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Columbus, Ohio

CITY OF COLUMBUS

2005 BUDGET

Michael B. Coleman, Mayor



CITY OF COLUMBUS

PROPOSED 2005 BUDGET

Mayor Michael B. Coleman

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Introduction

The 2005 Budget Document

The 2005 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 2005 and beyond.

Financial Overview

The financial overview section discusses the financial environment of the city both from an internal and external perspective. The section provides an overview of financial issues facing the city in 2005 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

Financial Policies

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

Department Summaries

This section describes each department, including the mission, goals, objectives and performance measures, 2005 strategic priorities and 2005 budget issues. Summary charts are presented, listing department financial and personnel data, including information by program.

Accounting and Organizational Structure

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

General Fund Summary

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

Community Development Block Grant

This section contains an operating summary of the community development block grant (CDBG) funds. Because CDBG funds are appropriated in several departments, 2005 projected expenditure levels by department, division, and object of expense are highlighted here.

Special Revenue Funds, Internal Service Funds 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 2005

The 2005 budget focuses on achievement of the goals of the Columbus Covenant in order to reach its 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 to initiatives in support of the seven goal areas of the Columbus Covenant, each department has created individual sets of goals, objectives and performance measures that will provide city residents and elected officials with information regarding the quality, quantity, and efficiency of the services they deliver. These performance indicators are presented in each respective department's section of the budget, along with measurement data, if available.

Some of the city's major innovations and undertakings in 2005 are also presented below, organized by goal area.

Neighborhoods

- Maintain existing high quality **clinical health care services** to children and families including dental, perinatal, sexual health and immunization services. Continue to work with the Columbus Neighborhood Health Centers and Access Health Columbus to provide primary care to underserved areas.
- Reestablish **prenatal health care services** on the west side of Columbus with the goal of healthier babies born.
- Support new immigrant and refugee communities and service providers through the **Mayor's Initiative on New Americans**. Expand public, private and non-profit relationships, identify community stakeholders, establish agreements on community accountability and develop community protocols and action plans for immigrants, refugees and new arrivals. Support additional needs for language translation services.
- Work with community residents, institutions and area businesses to develop **"good neighbor agreements"** as conflicting issues arise from growth or change. Also, work with area commissions on conflict resolution, provide technical training and offer additional support as requested.
- Enhance neighborhood safety, community participation and police responsiveness through two **neighborhood safety initiatives**. Enhance the new **neighborhood safety academies** and increase the number of participants and graduates. Work with the **neighborhood safety working group** to recommend and implement initiatives to address gun violence and gang activity.
- Fully implement the **Water-in-Basement program** to cover the cost of approved backflow prevention devices for single and two-family homes prone to sewer backups during wet weather and from blockages.
- Provide consistent **public services** such as refuse collection, bulk collection, snow removal and street maintenance activities including pothole repair and street cleaning. Coordinate hazardous waste drop-off collections.
- Continue **Neighborhood Pride** with up to six new neighborhoods and implement neighborhood priorities and partnership arrangements in previous pride areas to institutionalize Neighborhood Pride in the community.
- Coordinate the **housing development program** with other public and private sector programs including the city's land banking efforts to revitalize defined areas, focusing on the neighborhood investment districts.
- Bring the first phase of the **21st Century Growth Policy Initiative** to a successful conclusion. The initiative includes the "Pay-as-we-Grow"

component which will reach agreements on how we fund long-term roadway, facility and operating needs in three developing areas of the city (northwest, southeast and northeast) and how we promote sustainable neighborhoods and job growth in our inward and outward growth corridors. Explore and implement measures to promote environmental stewardship in city operations and development efforts.

- Announce a master developer for the neighborhood development portion of the **Whittier peninsula** following a national call for qualifications and proposals and complete the first phase of the **Rickenbacker-Woods Technology Center** project.
- Complete construction and open two **new community recreation centers** at Dodge and Lazelle Woods.
- The **Columbus Youth Commission** will conduct youth forums to gain youth input to establish a youth agenda for the city.

Safety

- Continue to deploy **uniformed safety personnel in city neighborhoods** to preserve current response standards to life-threatening emergencies and to focus on the most effective and efficient deployment of police and fire personnel, making staffing adjustments when necessary.
- Establish and seed a new **Safety Staffing Contingency Fund** to address any unexpected, high numbers of retirements in our safety forces attributable to the deferred retirement option plan (DROP) offered through the Police and Fire retirement board.
- Utilize \$250,000 in police overtime dollars to target “**hot spots**” crime areas.
- Open the newly constructed **police training academy**.
- Construct a **neighborhood policing center** in conjunction with the Ohio State University.
- Construct **new fire stations** on West Broad Street in Franklinton (#10) and on Waggoner Road on the far-east side (#35) and complete construction of the Cleveland Avenue station in South Linden (#18).
- Relocate the **internal affairs bureau** and the **accident investigation squad** from police central headquarters to a more accessible facility adjacent to downtown.

- Employ computer system **connectivity to fire stations** to provide firefighters opportunities to better access information regarding fire and emergency medical services and promote distance learning programs which allow firefighters to remain in stations ready for emergency calls while reducing overtime needs.
- Complete the upgrade of the police/fire **emergency call center's computerized aided dispatch (CAD)** to improve emergency response, incident management, calls for service and police officer and firefighter communications needs.
- Correct **traffic safety** deficiencies at dangerous city intersections.
- Continue to explore a **photo red light demonstration program** designed to promote vehicular and pedestrian safety at high accident intersections.
- Improve infrastructure and safety near and around local schools through installation of **traffic calming measures and sidewalks**.
- Install 1,300 streetlights as part of the Division of Electricity **street lighting program** known as "Project 2020".
- Prepare for a range of disasters or emergencies including bio-terrorism by providing the highest level of **public health protection**.

Economic Development and Technology

- Continue to implement new tax incentive strategies to promote **job creation and investment**.
- Work with regional economic development partners to address **transportation challenges** such as traffic congestion, highway construction, airports and transit.
- Continue grassroots economic development (**grow at home concept**) through the active involvement of the Columbus corporate leadership.
- Begin implementation of the recommendations of the West Broad Street **economic development strategy**, developed in partnership with the Hilltop community.
- Develop **economic development plans** for the Hayden Run corridor and the Southeast area.

- Continue to pursue design of the up-ground reservoir and the south wellfield to ensure an **adequate water supply** for growing populations in the central city and outlying areas.

Education

- Develop sustainable **after-school initiatives** that expand the educational opportunities available to the children of Columbus.
- Support a successful **transition** of students and adults to higher education, additional training and the world of work, family and community.
- Maintain and strengthen working **partnerships with school districts** within the City of Columbus.
- Teach child care providers, parents and others about effective weight management through the **Healthy Children/Healthy Weight** initiative.

Downtown Development

- Continue to implement the **comprehensive business plan for downtown development** including strategies for housing, retail, parking, transportation, recreation, and arts and cultural events.
- Continue the City's partnership with the **Downtown Development Corporation** to implement the downtown business plan.
- In collaboration with **Capitol South**, implement target programs to encourage development and redevelopment of downtown properties.
- Increase the number of **downtown employees** through partnerships with the State of Ohio and other public and private employers.
- Construct the **new Main and Town Street bridges** on time and within budget.
- Join with the state in leading the planning, design and construction of the **Interstate highways 70/71** split.
- Work with government partners including the Ohio Department of Transportation, MORPC, and the Franklin County Engineer's Office on **downtown circulation and mobility efforts**.
- Complete and open the new **North Bank Park**.

Customer Service

- Continue implementation of **Columbus Stat, the citywide 311 system**. As a result of this initiative, the management of city government will improve, better efficiencies will be realized, better customer service will be provided, and there will be one number to call for all city services.
- A “**hot key**” **interface to the 911 system** will be implemented to facilitate the transfer of non-emergency calls to the 311 call center, eliminating non-relevant workload from the emergency call center.
- Identify, procure and implement a web-based application that will give citizens the ability to **complete and submit forms on-line** through the city's web sites. Currently, forms can only be printed off, filled out manually then physically submitted to the proper office.
- The **Division of Water** will offer, on its website, the ability to access customer account information and add meter-read capabilities and water quality monitoring data.
- Working with the building industry, refine the cost center-focused financial reporting for the **One-Stop Shop/Development Services** program and link it to performance under the Memorandum of Understanding between the City and builders. Continue to move the One-Stop Shop program towards operation as a true enterprise fund.
- Improve service and support levels by maturing the citywide **Geographic Information System (GIS)** repository database.
- Reduce barriers to service including the provision of **translation and interpretation services**.

Peak Performance

- Continue to develop and refine **performance measures** and to implement *pbviews*, the city's performance management software system which will allow for the storage, tracking and reporting of data and provide tools for the city to manage its overall performance in relation to its strategic objectives.
- Continue use of the **labor/management continuous improvement model** utilizing “Kaizen” principles.
- Redesign the current **employee recognition program** following focus group work conducted in 2004 that involved representatives from all areas of the city's operations.

- Continue to monitor and define policies for **cell phone** usage and those governing fleet management including acquisition, maintenance, use and disposal of **city vehicles**.
- Implement comprehensive **asset management program** strategies through the Office of Land Management for cost effective management of the city's real estate portfolio. Continue to explore best practices for the asset management program as well as for the land bank program.
- Further implement the Department of Health **clinical information system** to additional clinical programs enabling greater efficiency in operations and maximizing third party billing capabilities.
- Complete **city capital improvement projects** on time and on budget by establishing project timelines and using a citywide database for capital project reporting.
- Implement the **Veterans Rights and Services Program** for city employees through the development of a database and recognition events.
- Improve the quality of the electronic **purchasing system** and potential supplier/vendor information and continue to seek opportunities for cost savings through cooperative contracting where applicable.
- Continue to monitor and review city contracts for compliance, create citywide policies that encourage a diverse supplier population and encourage increased utilization of **minority and female owned business** by city departments.
- Refine procurement policies and the process for selecting vendors to encourage the utilization of **local businesses**.
- Work collaboratively with department/division safety professionals as well as the state Bureau of Workers' Compensation to expand programs that contributed to the city's success in reducing the frequency and severity of **workers' compensation** claims in 2004.
- Expand the city's **employee training enterprise** through the coordinated activities of the citywide office of training and development (COTD). Design and execute training partnership agreements for each department, fully utilize the GYRUS system to track training data and contract with external entities to provide course offerings in targeted areas as an additional revenue source.

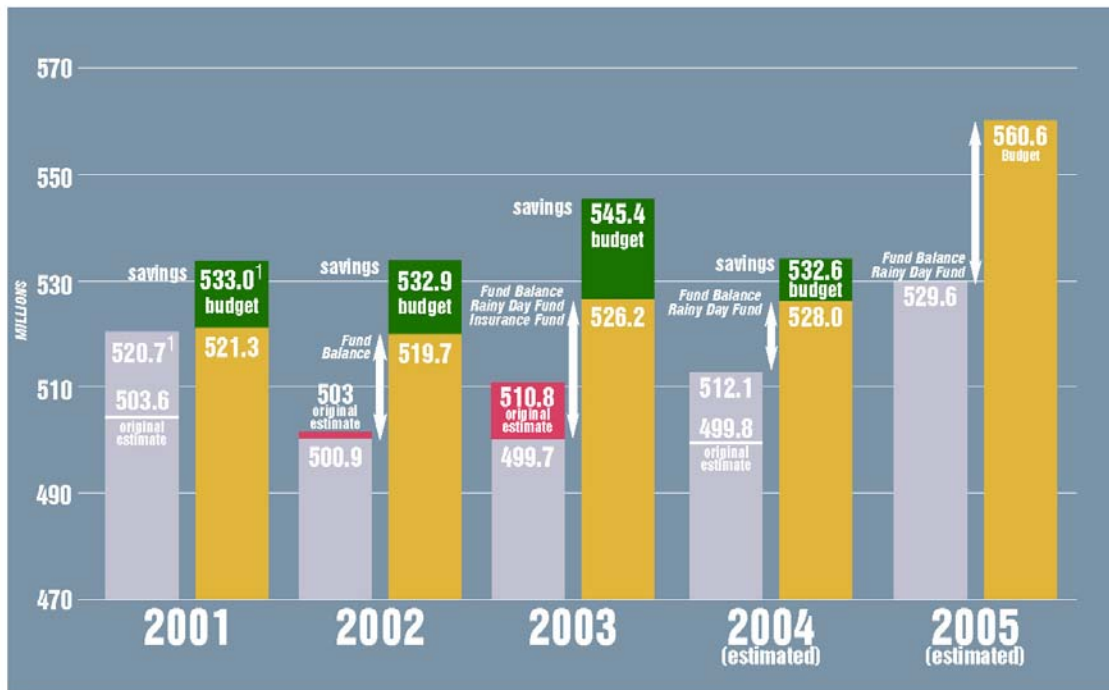
FINANCIAL OVERVIEW

Revenues have begun to improve but the gap between current revenues and current expenditures in the general fund keeps the budget environment challenging.

As a result of the national economic recession, the city has been through a three-year period of reduced general fund revenues that began in 2001, as illustrated in the chart below. In contrast to an average revenue growth rate in excess of 6 percent in the 1990's, general fund revenues declined nearly \$20 million, or 3.8 percent from 2001 to 2002 and then remained basically flat into 2003. No growth had been projected for 2004 at the outset of the year either, but general fund revenues are now projected to experience 2.5 percent growth in 2004, in what is hopefully an improving economic climate. However, it should be mentioned that \$3.25 million of the estimated \$12.3 million in increased revenue is the result of retaining the proceeds of the kilowatt hour tax in the general fund in 2004, rather than transferring them to the Electricity Division. For the first time in three years, the city will actually receive more revenue in the general fund than had been estimated in January by the City Auditor.

The city has managed exceptionally well during this national recession by achieving significant expenditure controls in the general fund. The 2004 general fund budget was actually slightly less than the 2001 budget, as shown on the chart below. Equally as important, actual spending in 2001-2003 was from \$11.7 to \$19.2 million below budgeted levels (in green on chart). These spending reductions were achieved in major part by a down-sizing of the civilian labor force employed in our departments by 25 percent over the past 4 years, offsetting pay increases mandated by collective bargaining agreements and increases in health insurance and workers compensation premiums over which the city has little control.

Nevertheless, as the chart below indicates, even with this reduced spending, expenditures exceeded revenues in each of the years 2002-2004 by from \$16 to \$28 million. These gaps have been filled by spending down the year-end balance in the general fund and by transferring funds from the economic stabilization fund and employee benefits fund to the general fund. These transfers cannot continue, since once exhausted or reduced to actuarially-required levels, there will be no money to transfer. The goal over the next couple of years is to completely close the gap between current revenues and expenditures. Progress is being made this year by reducing that gap to \$16 million, the smallest in three years.



