829,881	\$ 1,410,203	\$ 1,848,312	\$ 1,854,213
Materials & Supplies	3,623	1,670	6,950	6,950	7,950
Services	80,636	120,265	302,883	168,623	200,541
Other	-	-	500	500	500
Capital	-	-	25,000	29,274	40,000
<b>TOTAL</b>	<b>\$ 1,495,549</b>	<b>\$ 1,951,816</b>	<b>\$ 1,745,536</b>	<b>\$ 2,053,659</b>	<b>\$ 2,103,204</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
General	\$ 23,074,984	\$ 27,403,911	\$ 30,469,087	\$ 29,722,605	\$ 33,877,173
Street Construction	46,115,177	45,342,415	49,487,099	46,433,168	49,648,165
Development Services	1,961,460	-	-	-	-
Construction Inspection	4,220,403	5,681,959	7,306,237	6,358,110	8,239,798
Private Inspection	1,495,549	1,951,816	1,745,536	2,053,659	2,103,204
<b>TOTAL</b>	<b>\$ 76,867,573</b>	<b>\$ 80,380,101</b>	<b>\$ 89,007,959</b>	<b>\$ 84,567,542</b>	<b>\$ 93,868,340</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Administration					
General Fund	FT	29	29	32	33
	PT	2	2	2	2
Street Construction Fund	FT	33	28	29	29
	PT	0	1	0	0
Development Services Fund	FT	0	0	0	0
Construction Inspection Fund	FT	5	7	7	6
Refuse Collection					
General Fund	FT	156	167	182	182
	PT	0	1	0	0
Street Construction Fund	FT	48	37	40	40
Mobility Options					
General Fund	FT	33	35	38	39
Street Construction Fund	FT	16	18	18	18
	PT	0	1	2	2
Planning & Operations					
Street Construction Fund	FT	276	279	288	292
	PT	1	1	1	1
Design & Construction					
Street Construction Fund	FT	29	30	31	31
Construction Inspection Fund	FT	58	63	73	56
	PT	1	1	6	43
Private Inspection Fund	FT	13	17	19	16
	PT	0	0	0	3
<b>TOTAL</b>		<b>700</b>	<b>717</b>	<b>768</b>	<b>793</b>
*FT=Full-Time PT=Part-Time					

2012 Operating Budget  
Department of Public Service

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Public Service Administration	To provide leadership, administrative and operational management and supervisory and clerical support for the divisions within the department.	\$ 4,512,845	\$ 4,416,811	\$ 4,713,065	\$ 4,807,549	51	45	48	47
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.	\$ 1,221,971	\$ 1,303,749	\$ 1,466,172	\$ 1,554,277	22	18	20	21
Refuse Collection Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Refuse Collection Division.	\$ 10,005,910	\$ 13,954,919	\$ 12,915,731	\$ 15,685,966	22	20	22	24
90-Gallon Residential Collection Program	To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.	\$ 4,814,383	\$ 5,302,225	\$ 4,792,357	\$ 5,620,084	78	76	73	80



**2012 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
300-Gallon Residential Collection	To provide weekly refuse collection service to 300-gallon customers, primarily single family homes.	\$ 2,034,797	\$ 2,301,732	\$ 2,565,241	\$ 2,282,476	34	33	35	31
Multi-Family Residential Collection	To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.	\$ 1,447,234	\$ 1,501,517	\$ 1,675,088	\$ 1,982,754	25	21	22	27
Scheduled Bulk Collection Program	To provide the collection of large household items, excluding construction and demolition debris.	\$ 4,744,053	\$ 5,182,025	\$ 5,114,715	\$ 4,441,994	44	65	64	54
Dead Animal Collection	To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.	\$ 85,297	\$ 72,991	\$ 72,608	\$ 73,316	1	1	1	1

Public Service

2012 Operating Budget  
Department of Public Service

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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.	\$ 518,153	\$ 446,854	\$ 404,556	\$ 407,498	6	6	5	5
Transportation Mobility Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Mobility Division.	\$ 510,884	\$ 594,748	\$ 632,926	\$ 496,867	3	3	3	3
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	\$ 1,426,777	\$ 1,410,122	\$ 1,654,364	15	15	15	15

**2012 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Parking Violations	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.	\$ 2,963,284	\$ 3,028,200	\$ 3,788,631	\$ 4,092,389	34	34	38	39
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	\$ 6,442,111	\$ 7,498,587	\$ 5,878,991	18	17	16	3
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	\$ 3,112,565	\$ 3,801,861	\$ 3,718,038	30	28	34	33

2012 Operating Budget  
Department of Public Service

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
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	\$ 24,770,383	\$ 26,105,493	\$ 27,717,418	246	235	238	256
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	\$ 831,645	\$ 880,748	\$ 918,557	5	3	3	3
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	\$ 2,289,839	\$ 2,373,812	\$ 2,400,315	33	26	24	24

**2012 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Transportation Right-of-Way	To coordinate the additional right of way land acquisition for construction projects, reviews CIP and Private/Public Projects (3-P projects), review utility relocation plans, and coordinate with utility providers on the relocation of utilities within the right of way associated with construction projects.	\$ -	\$ 561,199	\$ 403,418	\$ 432,516	0	6	4	4
Construction Inspection	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	\$ 7,918,808	\$ 8,392,828	\$ 9,702,971	116	94	92	72
		\$ 83,716,101	\$ 85,459,098	\$ 89,007,959	\$ 93,868,340	783	746	757	742

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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 and 22 suburban communities, and those unincorporated areas of Franklin County. The department provides 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 2012**

### **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 investment (in 2005 dollars) over the next 40 years, the Wet Weather Management Plan (WWMP) will bring Columbus into full compliance with two Ohio Environmental Protection Agency (OEPA) consent orders. In 2012, the Division of Sewerage and Drainage will continue implementation of the WWMP. The Division will also continue construction on the single largest capital project ever implemented by the city, a 20-foot diameter tunnel through the downtown area known as OARS.

### 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 2012, 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 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 Division of Sewerage and Drainage will continue to pursue removing the 5<sup>th</sup> Avenue Dam, contingent on sufficient funding from other sources.
- The Division of Power and Water will continue its main replacements and rehabilitation program to reduce water leaks.
- The Division of Power and Water will continue contracts to upgrade street lighting circuits.

### Safety

- The Division of Power and Water will continue to design and construct 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.
- The Division of Power and Water will continue its neighborhood lighting program.

### Economic Development

- The department will continue to be a key partner in major development projects that enhance neighborhoods and downtown.
- The Division of Power and Water will continue major water treatment plant expansion projects to ensure an adequate water supply for growing populations in the central city and outlying areas. Construction of improvements at the Hap Cremean Water Plant to meet new drinking water regulation will commence in



2012. At the same time, DPU will continue to encourage responsible water conservation practices.

- The Division of Sewerage and Drainage will continue collaboration 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 to produce clean renewable energy.
- The Division of Power and Water will continue the Children's Water Festival educational initiative. The 2011 event brought 700 grade school students during National Drinking Water Week in May.
- The department will continue to promote the "GreenSpot" program, which inspires, educates and recognizes residents, businesses and community groups 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 department will continue its source water and stormwater protection services to include the We All Live Downstream public education program and the stormwater and watershed management programs.
- The Division of Sewerage and Drainage will notify the public about overflow events through local newspaper ads, signs and its website. 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 customer service level expectations at the lowest overall long-term financial, social and environmental cost. A more rigorous and defensible capital decision making process will be implemented prior to asset creation. New technology will be utilized to better assess existing asset conditions to determine risk levels associated with aging infrastructure assets. Thirty levels of service have been identified and will be reported on beginning in 2012. 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 and a hydrant replacement program to improve distribution system reliability.
- The Division of Power and Water will complete a water audit to identify and quantify unmetered water. The division will also continue to replace meters and identify and repair leaks in an effort to lower the percentage 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 citywide effort to utilize internet and electronic contract bidding of its construction contracts in order to improve existing bid procedures and reduce bid costs.
- The department will continue implementation of the Environmental Management System to support all employees in performing day-to-day work activities in a manner so as not to harm the environment and to comply with all relevant regulatory requirements.

## 2012 Budget Notes

### Director's Office

- The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council adjustments to water and sanitary sewer rates that will increase revenue to the funds by eight and three percent, respectively. A decrease of two percent is being recommended for the storm sewer fee in 2012.

### Water

- The 2012 debt service budget is nearly 14 percent higher than in 2011, due to a recent increase in bond sale and capital loan activity, undertaken to finance the division's growing capital improvements program, primarily the up ground reservoir. Debt service represents 40 percent of the budget of the water enterprise fund.
- Funding is maintained in the 2012 budget for maintenance and security of grounds, buildings and dams at Griggs, O'Shaughnessy and Hoover reservoirs, the three primary sources of water for the Columbus metropolitan area.
- Funding is continued for the operation of the division's three water treatment plants in compliance with the Safe Drinking Water Act.
- 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.

### Power

- The largest component of the division's budget, by far, is the purchase of wholesale electric power. The budget for purchase power in 2012 is \$64.6 million, or almost 71 percent of the division's budget.
- The division continues to control expenditures in other line items, including personnel, by scrutinizing hires and other expenditures to ensure that they are critical to the operation of the division.

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## Sewerage and Drainage

- Debt service represents 54 percent of the operating budget in the sewerage system enterprise fund. Overall debt service will increase by 1.4 percent in 2012.
- Funding is maintained to continue the 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.
- Funding is maintained in 2012 to allow sewer maintenance operations staff to continue to monitor the integrity of the wastewater collection system with periodic inspection and telemonitoring of sewer lines at current levels. 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.

## Stormwater

- 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 2012, over \$15.6 million in debt service will be spent for capital improvement projects to mitigate flooding throughout the city. Debt service comprises 42 percent of the budget in the stormwater enterprise fund.
- In 2012, 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 \$7.1 million in 2012.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Public Utilities Director	\$ 8,837,183	\$ 8,815,257	\$ 10,983,556	\$ 9,706,158	\$ 10,503,512
Sanitary Sewers	213,448,927	201,528,400	236,041,301	226,891,168	238,506,532
Electricity	93,006,378	87,289,460	94,251,219	90,067,042	90,695,253
Water	147,478,224	144,566,161	160,448,682	157,815,435	173,354,996
Storm Sewers	31,926,050	31,561,643	35,049,561	34,028,707	37,242,558
<b>TOTAL</b>	<b>\$ 494,696,762</b>	<b>\$ 473,760,921</b>	<b>\$ 536,774,319</b>	<b>\$ 518,508,510</b>	<b>\$ 550,302,851</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 8,026,297	\$ 7,808,134	\$ 9,148,792	\$ 7,847,704	\$ 9,352,366
Materials & Supplies	204,287	116,001	274,988	121,715	115,151
Services	597,380	871,596	1,549,776	1,736,555	1,008,955
Capital	9,200	19,527	-	-	27,040
Transfers	19	-	10,000	-	-
Other	-	-	-	184	-
<b>TOTAL</b>	<b>\$ 8,837,183</b>	<b>\$ 8,815,257</b>	<b>\$ 10,983,556</b>	<b>\$ 9,706,158</b>	<b>\$ 10,503,512</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>WATER EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 42,224,377	\$ 42,686,447	\$ 46,988,003	\$ 45,263,879	\$ 48,053,156
Materials & Supplies	24,913,734	19,461,319	21,144,821	21,119,848	22,884,335
Services	27,593,630	27,234,325	30,643,587	30,756,592	32,365,677
Debt Principal	29,063,692	28,566,500	33,074,338	33,118,530	41,915,473
Other	223,155	779,881	100,000	915,691	100,000
Capital	537,235	1,942,780	1,440,000	1,073,668	1,443,100
Interest	13,911,663	17,721,961	27,057,933	25,567,227	26,593,255
Transfers	9,010,738	6,172,948	-	-	-
<b>TOTAL</b>	<b>\$ 147,478,224</b>	<b>\$ 144,566,161</b>	<b>\$ 160,448,682</b>	<b>\$ 157,815,435</b>	<b>\$ 173,354,996</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>SANITARY EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 39,752,214	\$ 40,758,576	\$ 45,952,595	\$ 42,827,208	\$ 46,127,204
Materials & Supplies	7,457,957	5,345,335	8,547,959	8,214,092	7,795,647
Services	46,060,136	39,454,504	51,727,510	50,042,815	51,249,213
Debt Principal	59,024,295	58,600,332	63,068,948	61,637,619	67,337,053
Other	186,665	350,934	228,500	828,792	100,000
Capital	898,991	1,617,654	2,040,600	3,605,683	3,929,700
Interest	35,557,539	36,860,776	43,668,626	40,589,558	41,241,152
Transfers	24,511,130	18,540,289	20,806,563	19,145,401	20,726,563
<b>TOTAL</b>	<b>\$ 213,448,927</b>	<b>\$ 201,528,400</b>	<b>\$ 236,041,301</b>	<b>\$ 226,891,168</b>	<b>\$ 238,506,532</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>STORMWATER EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 1,330,946	\$ 1,393,452	\$ 1,683,101	\$ 1,427,038	\$ 1,695,054
Materials & Supplies	18,482	13,090	40,500	24,658	34,136
Services	17,686,400	16,724,901	18,514,349	17,519,330	19,610,214
Debt Principal	7,268,649	7,542,200	8,064,200	8,064,200	9,534,700
Other	19,773	325,493	80,000	250,000	80,000
Capital	32,989	-	26,600	102,670	130,000
Interest	5,568,811	5,562,508	6,640,811	6,640,811	6,158,454
<b>TOTAL</b>	<b>\$ 31,926,050</b>	<b>\$ 31,561,643</b>	<b>\$ 35,049,561</b>	<b>\$ 34,028,707</b>	<b>\$ 37,242,558</b>



<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ELECTRICITY EXPENDITURES SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Original Appropriation</b>	<b>2011 Estimated Expenditures</b>	<b>2012 Proposed</b>
Personnel	\$ 8,611,593	\$ 8,455,067	\$ 9,819,897	\$ 8,013,448	\$ 8,708,390
Materials & Supplies	63,093,308	63,615,365	66,496,181	65,298,551	65,879,122
Services	7,393,547	8,640,565	9,542,234	8,784,667	9,508,779
Debt Principal	5,528,245	4,631,090	4,199,980	4,199,980	3,778,066
Other	159,646	18,985	84,680	156,244	158,100
Capital	848,965	682,826	1,530,000	1,035,905	1,777,397
Interest	1,371,074	1,245,561	1,097,247	1,097,247	885,399
Transfers	6,000,000	-	1,481,000	1,481,000	-
<b>TOTAL</b>	<b>\$ 93,006,378</b>	<b>\$ 87,289,460</b>	<b>\$ 94,251,219</b>	<b>\$ 90,067,042</b>	<b>\$ 90,695,253</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2009 Actual	2010 Actual	2011 Original Appropriation	2011 Estimated Expenditures	2012 Proposed
Sanitary Operations	\$ 217,263,339	\$ 205,360,473	\$ 240,819,148	\$ 231,194,712	\$ 243,075,572
Water Operations	150,964,884	147,971,901	164,710,302	161,569,616	177,430,359
Electricity Operations	93,475,534	87,842,798	94,921,216	90,640,295	91,335,971
Stormwater Management	32,993,005	32,585,750	36,323,653	35,103,886	38,460,949
<b>TOTAL</b>	<b>\$ 494,696,762</b>	<b>\$ 473,760,921</b>	<b>\$ 536,774,319</b>	<b>\$ 518,508,509</b>	<b>\$ 550,302,851</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
Public Utilities Director	FT	88	82	95	95
	PT	5	3	10	10
Sanitary Sewers	FT	482	481	495	522
	PT	8	10	16	16
Electricity	FT	86	78	90	82
	PT	6	4	10	10
Water	FT	505	513	523	551
	PT	20	16	33	33
Storm Sewers	FT	18	17	21	17
	PT	2	1	2	1
<b>TOTAL</b>		<b>1,220</b>	<b>1,205</b>	<b>1,295</b>	<b>1,337</b>

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

**2012 Operating Budget  
Department of Public Utilities**

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Utilities Administration	To provide administrative support services for the Department of Public Utilities.	\$ 10,713,410	\$ 10,827,135	\$ 10,983,556	\$ 10,503,512	95	95	95	95
Water Supply	To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.	\$ 44,030,870	\$ 45,596,889	\$ 44,275,162	\$ 47,417,327	160	161	161	162
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.	\$ 18,759,359	\$ 16,878,376	\$ 16,979,526	\$ 17,269,559	192	192	193	192
Water Administration	To provide administrative support services for the Division of Water.	\$ 67,814,409	\$ 67,122,732	\$ 74,706,591	\$ 83,642,370	12	10	9	9
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.	\$ 25,076,547	\$ 23,960,571	\$ 24,487,403	\$ 25,025,740	187	188	188	188

2012 Operating Budget  
Department of Public Utilities

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Sanitary Sewer 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.	\$ 31,736,288	\$ 30,418,109	\$ 30,748,915	\$ 34,570,042	271	272	272	272
Wastewater Treatment	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.	\$ 50,732,253	\$ 47,808,777	\$ 51,309,122	\$ 48,050,326	240	239	239	239
Sewer Administration	To provide administrative support services for the Division of Sewers and Drains.	\$ 159,719,832	\$ 148,019,064	\$ 153,983,264	\$ 155,886,164	11	11	11	11
Stormwater Management	To provide effective stormwater collection services to the community within the corporate limits of Columbus.	\$ 37,017,054	\$ 33,670,100	\$ 35,049,561	\$ 37,242,558	23	23	23	17
Electricity Distribution	To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.	\$ 8,424,323	\$ 8,865,538	\$ 9,488,196	\$ 8,822,083	51	51	55	48
Street Lighting	To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.	\$ 2,827,782	\$ 2,796,892	\$ 2,788,012	\$ 2,743,964	19	19	15	9

2012 Operating Budget  
Department of Public Utilities

Program	Mission	Financial History by Program				Personnel by Program			
		2009 Budget	2010 Budget	2011 Budget	2012 Proposed	2009 FTEs	2010 FTEs	2011 FTEs	2012 FTEs
Electricity Administration	To support the operations of the Division of Electricity.	\$ 79,372,579	\$ 83,310,873	\$ 81,975,011	\$ 79,129,206	29	29	29	25
		\$ 536,224,706	\$ 519,275,056	\$ 536,774,319	\$ 550,302,851	1,290	1,290	1,290	1,267

## **Performance Indicators**

### ***Office of Performance Management***

The Office of Performance Management (OPM) provides program performance analysis and reporting services to Columbus city leaders and department staff so they can make more informed decisions to improve the quality and efficiency of city services. OPM supports the Columbus\*Stat process by administering performance data collection and facilitating weekly meetings between city executive leadership, department directors and their staffs. Columbus\*Stat is a forum for departments to regularly report progress on major initiatives and discuss operational performance utilizing program and department-wide metrics.

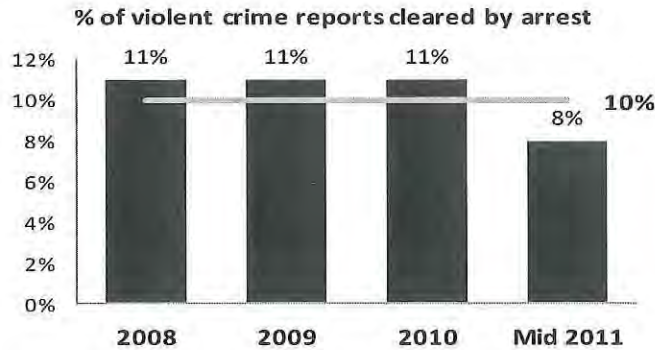
### **Notes to Performance Indicators**

- The data shown presents a snapshot of key performance indicators for city departments.
- Performance results may be shared with a department other than the one “owning” the indicator.
- Target lines displayed on the graphs represent 2012 goals and may not reflect targets set for prior years.
- Population estimates are provided annually by the Mid-Ohio Regional Planning Commission, which uses census data with adjustments, to develop estimates.

**Investigations: % of violent crime reports cleared by arrest**

Percentage of violent crime reports which are cleared by the arrest of a suspect or suspects. Violent crimes include murder, rape, robbery and aggravated assault.

**2012 Target: 10%**

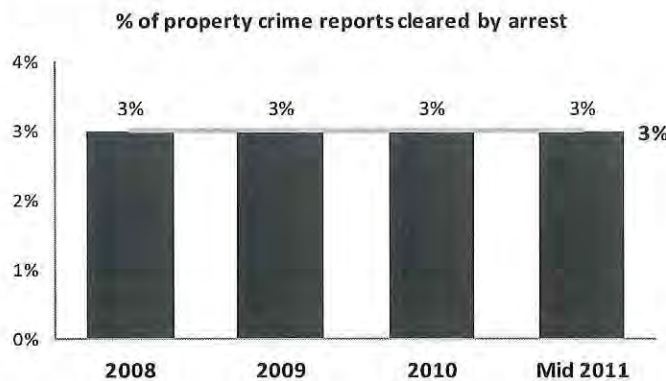


The percentage of violent crime reports cleared by arrest has remained steady at 11 percent over the last three years. This is one percentage point above the target of ten percent. At mid-year 2011, that number was just two percentage points below target at eight percent.

**Investigations: % of property crime reports cleared by arrest**

Percentage of property crime reports which are cleared by the arrest of a suspect or suspects. Property crimes include burglaries and vehicle thefts.

**2012 Target: 3%**

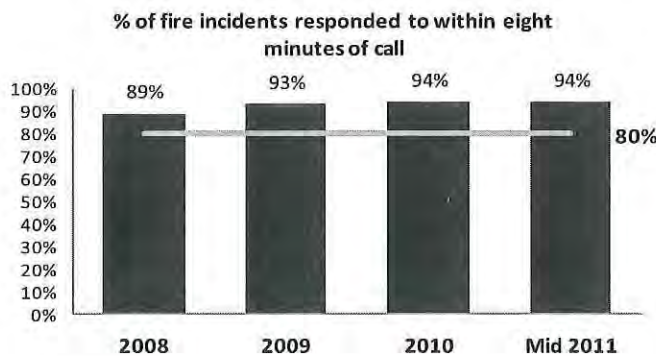


Meeting target, the percentage of property crime reports cleared by arrest has remained a constant three percent from 2008-2010. At mid-year 2011, performance is also at target (three percent).

**Fire Response Time: % of fire incident responses within eight minutes of call**

By City Council resolution, the Division of Fire maintains an overall maximum response time of eight minutes or less in at least 80 percent of fire incident responses. Note: mid-year data is through May.

**2012 Target: 80%**



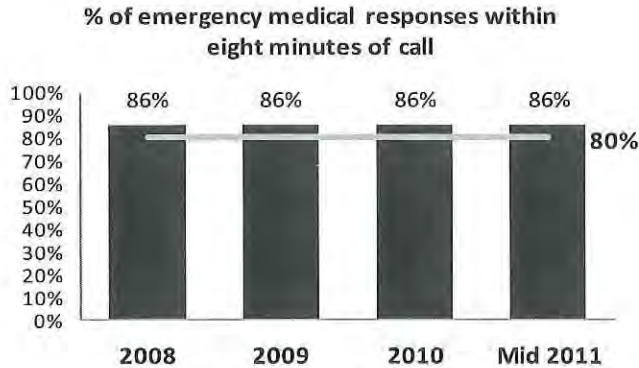
The percentage of fire incidents responded to within eight minutes increased in 2009 by four percentage points to 93 percent. In 2010, this performance increased by one percentage point over the previous year to 94 percent. At mid-year 2011, the percentage mirrored the 2010 performance at 94 percent, 14 percentage points above the goal of 80 percent.



**EMS Response Time: % of emergency medical responses within eight minutes of call**

By City Council resolution, the Division of Fire maintains an overall maximum response time of eight minutes or less in at least 80 percent of EMS incident responses. Note: mid-year data is through May.

**2012 Target: 80%**

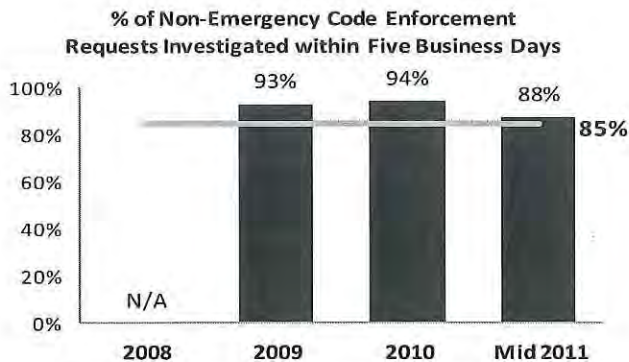


The percentage of emergency medical responses within eight minutes has maintained an 86 percent effectiveness rating for the last three years. At the midpoint of 2011, the rate was also at 86 percent, exceeding the target of 80 percent, by six percentage points.

**Code Enforcement: % of non-emergency code enforcement requests investigated within five business days**

Factors that impact response times include: the number of requests received, staffing availability, the nature of the complaint, and weather conditions.

**2012 Target: 85%**

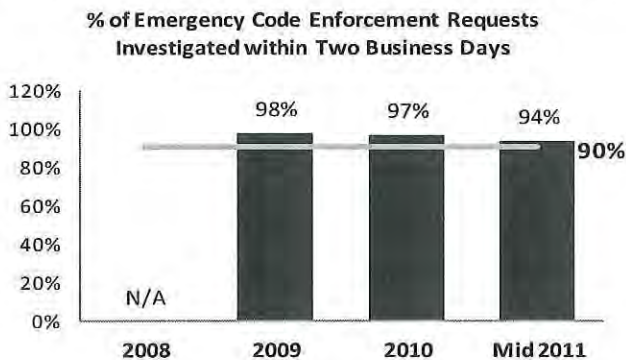


As of June 2011, the city received 16,062 non-emergency requests from residents; 88 percent, or 14,051, were investigated within the division's accepted timeline. This represents a slight decrease from the performance achieved in the prior two years, but still exceeds the 85 percent target set by the division.

**Code Enforcement: % of emergency code enforcement requests investigated within two business days**

Emergency requests are a higher priority than non-emergency requests and include issues that are of immediate concern to the health and safety of residents (such as water shut-offs).

**2012 Target: 90%**



As of June 2011, the division logged 1,978 emergency requests, 1,860 of which, or 94 percent, had been investigated within two business days. This represents a slight decrease in response times over the past two years, but still exceeds the 90 percent target set by the division.

**Fleet Management: % of fleet maintenance mechanics with ASE Blue Seal certification**

**2012 Target: 75%**

Percentage of mechanics who have obtained at least one ASE (Automotive Service Excellence) certification. In order to receive Blue Seal recognition, 75 percent of a shop's technicians must have at least one certification.

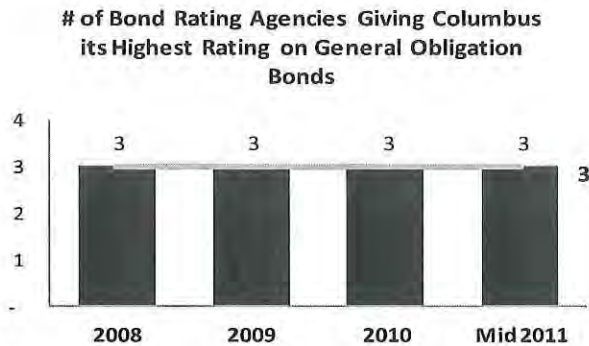


By investing in training the city's technicians in the highest fleet standards, the division can help to reduce diagnostic errors and reduce re-works on repairs, thereby saving time and money. As of June 2011, 70 of the 84 maintenance technicians employed by the division had at least one ASE certification.

**Financial Management: # of bond rating agencies giving Columbus its highest rating on general obligation bonds**

**2012 Target: 3**

The city's bond rating is an important measure of the city's fiscal health.

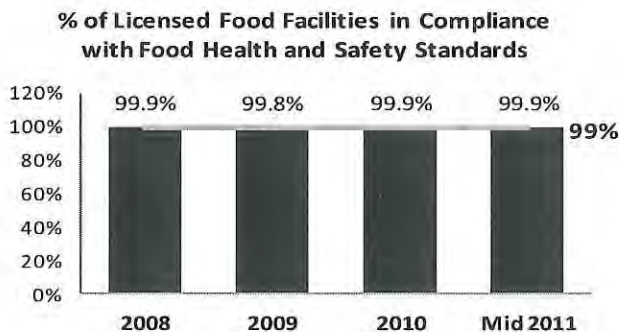


Through principles of fiscal conservatism and responsible spending models, the city has been able to maintain the highest rating from all three major rating agencies for the past several years. The better the rating, the lower the interest on bonds the city will receive, thus saving the city significant amount.

**Food Safety: % of licensed food facilities in compliance with food health and safety standards**

**2012 Target: 99%**

Percentage of facilities not entering into the enforcement process, and thereby clear of unresolved violations.

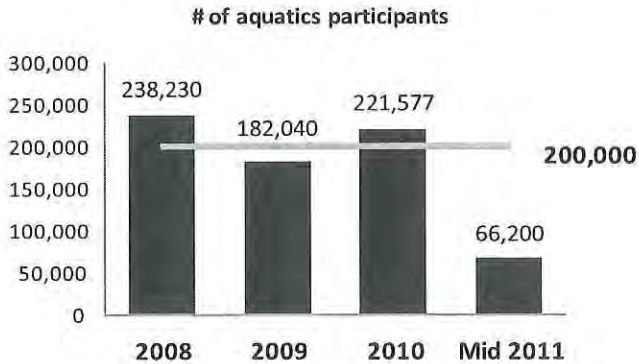


As of June 2011, 99.9 percent (or 4,957) of the city's 4,963 licensed facilities were in compliance with food health and safety standards. Compliance is enhanced through regular inspections by city environmental health inspectors of restaurants and other food operations. Owners and food handlers also receive training and on proper safety techniques. This ensures a healthy and safe dining experience for residents and visitors and helps to reduce the incidence of food-borne illness.

**Aquatics: # of aquatics participants**

Number of individuals and groups (duplicated count) utilizing the city's public pools.

**2012 Target: 200,000**

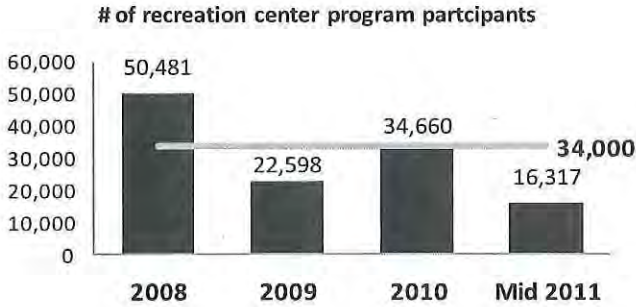


The 2009 year represented the lowest years' attendance, declining 23 percent from 2008. It was in this year that the city experienced the closure of several recreation centers and pools due to budget constraints. By contrast, a 22 percent increase in participants was experienced in 2010 over 2009, coinciding with the re-opening of recreation centers and pools. At mid-year 2011, attendance (66,200) was less than half of the annual goal of 200,000.