City of Columbus
Michael B. Coleman, Mayor
Department of Finance
Joel Taylor, Director

REVENUE
EXPENDITURES
REDUCED SPENDING
REDUCED REVENUE ESTIMATE

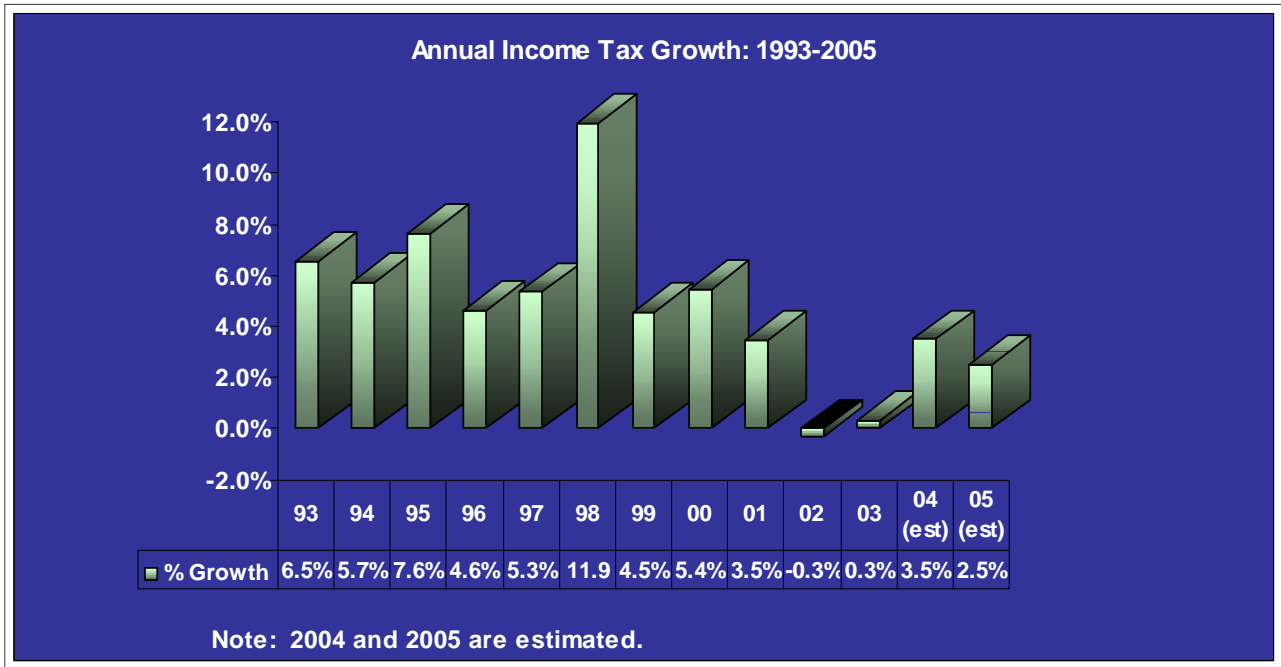
* Includes cancelled encumbrances and annual revenues, but not fund transfers or beginning balance
† Net of Building Services revenue and expenses moved out of General Fund in mid-2001

General Fund Expenditures and Revenues*

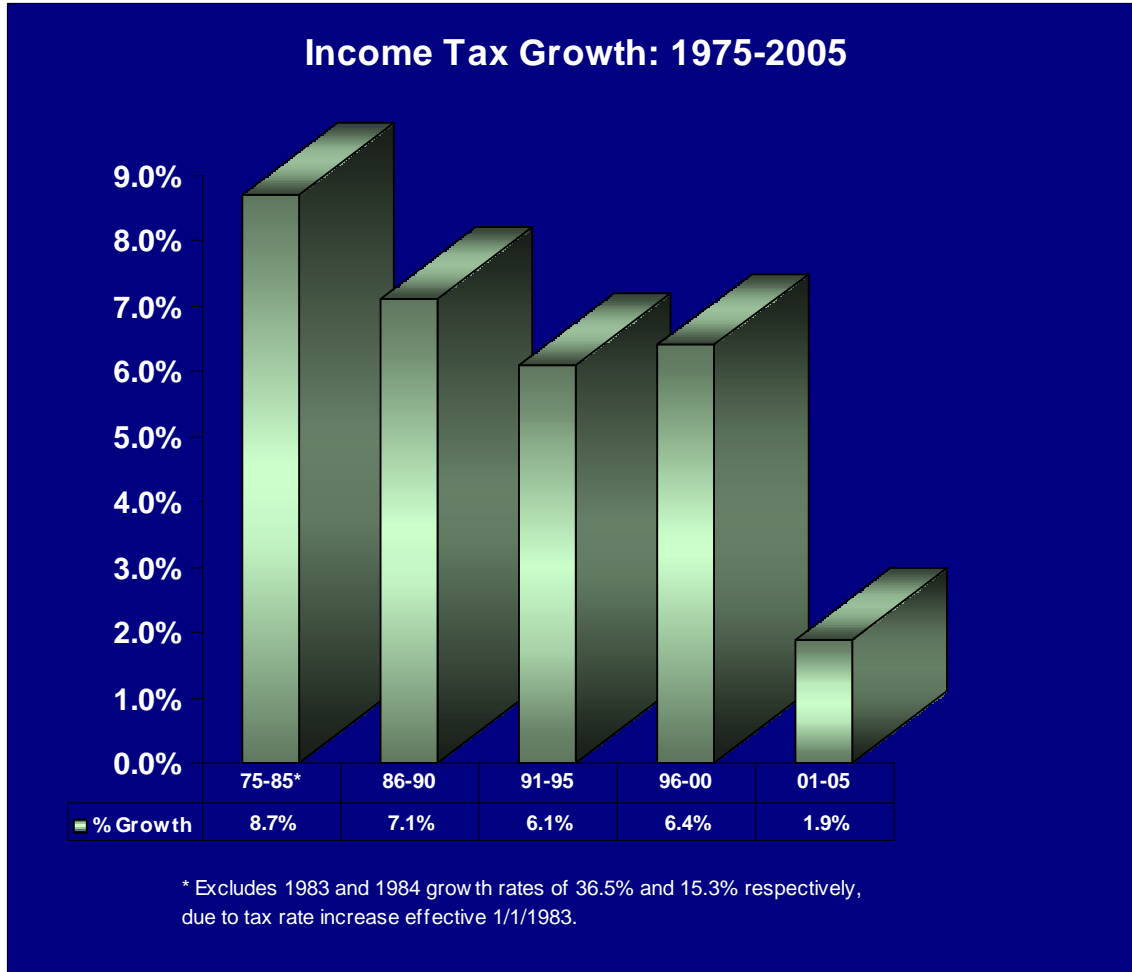
The chart above does show a \$28 million increase in the 2005 general fund budget and, at least as currently projected, a \$31 million gap between revenues and expenditures. However, the original projected gap in 2004 was nearly \$33 million, yet, as mentioned above, increased revenues and savings in spending as the year progressed have reduced that gap to the current estimate of \$16 million. It is reasonable to expect at least the same pattern in 2005, especially in light of the improving economic climate. The 5.25 percent growth in the 2005 general fund budget is virtually all driven by personnel-related expenses, and is largely attributable to police and fire protection, since Public Safety’s budget alone accounts for \$20 million of the increase. For all general fund divisions, mandated wage increases add nearly \$13 million to the 2005 budget while increased health insurance and workers compensation premium expense add another \$7 million.

Income tax collections provide about two-thirds of the revenue to the city’s general fund. As the chart below shows, annual growth in the income tax had not fallen below 4.5 percent from 1993- 2000. In fact, growth had not been below four percent for forty years. The national recession brought reduced growth of only 3.5 percent in 2001, and then in 2002 and 2003 growth fell, respectively, to a negative 0.3 percent and only marginal growth of 0.3 percent. The return to a projected growth of 3.5 percent in 2004 is a hopeful sign of economic recovery, although the Auditor’s projected growth for 2005 of only 2.5 percent reflects the

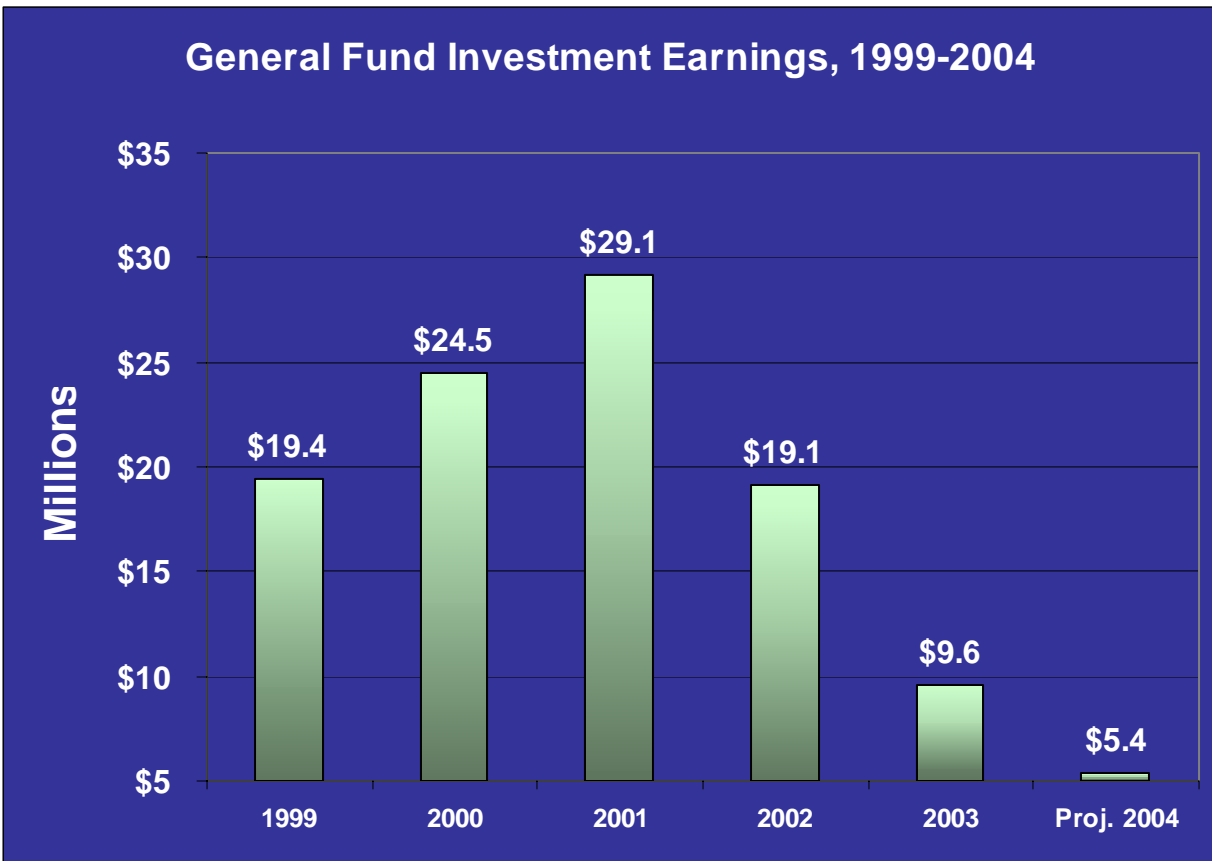
importance that decreased refunds played in this year's income tax growth and suggests the recovery will not be easy or quick.



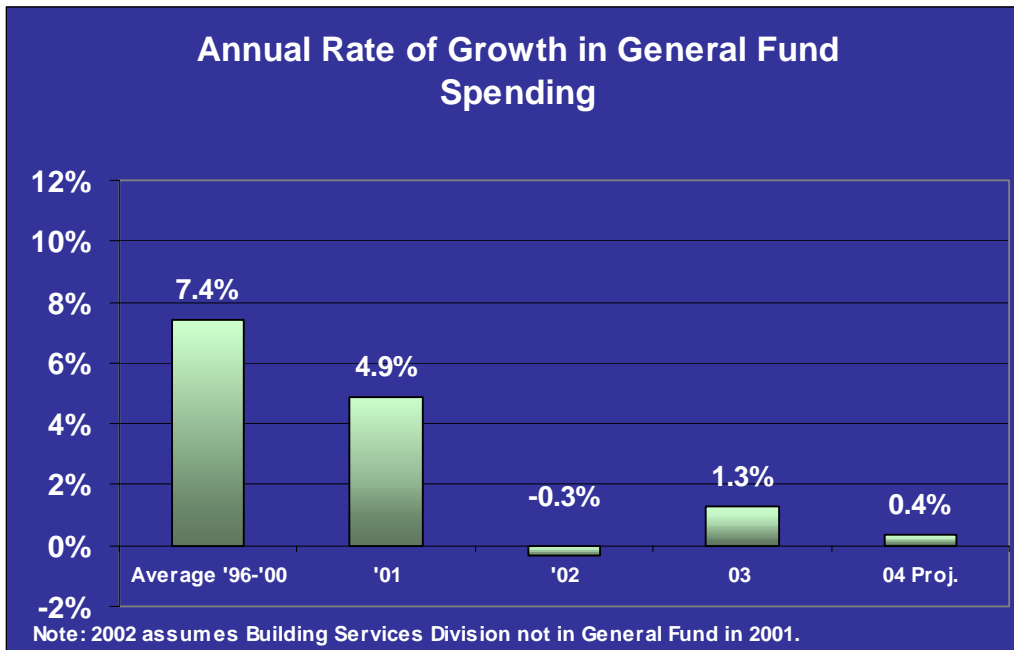
The graph below shows the long-term multi-year average annual income tax growth rates from 1975-2000 compared to the five-year annual average for 2001-2005, reflecting the national economic downturn. The average annual growth for the latter five years of 1.9 percent is less than a third of any prior multi-year period. Income tax growth averaged 6.25 percent per year through the entire decade ending in 2000. If that growth rate had continued from 2000 through 2005, general fund income tax receipts in 2005 would be \$430.8 million, \$81.5 million more than the current forecasted receipts of \$349.3 million.



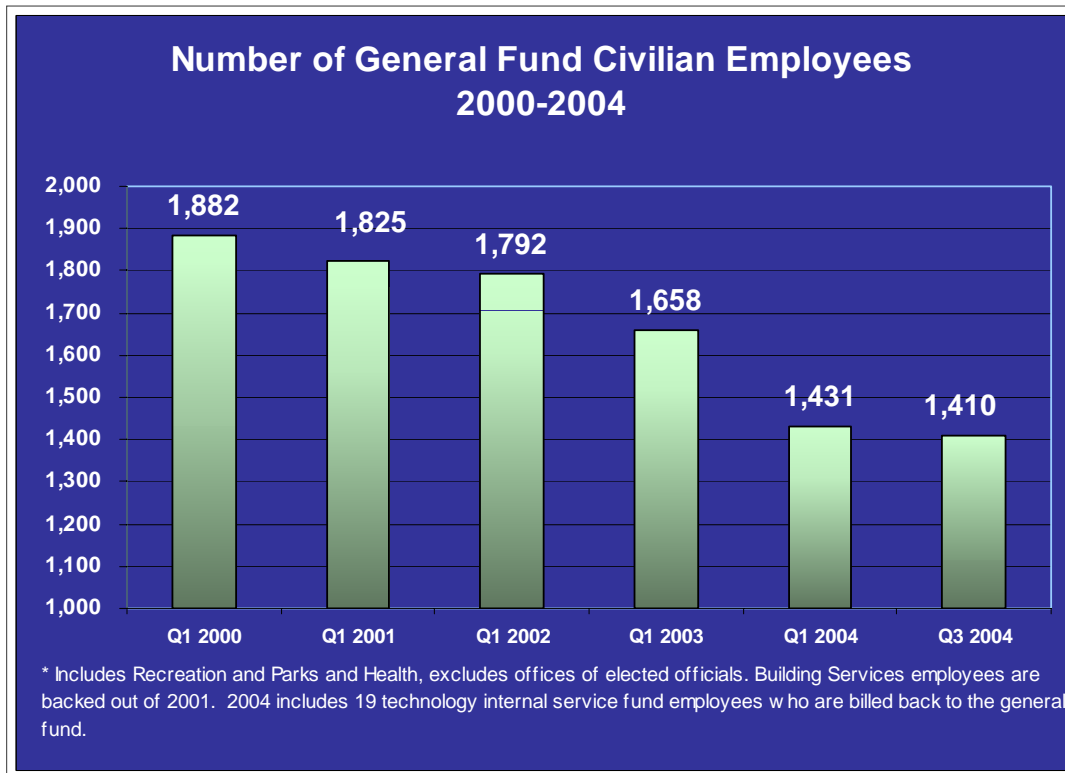
Although declining income tax growth rates are by far the main cause of budgeting challenges for the general fund over the last four years, they are not the only contributing cause. As the chart below establishes, drastically lowered interest rates and reduced balances in the city treasury (a result of smaller and more infrequent bond sales necessitated by less income tax for debt service) have caused a decline of nearly \$24 million in annual investment earnings in three years, a decline of over 81 percent. Moreover, the State of Ohio has frozen local government funds distributed to cities and other local governments. That freeze, coupled with declining state revenues, ended what had historically been \$3 million in revenue growth per year in that source. Had that growth continued, the city would be expecting \$63 million in 2005 in contrast to the Auditor's projection of \$49.8 million. In no year since 2001 has the city received as much as the \$51 million it got that year.



This period of reduced revenues has necessitated aggressive measures to reduce spending. The chart below shows that an annual growth rate in general fund spending of 7.4 percent in the last half of the 1990's was first cut significantly to 4.9 percent in 2001, then drastically reduced in the succeeding three years, to a negative 0.3 percent in 2002, 1.3 percent in 2003, and a projected 0.4 percent in 2004. Continued growth of 7.4 percent in general fund spending would have required a \$735.7 million budget in 2005, in contrast to the \$560.6 million budget being proposed. Thus, spending controls have reduced annual expenses sufficiently to save almost \$175 million in 2005. These reductions are the outgrowth of both the Mayor's operations review of city government in 2000 and the recommendations of his Economic Advisory Committee in 2001. Performance management is being instituted, operations re-organized and consolidated, and employee benefit plans being changed to ensure that a fair portion of the cost is borne by employees.



In addition to more efficient and changed operations, and in many cases as a result of the same, the civilian workforce in our general fund divisions has been greatly reduced over four and one-half years, largely through stringent hiring controls. This reduction has contributed greatly to reduced spending, and the chart below provides dramatic illustration of this reduction over four and one-half years from first quarter 2000 to third quarter 2004. The decline of 472 employees over this period represents a 25 percent decline in the civilian workforce in our general fund departments.



In addition to the significant reductions in spending which have been made to adjust to the challenging economic environment in which the city has found itself during the last four years, balancing the general fund budget has required moneys other than current revenues to close the gaps between current revenues and current expenditures during the last three years. In 2002, that was accomplished simply by bringing down the year-end general fund balance by \$19 million. That balance had grown over a number of years, reaching a peak of nearly \$38 million in 1998, as a result of revenues exceeding expenditures. In 2003 and 2004, the gaps were closed by the first-ever transfers from the economic stabilization (“Rainy Day”) fund and in 2003 by a transfer of what was then a surplus in the employee benefits fund. The year-end “balance” in the general fund in 2003 and the anticipated “balance” in 2004, both of which were and are proposed for expenditure in the following years’ budgets, in reality simply reflect the transfers of more money from the rainy day fund than was in fact needed by the end of each year (but was then needed in the following years).

The rainy day fund would have been essentially depleted this year by these transfers but for the infusion of moneys received in 2004 from the Solid Waste Authority of Central Ohio (SWACO) in partial satisfaction of its debt to the city connected to its lease of the former trash-burning power plant. The largest part of this payment was the \$55 million in proceeds from a SWACO bond sale for the purpose of partial satisfaction of this debt. No significant payments will now be received from SWACO until its debt is retired, and the Special Income Tax Fund has lost an annual revenue stream of \$6-7 million from SWACO which had supported debt service for capital improvements and now supports debt service for the SWACO bonds. A table summarizing the annual balances in the rainy day fund appears later in this section.

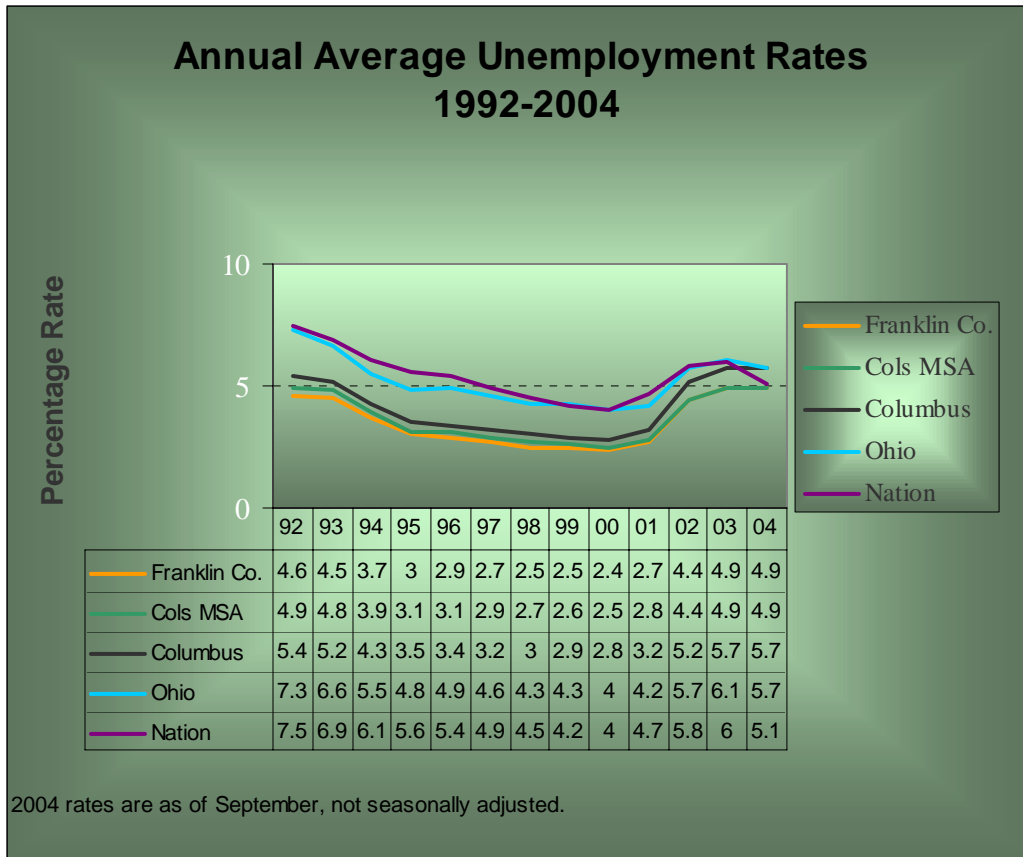
The anticipated year-end balance in the rainy day fund is \$53.4 million. With accrual of its own investment earnings, another couple of million dollars will accrue to the fund in 2005 and 2006 even if additional transfers are made to the general operating fund during these two years. The 2005 budget proposes a transfer of \$13 million, along with the anticipated year-end “balance” in the general fund, to close the gap between 2005 revenues and proposed spending. It is anticipated that a similar transfer will be needed in 2006 before we reach the point where current revenues can sustain current expenditures. With these transfers, the remaining balance in the rainy day fund in 2007 should equal five percent of the then-anticipated general fund budget, meeting the requirements of the city’s financial policy for use of the rainy day fund (see p. 4-1 herein).

Despite the three-year effects of the national economic recession upon our city, the Columbus economy retains the healthy underpinnings that should enable full recovery as unemployment declines.

Despite the economic difficulties of the past few years, the outlook for the Columbus economy is positive. The downtown office incentive program has

created 1,463 new office jobs since its inception. Since 2000, various other economic development programs, such as those associated with Enterprise Zones, Community Reinvestment Areas, and Job Tax Credits, are expected to create 5,000 new jobs. A study published by the U.S. Conference of Mayors in August 2004, forecasts a six percent growth in employment in the Columbus MSA over the years 2004-2008, primarily due to projected employment expansion in the services sector, which is expected to grow by an annual rate of 1.3 percent. The report predicts that total employment will return to its peak pre-recession level of over 900,000 by mid-2006.

Historically, the Columbus area has had consistently lower rates of unemployment than state and national levels, as illustrated in the graph below. As of September 2004, the unemployment rates in both Franklin County and the Columbus MSA were 4.9 percent, the Columbus rate was 5.7 percent, as was the State of Ohio rate, and, in contrast to historical patterns, the national rate was lower at 5.1 percent.



The largest employment sectors in Columbus are service, retail trade, state and local government, and finance/insurance/real estate. Manufacturing accounts for only eight percent of total metro employment. Nine of the 14 largest employers in the city are governmental or government-oriented: the State of Ohio, The Ohio

State University, Ohio State University Hospitals, the United States Postal Service, the Defense Supply Center, the Defense Finance and Accounting Service, the Columbus Public Schools, the City of Columbus and Franklin County.

Columbus is the headquarters of Nationwide Insurance Company, Huntington Bancshares Corporation, Limited Brands and others. The area's geographic location makes it a home to many distribution operations including centers for Eddie Bauer, J. C. Penney, Consolidated Stores Corporation, McGraw-Hill Companies, and the U.S. Department of Defense. Recently, the city teamed up with The Ohio State University and Battelle to lay the groundwork for future economic development in the areas of distribution and logistics, life sciences and research.

Columbus is still a growing city. The Mid Ohio Regional Planning Commission estimates the population of Columbus at December 31, 2003 to be 743,343, an increase of 4.5 percent since the last census estimate of 711,470 in 2000. Columbus has also expanded geographically over the past several years, adding a net 9.2 square miles since 1997. The city continues to experience major development; both commercial and residential, indicating continued economic activity and a quality living experience. The arena district in the downtown continues to develop, with additional office buildings and residential units presently under construction. And Easton, a major commercial and residential complex in the northeast quadrant of the city, continues to thrive and expand.

Columbus' growth in real gross metro product (GMP), the metro-area equivalent of gross national product, slowed to 2.3 percent in 2001, but then increased to 3.2 percent in 2002 and 4.6 percent in 2003. In addition, Columbus' share of Ohio's gross state product rose from 14.8 percent in 1994 to an estimated 16.8 percent in 2004. Per capita personal income in Columbus was \$33,114 in the second quarter of 2004, exceeding both the Ohio level of \$31,195 and the national figure of \$32,857.

Stability in the business, residential, and political environments, a low cost of living, a high quality labor force and an emphasis on education further ensure a strong and stable economic outlook despite the current short-term challenges. The presence in Columbus and its immediate suburbs of 13 educational institutions, ranging from technical and design institutes to liberal arts colleges and a major research university, assure a continuous pool of well-educated and trained job candidates. In comparison with other similar competitor regions in the country, the central Ohio region has high educational attainment. A Brookings Institute study found that 29.1 percent of central Ohio residents over the age of 25 hold a bachelor's degree, as compared to 25.3 percent in the Cincinnati area, 25.8 percent in the Indianapolis area, 26.5 percent in the Charlotte area, and 26.9 percent in the Nashville area.

Further verification of the City of Columbus' long-range financial soundness lies in the bond ratings awarded the city by both Moody's Investors Service and Standard and Poor's Corporation. Bond ratings of Aaa and AAA, respectively, were awarded to the city in 1995 and have been maintained ever since. These ratings represent the highest achievable for long-term debt, making Columbus the largest city in the nation currently holding this dual distinction. 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.

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

The rainy day fund was created in 1988 with an initial deposit of \$4 million to create a reserve for unforeseen future events that could disrupt basic city services. The goal of the fund was to reach five percent of general fund expenditures. Until 1998, annual deposits of \$1 million were made to the fund. In 1998, the fund received an infusion of \$7 million from a refund from the Ohio Bureau of Workers Compensation. In order to balance the general fund budget, \$10.2 million was used in 2003, the first use of the fund since its establishment. An additional \$25 million was used in 2004. On May 4, 2004, the city deposited \$55.1 million from the Solid Waste Authority of Central Ohio into this fund. As mentioned earlier, these monies resulted from a bond issue by SWACO and were paid to the city in partial satisfaction of lease rental payments due the city.

The anticipated expenditure fund was established in 1994 to plan for the next occurrence of a fiscal year in which there are 27 pay periods rather than the standard 26. The next such occurrence is in 2005. This fund received \$5.33 million in refunded monies from the Ohio Bureau of Workers Compensation in 1998. With the 2005 deposit of \$750,000, the fund will have the amount necessary to meet the obligation for the extra pay period at year-end.

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

Economic Stabilization Fund Recommended Future Deposits (000's Omitted)					
Year	Deposit	Investment Earnings*	Expended	Year-End Balance	% of GF Budget
1999		\$ 1,224		\$ 23,807	5.11%
2000		1,442		25,249	5.00%
2001		1,621		26,870	5.06%
2002		1,136	-	28,006	5.39%
2003		608	10,243	18,371	3.49%
2004	59,406	623	25,000	53,400	10.11%
2005		1,602	13,000	42,002	7.56%
2006		1,260	13,000	30,262	5.21%
2007		1,210	-	31,473	5.18%
2008		1,259	-	32,731	5.15%
2009		1,637		34,368	5.17%
2010		1,718		36,086	5.18%
2011		1,804		37,891	5.19%
2012		1,895		39,785	5.20%

* Assumes investment rates of three percent in 2005-2006, four percent in 2007-2008, and five percent in 2009 and beyond

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)			
Year	Deposit	Expended	Year-End Balance
2000			9,886
2001	750	83	10,552
2002	750		11,302
2003	750		12,052
2004	750		12,802
2005	750	14,200	-648
2006	1,850		1,202
2007	1,850		3,052

The Finance Department estimates the cost of encumbering the 27th pay period in the year 2005 at \$14.2 million.

2005 Budget Scenario

The 2005 budget was balanced with limited resources while employing certain key principles, as follows:

- Build a budget from the ground up which is keyed to the city's strategic plan implementing the Columbus Covenant

- Focus on the basic priorities in city services for neighborhoods—police and fire protection, refuse collection, and basic public health services
- Review all program areas to identify activities the city should no longer be engaged in, given limited resources
- Review revenue sources to identify new revenues, opportunities for increased revenues, and options to shift general fund expenses to alternative funding sources
- Continue to implement performance management, working toward providing performance measures for all city programs, which will inform the budget process
- Promote efficiencies in government through reorganization of divisions, consolidation of functions, review of management structure and centralized fleet management
- Implement recommendations of the city's Operations Review and Economic Advisory Committee
- Rely on attrition to the extent possible in reducing employment in civilian ranks, with no reduction in uniformed police and fire personnel levels
- Continue hiring controls and diligent review of general fund spending to keep 2005 spending at the lowest level necessary to provide essential services to the citizens of Columbus
- Funds in the anticipated expenditure fund will remain available for the extra (27th) pay period in 2005
- A new fund (the safety staffing contingency fund) is established with seed money which will be available within any given budget year in connection with staffing issues in the Police and Fire Divisions associated with anticipated retirements attributable to the Deferred Retirement Option Plan.

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 2005 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 Department's best estimate of the city's financial status into the future, given the major assumptions below. Revenue growth assumptions for most sources in 2006 and beyond are based upon an historical ten-year average.

Expenditure Assumptions

- The standard inflation rate for non-personnel items is three percent in 2006 and thereafter.
- Personnel costs (excluding insurance costs) are projected at either the rate in effect per current collective bargaining agreements or, for those units that have contracts that are currently under negotiation or expiring in 2005, a rate consistent with the FOP schedule.
- Insurance costs will grow by 12 percent annually in 2006 and beyond.
- The Divisions of Police and Fire reflect the costs of new and planned recruit classes sufficient to maintain existing staff levels.
- A deposit of \$750,000 will be made to the anticipated expenditure fund in 2005, with deposits of \$1.85 million thereafter.

Revenue Assumptions

- Income tax receipts will grow by 2.5 percent in 2005 and by 6 percent in 2006 and thereafter.
- Property taxes will decline by 2.1 percent in 2005, grow by 10 percent in 2006 due to the six-year reappraisal, and then grow by 4 percent thereafter.
- Local government fund revenue is projected to grow by 6.42 percent in 2005 and then by 7.3 percent thereafter.
- Estate taxes are projected to remain flat in 2005 and then grow by 6.6 percent through the rest of the period.
- Investment earnings will be \$10 million in 2005 and then grow by 12.5 percent thereafter.
- Hotel/motel tax revenue is projected to grow by 2.6 percent in 2005 and 5 percent in 2006 and beyond.
- Charges for services are expected to grow by 3.3 percent in 2005, and to that will be added \$800,000 in additional towing fee revenue. The source will then grow by 4.9 percent thereafter.

Division Specific Assumptions

- One police recruit class of 65 recruits is funded in 2005. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected, such that existing staff levels are maintained.
- One fire recruit class of 35 recruits is funded in 2005. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected, such that existing staff levels are maintained.