**Recreation Centers: # of recreation center program participants**

Number of participants registered for classes and programs. Note: mid-year data is through May.

**2012 Target: 34,000**

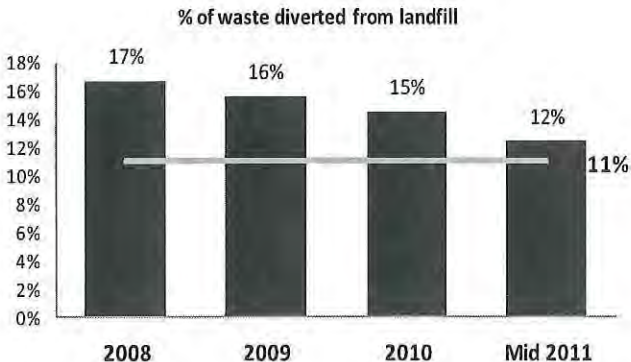


The 2009 year represented the lowest years' participation with a 55 percent decrease over the previous year. It was in this year that the city experienced the closure of several recreation centers and pools due to budget constraints. However, in 2010, the number of program participants rebounded with a 53 percent increase in attendance (12,062) compared to 2009. This coincides with the re-opening of the recreation centers and pools. At mid-year 2011, program participation (16,317) was at 48 percent of the annual goal.

**Waste Stream Diversion: % of waste diverted from landfill**

Percentage of waste diverted through recycling and yard waste programs, which extends the life of the landfill.

**2012 Target: 11%**

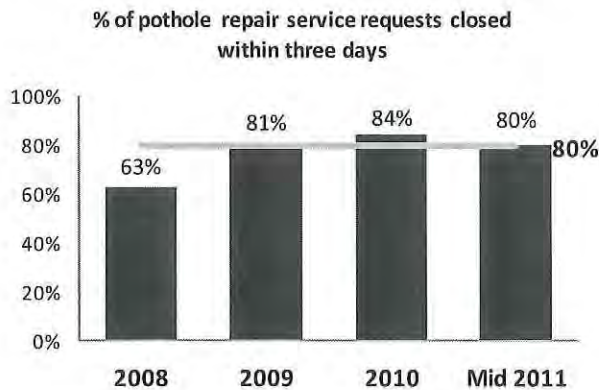


The percentage of waste diverted from the land fill was at its highest point in 2008 at 17 percent. Since this time, while still above a target of 11 percent, there has been a slight decline in waste diverted from the landfill. At mid-year 2011, landfill diversion remained above target at 12 percent.

**Street Maintenance: % of pothole repair service requests closed within three days**

Frequency at which the Public Service Department is able to respond to citizen pothole reports in a timely manner.

**2012 Target: 80%**

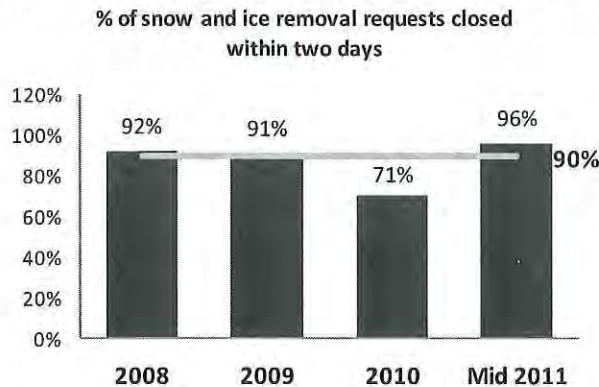


The percentage of pothole repair service requests closed within three days has steadily improved over the past few years. 2009 experienced the most significant improvement in performance by 18 percent over 2008. At mid-year 2011, performance met the established target at 80 percent.

**Street Maintenance: % of snow and ice removal requests closed within two days**

Frequency at which the Public Service Department is able to respond to citizen requests for snow and ice removal in a timely manner. Note: mid-year data is through February.

**2012 Target: 90%**

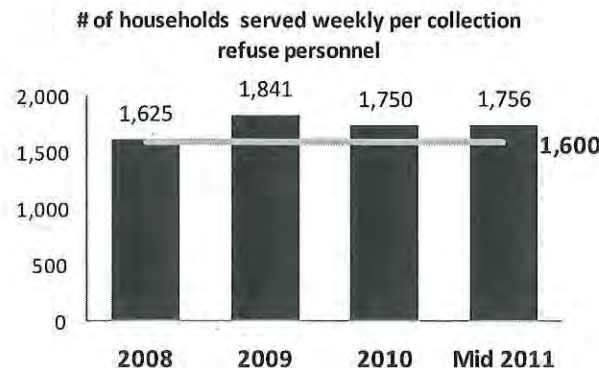


The Public Service Department's response to citizens' requests for snow and ice removal in a timely manner remained relatively constant at a high level of performance in 2008 and 2009. With a decline in performance in 2010 by 20 percent, February 2010 marked a record amount of snow and an increase in the amount of residential treatments over prior years. Performance at mid-year 2011 was well above target at 96 percent.

**Refuse Collection: # of households served weekly per collection refuse personnel**

Amount of households receiving refuse collection service each week from personnel of the Refuse Collection Division.

**2012 Target: 1,600**

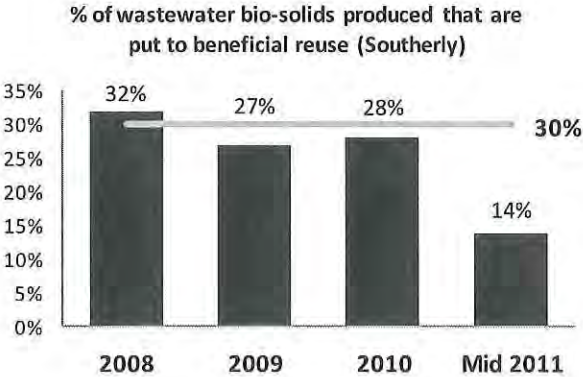


The number of households served weekly per collection personnel increased by 13 percent in 2009 compared to 2008. The year 2010 experienced a five percent decrease over 2009. At mid-year 2011, collections were similar to that of the 2010 year end performance.

**Wastewater Treatment: % of wastewater bio-solids produced that are put to beneficial reuse (Southerly)**

**2012 Target: 30%**

*Percentage of Southerly's waste production disposed of either by composting or land application.*



The percentage of production from the Southerly plant that was disposed of by composting or land application experienced its greatest level of performance in 2008 at 32 percent. Performance in 2009 is five percentage points below 2008 performance at 27 percent, but increased by one percentage point in 2010 to 28 percent. At mid-year 2011, the percentage of wastewater bio-solids put to beneficial reuse was nearly half of the goal of 30 percent.

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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, encumbrance cancellations and transfers from other funds, are projected at \$701.3 million, an increase of 0.12 percent from 2011 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; in 1982, to 2.0 percent, and in 2009 to its current 2.5 percent.

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 361.37, 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 2012, income tax revenues to the general fund are estimated at \$523.65 million, which is 71 percent of total general fund revenue. This represents a three percent growth over 2011 projections.

### **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 and at 100 percent of true value for public utility property. Taxes are collected one year in arrears for real 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. The 2012 estimate for property tax collections is \$44.2 million, a decline of just under 7 percent from the 2011 projection.

## **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 2012 projection for general fund hotel-motel tax receipts is \$3.7 million, an increase of 2.8 percent over 2011 projections.

## **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. In 2012, fifty percent of KWH tax revenues will be deposited directly to the Electricity Enterprise Fund, leaving \$1.65 million for deposit to the general fund. This assumes a flat funding level from 2011.

## **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 \$37.1 million in 2012, a nearly 25 percent reduction from projected 2011 revenues.

## **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 \$18.5 million in 2012, a slight decrease of 0.7 percent from projected 2011 collections.

## **Charges for Service**

Sources of revenue in this category include pro rata charges, third party reimbursements for emergency medical services, 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, certain fire protection and dispatching service charges, 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 \$56.87 million in 2012, a 2.26 percent increase over 2011 estimates.

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 \$4 million in 2012.

### **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 \$10.3 million in 2012, of which Cable TV permits are expected to be approximately \$9.3 million.

### **Other Revenue**

This category includes various unclaimed funds, refunds and miscellaneous revenue. The 2012 estimate is \$1.4 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 2012 is \$1.6 million.

General Fund Summary

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008 - 2012											
SOURCE	2008 ACTUAL	PERCENT CHANGE	2009 ACTUAL	PERCENT CHANGE	2010 ACTUAL	PERCENT CHANGE	2011 PROJECTED	PERCENT CHANGE	2012 PROJECTED	PERCENT CHANGE	2012 PERCENT OF TOTAL
Income Tax	\$ 389,117,331	-0.53%	\$ 385,893,203	-0.83%	\$ 478,007,153	23.87%	\$ 508,400,000	6.36%	\$ 523,650,000	3.00%	71.12%
Property Tax	51,435,378	-0.33%	51,354,472	-0.16%	51,222,426	-0.26%	47,531,000	-7.21%	44,227,000	-6.95%	6.01%
Kilowatt Hour Tax	3,365,494	-2.43%	3,233,877	-3.91%	3,284,329	1.56%	1,650,000	-49.76%	1,650,000	0.00%	0.22%
Hotel/Motel Tax	3,597,542	-1.38%	3,119,446	-13.29%	3,377,838	8.28%	3,600,000	6.58%	3,700,000	2.78%	0.50%
<b>TOTAL TAXES</b>	<b>447,515,745</b>	<b>-0.53%</b>	<b>443,600,998</b>	<b>-0.87%</b>	<b>535,891,746</b>	<b>20.80%</b>	<b>561,181,000</b>	<b>4.72%</b>	<b>573,227,000</b>	<b>2.15%</b>	<b>77.86%</b>
Local Government Fund	46,942,285	-0.70%	40,348,261	-14.05%	40,672,985	0.80%	40,370,000	-0.74%	28,426,000	-29.59%	3.86%
Estate Tax	10,342,393	35.33%	8,149,168	-21.21%	7,681,025	-5.74%	7,900,000	2.85%	7,500,000	-5.06%	1.02%
Liquor Permit Fee, Other	1,139,293	0.10%	1,131,775	-0.66%	1,194,582	5.55%	1,132,000	-5.24%	1,130,000	-0.18%	0.15%
<b>TOTAL SHARED REVENUE</b>	<b>58,423,971</b>	<b>4.23%</b>	<b>49,629,204</b>	<b>-15.05%</b>	<b>49,548,592</b>	<b>-0.16%</b>	<b>49,402,000</b>	<b>-0.30%</b>	<b>37,056,000</b>	<b>-24.99%</b>	<b>5.03%</b>
License and Permit Fees	9,231,736	7.76%	9,654,066	4.57%	9,958,061	3.15%	10,247,000	2.90%	10,290,000	0.42%	1.40%
Fines and Penalties	21,403,177	0.42%	22,095,545	3.23%	19,375,824	-12.31%	18,579,000	-4.11%	18,459,000	-0.65%	2.51%
Investment Earnings	24,923,854	-19.46%	6,408,932	-74.29%	3,595,212	-43.90%	3,900,000	8.48%	4,000,000	2.56%	0.54%
Charges for Service	53,625,518	14.76%	54,694,107	1.99%	52,799,216	-3.46%	55,616,000	5.33%	56,871,000	2.26%	7.72%
All Other	9,207,047	372.56%	1,918,325	-79.16%	1,630,772	-14.99%	1,558,000	-4.46%	1,400,000	-10.14%	0.19%
<b>TOTAL OTHER REVENUES</b>	<b>118,391,332</b>	<b>8.12%</b>	<b>94,770,975</b>	<b>-19.95%</b>	<b>87,359,085</b>	<b>-7.82%</b>	<b>89,900,000</b>	<b>2.91%</b>	<b>91,020,000</b>	<b>1.25%</b>	<b>12.36%</b>
<b>TOTAL ALL REVENUES</b>	<b>624,331,048</b>	<b>1.45%</b>	<b>588,001,177</b>	<b>-5.82%</b>	<b>672,799,423</b>	<b>14.42%</b>	<b>700,483,000</b>	<b>4.11%</b>	<b>701,303,000</b>	<b>0.12%</b>	<b>95.25%</b>
Encumbrance Cancellations	2,693,177	-54.63%	1,413,888	-47.50%	1,124,676	-20.46%	1,681,000	49.47%	1,608,503	-4.31%	0.22%
Unencumbered Balance	17,277,690	-34.45%	25,676	-99.85%	3,278,792	12669.87%	23,646,000	621.18%	31,773,497	34.37%	4.32%
Fund Transfers	7,716,112	7600.86%	30,866,168	300.02%	793,529	-97.43%	1,690,000	112.97%	1,590,000	-5.92%	0.22%
Other Misc. Transfers	-	-	-	-	-	-	-	-	-	-	-
<b>Total Annual Resources</b>	<b>652,018,027</b>	<b>0.65%</b>	<b>620,306,909</b>	<b>-4.86%</b>	<b>677,996,420</b>	<b>9.30%</b>	<b>727,500,000</b>	<b>7.30%</b>	<b>736,275,000</b>	<b>1.21%</b>	<b>100.00%</b>
27th Pay Period Reserve Fund	1,225,074	-92.90%	2,976,074	142.93%	4,762,074	60.01%	6,762,074	42.00%	8,822,074	30.46%	-
Economic Stabilization Fund	40,104,652	-9.84%	9,866,739	-75.40%	22,723,884	130.31%	33,023,884	45.33%	40,243,884	21.86%	-
<b>TOTAL GENERAL FUND AVAILABLE RESOURCES</b>	<b>\$ 693,347,753</b>	<b>-2.29%</b>	<b>\$ 633,149,722</b>	<b>-8.68%</b>	<b>\$ 705,482,378</b>	<b>11.42%</b>	<b>\$ 767,285,958</b>	<b>8.76%</b>	<b>\$ 785,340,958</b>	<b>2.35%</b>	

## **Expenditures and Personnel**

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

# General Fund Summary

GENERAL FUND 2012 PROPOSED BUDGET SUMMARY BY OBJECT LEVEL ONE							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 3,029,637	\$ 21,544	\$ 240,945	\$ -	\$ -	\$ -	\$ 3,292,126
<u>City Auditor</u>							
City Auditor	2,676,008	24,500	758,526	-	-	-	3,459,034
Income Tax	7,096,769	73,000	1,125,941	-	-	-	8,295,710
Total	9,772,777	97,500	1,884,467	-	-	-	11,754,744
City Treasurer	926,153	3,200	102,711	-	-	-	1,032,064
<u>City Attorney</u>							
City Attorney	10,280,986	69,233	352,880	-	-	-	10,703,099
Real Estate	212,038	-	-	-	-	-	212,038
Total	10,493,024	69,233	352,880	-	-	-	10,915,137
Municipal Court Judges	14,110,315	41,900	1,045,745	-	-	-	15,197,960
Municipal Court Clerk	9,837,313	118,585	749,896	-	-	-	10,705,794
Civil Service	3,074,943	22,678	328,133	-	-	-	3,425,754
<u>Public Safety</u>							
Administration	1,362,630	10,367	7,054,042	-	-	150,000	8,577,039
Support Services	4,629,953	467,175	1,174,717	1,000	-	-	6,272,845
Police	250,617,226	4,588,612	14,262,657	225,000	-	3,110,697	272,804,192
Fire	200,756,899	4,483,415	11,134,435	200,000	-	631,121	217,205,870
Total	457,366,708	9,549,569	33,625,851	426,000	-	3,891,818	504,859,946
<u>Mayor's Office</u>							
Mayor	2,025,365	13,184	67,560	-	-	-	2,106,109
Community Relations	685,231	4,600	64,579	-	-	-	754,410
Equal Business Opportunity	797,312	3,030	65,368	-	-	-	865,710
Total	3,507,908	20,814	197,507	-	-	-	3,726,229
<u>Development</u>							
Administration	2,864,935	47,199	3,550,904	-	-	21,000	6,484,038
Econ. Development	382,760	6,950	4,161,124	-	-	-	4,550,834
Code Enforcement	5,393,644	53,700	908,688	10,000	-	-	6,366,032
Planning	1,467,224	18,200	155,507	-	-	-	1,640,931
Housing	196,286	2,500	3,743,178	-	-	-	3,941,964
Total	10,304,849	128,549	12,519,401	10,000	-	21,000	22,983,799
<u>Finance and Management</u>							
Finance Administration	1,688,330	7,902	170,385	-	-	-	1,866,617
Financial Management	2,576,390	14,265	1,495,181	-	-	-	4,085,836
Facilities Management	5,724,884	394,800	9,888,257	15,750	-	-	16,023,691
Total	9,989,604	416,967	11,553,823	15,750	-	-	21,976,144
Fleet- General Fund Vehicles	-	-	-	-	-	-	-
Finance City-wide	-	-	-	-	-	26,932,339	26,932,339
Finance Technology (Pays gf agency bills)	-	-	13,367,465	-	-	-	13,367,465
Human Resources	1,207,903	55,175	128,249	-	-	-	1,391,327
Health	-	-	-	-	-	19,740,623	19,740,623
Recreation and Parks	-	-	-	-	-	30,321,376	30,321,376
<u>Public Service</u>							
Administration	2,732,684	5,099	21,155	-	-	-	2,758,938
Refuse Collection	14,003,287	117,160	12,796,399	101,500	7,500	-	27,025,846
Mobility Options	2,919,011	31,814	1,122,064	19,500	-	-	4,092,389
Total	19,654,982	154,073	13,939,618	121,000	7,500	-	33,877,173
<b>Total General Operating Fund</b>	<b>\$ 553,276,116</b>	<b>\$ 10,699,787</b>	<b>\$ 90,036,891</b>	<b>\$ 572,750</b>	<b>\$ 7,500</b>	<b>\$ 80,907,156</b>	<b>\$ 735,500,000</b>

# General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2009 ACTUAL	2010 ACTUAL	2011 PROJECTED	2012 Budget	% CHANGE
City Council	\$ 2,935,865	\$ 3,288,362	\$ 4,205,560	\$ 3,292,126	-21.72%
<u>City Auditor</u>					
City Auditor	3,032,808	3,197,632	3,368,152	3,459,034	2.70%
Income Tax	6,918,799	7,091,543	7,801,943	8,295,710	6.33%
Total	9,951,607	10,289,175	11,170,095	11,754,744	5.23%
City Treasurer	928,450	919,120	972,657	1,032,064	6.11%
<u>City Attorney</u>					
City Attorney	10,075,531	10,035,091	10,332,403	10,703,099	3.59%
Real Estate	186,010	255,619	211,795	212,038	0.11%
Total	10,261,541	10,290,710	10,544,198	10,915,137	3.52%
Municipal Court Judges	13,769,380	14,011,105	14,633,721	15,197,960	3.86%
Municipal Court Clerk	10,163,387	10,115,154	10,463,512	10,705,794	2.32%
Civil Service	2,796,366	3,097,227	3,469,719	3,425,754	-1.27%
<u>Public Safety</u>					
Administration	7,620,845	5,547,893	6,783,178	8,577,039	26.45%
Support Services	5,110,962	5,441,117	5,362,004	6,272,845	16.99%
Police	245,954,134	251,661,554	264,432,664	272,804,192	3.17%
Fire	190,164,511	204,385,274	212,529,621	217,205,870	2.20%
Total	448,850,452	467,035,838	489,107,467	504,859,946	3.22%
<u>Mayor's Office</u>					
Mayor	1,789,110	1,699,145	1,788,785	2,106,109	17.74%
Community Relations	703,205	655,227	695,444	754,410	8.48%
Equal Business Opportunity	638,207	667,611	649,473	865,710	33.29%
Office of Education	72,417	-	-	-	0.00%
Total	3,202,939	3,021,983	3,133,702	3,726,229	18.91%
<u>Development</u>					
Administration	4,133,602	5,613,733	5,647,418	6,484,038	14.81%
Economic Development	4,510,545	6,090,983	9,474,463	4,550,834	-51.97%
Code Enforcement	4,033,544	5,056,634	5,578,488	6,366,032	14.12%
Planning	1,337,764	1,351,407	1,736,026	1,640,931	-5.48%
Neighborhood Services	1,435,958	-	-	-	0.00%
Housing	2,869,276	3,694,880	3,524,395	3,941,964	11.85%
Total	18,320,689	21,807,637	25,960,790	22,983,799	-11.47%
<u>Finance and Management</u>					
Finance Administration	1,938,021	1,745,199	1,580,337	1,866,617	18.12%
Financial Management	3,887,607	3,583,199	3,511,915	4,085,836	16.34%
Facilities Management	13,415,873	13,387,881	14,036,789	16,023,691	14.15%
Total	19,241,501	18,716,279	19,129,041	21,976,144	14.88%
Citywide Technology	11,554,497	12,810,959	12,546,296	13,367,465	6.55%
Finance City-wide	1,751,000	9,286,000	12,700,000	26,932,339	112.07%
Fleet- General Fund Vehicles (Non Safety)	221,921	1,000,000	1,579,741	-	-100.00%
Human Resources	1,286,749	1,537,765	1,700,687	1,391,327	-18.19%
Citywide Severance Plan	1,675,875	512,501	-	-	-
Health	15,864,837	15,824,118	18,250,827	19,740,623	8.16%
Recreation and Parks	21,175,580	23,382,410	26,435,884	30,321,376	14.70%
<u>Public Service</u>					
Administration	2,029,759	1,995,849	2,521,973	2,758,938	9.40%
Refuse Collection	18,192,271	22,463,477	23,860,293	27,025,846	13.27%
Mobility Options	2,852,954	2,944,585	3,340,339	4,092,389	22.51%
Total	23,074,984	27,403,911	29,722,605	33,877,173	13.98%
<b>Total General Operating Fund</b>	<b>\$ 617,027,620</b>	<b>\$ 654,350,254</b>	<b>\$ 695,726,503</b>	<b>\$ 735,500,000</b>	<b>5.72%</b>

# General Fund Summary

GENERAL FUND PERSONNEL SUMMARY				
	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
City Council	33	33	38	38
<b>City Auditor</b>				
City Auditor	26	24	34	34
Income Tax	71	74	82	82
<b>Total</b>	<b>97</b>	<b>98</b>	<b>116</b>	<b>116</b>
City Treasurer	10	10	12	12
<b>City Attorney</b>				
City Attorney	105	104	135	135
Real Estate	1	2	6	6
<b>Total</b>	<b>106</b>	<b>106</b>	<b>141</b>	<b>141</b>
Municipal Court Judges	175	174	184	184
Municipal Court Clerk	147	149	172	172
Civil Service	32	28	33	34
<b>Public Safety</b>				
Administration	9	10	10	11
Support Services	49	47	50	50
Police- Non Uniformed	300	296	317	325
Police- Uniformed <sup>(1)</sup>	1,872	1,909	1,911	1,929
Fire- Non Uniformed	37	36	36	36
Fire- Uniformed <sup>(2)</sup>	1,497	1,557	1,567	1,563
<b>Total</b>	<b>3,764</b>	<b>3,855</b>	<b>3,891</b>	<b>3,914</b>
<b>Mayor's Office</b>				
Mayor	14	14	15	18
Community Relations	7	6	7	8
Equal Business Opportunity	7	7	8	10
<b>Total</b>	<b>28</b>	<b>27</b>	<b>30</b>	<b>36</b>
<b>Development</b>				
Administration	25	23	24	25
Code Enforcement	55	55	61	63
Economic Development	3	3	3	3
Planning	14	14	15	15
Housing	1	2	2	3
<b>Total</b>	<b>98</b>	<b>97</b>	<b>105</b>	<b>109</b>
<b>Finance and Management</b>				
Administration	20	19	21	24
Financial Management	25	25	26	27
Facilities Management	71	69	73	73
<b>Total</b>	<b>116</b>	<b>113</b>	<b>120</b>	<b>124</b>
Human Resources	11	9	10	10
<b>Public Service</b>				
Administration	29	29	32	33
Refuse Collection	156	167	182	182
Mobility Options	33	35	38	39
<b>Total</b>	<b>218</b>	<b>231</b>	<b>252</b>	<b>254</b>
<b>Total General Fund</b>	<b>4,835</b>	<b>4,930</b>	<b>5,104</b>	<b>5,144</b>

2009 and 2010 are year-end actuals, while 2011 and 2012 are budgeted.

<sup>(1)</sup> Actual Uniformed Police 2009 includes 23 members of the 114th Academy class which was partially funded by a JAG (Byrne) grant. Actual and Budgeted numbers in 2010-2012 include the use of a COPS Hiring Recovery Program (CHRP) Grant for 50 personnel.

<sup>(2)</sup> 2010 Uniformed Actual includes a recruit class of 51 who entered the Academy on 12/27/10 and are included on the payroll ending 01/11/11.

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 1, 2011

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

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

Available Resources for the City of Columbus General Operating Fund (Fund No. 10) for calendar year 2012 are estimated to be

\$736,275,000

Included in these estimated Resources for 2012 is an estimated carry over fund balance from 2011 of \$31.773 million.

Resolution No. 178X-2009 states "That the cash balance of the Economic Stabilization Fund (Rainy Day fund) shall reach \$50 million by the end of 2014." It is estimated the Rainy Day fund balance at December 31, 2011 will be approximately \$32.9 million.

Attached are additional data and comments regarding General Operating Fund (Fund No. 10) resources.

I trust these comments are helpful to you in your deliberations. Please feel welcome to call if you should have any questions.

Very truly yours,

Hugh J. Dorrian  
City Auditor

HJD/jm

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2012

Taxes:		
Income tax (Note 1)	\$ 523,650,000	
Property tax (Note 2)	44,227,000	
Kilo Watt Hour tax equivalent (Note 3)	1,650,000	
Hotel-Motel Tax (Note 4)	<u>3,700,000</u>	
		573,227,000
Shared revenues:		
Local community funds via County (Note 5)	23,776,000	
Local government funds via State (Note 5)	4,650,000	
Estate tax	7,500,000	
Liquor permit fees and other	<u>1,130,000</u>	
		37,056,000
Investment earnings (Note 6)		4,000,000
Charges for services:		
Administrative charges to non-general fund divisions (Note 7)	26,180,000	
Parking meters, lots and permits	3,460,000	
Fire division including EMS fees (Note 8)	17,670,000	
Police division (Note 9)	6,300,000	
All other charges for services (Note 10)	<u>3,261,000</u>	
		56,871,000
Fines, forfeitures, and penalties:		
Municipal court (Note 11)	12,159,000	
Parking violations bureau (Note 11)	<u>6,300,000</u>	
		18,459,000
Licenses and permit fees:		
Cable TV and others (Note 12)		10,290,000
Other receipts (Note 13)		1,400,000
Transfers from other funds (Note 14)		1,590,000
		<hr/>
Total estimated current resources for 2012		702,893,000
Estimated prior years' encumbrance cancellations		1,608,503
Estimated prior year end fund balance (Note 15)		<u>31,773,497</u>
		<hr/>
Total estimated available resources for calendar year 2012		<u>\$736,275,000</u>



City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2012  
continued

- Note 1 Income tax collections for 2012, after providing for refunds to taxpayers, are estimated at \$698.200 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 \$523.650 million, will be deposited to the City's General Operating Fund.
- Note 2 The City's share of taxes collected in 2012 attributable to real, personal, and public utility properties is estimated at \$44.227 million, net of an estimated \$1.300 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 Operating Fund. A portion of the equivalency of the tax, since the tax is not actually levied, is transferred from the City's Electricity enterprise to the General Operating Fund: estimated at \$1.650 million in 2012.
- Note 4 Chapter 371 of the Columbus City Code establishes the hotel/motel tax and directs its distribution. Estimated collection of the tax in 2012 and its distribution is 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 Shared revenues include 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 are now combined as the Local Community funds from the State via the County. It is estimated that these shared taxes will provide \$23.776 million. Additionally, approximately \$4.650 million will be received by the City directly from the State.

The estimated amounts for 2012 represent reductions of \$10.1 million in the Local Community Fund and \$1.8 million in the Local Government Fund compared to estimated amounts to be received in 2011.

- 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, \$4.000 million is estimated to remain available for the General Operating Fund.

City of Columbus  
General Operating Fund  
Estimate of Available Resources  
For Calendar Year 2012  
continued

- Note 7 Administrative charges to non General Operating Fund divisions represent certain operating costs initially borne by the General Operating Fund and then partially allocated to other funds of the City. Ordinance No. 0085-2002, adopted January 28, 2002, calls for an assessment rate of 4.5% of the revenues of the funds assessed; resulting in revenues to the General Operating Fund of approximately \$26.180 million.
- Note 8 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$14.300 million for 2012. Also included and estimated at \$1.845 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$1.500 million and other miscellaneous charges of \$25,000 for a total of \$17.670 million.
- Note 9 Police division charges for services, include charges for policing schools, auto impounding fees, sales of impounded autos and various other police services for a total of \$6.300 million.
- Note 10 All other charges for services in the total amount of \$3.261 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.200 million), City Auditor (\$350,000), Communications (\$475,000), City Sealer (\$300,000), and miscellaneous other charges (\$936,000).
- Note 11 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$12.159 million. The City's Parking Violations Bureau will collect approximately \$6.300 million in parking ticket fines.
- Note 12 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$1.290 million. Cable TV permits will produce approximately \$9.000 million.
- Note 13 All other receipts amounting to \$1.400 million include \$560,000 of reimbursement from Franklin County for a portion of Court bailiffs' costs and \$840,000 of miscellaneous revenues and transfers.
- Note 14 Transfers from other funds (\$1.590 million) represent 25% sharing by the Income tax set aside fund of job incentive programs paid by the City's General Operating Fund. Total payments estimated by the City's Department of Development are \$6.360 million.
- Note 15 Available resources for the General Operating Fund for 2011 are now estimated at \$727.500 million. Expenditures and transfers from the General Operating Fund for 2011 were estimated by the Department of Finance at \$695.727 million; which includes a transfer to the Economic Stabilization (Rainy Day) Fund of \$10.0 million. The estimated fund balance of the General Operating fund at December 31, 2011, therefore, is \$31.773 million.

Hugh J. Dorrian  
City Auditor  
November 1, 2011

## Community Development Block Grant Operating Fund

### 2012 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 2010 and 2011 were \$1,358,856 and \$1,643,489, respectively. The 2012 beginning year cash balance is projected to be \$2,000,494.

The following table reflects the fund balance assumptions:

<b>2012 CDBG FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2012)	\$ 2,000,494
Plus Estimated 2012 Receipts	5,463,359
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 7,463,853</u>
Less 2012 Recommended Operating Budget	(6,725,617)
Projected Available Balance (December 31, 2012)	<u><u>\$ 738,236</u></u>

### 2012 Revenues

Carryover and reprogrammed funds will provide 26.8 percent of the available funding.