GENERAL FUND PRO FORMA OPERATING STATEMENT											
Resources:	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Beginning Balance	\$ 8,958,279	\$ 18,065,286	\$ 5,001,635	\$ 379,069	\$ -	\$ -	\$ 3,759,684	\$ 15,694,013	\$ 36,392,298	\$ 66,481,482	\$ 106,938,632
Income Tax	340,800,000	349,320,000	370,279,000	392,496,000	416,046,000	441,009,000	467,470,000	495,518,000	525,249,000	556,764,000	590,170,000
Property Tax	45,125,000	44,167,000	48,584,000	50,527,000	52,548,000	54,650,000	56,836,000	59,109,000	61,473,000	63,932,000	66,489,000
Kilowatt Hour Tax	3,250,000	3,325,000	3,402,000	3,481,000	3,561,000	3,643,000	3,727,000	3,813,000	3,901,000	3,991,000	4,083,000
Hotel/Motel Tax	2,850,000	2,925,000	3,071,000	3,225,000	3,386,000	3,555,000	3,733,000	3,920,000	4,116,000	4,322,000	4,538,000
Shared Revenues	55,307,000	58,292,000	62,547,000	67,113,000	72,012,000	77,269,000	82,910,000	88,962,000	95,456,000	102,424,000	109,901,000
License and Permit Fees	1,650,000	1,675,000	1,725,000	1,777,000	1,830,000	1,885,000	1,942,000	2,000,000	2,060,000	2,122,000	2,186,000
Fines and Penalties	17,400,000	17,600,000	18,040,000	18,891,000	19,363,000	19,847,000	20,343,000	20,852,000	21,373,000	21,907,000	22,455,000
Investment Earnings	5,400,000	10,000,000	11,250,000	12,656,000	14,238,000	16,018,000	18,020,000	20,273,000	22,807,000	25,658,000	28,865,000
Charges for Service	37,415,000	39,455,000	41,388,000	43,416,000	45,543,000	47,775,000	50,116,000	52,572,000	55,148,000	57,850,000	60,685,000
All Other Revenue	2,944,721	2,805,714	2,857,914	2,912,202	2,968,662	3,027,379	3,088,446	3,151,955	3,218,005	3,286,697	3,358,136
Total Revenues	512,141,721	529,564,714	563,143,914	596,494,202	631,495,662	668,678,379	708,185,446	750,170,955	794,801,005	842,256,697	892,730,136
Fund Transfers	25,000,000	13,000,000	13,000,000	-	-	-	-	-	-	-	-
Total Available Resources	546,100,000	560,630,000	581,145,549	596,873,271	631,495,662	668,678,379	711,945,130	765,864,968	831,193,303	908,738,178	999,668,768
% Change in Total Revenues from Prior	2.74%	3.40%	6.34%	5.92%	5.87%	5.89%	5.91%	5.93%	5.95%	5.97%	5.99%
% Change in Total Resources from Pric	2.05%	2.66%	3.66%	2.71%	5.80%	5.89%	6.47%	7.57%	8.53%	9.33%	10.01%
Expenditures:	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Development	16,552,909	18,178,187	18,958,659	19,819,382	20,729,092	21,690,922	22,708,226	23,786,866	24,931,015	26,135,183	27,363,536
Fire	156,828,874	163,018,143	170,017,250	177,736,034	185,894,117	194,519,605	203,642,574	213,315,596	223,576,076	234,374,801	245,390,417
Governmental Services	51,358,626	57,961,235	60,449,773	63,194,193	66,094,807	69,161,606	72,405,285	75,844,536	79,492,658	83,332,153	87,248,765
Health	17,004,073	18,314,298	19,100,614	19,967,782	20,884,303	21,853,334	22,878,256	23,964,973	25,117,688	26,330,873	27,568,424
Judicial Services	20,615,213	21,329,384	22,245,151	23,255,081	24,322,489	25,451,053	26,644,707	27,910,331	29,252,818	30,665,729	32,107,018
Other Safety	12,810,856	13,149,361	13,713,923	14,336,535	14,994,582	15,690,330	16,426,207	17,206,452	18,034,082	18,905,128	19,793,669
Police	207,507,238	217,723,396	227,071,248	237,380,282	248,276,037	259,796,045	271,980,480	284,899,553	298,603,221	313,025,757	327,737,967
Recreation and Parks	22,352,015	24,827,799	25,893,769	27,069,346	28,311,829	29,625,498	31,014,934	32,488,143	34,050,823	35,695,477	37,373,165
Refuse Collection	20,836,078	22,376,562	23,337,289	24,396,802	25,516,615	26,700,586	27,952,844	29,280,604	30,689,001	32,171,280	33,683,330
Transportation and Fleet	1,418,832	3,000,000	3,128,804	3,270,851	3,420,983	3,579,717	3,747,606	3,925,617	4,114,439	4,313,167	4,515,885
Operating Expenditures	527,284,714	559,878,365	583,916,479	610,426,288	638,444,854	668,068,695	699,401,117	732,622,670	767,861,821	804,949,547	842,782,175
Less Projected Lapsed Appropriation	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Projected Operating Expenditures	527,284,714	554,878,365	578,916,479	605,426,288	633,444,854	663,068,695	694,401,117	727,622,670	762,861,821	799,949,547	837,782,175
Percent Change/Previous Year	0.35%	5.23%	4.33%	4.58%	4.59%	4.64%	4.69%	4.75%	4.81%	4.83%	4.70%
Rainy Day Fund Deposits	-	-	-	-	-	-	-	-	-	-	-
Anticipated Expenditure Fund Transfer	750,000	750,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Total Expenditures/Transfers	528,034,714	555,628,365	580,766,479	607,276,288	635,294,854	664,918,695	696,251,117	729,472,670	764,711,821	801,799,547	839,632,175
Percent Change/Previous Year	0	0	0	0	0	0	0	0	0	0	0
Required Expenditure Reductions and/or Revenue Increases	-	-	-	(10,403,017)	(3,799,193)	-	-	-	-	-	-
Annual Surplus/Deficit:	9,107,007	(13,063,651)	(4,622,565)	(379,069)	-	3,759,684	11,934,329	20,698,285	30,089,184	40,457,150	53,097,960
Cumulative Surplus/Deficit:	\$ 18,065,286	\$ 5,001,635	\$ 379,069	\$ -	\$ -	\$ 3,759,684	\$ 15,694,013	\$ 36,392,298	\$ 66,481,482	\$ 106,938,632	\$ 160,036,592
Footnotes:	Revenue estimates for 2006 and beyond are those of the Department of Finance and not the City Auditor. Cumulative deficits are not possible since each budget year must be balanced. 2005 Fund Transfer of \$13 million will be from the Economic Stabilization Fund.										

City of Columbus Financial Policies

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

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

A. Balanced Budget

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

B. Economic Stabilization Fund

1. The economic stabilization fund (ESF) was created by Ordinance 860-88 in 1988 and is sometimes referred to as the "rainy day fund." It was intended to ensure against reductions in "basic city services during times of economic

recession or unexpected revenue loss by the city” which are supported by the general operating fund.

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

C. Anticipated Expenditure Fund

1. The anticipated expenditure fund was established in 1994 to receive deposits sufficient to provide for funding from the general operating fund of the 27th 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 27th 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 27th 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 27th pay period, as determined by the Finance Department, 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 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 Finance Department 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 Finance Department to reduce expenditures. This may include the deferral of hiring and major expenses for goods and services.
3. Responsible stewardship of public funds requires that expenditures be clearly justified as serving a public purpose. An effort to expend all appropriation authority in the fourth quarter simply in order to avoid a lapse of appropriated funds does not serve a public purpose.
4. Departments and offices are expected to be expending public funds in order to serve the outcomes they have identified for their programs. It is the policy of the city to measure achievement of outcomes through quantifiable

performance indicators. A system of performance management will be integrated into the budget process.

E. Investment of City Funds

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and Finance Director, charged with compliance and the creation of guidelines. The commission embodies a checks and balances process in that each official represents a separately elected official of city government. Pursuant to the above code sections, the following policies exist.
2. The city will not invest in any form of derivatives, except STAROhio (an investment pool managed by the State Treasurer's Office that allows governments within the State to pool their funds for investment purposes).
3. The city is prohibited from entering into reverse repurchase agreements and does not leverage its investment portfolio in any manner.
4. Only eligible investments with final maturities not greater than two years from the time of purchase are permitted.
5. The city purchases investments only through member banks of the Federal Reserve System or broker dealers licensed by the State of Ohio and members of the National Association of Securities Dealers (NASD).
6. Investments permitted by Chapter 325 of the Columbus City Code are limited to the following:
 - a. Bonds, notes, or other obligations of the United States government or its Agencies for which the faith of the United States is pledged for the payment of principal and interest;
 - b. Bonds, notes, debentures, or other obligations issued by any of the federal government-sponsored enterprises listed below:
 - Federal Farm Credit System
 - Federal Home Loan Bank
 - Federal Home Loan Mortgage Corporation
 - Federal National Mortgage Association;
 - c. The Ohio State Treasurer's Asset Reserve Funds (STAROhio) pursuant to Ohio Revised Code 135:45;
 - d. Bonds or other obligations of the City of Columbus, Ohio;
 - e. Obligations of the State of Ohio or any municipal corporation, village, township or other political subdivision of the State of Ohio, as to which there is no default of principal or interest and which have been approved as to their validity by nationally recognized bond counsel.
 - f. Certificates of deposit in eligible institutions applying for moneys as provided in Chapter 321 of the Columbus City Codes;
 - g. Repurchase agreements that are collateralized with legally authorized securities as defined in Chapter 321.08 of Columbus City Code and held

in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.

F. Income Tax and Special Income Tax Fund

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

G. Allocation of Investment Earnings

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

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 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 Finance Department.

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 Finance Department. 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 Finance Director will recommend fee and charge increases based upon the above review to the Mayor's office.
5. With Mayoral approval, the proposed changes shall be presented to the appropriate fee-setting authority for approval.
6. The goal of the rate setting process for the water and sewer enterprise funds shall be to avoid steep increases in rates, while at the same time fully meeting the needs of the system. Ten-year pro-forma operating statements for these funds shall be utilized to assist the divisions in achieving this goal.

J. Revenue Diversification

1. The city will strive to maintain a diversified and stable revenue base as protection from short-term fluctuations in any one revenue source and to ensure its ability to provide ongoing service.

2. Restricted revenue shall only be used for the purposes legally permissible and in a fiscally responsible manner. Programs and services funded by restricted revenue will be clearly designated as such.
3. A balance will be sought in the revenue structure between the proportions of elastic and inelastic revenues. New sources of revenue will be sought to achieve the desirable balance.
4. Each time a new revenue source or a change in the rate of an existing source is considered, the effect of this change on the balance of elastic and inelastic revenue will be thoroughly examined by Finance.

K. Debt-Issuance and Management

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

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

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

M. Revenue Bond Reserve Ratios

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

N. Operating Reserves for Funds Other Than the General Fund

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

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

O. Long-Range Financial Planning

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

City Council

Department Description

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

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

Council's chief of staff oversees all functions of the legislative research office (LRO), the City Clerk's staff, and City Treasurer. Activities include public policy analyses, including the budget and city programming, public information efforts and research and application efforts to reduce operating costs, both on a citywide basis and within the offices of City Council and the City Clerk.

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

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

Department Mission

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

Strategic Priorities for 2005

Council's strategic priorities for 2005 will continue to focus on three areas: working to better serve the needs of all Columbus families, including keeping public safety as the city's top priority; job creation efforts; and continued belt tightening to maintain fiscal health.

Council believes that creating and maintaining jobs is essential to a vibrant city. It will continue to work with the administration to develop innovative collaborations to incentivize significant private investment in what traditionally would have been primarily publicly funded projects. The on-going revitalization of the Northland corridor and downtown are two prime examples. The implementation of a new growth policy in 2004—first reflected in the northwest growth corridor on Hayden Road—that calls on developers and suburbs to share in the cost of needed infrastructure and services, such as roads and safety services, exemplifies this new approach, commonly called “sustainable growth.” These efforts will continue and be expanded elsewhere.

Other key points of an overall job creation strategy include: 1) refocusing city purchasing policies to better support local businesses who employ Columbus taxpayers; and 2) continuing to partner with The Ohio State University, Battelle, The Columbus Chamber of Commerce, the Columbus Technology Leadership Council, and others to create technology jobs.

Council will continue to identify and implement better business practices to make government more effective and accessible to the public. Council implemented electronic production of legislation in 2003, including in-house publication and online distribution of the City Bulletin and meeting agendas. In addition to saving at least \$150,000 annually, web-based access to the bulletin, agendas and city budget documents dramatically increases the public's ability to monitor and comment on city government activity.

Past years' reductions in other miscellaneous expenses continue, as well as revenue enhancement efforts implemented in Parking Violations Bureau operations, which generated nearly \$200,000 in additional revenue from leased vehicles.

Council established the joint-labor management committee in 2002 to begin to address the city's on-going budget challenge. It will continue to encourage both the administration and labor to actively participate in this effort, with the purpose of identifying and implementing creative solutions to improve operations and more effectively provide service to the public, while reducing costs.

Council will continue working with the administration to create greater downtown and neighborhood housing opportunities as a primary tool to secure downtown

stability. City assistance may include various incentives for developers, such as tax abatements, or targeted use of city capital monies to leverage private investments.

Council will continue working with the administration to encourage other political jurisdictions to practice “responsible development” within the Big Darby watershed. To protect this important natural resource Council extended its moratorium on city sewer and water line extensions in the watershed through at least the end of 2005, until a comprehensive, intergovernmental planning accord is complete. Council hopes such an accord allows for the exercise of personal property rights, being sensitive to preservation and environmental protection objectives.

Protecting the city’s most vulnerable citizens will continue to receive Council attention as it works with community advocates such as the Columbus Medical Association, the United Way, the Community Shelter Board, the Neighborhood Health Center System, and the YWCA. These organizations and others bring needed social services and accessible health care to low-income families and populations within the community. Another health-related issue for Council is promotion of wider distribution of AED’s (automated defibrillation devices). Project HeartStart, a collaborative effort begun in 2003, will continue to educate the public about the need for rapid response to heart attacks, and seek to make these life-savings devices more accessible to the general public.

2005 Budget Issues

- The recommended general fund budget for City Council includes funding for contracts with the Greater Columbus Chamber of Commerce and Experience Columbus (FKA the Greater Columbus Convention and Visitors Bureau). In addition to general fund support, Experience Columbus will receive over 29 percent of hotel/motel tax receipts, or approximately \$3.51 million.

Budget and Program Summary

CITY COUNCIL FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
City Council	\$ 11,014,507	\$ 10,224,677	\$ 11,139,265	\$ 11,073,890	\$ 11,433,948
TOTAL	\$ 11,014,507	\$ 10,224,677	\$ 11,139,265	\$ 11,073,890	\$ 11,433,948

DIVISION SUMMARY BY CHARACTER					
CITY COUNCIL GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 2,288,702	\$ 2,313,872	\$ 2,362,951	\$ 2,188,869	\$ 2,250,807
Materials & Supplies	23,581	28,669	20,000	20,000	30,000
Services	2,224,009	1,177,838	1,601,314	1,710,021	2,133,197
Other	2,925	-	-	-	-
TOTAL	\$ 4,539,217	\$ 3,520,379	\$ 3,984,265	\$ 3,918,890	\$ 4,414,004
CITY COUNCIL HOTEL/MOTEL EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Services	\$ 6,475,290	\$ 6,704,297	\$ 7,155,000	\$ 7,155,000	\$ 7,019,944
TOTAL	\$ 6,475,290	\$ 6,704,297	\$ 7,155,000	\$ 7,155,000	\$ 7,019,944

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 4,539,217	\$ 3,520,379	\$ 3,984,265	\$ 3,918,890	\$ 4,414,004
Hotel/Motel Tax	6,475,290	6,704,297	7,155,000	7,155,000	7,019,944
TOTAL	\$ 11,014,507	\$ 10,224,677	\$ 11,139,265	\$ 11,073,890	\$ 11,433,948

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Authorized	2005 Authorized
City Council	FT	31	30	32	32
	PT	3	1	3	3
TOTAL		<u>34</u>	<u>31</u>	<u>35</u>	<u>35</u>
*FT=Full-Time PT=Part-Time					

City Council							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	The city's legislative power is vested in the City Council whose seven members are elected for four year terms on an at-large basis. City Council approves all appropriations and laws for Columbus. In addition to its role as policy-making body, City Council provides a public forum for the discussion of issues by the citizenry.	32	3	\$ 3,984,265	32	3	\$ 4,414,004
Hotel/Motel Tax	The tax provides support for the Greater Columbus Convention and Visitors Bureau and for expanding cultural services.	-	-	7,155,000	-	-	7,019,944
TOTAL		32	3	\$ 11,139,265	32	3	\$ 11,433,948

City Auditor

Department Description

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

The City Auditor has received for the last 24 years a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. This certificate is the highest form of recognition for excellence in state and local government financial reporting.

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

Columbus Income Tax Division

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

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

Department Mission

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

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

Department Goals and Objectives

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

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

Strategic Priorities for 2005

- 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

2005 Budget Issues

- The Auditor's Office funds the contract for the annual audits. Also funded is the Auditor's share of the maintenance contract for the accounting, budgeting and purchasing system software.
- Major items funded within the Income Tax Division's budget are a banking contract for the deposit of income tax and hotel/motel tax receipts, printing of tax forms, and postage costs.