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 62.64 percent of all CDBG resources. Entitlement allocations vary by congressional legislative action. The city is projecting a reduction in the entitlement award for 2012 of \$1,168,910 (20 percent).

Economic development loan repayments account for 4.59 percent of CDBG resources and have declined steadily in recent years. The city continues to contract with two sub-recipient 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 4.02 percent of CDBG resources. 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 1.95 percent of CDBG resources.

The following table summarizes CDBG revenues by type and year:

<b>CDBG REVENUE BY SOURCE AND YEAR</b>				
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>REVENUE SUMMARY</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Entitlement Award	\$ 6,457,750	\$ 6,986,116	\$ 5,844,549	\$ 4,675,639
Economic Development Repayments	848,109	704,569	590,218	342,720
Housing Loan Repayments	277,091	233,076	353,382	300,000
Miscellaneous Receipts	108,078	182,881	176,611	145,000
Encumbrance Cancellations	366,402	51,621	642,594	-
Unencumbered Cash Balance	538,563	1,358,855	1,643,489	2,000,494
<b>TOTAL RESOURCES</b>	<b>\$ 8,595,993</b>	<b>\$ 9,517,118</b>	<b>\$ 9,250,843</b>	<b>\$ 7,463,853</b>
<b>PERCENT CHANGE</b>		<b>10.7%</b>	<b>-2.8%</b>	<b>-19.3%</b>

## 2012 Proposed Operating Budget

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, and the homeowner assistance program staff, which implement the housing program. 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 10 activities totaling \$2,253,721, or 33.51 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 who work closely with neighborhood leaders to discuss, address and resolve community issues. The neighborhood and target area component includes a total of four activities totaling \$1,517,374, or 22.56 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 six activities totaling \$1,443,717, or 21.47 percent of the CDBG budget.

### **Supportive Services**

The supportive services goals are designed 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 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 six activities totaling \$955,767, or 14.21 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 four activities totaling \$535,038, or 7.96 percent of the CDBG budget.

### **Non-Program Expenditures**

CDBG regulations require any interest earned on revolving loan funds be remitted to the U.S. Treasury. The estimate for interest earnings is \$20,000 and represents 0.29 percent of the total budget.

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

2012 CDBG PROPOSED OPERATING BUDGET					
DIVISION	PERSONNEL	SUPPLIES	SERVICES	OTHER	TOTAL
Development - Admin.	\$ 856,470	\$ 2,500	\$ 93,250	\$ -	\$ 952,220
Economic Development	727,823	4,350	711,544	-	1,443,717
Code Enforcement	714,208	2,650	158,892	-	875,750
Housing	808,864	16,400	984,204	242,185	2,051,653
Finance & Management	211,539	4,500	221,791	20,000	457,830
Public Health	222,239	-	-	-	222,239
Recreation and Parks	687,291	1,750	32,642	525	722,208
<b>TOTAL</b>	<b>\$ 4,228,434</b>	<b>\$ 32,150</b>	<b>\$ 2,202,323</b>	<b>\$ 262,710</b>	<b>\$ 6,725,617</b>

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## Special Revenue Funds

### Municipal Court Computer System Procurement and Maintenance Fund

#### 2012 Cash Balance Statement

The municipal court computer fund is projected to begin 2012 with an unencumbered cash balance of \$1,121,460 and end the year with an available balance of \$819,893.

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 2011 is \$370,000; revenue for the Clerk of Courts is \$1,350,000.

2012 MUNICIPAL COURT COMPUTER FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2012)	\$ 1,121,460
Plus Estimated 2012 Receipts	1,720,000
Plus Estimated Encumbrance Cancellations	170,000
Total Estimated Available Resources	\$ 3,011,460
Less 2012 Recommended Operating Budget	(2,191,567)
Projected Available Balance (December 31, 2012)	\$ 819,893

## Street Construction Maintenance and Repair Fund

### 2012 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund is projected to end 2012 with a fund balance of \$3,300,885. Revenue for the SCMR fund is expected to be \$140,656 less than 2011 projections. In 2012, the storm water fund will reimburse the SCMR fund for the \$7.1 million cost of the street cleaning and snow and ice removal programs. In 2012, salt and asphalt will not be budgeted in this fund. Also, a portion of the bulk program in the Refuse Collection Division will be funded by the SCMR fund.

2012 STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2012)	\$ 6,191,177
Plus Estimated 2012 Receipts	46,629,873
Plus Estimated Encumbrance Cancellations	128,000
Total Estimated Available Resources	\$ 52,949,050
Less 2012 Recommended Operating Budget	(49,648,165)
Projected Available Balance (December 31, 2012)	<u>\$ 3,300,885</u>

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2012 Revenue Summary

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2009 - 2012				
REVENUE SUMMARY	2009 Actual	2010 Actual	2011 Estimated	2012 Proposed
Charges for Services	\$ 1,804,849	\$ 749,279	\$ 740,593	\$ 778,670
Motor Vehicle Fuel Tax	24,073,649	24,290,902	24,265,144	24,711,731
Motor Vehicle License Tax	7,565,289	7,549,366	7,496,685	7,496,398
Franklin County Reimbursements	2,193,184	2,663,023	2,700,000	2,700,000
Right of Way	1,092,550	1,059,519	1,058,923	1,064,218
Refunds/ Damages/Sale of Assets	387,302	9,786	17,349	17,570
Street Cleaning	6,568,864	6,130,622	6,532,117	7,113,639
Miscellaneous Revenues	267,025	396,115	235,141	247,647
Capital Reimbursement	1,225,421	2,485,369	3,724,577	2,500,000
Insurance Trust Fund Transfer	-	-	-	-
Encumbrance Cancellations	96,724	156,533	949,548	128,000
Unencumbered Cash Balance	5,596,488	4,756,168	4,904,267	6,191,177
<b>TOTAL RESOURCES</b>	<b>\$ 50,871,345</b>	<b>\$ 50,246,682</b>	<b>\$ 52,624,344</b>	<b>\$ 52,949,050</b>
<b>PERCENT CHANGE</b>		<b>-1.23%</b>	<b>4.73%</b>	<b>0.62%</b>

## Revenue Notes:

- Motor vehicle fuel tax revenues will increase slightly in 2012.
- Right-of-way permit fees are estimated at \$1,064,218 in 2012.
- Franklin County reimbursements are estimated to be \$2.7 million in 2012.
- Motor vehicle license tax revenues will decrease slightly from 2011.
- Capital reimbursements are estimated at \$2,500,000 in 2012, a decrease of \$1,239,209 from 2011 projections.
- Reimbursements from the storm water fund will total \$7,113,639 in 2012.

### **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 2013 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues and motor vehicle license tax revenues is at 0.5 percent per year.
- Operations and maintenance expenses, excluding personnel, health insurance, pro rata and technology, are inflated at two percent per year. Personnel expenses assume one percent growth in years 2013 – 2021. Insurance costs are projected to grow by nine percent annually in 2013 and beyond; however, projections include offsets due to incremental increases in employee shares. Pro rata charges represent 4.5 percent of revenue. It is assumed that there will be zero growth in technology expenses.
- The ending fund balance is projected to be positive in 2012 and then negative in all years thereafter.

**STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND  
PRO FORMA OPERATING STATEMENT**

REVENUE	Actual 2010	Estimated 2011	Proposed 2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Motor Vehicle Fuel Tax	\$ 24,290,902	\$ 24,265,144	\$ 24,711,731	\$ 24,835,290	\$ 24,959,466	\$ 25,084,263	\$ 25,209,685	\$ 25,335,733	\$ 25,462,412	\$ 25,589,724	\$ 25,717,673	\$ 25,846,261
Charges for Services	749,279	740,593	778,670	788,579	801,323	814,321	827,579	841,101	854,892	868,958	883,305	897,938
Motor Vehicle License Tax	7,549,366	7,496,685	7,496,398	7,533,893	7,571,576	7,609,447	7,647,508	7,685,759	7,724,202	7,762,838	7,801,667	7,840,690
Franklin County Reimbursements	2,663,023	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,001
Traffic Lane Lining	-	-	-	-	-	-	-	-	-	-	-	-
Right of Way Permit Fees	1,059,519	1,058,923	1,064,218	1,096,145	1,129,029	1,162,900	1,197,787	1,233,720	1,270,732	1,308,854	1,348,120	1,388,563
Refunds/Damages/Sale of Assets	9,786	17,349	17,570	17,795	18,027	18,265	18,511	18,765	19,025	19,294	19,571	19,856
Miscellaneous Revenues	396,115	235,141	247,647	310,984	315,272	319,660	324,149	328,743	333,445	338,256	343,180	348,219
Capital Reimbursement	2,485,369	3,724,577	2,500,000	2,575,000	2,652,250	2,731,818	2,813,772	2,898,185	2,985,131	3,074,685	3,166,925	3,261,933
Street Cleaning Revenue	6,130,622	6,532,117	7,113,639	7,291,480	7,473,767	7,660,611	7,852,126	8,048,430	8,249,640	8,455,881	8,667,278	8,883,960
Insurance Trust Fund Transfer	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>45,333,981</b>	<b>46,770,529</b>	<b>46,629,873</b>	<b>47,149,165</b>	<b>47,620,710</b>	<b>48,101,285</b>	<b>48,591,117</b>	<b>49,090,436</b>	<b>49,599,479</b>	<b>50,118,490</b>	<b>50,647,718</b>	<b>51,187,422</b>
Beginning Fund Balance	4,756,168	4,904,267	6,191,177	3,300,885	(42,624)	(3,942,329)	(8,431,310)	(13,544,947)	(19,321,074)	(25,800,157)	(33,025,485)	(41,043,365)
Encumbrance Cancellations	156,533	949,548	128,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>TOTAL RESOURCES</b>	<b>50,246,682</b>	<b>52,624,344</b>	<b>52,949,050</b>	<b>50,600,051</b>	<b>47,728,085</b>	<b>44,308,957</b>	<b>40,309,807</b>	<b>35,695,489</b>	<b>30,428,406</b>	<b>24,468,333</b>	<b>17,772,233</b>	<b>10,294,057</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	25,917,486	26,604,437	27,117,346	27,388,519	27,662,405	27,939,029	28,218,419	28,500,603	28,785,609	29,073,465	29,364,200	29,657,842
Health Insurance	5,294,108	5,634,979	6,493,099	6,947,616	7,433,949	7,954,325	8,511,128	9,106,907	9,744,391	10,426,498	11,156,353	11,937,298
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	543,985	503,145	617,253	629,598	642,190	655,034	668,134	681,497	695,127	709,030	723,210	737,674
Contractual Services	3,394,675	3,343,334	3,781,392	3,857,020	3,934,160	4,012,843	4,093,100	4,174,962	4,258,462	4,343,631	4,430,503	4,519,113
Pro Rata	2,153,101	2,104,674	2,094,364	2,121,712	2,142,932	2,164,558	2,186,600	2,209,070	2,231,977	2,255,332	2,279,147	2,303,434
Technology	807,381	928,991	1,514,318	1,514,318	1,514,318	1,514,318	1,514,318	1,514,318	1,514,318	1,514,318	1,514,318	1,514,318
Fleet	4,698,228	4,621,459	5,394,886	5,502,784	5,612,839	5,725,096	5,839,598	5,956,390	6,075,518	6,197,028	6,320,969	6,447,388
Street Lighting	-	-	-	-	-	-	-	-	-	-	-	-
Landscape Services	2,121,792	2,211,344	2,142,184	2,185,028	2,228,728	2,273,303	2,318,769	2,365,144	2,412,447	2,460,696	2,509,910	2,560,108
311 Operations	200,418	232,688	137,853	140,610	143,422	146,291	149,217	152,201	155,245	158,350	161,517	164,747
Other	25,361	38,743	45,470	45,470	45,470	45,470	45,470	45,470	45,470	45,470	45,470	45,470
Capital	185,879	209,374	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>45,342,415</b>	<b>46,433,168</b>	<b>49,648,165</b>	<b>50,642,675</b>	<b>51,670,414</b>	<b>52,740,267</b>	<b>53,854,754</b>	<b>55,016,563</b>	<b>56,228,563</b>	<b>57,493,818</b>	<b>58,815,597</b>	<b>60,197,393</b>
Ending Fund Balance	\$ 4,904,267	\$ 6,191,177	\$ 3,300,885	\$ (42,624)	\$ (3,942,329)	\$ (8,431,310)	\$ (13,544,947)	\$ (19,321,074)	\$ (25,800,157)	\$ (33,025,485)	\$ (41,043,365)	\$ (49,903,336)

## Health Special Revenue Fund

### 2012 Cash Balance Statement

The health special revenue fund is projected to end 2012 with a zero fund balance. Total available resources include any unencumbered cash at the beginning of the year, 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.

<b>2012 HEALTH SPECIAL REVENUE FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2012)	\$	-
Plus Estimated 2012 Receipts		5,947,071
Plus General Fund Transfer		19,740,623
Plus Estimated Encumbrance Cancellations		100,000
Total Estimated Available Resources	\$	25,787,694
Less 2012 Recommended Operating Budget		(25,787,694)
Projected Available Balance (December 31, 2012)	\$	-



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2012 Revenue Summary

HEALTH SPECIAL REVENUE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2009-2012				
REVENUE SUMMARY	2009 Actual	2010 Actual	2011 Estimated	2012 Proposed
General Fund Transfer	\$ 15,864,837	\$ 15,824,118	\$ 18,250,827	\$ 19,740,623
Licenses and Permit Fees	2,514,416	2,629,334	2,811,542	2,869,117
Home Health Inspections	11,340	13,212	12,000	12,000
Vital Statistics	1,032,318	1,021,265	1,014,311	1,023,150
Employee Assist. Program	411,292	352,980	360,000	413,554
Occupational Health & Safety	23,886	-	-	-
Miscellaneous Charges for Services	1,176,975	1,036,492	1,096,600	1,109,612
Miscellaneous Revenues and Refunds	745,202	211,659	275,202	519,638
Encumbrance Cancellations	245,729	253,343	203,500	100,000
Unencumbered Cash Balance	(482)	390,784	33,309	-
<b>TOTAL RESOURCES</b>	<b>\$ 22,025,513</b>	<b>\$ 21,733,187</b>	<b>\$ 24,057,292</b>	<b>\$ 25,787,694</b>
PERCENT CHANGE		-1.33%	10.69%	7.19%

## 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 \$19,740,623 represents 77 percent of the department's operating revenues. This subsidy is higher than the past two years and represents an increase of eight percent over the subsidy in 2011.
- 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 increase seven percent from estimated 2011 revenues.
- Since 2009, Occupational Health Clinic services have been provided through an outside vendor.
- In Miscellaneous Revenues and Refunds, the 2009 amount includes \$500,000 from Columbus Neighborhood Health Centers.
- In 2012, total revenues, excluding the beginning year unencumbered cash balance and estimated encumbrance cancellations, are projected to be \$25,687,694.

## Recreation and Parks Operation and Extension Fund

### 2012 Cash Balance Statement

The recreation and parks operation and extension fund cash balance statement is itemized below. While the fund is not expected to have an unencumbered cash balance at the beginning of 2012, total available resources include a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover Recreation and Parks Department operating expenditures.

2012 RECREATION AND PARKS OPERATION AND EXTENSION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2012)	\$ -
Plus Estimated 2012 Receipts	6,319,575
Plus General Fund Transfer	30,321,376
Plus Estimated Encumbrance Cancellations	310,000
Total Estimated Available Resources	\$ 36,950,951
Less 2012 Recommended Operating Budget	(36,950,951)
Projected Available Balance (December 31, 2012)	\$ -

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2012 Revenue Summary

RECREATION AND PARKS OPERATION AND EXTENSION FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2009 - 2012				
REVENUE SUMMARY	2009 Actual	2010 Actual	2011 Estimated	2012 Proposed
Adult Sports	\$ 883,493	\$ 803,200	\$ 762,836	\$ 712,000
Aquatics	58,722	58,100	65,426	63,500
Recreation Centers	1,297,241	861,466	791,135	805,100
Senior Citizen Centers	43,074	35,986	34,170	34,000
Other	2,700,108	2,819,068	2,777,092	2,772,091
Permits	904,602	823,400	873,100	897,068
Boat Docks and Stakes	217,455	195,305	197,896	195,220
CIP Reimbursement	500,000	460,000	537,000	785,596
Rent	30,223	46,000	35,000	35,000
Refunds	17,165	8,500	105,100	20,000
General Fund Transfer	21,175,580	23,382,410	26,435,884	30,321,376
Encumbrance Cancellations	315,398	360,135	508,673	310,000
Unencumbered Cash Balance	20,726	263,144	162,857	-
<b>TOTAL RESOURCES</b>	<b>\$ 28,163,787</b>	<b>\$ 30,116,714</b>	<b>\$ 33,286,169</b>	<b>\$ 36,950,951</b>
PERCENT CHANGE		6.93%	10.52%	11.01%

## 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 2012 is \$30.3 million. The general fund subsidy does 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 \$6.32 million.
- 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 2012, generating estimated revenue of \$2.1 million.

## Golf Course Operations Fund

### 2012 Cash Balance Statement

The golf course operations fund is projected to begin 2012 with no unencumbered cash balance and end the year with a surplus of \$19,635. Revenue receipts are projected at \$4,238,000. Total available resources, including expected encumbrance cancellations of \$120,000 are budgeted at \$4,358,000. This total represents a 4.9 percent increase over estimated 2011 total resources. 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>2012 GOLF COURSE OPERATIONS FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2012)	\$ -
Plus Estimated 2012 Receipts	4,238,000
Plus Estimated Encumbrance Cancellations	\$ 120,000
Total Estimated Available Resources	4,358,000
Less 2012 Recommended Operating Budget	(4,338,365)
Projected Available Balance (December 31, 2012)	<u>\$ 19,635</u>



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2012 Revenue Summary

<b>GOLF COURSE OPERATIONS FUND</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2009 - 2012</b>				
<b>REVENUE SUMMARY</b>	<b>2009</b> <b>Actual</b>	<b>2010</b> <b>Actual</b>	<b>2011</b> <b>Estimated</b>	<b>2012</b> <b>Proposed</b>
Airport Golf Course	\$ 799,264	\$ 777,245	\$ 743,170	\$ 777,245
Mentel Golf Course	801,707	725,394	649,937	722,781
Champions Golf Course	657,148	610,377	571,883	611,277
Raymond/Wilson Road	1,372,530	1,337,939	1,190,471	1,337,939
Turnberry Golf Course	673,857	591,377	524,345	592,892
Walnut Hill Golf Course	206,564	195,866	173,389	195,866
Encumbrance Cancellations	50,832	68,825	122,800	120,000
Unencumbered Cash Balance	109,049	268,118	176,908	-
<b>TOTAL RESOURCES</b>	<b>\$ 4,670,951</b>	<b>\$ 4,575,141</b>	<b>\$ 4,152,903</b>	<b>\$ 4,358,000</b>
PERCENT CHANGE		-2.05%	-9.23%	4.94%

Revenue Notes:

- Revenue is directly related to weather conditions and is therefore difficult to project. Other factors that impact revenues include competition and the state of the economy.
- Total golf course revenues for 2012 are estimated at \$4.2 million. Airport Golf Course will be closed for play until early 2013 as a result of runway construction at Port Columbus International Airport. Replacement revenue will be provided through an agreement with the Columbus Regional Airport Authority.
- 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

### 2012 Cash Balance Statement

During 2010, all development services fund activity was moved from the Department of Development to the Building and Zoning Services Department. All fees and charges associated with development-related services are deposited into the fund. Revenue to the fund is projected at \$15.58 million in 2012. The fund is projected to end 2012 with an unencumbered cash balance of \$3,178,701.

<b>2012 DEVELOPMENT SERVICES FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2012)	\$	3,135,779
Plus Estimated 2011 Receipts		15,583,864
Plus Estimated Encumbrance Cancellations		27,879
Total Estimated Available Resources	\$	18,747,522
Less 2011 Recommended Operating Budget		(15,568,821)
Projected Available Balance (December 31, 2012)	<b>\$</b>	<b>3,178,701</b>

## 2012 Revenue Summary

<b>DEVELOPMENT SERVICES FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2009 - 2012</b>				
<b>REVENUE SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimated</b>	<b>2012 Proposed</b>
Service Public Inspections	\$ 1,638,720	\$ -	\$ -	\$ -
Service Private Inspections	327,678	-	-	-
Service Capital Inspections	-	-	-	-
Service Other	50,612	-	-	-
BSD Residential Construction	3,889,725	3,875,378	3,684,855	3,740,128
BSD Multi-Family Construction	203,403	777,774	614,142	623,354
BSD Commercial Construction	6,555,964	6,830,210	7,062,638	7,168,578
BSD Zoning	1,127,951	1,494,630	1,535,356	1,558,386
BSD License/Registration	2,045,647	2,190,984	2,149,499	2,181,741
BSD All Other	640,133	125,605	307,071	311,677
Insurance Trust Fund Transfer	-	-	-	-
Unencumbered Cash Balance	486,662	1,684,678	2,754,253	3,135,779
Encumbrance Cancellations	97,847	41,194	27,879	27,879
<b>TOTAL RESOURCES</b>	<b>\$ 17,064,342</b>	<b>\$ 17,020,454</b>	<b>\$ 18,135,693</b>	<b>\$ 18,747,522</b>
PERCENT CHANGE		-0.26%	6.55%	3.37%

### **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 1.5 percent in the years 2013 - 2021.
- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at two percent per year. Personnel expenses assume one percent growth in years 2013 - 2021. Insurance costs are projected to grow by nine percent annually in 2012 and beyond; however, projections include offsets due to incremental increases in employee shares. Pro rata fees represent 4.5 percent of non-city revenue.
- The ending fund balance is projected to be positive through 2021.

DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2010	Estimated 2011	Proposed 2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL CONSTRUCTION	3,875,378	3,684,855	3,740,128	3,796,230	3,853,173	3,910,971	3,969,635	4,029,180	4,089,618	4,150,962	4,213,226	4,276,425
MULTI-FAMILY CONSTRUCTION	777,774	614,142	623,354	632,704	642,195	651,828	661,605	671,529	681,602	691,826	702,204	712,737
COMMERCIAL CONSTRUCTION	6,830,210	7,062,638	7,168,578	7,276,106	7,385,248	7,496,027	7,608,467	7,722,594	7,838,433	7,956,009	8,075,349	8,196,480
ZONING	1,494,630	1,535,356	1,558,386	1,581,762	1,605,489	1,629,571	1,654,014	1,678,825	1,704,007	1,729,567	1,755,511	1,781,843
LICENSE/REGISTRATION	2,190,984	2,149,499	2,181,741	2,214,468	2,247,685	2,281,400	2,315,621	2,350,355	2,385,611	2,421,395	2,457,716	2,494,581
ALL OTHER	125,605	307,071	311,677	316,352	321,097	325,914	330,802	335,764	340,801	345,913	351,102	356,368
INSURANCE TRUST FUND TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>15,294,582</b>	<b>15,353,561</b>	<b>15,583,864</b>	<b>15,817,622</b>	<b>16,054,887</b>	<b>16,295,710</b>	<b>16,540,145</b>	<b>16,788,248</b>	<b>17,040,071</b>	<b>17,295,672</b>	<b>17,555,108</b>	<b>17,818,436</b>
BEGINNING FUND BALANCE	1,684,678	2,754,253	3,135,779	3,178,701	3,190,536	3,163,947	3,090,983	2,963,024	2,770,739	2,504,031	2,151,984	1,702,799
ENCUMBRANCE CANCELLATIONS	41,194	27,879	27,879	27,879	27,879	27,879	27,879	27,879	27,879	27,879	27,879	27,879
<b>TOTAL RESOURCES</b>	<b>17,020,454</b>	<b>18,135,693</b>	<b>18,747,522</b>	<b>19,024,203</b>	<b>19,273,301</b>	<b>19,487,536</b>	<b>19,659,008</b>	<b>19,779,151</b>	<b>19,838,689</b>	<b>19,827,583</b>	<b>19,734,970</b>	<b>19,549,114</b>
<b>EXPENDITURES</b>												
<b>OPERATIONS &amp; MAINTENANCE:</b>												
PERSONNEL SERVICES	9,788,030	10,411,696	10,725,180	10,832,432	10,940,756	11,050,164	11,160,665	11,272,272	11,384,995	11,498,845	11,613,833	11,729,971
EMPLOYEE INSURANCE	1,564,621	1,799,156	1,905,369	2,038,745	2,181,457	2,334,159	2,497,550	2,672,379	2,859,445	3,059,606	3,273,779	3,502,943
27th PAY PERIOD	-	-	-	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	69,207	40,189	68,598	69,970	71,369	72,797	74,253	75,738	77,252	78,798	80,373	81,981
SERVICES	420,963	397,679	457,449	466,598	475,930	485,449	495,158	505,061	515,162	525,465	535,974	546,694
PRO RATA	664,306	690,910	701,274	711,793	722,470	733,307	744,307	755,471	766,803	778,305	789,980	801,830
TECHNOLOGY	1,343,520	1,295,861	1,503,880	1,503,880	1,503,880	1,503,880	1,503,880	1,503,880	1,503,880	1,503,880	1,503,880	1,503,880
FLEET	184,804	143,442	158,921	162,099	165,341	168,648	172,021	175,462	178,971	182,550	186,201	189,925
OTHER	31,025	11,325	48,150	48,150	48,150	48,150	48,150	48,150	48,150	48,150	48,150	48,150
CAPITAL OUTLAY	199,725	209,655	-	-	-	-	-	-	-	-	-	-
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>14,266,201</b>	<b>14,999,914</b>	<b>15,568,821</b>	<b>15,833,667</b>	<b>16,109,354</b>	<b>16,396,553</b>	<b>16,695,983</b>	<b>17,008,412</b>	<b>17,334,658</b>	<b>17,675,599</b>	<b>18,032,171</b>	<b>18,405,374</b>
<b>TOTAL EXPENSE</b>	<b>14,266,201</b>	<b>14,999,914</b>	<b>15,568,821</b>	<b>15,833,667</b>	<b>16,109,354</b>	<b>16,396,553</b>	<b>16,695,983</b>	<b>17,008,412</b>	<b>17,334,658</b>	<b>17,675,599</b>	<b>18,032,171</b>	<b>18,405,374</b>
ENDING UNENCUMBERED FUND BAL.	\$ 2,754,253	\$ 3,135,779	\$ 3,178,701	\$ 3,190,536	\$ 3,163,947	\$ 3,090,983	\$ 2,963,024	\$ 2,770,739	\$ 2,504,031	\$ 2,151,984	\$ 1,702,799	\$ 1,143,740

## 1111 East Broad Street Fund

### 2012 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 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 2012 with an unencumbered cash balance of \$591,991. Revenue receipts from leases are projected at \$1,131,520 with \$630,655 generated from COWIC and \$500,865 from the Department of Technology. This is slightly less than in 2011, due to possible tenant changes. Estimated available resources total \$1,723,511. Operational expenses in 2012 are projected to be \$1.64 million, leaving a projected available balance at year end of \$87,881. No general fund transfer is likely to be needed in 2012.

<b>2012 1111 EAST BROAD STREET FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2012)	\$	591,991
Plus Estimated 2012 Receipts		1,131,520
Plus Estimated 2012 General Fund Transfer		-
Plus Estimated Encumbrance Cancellations		-
Total Estimated Available Resources	\$	1,723,511
Less 2012 Recommended Operating Budget		(1,635,630)
Projected Available Balance (December 31, 2012)	\$	<b>87,881</b>



## Private Inspection Fund

### 2012 Cash Balance Statement

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds – the private construction inspection fund and the internal service construction inspection fund. The private construction inspection fund captures the accounting activity of the Division of Design and Construction that is connected with the inspection of private development infrastructure construction that is generally associated with subdivision and commercial development. Revenues for 2012 are budgeted at \$2,296,398. The fund is expected to end 2012 with an unencumbered cash balance of \$478,428.

<b>2012 PRIVATE INSPECTION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2012)	\$ 283,234
Plus Estimated 2012 Receipts	2,296,398
Plus Estimated Encumbrance Cancellations	<u>2,000</u>
Total Estimated Available Resources	\$ 2,581,632
Less 2012 Recommended Operating Budget	(2,103,204)
Projected Available Balance (December 31, 2012)	<u><u>\$ 478,428</u></u>

## Special Revenue Funds

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## Internal Service Funds

### Employee Benefits Fund

#### 2012 Cash Balance Statement

The employee benefits fund was established in 1993. A portion of this fund is dedicated to the administration of the risk management section of the Department of Human Resources. The 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.

2012 EMPLOYEE BENEFITS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2012)	\$ -
Plus Estimated 2012 Receipts	3,337,914
Total Estimated Available Resources	\$ 3,337,914
Less 2012 Recommended Operating Budget	(3,337,914)
Projected Available Balance (December 31, 2012)	\$ -

#### 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

### 2012 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 2012 with a negative unencumbered cash balance of \$188,270, primarily due to low print shop revenues. The fund is expected to end 2012 with a negative unencumbered cash balance of \$363,349, primarily due to low print revenues, with low mail revenues contributing as well.

<b>2012 PRINT AND MAILROOM SERVICES FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2012)	\$	(188,270)
Plus Estimated 2012 Print Services Receipts		175,798
Plus Estimated 2012 Mailroom Services Receipts		1,031,124
Plus Estimated Encumbrance Cancellations		125,000
Total Estimated Available Resources	\$	1,143,652
Less 2012 Recommended Operating Budget - Print		(260,453)
Less 2012 Recommended Operating Budget - Mailroom		(1,246,548)
Projected Available Balance (December 31, 2012)	\$	<b>(363,349)</b>

<b>PRINT/ COPY AND MAILROOM SERVICES REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2009 - 2012</b>				
<b>REVENUE SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimated</b>	<b>2012 Proposed</b>
Resale Printing	\$ 29,988	\$ 30,934	\$ 29,675	\$ 37,748
Copy Services	46,357	52,208	50,354	61,646
Printing Services	110,792	69,749	65,017	76,404
Transfers/Refunds/Misc.	-	-	-	-
Unencumbered Cash Balance	(58,051)	(63,055)	(77,985)	(188,270)
Encumbrance Cancellations	67,790	215,240	651	125,000
Mailroom Services	1,335,707	950,464	1,126,973	1,031,124
<b>TOTAL RESOURCES</b>	<b>\$ 1,532,583</b>	<b>\$ 1,255,540</b>	<b>\$ 1,194,685</b>	<b>\$ 1,143,652</b>
PERCENT CHANGE		-18.08%	-4.85%	-4.27%

## Land Acquisition Fund

### 2012 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2012 revenue estimate is based on a projection of 2,418 hours of services billed at a rate of \$300 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 2012 with an unencumbered cash balance of \$32,371.