Budget and Program Summary

AUDITOR FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
City Auditor	\$ 2,800,374	\$ 2,673,403	\$ 5,495,921	\$ 4,410,472	\$ 4,349,695
Income Tax	4,690,938	5,139,418	6,392,623	6,232,684	6,784,245
TOTAL	\$ 7,491,312	\$ 7,812,821	\$ 11,888,544	\$ 10,643,156	\$ 11,133,940

DIVISION SUMMARY BY CHARACTER					
CITY AUDITOR GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,964,399	\$ 1,943,475	\$ 1,883,878	\$ 1,841,411	\$ 1,984,113
Materials & Supplies	48,327	25,259	32,750	30,750	34,060
Services	782,748	700,669	1,959,293	2,220,906	2,331,522
Other	-	-	-	317,405	-
Capital	4,900	4,000	-	-	-
Transfers	-	-	1,620,000	-	-
TOTAL	\$ 2,800,374	\$ 2,673,403	\$ 5,495,921	\$ 4,410,472	\$ 4,349,695
INCOME TAX GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 4,191,667	\$ 4,540,670	\$ 4,772,186	\$ 4,736,467	\$ 5,141,587
Materials & Supplies	46,781	25,394	47,100	46,290	58,000
Services	437,510	573,354	1,573,337	1,449,927	1,584,658
Capital	15,000	-	-	-	-
TOTAL	\$ 4,690,938	\$ 5,139,418	\$ 6,392,623	\$ 6,232,684	\$ 6,784,245

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 7,491,312	\$ 7,812,821	\$ 11,888,544	\$ 10,643,156	\$ 11,133,940
TOTAL	\$ 7,491,312	\$ 7,812,821	\$ 11,888,544	\$ 10,643,156	\$ 11,133,940

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Authorized	2005 Authorized
City Auditor	FT	28	26	34	34
	PT	2	2	4	4
Income Tax	FT	76	79	82	82
	PT	1	1	1	1
TOTAL		107	108	121	121

*FT=Full-Time PT=Part-Time

City Auditor							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	Administers City Auditor's Office and Income Tax Division.	4	-	\$ 436,304	4	-	\$ 483,046
Accounting and Financial Reporting	Provides accounting and reporting of all city financial transactions; implements improvements to the city's accounting and reporting system; publishes the city's annual financial report.	6	-	2,510,059	6	-	2,844,258
Auditing	Pre-audits all city financial transactions.	12	-	700,262	12	1	772,599
Payroll Auditing	Processes all city payrolls and insurance programs.	3	1	229,296	3	1	249,792
Budget Reserve Account	Holding account created by City Council in 2001.	-	-	1,620,000	-	-	-
TOTAL		25	1	\$ 5,495,921	25	2	\$ 4,349,695

Income Tax							
Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriated	FT	PT	Proposed
Administration	Directs all administrative and operating functions of the division, including the fiscal duties. Enforces the collection of the two percent municipal income tax pursuant to Chapter 361 of the Columbus City Code. Also ensures the collection and enforcement of the hotel/motel tax for the City of Columbus and Franklin County Convention Facilities Authority.	10	-	\$ 2,481,237	10	-	\$ 2,599,358
Collection and Enforcement	Collects, audits, enforces and processes various types of income tax documents.	44	-	2,741,215	42	-	2,861,037
Record Maintenance	Performs account maintenance; provides support functions for the audit staff; sorts and files all income tax returns and tax correspondence for quick retrieval, skip trace addresses for delinquent accounts and non-filers.	25	1	1,170,171	23	1	1,323,850
TOTAL		79	1	\$ 6,392,623	75	1	\$ 6,784,245

City Treasurer's Office

Department Description

The authority of the City Treasurer is set forth in Section 88 through 96 of the Columbus City Charter. Additionally, the office is responsible for the Parking Violations Bureau.

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
- The administration of the Parking Violations Bureau

The Parking Violations Bureau was established in 1983. The bureau is located at 400 West Whittier Street and is responsible for the issuance and collection of parking tickets, the collection of monies from parking meters and the impounding and storage of vehicles.

Department Mission

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

Strategic Priorities For 2005

- Efficient and accurate receipt, custody, disbursement and investment of all city funds
- Effective and fiscally prudent processing of parking meter collections, ticket issuance, and storage fees

2005 Budget Issues

- The 2005 budget for the Parking Violations Bureau includes funding of \$600,000 for the parking ticket processing and collection contract. This contract provides for hand-held ticket writing units that allow information about each ticket to be downloaded into the system overnight. Payments are accepted by telephone and over the Internet.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
City Treasurer	\$ 829,323	\$ 867,648	\$ 926,143	\$ 850,648	\$ 879,509
Parking Violations Bureau	2,366,970	2,654,904	2,720,672	2,648,913	3,009,400
TOTAL	<u>\$ 3,196,293</u>	<u>\$ 3,522,552</u>	<u>\$ 3,646,815</u>	<u>\$ 3,499,561</u>	<u>\$ 3,888,909</u>

DIVISION SUMMARY BY CHARACTER					
CITY TREASURER	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 731,751	\$ 742,176	\$ 675,580	\$ 687,427	\$ 713,741
Materials & Supplies	8,915	5,000	4,000	17,494	4,000
Services	88,657	120,472	246,563	145,677	161,768
Other Disbursements	-	-	-	50	-
Capital	-	-	-	-	-
TOTAL	<u>\$ 829,323</u>	<u>\$ 867,648</u>	<u>\$ 926,143</u>	<u>\$ 850,648</u>	<u>\$ 879,509</u>

DIVISION SUMMARY BY CHARACTER					
PARKING VIOLATIONS	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,866,249	\$ 1,971,055	\$ 1,900,570	\$ 2,018,909	\$ 2,178,856
Materials & Supplies	39,698	22,997	27,655	21,646	26,555
Services	447,798	646,852	780,447	596,358	791,989
Other Disbursements	13,225	14,000	12,000	12,000	12,000
Capital	-	-	-	-	-
TOTAL	<u>\$ 2,366,970</u>	<u>\$ 2,654,904</u>	<u>\$ 2,720,672</u>	<u>\$ 2,648,913</u>	<u>\$ 3,009,400</u>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General Fund	\$ 3,196,293	\$ 3,522,552	\$ 3,646,815	\$ 3,499,561	\$ 3,888,909
TOTAL	\$ 3,196,293	\$ 3,522,552	\$ 3,646,815	\$ 3,499,561	\$ 3,888,909

DEPARTMENT PERSONNEL SUMMARY					
DEPARTMENT	FT/PT*	2002 Actual	2003 Actual	2004 Authorized	2005 Authorized
City Treasurer	FT	11	11	12	12
	PT	1	-	1	1
Parking Violations	FT	37	35	37	37
	PT	2	1	2	2
TOTAL		51	47	52	52

*FT=Full-Time PT=Part-Time

City Treasurer							
Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriated	FT	PT	Proposed
Treasurer's Office	Acts as a custodian of all funds, which includes the receipt of tax assessments, disbursement, accounting, deposit, and investment	12	1	\$ 926,143	12	1	\$ 879,509
Parking Violations Bureau	Promotes an orderly turnover of on-street parking, processes funds from parking meters and fines, ensures expedant releases of impounded vehicles in accordance with the Columbus City Code	37	2	2,720,672	37	2	3,009,400
TOTAL		49	3	\$ 3,646,815	49	3	\$ 3,888,909

City Attorney

Department Description

In the words of the Columbus City Charter, the City Attorney is "...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 has many duties including prosecuting or defending all suits for and in behalf of the city, prosecuting criminal misdemeanor offenses in the Franklin County Municipal Court, reviewing legislation being considered by City Council, collecting debts owed to the city, acquiring easements and property needed by the city and, when requested in writing by the Mayor or Council or a department head, rendering opinions upon any question of law involving the powers or duties of the requester.

The City Attorney's Office is staffed with 125 full-time employees (54 of whom are attorneys) and 33 part-time employees. While most of the employees are paid out of the general fund, several are paid out of grant funds or the land acquisition fund.

The Office is divided into various organizational units to accomplish the many duties that the City Attorney must perform. These units are the Civil Division (which incorporates the Business and Regulation Section, the Litigation Section, and the Labor and Employment Section), the Claims Division, the Prosecutor Division (which incorporates the Domestic Violence and Stalking Unit, the Environmental Unit, the Intake Unit, the Criminal Appellate Unit, Telecommunications Harassment Unit, Night Prosecutor Mediation Program, the Check Resolution Program, the Neighborhood Legal Advocates Program and the Student Mediation and Assistance to Reduce Truancy Program), the Real Estate Division and the Police Legal Advisor.

Department Mission

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

To carry out those duties and responsibilities 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 so that at its conclusion the result will be just and fair both to the City of Columbus and to the other parties involved.

Strategic Priorities for 2005

- Continue to deliver quality legal services
- Promote a partnership with community groups so that the resources of the office can be brought to bear early and effectively in solving neighborhood problems

2005 Budget Issues

- Through attrition, the City Attorney has eliminated five full-time positions and will delay, until the second quarter, the hiring of two attorneys critical to the operation of the Office that were requested in the original budget submission. These moves will result in general fund savings of \$359,359. In addition, the Office has taken a 2 percent vacancy credit totaling \$191,304.
- In 2004, funds for outside counsel were budgeted in the City Attorney's Office while legal settlement costs were funded in Finance's citywide account. Special counsel costs are incurred when conflicts of interest prohibit the City Attorney from representing parties in litigation or when the matter involves highly specialized matters that demand expertise outside the City Attorney's Office. In the 2005 budget, costs for both outside counsel and legal settlements are budgeted in Finance's citywide account.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
City Attorney	\$ 9,770,522	\$ 9,265,707	\$ 9,146,152	\$ 9,044,631	\$ 9,677,471
Real Estate	442,525	381,699	328,174	334,883	345,682
Land Acquisition	609,447	650,747	725,759	723,435	782,895
Special Litigation	524,100	295,451	-	-	-
TOTAL	\$ 11,346,594	\$ 10,593,603	\$ 10,200,085	\$ 10,102,949	\$ 10,806,048

DIVISION SUMMARY BY CHARACTER					
CITY ATTORNEY					
GENERAL FUND					
EXPENDITURES SUMMARY	2002	2003	2004	2004	2005
	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 8,003,866	\$ 8,205,889	\$ 8,145,387	\$ 8,095,842	\$ 8,932,232
Materials & Supplies	75,979	82,918	103,500	166,064	152,873
Services	1,690,677	976,900	647,265	622,416	592,366
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	250,000	160,309	-
TOTAL	\$ 9,770,522	\$ 9,265,707	\$ 9,146,152	\$ 9,044,631	\$ 9,677,471
REAL ESTATE					
GENERAL FUND					
EXPENDITURES SUMMARY	2002	2003	2004	2004	2005
	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 408,752	\$ 360,077	\$ 312,901	\$ 322,189	\$ 331,443
Materials & Supplies	3,931	7,082	5,373	5,373	5,373
Services	29,842	14,540	9,900	7,321	8,866
TOTAL	\$ 442,525	\$ 381,699	\$ 328,174	\$ 334,883	\$ 345,682
LAND ACQUISITION					
LAND ACQUISITION FUND					
EXPENDITURES SUMMARY	2002	2003	2004	2004	2005
	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 556,724	\$ 579,897	\$ 629,503	\$ 628,011	\$ 694,484
Materials & Supplies	5,020	17,562	9,978	9,146	9,978
Services	47,703	43,760	86,278	86,278	78,433
Capital	-	9,528	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 609,447	\$ 650,747	\$ 725,759	\$ 723,435	\$ 782,895
SPECIAL LITIGATION					
GENERAL FUND					
EXPENDITURES SUMMARY	2002	2003	2004	2004	2005
	Actual	Actual	Appropriated	Estimated	Proposed
Personnel	\$ 445,954	\$ 295,451	\$ -	\$ -	\$ -
Materials & Supplies	10,999	-	-	-	-
Services	67,147	-	-	-	-
TOTAL	\$ 524,100	\$ 295,451	\$ -	\$ -	\$ -

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 10,737,148	\$ 9,942,856	\$ 9,474,326	\$ 9,379,514	\$ 10,023,153
Land Acquisition	609,447	650,747	725,759	723,435	782,895
TOTAL	\$ 11,346,595	\$ 10,593,603	\$ 10,200,085	\$ 10,102,949	\$ 10,806,048

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Authorized	2005 Authorized
City Attorney	FT	108	102	119	119
	PT	46	46	46	46
Real Estate	FT	7	7	7	7
Land Acquisition	FT	7	4	7	7
	PT	-	-	1	1
Special Litigation	FT	5	-	-	-
TOTAL		173	159	180	180

*FT=Full-Time PT=Part-Time

CITY ATTORNEY							
Program	Mission/Description	FT	2004 Budget PT	Appropriated	FT	2005 Budget PT	Proposed
Administration	Provides management and support through the offices of the City Attorney	9	-	\$ 1,791,087	8	1	\$ 1,549,311
Criminal Prosecution	Provides attorneys to represent the State of Ohio and the City of Columbus in the prosecution of misdemeanor traffic and criminal cases filed in the Franklin County Municipal Court. Crimes prosecuted by this unit include domestic violence, DUI, and assault cases.	22	-	1,882,400	23	-	1,963,251
Civil Prosecution	Provides support personnel to assist attorneys in the civil division by preparing legal documents, maintaining the case database, scheduling depositions and appointments as well as a multitude of other duties that maintain the organized flow of legal documents in the city's legal office.	4	-	261,300	5	-	281,359
Civil Part-Time	Provides law student interns who perform legal research for the attorneys in the civil division.	-	3	29,951	-	6	132,827
Appellate	Responsible for the appeal of misdemeanor prosecutions to the Franklin County Court of Appeals, and defending any misdemeanor criminal appeals filed against the city. Law student interns in this unit, in addition to providing legal research, staff traffic court in Franklin County Municipal Court.	2	6	270,586	2	6	266,961

Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriation	FT	PT	Proposed
Intake	Serves citizens of the community who request the filing of criminal misdemeanor complaints. Intake staff assist, advise and make appropriate referrals on behalf of the city.	4	22	566,105	2	23	604,666
Victim Witness Assistance	Prosecutes domestic violence offenders and assists victims of this crime by providing them with immediate resources in times of crisis as well as education and training to all Franklin County law enforcement officers and the Columbus Division of Police. The unit also focuses on menacing by stalking cases.	13	-	779,838	10	-	790,315
Business	Assists in the legal review and implementation of vital city development projects, which foster the growth of our community and gives legal assistance to city officials with respect to city services, legislation, contracts, zoning, and relations with the suburban neighbors of the city. This section also assists with the city's compliance with state and federal environmental laws, and taking legal action against industrial facilities that fail to comply with water pollution laws and other environmental requirements.	8	-	765,339	8	-	829,812

Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriation	FT	PT	Proposed
Litigation	Defends the City of Columbus and its employees in contract disputes, claims for personal injury or property damage, constitutional violations, wrongful death, tax disputes, and many other claims requesting money damages. Also provides legal education, training, advice, and counsel.	6	-	606,716	6	-	671,076
Labor	Responsible for handling all labor and employment-related litigation involving the city and for rendering legal advice to city officials on labor and employment matters in the areas of collective bargaining, labor contract administration, employee benefits, civil service, equal employment opportunity, workers' compensation and unemployment compensation. Defends the city in employment litigation filed in federal and state courts, and counsels various city departments on day-to-day personnel matters.	4	-	441,529	5	-	562,772
Police Legal Bureau	Advises the Division of Police on legal and policy matters impacting their work. Serves as liaison for both civil and criminal litigation involving police. Provides hours of training on a variety of legal topics associated with legal issues for law enforcement.	4	-	239,111	3	2	270,008
Claims	Handles pre-litigation claims against the city as well as the collection of funds owed to the city.	6	1	426,319	7	-	472,521

Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriation	FT	PT	Proposed
Legal Assistance	Provides clerical support to the prosecutors in the Franklin County Municipal Court. Responsible for sending out subpoenas and ensuring that all case files have necessary paperwork for each prosecutor's daily docket.	14	-	783,607	16	-	840,661
Dispute Resolution	Solves problems and conflicts outside of the judicial process through the use of trained mediators. The night prosecutor mediation program mediates cases in an attempt to resolve issues between citizens without entering the criminal courts. Project SMART (Student Mediation and Assistance to Reduce Truancy), brings students, parents, and educators together to develop a specific plan to keep children in school. The check resolution program assists in the collection of money lost to merchants due to the passing of bad checks.	1	-	85,487	1	-	77,194
Environmental	Handles cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.	5	-	216,777	5	-	364,737
Real Estate	Responsible for acquisition of all real property needed by city departments. In addition, this division provides the legal assistance to the city with regard to all real estate matters, including the sale and leasing of property, estimation of property values, and matters related to real estate taxes. This division is general fund supported.	4	-	328,174	4	-	345,682

Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriation	FT	PT	Proposed
Land Acquisition	Responsible for acquisition of all real property needed by city departments. In addition, this division provides the legal assistance to the city with regard to all real estate matters, including the sale and leasing of property, estimation of property values, and matters related to real estate taxes. This division is funded through the land acquisition fund. The land acquisition fund is supported through billings to non-general fund divisions for real estate work.	7	1	725,759	7	1	782,895
TOTAL		113	33	\$ 10,200,085	112	39	\$ 10,806,048

Municipal Court Judges

Department Description

R.C. 1901.01 established the Franklin County Municipal Court. A judge is a public official appointed or elected to preside and to administer the law in a court of justice. A full term of court for a judge consists of six years. The court has 14 judges in the general division and 1 judge in the environmental division. The judges elect annually one of their peers to the position of administrative and presiding judge. A visiting judge is necessary in certain emergency situations.

The judges process both criminal and traffic misdemeanor jury and non-jury trials, arraignments, preliminary hearings on felony cases and set bond on all criminal charges. They further handle civil cases with a monetary jurisdiction not to exceed \$15,000, exclusive of interest and costs. The small claims division, under the judges' supervision, handles cases where the demand does not exceed \$3,000, exclusive of interest and costs.

Each week, a different judge is assigned to the duty session to handle a variety of responsibilities which include decisions concerning applications for warrants to search, applications by the Municipal Court Clerk to strike improper or incomplete pleadings, motions to dismiss filed by the prosecutor pursuant to Crim. R. 48, cognovit notes, motions to excuse jurors, probable cause hearings, motions for default judgments filed in unassigned cases, determination as to whether an evidentiary hearing on the issue of damages is necessary and performance of civil wedding ceremonies on a scheduled basis.

The geographic jurisdiction of the court is all of Franklin County, which has a population of over one million, and those portions of the City of Columbus that extend beyond the boundaries of Franklin County.

The jurisdiction and powers of the environmental division differ from those of the general division in several important respects.

R.C. 1901.181 gives the environmental division exclusive jurisdiction to enforce in any civil action or any criminal action any local building, housing, air pollution, sanitation, health, fire, zoning or safety code, ordinance, or regulation applicable to premises used or intended for use as a place of human habitation, buildings, structures or any other real property subject to any such code, ordinance, or regulation. Pursuant to R.C. 1901.181 and R.C. 1901.17, there is no monetary limit on the cases that fall within the environmental division's exclusive jurisdiction.

R.C. 1901.131 grants the environmental division injunctive powers.

To support the Judiciary, the Court has several divisions/programs through which court services are provided to the public. They are as follows:

- Court Administration that consists of the court security program, court investigation, volunteer services program, vehicle immobilization program and Spanish interpreting
- Court reporters, assignment office, jury office, judges and magistrates bailiffs, service bailiffs, secretaries and the small claims division/dispute resolution program
- The department of probation services consists of administration, supervision services and investigation services. There are specialized probation supervision programs that include the chemical abuse program (CAP), multiple OMVI offender program (MOP), sex offender program and the mental health offices. There is a domestic violence program and a community sanctions unit consisting of the supervised community service program and the restitution program. There is a provided no conviction program and an intensive supervision residential program (ISRP). To support all of these programs in the probation department, there is a support services unit consisting of receptionists, intake assignment coordinators, transcriptionists and support relief/liaison officers.

Department Mission

Judiciary

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

Administration

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

Strategic Priorities for 2005

- Engage in an operational and administrative review of current Court structure and commit to implement recommended changes.
- Meet the challenge of providing liaison and interpretation services to the growing number of Somali and other non-English speaking clients of the Court.
- Review and overhaul the payroll, human resources and finance operations and commit to staffing these functions appropriately.
- Place emphasis on the importance of retaining, attracting and rewarding qualified staff.
- Secure funding for the renovation of all courtrooms.

2005 Budget Issues

- Funding of \$12,225,966 is provided, with an allowance for vacancies, for 171 full-time and 8 part-time positions in the Franklin County Municipal Court Judges' 2005 general fund budget.
- Court security efforts will continue in 2005; however, funding was shifted to a special projects fund that was created in 2002 for the purpose of providing security to the Courts. This secure facilities fee will continue to support funding in excess of \$1,000,000 and 16 full-time staff members annually.
- The Municipal Court Judges' 2005 budget includes \$1,408,065 for services. Of this amount, \$500,000 is allocated to the contract for appointed counsel, \$240,000 for juror fees, \$135,000 for deaf and language interpretation services and \$102,000 for competency examinations and evaluations.
- Funding of \$428,082 is included in the Municipal Court Judges' 2005 computer fund budget. The budget supports legal research staffing of four part-time positions and fifty percent of a full-time position.
- Proposed funding within the Municipal Court Judges' 2005 computer fund budget is \$78,218 below 2004 estimated expenditures largely due to the transfer of two positions to the Clerk's side of the fund, lower data processing charges and the fact that no equipment purchases are budgeted in 2005.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Municipal Court Judges	\$ 12,147,238	\$ 12,579,008	\$ 12,191,467	\$ 12,265,188	\$ 12,654,048
TOTAL	\$ 12,147,238	\$ 12,579,008	\$ 12,191,467	\$ 12,265,188	\$ 12,654,048

DEPARTMENT SUMMARY BY CHARACTER					
MUNICIPAL CT JUDGES GENERAL FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 10,259,736	\$ 10,364,888	\$ 9,961,695	\$ 10,308,565	\$ 10,757,925
Materials & Supplies	60,947	61,731	58,800	53,416	59,976
Services	1,310,155	1,430,287	1,407,685	1,396,907	1,408,065
Capital	-	-	-	-	-
TOTAL	\$ 11,630,838	\$ 11,856,906	\$ 11,428,180	\$ 11,758,888	\$ 12,225,966
MUNICIPAL CT JUDGES COMPUTER FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 106,984	\$ 113,440	\$ 173,774	\$ 171,787	\$ 127,932
Materials & Supplies	69,460	285,788	122,500	73,307	100,450
Services	269,387	317,225	411,013	212,300	199,700
Capital	70,569	5,649	56,000	48,906	-
TOTAL	\$ 516,400	\$ 722,103	\$ 763,287	\$ 506,300	\$ 428,082

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General Fund	\$ 11,630,838	\$ 11,856,906	\$ 11,428,180	\$ 11,758,888	\$ 12,225,966
Municipal Court Computer Fund	516,400	722,103	763,287	506,300	428,082
TOTAL	\$ 12,147,238	\$ 12,579,008	\$ 12,191,467	\$ 12,265,188	\$ 12,654,048

DEPARTMENT PERSONNEL SUMMARY					
DEPARTMENT	FT/PT*	2002 Actual	2003 Actual	2004 Authorized	2005 Authorized
Municipal Court Judges	FT	180	167	173	173
	PT	10	14	11	11
Court Computer Fund	FT	2	2	2	2
	PT	-	-	4	4
TOTAL		192	183	190	190

*FT=Full-Time PT=Part-Time

Municipal Court Judges

MUNICIPAL COURT JUDGES							
Program	Mission/Description	FT	2004 Budget PT	Appropriated	FT	2005 Budget PT	Proposed
Administration	The court administration section is under the general direction of the bench and, through the administrative judge, is the vehicle by which non-judicial policies of the court are carried out on a daily basis. Such a structure enables the judges to focus their attentions on judicial, rather than administrative, responsibilities. Court administration principal responsibilities are as follows: 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.	44	7	\$ 4,615,095	44	7	\$ 4,358,487
Assignment Office	The assignment office controls the case flow management of a case immediately upon its input into the computer system. The office is responsible for making individual case assignments to the judges in a random rotation for criminal and traffic cases when a plea of not guilty has been entered in arraignment, and in civil cases when an answer or motion has been filed. In addition, the assignment office prepares individual judges' and magistrates' courtsheets and boardsheets; notifies plaintiffs, defendants, prosecutors, attorneys and suburban solicitors of all court hearings; schedules and maintains an up-to-date status of all active cases assigned to the judges and magistrates; and processes all motions and pleadings.	13	1	699,680	14	-	726,065

Service Bailiffs	<p>The service bailiff division assists litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies. Service bailiffs serve summonses for civil, forcible entry and detainer, criminal, traffic and judgment debtor cases. In addition, they serve complaints and subpoenas; enforce replevins, executions, orders of attachment and garnishments, writs of restitution; and handle evictions. Among their other duties, service bailiffs are responsible for recovery of property from defendants and collection of monetary awards as a consequence of judgments won by plaintiffs.</p>	18	-	1,022,839	18	-	1,055,476
Courtroom Bailiffs	<p>Courtroom bailiffs coordinate activities in the courtrooms of judges and magistrates. Bailiffs schedule cases and, on a daily basis, provide information to the public regarding the status of pending cases. Their responsibilities touch many functional areas of the justice system from court administration to the Clerk, from probation services to the jury commissioner.</p>	22	-	1,100,465	22	-	1,598,807
Probation Services	<p>The department of probation services is an effective sentencing tool which the Judges use extensively as an alternative to incarceration for select offenders. Probation services consist of the following: administration, regular supervision, non-reporting probation, domestic violence program, chemical abuse program, multiple OMVI offender program, sex offender program, investigation services, community service program, restitution program and provided no convictions program.</p>	54	1	3,176,258	54	1	3,275,505

Municipal Court Judges

Small Claims	The small claims division was established to provide citizens with a simplified procedure for bringing civil suits for sums of \$3,000 or less. While attorneys are permitted, they are not required. The office provides forms and assistance to individuals wishing to file claims, motions and writs of execution. This office is closely interwoven with the Court's dispute resolution program that schedules and conducts mediation in civil cases for the Court.	5	1	247,955	5	1	261,380
Court Reporters	Court reporters are responsible for making a verbatim record of all court proceedings, reading back any and all portions of court proceedings, preparing verbatim transcripts of court proceedings and maintaining records on court exhibits.	14	2	989,642	14	2	1,012,986
Jury Commissioner	The office of the jury commissioner is responsible for summoning citizens to serve as jurors, randomly selecting jurors for panels, postponing and rescheduling jury service, and maintaining information on prospective jurors.	2	-	359,533	2	-	365,342
TOTAL		172	12	\$ 12,191,467	173	11	\$ 12,654,048

Municipal Court Clerk

Department Description

The Franklin County Municipal Court Clerk is the legal custodian for the accurate and timely processing and safe keeping of court records and funds. Fundamental to American jurisprudence, the Clerk is the essential impartial entity in the judicial system. Where the fifteen judges dispense justice, the Clerk is required to perform the administrative tasks associated with their legal interpretations and judgments. The Clerk delivers the public services in “the people’s court” by offering information and support regarding all criminal, traffic, environmental and civil cases filed in the court. Continual services regarding the status of cases, preparing numerous dockets, processing thousands of legal documents, receipting and disbursing funds as well as processing bails are relied upon 24 hours a day, 7 days a week. Law enforcement agencies, the Bureau of Motor Vehicles, attorneys, the City Attorney’s Office, the County Prosecutor and the Public Defender’s Office are just a few of the judicial agencies that rely on the Clerk’s services so that they may continue their services.

Mission

The mission of the Office of the Franklin County Municipal Court Clerk is to professionally, objectively, and enthusiastically serve our fellow citizens and the court, and to tirelessly fulfill all of our statutory mandates so that the court records have absolute integrity and all monies are vigilantly safeguarded.

We shall accomplish our mission by empowering a team of people who consistently demonstrate caring and positive attitudes which result in a noticeable dedication to help others. Our team is comprised of people who genuinely pursue high character and high competency. We are a group of diverse people who strive to create an environment that prizes individuals, and creates a highly functional office culture powered by a passion for unity which supports our entire community.

Strategic Priorities for 2005

- Continue the enhancement of service delivery by developing technological advancements in order to establish e-clerk practices, including the following:
 - **E-arrest bond** / ability for an individual to post bail on-line 24 hours a day, 7 days a week, 365 day per year.

- **E-attorney** - ability for an attorney to search their case (criminal, traffic, or civil).
 - **E-filing** - ability to file documents via Municipal Court website.
 - **E-pay** - ability for public to pay payable case (fine and court costs) on - line. This is yet another option for the public to pay their financial obligation on the case.
 - **E-search warrant** - ability for law enforcement to submit a search warrant request to a judge for review and approval.
 - **E-slating** - ability for law enforcement to submit their criminal complaints electronically through a remote kiosk connected to the Clerk's office.
 - **E-subpoena** - ability for police departments to receive subpoena for their agency and direct subpoena via e-mail to the arresting officer(s). This eliminates the paper subpoena and improves efficiency.
 - **E-ticket** - ability for law enforcement to generate ticket from the cruiser and transmit data directly to the Municipal Court.
 - **Imaging** - ability to electronically view the court docket and associated case paperwork for enhanced efficiency and effectiveness.
 - **IVR solution** - ability for public to call a toll-free number (i.e. 1-800-Ticket) to determine the cost of payable traffic tickets, and provide the option to pay by phone. In addition, this machine will be utilized for basic court and clerk information.
 - **Mail - postage solution** - ability to print to a machine that has capability to print, fold document, insert document into envelope, sort for other (same address) documents, group document insertion, sort mail for postal discount, and apply postage. Another option is to e-mail the document as an attachment when pre-approved e-mail delivery has been sanctioned.
- Continue vigilantly to collect all monies owed to the court from fines, court costs and fees, including pursuing the feasibility of establishing new programs which would include mediation, tax refund assessments through the Ohio Supreme Court, and a professional communications/call center.
 - Continue leadership initiatives to further develop deputy clerk team building, effective communications, empowerment and unity through an established committee involvement structure and open forums.