<b>2012 LAND ACQUISITION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2012)	\$ 40,976
Plus Estimated 2012 Receipts	725,400
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 766,376</u>
Less 2012 Recommended Operating Budget	(734,005)
Projected Available Balance (December 31, 2012)	<u><u>\$ 32,371</u></u>

## Technology Services Fund

### 2012 Cash Balance Statement

The technology services fund is housed in the Department of Technology and is projected to begin the year with a zero unencumbered cash balance and end the year with \$150,000, due to encumbrance cancellations. Revenues to the fund consist of charges to other city divisions for technology services, utilizing an updated rate model to determine applicable rates for various operational functions. In addition, the department procures goods, services, and other computer related equipment on behalf of city divisions and bills back the cost as a direct charge. The department also receives revenue from outside sources, such as Franklin County, the Franklin Park Conservatory and the Martin Luther King facility, for services provided.

2012 TECHNOLOGY SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2012)	\$ -
Plus Estimated 2012 Receipts	30,332,857
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	\$ 30,482,857
Less 2012 Recommended Operating Budget	(30,332,857)
Projected Available Balance (December 31, 2012)	\$ 150,000

### 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. In 2009, an updated rate model was completed which more accurately reflects user charges and services as well as cost recovery. The department continues to use a time and attendance reporting system for many of its services.

A pro forma operating statement for the ten year period follows this section and represents the Director's Office and the Information Services Division (ISD) revenues and expenditures for that period. The major assumptions are as follows:

- Personnel expenses assume a one percent growth in years 2013-2021. Insurance costs are projected to grow by seven percent annually in 2013 and beyond; however, projections include offsets due to incremental increases in employee shares.
- The Information Services Division incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license and enterprise-wide network management software, data center renovations, hardware upgrades and mass storage, software upgrades, telephony upgrades, and other projects.

Details related to operations are as follows:

### **Administration**

Directs the business office activities and provides leadership, administrative and fiscal support to other functional areas of the department.

### **Applications Programming**

Includes funding for enterprise licenses for Oracle software maintenance and support and Microsoft server licensing and provides 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**

Maintains systems and applications for the city's 311 customer 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 operation and maintenance of the citywide fiber optic network. The metronet budget includes support for equipment maintenance, consulting expertise and in-house staff.

**Data Center**

Operational costs include utilities, security and maintenance of 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**

Maintains and supports citywide internet and intranet web applications. Provides internet web site links for citizens and citywide departments.

**Government Television Channel**

Coordinates contracts for video programming services. Prepares scripts and provide editing services for production programs.

**Interconnect**

Designs and manages oversight and installation of the city-owned fiber optic cabling plant. Provides preventive maintenance and repair of outside fiber optic cable.

**CHRIS**

Provides technical leadership, direction and support to maintain the Columbus Human Resources Information System (CHRIS).

Internal Service Funds

Information Services Division Pro Forma Operating Statement												
	Actual 2010	Estimated 2011	Proposed 2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Operating Revenue:</b>												
Data Center Revenue	\$ 22,721,470	\$ 21,954,090	\$ 25,169,595	\$ 26,275,022	\$ 27,073,727	\$ 27,361,292	\$ 27,512,340	\$ 28,392,201	\$ 28,354,791	\$ 28,435,388	\$ 28,839,232	\$ 28,226,601
Postage Revenue	750,370	650,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Direct Bill Items	3,087,646	3,287,443	4,310,806	4,431,509	4,555,591	4,683,147	4,814,275	4,949,075	5,087,649	5,230,103	5,376,546	5,376,546
Telephone Services Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	158,645	80,000	52,456	52,981	53,510	54,045	54,586	55,132	55,683	56,240	56,802	56,802
<b>Total Operating Revenue</b>	<b>26,718,131</b>	<b>25,971,533</b>	<b>30,332,857</b>	<b>31,559,511</b>	<b>32,482,828</b>	<b>32,898,484</b>	<b>33,181,201</b>	<b>34,196,408</b>	<b>34,298,124</b>	<b>34,521,732</b>	<b>35,072,580</b>	<b>34,459,950</b>
Worker Comp Refund	-	-	-	-	-	-	-	-	-	-	-	-
Insurance/Postage Refund	-	-	-	-	-	-	-	-	-	-	-	-
Encumbrance Cancellations	292,031	98,267	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Other Revenue	-	24,325	-	-	-	-	-	-	-	-	-	-
Transfer/Non Billings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>27,010,162</b>	<b>26,094,125</b>	<b>30,482,857</b>	<b>31,709,511</b>	<b>32,632,828</b>	<b>33,048,484</b>	<b>33,331,201</b>	<b>34,346,408</b>	<b>34,448,124</b>	<b>34,671,732</b>	<b>35,222,580</b>	<b>34,609,950</b>
Beginning Fund Balance	137,567	812,520	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Resources</b>	<b>27,147,729</b>	<b>26,906,645</b>	<b>30,482,857</b>	<b>31,859,510</b>	<b>32,782,827</b>	<b>33,198,484</b>	<b>33,481,201</b>	<b>34,496,407</b>	<b>34,598,123</b>	<b>34,821,731</b>	<b>35,372,580</b>	<b>34,759,949</b>
<b>Operating Expenses</b>												
Personnel	12,027,171	12,262,459	-	-	-	-	-	-	-	-	-	-
Supplies	297,569	324,095	-	-	-	-	-	-	-	-	-	-
Services	4,709,105	4,703,836	-	-	-	-	-	-	-	-	-	-
Other	6,679	-	-	-	-	-	-	-	-	-	-	-
Equipment	96,017	114,200	-	-	-	-	-	-	-	-	-	-
Administration	-	-	1,624,924	1,670,422	1,717,194	1,765,275	1,814,703	1,865,514	1,917,749	1,971,446	2,026,646	2,026,646
Applications Programming	-	-	2,399,155	2,466,331	2,535,389	2,606,379	2,679,358	2,754,380	2,831,503	2,910,785	2,992,287	2,992,287
Computer Operations	-	-	930,597	956,654	983,440	1,010,976	1,039,284	1,068,384	1,098,298	1,129,051	1,160,664	1,160,664
Security	-	-	439,654	451,964	464,619	477,629	491,002	504,750	518,883	533,412	548,348	548,348
Help Desk	-	-	596,786	613,496	630,674	648,333	666,486	685,148	704,332	724,053	744,327	744,327
Desktop Support	-	-	1,652,263	1,698,526	1,746,085	1,794,975	1,845,235	1,896,901	1,950,015	2,004,615	2,060,744	2,060,744
Systems Administration	-	-	1,405,959	1,445,326	1,485,795	1,527,397	1,570,164	1,614,129	1,659,325	1,705,786	1,753,548	1,753,548
Account Management	-	-	688,512	707,790	727,608	747,982	768,925	790,455	812,588	835,340	858,730	858,730
Arlingate Building	-	-	332,350	341,656	351,222	361,056	371,166	381,559	392,242	403,225	414,515	414,515
Project Management	-	-	956,214	982,988	1,010,512	1,038,806	1,067,893	1,097,794	1,128,532	1,160,131	1,192,614	1,192,614
Contracts(SW/HW/LF)	-	-	3,004,491	3,088,617	3,175,098	3,264,001	3,355,393	3,449,344	3,545,925	3,645,211	3,747,277	3,747,277
Database	-	-	864,302	888,502	913,381	938,955	965,246	992,273	1,020,056	1,048,618	1,077,979	1,077,979
Architecture	-	-	948,815	975,382	1,002,693	1,030,768	1,059,629	1,089,299	1,119,799	1,151,154	1,183,386	1,183,386
Telephone Services	-	-	309,160	317,816	326,715	335,863	345,268	354,935	364,873	375,090	385,592	385,592
Network	-	-	1,738,586	1,787,266	1,837,310	1,888,755	1,941,640	1,996,006	2,051,894	2,109,347	2,168,408	2,168,408
Government Television Channel	-	-	745,739	766,620	788,085	810,151	832,836	856,155	880,127	904,771	930,105	930,105
GIS Section	-	-	-	-	-	-	-	-	-	-	-	-
Technology Director's Office	1,934,046	1,938,976	2,101,502	2,160,344	2,220,834	2,283,017	2,346,942	2,412,656	2,480,210	2,549,656	2,621,046	2,621,046
Direct bills to Other Fund Agencies	3,890,516	3,789,307	5,110,806	5,231,509	5,355,591	5,483,147	5,614,275	5,749,075	5,887,649	6,030,103	6,176,546	6,176,546
Net Change in Encumbrances	-	-	-	-	-	-	-	-	-	-	-	-
27th pay period	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>22,961,103</b>	<b>23,132,873</b>	<b>25,849,815</b>	<b>26,551,210</b>	<b>27,272,244</b>	<b>28,013,467</b>	<b>28,775,444</b>	<b>29,558,756</b>	<b>30,364,001</b>	<b>31,191,793</b>	<b>32,042,763</b>	<b>32,042,763</b>
<b>Existing Debt</b>	<b>3,374,106</b>	<b>3,773,772</b>	<b>4,426,044</b>	<b>4,916,051</b>	<b>4,355,199</b>	<b>3,474,077</b>	<b>2,494,767</b>	<b>2,411,432</b>	<b>1,462,870</b>	<b>612,850</b>	<b>-</b>	<b>-</b>
<b>New Debt</b>	<b>-</b>	<b>56,998</b>	<b>242,250</b>	<b>1,005,385</b>	<b>1,560,941</b>	<b>2,060,991</b>	<b>2,376,220</b>	<b>2,621,253</b>	<b>2,867,089</b>	<b>3,179,817</b>	<b>2,567,186</b>	<b>-</b>
<b>Total Expenses</b>	<b>26,335,209</b>	<b>26,906,645</b>	<b>30,332,857</b>	<b>31,709,511</b>	<b>32,632,828</b>	<b>33,048,484</b>	<b>33,331,201</b>	<b>34,346,408</b>	<b>34,448,124</b>	<b>34,671,732</b>	<b>35,222,580</b>	<b>34,609,950</b>
Annual Surplus/Deficit	\$ 674,953	(812,520)	150,000	-	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ 812,520</b>	<b>-</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>

## Fleet Management Fund

### 2012 Cash Balance Statement

The Fleet Management Division recovers its costs by billing user agencies 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 2012 with a negative unencumbered cash balance of \$1,636,173. It is necessary to have outstanding encumbrances for fuel and services at year-end to allow the division to pay expenses until passage of the 2013 budget.

<b>2012 FLEET MANAGEMENT SERVICES FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2012)	\$ (1,972,020)
Plus Estimated 2012 Receipts	31,733,895
Plus Estimated Encumbrance Cancellations	750,000
Total Estimated Available Resources	\$ 30,511,875
Less 2012 Recommended Operating Budget	(32,148,048)
Projected Available Balance (December 31, 2012)	<u>\$ (1,636,173)</u>

## 2012 Revenue Summary

<b>FLEET MANAGEMENT REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2009 - 2012</b>				
<b>REVENUE SUMMARY</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimated</b>	<b>2012 Proposed</b>
Public Safety	\$ 12,985,928	\$ 13,004,686	\$ 14,939,122	\$ 14,466,745
Refuse Collection	6,161,679	6,168,016	7,059,779	6,402,029
Other General Fund	1,302,107	1,361,944	1,482,558	1,586,547
Other Funds	7,422,864	7,229,953	8,265,209	9,178,574
Refunds/Miscellaneous	354,507	111,091	117,303	100,000
Insurance Trust Fund Transfer	-	-	-	-
Unencumbered Cash Balance	(2,460,174)	(1,398,878)	(1,999,503)	(1,972,020)
Encumbrance Cancellations	1,017,800	1,094,165	463,469	750,000
<b>TOTAL RESOURCES</b>	<b>\$ 26,784,711</b>	<b>\$ 27,570,977</b>	<b>\$ 30,327,937</b>	<b>\$ 30,511,875</b>
PERCENT CHANGE		2.94%	10.00%	0.61%

## Revenue Notes:

- Revenues, excluding the unencumbered cash balance and encumbrance cancellations, will total \$31,733,895 in 2012, a decrease of 0.4 percent from the 2011 projection.

## **Fleet Management Services Fund Pro Forma Operating Statement**

A ten year pro forma operating statement is presented on the following page. It represents the Division of Fleet Management's projected revenues and expenditures for that period, given certain assumptions. The pro forma 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 two percent per year. Other expenditures are held flat, while capital expenditures grow by three percent each year. Personnel expenses assume one percent growth in years 2013 - 2021. Insurance costs are projected to grow by nine percent annually in 2013 and beyond; however, projections include offsets due to incremental increases in employee shares.
- 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 for the following: the design and construction of the division's Groves Road facility, compressed natural gas fueling stations, and infrastructure improvements to all existing fuel stations.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year end unencumbered cash balances. This pro forma indicates a 7.75 percent increase in revenues in 2013 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												
	Actual	Estimated	Proposed									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>REVENUE SOURCE</b>												
				7.75%		0.50%	3.00%	2.00%	1.80%	1.50%	1.75%	2.00%
<b>MAINTENANCE SERVICE CHARGES</b>												
Public Safety	\$ 13,004,686	\$ 14,939,122	\$ 14,466,745	\$ 15,587,918	\$ 15,587,918	\$ 15,665,857	\$ 16,135,833	\$ 16,458,550	\$ 16,754,804	\$ 17,006,126	\$ 17,303,733	\$ 17,649,808
Refuse Collection	6,168,016	7,059,779	6,402,029	6,898,186	6,898,186	6,932,677	7,140,657	7,283,471	7,414,573	7,525,792	7,657,493	7,810,643
Other General Fund Divisions	1,361,944	1,482,558	1,586,547	1,709,504	1,709,504	1,718,052	1,769,593	1,804,985	1,837,475	1,865,037	1,897,675	1,935,629
Other Funds	7,229,953	8,265,209	9,178,574	9,889,913	9,889,913	9,939,363	10,237,544	10,442,295	10,630,256	10,789,710	10,978,530	11,198,100
State Highway Fuel Tax Refund	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenues	111,091	117,303	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477
Insurance Refund	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>27,875,690</b>	<b>31,863,971</b>	<b>31,733,895</b>	<b>34,188,522</b>	<b>34,191,612</b>	<b>34,365,222</b>	<b>35,396,179</b>	<b>36,105,228</b>	<b>36,756,513</b>	<b>37,309,652</b>	<b>37,964,108</b>	<b>38,724,657</b>
Beginning Fund Balance	(1,398,878)	(1,999,503)	(1,972,020)	(1,636,173)	25,756	292,244	25,467	82,690	138,109	136,758	111,390	85,769
Encumbrance Cancellations	1,094,165	463,469	750,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<b>TOTAL RESOURCES</b>	<b>27,570,977</b>	<b>30,327,937</b>	<b>30,511,875</b>	<b>33,052,349</b>	<b>34,717,368</b>	<b>35,157,467</b>	<b>35,921,646</b>	<b>36,687,918</b>	<b>37,394,623</b>	<b>37,946,410</b>	<b>38,575,499</b>	<b>39,310,426</b>
<b>EXPENDITURES</b>												
<b>Operations and Maintenance</b>												
Personnel Services	7,603,893	7,700,691	7,796,110	7,874,071	7,952,812	8,032,340	8,112,663	8,193,790	8,275,728	8,358,485	8,442,070	8,526,491
Health Insurance	1,569,788	1,777,858	1,970,424	2,108,354	2,255,938	2,413,854	2,582,824	2,763,622	2,957,075	3,164,070	3,385,555	3,622,544
Materials & Supplies	13,539,964	15,956,893	15,409,873	15,718,070	16,032,432	16,353,081	16,680,142	17,013,745	17,354,020	17,701,100	18,055,122	18,416,225
Services	3,648,240	3,658,432	3,518,267	3,588,632	3,660,405	3,733,613	3,808,285	3,884,451	3,962,140	4,041,383	4,122,211	4,204,655
Other Disbursements	12,397	1,000	9,692	9,692	9,692	9,692	9,692	9,692	9,692	9,692	9,692	9,692
Capital	16,146	6,659	51,010	52,540	54,117	55,740	57,412	59,135	60,909	62,736	64,618	66,556
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operations &amp; Maintenance</b>	<b>26,390,428</b>	<b>29,101,533</b>	<b>28,755,376</b>	<b>29,351,360</b>	<b>29,965,396</b>	<b>30,598,320</b>	<b>31,251,019</b>	<b>31,924,434</b>	<b>32,619,564</b>	<b>33,337,466</b>	<b>34,079,268</b>	<b>34,846,163</b>
Director's Office	726,552	700,873	717,137	738,651	760,811	783,635	807,144	831,358	856,299	881,988	908,448	935,701
<b>Debt Service</b>												
Principal	1,421,000	1,455,800	1,585,300	1,810,300	2,487,800	2,567,800	2,643,750	2,723,750	2,807,500	2,759,500	2,667,500	2,747,500
Interest	1,032,500	1,041,751	1,090,235	1,126,282	1,211,117	1,182,245	1,137,043	1,070,266	974,502	856,065	834,514	757,714
<b>Total Debt Service</b>	<b>2,453,500</b>	<b>2,497,551</b>	<b>2,675,535</b>	<b>2,936,582</b>	<b>3,698,917</b>	<b>3,750,045</b>	<b>3,780,793</b>	<b>3,794,016</b>	<b>3,782,002</b>	<b>3,615,565</b>	<b>3,502,014</b>	<b>3,505,214</b>
<b>TOTAL EXPENSES</b>	<b>29,570,480</b>	<b>32,299,957</b>	<b>32,148,048</b>	<b>33,026,593</b>	<b>34,425,123</b>	<b>35,132,000</b>	<b>35,838,956</b>	<b>36,549,808</b>	<b>37,257,865</b>	<b>37,835,020</b>	<b>38,489,730</b>	<b>39,287,078</b>
<b>ENDING FUND BALANCE</b>	<b>\$ (1,999,503)</b>	<b>\$ (1,972,020)</b>	<b>\$ (1,636,173)</b>	<b>\$ 25,756</b>	<b>\$ 292,244</b>	<b>\$ 25,467</b>	<b>\$ 82,690</b>	<b>\$ 138,109</b>	<b>\$ 136,758</b>	<b>\$ 111,390</b>	<b>\$ 85,769</b>	<b>\$ 23,348</b>

## Construction Inspection Fund

### 2012 Cash Balance Statement

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds – the private construction inspection fund and the internal service construction inspection fund. The internal service construction inspection fund captures the accounting activity associated with the construction administration and inspection services of the Division of Design and Construction. This agency provides these services for roadway, bridge, water, sanitary and storm sewer, electric power and signal infrastructure for the City of Columbus. Revenues for 2012 are budgeted at \$9,399,475. The fund is expected to end 2012 with an unencumbered cash balance of \$1,843,362.

<b>2012 CONSTRUCTION INSPECTION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2012)	\$ 632,636
Plus Estimated 2012 Receipts	9,399,475
Plus Estimated Encumbrance Cancellations	<u>51,049</u>
Total Estimated Available Resources	\$ 10,083,160
Less 2012 Recommended Operating Budget	(8,239,798)
Projected Available Balance (December 31, 2012)	<u><u>\$ 1,843,362</u></u>

Internal Service Funds

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## Enterprise Funds

### Sewerage and Drainage Operating Fund

#### 2012 Cash Balance Statement

The projected beginning year 2012 cash balance is \$157.9 million, which includes \$60 million in a reserve fund.

<b>2012 SEWERAGE AND DRAINAGE OPERATING FUND BALANCE SUMMARY</b>		
Cash Balance (January 1, 2012)	\$	157,902,906
Plus Estimated 2012 Receipts		239,596,125
Total Estimated Available Resources	\$	397,499,031
Less 2012 Recommended Operating Budget (Sewers/Drains)		(238,506,532)
Less 2012 Recommended Operating Budget (Administration)		(4,569,040)
Projected Available Balance (December 31, 2012)	\$	<u><u>154,423,459</u></u>
<p><b>Note: Cash Balance at January 1, 2012 does not include "bond debt service" reserve fund balance of \$10 million</b></p>		

#### 2012 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 fully meet the needs of the system. 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 in this section relative to this fund are made on a cash basis and include prior year expenditures.

2012 Revenue Summary

SEWERAGE AND DRAINAGE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2009-2012				
REVENUE SUMMARY	2009 Actual	2010 Actual	2011 Estimated	2012 Proposed
Service Charges:				
Sewer Sales	\$ 177,851,430	\$ 181,154,799	\$ 189,066,277	\$ 192,950,352
Wet Weather Charges	25,636,339	26,848,511	29,262,675	30,348,798
System Capacity Charges	3,471,405	4,061,321	3,801,267	3,839,280
Investment Income	6,767,844	2,645,658	1,258,975	1,271,565
Storm Maintenance Reimbursement	6,413,631	7,007,270	8,824,530	9,089,266
Other*	3,020,988	3,750,902	4,137,428	2,096,864
Beginning Year Cash Balance	115,595,315	132,638,479	152,746,467	157,902,906
<b>TOTAL RESOURCES</b>	<b>\$ 338,756,952</b>	<b>\$ 358,106,940</b>	<b>\$ 389,097,619</b>	<b>\$ 397,499,031</b>
<b>PERCENT CHANGE</b>		5.71%	8.65%	2.16%

\*Includes debt refinancing premiums in 2010 and 2011.

## Revenue Notes:

- The Sewer and Water Advisory Board recommended a three percent increase in revenues in 2012. With this increase, revenues, excluding the beginning balance, will total \$239.6 million in 2012.
- System capacity fees are assumed to grow by one percent. Growth of this fee has declined steadily over the last decade, as it is based on growth of the sanitary sewer system, which has also slowed in recent years.
- Due to the volatility of the market, the interest income projection is very conservative and reflects a growth rate of one percent over that of 2011. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.
- The storm maintenance reimbursement will continue in 2012. This transfer of funds from the storm sewer fund to the sanitary sewer fund is made to pay for shared resources.
- The low income discount is continued in 2012 on the commodity portion of the sanitary sewer bill to provide financial relief to qualified customers.

## Sewer Pro Forma Operating Statement

Presented below is a 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 2010 through 2021, the assumptions for which are 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 three percent more revenue in 2012.
- Sanitary sales growth is projected at zero percent in 2012, 0.5 percent in 2013 and 2014 and at 1 percent for the balance of the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually, representing modest growth of these charges.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- Equipment costs in 2012 and beyond include the required annual allotment to the EPA-mandated capital replacement fund.
- The 2012 operations and maintenance budget includes \$10.37 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2012, 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.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the sewerage enterprise operating fund. In 2012, \$4.6 million is allocated in this fund for this purpose.

**SANITARY SEWER ENTERPRISE FUND**  
**Pro Forma Operating Statement**  
**For Years 2010 - 2021 (000's omitted)**

	<i>Actual</i>	<i>Projections</i>	<i>Budget</i>									
	<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>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Beginning Cash Balance</b>	<b>132,638</b>	<b>152,746</b>	<b>157,903</b>	<b>154,423</b>	<b>157,578</b>	<b>161,451</b>	<b>153,410</b>	<b>154,681</b>	<b>141,927</b>	<b>141,541</b>	<b>148,551</b>	<b>155,801</b>
<b>Utility Revenues</b>												
Sewer Sales	181,155	189,066	189,066	195,373	202,074	216,002	230,906	250,266	271,275	292,737	301,453	310,429
Sewer Sales Increase			3,884	4,884	10,104	10,800	14,432	15,642	15,824	4,879	5,024	5,174
Wet Weather	26,849	29,263	29,617	30,717	31,838	33,778	35,799	38,369	41,099	43,862	45,087	46,373
Wet Weather Increase			732	740	1,536	1,592	2,111	2,237	2,238	685	731	751
Interest Income	2,646	1,259	1,272	1,284	1,297	1,310	1,323	1,336	1,350	1,363	1,377	1,391
System Capacity Charge	4,061	3,801	3,839	3,878	3,916	3,956	3,995	4,035	4,075	4,116	4,157	4,199
Other	2,380	2,383	2,097	2,132	2,168	2,205	2,242	2,281	2,257	2,267	2,312	2,358
Reimbursement from Stormwater Fund	7,007	8,825	9,089	9,362	9,643	9,932	10,230	10,537	10,853	11,179	11,514	11,859
Transfer												
Debt Refinancing	<u>1,371</u>	<u>1,755</u>										
<b>Total Revenue</b>	<b><u>225,468</u></b>	<b><u>236,351</u></b>	<b><u>239,596</u></b>	<b><u>248,370</u></b>	<b><u>262,576</u></b>	<b><u>279,575</u></b>	<b><u>301,038</u></b>	<b><u>324,703</u></b>	<b><u>348,972</u></b>	<b><u>361,088</u></b>	<b><u>371,655</u></b>	<b><u>382,535</u></b>
<b>Total Resources</b>	<b><u>358,107</u></b>	<b><u>389,098</u></b>	<b><u>397,499</u></b>	<b><u>402,794</u></b>	<b><u>420,153</u></b>	<b><u>441,025</u></b>	<b><u>454,449</u></b>	<b><u>479,384</u></b>	<b><u>490,899</u></b>	<b><u>502,629</u></b>	<b><u>520,206</u></b>	<b><u>538,336</u></b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	34,325	35,705	37,960	39,098	40,271	41,479	42,724	44,005	45,326	46,685	48,086	49,529
Health Insurance	6,434	7,122	8,168	8,739	9,351	10,006	10,706	11,456	12,258	13,116	14,034	15,016
Supplies & Materials	5,345	8,214	7,796	7,952	8,111	8,273	8,438	8,607	8,779	8,955	9,134	9,317
Pro Rata	9,122	10,692	10,367	10,750	11,377	12,129	13,082	14,133	15,214	15,746	16,206	16,680
Contractual Services	30,332	39,351	40,882	42,108	43,372	44,673	46,013	47,393	48,815	50,280	51,788	53,342
Other	351	829	100	102	104	106	108	110	113	115	117	120
Equipment	1,618	3,606	3,930	4,008	4,088	4,170	4,254	4,339	4,425	4,514	4,604	4,696
Department of Public Utilities Allocation	3,832	4,304	4,569	4,660	4,754	4,849	4,946	5,045	5,145	5,248	5,353	5,460
<b>Total Operations &amp; Maintenance</b>	<b><u>91,359</u></b>	<b><u>109,822</u></b>	<b><u>113,771</u></b>	<b><u>117,418</u></b>	<b><u>121,428</u></b>	<b><u>125,685</u></b>	<b><u>130,270</u></b>	<b><u>135,088</u></b>	<b><u>140,075</u></b>	<b><u>144,659</u></b>	<b><u>149,323</u></b>	<b><u>154,159</u></b>
<b>Debt Service</b>												
Revenue Bond	18,540	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727
General Obligation	31,433	34,177	39,686	37,505	36,465	34,102	33,068	32,078	31,036	27,420	25,388	24,541
Debt Refinancing												
OWPCLF/OWDA Debt- Non Wet Weather	64,028	66,021	68,091	68,091	65,677	84,735	84,062	83,389	80,938	78,487	78,497	77,772
Proposed New Debt			678	1,356	14,291	22,256	31,535	66,074	76,547	82,786	90,471	96,715
Assessments		448	123	119	115	111	106	102	34			
<b>Total Debt Service</b>	<b><u>114,001</u></b>	<b><u>121,373</u></b>	<b><u>129,305</u></b>	<b><u>127,798</u></b>	<b><u>137,275</u></b>	<b><u>161,930</u></b>	<b><u>169,497</u></b>	<b><u>202,370</u></b>	<b><u>209,283</u></b>	<b><u>209,420</u></b>	<b><u>215,082</u></b>	<b><u>219,756</u></b>
<b>Total Expense</b>	<b><u>205,360</u></b>	<b><u>231,195</u></b>	<b><u>243,076</u></b>	<b><u>245,216</u></b>	<b><u>258,703</u></b>	<b><u>287,615</u></b>	<b><u>299,768</u></b>	<b><u>337,458</u></b>	<b><u>349,358</u></b>	<b><u>354,078</u></b>	<b><u>364,405</u></b>	<b><u>373,915</u></b>
<b>Ending Fund Balance</b>	<b>152,746</b>	<b>157,903</b>	<b>154,423</b>	<b>157,578</b>	<b>161,451</b>	<b>153,410</b>	<b>154,681</b>	<b>141,927</b>	<b>141,541</b>	<b>148,551</b>	<b>155,801</b>	<b>164,421</b>
<b>Projected Revenue Increase (2011)</b>	<b>2.00%</b>	<b>6.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>7.50%</b>	<b>7.50%</b>	<b>7.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>

## Electricity Enterprise Fund

### 2012 Cash Balance Statement

Revenues into the electricity enterprise fund are projected to grow parallel to the growth of purchase power increases 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.

At the beginning of 2012, there is a projected cash balance of over \$3.2 million, which reflects the combined balances of the reserve and operating funds.

<b>2012 ELECTRICITY ENTERPRISE FUND BALANCE SUMMARY</b>	
Cash Balance (January 1, 2012)	\$ 3,222,128
Plus Estimated 2012 Receipts	90,961,970
Total Estimated Available Resources	<u>\$ 94,184,098</u>
Less 2012 Recommended Operating Budget (Electricity)	(90,695,253)
Less 2012 Recommended Operating Budget (Administration)	(640,718)
Projected Available Balance (December 31, 2012)	<u><u>\$ 2,848,127</u></u>

### 2012 Revenue Summary

Electricity operating fund revenues fall into two basic categories: revenue from the retail sale of electricity and specific services (e.g., operation and maintenance of expressway lighting) and investments.

Statements in this section relative to this fund are made on a cash basis though do account for prior year expenditures.

## 2011 Revenue Summary

ELECTRICITY ENTERPRISE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2009-2012				
REVENUE SUMMARY	2009 Actual	2010 Actual	2011 Estimated	2012 Proposed
Charges for Electric Service	\$ 73,368,942	\$ 82,177,901	\$ 85,769,133	\$ 87,148,076
Investment Income	207,910	64,249	40,116	40,116
Other Revenue*	1,926,528	3,604,537	3,261,172	3,360,638
Street Light Assessments	480,236	492,174	441,065	413,140
Transportation Street Lighting Revenue	-	-	-	-
Beginning Year Cash Balance	11,868,640	4,373,873	2,869,936	3,222,128
<b>TOTAL RESOURCES</b>	<b>\$ 87,852,256</b>	<b>\$ 90,712,734</b>	<b>\$ 92,381,422</b>	<b>\$ 94,184,098</b>
<b>PERCENT CHANGE</b>		<b>3.26%</b>	<b>1.84%</b>	<b>1.95%</b>

\*Includes debt refinancing premiums in 2011.

### Revenue Notes:

- Revenues, excluding the beginning year cash balance are expected to be \$90.96 million in 2012.
- Revenues to the electricity enterprise fund are generated through the purchase of wholesale and resale of retail electricity.
- 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 (SCMR fund). Starting in 2009, however, this intra-fund transfer was not made and will again not be made in 2012. In 2012 the general fund will retain approximately half the proceeds of the kilowatt hour tax and return the other half to the electricity enterprise fund.
- Due to the volatility of the market, the 2012 interest income projection reflects no growth over that of 2011. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury on which interest can be earned.



## Electricity Pro Forma Operating Statement

Presented below is a pro forma operating statement for the electricity enterprise operating fund, which outlines projections of operating fund revenues and expenditures on a cash basis for the period 2010 through 2021. Assumptions are outlined below. This division does not follow the same rate setting processes as the Water, Sanitary and Stormwater Divisions. Rather, its rates are determined by what the market will support given that there are other providers of retail electricity in the area. As such, the pro forma operating statement is essential to this division's planning, management and decision making processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The pro forma assumes operating, 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 with revenues derived from electric retail sales.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of electrical power. In 2012 \$64.6 million is budgeted for this wholesale power, which in turn, is sold to the division's customers. Purchase power costs are projected to grow by one percent annually through the end of the pro forma period.
- The 2012 budget also includes \$4.07 million for payment of pro rata.
- Revenues will increase by 1.6 percent in 2012 and by 1.0 percent in 2013.
- Proposed new bonded debt is conservatively projected. It is assumed that such debt will be directly bonded at 4.0 percent in 2012, 4.5 percent in 2013 and 5.0 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 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.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the electricity enterprise operating fund. In 2012, \$640,718 is allocated in this fund for this purpose.

# Enterprise Funds

## ELECTRICITY ENTERPRISE FUND Pro Forma Operating Statement For Years 2010 - 2021 (000's omitted)

	Actual	Projection	Budget									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Beginning Cash Balance	4,374	2,870	3,222	2,848	2,754	2,246	1,601	2,156	3,274	3,744	4,364	4,599
<b>Utility Revenues</b>												
<b>Electricity Sales</b>												
Residential	6,559	6,907	6,976	7,046	7,116	7,187	7,259	7,332	7,405	7,479	7,554	7,629
Commercial	67,600	66,503	67,184	67,872	68,567	69,270	69,980	70,698	71,424	72,157	72,899	73,648
Kilowatt Hour Tax Reduction	-3,284	-1,616	-1,537	-1,554	-1,571	-1,589	-1,607	-1,625	-1,643	-1,662	-1,681	-1,700
PCRA	11,304	13,975	14,525	14,673	14,081	14,225	14,370	15,281	14,665	14,815	14,967	15,120
<b>Total Electric Sales</b>	<b>82,178</b>	<b>85,769</b>	<b>87,148</b>	<b>88,037</b>	<b>88,194</b>	<b>89,093</b>	<b>90,003</b>	<b>91,686</b>	<b>91,851</b>	<b>92,790</b>	<b>93,738</b>	<b>94,697</b>
Other Revenues	4,097	3,656	3,774	3,786	3,879	3,968	3,957	4,052	4,033	4,156	4,274	4,404
Investment Earnings	64	40	40	40	40	40	40	40	40	40	40	40
<b>Total Revenue</b>	<b>86,339</b>	<b>89,511</b>	<b>90,962</b>	<b>91,863</b>	<b>92,113</b>	<b>93,101</b>	<b>94,000</b>	<b>95,778</b>	<b>95,924</b>	<b>96,986</b>	<b>98,052</b>	<b>99,142</b>
<b>Total Resources</b>	<b>90,713</b>	<b>92,381</b>	<b>94,184</b>	<b>94,711</b>	<b>94,867</b>	<b>95,348</b>	<b>95,601</b>	<b>97,934</b>	<b>99,199</b>	<b>100,730</b>	<b>102,416</b>	<b>103,741</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	7,307	6,870	7,417	7,640	7,869	8,105	8,348	8,599	8,857	9,122	9,396	9,678
Health Insurance	1,148	1,143	1,291	1,381	1,478	1,582	1,692	1,811	1,937	2,073	2,218	2,373
Purchase Power	62,971	64,400	64,629	65,275	65,928	66,587	67,253	67,926	68,605	69,291	69,984	70,684
Supplies & Materials	644	899	1,250	1,275	1,300	1,326	1,353	1,380	1,408	1,436	1,465	1,494
Pro Rata	3,715	4,028	4,073	4,117	4,129	4,175	4,221	4,302	4,314	4,362	4,411	4,460
Services	4,926	4,757	5,436	5,545	5,655	5,769	5,884	6,002	6,122	6,244	6,369	6,496
Other Disbursements	19	156	158	158	158	158	158	158	158	158	158	158
Capital Equipment	683	1,036	1,777	1,813	1,849	1,886	1,924	1,962	2,002	2,042	2,083	2,124
Department of Public Utilities Allocation	553	573	641	654	667	680	694	707	722	736	751	766
<b>Total Operations &amp; Maintenance</b>	<b>81,966</b>	<b>83,862</b>	<b>86,673</b>	<b>87,858</b>	<b>89,035</b>	<b>90,268</b>	<b>91,527</b>	<b>92,847</b>	<b>94,124</b>	<b>95,465</b>	<b>96,834</b>	<b>98,233</b>
<b>Debt Service</b>												
Distribution G.O. Debt	3,540	3,315	3,005	2,777	2,335	2,246	946	834	666	290	280	265
Street Lighting G.O. debt	1,845	1,541	1,245	999	931	893	615	419	201	88	85	82
Refinancing of Debt Issuance/Less Premium												
Street Light Assessments	492	441	413	323	311	290	167	146	9	8		
New Distribution Debt Service							86	259	251	282	393	501
New Street Lighting Debt Service					10	50	103	154	203	233	225	217
<b>Total Debt Service</b>	<b>5,877</b>	<b>5,297</b>	<b>4,663</b>	<b>4,098</b>	<b>3,586</b>	<b>3,479</b>	<b>1,917</b>	<b>1,813</b>	<b>1,330</b>	<b>901</b>	<b>983</b>	<b>1,064</b>
<b>Total Expense</b>	<b>87,843</b>	<b>89,159</b>	<b>91,336</b>	<b>91,957</b>	<b>92,621</b>	<b>93,747</b>	<b>93,445</b>	<b>94,659</b>	<b>95,455</b>	<b>96,366</b>	<b>97,817</b>	<b>99,297</b>
Ending Fund Balance	2,870	3,222	2,848	2,754	2,246	1,601	2,156	3,274	3,744	4,364	4,599	4,444
<b>Projected Revenue Increase</b>												
<b>Increase in PCRA (Actual &amp; Projected)</b>												
PCRA (%)	14.00%	20.00%	20.00%	20.00%	19.00%	19.00%	19.00%	20.00%	19.00%	19.00%	19.00%	19.00%

## Water Operating Fund

### 2012 Cash Balance Statement

The projected beginning year 2012 cash balance is \$40.6 million, which includes \$27 million in a reserve fund.

<b>2012 WATER OPERATING FUND BALANCE SUMMARY</b>	
Cash Balance (January 1, 2012)	\$ 40,554,562
Plus Estimated 2012 Receipts	173,175,536
Total Estimated Available Resources	\$ 213,730,098
Less 2012 Recommended Operating Budget (Water)	(173,354,996)
Less 2012 Recommended Operating Budget (Administration)	(4,075,363)
Projected Available Balance (December 31, 2012)	<u>\$ 36,299,739</u>

**Note: Cash Balance at January 1, 2012 does not include "bond debt service" reserve fund balance of \$10 million**

### 2012 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 fully meet the needs of the system. 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 in this section relative to this fund are made on a cash basis though do account for prior year expenditures.

2012 Revenue Summary

<b>WATER OPERATING FUND</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2009-2012</b>				
<b>REVENUE SUMMARY</b>	<b>2009</b> Actual	<b>2010</b> Actual	<b>2011</b> Estimated	<b>2012</b> Proposed
Water Sales	\$ 127,557,616	\$ 135,745,830	\$ 146,256,893	\$ 156,007,353
Water Penalty Fees	1,727,213	1,772,802	1,827,944	1,846,223
System Capacity Charges	2,987,186	2,821,000	3,415,894	3,450,053
Sewer Billings	5,796,878	5,648,001	6,680,187	6,880,593
Meter Service Fee	741,917	389,160	423,866	428,105
Investment Income	1,977,259	1,026,337	940,770	950,178
Other Revenue*	1,983,692	4,638,736	7,210,350	3,613,031
Beginning Year Cash Balance	34,746,266	31,298,309	35,368,275	40,554,562
<b>TOTAL RESOURCES</b>	<b>\$ 177,518,027</b>	<b>\$ 183,340,175</b>	<b>\$ 202,124,179</b>	<b>\$ 213,730,098</b>
<b>PERCENT CHANGE</b>		<b>3.28%</b>	<b>10.25%</b>	<b>5.74%</b>

\*Includes debt refinancing premiums in 2010 and 2011.

## Revenue Notes:

- The Sewer and Water Advisory Board recommended an eight percent increase in revenues in 2012, largely funded by rate increases to the various customer classes. With this increase, revenues, excluding the beginning balance, will total over \$173.18 million in 2012.
- Sewer billing charges are projected to total \$6.88 million in 2012. These charges reflect the Sewer Division's portion of the cost of operating the billing system in 2012.
- System capacity fees are assumed to grow by one percent. Growth of this fee has declined steadily over the last decade, as it is based on growth of the water system, which has also slowed in recent years.
- The low income discount is continued in 2012 on the commodity portion of the water bill to provide financial relief to qualified customers.
- Due to the volatility of the market, the interest income projection is very conservative and reflects a growth rate of one percent over that of 2011. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.

### Water Pro Forma Operating Statement

A pro forma operating statement from 2010 through 2021 is presented below. 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 process. The major assumptions upon which the water pro forma's numbers are based are as follows:

- The sewer and water advisory board recommended rate increases to produce eight percent more revenue in 2012.
- Water sales growth is projected at zero percent in 2012, 0.5 percent in 2013 and 2014 and at 1 percent for the balance of the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually, representing modest growth of these charges.
- Interest rates on investments of revenues and reserves are projected to grow by one percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- Included in the operations and maintenance budget for 2012 is \$7.79 million for payment of pro rata and \$18.89 million for the purchase of chemicals.
- Proposed new debt is issued in the form of bonds at an assumed interest rate of four percent in 2012, 4.5 percent in 2013 and five percent 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.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the water enterprise operating fund. In 2012, \$4.1 million is allocated in this fund for this purpose.

**WATER ENTERPRISE FUND**  
**Pro Forma Operating Statement**  
**For Years 2010 - 2021 (000's omitted)**

	Actual	Projections		Budget								
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Beginning Cash Balance</b>	<b>31,298</b>	<b>35,368</b>	<b>40,555</b>	<b>36,300</b>	<b>42,178</b>	<b>46,446</b>	<b>48,649</b>	<b>50,109</b>	<b>52,806</b>	<b>58,298</b>	<b>66,722</b>	<b>72,799</b>
<b>Utility Revenues</b>												
Water Sales	135,746	146,257	146,257	158,747	172,304	186,209	196,534	203,462	208,579	213,825	218,123	222,507
Water Sales Increase			9,750	10,583	10,051	6,983	4,094	2,543	2,607	1,782	1,818	1,854
Interest Income	1,026	941	950	960	969	979	989	999	1,009	1,019	1,029	1,039
System Capacity Charges	2,821	3,416	3,450	3,485	3,519	3,555	3,590	3,626	3,662	3,699	3,736	3,773
Sewer Billing Charges	5,648	6,680	6,881	7,087	7,300	7,519	7,744	7,976	8,216	8,462	8,716	8,978
Penalties	1,773	1,828	1,846	1,865	1,883	1,902	1,921	1,940	1,960	1,979	1,999	2,019
Meter Service Fees	389	424	428	432	437	441	445	450	454	459	464	468
Other	2,481	3,577	3,613	3,649	3,686	3,723	3,760	3,797	3,835	3,874	3,912	3,952
Debt Refinancing	<u>2,157</u>	<u>3,633</u>										
<b>Total Revenue</b>	<b><u>152,042</u></b>	<b><u>166,756</u></b>	<b><u>173,176</u></b>	<b><u>186,808</u></b>	<b><u>200,149</u></b>	<b><u>211,310</u></b>	<b><u>219,078</u></b>	<b><u>224,794</u></b>	<b><u>230,323</u></b>	<b><u>235,099</u></b>	<b><u>239,797</u></b>	<b><u>244,591</u></b>
<b>Total Resources</b>	<b><u>183,340</u></b>	<b><u>202,124</u></b>	<b><u>213,730</u></b>	<b><u>223,108</u></b>	<b><u>242,327</u></b>	<b><u>257,756</u></b>	<b><u>267,728</u></b>	<b><u>274,903</u></b>	<b><u>283,129</u></b>	<b><u>293,397</u></b>	<b><u>306,519</u></b>	<b><u>317,390</u></b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	35,887	37,613	39,567	40,754	41,977	43,236	44,533	45,869	47,246	48,663	50,123	51,627
27th Pay Period												
Health Insurance	6,800	7,651	8,486	9,080	9,715	10,395	11,123	11,902	12,735	13,626	14,580	15,601
Supplies & Materials	19,461	21,120	22,884	23,531	24,196	24,881	25,585	26,309	27,054	27,821	28,610	29,421
Pro Rata	6,027	7,504	7,793	8,406	9,007	9,509	9,859	10,116	10,365	10,579	10,791	11,007
Contractual Services	21,207	23,253	24,573	25,064	25,566	26,077	26,598	27,130	27,673	28,226	28,791	29,367
Data Processing												
Other	780	916	100	102	104	106	108	110	113	115	117	120
Equipment	1,943	1,074	1,443	1,472	1,501	1,531	1,562	1,593	1,625	1,658	1,691	1,725
Department of Public Utilities Allocation	3,406	3,754	4,075	4,157	4,240	4,325	4,411	4,500	4,590	4,681	4,775	4,870
<b>Total Operations &amp; Maintenance</b>	<b><u>95,510</u></b>	<b><u>102,884</u></b>	<b><u>108,922</u></b>	<b><u>112,567</u></b>	<b><u>116,306</u></b>	<b><u>120,060</u></b>	<b><u>123,780</u></b>	<b><u>127,529</u></b>	<b><u>131,399</u></b>	<b><u>135,370</u></b>	<b><u>139,477</u></b>	<b><u>143,736</u></b>
<b>Debt Service</b>												
Revenue Bond	6,173											
General Obligation	46,288	58,686	66,786	64,917	63,179	59,254	57,734	53,555	49,197	43,424	40,920	37,671
Debt Refinancing												
Proposed New Debt			1,723	3,446	16,396	29,792	36,106	41,012	44,234	47,882	53,323	57,318
<b>Total Debt Service</b>	<b><u>52,461</u></b>	<b><u>58,686</u></b>	<b><u>68,509</u></b>	<b><u>68,363</u></b>	<b><u>79,575</u></b>	<b><u>89,046</u></b>	<b><u>93,840</u></b>	<b><u>94,568</u></b>	<b><u>93,431</u></b>	<b><u>91,306</u></b>	<b><u>94,243</u></b>	<b><u>94,989</u></b>
<b>Total Expense</b>	<b><u>147,972</u></b>	<b><u>161,570</u></b>	<b><u>177,430</u></b>	<b><u>180,930</u></b>	<b><u>195,881</u></b>	<b><u>209,106</u></b>	<b><u>217,619</u></b>	<b><u>222,097</u></b>	<b><u>224,831</u></b>	<b><u>226,675</u></b>	<b><u>233,720</u></b>	<b><u>238,725</u></b>
<b>Ending Fund Balance</b>	<b>35,368</b>	<b>40,555</b>	<b>36,300</b>	<b>42,178</b>	<b>46,446</b>	<b>48,649</b>	<b>50,109</b>	<b>52,806</b>	<b>58,298</b>	<b>66,722</b>	<b>72,799</b>	<b>78,665</b>
<b>Projected Revenue Increase (2011)</b>	<b>8.50%</b>	<b>7.50%</b>	<b>8.00%</b>	<b>8.00%</b>	<b>7.00%</b>	<b>4.50%</b>	<b>2.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>

## Storm Sewer Maintenance Fund

### 2012 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.

A 2012 beginning year cash balance of \$17.6 million is projected for this fund. This includes a \$9 million reserve balance. 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>2012 STORM SEWER MAINTENANCE FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2012)	\$	17,645,354
Plus Estimated 2012 Receipts		37,223,427
Total Estimated Available Resources	\$	54,868,781
Less 2012 Recommended Operating Budget		(37,242,558)
Less 2012 Recommended Operating Budget (Administration)		(1,218,391)
Projected Available Balance (December 31, 2012)	\$	<b>16,407,832</b>
Note: Balance at January 1, 2012 includes reserve fund balance		

### 2012 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.

In 2011, there was no increase to this fee as it was determined that sufficient revenues were being generated using the current rate structure. Similarly, in 2012, the Sewer and Water Advisory Board recommended a two percent decrease to the ERU as a minor adjustment to the ERU rate structure.

Statements in this section relative to this fund are made on a cash basis though do account for prior year expenditures.



## 2012 Revenue Summary

STORM SEWER MAINTENANCE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2009-2012				
REVENUE SUMMARY	2009 Actual	2010 Actual	2011 Estimated	2012 Proposed
Storm Maintenance Fees	\$ 32,565,490	\$ 36,184,609	\$ 36,821,732	\$ 36,583,798
Investment Earnings	531,708	299,249	185,264	190,822
Other Revenues *	360,357	674,254	1,152,709	448,807
Beginning Year Cash Balance	9,229,497	10,017,172	14,589,534	17,645,354
<b>TOTAL RESOURCES</b>	<b>\$ 42,687,052</b>	<b>\$ 47,175,284</b>	<b>\$ 52,749,239</b>	<b>\$ 54,868,781</b>
<b>PERCENT CHANGE</b>		<b>10.51%</b>	<b>11.82%</b>	<b>4.02%</b>

\*Includes debt refinancing premiums in 2010 and 2011.

## Revenue Notes:

- 2012 revenues are based on a charge of \$4.48 per ERU, per month.

### **Storm Sewer Maintenance Pro Forma Operating Statement**

- The Storm Sewer Maintenance pro forma operating statement assumes that there will be a two percent decrease to the storm sewer maintenance fee in 2012 such that the new ERU, or equivalent residential unit, will be \$4.48.
- Proposed new debt is issued in the form of bonds at an assumed interest rate of four percent in 2012, 4.5 percent in 2013 and five percent thereafter.
- 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, costs associated with the street cleaning function were added to the storm sewer budget, having been transferred from the Public Service Department. In 2008, snow removal costs were also transferred. In 2012, the cost of these services will total \$7.1 million.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the storm sewer enterprise operating fund. In 2012, \$1.2 million is allocated in this fund for this purpose.

**STORM SEWER ENTERPRISE FUND**  
**Pro Forma Operating Statement**  
**For Years 2010 - 2021 (000's omitted)**

	<i>Actual</i>	<i>Projection</i>	<i>Budget</i>									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Beginning Cash Balance</b>	<b>10,017</b>	<b>14,590</b>	<b>17,645</b>	<b>16,408</b>	<b>15,717</b>	<b>14,831</b>	<b>13,509</b>	<b>12,623</b>	<b>12,148</b>	<b>12,318</b>	<b>12,953</b>	<b>14,331</b>
<b>Utility Revenues</b>												
Storm Maintenance Service Charges	36,185	36,822	37,204	36,654	37,412	38,372	39,766	41,184	42,200	43,490	43,930	44,373
Rate Increase (Decrease)		0	-620	504	514	879	911	566	774	0	0	0
Investment Earnings	299	185	191	197	202	209	215	221	228	235	242	249
Storm Sewer Maintenance Penalties	437	427	432	436	441	445	449	454	459	463	468	473
Other Revenues	237	17	17	18	18	19	19	20	20	21	22	22
Debt Refinancing		709										
<b>Total Revenue</b>	<b>37,158</b>	<b>38,160</b>	<b>37,223</b>	<b>37,808</b>	<b>38,588</b>	<b>39,923</b>	<b>41,361</b>	<b>42,446</b>	<b>43,680</b>	<b>44,209</b>	<b>44,661</b>	<b>45,117</b>
<b>Total Resources</b>	<b>47,175</b>	<b>52,749</b>	<b>54,869</b>	<b>54,216</b>	<b>54,305</b>	<b>54,754</b>	<b>54,870</b>	<b>55,068</b>	<b>55,828</b>	<b>56,527</b>	<b>57,614</b>	<b>59,448</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	1,181	1,187	1,384	1,426	1,469	1,513	1,558	1,605	1,653	1,702	1,754	1,806
Health Insurance	212	240	311	333	356	381	407	436	466	499	534	571
Supplies & Materials	13	25	34	35	36	36	37	38	38	39	40	41
Contractual Services	1,540	329	2,358	2,405	2,453	2,502	2,552	2,603	2,656	2,709	2,763	2,818
Pro Rata	1,497	1,717	1,675	1,701	1,736	1,797	1,861	1,910	1,966	1,989	2,010	2,030
Equipment		103	130	133	135	138	141	144	146	149	152	155
Other	325	250	80	82	83	85	87	88	90	92	94	96
Reimbursement to Sanitary Enterprise	7,007	7,750	7,000	7,140	7,283	7,428	7,577	7,729	7,883	8,041	8,202	8,366
Department of Public Utilities Allocation	1,024	1,075	1,218	1,243	1,268	1,293	1,319	1,345	1,372	1,400	1,428	1,456
Dept of Technology Allocation	550	1,191	1,463	1,493	1,523	1,553	1,584	1,616	1,648	1,681	1,715	1,749
Street Cleaning (transferred from Public Service)	6,131	6,532	7,114	7,256	7,401	7,549	7,700	7,854	8,011	8,171	8,335	8,501
<b>Total Operations &amp; Maintenance</b>	<b>19,481</b>	<b>20,399</b>	<b>22,768</b>	<b>23,245</b>	<b>23,742</b>	<b>24,275</b>	<b>24,823</b>	<b>25,367</b>	<b>25,930</b>	<b>26,473</b>	<b>27,025</b>	<b>27,590</b>
<b>Debt Service</b>												
General Obligation	13,105	14,705	15,682	15,231	14,804	14,370	13,860	13,413	12,945	12,123	10,981	9,715
Proposed New Debt		0	11	22	927	2,600	3,564	4,140	4,636	4,978	5,278	5,567
<b>Total Debt Service</b>	<b>13,105</b>	<b>14,705</b>	<b>15,693</b>	<b>15,253</b>	<b>15,731</b>	<b>16,971</b>	<b>17,424</b>	<b>17,553</b>	<b>17,581</b>	<b>17,101</b>	<b>16,259</b>	<b>15,282</b>
<b>Total Expense</b>	<b>32,586</b>	<b>35,104</b>	<b>38,461</b>	<b>38,499</b>	<b>39,473</b>	<b>41,245</b>	<b>42,247</b>	<b>42,920</b>	<b>43,511</b>	<b>43,574</b>	<b>43,283</b>	<b>42,872</b>
<b>Ending Fund Balance</b>	<b>14,590</b>	<b>17,645</b>	<b>16,408</b>	<b>15,717</b>	<b>14,831</b>	<b>13,509</b>	<b>12,623</b>	<b>12,148</b>	<b>12,318</b>	<b>12,953</b>	<b>14,331</b>	<b>16,576</b>
<b>Projected Revenue Increase (2011)</b>	<b>9.00%</b>	<b>0.00%</b>	<b>-2.00%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>1.50%</b>	<b>2.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

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## **All Funds Summary**

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

# All Funds Summary

2012 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>GENERAL FUND</b>	\$ 553,276,116	\$ 10,699,787	\$ 90,036,691	\$ 572,750	\$ 7,500	\$ -	\$ 90,907,156	\$ 735,500,000
<b>SPECIAL REVENUE FUNDS</b>								
<b>Municipal Court Computer Fund</b>								
Judges	82,653	165,500	104,225	-	-	-	-	352,378
Clerk	644,087	57,400	814,002	-	-	-	323,700	1,839,189
<b>Total Court Computer</b>	<b>726,740</b>	<b>222,900</b>	<b>918,227</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>323,700</b>	<b>2,191,567</b>
<b>Street Construction, Main. &amp; Repair</b>								
Service Administration	2,800,439	2,450	159,968	-	-	-	-	2,962,857
Refuse Collection	2,911,360	-	556,892	-	-	-	-	3,468,242
Mobility Options	1,908,602	10,990	231,639	-	-	-	-	2,151,231
Planning & Operations	22,911,357	596,211	13,454,409	42,470	310,000	-	-	37,314,447
Design & Construction	3,078,687	7,602	662,099	3,000	-	-	-	3,751,388
<b>Total SCMR</b>	<b>33,610,445</b>	<b>617,253</b>	<b>15,064,997</b>	<b>45,470</b>	<b>310,000</b>	<b>-</b>	<b>-</b>	<b>49,648,165</b>
<b>Development Services Fund</b>								
Building & Zoning	12,630,549	68,598	2,821,524	48,150	-	-	-	15,568,821
<b>Total Development Services</b>	<b>12,630,549</b>	<b>68,598</b>	<b>2,821,524</b>	<b>48,150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,568,821</b>
<b>Private Inspection Fund</b>								
Design & Construction	1,854,213	7,950	200,541	500	40,000	-	-	2,103,204
<b>Health Special Revenue</b>								
Department of Public Health	18,161,972	608,900	7,005,072	3,750	8,000	-	-	25,787,694
<b>Rec. and Parks Oper. &amp; Extension</b>								
Department of Recreation & Parks	28,293,422	1,087,055	9,277,985	110,000	-	-	182,489	38,950,951
<b>Golf Operations</b>								
Division of Golf	2,936,146	229,000	1,171,219	2,000	-	-	-	4,338,365
<b>Broad Street Operations Fund</b>								
Division of Facilities Management	-	36,000	1,599,630	-	-	-	-	1,635,630
<b>E-911 Fund</b>								
Division of Police	1,453,613	-	-	-	-	-	-	1,453,613
<b>COPS Hiring Recovery Program (CHRP) Grant Fund</b>								
Division of Police	3,788,899	-	-	-	-	-	-	3,788,899
<b>Photo Red Light Fund</b>								
Division of Police	1,607,174	-	-	-	-	-	-	1,607,174
<b>Emergency Human Services Fund</b>								
Development Administration	-	-	902,000	-	-	-	-	902,000
<b>INTERNAL SERVICE FUNDS</b>								
<b>Print and Mailroom Services Fund</b>								
Print Services	150,488	37,323	72,642	-	-	-	-	260,453
Mailroom Services	150,170	2,941	1,093,437	-	-	-	-	1,246,548
<b>Total Print and Mailroom Services</b>	<b>300,658</b>	<b>40,264</b>	<b>1,166,079</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,507,001</b>
<b>Land Acquisition</b>								
Division of Land Acquisition	665,073	15,500	53,432	-	-	-	-	734,005
<b>Technology Services</b>								
Administration	2,101,502	821,098	4,199,708	-	90,000	-	-	7,212,308
Information Services	12,858,720	298,752	5,409,035	-	71,000	4,483,042	-	23,120,549
<b>Total Technology Services</b>	<b>14,960,222</b>	<b>1,119,850</b>	<b>9,608,743</b>	<b>-</b>	<b>161,000</b>	<b>4,483,042</b>	<b>-</b>	<b>30,332,857</b>
<b>Fleet Management Services</b>								
Division of Fleet Management	9,786,534	15,409,873	3,518,267	9,692	51,010	2,675,535	-	31,430,911
Finance and Management Administration	717,137	-	-	-	-	-	-	717,137
<b>Total Fleet Management Services</b>	<b>10,483,671</b>	<b>15,409,873</b>	<b>3,518,267</b>	<b>9,692</b>	<b>51,010</b>	<b>2,675,535</b>	<b>-</b>	<b>32,148,048</b>
<b>Construction Inspection Fund</b>								
Service Administration	603,635	450	35,946	-	-	-	-	640,031
Design & Construction	6,748,513	49,600	759,854	1,800	40,000	-	-	7,599,767
<b>Total Construction Inspection Fund</b>	<b>7,352,148</b>	<b>50,050</b>	<b>795,800</b>	<b>1,800</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>8,239,798</b>
<b>Employee Benefits</b>								
Department of Human Resources	2,479,631	21,200	837,083	-	-	-	-	3,337,914
Department of Finance and Management	-	-	325,000	-	-	-	-	325,000
<b>Total Employee Benefits</b>	<b>2,479,631</b>	<b>21,200</b>	<b>1,162,083</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,662,914</b>
<b>ENTERPRISE FUNDS</b>								
<b>Various Enterprise Funds</b>								
Public Utilities Director's Office	9,352,366	115,151	1,008,959	27,040	-	-	-	10,503,512
<b>Water System Enterprise</b>								
Division of Water	48,053,166	22,884,335	32,365,677	100,000	1,443,100	68,508,728	-	173,354,966
<b>Sewerage System Enterprise</b>								
Division of Sewers and Drains	46,127,204	7,795,647	51,249,213	100,000	3,929,700	108,578,205	20,726,563	238,506,532
<b>Storm System Enterprise</b>								
Division of Sewers and Drains	1,695,054	34,136	19,610,214	80,000	130,000	15,693,154	-	37,242,558
<b>Electricity Enterprise</b>								
Division of Electricity	8,708,390	65,879,122	9,508,779	158,100	1,777,397	4,683,465	-	90,696,253
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>								
Dept of Development - Administration	856,470	2,500	93,250	-	-	-	-	952,220
Economic Development	727,823	4,350	711,544	-	-	-	-	1,443,717
Code Enforcement	714,208	2,850	158,892	-	-	-	-	875,750
Housing	808,864	16,400	984,204	242,165	-	-	-	2,051,633
Department of Finance and Management	211,539	4,500	221,791	20,000	-	-	-	457,830
Department of Public Health	222,239	-	-	-	-	-	-	222,239
Department of Recreation and Parks	687,291	1,750	32,642	525	-	-	-	722,208
	4,228,434	32,150	2,202,323	262,710	-	-	-	6,725,617
<b>Grand Total All Funds</b>	<b>\$ 810,745,298</b>	<b>\$ 128,974,721</b>	<b>\$ 261,247,451</b>	<b>\$ 1,521,962</b>	<b>\$ 7,897,707</b>	<b>\$ 204,602,129</b>	<b>\$ 102,139,908</b>	<b>\$ 1,515,129,174</b>