2005 Budget Issues

- The Municipal Court Clerk's 2005 general fund budget of \$9,103,418 includes funding, with an allowance for vacancies, for 151 full-time employee positions.
- Efforts to collect unpaid fines and costs will continue in 2005; however, funding for these activities was shifted to a special revenue fund created by the City Auditor in 2003 to handle fees charged for collections of delinquent amounts, resulting in an estimated savings to the general fund of \$518,215 in 2005. The Clerk estimates the total collections to approach \$1.5 million in 2005.
- The Municipal Court Clerk will continue to explore opportunities to use technology to improve service and communications to the public.
- The Municipal Court Clerk's 2005 computer fund budget of \$3,650,427 includes 12 full-time employee positions.
- The Municipal Court Clerk's 2005 computer fund budget includes significant increases in funding for supplies, professional services and equipment related to various technology projects necessary for the development of e-clerk practices. The timing and order of these projects has yet to be finalized.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Municipal Court Clerk	\$ 10,797,449	\$ 10,445,173	\$ 10,623,810	\$ 10,434,153	\$ 12,753,845
TOTAL	\$ 10,797,449	\$ 10,445,173	\$ 10,623,810	\$ 10,434,153	\$ 12,753,845

DEPARTMENT SUMMARY BY CHARACTER					
MUNICIPAL CT CLERK GENERAL FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 8,249,780	\$ 8,532,348	\$ 7,635,619	\$ 8,055,994	\$ 8,214,421
Materials & Supplies	130,397	162,780	171,170	151,170	175,500
Services	256,204	174,102	749,161	649,161	713,497
Other Disbursements	1,048	-	-	-	-
Capital	7,877	-	-	-	-
TOTAL	\$ 8,645,306	\$ 8,669,230	\$ 8,555,950	\$ 8,856,325	\$ 9,103,418
MUNICIPAL CT CLERK COMPUTER FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 503,491	\$ 632,855	\$ 730,254	\$ 736,949	\$ 940,090
Materials & Supplies	193,589	357,478	415,600	157,043	583,200
Services	708,259	549,880	860,006	663,130	1,575,137
Capital	746,824	35,729	62,000	20,706	552,000
TOTAL	\$ 2,152,143	\$ 1,575,943	\$ 2,067,860	\$ 1,577,828	\$ 3,650,427

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 8,845,306	\$ 8,869,230	\$ 8,555,950	\$ 8,856,325	\$ 9,103,418
Municipal Court Computer Fund	2,152,143	1,575,943	2,067,860	1,577,828	3,650,427
TOTAL	\$ 10,797,449	\$ 10,445,173	\$ 10,623,810	\$ 10,434,153	\$ 12,753,845

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2002 Actual	2003 Actual	2004 Authorized	2005 Authorized
Municipal Court Clerk	FT	172	157	172	172
	PT	-	-	-	-
Computer Fund	FT	8	10	10	12
TOTAL		180	167	182	184

*FT=Full-Time PT=Part-Time

Municipal Court Clerk

Municipal Court Clerk							
Program	Mission/Description	FT	2004 Budget PT	Appropriated	FT	2005 Budget PT	Proposed
Administration	The administration division ensures the smooth operation of the seven other divisions of the Clerk's office by preparing, submitting and tracking the annual budget; interviewing, evaluating and hiring all deputy clerks; purchasing and maintaining repair of all equipment; and managing personnel and maintaining payroll records. In addition, administration oversees legal compliance with applicable statutes, rules and case law; prepares statistical reports required by law; reviews and refers cases to the appropriate authorities for collection proceedings; and evaluates, investigates and responds to inquiries by the public.	18	-	\$ 1,587,182	4	-	\$ 1,014,062
Accounting/Finance	The accounting/finance division is responsible for the collection and accounting of fines, court costs, fees and bail for criminal, environmental and traffic charges filed in the Franklin County Municipal Court. The division is also responsible for accepting and disbursing civil division funds paid to the court for costs and fees, plus judgment and garnishment amounts. The accounting/finance division processes all mail payments, prepares receipts for monies collected, distributes funds to the proper political subdivisions and parties and makes a general accounting of all monies received and disbursed in the Clerk's office.	26	-	1,445,122	22	-	1,402,755
Civil	The civil division accepts dockets and maintains records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction. These cases include civil actions in contract, accounts, notes, personal injury, property damage, forcible entry and detainer, replevin and attachment in amounts up to \$15,000.	31	-	1,410,023	29	-	1,621,229
Criminal/Traffic	The criminal/traffic division accepts and processes all documents related to criminal and traffic charges in which citations are issued within the jurisdiction of the Franklin County Municipal Court. In addition, the division processes and reports all applicable records to the Ohio Bureau of Motor Vehicles. The criminal/traffic division is open to the public 24 hours a day, 365 days a year.	77	-	3,720,194	84	-	4,418,134

Office of Information Services	The office of information services supports both the Clerk and the Court with the data processing needs of all divisions. User-fee revenues from court costs and filing fees fund a growing number of technology projects. The division continues to expand the opportunities available with new technologies to reach the goals of the Clerk and Court.	10	-	2,067,860	12	-	3,650,427
Traffic Violations Bureau	The traffic violations bureau keeps records of and processes 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.	9	-	393,429	12	-	647,238
TOTAL		171	-	\$ 10,623,810	163	-	\$ 12,753,845

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 2005

From the Columbus Covenant:

Customer Service

- Review and make changes to the Commission website so it is more user-oriented.

Safety

- Continue to provide support necessary to promote police and fire personnel into the higher ranks. It will also conduct police officer testing.

Peak Performance

- Continue to use performance management information to monitor whether commission objectives are being met.

Additional Departmental Priorities:

- The Commission will continue to foster the use of the Kaizen process as time permits.

2005 Budget Issues

- The Civil Service Commission will continue to carry out its responsibilities in 2005. The Commission's budget provides for 32 full-time positions.
- Promotional testing for police deputy chief, police sergeant, fire lieutenant and fire captain will be conducted. Also, targeted police testing at minority colleges will be undertaken for early 2005.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Civil Service Commission	\$ 2,972,199	\$ 2,570,245	\$ 2,594,899	\$ 2,634,268	\$ 2,748,900
TOTAL	\$ 2,972,199	\$ 2,570,245	\$ 2,594,899	\$ 2,634,268	\$ 2,748,900

DIVISION SUMMARY BY CHARACTER					
CIVIL SERVICE COMMISSION EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 2,730,151	\$ 2,431,439	\$ 2,196,076	\$ 2,259,124	\$ 2,236,219
Materials & Supplies	23,276	13,488	29,977	25,398	25,500
Services	218,772	124,106	368,846	349,746	487,181
Other Disbursements	-	1,212	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 2,972,199	\$ 2,570,245	\$ 2,594,899	\$ 2,634,268	\$ 2,748,900

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General Fund	\$ 2,972,199	\$ 2,570,245	\$ 2,594,899	\$ 2,634,268	\$ 2,748,900
TOTAL	\$ 2,972,199	\$ 2,570,245	\$ 2,594,899	\$ 2,634,268	\$ 2,748,900

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Civil Service Commission	FT	41	35	32	32
	PT	35	11	18	18
TOTAL		76	46	50	50
*FT=Full-Time PT=Part-Time					
Note: Part-time numbers reflect peak levels of employees, not average staffing levels.					

Civil Service Commission					
PROGRAM NAME: Administration		Appropriation/Request		FT	PT
PROGRAM MISSION: To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens		2004	\$ 1,133,810	9	0
		2005	\$ 1,231,853	9	0
Service Delivery Goal:		To ensure fair access is provided for city job opportunities			
	Measure	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
Maintain at 2% or lower the percentage of full-time provisional employees	% of full-time provisional employees	0.4%	0.2%	0.2%	

Civil Service Commission						
PROGRAM NAME: Public Safety Testing			Appropriation/Request		FT	PT
PROGRAM MISSION: To provide lists of qualified candidates for uniformed competitive classifications by developing, administering, and scoring valid and reliable examinations in a timely manner			2004	\$ 546,821	7	18
			2005	\$ 718,946	7	18
Service Delivery Goal: To maintain current eligibility lists for uniformed competitive classes						
			Actual	Actual	Mid-Year	
			2002	2003	2004	
Measures						
Objective 1						
To maintain current eligibility lists for all eleven competitive classes in the uniformed ranks	# of uniformed classifications		11	11	11	
	% of uniformed classifications with a current eligible list		100%	100%	100%	
Service Delivery Goal: To have up-to-date job analyses for competitive uniformed classifications						
			Actual	Actual	Mid-Year	
			2002	2003	2004	
Measures						
Objective 1						
Review and update job analysis for Firefighter and Police Officer classifications every four years	# of Firefighter analyses completed		New	3	3	
	# of Police Officer analyses completed		New	1	2	
	% of Firefighter job analysis reviewed and updated within the last 4 years		New	100%	100%	
	% of Police Officer job analysis reviewed and updated within last 4 years		New	33%	100%	
Objective 2						
Review and update job analysis for 100% of uniformed promotional classifications every two years (50% each year)	# of uniformed promotional classifications (excluding Police D/C)		New	7	7	
	# of uniformed promotional job analyses reviewed/updated (per year)		New	3	0	
	# of analysts		New	6	6	
	# of job analyses reviewed/updated per analyst		New	0.5	0	
	% of uniformed promotional classifications with new examinations developed within the last two years		New	100%	100%	

Service Delivery Goal:		To have up-to-date exams prepared for competitive uniformed classifications		
		Actual 2002	Actual 2003	Mid-Year 2004
Objective 1		Measures		
Develop new examinations for 100% of uniformed promotional classifications every two years (50% each year)	# of uniformed promotional classifications (excluding Police D/C)	New	7	7
	# of examination phases	New	31	31
	# of exam phases developed per year	New	12	8
	# of analysts	New	6	6
	# of examination phases developed per year per analyst	New	2	1
	% of uniformed promotional classifications with new examinations developed within the last year	New	77.4%	51.6%
Objective 2				
Review and update 100% of examinations for Firefighter and Police Officer every four years	# of Firefighter exam phases	New	4	4
	# of Police Officer exam phases	New	4	4
	# of Firefighter exam phases reviewed and updated within last 4 years	New	4	4
	# of Police Officer exam phases reviewed and updated within last 4 years	New	2	2
	% of Firefighter examination reviewed and updated within last 4 years	New	100%	100%
	% of Police Officer examination reviewed and updated within last 4 years	New	50%	50%
Objective 3				
Develop new examinations for the Firefighter and Police Officer classifications every eight years	# of Firefighter classifications	1	1	1
	# of Police Officer classifications	1	1	1
	# of new examinations for Firefighter developed within the last 8 years	New	4	4
	# of new examinations for Police Officer developed within the last 8 years	New	3	3
	% of Firefighter examination developed within the last eight years	New	100%	100%
	% of Police Officer examination developed within the last eight years	New	75%	75%

Civil Service Commission

Civil Service Commission					
PROGRAM NAME: Non-Uniformed Testing		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide for the departments in a timely manner a list of qualified candidates for any non-uniformed competitive classification by developing, administering and scoring valid and reliable examinations		2004	\$ 428,350	6	0
		2005	\$ 356,098	6	0
Service Delivery Goal: Maintain current job analyses for all non-uniformed competitive classifications					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Conduct a new job analysis for 100% of the non-uniformed competitive classifications every 8 years (12.5% each year)	# of competitive classifications	New	New	244	
	# of new job analyses conducted (per year)	New	14	15	
	# of analysts	New	3	2	
	# of new job analyses conducted per analyst (per year)	New	4.7	7.5	
	% of yearly goal for job analyses conducted	New	47%	50%	
Objective 2 Review and update as needed the job analysis for 100% of the non-uniformed competitive classifications every 4 years	# of competitive classifications	New	New	244	
	# of job analyses reviewed/updated (per year)	New	14	15	
	# of analysts	New	3	2	
	# of job analyses reviewed/updated per analyst (per year)	New	4.67	7.5	
	% of yearly goal for job analyses reviewed/updated	New	23%	25%	
Service Delivery Goal: Maintain current examinations for all non-uniformed competitive classifications					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Develop a new examination for 100% of the non-uniformed competitive classifications every 8 years (12.5% each year)	# of competitive classifications	New	New	244	
	# of new exams developed (per year)	New	12	16	
	# of analysts	New	3	2	
	# of new exams developed per analyst (per year)	New	4	8	
	% of yearly goal for new exams developed	New	40.0%	53.3%	
Objective 2 Review and revise/update as needed the exam for 100% of the non-uniformed competitive classifications every 4 years (25% each year)	# of competitive classifications	New	New	244	
	# of exams reviewed/revised/updated (per year)	New	17	16	
	# of analysts	New	3	2	
	# of exams reviewed/revised/updated per analyst (per year)	New	5.67	8	
	% of yearly goal for exams reviewed/revised/updated	New	28.3%	26.7%	

Civil Service Commission					
PROGRAM NAME: Classification/Payroll Verification		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide and maintain an accurate and comprehensive classification system to ensure that City employees are properly employed and classified		2004	\$ 485,918	10	0
		2005	\$ 442,003	10	0
Service Delivery Goal: To provide an accurate and up-to-date class plan					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To ensure that 100% of class specifications are reviewed at least every 5 years	# of classes reviewed in last 5 years	621	639	622	
	Total # of classes	622	639	634	
	% of classes reviewed in last 5 years	100%	100%	98%	
Service Delivery Goal: To ensure positions are properly classified					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To ensure that 100% of identified misclassifications are effectively resolved	# of misclassifications identified via audit	0	0	0	
	# of resolved misclassifications	0	0	0	
	% of resolved misclassifications	0	0	0	
Service Delivery Goal: To respond effectively and efficiently to service requests					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To respond effectively to classification requests within period of ninety (90) days	# of classification requests completed	15	7	3	
	# of class actions included in request(s)	N/A	N/A	6	
	Total # of days to complete classification requests	1,329	362	590	
	Average # of days to complete classification requests	89	52	196	
	% of classification requests responded to within 90 days	New	New	66%	
Objective 2					
To respond effectively to 100% of position audit requests within sixty (60) days	# of position audit requests completed	22	5	2	
	# of position audits included in request(s)	New	New	10	
	Total # of days to complete position audit requests	781	202	108	
	Average # of days to complete position audit requests	35	40	54	
	% of position audit requests responded to within 60 days	New	New	100%	

Civil Service Commission

Service Delivery Goal:		To ensure personnel files are accurately maintained with all required documentation		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
To ensure 100% of personnel transactions are verified or "excepted" to the Auditor's Office in accordance with City Charter provisions	Total # of personnel transactions	New	11,567	8,761
	# of verified personnel transactions	New	11,567	8,697
	# of "excepted" personnel transactions	New	New	64
	% of personnel transactions in accordance with City Charter	New	100%	100%
Objective 2				
To ensure that 100% of personnel files are maintained accurately	# of randomly audited personnel files	120	120	60
	# of randomly audited personnel files in compliance	119	120	60
	% of randomly audited personnel files in compliance	99%	100%	100%

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 2005

From the Columbus Covenant:

Safety

- 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.
- A new safety staffing contingency fund will be created and seeded with \$600,000. Funds will be available in 2005 or future years, if needed to address any unexpected, high number of retirements of police and fire safety forces attributable to the deferred retirement option plan (DROP).
- Sustain and refine crime-mapping strategies in order to assign resources based on "real-time" crime data and intelligence.
- Utilize \$250,000 in overtime dollars to target "hot spots" crime areas.
- Open a state of the art police recruit training academy.
- Construct a neighborhood policing center in conjunction with the Ohio State University.
- Begin construction of fire stations in Franklinton and on Waggoner Road on the far-east side, Stations #10 and #35 respectively.
- Complete construction of Fire Station #18 in South Linden.

- Relocate the internal affairs bureau and the accident investigation squad from police headquarters to a more accessible location adjacent to downtown.

Neighborhoods

- Improve neighborhood safety, community participation and police responsiveness by working with other city agencies and community leaders to design and implement two neighborhood safety initiatives. The first of these initiatives will enhance the new neighborhood safety academies by increasing the number of participants and graduates. The second initiative involves working with the neighborhood safety working group to make recommendations to address issues related to gun violence and gang activity. This group will work with other government agencies, community members and federal, state and county law enforcement agencies to leverage additional resources. Additionally, the Department of Public Safety will continue its “hot spots” initiative to reduce crime in targeted neighborhoods.

Customer Service

- Promote concepts of community involvement in crime awareness and crime reduction programs and efforts. A new focus will be centered on individual participation and achievement in neighborhood crime reduction and organizational efforts. Traditional community group activities will also be supported with a renewed emphasis on community policing partnerships to provide crime-fighting support to the Division of Police.
- Enhance patient care, improve administration of the most effective medicines and expand professional knowledge of on-scene patient needs through collaboration with the vendor of third party emergency medical services program. Strengthen collaboration with the Columbus Health Department to identify important health trends based on the patient data collected by paramedics and area hospitals.

Education

- Continue to work with the Office of Education to facilitate education activities including drug education programs and provide coordination between the schools’ programs and a continued safety personnel presence.
- Maintain a presence of police officers and firefighters in the schools, including the 17 school resource officers in Columbus high schools, the 19 community liaison officers who present public safety programs in the elementary and middle schools, and the firefighters against drugs program.
- Expand the fire division’s CPR in the schools program to teach certifying classes in all Columbus schools.

Technology and Equipment

- Employ computer system connectivity to provide firefighters opportunities to better access information regarding fire and emergency medical services and promote distance learning programs that reduce 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.
- Implement the new, technology-based case management system to give police officers and specifically, detectives, better access to shared case files to better solve crimes. The new National Incident Based Reporting System (NIBRS) provides police with more accurate crime data to use in crime-mapping strategies to prevent and solve crimes.
- Complete the upgrade of the police/fire emergency call center's computerized aided dispatch (CAD), to augment the city's ability to carry out emergency response, incident management, calls for service, and police officer/firefighter communication needs. CAD also has the added benefit of achieving "real-time" data replication, making safety data more useful for crime and medical/fire strategies.
- Replace antiquated software to enable the Support Services Division's license and weights and measures sections to document and track transactions that generate user-based revenue, such as peddler's permits and fees from various inspections. The upgraded software automates the revenue tracking process, thus reducing the reliance on more labor-intensive processes.
- Continue to explore a photo red light demonstration program designed to promote maximum vehicular and pedestrian safety at high accident intersections throughout the city.