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS				
	2009	2010	2011	2012
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
<b>GENERAL FUND</b>	\$ 817,027,819	\$ 654,350,254	\$ 695,726,503	\$ 735,500,000
Safety Staffing Contingency Fund				
Divisions of Police & Fire	-	1,421,254	7,578,746	-
<b>SPECIAL REVENUE FUNDS</b>				
Municipal Court Computer				
Judges	480,463	415,884	530,199	352,378
Clerk	1,691,548	1,768,061	1,408,988	1,839,189
<b>Total Municipal Court Computer</b>	<b>2,172,011</b>	<b>2,183,945</b>	<b>1,937,187</b>	<b>2,191,567</b>
Street Construction, Main, & Repair				
Service Administration	2,812,070	3,075,913	2,739,263	2,952,857
Refuse Collection	3,847,696	2,932,179	2,985,768	3,468,242
Mobility Options	1,759,178	1,908,692	2,081,650	2,151,231
Planning & Operations	34,368,461	34,180,526	35,187,384	37,314,447
Design & Construction	3,327,854	3,244,206	3,439,103	3,751,388
<b>Total SCMR</b>	<b>46,115,177</b>	<b>45,342,416</b>	<b>46,433,168</b>	<b>49,648,165</b>
Development Services Fund				
Development Administration	502,209	114,544	-	-
Service Administration	127,970	-	-	-
Planning & Operations	233,317	-	-	-
Design & Construction	1,600,173	-	-	-
Transportation	-	-	-	-
Building & Zoning	12,915,995	14,151,657	14,999,914	15,598,821
<b>Total Development Services</b>	<b>15,379,664</b>	<b>14,266,201</b>	<b>14,999,914</b>	<b>15,598,821</b>
Private Inspection Fund				
Design & Construction	1,495,549	1,951,816	2,053,659	2,103,204
Health Special Revenue				
Department of Public Health	21,634,731	21,699,878	24,057,292	25,787,694
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	27,900,843	29,953,775	33,286,169	36,950,951
Golf Operations				
Division of Golf	4,402,833	4,398,233	4,152,903	4,338,366
Broad Street Operations Fund				
Division of Facilities Management	1,542,833	1,434,229	1,479,419	1,635,630
E-911 Fund				
Division of Police	-	3,860,124	2,055,696	1,453,613
COPS Hiring Recovery Program (CHRP) Grant Fund				
Division of Police	-	2,780,791	3,692,360	3,788,699
Photo Red Light Fund				
Division of Police	716,364	531,200	1,067,037	1,807,174
Emergency Human Services Fund				
Various	2,460,000	904,037	1,046,044	902,000
<b>INTERNAL SERVICE FUNDS</b>				
Print Services Fund				
Print Services	254,019	242,837	260,175	260,453
Mailroom Services	1,341,377	1,090,688	1,122,730	1,246,548
<b>Total Print and Mailroom Services</b>	<b>1,595,396</b>	<b>1,333,525</b>	<b>1,382,955</b>	<b>1,507,001</b>
Land Acquisition				
Division of Land Acquisition	735,297	740,238	721,023	734,005
Technology Services				
Administration	5,184,574	5,824,562	5,728,283	7,212,308
Division of Information Services	19,758,241	20,510,647	21,178,362	23,120,549
<b>Total Technology Services</b>	<b>24,922,815</b>	<b>26,335,209</b>	<b>26,906,645</b>	<b>30,332,857</b>
Fleet Management Services				
Division of Fleet Management	27,464,804	28,843,928	31,599,086	31,430,911
Finance and Management Administration	715,783	728,552	700,873	717,137
<b>Total Fleet Management Services</b>	<b>28,180,587</b>	<b>29,572,480</b>	<b>32,299,959</b>	<b>32,148,048</b>
Construction Inspection Fund				
Service Administration	348,953	499,385	553,285	840,031
Design & Construction	3,871,450	5,182,574	5,804,825	7,589,767
<b>Total Construction Inspection Fund</b>	<b>4,220,403</b>	<b>5,681,959</b>	<b>6,358,110</b>	<b>8,239,798</b>
Employee Benefits				
Department of Human Resources	2,515,417	2,628,102	3,008,258	3,337,814
Department of Finance and Management	241,080	235,000	294,998	325,000
<b>Total Employee Benefits</b>	<b>2,756,507</b>	<b>2,923,102</b>	<b>3,303,256</b>	<b>3,662,914</b>
<b>ENTERPRISE FUNDS</b>				
Various Enterprise Funds				
Public Utilities Director's Office	8,837,163	8,963,470	9,706,158	10,503,512
Water System Enterprise				
Division of Water	147,478,224	150,397,691	157,815,435	173,354,996
Sewerage System Enterprise				
Division of Sewers and Drains	213,448,926	212,394,880	228,891,168	238,506,532
Storm System Enterprise				
Division of Sewers and Drains	31,928,050	31,421,790	34,028,707	37,242,558
Electricity Enterprise				
Division of Electricity	93,006,378	91,398,130	90,067,072	90,696,253
<b>CDBG</b>				
Office of Education	(19)	-	-	-
Development Administration	824,121	1,138,486	922,794	952,220
Economic Development	1,502,666	1,815,405	1,519,571	1,443,717
Code Enforcement	879,082	1,026,222	1,023,115	875,750
Neighborhood Services	349,471	-	-	-
Housing	2,247,725	2,535,722	2,234,853	2,061,653
Department of Finance and Management	873,001	489,755	468,469	457,630
Department of Public Health	247,251	248,028	254,850	222,239
Department of Recreation and Parks	713,830	820,014	826,897	722,208
<b>Total CDBG</b>	<b>7,237,138</b>	<b>7,873,630</b>	<b>7,250,349</b>	<b>6,725,617</b>
<b>Grand Total All Funds</b>	<b>\$ 1,305,195,328</b>	<b>\$ 1,352,691,101</b>	<b>\$ 1,428,708,186</b>	<b>\$ 1,515,129,174</b>

# All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2009 Actual	2010 Actual	2011 Budgeted	2012 Budgeted
<b>GENERAL FUND</b>	4,835	4,930	5,104	5,144
<b>COPS Hiring Recovery Program (CHRP) Grant Fund</b>				
Division of Police	0	0	50	50
<b>SPECIAL REVENUE FUNDS</b>				
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	33	28	29	29
Refuse Collection	48	37	40	40
Mobility Options	16	18	18	18
Planning & Operations	276	279	288	292
Design & Construction	29	30	31	31
<b>Total SCMR</b>	<u>402</u>	<u>392</u>	<u>406</u>	<u>410</u>
<b>Development Services Fund</b>				
Development Administration	4	0	0	0
Building & Zoning	113	125	130	126
<b>Total Development Services</b>	<u>117</u>	<u>125</u>	<u>130</u>	<u>126</u>
<b>Private Inspection Fund</b>				
Design & Construction	13	17	19	16
<b>Health Special Revenue</b>				
Department of Public Health	151	169	190	203
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	211	234	261	265
<b>Golf Operations</b>				
Division of Golf	31	29	29	28
<b>Municipal Court Computer Fund</b>				
Judges	3	3	3	1
Clerk	8	6	9	12
<b>Total Municipal Court Computer</b>	<u>11</u>	<u>9</u>	<u>12</u>	<u>13</u>
<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>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>Land Acquisition</b>				
Division of Land Acquisition	8	8	8	8
<b>Technology Services</b>				
Technology Administration	16	15	17	17
Division of Information Services	117	116	120	121
<b>Fleet Management Services</b>				
Finance and Management Administration	7	6	7	7
Division of Fleet Management	114	116	127	126
<b>Construction Inspection Fund</b>				
Service Administration	5	7	7	6
Design & Construction	58	63	73	56
<b>Employee Benefits</b>				
Department of Human Resources	22	20	23	23
<b>ENTERPRISE FUNDS</b>				
<b>Water System Enterprise</b>				
Division of Power and Water	505	513	523	551
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	482	481	495	522
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	18	17	21	17
<b>Electricity Enterprise</b>				
Division of Power and Water	86	78	90	82
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	88	82	95	95
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>				
Development Administration	10	11	11	9
Economic Development	7	7	8	8
Code Enforcement	9	9	9	8
Housing	8	11	10	9
Department of Finance and Management	3	3	3	3
Department of Public Health	4	3	4	4
Department of Recreation and Parks	4	3	4	4
<b>Total CDBG</b>	<u>45</u>	<u>47</u>	<u>49</u>	<u>45</u>
<b>Grand Total All Funds</b>	<b>7,346</b>	<b>7,478</b>	<b>7,860</b>	<b>7,935</b>

Note: In the general fund, 2011 and 2012 are budgeted, except for Police and Fire uniformed personnel (which are year end estimates).



## 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 2016 for non-enterprise agencies, and through 2013 and 2017 for water and sanitary sewers, respectively.

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 proposed Capital Improvements Program (CIP) provides approximately \$2.5 billion in funding for various capital improvements for the 2012-2017 period. Of this amount, \$618.0 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 CIP also includes ongoing funding for mechanized refuse collection equipment, fire apparatus, recreational projects and various street and highway projects.

The administration intends to continue to review the proposed capital improvements program through the end of the year. It is possible that adjustments to the proposed plan could occur to accommodate changes in priorities and financial assumptions.

An updated analysis of the SIT fund and a listing of all projects funded in the CIP and respective funding sources follow. This document includes funding through 2017 for all city divisions with scheduled projects.

## Special Income Tax Analysis

The city deposits one-fourth of the City of Columbus' two and one-half percent income tax to the special income tax (SIT) fund to service debt, primarily for non-enterprise agencies. In 2012, SIT income tax deposits are projected at nearly \$173.7 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 SIT fund services debt on the Capitol South redevelopment projects.

The SIT 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 \$17.6 million in 2012. 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.

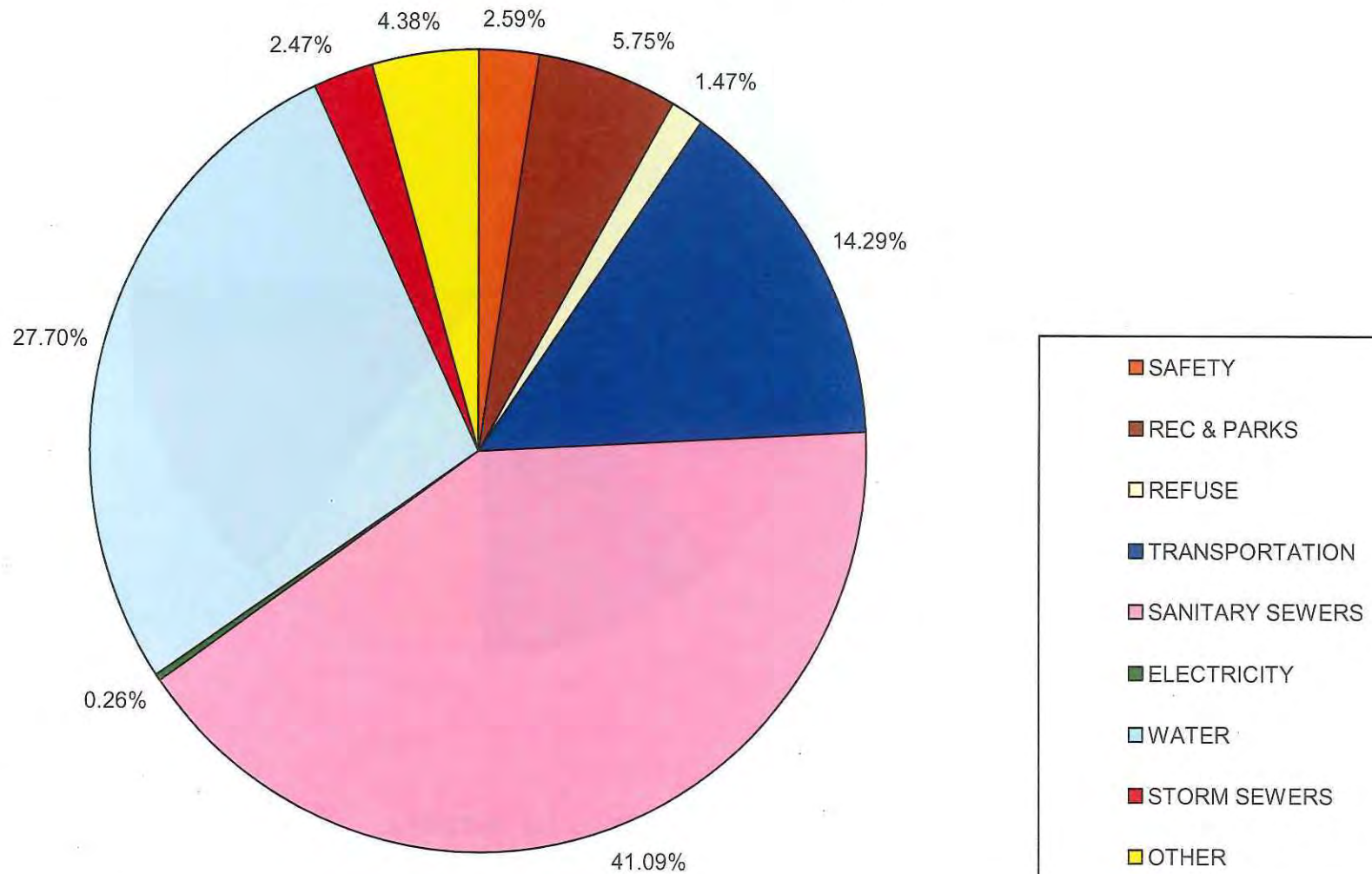
Income tax growth is the most important determinant of the city's capacity to issue additional debt. Table One shows the projected debt service requirements from the SIT fund for 2011 to 2020. Various assumptions and explanations are highlighted at the bottom of the table.

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 2008 projects in the CIP; the associated debt service will be supported by the SIT fund.

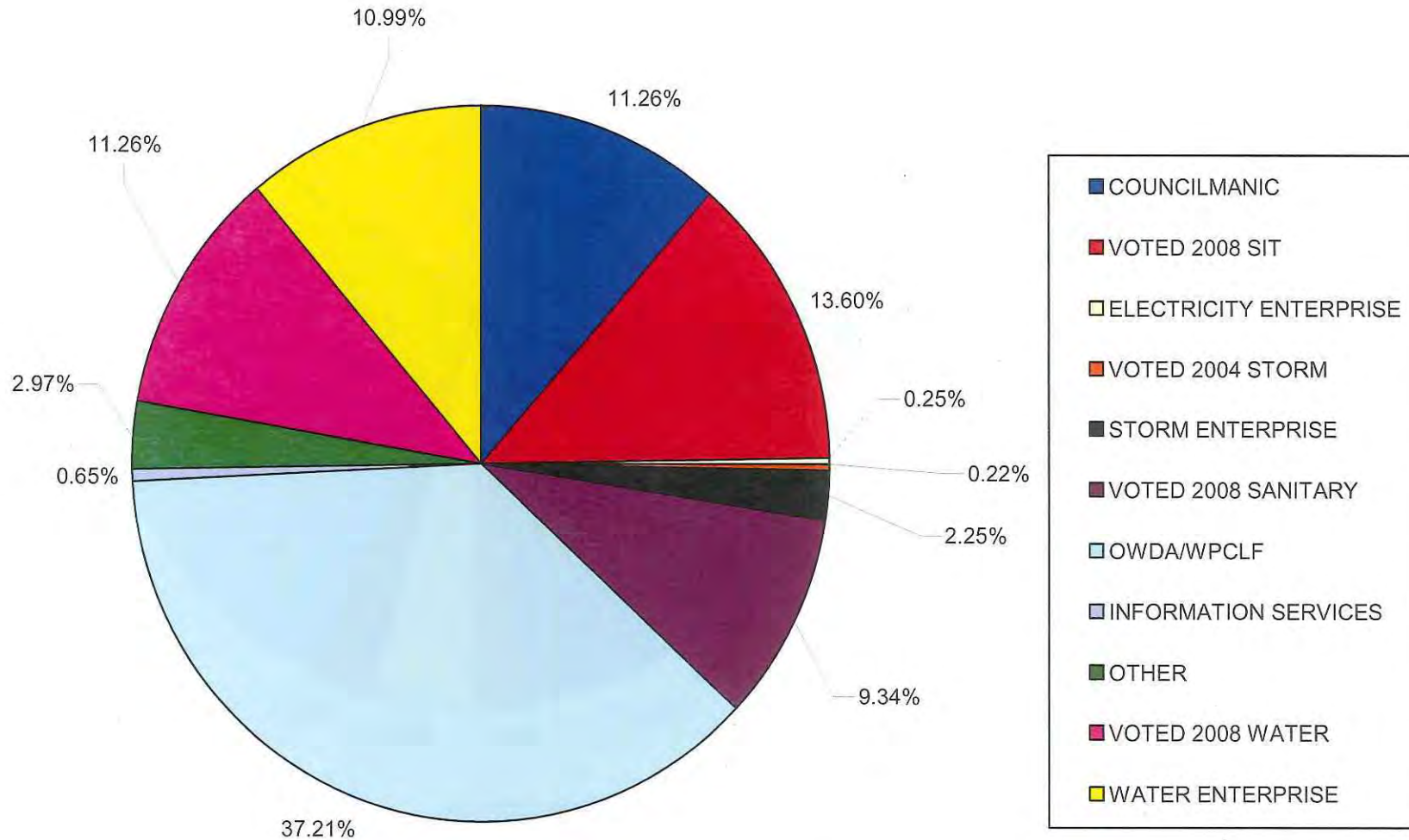
## Coverage Factor

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 50 percent surplus capacity (a 1.5 total coverage factor).

**FIGURE ONE**  
**2012 - 2017 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY DIVISION - \$2.47 BILLION**



**FIGURE TWO**  
**2012 - 2017 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY FUNDING SOURCE - \$2.47 BILLION**



YEAR	EXPENDITURES																				TOTAL EXPENDITURES		
	EXISTING DEBT SERVICE VOTED			EXISTING DEBT SERVICE UNVOTED			NEW DEBT TO BE ISSUED		NATIONWIDE REMED. PAYMENTS	MAIN ST. BRIDGE		RIVERSOUTH		REC & PARKS GILLIE SENIOR		OTHER EXPENSES	TIPPING FEES	SAFETY LEASES	SIB LOAN ROBERTS RD.	EXPENSES SHIFTED TO THE SIT		MICROSOFT & PARSONS AVE & DROP PROGRAM	CASINO DEV & VEHICLES & ESTATE
	STORM DEBT 1891& BEFORE	NON-ENTERPRISE	N'TIONWIDE DEBT SERV.	NON-ENTERPRISE	ST. ISSUE II LOANS	N'TIONWIDE DEBT SERV.	POLICE FIRE PEN.	NON-ENTERPRISE		NON-ENTERPRISE	SIB LOAN	DEBT SERV.	CENTER LEASE	POLICE HELICOPTER									
2011	\$ 1,536	\$ 84,167	\$ 54	\$ 38,163	\$ 1,306	\$ 2,943	\$ 1,925	\$ -	\$ -	\$ -	\$ 2,186	\$ 7,503	\$ 162	\$ 2,095	\$ 350	\$ 15,149	\$ 1,426	\$ 1,519	\$ 2,575	\$ 9,814	\$ -	\$ 172,873	
2012	1,478	91,649	52	41,709	1,306	2,833	1,919	2,035	434	1,126	2,186	7,503	162	-	368	17,609	1,451	1,556	1,716	1,238	16,800	194,329	
2013	1,374	98,985	50	42,489	1,306	2,800	1,916	6,196	1,461	-	2,186	7,503	162	2,309	386	17,332	595	1,535	664	1,414	15,750	206,214	
2014	881	91,556	47	40,888	1,279	2,362	1,812	16,946	4,409	47	2,186	7,503	162	-	465	17,334	595	1,544	664	1,414	500	192,597	
2015	844	85,627	45	37,471	1,251	2,381	1,911	25,839	8,445	-	2,186	7,500	176	2,546	425	17,949	595	-	564	-	250	196,106	
2016	553	77,335	-	33,268	1,251	1,650	1,906	32,263	14,238	-	2,186	7,500	176	-	447	17,951	595	-	664	-	-	191,982	
2017	329	69,314	-	30,876	1,251	432	1,908	35,379	22,579	-	2,186	7,501	176	2,807	469	17,952	595	-	664	-	-	194,417	
2018	15	56,496	-	27,503	1,215	-	1,508	35,790	29,850	-	2,186	7,504	176	-	492	17,954	595	-	664	-	-	182,308	
2019	-	53,564	-	21,521	1,101	-	-	34,668	35,405	-	-	7,499	176	3,094	517	17,955	595	-	664	-	-	176,759	
2020	-	50,470	-	19,177	1,093	-	-	33,587	34,293	-	-	7,496	190	-	543	17,957	595	-	664	-	-	166,064	
	\$ 7,010	\$ 759,163	\$ 248	\$ 333,073	\$ 12,359	\$ 15,201	\$ 15,305	\$ 222,664	\$ 151,113	\$ 1,126	\$ 17,488	\$ 75,012	\$ 1,718	\$ 12,851	\$ 4,402	\$ 175,142	\$ 7,637	\$ 6,154	\$ 9,603	\$ 13,880	\$ 32,500	\$ 1,873,649	

YEAR	REVENUES																	COVERAGE				
	INCOME TAX	TUTTLE TIF	REC & PARKS FEES	POLICE HELICOPTER REIMBURSE	MUNI CT RECEIPTS	INFORM SERVICES	CABLE RECEIPTS	TIF NATIONWIDE REIMBURSE	FLEET MGT. SUPPORTED	COAAA RECEIPTS	MORPC RECEIPTS	WAGGONER BREWERY TIF RECEIPTS	(Issue 09-07) HAYDEN RUN TIF RECEIPTS	2009 / 2010 BAB'S RECEIPTS	(Issue 10-41) POLARIS TIF RECEIPTS	(Issue 11-15) CASINO DEBT SVC. REIMBURS.	TOTAL REVENUES	ANNUAL VARIANCE EXP V. REV	CASH BALANCE	CURRENT YEAR COVERAGE	TOTAL COVERAGE	
																						\$
2011	\$ 169,534	\$ 700	\$ 388	\$ -	\$ 335	\$ 3,626	\$ 148	\$ 1,774	\$ 2,498	\$ 255	\$ 1,490	\$ 30	\$ 667	\$ 1,794	\$ 282	\$ -	\$ 183,520	\$ 10,647	\$ 119,383	2011	1.06	1.7522
2012	173,772	700	398	730	324	4,512	-	1,708	2,615	253	1,527	16	647	-	802	-	188,004	(6,325)	123,705	2012	0.97	1.6366
2013	178,116	700	381	-	313	5,166	-	1,568	2,951	252	1,535	16	629	-	789	-	192,416	(13,798)	109,907	2013	0.93	1.5330
2014	182,569	700	351	804	303	5,049	-	1,426	3,123	255	1,544	16	620	-	773	-	197,574	4,977	114,884	2014	1.03	1.5965
2015	187,133	700	402	-	292	4,915	-	1,436	3,454	258	-	16	609	-	753	-	199,569	3,463	118,347	2015	1.02	1.6035
2016	191,812	700	413	887	280	3,823	-	977	3,452	256	-	16	586	-	732	-	203,933	11,951	130,238	2016	1.06	1.6787
2017	191,812	700	386	-	148	3,940	-	256	3,433	253	-	16	573	-	711	-	202,229	7,812	138,110	2017	1.04	1.7104
2018	197,566	700	398	976	42	3,099	-	-	3,435	255	-	16	559	-	691	-	207,737	25,429	163,539	2018	1.14	1.8970
2019	203,493	700	410	-	-	2,323	-	-	3,335	257	-	16	543	-	670	-	211,747	34,988	196,527	2019	1.20	2.1231
2020	209,598	700	422	1,077	-	1,657	-	-	2,979	258	-	16	527	-	654	-	217,888	51,824	250,351	2020	1.31	2.5076
	\$ 1,885,404	\$ 7,000	\$ 3,989	\$ 4,474	\$ 2,038	\$ 37,711	\$ 148	\$ 8,145	\$ 31,275	\$ 2,552	\$ 6,096	\$ 174	\$ 5,960	\$ 1,794	\$ 6,857	\$ -	\$ 2,004,817	\$ 130,968				

NEW DEBT TO BE ISSUED - ADOPTED CIP/CIP			
YEAR	VOTED '08	UNVOTED	TOTAL
2011	\$ -	\$ -	\$ -
2012	101,740	21,705	123,445
2013	85,075	23,730	108,805
2014	75,465	33,140	108,605
2015	52,120	53,530	105,650
2016	21,995	74,880	96,875
2017	-	100,710	100,710
	\$ 336,395	\$ 307,695	\$ 644,090

ADDITIONAL CAPACITY SUMMARY		
YEAR	AMOUNT	RATIO
2011	\$ -	1.7522
2012	63,000	1.6260
2013	-	1.5984
2014	-	1.5257
2015	-	1.5030
2016	-	1.5431
2017	-	1.5461
2018	-	1.6859
2019	-	1.8680
2020	-	2.1928
	\$ 63,000	

- REVENUE ASSUMPTIONS**
- (1) INCOME TAX - 6.4% FOR 2011, 2.5% FOR 2012-2016, 0% FOR 2017 AND 3.0% 2018-2020.
  - (2) REC FEES - REPRESENTS RECREATION, GOLF COURSE FEES PLEDGED FOR DEBT AND MONIES FOR COMPLEXES & DOCKS.
  - (3) POLICE HELICOPTER REIMBURSEMENT - REPRESENTS MONIES FROM SALE OF HELICOPTERS.
  - (4) CABLE RECEIPTS - MONIES RECEIVED FROM NON-SIT SUPPORTED AGENCIES.
  - (5) WAGGONER & BREWERY / HAYDEN / POLARIS TIF RECEIPTS - TIF RECEIPTS ARE PROJECTED BECAUSE DEBT SERVICE IS INCLUDED IN THE EXPENDITURE SECTION.
- EXPENDITURE ASSUMPTIONS**
- (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 18 YEARS. IT IS ASSUMED THE INTEREST RATE IS 4% IN 2012, 5% IN 2013 & 6% THEREAFTER.
  - (3) MAIN ST. BRIDGE / RIVERSOUTH - MAIN ST. BRIDGE INCLUDES \$2,186,000 STARTING IN 2011 THROUGH 2018 FOR A STATE LOAN. RIVERSOUTH ASSUMES THE CITY WILL MAKE CASH PAYMENTS.
  - (4) TIPPING FEES - ESTIMATES IN 2011 & THEREAFTER BASED ON ADOPTED & ESTIMATED FEE INCREASES.
  - (5) STATE ISSUE II LOANS - EXISTING AND PROPOSED ZERO PERCENT INTEREST LOANS FROM THE STATE.
  - (6) POLICE/FIRE PENSION - DEBT SERVICE ON THE POLICE/FIRE PENSION BONDS.
  - (7) SAFETY LEASES - \$95K/YR. FOR THE IAB/PSU LEASES PLUS OTHER LEASES FOR POLICE AND FIRE IN 2011.

BEGINNING SIT UNENCUMBERED CASH BALANCE:		
FUND 430	\$126,545	CASH BALANCE LESS VP'S
FUND 430	(15,293)	AC'S & ENCUMBRANCES
FUND 430	8,130	ADJUSTMENTS (See Sheet O for the details.)
FUND 411	1	UNENC. CASH BALANCE
	\$119,383	BEG. UNENC. CASH BALANCE

PREPARED BY: FINANCE & MANAGEMENT DEPARTMENT

Capital Summary

Table Two								
2012 - 2017 CAPITAL IMPROVEMENTS PROGRAM								
PUBLIC SAFETY/POLICE 30-03	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Project Name								
30-03 Police Facility Renovation				1,680,000	1,680,000	1,680,000	5,040,000	Councilmanic SIT Supported
30-03 Police Facility Renovation	1,680,000	1,680,000	1,680,000				5,040,000	Voted 2008 Debt SIT Supported
<b>Subtotal - PUBLIC SAFETY/POLICE 30-03</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$10,080,000</b>	
PUBLIC SAFETY/FIRE 30-04	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Project Name								
New Fire Station Acquisition			5,000,000				5,000,000	Councilmanic SIT Supported
New Fire Station Acquisition	5,000,000						5,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Apparatus Replacement - Medics			65,000	2,000,000	2,000,000	2,000,000	6,065,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Medics	2,000,000	2,000,000	1,935,000				5,935,000	Voted 2008 Debt SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders				2,000,000	2,000,000	2,000,000	6,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	2,000,000				6,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Apparatus Replacement - Engines				2,000,000	2,000,000	2,000,000	6,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000				6,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Facility Renovation				1,320,000	1,320,000	1,320,000	3,960,000	Councilmanic SIT Supported
30-04 Fire Facility Renovation	1,320,000	1,320,000	1,320,000				3,960,000	Voted 2008 Debt SIT Supported
<b>Subtotal - PUBLIC SAFETY/FIRE 30-04</b>	<b>\$12,320,000</b>	<b>\$7,320,000</b>	<b>\$12,320,000</b>	<b>\$7,320,000</b>	<b>\$7,320,000</b>	<b>\$7,320,000</b>	<b>\$53,920,000</b>	
DEVELOPMENT/DEV ADMINISTRATION 44-01	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Project Name								
Franklinton Artist Housing Project	600,000						600,000	Councilmanic SIT Supported
Green Columbus Initiatives/Fund	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000	Councilmanic SIT Supported
59-09 Economic & Community Development	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
44-10 Housing Preservation	2,795,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000	Councilmanic SIT Supported
Housing Preservation/Home again	500,000						500,000	Councilmanic SIT Supported
44-10 Emergency Shelter Repair	450,000	350,000	350,000	350,000	350,000	350,000	2,200,000	Councilmanic SIT Supported
<b>Subtotal - DEVELOPMENT/DEV ADMINISTRATION 44-01</b>	<b>\$6,595,000</b>	<b>\$3,600,000</b>	<b>\$3,600,000</b>	<b>\$3,600,000</b>	<b>\$3,600,000</b>	<b>\$3,600,000</b>	<b>\$24,595,000</b>	
FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 46-27	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Project Name								
Southside Health Project	5,050,000						5,050,000	Voted 2008 Debt SIT Supported
Facility Renovations - Various	493,000	2,244,000	864,600	3,498,000	3,498,000	3,498,000	14,095,500	Councilmanic SIT Supported
Front Street Garage - Phase 2 MEP	1,500,000						1,500,000	Councilmanic SIT Supported
Beacon Building Exterior - Critical Observation	180,000						180,000	Councilmanic SIT Supported
Health Department - North Dorm	390,000						390,000	Councilmanic SIT Supported
Health Department - Parking Ramp Repair	260,000						260,000	Councilmanic SIT Supported
North Market - HVAC	150,000						150,000	Councilmanic SIT Supported
North Market Exterior		221,500					221,500	Councilmanic SIT Supported
Architecture & Engineering Capital Blanket	400,000						400,000	Councilmanic SIT Supported

FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 46-27								Total Budget	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source	
Facilities Management Division - Capital Blanket	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported	
Front Street Garage - Phase 3		750,000					750,000	Councilmanic SIT Supported	
Roof Renovation Program		150,000	150,000	150,000	150,000	150,000	750,000	Councilmanic SIT Supported	
Pavement Program		100,000	100,000				200,000	Councilmanic SIT Supported	
1111 East Broad - Generator	225,000						225,000	Councilmanic SIT Supported	
City Hall Windows - Replacement	474,000	2,133,000	2,133,000				4,740,000	Councilmanic SIT Supported	
City Hall Elevator - Replacement	100,000						100,000	Councilmanic SIT Supported	
109 N. Front St. - Building Demolition		100,000	900,000				1,000,000	Councilmanic SIT Supported	
240 Health DDC Controls	400,000						400,000	Councilmanic SIT Supported	
109 N. Front Street - Critical Observation Repair	180,000						180,000	Councilmanic SIT Supported	
City Hall Renovations - Various	1,688,000	609,000		2,842,000	2,842,000	2,842,000	10,823,000	Councilmanic SIT Supported	
Municipal Court Renovations - Various	575,000			2,000,000	2,000,000	2,000,000	6,575,000	Councilmanic SIT Supported	
Municipal Court Phase 3		270,000	2,430,000				2,700,000	Councilmanic SIT Supported	
Municipal Court Air Handlers	675,000	1,912,500	1,912,500				4,500,000	Councilmanic SIT Supported	
Municipal Court Exterior	750,000						750,000	Councilmanic SIT Supported	
59-07 Neighborhood Health Ctr Renovation	500,000						500,000	Councilmanic SIT Supported	
<b>Subtotal - FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 46-27</b>	<b>\$14,190,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$57,640,000</b>		
FINANCE AND MANAGEMENT/FLEET MANAGEMENT 46-06								Total Budget	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source	
Fleet Automated Fuel Location Upgrades	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)	
Fleet Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)	
Fuel Tank Management	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Fleet Management (Unvoted)	
CNG at 2nd City Location	375,000	4,800,000					5,175,000	Fleet Management (Unvoted)	
<b>Subtotal - FINANCE AND MANAGEMENT/FLEET MANAGEMENT 46-06</b>	<b>\$1,175,000</b>	<b>\$5,600,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$9,975,000</b>		
TECHNOLOGY/IDOT ADMINISTRATION 47-01								Total Budget	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source	
47-02 Data Center Facility Upgrades	200,000	150,000		30,000			380,000	Information Services	
City Hall Data Center Facility Upgrades	200,000						200,000	Information Services	
47-02 Disaster Recovery Project	300,000	350,000	200,000	100,000			950,000	Information Services	
47-02 Connectivity Project Fiber/Wireless	750,000	500,000	750,000	750,000	750,000	750,000	4,250,000	Information Services	
47-02 CTSS Fiber Purchase B,C,D		600,000	500,000			500,000	1,600,000	Information Services	
Routing Equipment Upgrade	35,000	170,000	10,000	25,000	50,000	140,000	430,000	Information Services	
Uninterruptable Power Supply (UPS)	90,000	90,000	90,000	90,000	90,000		450,000	Information Services	
Wireless LAN	550,000						550,000	Information Services	
47-02 Enterprise System Upgrades	840,000	475,000	625,000	350,000	300,000	275,000	2,865,000	Information Services	
Enterprise System Upgrades - Security Program	140,000			80,000	150,000	150,000	520,000	Information Services	
Asset Management	150,000	150,000					300,000	Information Services	

# Capital Summary

TECHNOLOGY/DOT ADMINISTRATION 47- 01 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Enterprise Business Intelligence	100,000	100,000					200,000	Information Services
Enterprise System Upgrades - GIS	170,000	170,000	170,000				510,000	Information Services
Microsoft Project Implementation	150,000						150,000	Information Services
Human Resources Information Phase II & III			600,000				600,000	Information Services
E-Gov Initiatives	100,000						100,000	Information Services
E-Gov Initiatives - Mobile Application	150,000	150,000					300,000	Information Services
IVR Telephony Enhancements-Upgrades	90,000	60,000	40,000				190,000	Information Services
Media Services - Field Camera System		25,000	25,000	25,000			75,000	Information Services
Media Services - Remote Production Switcher	35,000						35,000	Information Services
Media Services - NLE Editor Purchases			25,000	25,000	25,000		75,000	Information Services
Media Services - Wireless Remote Cameras Transmission Systems	20,000						20,000	Information Services
Media Services - GTC3 - CTV Sets	100,000						100,000	Information Services
Unified Communications	120,000	150,000	150,000	600,000	150,000	120,000	1,290,000	Information Services
<b>Subtotal - TECHNOLOGY/DOT ADMINISTRATION 47- 01</b>	<b>\$4,290,000</b>	<b>\$3,140,000</b>	<b>\$3,185,000</b>	<b>\$2,075,000</b>	<b>\$1,515,000</b>	<b>\$1,935,000</b>	<b>\$16,140,000</b>	
RECREATION AND PARKS/RECREATION AND PARKS 51- 01 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
51 Urban Infra.- Rec & Parks				753,200	753,200	753,200	2,259,600	Councilmanic SIT Supported
51 Urban Infra.- Rec & Parks	750,000	753,200	753,200				2,256,400	Voted 2008 Debt SIT Supported
51-01 Swimming Facilities				2,318,000	2,318,000	2,318,000	6,954,000	Councilmanic SIT Supported
51-01 Swimming Facilities	2,318,000	2,318,000	2,318,000				6,954,000	Voted 2008 Debt SIT Supported
Swimming facilities- new Spraygrounds				875,000	875,000	875,000	2,625,000	Councilmanic SIT Supported
Swimming facilities- new Spraygrounds	875,000	875,000	875,000				2,625,000	Voted 2008 Debt SIT Supported
51-01 Park & Playground Development				850,000	850,000	850,000	2,550,000	Councilmanic SIT Supported
51-01 Park & Playground Development	850,000	850,000	850,000				2,550,000	Voted 2008 Debt SIT Supported
Park and Playgrounds - Misc.				106,000	106,000	106,000	318,000	Councilmanic SIT Supported
Park and Playgrounds - Misc.	106,000	106,000	106,000				318,000	Voted 2008 Debt SIT Supported
Hard Surface Improvements: yearly improvements				800,000	800,000	800,000	2,400,000	Councilmanic SIT Supported
Hard Surface Improvements: yearly improvements	800,000	800,000	800,000				2,400,000	Voted 2008 Debt SIT Supported
Franklin/Conservatory Park Improvements	800,000	800,000	800,000				2,400,000	Voted 2008 Debt SIT Supported
park improvements: grant matches				100,000	100,000	100,000	300,000	Councilmanic SIT Supported
park improvements: grant matches	100,000	100,000	100,000				300,000	Voted 2008 Debt SIT Supported
51-01 Facility Renovations			5,215,000	5,850,000	5,850,000	5,850,000	22,765,000	Councilmanic SIT Supported
51-01 Facility Renovations	3,600,000	2,050,000	635,000				6,285,000	Voted 2008 Debt SIT Supported
Facility Imps - Contingencies				200,000	200,000	200,000	600,000	Councilmanic SIT Supported
Facility Imps - Contingencies	200,000	200,000	200,000				600,000	Voted 2008 Debt SIT Supported
Athletic Complex Renovations	1,750,000						1,750,000	Voted 2008 Debt SIT Supported
Milo Grogan Recreation Center Expansion	3,500,000						3,500,000	Voted 2008 Debt SIT Supported



RECREATION AND PARKS/RECREATION AND PARKS 61- 01		2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Project Name									
HVAC Improvements: various facilities					3,150,000	3,150,000	3,150,000	9,450,000	Councilmanic SIT Supported
HVAC Improvements: various facilities		3,150,000	3,150,000	3,150,000				9,450,000	Voted 2008 Debt SIT Supported
Westgate Recreation Center Improvements		500,000	4,000,000					4,500,000	Voted 2008 Debt SIT Supported
facility: roof improvements various					800,000	800,000	800,000	2,400,000	Councilmanic SIT Supported
facility: roof improvements various		800,000	600,000	800,000				2,200,000	Voted 2008 Debt SIT Supported
Street Trees: Green initiative					400,000	400,000	400,000	1,200,000	Councilmanic SIT Supported
Street Trees: Green initiative		400,000	400,000	400,000				1,200,000	Voted 2008 Debt SIT Supported
51-01 Park Acquisition					774,000	774,000	774,000	2,322,000	Councilmanic SIT Supported
51-01 Park Acquisition		774,000	774,000	774,000				2,322,000	Voted 2008 Debt SIT Supported
Bikeway Trail Safety - General					433,800	433,800	433,800	1,301,400	Councilmanic SIT Supported
Bikeway Trail Safety - General		432,000	433,800	433,800				1,299,600	Voted 2008 Debt SIT Supported
51-01 Greenways Projects					3,000,000	3,000,000	3,000,000	9,000,000	Councilmanic SIT Supported
51-01 Greenways Projects		3,000,000	3,000,000	3,000,000				9,000,000	Voted 2008 Debt SIT Supported
Watercourse Bike Path Development & Connection Improvements					1,000,000	1,000,000	1,000,000	3,000,000	Councilmanic SIT Supported
Watercourse Bike Path Development & Connection Improvements		1,000,000	1,000,000	1,000,000				3,000,000	Voted 2008 Debt SIT Supported
51-01 Safe Playgrounds					500,000	500,000	500,000	1,500,000	Councilmanic SIT Supported
51-01 Safe Playgrounds		500,000	500,000	500,000				1,500,000	Voted 2008 Debt SIT Supported
Dog Parks					250,000	250,000	250,000	750,000	Councilmanic SIT Supported
Dog Parks			250,000	250,000				500,000	Voted 2008 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS/RECREATION AND PARKS 61- 01</b>		<b>\$26,205,000</b>	<b>\$22,960,000</b>	<b>\$22,960,000</b>	<b>\$22,160,000</b>	<b>\$22,160,000</b>	<b>\$22,160,000</b>	<b>\$138,605,000</b>	
RECREATION AND PARKS/GOLF DIVISION 61- 03		2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Project Name									
Golf- equipment replacements					200,000	200,000	200,000	600,000	Councilmanic SIT Supported
Golf- equipment replacements		175,000	275,000	200,000				650,000	Voted 2008 Debt SIT Supported
golf: drainage improvements					50,000	50,000	50,000	150,000	Councilmanic SIT Supported
golf: drainage improvements		50,000	25,000	50,000				125,000	Voted 2008 Debt SIT Supported
golf: bunker improvements					100,000	100,000	100,000	300,000	Councilmanic SIT Supported
golf: bunker improvements		70,000	100,000	100,000				270,000	Voted 2008 Debt SIT Supported
golf: hard surface improvements					70,000	70,000	70,000	210,000	Councilmanic SIT Supported
golf: hard surface improvements		75,000	70,000	70,000				215,000	Voted 2008 Debt SIT Supported
Golf Improvements- Miscellaneous					50,000	50,000	50,000	150,000	Councilmanic SIT Supported
Golf Improvements- Miscellaneous		50,000	50,000	50,000				150,000	Voted 2008 Debt SIT Supported
golf improvements: General Golf Facility Improvements					150,000	150,000	150,000	450,000	Councilmanic SIT Supported
golf improvements: General Golf Facility Improvements		50,000	100,000	150,000				310,000	Voted 2008 Debt SIT Supported
Airport Improvements		140,000						140,000	Voted 2008 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS/GOLF DIVISION 61- 03</b>		<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$3,720,000</b>	

Capital Summary

PUBLIC SERVICE/12 - TRANSPORTATION 68-16	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
UIRF - Urban Infrastructure Recovery Fund						5,651,813	5,651,813	Councilmanic SIT Supported
UIRF - Urban Infrastructure Recovery Fund	4,960,000	5,651,813	5,651,813	5,651,813	5,651,813		27,557,252	Voted 2008 Debt SIT Supported
Roadway Improvements - Creative Campus		300,000	300,000				600,000	Voted 2008 Debt SIT Supported
Street Equipment						856,794	856,794	Councilmanic SIT Supported
Street Equipment	679,323	220,807	573,364	854,669	856,341		3,264,524	Voted 2008 Debt SIT Supported
Street Equipment - 800MHz Radio Upgrades/Replacements	135,000	300,000	300,000				735,000	Voted 2008 Debt SIT Supported
NCR-TBD					1,810,000	2,500,000	4,310,000	Councilmanic SIT Supported
NCR-TBD	2,500,000	2,500,000	2,500,000	2,500,000	690,000		10,690,000	Voted 2008 Debt SIT Supported
Arterial Street Rehabilitation - North High Street/Flint Road - County Line			6,100,000				6,100,000	ODOT (Ohio Dept of Transportation)
Arterial Street Rehabilitation - Lockbourne Road/Frebis Road - SR104	250,000		705,000				955,000	Voted 2008 Debt SIT Supported
Arterial Street Rehabilitation - Hard Road Phase A/Sawmill Road - Smoky Row Road	1,328,000		270,000	8,244,000			9,842,000	ODOT (Ohio Dept of Transportation)
Arterial Street Rehabilitation - Alum Creek Drive - Frebis to Refugee	1,280,000	720,000	2,400,000		12,400,000		16,800,000	ODOT (Ohio Dept of Transportation)
59-09 Alley Rehabilitation - Downtown SID Improvements	550,000	525,000	525,000				1,600,000	Voted 2008 Debt SIT Supported
Roadway Improvements - SCMRF reimbursements						2,550,000	2,550,000	Councilmanic SIT Supported
Roadway Improvements - SCMRF reimbursements	2,500,000	2,200,000	2,250,500	2,550,000	2,550,000		12,050,500	Voted 2008 Debt SIT Supported
Roadway Improvements - Utility Relocation Reimbursements						100,000	100,000	Councilmanic SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	100,000	100,000	100,000	100,000	100,000		500,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection						100,000	100,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	100,000	100,000	100,000	100,000	100,000		500,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition						100,000	100,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000	100,000	100,000		500,000	Voted 2008 Debt SIT Supported
Roadway Improvements - I-70/71 East Interchange - Phase 2		2,936,380	3,736,108				6,672,488	Voted 2008 Debt SIT Supported
Roadway Improvements - I-71 East Freeway - Phase 3				8,216,652			8,216,652	Voted 2008 Debt SIT Supported
Roadway Improvements - I-70/I-71 South Freeway - Phase 4						3,414,547	3,414,547	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb Commodity						25,000	25,000	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb Commodity	50,000	25,000	25,000	25,000	25,000		150,000	Voted 2008 Debt SIT Supported
Resurfacing - Resurfacing Projects					18,500,000	18,500,000	37,000,000	Councilmanic SIT Supported
Resurfacing - Resurfacing Projects	17,062,000	16,500,000	16,500,000	16,500,000			72,562,000	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - SR3 - Long Street-Cleveland Avenue-Westerville Road	1,193,000						1,193,000	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - SR 33 - Marble Cliff to Grandview	225,000						225,000	Voted 2008 Debt SIT Supported

PUBLIC SERVICE/12 - TRANSPORTATION 68-10	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Project Name								
Resurfacing - Preventive Surface Treatments - Crack Seal						750,000	750,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal	750,000	750,000	750,000	750,000	750,000		3,750,000	Voted 2008 Debt SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal						750,000	750,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal	750,000	750,000	750,000	750,000	750,000		3,750,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation						3,371,845	3,371,845	Councilmanic SIT Supported
Bridge Rehabilitation	3,758,177	4,013,000	3,251,215	3,371,845	3,371,845		17,766,084	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - Fifth Avenue Over Scioto River		2,500,000					2,500,000	ODOT (Ohio Dept of Transportation)
Bridge Rehabilitation - Fifth Avenue Over Scioto River	496,500	497,000					993,500	Voted 2008 Debt SIT Supported
Housing Initiatives - Roadway						800,000	800,000	Councilmanic SIT Supported
Housing Initiatives - Roadway	800,000	800,000	800,000	800,000	800,000		4,000,000	Voted 2008 Debt SIT Supported
Bikeway Development - Hudson Street/Mock Road	100,000		300,000				400,000	Voted 2008 Debt SIT Supported
Bikeway Development - Spot/Miscellaneous Improvements (Intersection Related)	200,000	180,000	110,000	700,000	50,000		1,270,000	Voted 2008 Debt SIT Supported
Bikeway Development - SR 161 Bikeway Connector/Sawmill Road - Linworth Road		600,000	820,000				1,420,000	Voted 2008 Debt SIT Supported
Bikeway Development - Citywide Signage Replacement	80,000						80,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bike Hitches/Racks						20,000	20,000	Councilmanic SIT Supported
Bikeway Development - Bike Hitches/Racks	20,000	20,000	20,000	20,000	20,000		100,000	Voted 2008 Debt SIT Supported
Bikeway Development - Summit and Fourth Bike Lanes/Hudson Street to Warren Street			50,000				50,000	Voted 2008 Debt SIT Supported
Bikeway Development - Pavement Marking and Signage Contract						250,000	250,000	Councilmanic SIT Supported
Bikeway Development - Pavement Marking and Signage Contract	250,000	250,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt SIT Supported
Bikeway Development - Rehabilitation					1,500,000	1,230,000	2,730,000	Councilmanic SIT Supported
Bikeway Development - Rehabilitation	50,000	50,000	50,000	50,000	50,000		250,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bikeway General Engineering Design						500,000	500,000	Councilmanic SIT Supported
Bikeway Development - Bikeway General Engineering Design		500,000		500,000			1,000,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bicentennial Bikeways Plan		250,000					250,000	Voted 2008 Debt SIT Supported
Bikeway Development - Olentangy to Alum Creek East-West Connector Phase 2	100,000		400,000				500,000	Voted 2008 Debt SIT Supported
Bikeway Development - Georgesville Shared Use Path North-South Connector		150,000		480,000			630,000	Voted 2008 Debt SIT Supported
Bikeway Development - Sullivant Corridor East-West Connector	600,000						600,000	Voted 2008 Debt SIT Supported
Bikeway Development - North Hague Avenue - Whitethorne Avenue Bikeways	60,000						60,000	Voted 2008 Debt SIT Supported
Bikeway Development - Henderson Road - Olentangy River Road to West of Kenny	540,000						540,000	Voted 2008 Debt SIT Supported
Computerized Signals - Traffic Surveillance Camera Upgrades	361,000	304,000					665,000	Voted 2008 Debt SIT Supported
School Flashers - 20 MPH - Commodities						50,000	50,000	Councilmanic SIT Supported
School Flashers - 20 MPH - Commodities	160,000	245,000	50,000	50,000	50,000		555,000	Voted 2008 Debt SIT Supported

Capital Summary

PUBLIC SERVICE#12 - TRANSPORTATION 68-10 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Traffic Signal Installation - Commodities						950,000	950,000	Councilmanic SIT Supported
Traffic Signal Installation - Commodities	950,000	950,000	950,000	950,000	950,000		4,750,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - Columbus Traffic Signal System Phase B	5,525,000						5,525,000	ODOT (Ohio Dept of Transportation)
Traffic Signal Installation - Columbus Traffic Signal System Phase C		250,000		7,700,000			7,950,000	ODOT (Ohio Dept of Transportation)
Traffic Signal Installation - Columbus Traffic Signal System Phase D			375,000		10,700,000		11,075,000	ODOT (Ohio Dept of Transportation)
Sign Upgrading/Streetname Signs - Commodities						350,000	350,000	Councilmanic SIT Supported
Sign Upgrading/Streetname Signs - Commodities	400,000	350,000	350,000	350,000	350,000		1,800,000	Voted 2008 Debt SIT Supported
Permanent Pavement Markings						500,000	500,000	Councilmanic SIT Supported
Permanent Pavement Markings	500,000	500,000	500,000	500,000	500,000		2,500,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Program						3,715,400	3,715,400	Councilmanic SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	59,000	2,008,400	2,042,400	2,944,400	3,715,400		10,770,600	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Hague/Valleyview Safe Routes to Schools (SRTS)		525,000					525,000	Federal Match Projects
Pedestrian Safety Improvements - Hague/Valleyview Safe Routes to Schools (SRTS)	50,000						50,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Weinland Park Community Mobility Program (WPCMP)	125,000	125,000	125,000	125,000			500,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Hilltop Community Mobility Plan						250,000	250,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Hilltop Community Mobility Plan	250,000	250,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Parsons Avenue Sidewalks		95,000		2,592,000			2,586,000	Federal Match Projects
Pedestrian Safety Improvements - Parsons Avenue Sidewalks		24,000		645,000			672,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Town Street Curb Extension at Avondale and Hawkes Avenues		399,000					399,000	Federal Match Projects
Pedestrian Safety Improvements - Town Street Curb Extension at Avondale and Hawkes Avenues	50,000	525,000					575,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - North Glenwood Avenue Truck Access	20,000		275,000				295,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Franklinton Railroad Sidewalk	380,000						380,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Mobile Speed Awareness Trailers						31,000	31,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Mobile Speed Awareness Trailers	40,000	165,000		30,000	31,000		266,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements-Brice Road Sidewalks	60,000						60,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Speed Indicator Signs						2,600	2,600	Councilmanic SIT Supported
Pedestrian Safety Improvements - Speed Indicator Signs	97,000	2,600	2,600	2,600	2,600		107,400	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - North Broadway Sidewalks	350,000						350,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Design and Crosswalk Improvements	900,000						900,000	Voted 2008 Debt SIT Supported

PUBLIC SERVICE/12 - TRANSPORTATION 68-10								Total	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Budget		
Pedestrian Safety Improvements - Southgate Drive Sidewalks	315,000						315,000	Voted 2008 Debt SIT Supported	
Pedestrian Safety Improvements - Moler Avenue Sidewalks	310,000		600,000				910,000	Voted 2008 Debt SIT Supported	
Pedestrian Safety Improvements - Ferris Avenue Sidewalks	430,000						430,000	Voted 2008 Debt SIT Supported	
Pedestrian Safety Improvements - South High Street Sidewalks - Highview to Williams SciTech-OSU research park envir.	214,000						214,000	Voted 2008 Debt SIT Supported	
Operation Safewalks - Marion Road	4,700,000						4,700,000	Voted 2008 Debt SIT Supported	
	100,000	900,000					1,000,000	Voted 2008 Debt SIT Supported	
<b>Subtotal - PUBLIC SERVICE/12 - TRANSPORTATION 68-10</b>	<b>\$57,923,000</b>	<b>\$53,100,000</b>	<b>\$57,310,000</b>	<b>\$70,656,000</b>	<b>\$67,005,000</b>	<b>\$47,320,000</b>	<b>\$353,314,000</b>		
PUBLIC SERVICE/REFUSE COLLECTION 68-02								Total	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Budget		
Mechanized Collection Equipment - 96-Gallon Containers		96,994	256,435	266,168	274,174	274,174	1,172,965	Councilmanic SIT Supported	
Mechanized Collection Equipment - 96-Gallon Containers	243,500	150,914					394,414	Voted 2008 Debt SIT Supported	
Mechanized Collection Equipment - 300 Gallon Containers		754,964	751,826	821,169	894,080	894,080	4,116,119	Councilmanic SIT Supported	
Mechanized Collection Equipment - 300 Gallon Containers	739,516						739,516	Voted 2008 Debt SIT Supported	
Mechanized Collection Equipment - Automated Side Loader Trucks			4,135,619	3,604,351	3,895,216	3,895,216	15,536,402	Councilmanic SIT Supported	
Mechanized Collection Equipment - Automated Side Loader Trucks	2,699,766	2,470,670					5,169,636	Voted 2008 Debt SIT Supported	
Mechanized Collection Equipment - Front-Box Loader Trucks		837,040			886,020	886,020	2,613,080	Councilmanic SIT Supported	
Mechanized Collection Equipment - Front-Box Loader Trucks	812,660						812,660	Voted 2008 Debt SIT Supported	
Mechanized Collection Equipment - Rear Loading Packer Trucks		408,216		420,464			828,680	Councilmanic SIT Supported	
Mechanized Collection Equipment - Semi-Automated Trucks			271,112	542,228			813,340	Councilmanic SIT Supported	
Mechanized Collection Equipment - Semi-Automated Trucks	383,324	253,216					646,540	Voted 2008 Debt SIT Supported	
Mechanized Collection Equipment - Flatbed Trucks		71,186		146,646			217,832	Councilmanic SIT Supported	
Mechanized Collection Equipment - Compactor Trucks				154,099			154,099	Councilmanic SIT Supported	
Mechanized Collection Equipment - Compactor Trucks	290,504						290,504	Voted 2008 Debt SIT Supported	
Mechanized Collection Equipment - Knuckle Boom Trucks			136,725				136,725	Councilmanic SIT Supported	
Mechanized Collection Equipment - Knuckle Boom Trucks	396,530						396,530	Voted 2008 Debt SIT Supported	
Mechanized Collection Equipment - Dumpsters		23,600	26,263	24,855	25,510	25,510	125,758	Councilmanic SIT Supported	
Mechanized Collection Equipment - Dumpsters	20,000						20,000	Voted 2008 Debt SIT Supported	
Facility Improvements			500,000	100,000	100,000	100,000	800,000	Councilmanic SIT Supported	
Facility Improvements	500,000	1,000,000					1,500,000	Voted 2008 Debt SIT Supported	
<b>Subtotal - PUBLIC SERVICE/REFUSE COLLECTION 68-02</b>	<b>\$6,075,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$36,475,000</b>		
PUBLIC UTILITIES/STORM SEWER 80-16								Total	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Budget		
Fountain Square Stormwater System Improvements		150,000		2,500,000			2,650,000	Storm Sewer Enterprise (Unvoted)	
Stormwater Infrastructure Upgrades in the Northwest Alum Creek Area		720,000			2,000,000		2,720,000	Storm Sewer Enterprise (Unvoted)	

# Capital Summary

PUBLIC UTILITIES/STORM SEWER 60-16 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Stormwater Infrastructure Upgrades in the Early Ditch Relief Area			1,200,000			3,000,000	4,200,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the West Fifth Avenue Area		150,000	50,000	800,000			1,000,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Barthman/Parsons Area		200,000	20,000		2,500,000		2,720,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Livingston/James Area		100,000			1,000,000		1,100,000	Storm Sewer Enterprise (Unvoted)
Parklane Avenue SSI			250,000				250,000	Storm Sewer Enterprise (Unvoted)
Eastside Area Neighborhood Stormwater System Improvements			1,500,000				1,500,000	Storm Sewer Enterprise (Unvoted)
General Engineering Svcs - Storm		200,000	200,000	200,000	200,000	200,000	1,000,000	Storm Sewer Enterprise (Unvoted)
60-15 Riverview Drive Street Reconstruct		1,100,000					1,100,000	Storm Sewer Enterprise (Unvoted)
Saddle Run Storm Sewer Improvements		750,000					750,000	Storm Sewer Enterprise (Unvoted)
60-15 Marion Road Storm Sewer		2,400,000					2,400,000	Storm Sewer Enterprise (Unvoted)
60-15 Lockbourne Road Storm Sewer		2,600,000					2,600,000	Storm Sewer Enterprise (Unvoted)
Fairwood Avenue Stormwater System Improvements		720,000					720,000	Storm Sewer Enterprise (Unvoted)
Oakwood Avenue Stormwater System Improvements		20,000		350,000			370,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Project No. 1		25,000		450,000			475,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Projects No. 2		20,000		450,000			470,000	Storm Sewer Enterprise (Unvoted)
Linden Neighborhood Stormwater System Improvements Phase 2		1,000,000					1,000,000	Storm Sewer Enterprise (Unvoted)
Clintonville Neighborhood Stormwater System Improvements Phase 2			3,000,000				3,000,000	Storm Sewer Enterprise (Unvoted)
Lehnert Farms/Bolton Field Stormwater System Improvements			2,500,000				2,500,000	Storm Sewer Enterprise (Unvoted)
Clintonville/Northridge SSI			3,000,000				3,000,000	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies	658,000						658,000	Voted 2004 Debt-Storm Sewer
Storm Sewer Contingencies-Reimbursements		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Storm Sewer Enterprise (Unvoted)
Third Avenue Underpass Stormwater System Improvements		2,500,000					2,500,000	Storm Sewer Enterprise (Unvoted)
60-15 Skyline Dr Stormwater Imps		2,070,000					2,070,000	Storm Sewer Enterprise (Unvoted)
17th Avenue Improvements		3,200,000					3,200,000	Voted 2004 Debt-Storm Sewer
Terrace Avenue / Broad Street Stormwater System Improvements		913,000					913,000	Storm Sewer Enterprise (Unvoted)
Terrace Avenue / Broad Street Stormwater System Improvements		1,567,000					1,567,000	Voted 2004 Debt-Storm Sewer
Holt Avenue / Somersworth Drive Stormwater System Improvements			1,000,000				1,000,000	Storm Sewer Enterprise (Unvoted)
Cooper Park Stormwater System Improvements			1,000,000				1,000,000	Storm Sewer Enterprise (Unvoted)
Stormwater Master Plan			250,000				250,000	Storm Sewer Enterprise (Unvoted)
<b>Subtotal - PUBLIC UTILITIES/STORM SEWER 60-16</b>	<b>\$658,000</b>	<b>\$22,925,000</b>	<b>\$16,470,000</b>	<b>\$7,250,000</b>	<b>\$8,200,000</b>	<b>\$5,700,000</b>	<b>\$61,203,000</b>	

PUBLIC UTILITIES/SANITARY SEWERS 60-06 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
60-05 Sanitary Sewer Construction	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor		3,000,000	1,000,000	2,100,000	2,100,000	2,100,000	10,300,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor				78,000,000			78,000,000	WPCLF/OWDA
60-05 Alum Creek Relief Tunnel (ART)			13,000,000				13,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Alum Creek Relief Tunnel (ART)			352,000,000				352,000,000	WPCLF/OWDA
Olentangy Relief Tunnel (ORT)				3,000,000	2,000,000	2,000,000	7,000,000	WPCLF/OWDA
60-05 Sanitary Sewer Contingency	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sanitary Sewer Contingency CA/CI	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP WAS Concentrator Building Decommissioning				375,000		189,000	567,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP WAS Concentrator Building Decommissioning						3,780,000	3,780,000	WPCLF/OWDA
JPWWTP Biosolids Land Application Improvements	415,000	968,000	691,000				2,074,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Land Application Improvements			13,824,000				13,824,000	WPCLF/OWDA
JPWWTP Solids Handling Improvements	359,000	794,000					1,153,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Solids Handling Improvements			11,903,000				11,903,000	WPCLF/OWDA
JPWWTP Biosolids Digester Biogas Utilization	266,000	620,000	478,000				1,364,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Digester Biogas Utilization			9,569,000				9,569,000	WPCLF/OWDA
6005 Facilities & Equip Upgrade for WSST			708,000	1,652,000		1,180,000	3,540,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST						23,607,000	23,607,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protective Coating Systems	150,000	150,000	150,000	150,000	150,000	150,000	900,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Corrosion Prevention and Protective Coating Systems	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	WPCLF/OWDA
Land Acquisition	1,000,000		9,000,000				10,000,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Ash Lagoons Improvements	873,000						873,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Ash Lagoons Improvements	17,453,000						17,453,000	WPCLF/OWDA
SWWTP Major Incineration Rehabilitation	500,000	1,766,000	1,251,000				3,527,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Major Incineration Rehabilitation			25,226,000				25,226,000	WPCLF/OWDA
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	2,475,000						2,475,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Instrumentation And Control (I&C) System Upgrade	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 WWTFs Renovations and Rehabilitations	3,000,000						3,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 WWTFs Renovations and Rehabilitations		3,000,000	3,000,000	3,378,000	3,000,000	3,000,000	15,378,000	WPCLF/OWDA
SWWTP Corrosion Prevention & Protective Coating Sys. Consultant	406,000	206,000					612,000	Voted 2008 Debt-Sanitary Sewer
Wastewater Treatment Facilities Construction and Contingencies	1,600,000	1,700,000	1,700,000	1,700,000	1,700,000	1,800,000	10,200,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP, New Headworks - Waste Digester Gas Utilization S81	2,646,000						2,646,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biogas Utilization	287,000	670,000					957,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility	765,000	1,784,000	1,274,000				3,823,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility			25,486,000				25,486,000	WPCLF/OWDA

# Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60-06 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
6005 SWWTP, Sludge Thickening Improvements and Additional Renovations	65,000						65,000	Voted 2008 Debt-Sanitary Sewer
6005 SWWTP, Sludge Thickening Improvements and Additional Renovations	1,300,000						1,300,000	WPCLF/OWDA
6005 WWTP, Phosphorus Removal & Recovery			491,000	1,145,000	819,000		2,455,000	Voted 2008 Debt-Sanitary Sewer
6005 WWTP, Phosphorus Removal & Recovery					16,362,000		16,362,000	WPCLF/OWDA
WWTF Upgrade - General Program	2,194,000	2,194,000	2,194,000	2,194,000	2,194,000	2,194,000	13,164,000	Voted 2008 Debt-Sanitary Sewer
WWTF Professional Construction Mgmt - 2012 - 2018	1,745,000	3,709,000	6,029,000	3,676,000	4,159,000		19,318,000	Voted 2008 Debt-Sanitary Sewer
WWTF Professional Construction Mgmt.						2,859,000	2,859,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Corrosion Prevention & Protective Coating Systems	3,010,000	2,560,000					5,560,000	WPCLF/OWDA
SWWTP Floodway Bridge					333,000	776,000	1,109,000	Voted 2008 Debt-Sanitary Sewer
2012 Annual Lining Contract	2,000,000						2,000,000	Voted 2008 Debt-Sanitary Sewer
2013 Annual Lining Contract		2,000,000					2,000,000	Voted 2008 Debt-Sanitary Sewer
2014 Annual Lining Contract			2,000,000				2,000,000	Voted 2008 Debt-Sanitary Sewer
2015 Annual Lining Contract				2,000,000			2,000,000	Voted 2008 Debt-Sanitary Sewer
2016 Annual Lining Contract					2,000,000		2,000,000	Voted 2008 Debt-Sanitary Sewer
2017 Annual Lining Contract						2,000,000	2,000,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-NW Alum Creek Area		3,000,000					3,000,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-NW Alum Creek Area					11,500,000		11,500,000	WPCLF/OWDA
Sewer System Remediation I/I-Early Ditch Relief Area			2,710,000				2,710,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-Early Ditch Relief Area						11,500,000	11,500,000	WPCLF/OWDA
Sewer System Remediation I&I - West Fifth Area		1,200,000	136,000				1,336,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I&I - West Fifth Area				3,500,000			3,500,000	WPCLF/OWDA
60-05 Sewer System Remediation I/I Barthmani/Parsons Avenue Relief Sewer Improvements - Hinman Ave. Relief Sewer Improvement		100,000			901,000		1,001,000	Voted 2008 Debt-Sanitary Sewer
Sanitary System Remediation I/I-Livingston/James Area		3,100,000					3,100,000	Voted 2008 Debt-Sanitary Sewer
Sanitary System Remediation I/I-Livingston/James Area				3,000,000	5,000,000	4,650,000	12,650,000	WPCLF/OWDA
Sewer System Remediation I&I - Miller-Kelton Area		800,000					800,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I&I - Miller-Kelton Area				5,800,000			5,800,000	WPCLF/OWDA
Sewer System Remediation I&I - Plum Ridge Area	100,000				190,000		290,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-Sullivant Avenue Area		300,000					300,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-Sullivant Avenue Area				1,000,000			1,000,000	WPCLF/OWDA
Sewer System Capacity Model update 2012	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000		7,000,000	Voted 2008 Debt-Sanitary Sewer
BWARJ Corrosion Investigation				150,000			150,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor		2,000,000	2,000,000	2,000,000	1,000,000		7,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor		56,000,000					56,000,000	WPCLF/OWDA
Upper Scioto West Air Quality Improvement		1,500,000					1,500,000	WPCLF/OWDA
Upper Scioto West Shaft	250,000		750,000				1,000,000	Voted 2008 Debt-Sanitary Sewer



PUBLIC UTILITIES/SANITARY SEWERS 80-05 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Franklin Main Interceptor Rehabilitation, Sec. 6		1,850,000					1,850,000	Voted 2008 Debt-Sanitary Sewer
Skyline Drive Area Assessment Sewer	1,455,000						1,455,000	WPCLF/OWDA
60-05 OSIS Downtown Odor Control Facilities Project Phase 2	250,000						250,000	Voted 2008 Debt-Sanitary Sewer
60-05 Merwin Hill Area Assessment	607,411						607,411	WPCLF/OWDA
60-05 Portage Grove Area Assessment	1,141,000						1,141,000	WPCLF/OWDA
Big Walnut Outfall Rehabilitation			1,000,000				1,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Outfall Rehabilitation			10,000,000				10,000,000	WPCLF/OWDA
60-05 OSIS Augment Sewer, Henry St.-JPWWTP	4,023,716	11,000,000	10,000,000	1,500,000			26,523,716	Voted 2008 Debt-Sanitary Sewer
60-05 OSIS Augment Sewer, Henry St.-JPWWTP								WPCLF/OWDA
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	800,000						800,000	Voted 2008 Debt-Sanitary Sewer
Cherry and 4th Combined Sewer Separation	1,000,000						1,000,000	WPCLF/OWDA
First Avenue Inflow Redirection Project	1,700,000						1,700,000	WPCLF/OWDA
Mound e/o I-71 Sewer Separation	2,100,000						2,100,000	WPCLF/OWDA
Noble and Grant Local Storage						50,000	50,000	Voted 2008 Debt-Sanitary Sewer
Dodge Park Combined Pump Station						363,000	363,000	Voted 2008 Debt-Sanitary Sewer
Town Street / Fourth Street Inflow Redirection Project	1,000,000						1,000,000	WPCLF/OWDA
Richards/Granden/Torrence Area Sanitary Relief Sewer	2,000,000						2,000,000	WPCLF/OWDA
Bulen/Gault/Livingston Area Sanitary Relief Sewer	700,000						700,000	Voted 2008 Debt-Sanitary Sewer
Bulen/Gault/Livingston Area Sanitary Relief Sewer				5,334,000			5,334,000	WPCLF/OWDA
Kerr and Russel Local Storage					153,000		153,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Olentangy Main Trunk Sewer (Part B)								WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer	800,000						800,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer		6,000,000					6,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer	800,000						800,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer				3,000,000			3,000,000	WPCLF/OWDA
Big Walnut Trunk Sewer - North	800,000						800,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - North				5,000,000			5,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section Sewer		800,000					800,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section Sewer					5,000,000		5,000,000	WPCLF/OWDA
Big Walnut Trunk Sewer - South			600,000				600,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - South					4,000,000		4,000,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation				1,200,000		200,000	1,400,000	Voted 2008 Debt-Sanitary Sewer

# Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 80-06	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Center Large Diameter Rehabilitation					600,000		600,000	Voted 2008 Debt-Sanitary Sewer
West Side Trunk Rehabilitation						1,200,000	1,200,000	Voted 2008 Debt-Sanitary Sewer
Mound e/o I-71 Local Storage					300,000		300,000	Voted 2008 Debt-Sanitary Sewer
Asset Management Program Development	600,000	500,000	200,000				1,300,000	Voted 2008 Debt-Sanitary Sewer
Markison Avenue Relief Sewer Increased Capture (Section 2)			50,000		285,000		335,000	Voted 2008 Debt-Sanitary Sewer
King Avenue Local Storage	300,000		400,000		800,000		1,500,000	Voted 2008 Debt-Sanitary Sewer
CSO Regulator Sluice - Gate Modifications								WPCLF/OWDA
60-05 Petzinger Road Sanitary Imps	1,000,000						1,000,000	WPCLF/OWDA
Plum Ridge Driveway Drain Removal		200,000					200,000	Voted 2008 Debt-Sanitary Sewer
Scioto River Basin Stage Prediction Augmentation (Flood Forecasting)		873,000					873,000	WPCLF/OWDA
Berliner Park Sewer Improvements								WPCLF/OWDA
Berliner Park Sewer Improvements, Dry Pump Run	2,000,000						2,000,000	WPCLF/OWDA
Berliner Park Sewer Improvements, Greenlawn Sanitary Pump Station	1,000,000						1,000,000	WPCLF/OWDA
Brimfield Area Sanitary System Repair Project								WPCLF/OWDA
2012 General Construction Contract	1,500,000						1,500,000	Voted 2008 Debt-Sanitary Sewer
2013 General Construction Contract		1,500,000					1,500,000	Voted 2008 Debt-Sanitary Sewer
2014 General Construction Contract			1,500,000				1,500,000	Voted 2008 Debt-Sanitary Sewer
2015 General Construction Contract				1,500,000			1,500,000	Voted 2008 Debt-Sanitary Sewer
2016 General Construction Contract					1,500,000		1,500,000	Voted 2008 Debt-Sanitary Sewer
2017 General Construction Contract						1,500,000	1,500,000	Voted 2008 Debt-Sanitary Sewer
Ferway Court Sanitary Pump Station		250,000					250,000	Voted 2008 Debt-Sanitary Sewer
Stella Court Sanitary Pump Station		250,000					250,000	Voted 2008 Debt-Sanitary Sewer
Second Ave. Pump Station Replacement			1,500,000				1,500,000	WPCLF/OWDA
Williams Rd. Sanitary Pump Station Control Valve Upgrade		1,500,000					1,500,000	WPCLF/OWDA
Indiana Avenue Local Storage		1,500,000	100,000				1,600,000	Voted 2008 Debt-Sanitary Sewer
Whetstone Park of Roses Wet Weather Treatment Facility (Clintonville)	1,000,000	100,000					1,100,000	Voted 2008 Debt-Sanitary Sewer
Whetstone Park of Roses Wet Weather Treatment Facility (Clintonville)				7,250,000			7,250,000	WPCLF/OWDA
Third Avenue CSO Increased Capture and Green Infrastructure	100,000			800,000			900,000	Voted 2008 Debt-Sanitary Sewer
Frambes Avenue CSO Local Storage Tank			2,500,000	100,000			2,600,000	Voted 2008 Debt-Sanitary Sewer
Clintonville Whetstone Park Wet Weather Relief Sewer	649,000						649,000	Voted 2008 Debt-Sanitary Sewer
Clintonville Whetstone Park Wet Weather Relief Sewer				5,000,000			5,000,000	WPCLF/OWDA
Compost Facility Leachate Basin		200,000		1,000,000			1,200,000	Voted 2008 Debt-Sanitary Sewer
GIS Professional Services	200,000	200,000					400,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Overflow Intercepting Sewer				1,000,000			1,000,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Sewershed Improvements						500,000	500,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWER\$ 80-06								Total	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Budget		
Affordability Analysis	1,000,000						1,000,000	Voted 2008 Debt-Sanitary Sewer	
Alum Creek Sewershed Improvements				400,000			400,000	Voted 2008 Debt-Sanitary Sewer	
<b>Subtotal - PUBLIC UTILITIES/SANITARY SEWER\$ 80-06</b>	<b>576,085,127</b>	<b>\$124,834,000</b>	<b>\$519,436,000</b>	<b>\$152,987,000</b>	<b>\$71,046,000</b>	<b>\$69,598,000</b>	<b>\$1,015,986,127</b>		
PUBLIC UTILITIES/ELECTRICITY 80-07								Total	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Budget		
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	330,000	505,000	505,000	505,000	505,000	505,000	2,855,000	Electricity Enterprise (Unvoted)	
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	175,000						175,000	Voted 2004 Debt-Electricity	
Street Light Force Account		119,228	250,000	250,000	250,000	250,000	1,159,228	Electricity Enterprise (Unvoted)	
Street Lighting Materials		100,000	100,000	100,000	100,000	100,000	500,000	Electricity Enterprise (Unvoted)	
New Substation Transformer				1,729,000			1,729,000	Electricity Enterprise (Unvoted)	
<b>Subtotal - PUBLIC UTILITIES/ELECTRICITY 80-07</b>	<b>\$505,000</b>	<b>\$724,228</b>	<b>\$865,000</b>	<b>\$2,834,000</b>	<b>\$865,000</b>	<b>\$865,000</b>	<b>\$6,416,228</b>		
PUBLIC UTILITIES/WATER 80-08								Total	Funding Source
Project Name	2012	2013	2014	2015	2016	2017	Budget		
GIS Professional Services Agreement	200,000	200,000					400,000	Voted 2008 Debt-Water	
Hoover Reservoir Erosion Control	1,500,000						1,500,000	Voted 2008 Debt-Water	
Hoover Reservoir Erosion Control			1,000,000		200,000	1,000,000	2,200,000	Water Enterprise (Unvoted)	
Miscellaneous Water Facilities	50,000	200,000					250,000	Voted 2008 Debt-Water	
Miscellaneous Water Facilities			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)	
910 Dublin Rd. (& Indiana) Bldg. Imp's	3,000,000						3,000,000	Voted 2008 Debt-Water	
Water Main Rehabilitation	2,000,000	1,000,000	1,000,000	3,000,000	24,000,000	24,000,000	55,000,000	WPCLF/OWDA	
Sylvan Ave. Area W.L. Imp's (fka Project #7)	2,000,000						2,000,000	WPCLF/OWDA	
Kinnear Rd. Area W.L. Imp's (fka Project #8)		3,000,000					3,000,000	WPCLF/OWDA	
Main St. & James Rd. W.L. Imp's (fka Project #9)		3,000,000					3,000,000	WPCLF/OWDA	
Little Ave. Area W.L. Imp's (fka Project #10)		3,000,000					3,000,000	WPCLF/OWDA	
Innis Ave. Area W.L. Imp's (fka Project #11)		3,000,000					3,000,000	WPCLF/OWDA	
East 25th & Joyce Ave. W.L. (joint w/DOSD)	500,000						500,000	WPCLF/OWDA	
Azelda Ave. Area W.L. Imp's (fka Proj #12)		3,000,000					3,000,000	WPCLF/OWDA	
Project No. 13 W.M. Replacement		3,000,000					3,000,000	WPCLF/OWDA	
Duxberry Ave. Area W.L. Imp's (fka Proj. #14)		3,000,000					3,000,000	WPCLF/OWDA	
Johnstown Rd. Area W.L. Imp's			3,000,000				3,000,000	WPCLF/OWDA	
Brennell Ave. Area W.L. Imp's			3,000,000				3,000,000	WPCLF/OWDA	
Project No. 17 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA	
Georgesville Rd. Area W.L. Imp's	1,000,000						1,000,000	Voted 2008 Debt-Water	
Project No. 18 W.M. Replacement	250,000						250,000	Voted 2008 Debt-Water	
Project No. 19 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA	
Project No. 19 W.M. Replacement	250,000						250,000	Voted 2008 Debt-Water	
Project No. 19 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA	

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PUBLIC UTILITIES/WATER 80-08	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Project No. 20 W.M. Replacement	250,000						250,000	Voted 2008 Debt-Water
Project No. 20 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 21 W.M. Replacement	250,000						250,000	Voted 2008 Debt-Water
Project No. 21 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 22 W.M. Replacement	250,000						250,000	Voted 2008 Debt-Water
Project No. 22 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 23 W.M. Replacement	250,000						250,000	Voted 2008 Debt-Water
Project No. 23 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 24 W.M. Replacement		250,000					250,000	Voted 2008 Debt-Water
Project No. 24 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 25 W.M. Replacement		250,000					250,000	Voted 2008 Debt-Water
Project No. 25 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 26 W.M. Replacement		250,000					250,000	Voted 2008 Debt-Water
Project No. 26 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 27 W.M. Replacement		250,000					250,000	Voted 2008 Debt-Water
Project No. 27 W.M. Replacement					3,000,000		3,000,000	WPCLF/OWDA
Project No. 28 W.M. Replacement		250,000					250,000	Voted 2008 Debt-Water
Project No. 28 W.M. Replacement					3,000,000		3,000,000	WPCLF/OWDA
Project No. 29 W.M. Replacement		250,000					250,000	Voted 2008 Debt-Water
Project No. 29 W.M. Replacement					3,000,000		3,000,000	WPCLF/OWDA
O'Shaughnessy Hydroelectric - FERC			100,000		200,000		300,000	Water Enterprise (Unvoted)
DRWP Miscellaneous Improvements	200,000	200,000					400,000	Voted 2008 Debt-Water
DRWP Miscellaneous Improvements			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements	200,000	200,000					400,000	Voted 2008 Debt-Water
HCWP Misc. Improvements			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
Distribution Improvements			200,000		200,000		400,000	Water Enterprise (Unvoted)
PAWP Facility Misc. Improvements	200,000	200,000					400,000	Voted 2008 Debt-Water
PAWP Facility Misc. Improvements			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
McKinley Avenue Quarry Improvements		1,000,000					1,000,000	Voted 2008 Debt-Water
DRWP High Service Pumps			1,000,000		9,500,000		10,500,000	Water Enterprise (Unvoted)
Watershed Road Improvements	1,700,000						1,700,000	Voted 2008 Debt-Water
HCWP Basin Concrete Rehab.			800,000	2,200,000			3,000,000	Water Enterprise (Unvoted)
HCWP A & B Raw & Fin. Water	200,000	200,000					400,000	Voted 2008 Debt-Water
HCWP A & B Raw & Fin. Water			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
Water Meter Renewal	2,660,000	2,880,000					5,760,000	Voted 2008 Debt-Water
Water Meter Renewal			2,680,000	3,024,000	3,175,200	3,333,960	12,413,160	Water Enterprise (Unvoted)
Valve Renewal Program		1,500,000					1,500,000	Voted 2008 Debt-Water
Valve Renewal Program				1,500,000			1,500,000	Water Enterprise (Unvoted)

PUBLIC UTILITIES/WATER 00-00 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Watershed Misc. Improv. Facilities	200,000	200,000					400,000	Voted 2008 Debt-Water
Watershed Misc. Improv. Facilities			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
HCWP Automation Upgrade	700,000						700,000	Voted 2008 Debt-Water
HCWP Automation Upgrade			2,000,000				2,000,000	Water Enterprise (Unvoted)
Watershed Protection Easements	200,000	200,000					400,000	Voted 2008 Debt-Water
Watershed Protection Easements			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
DRWP Capacity Incr. Detailed Design & Construction	32,000,000	138,866,955					171,866,955	Voted 2008 Debt-Water
DRWP Capacity Incr. Detailed Design & Construction		41,133,035					41,133,035	Water Enterprise (Unvoted)
HCWP Treatment Imps - Detailed Design & Construction	43,518,035						43,518,035	Voted 2008 Debt-Water
Alum Creek Pumping Station Improvements	700,000	10,700,000					11,400,000	Voted 2008 Debt-Water
Genl Engin. Svcs - Supply Grp.	500,000	500,000					1,000,000	Voted 2008 Debt-Water
Genl Engin. Svcs - Supply Grp.			500,000	500,000	500,000	500,000	2,000,000	Water Enterprise (Unvoted)
Genl Engin. Svcs - Supply Grp. Griggs Res. Environ. Remediation	400,000						400,000	Voted 2008 Debt-Water
West Broad St. Water Main - Part II						3,000,000	3,000,000	WPCLF/OWDA
West Broad St. Water Main - Part II				150,000			150,000	Water Enterprise (Unvoted)
PAWP Electrical Service Upgrade			10,700,000				10,700,000	Water Enterprise (Unvoted)
Misc. Booster Station and Water Tank Imp's		200,000		200,000			400,000	Water Enterprise (Unvoted)
Bethel & Henderson Booster Station Improvements	150,000	2,000,000					2,150,000	Voted 2008 Debt-Water
Stand-By Power for Critical Water Booster Stations			500,000	400,000			900,000	Water Enterprise (Unvoted)
Water Storage Tank Painting	700,000	700,000					1,400,000	Voted 2008 Debt-Water
Water Storage Tank Painting				1,000,000	1,000,000	1,000,000	4,000,000	Water Enterprise (Unvoted)
Security Enhancements (incl. all eng. & constr. @ Hoover)			1,500,000				1,500,000	Water Enterprise (Unvoted)
Security Enhancements - Bethel Rd. Booster Station			1,100,000				1,100,000	Water Enterprise (Unvoted)
Security Enhancements - 910 Dublin Rd.					2,500,000		2,500,000	Water Enterprise (Unvoted)
Security Enhancements - HCWP				4,900,000			4,900,000	Water Enterprise (Unvoted)
Security Enhancements - DRWP						5,000,000	5,000,000	Water Enterprise (Unvoted)
Security Enhancements - PAWP					5,000,000		5,000,000	Water Enterprise (Unvoted)
HCWP Disinfection Improvements		1,000,000					1,000,000	Voted 2008 Debt-Water
HCWP Disinfection Improvements				10,700,000			10,700,000	Water Enterprise (Unvoted)
PAWP Disinfection Improvements			1,000,000		9,550,000		10,550,000	Water Enterprise (Unvoted)
PAWP Treatment Upgrades	5,000,000						5,000,000	Voted 2008 Debt-Water
PAWP Treatment Upgrades			42,000,000				42,000,000	Water Enterprise (Unvoted)
HCWP Window Replacement	500,000						500,000	Voted 2008 Debt-Water
Proposed Water Plant Location Evaluation & Land Acquisition	500,000						500,000	Voted 2008 Debt-Water
Proposed Water Plant Location Evaluation & Land Acquisition			2,000,000				2,000,000	Water Enterprise (Unvoted)
HCWP & DRWP Coating Projects			250,000	1,650,000			1,900,000	Water Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/WATER 60-08 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
DRWP Fluoride Storage Expansion & Misc. Chemical System Upgrades			300,000	1,600,000			2,100,000	Water Enterprise (Unvoted)
Hague Ave. 24" Water Main	275,000						275,000	Voted 2008 Debt-Water
Hague Ave. 24" Water Main			2,250,000				2,250,000	WPCLF/OWDA
Dublin Rd. 36" Water Main, Pt II						350,000	350,000	Water Enterprise (Unvoted)
Frebis Ave. 20" Water Main						2,000,000	2,000,000	WPCLF/OWDA
Frebis Ave. 20" Water Main				150,000			150,000	Water Enterprise (Unvoted)
Cleveland Ave. Booster Station Expansion						3,000,000	3,000,000	WPCLF/OWDA
Cleveland Ave. Booster Station Expansion				500,000			500,000	Water Enterprise (Unvoted)
HCWP Floc and Lime Basin Reconstruction	325,000	325,000					650,000	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	Water Enterprise (Unvoted)
Asset Management Program Development	600,000	500,000					1,100,000	Voted 2008 Debt-Water
HCWP Sludge Disposal Line Repl. - Part I (incl. eng. for all phases)		500,000					500,000	Voted 2008 Debt-Water
60-09 HCWP Intake Structure & Low Head Dam Rehabilitation			500,000	3,200,000			3,700,000	Water Enterprise (Unvoted)
HCWP Wash Water Tank Interior & exterior Coating		250,000					250,000	Voted 2008 Debt-Water
DRWP & PAWP HVAC Improvements			200,000	1,100,000			1,300,000	Water Enterprise (Unvoted)
Water Treatment Plant Environmental Upgrades	200,000	100,000					300,000	Voted 2008 Debt-Water
Water Treatment Plant Environmental Upgrades		1,000,000					1,000,000	WPCLF/OWDA
Water Quality Assurance Lab Renovations		400,000		2,300,000			2,700,000	Water Enterprise (Unvoted)
DRWP Chemical Building & Pump Station Electrical Upgrades			200,000		1,150,000		1,350,000	Water Enterprise (Unvoted)
Professional Construction Mgmt.- Supply Group	6,500,000						6,500,000	Voted 2008 Debt-Water
Professional Construction Mgmt.- Supply Group		22,200,000	15,400,000	1,900,000			39,500,000	Water Enterprise (Unvoted)
HCWP Standby Power				450,000	4,500,000		4,950,000	Water Enterprise (Unvoted)
DRWP Standby Power				300,000	3,000,000		3,300,000	Water Enterprise (Unvoted)
Water Main Repair	800,000	800,000					1,600,000	Voted 2008 Debt-Water
Water Main Repair			800,000	800,000	900,000	900,000	3,400,000	Water Enterprise (Unvoted)
SCADA System for Division of Water		150,000					150,000	Voted 2008 Debt-Water
SCADA System for Division of Water			2,400,000				2,400,000	Water Enterprise (Unvoted)
DRWP Laboratory Upgrades			50,000		250,000		300,000	Water Enterprise (Unvoted)
DRWP Central Maintenance Shop						300,000	300,000	Water Enterprise (Unvoted)
Hoover Maintenance Building Renovations			200,000				200,000	Water Enterprise (Unvoted)
Griggs Maintenance Complex Renovations			100,000		550,000		650,000	Water Enterprise (Unvoted)
Fire Hydrant Repairs (non R & R)		600,000					600,000	Voted 2008 Debt-Water
Fire Hydrant Repairs (non R & R)				600,000		600,000	1,200,000	Water Enterprise (Unvoted)
Pt 1 Bethel Rd. Booster Sta. 36" Transmission Main	300,000						300,000	Voted 2008 Debt-Water
Pt 1 Bethel Rd. Booster Sta. 36" Transmission Main			3,500,000				3,500,000	Water Enterprise (Unvoted)

PUBLIC UTILITIES/WATER 80-08 Project Name	2012	2013	2014	2015	2016	2017	Total Budget	Funding Source
Pt 2 Bethel Rd. Booster Sta. 36" Transmission Main		750,000					750,000	Voted 2008 Debt-Water
Pt 2 Bethel Rd. Booster Sta. 36" Transmission Main				9,800,000			9,800,000	Water Enterprise (Unvoted)
Pt 3 Bethel Rd. Booster Sta. 36" Transmission Main		400,000		275,000	4,000,000		4,675,000	Water Enterprise (Unvoted)
PAWP Roof Restoration	1,000,000						1,000,000	Voted 2008 Debt-Water
Nationwide Blvd. Transmission Main Imp's		3,500,000					3,500,000	Voted 2008 Debt-Water
<b>Subtotal - PUBLIC UTILITIES/WATER 80-08</b>	<b>\$112,198,035</b>	<b>\$258,055,000</b>	<b>\$115,905,000</b>	<b>\$71,799,000</b>	<b>\$80,675,200</b>	<b>\$46,383,960</b>	<b>\$665,016,195</b>	
<b>Grand Total</b>	<b>\$322,519,162</b>	<b>\$519,328,228</b>	<b>\$769,921,000</b>	<b>\$358,311,000</b>	<b>\$260,256,200</b>	<b>\$222,751,960</b>	<b>\$2,473,087,550</b>	

# Capital Summary

Funding Summary by Division							
	2012	2013	2014	2015	2016	2017	Total Budget
Dev Administration	6,585,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	24,585,000
Construction Management	14,190,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	67,840,000
Fleet Management	1,175,000	6,600,000	800,000	800,000	800,000	800,000	9,975,000
Police	1,690,000	1,680,000	1,690,000	1,680,000	1,680,000	1,680,000	10,080,000
Fire	12,320,000	7,320,000	12,320,000	7,320,000	7,320,000	7,320,000	53,920,000
Transportation	57,923,000	53,100,000	57,310,000	70,658,000	67,005,000	47,320,000	353,314,000
Refuse Collection	6,075,000	6,080,000	6,080,000	6,080,000	6,080,000	6,080,000	36,475,000
Storm Sewer	658,000	22,925,000	16,470,000	7,250,000	8,200,000	5,700,000	61,203,000
Sanitary Sewers	78,095,127	124,834,000	519,436,000	152,967,000	71,046,000	69,588,000	1,015,966,127
Electricity	505,000	724,228	865,000	2,564,000	865,000	865,000	6,418,228
Water	112,198,035	258,065,000	115,905,000	71,799,000	80,675,200	46,383,960	685,016,195
Recreation and Parks	26,205,000	22,960,000	22,960,000	22,160,000	22,160,000	22,160,000	138,605,000
Golf Division	620,000	620,000	620,000	620,000	620,000	620,000	3,720,000
DoT Administration	4,290,000	3,140,000	3,185,000	2,075,000	1,515,000	1,935,000	16,140,000
<b>Total</b>	<b>\$322,519,162</b>	<b>\$519,328,228</b>	<b>\$789,921,000</b>	<b>\$358,311,000</b>	<b>\$280,256,200</b>	<b>\$222,751,960</b>	<b>\$2,473,087,550</b>

Funding Summary by Source							
	2012	2013	2014	2015	2016	2017	Total Budget
Councilmanic SIT Supported	15,735,000	14,485,000	25,650,000	50,150,000	72,080,000	97,470,000	278,550,000
Storm Sewer Enterprise (Unvoted)		19,139,000	16,470,000	7,250,000	8,200,000	5,700,000	65,759,000
Voted 2004 Debt-Storm Sewer	658,000	4,787,000					5,445,000
Fleet Management (Unvoted)	1,175,000	6,600,000	800,000	800,000	800,000	800,000	9,975,000
ODOT (Ohio Dept of Transportation)	8,133,000	3,470,000	9,145,000	15,944,000	23,100,000		59,792,000
WPCLF/OWDA	42,286,411	95,423,000	474,762,000	145,262,000	80,862,000	81,537,000	920,112,411
Voted 2008 Debt-Water	107,698,035	170,721,965					278,420,000
Voted 2008 Debt SIT Supported	101,740,000	85,075,000	75,486,000	52,120,000	21,995,000		336,396,000
Voted 2004 Debt-Electricity	175,000						175,000
Voted 2008 Debt-Sanitary Sewer	40,318,716	52,411,000	65,924,000	29,725,000	23,184,000	20,061,000	230,623,716
Federal Match Projects		1,020,000		2,562,000			3,612,000
Electricity Enterprise (Unvoted)	330,000	724,228	865,000	2,564,000	865,000	865,000	6,243,228
Water Enterprise (Unvoted)		84,383,035	94,655,000	50,799,000	47,675,200	14,383,960	271,846,195
Information Services	4,290,000	3,140,000	3,185,000	2,075,000	1,515,000	1,935,000	16,140,000
<b>Total</b>	<b>\$322,519,162</b>	<b>\$519,328,228</b>	<b>\$789,921,000</b>	<b>\$358,311,000</b>	<b>\$280,256,200</b>	<b>\$222,751,960</b>	<b>\$2,473,087,550</b>