2005 Budget Issues

Providing basic police and fire protection in the city's neighborhoods continues to be the highest priority of the administration and the core mission of the Department of Public Safety. The 2005 budget ensures that the number of uniformed police and fire personnel on the streets in city neighborhoods will be maintained.

Safety Administration

- The Safety Administration Division's 2005 recommended budget funds nine full-time personnel.
- A total of \$10.9 million is budgeted for a contract with the Franklin County Correctional System for the housing, transportation and medical treatment of city prisoners. The Franklin County Board of Commissioners will continue the daily rate for housing of prisoners at \$70 for 2005.
- The city provides support to the Emergency Management Agency of Columbus and Franklin County in the amount of \$390,000, \$50,000 of which is paid from the cable fund and the rest through Safety Administration's general fund. This constitutes the city's proportionate share of the maintenance and administrative support of the area's emergency siren system.
- Approximately \$68,000 in salaries, services and supplies are budgeted to support the neighborhood safety academy. The Academy will train citizens on safety and problem solving issues. Graduates of an academy will join block watches, mentor neighbors and promote neighborhood pride.
- A total of \$350,000 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.

Support Services

- The 2005 budget for the Support Services Division continues funding for 50 full-time positions. This includes 13 full-time positions in the licensing and regulations section as well as 7 full-time positions in the weights and measures section.
- The administration and operational support sections act as the central purchasing agents for the Police and Fire Divisions' communications equipment and services. Over \$1 million is provided in the division's budget for the purchase of communications equipment and services to support operations in the Public Safety Department as well as other city divisions.

Police

- The 2004 budget for the Division of Police funds a contingent of 1,827 police officers at the beginning of 2005. The division will continue to work towards maximizing the number of officers on the streets through redeployment efforts.
- One recruit class of 65 is budgeted in December 2005. These officers will be available for full deployment in 2006. The impact of recent changes in state law affecting uniformed retirements, properly known as the deferred retirement option plan (DROP), is currently unknown; therefore, flexibility in the timing and sizing of classes is crucial if the division's expenditures are to remain within budgeted levels. Regardless of the number of retirements in 2005, the administration and the department are committed to maintain the number of patrol officers on the streets and in city neighborhoods.
- Within the Division of Police, the number of civilian positions totals 378. The division plans to hire more administrative support staff members to permit the assignment of police officers into direct safety duties. The division will continue to identify additional positions that could be assigned in this manner.
- Approximately \$4.0 million is budgeted in the Police Division for the purchase of materials and supplies. The largest expenditure within this category is \$2.7 million for uniforms and clothing allowance. Other major expenditures include ammunition, helicopter fuel, lab supplies and evidence money.
- The budget includes approximately \$9.7 million for contractual services. Major expenditures include \$4.8 million for vehicle maintenance, \$1.4 million for data processing charges, \$604,460 for helicopter maintenance, \$1.8 million for the towing contract, and \$377,000 for maintenance of equipment.
- During 2003, it was determined that the special income tax fund (SIT) would assume the debt associated with the police pension liability. This practice will continue in 2005. Therefore, approximately \$1.0 million is not budgeted in the division for this purpose.
- The city has entered into a \$700,000 contract with the Columbus City School District for school resource officers for the 2004/2005 school year. These police officers provide not only a secure learning environment for students within the district, but also serve as mentors and positive role models.

Fire

- The Fire Division's 2005 budget provides funding for a beginning year contingent of 1,535 firefighters. In addition, funds are provided for the hiring

of 35 new recruits in December 2005. Taking into account projected retirements, this additional class will provide sufficient personnel for all fire and medical companies currently in service and all programs of the division. The division currently provides fire suppression and EMS service with 34 engine companies, 15 ladder companies and 5 heavy rescue units. Thirty-four medics, one in each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies. As is the case with the Division of Police, the impact of recent changes in state laws affecting uniformed retirements, properly known as the deferred retirement option plan (DROP), is unknown; therefore; flexibility in the timing and sizing of classes is crucial if the division's expenditures are to remain within budgeted levels.

- Funding of approximately \$3.4 million is provided for 48 full-time civilian positions in the Division of Fire. The division plans to hire more administrative support staff members to permit the assignment of firefighting personnel to direct safety duties. The division will continue to identify additional positions that could be assigned in this manner.
- A total of \$3.5 million is budgeted in the Fire Division for the purchase of materials and supplies. The largest expenditure is \$1.5 million for uniforms and clothing allowance. Other large expenditures include medical supplies (\$822,000) and repair parts for fire fighting equipment (\$250,000) as well as \$227,000 for turnout gear, helmets, boots, and gloves.
- The Fire Division's budget includes approximately \$6.1 million for contractual services. This includes \$2.4 million for vehicle maintenance, \$1.1 million for the EMS billing contract, \$964,000 for data processing charges, and approximately \$1 million for the physical fitness program for firefighters.
- The EMS third party reimbursement program began in January 2003 and is expected to bring in \$7.4 million by the end of the year. The 2005 projected revenue is also estimated at \$ 7.4 million.
- Two hundred (200) sets of fire turnout gear are budgeted, at a cost of \$227,000. This brings the total number of sets purchased in 2002, 2003, 2004 and 2005 to 1,000, or 63 percent of the total stock.
- The division, in conjunction with IAFF Local 67, will continue the quartermaster system initiated in 2004. This system provides a more cost effective uniform replacement policy for the division.
- During 2003, it was determined that the special income tax fund would assume the debt associated with the fire pension liability. This practice will continue in 2005. Therefore, approximately \$1.0 million is not budgeted in the division for this purpose.

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Administration	\$ 14,000,337	\$ 14,826,305	\$ 13,409,632	\$ 12,393,066	\$ 12,687,829
Communications	3,027,654	3,092,813	-	-	-
Police	192,159,427	197,507,948	202,484,149	207,507,237	217,723,396
Fire	138,571,552	150,168,566	153,108,014	156,828,875	163,018,143
Support Services	-	-	5,108,071	5,059,396	5,280,723
TOTAL	<u>\$ 347,758,970</u>	<u>\$ 365,595,632</u>	<u>\$ 374,109,866</u>	<u>\$ 381,788,574</u>	<u>\$ 398,710,091</u>

Public Safety

DIVISION SUMMARY BY CHARACTER					
	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
ADMINISTRATION					
Personnel	\$ 1,999,727	\$ 2,018,801	\$ 771,070	\$ 817,311	\$ 906,302
Materials & Supplies	18,258	20,909	4,400	4,188	6,000
Services	11,970,303	12,786,765	12,634,162	11,565,005	11,775,527
Other Disbursements	282	30	-	-	-
Capital	13,767	-	-	6,582	-
Transfers	-	-	-	-	-
TOTAL	\$ 14,000,337	\$ 14,826,305	\$ 13,409,632	\$ 12,393,066	\$ 12,687,829
COMMUNICATIONS					
Personnel	\$ 2,152,882	\$ 2,258,068	\$ -	\$ -	\$ -
Materials & Supplies	423,789	512,058	-	-	-
Services	421,864	322,687	-	-	-
Other Disbursements	10,300	-	-	-	-
Capital	18,839	-	-	-	-
TOTAL	\$ 3,027,654	\$ 3,092,813	\$ -	\$ -	\$ -
POLICE					
Personnel	\$ 175,964,540	\$ 183,065,930	\$ 188,084,594	\$ 189,742,918	\$ 200,076,937
Materials & Supplies	4,353,372	4,183,009	3,948,373	3,987,773	3,969,873
Services	8,944,496	9,295,703	9,705,648	12,832,708	13,193,125
Other Disbursements	166,247	284,773	225,000	800,000	225,000
Capital	874,043	31,895	97,200	75,636	97,200
Transfers	1,856,729	646,638	423,334	68,202	161,261
TOTAL	\$ 192,159,427	\$ 197,507,948	\$ 202,484,149	\$ 207,507,237	\$ 217,723,396
FIRE					
Personnel	\$ 129,362,154	\$ 141,011,353	\$ 143,214,994	\$ 145,777,465	\$ 151,921,875
Materials & Supplies	4,557,214	3,903,292	3,615,631	3,435,945	3,463,637
Services	3,599,438	5,206,123	6,077,962	7,339,982	7,457,090
Other Disbursements	16,891	10,588	22,500	255,183	22,500
Capital	19,874	25,560	-	-	-
Transfers	1,016,181	11,650	176,927	20,300	153,041
TOTAL	\$ 138,571,552	\$ 150,168,566	\$ 153,108,014	\$ 156,828,875	\$ 163,018,143
SUPPORT SERVICES GENERAL FUND					
Personnel	\$ -	\$ -	\$ 430,264	\$ 417,789	\$ 461,532
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	-
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ 430,264	\$ 417,789	\$ 461,532
SUPPORT SERVICES CABLE FUND					
Personnel	\$ -	\$ -	\$ 2,972,803	\$ 2,909,534	\$ 3,233,989
Materials & Supplies	-	-	475,141	481,010	547,421
Services	-	-	1,228,863	1,247,863	1,036,781
Other Disbursements	-	-	1,000	3,200	1,000
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ 4,677,807	\$ 4,641,607	\$ 4,819,191
TOTAL DEPARTMENT	\$ 347,758,970	\$ 365,595,632	\$ 374,109,866	\$ 381,788,574	\$ 398,710,091

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 347,758,970	\$ 365,595,632	\$ 369,432,059	\$ 377,146,967	\$ 393,890,900
Cable Fund	-	-	4,677,807	4,641,607	4,819,191
TOTAL	\$ 347,758,970	\$ 365,595,632	\$ 374,109,866	\$ 381,788,574	\$ 398,710,091

DEPARTMENT PERSONNEL SUMMARY

DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Administration	FT	31	25	8	9
	PT	8	6	-	-
Communications	FT	34	33	-	-
	PT	-	-	-	-
Police					
Uniformed	FT	1,827	1,843	1,823	1,827
Civilian	FT	368	352	392	378
	PT	16	14	13	16
Fire					
Uniformed	FT	1,534	1,539	1,532	1,535
Civilian	FT	34	37	48	48
	PT	-	-	-	-
Support Services	FT	-	-	7	7
General Fund	PT	-	-	-	-
Support Services	FT	-	-	43	43
Cable Fund	PT	-	-	7	7
TOTAL		<u>3,852</u>	<u>3,849</u>	<u>3,873</u>	<u>3,870</u>

*FT=Full-Time PT=Part-Time

Public Safety Department					
PROGRAM NAME: Safety Administration		Appropriation/Request		FT	PT
PROGRAM MISSION: To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death and property destruction		2004	\$ 13,409,632	8	0
		2005	\$ 12,687,829	9	0
Service Delivery Goal:		To ensure responsible stewardship of taxpayer's money			
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Objective 1		Measures			
Reduce non-emergency police overtime hours by 5%	Previous year's non-emergency overtime hours	173,662	179,402	65,707	
	Current year's non-emergency overtime hours	179,402	141,594	80,958	
	% change in non emergency overtime hours	3.3%	-21.1%	23.2%	
Objective 2					
Reduce non-emergency police overtime expenditures by 5%	Previous year's non-emergency overtime expenditures	4,258,060	4,712,513	1,703,593	
	Current year's non-emergency overtime expenditures	4,712,513	3,675,298	2,132,273	
	% change in non emergency overtime expenditures	10.7%	-22.0%	25.2%	
Objective 3					
Reduce overtime expenditures in the Division of Fire by 5%	Previous year's Fire position for position overtime expenditures	New	1,960,665	828,663	
	Current year's Fire position for position overtime expenditures	New	1,581,531	700,811	
	% change in Fire's position for position overtime expenditures	New	-19.3%	-15.4%	

Public Safety

Support Services Division					
PROGRAM NAME: Operational Support		Appropriation/Request		FT	PT
PROGRAM MISSION : To maintain and provide reliable communications systems for the City of Columbus Police and Fire personnel		2004	\$ 2,925,880	26	0
		2005	\$ 3,088,896	25	0
Service Delivery Goal: To provide reliable public safety communications systems					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Maintain 800MHz radio system operationally 99.9% of the time	% of time system available	99.9%	99.9%	99.9%	
Objective 2 Maintain E911 functionally 99.9% of the time	% of time system is available	99.9%	99.9%	99.9%	
PROGRAM NAME: License and Permit Regulations		Appropriation/Request		FT	PT
PROGRAM MISSION : To enforce all laws, rules, and regulations relating to licensing requirements		2004	\$ 1,027,616	12	7
		2005	\$ 1,089,388	13	7
Service Delivery Goal: To ensure levels of compliance by business, licensed, and inspected					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Ensure that 95% of taxis meters pass inspection	% that pass inspection	95%	92%	94%	
Objective 2 Reduce the backlog of outstanding uncollected false alarm fines by 40%	Total outstanding uncollected false alarm fines	New	274,800	616,100	
	Total outstanding uncollected false alarm fines paid	New	102,100	239,600	
	% reduction of outstanding uncollected false alarm fines	New	37%	39%	
PROGRAM NAME: Weights and Measures		Appropriated/Request		FT	PT
PROGRAM MISSION : To assure "EQUITY IN THE MARKETPLACE"		2004	\$ 605,724	7	0
		2005	\$ 597,827	7	0
Service Delivery Goal: To ensure high levels of compliance by businesses licensed and inspected					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Ensure that 95% of gas pumps pass inspection	% that pass inspection	98.15%	96.6%	96.9%	
Objective 2 Ensure that 95% of scales pass inspection	% that pass inspection	96.15%	97.10%	94.10%	

SUPPORT SERVICES DIVISION							
ALL OTHER PROGRAMS							
Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriated	FT	PT	Proposed
Administration - Department of Public Safety	Provides managerial, organizational, financial and personnel direction to divisions within the department	-	-	\$ 13,540	-	-	\$ 50,000
Administration - Support Services	Responsible for managing the Division of Support Services and ensuring compliance with federal, state and local regulations and standards pertaining to division operations	5	-	535,311	5	-	454,612
TOTAL		5	-	\$ 548,851	5	-	\$ 504,612

Public Safety

Division of Police					
PROGRAM NAME: Detective Bureau		Appropriation/Request		FT	PT
PROGRAM MISSION: To conduct specialized investigations of crimes against properties and/or persons that are or may become felonies and to ensure that all investigative efforts are coordinated to achieve the successful identification, apprehension and prosecution of offenders		2004	\$ 21,698,650	238	0
		2005	\$ 23,263,221	238	0
Service Delivery Goal:		Conduct thorough investigation of assigned to successfully identify, apprehend and prosecute offenders			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Complete preliminary assessment of 100% of assigned offenses within 14 days	# of assigned offenses preliminary assigned	New	New	Annual	
	# of preliminary assignments per detective	New	New	Annual	
	% of preliminary assignments completed within 14 days	New	100%	100%	
Objective 2					
Complete 100% forensic analysis of evidence according to scientifically accepted lab procedures	% of DNA cases receiving technical review	100%	100%	100%	
	# of other cases receiving technical review	New	794	644	
	% of cases technically reviewed that meet scientifically accepted standards	New	100%	100%	
Service Delivery Goal:		Provide personnel with the knowledge, skills and abilities to successfully carry out the mission of the Detective Bureau			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
100% of new detectives will attend the basic investigations course within 6 months of assignments to detective bureau	% of new detectives attending the basic investigations course within 6 months of assignments to the detective bureau	New	New	100%	
Objective 2					
Provide 8 hrs of advanced investigative or specialized in-service training to detectives annually and ensure that 70% of detectives attend the training and 70% of criminalists attend training	# of hrs of training provided to detectives annually	New	New	18	
	% of detectives attending the training annually	New	New	90%	
	% of criminalists attending the training technical training annually	New	100%	Annual	
Service Delivery Goal:		Cultivate and maintain lines of communication with internal and external stakeholders			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Attend an average of 6 professional forums per month, per detective criminalist and evidence technicians	Average # of professional forums attended per month per detective criminalist and evidence technicians	New	New	17	
Objective 2					
Engage in at least 4 task forces, pro-active projects or other strategic and/ or tactical missions yearly	# of task forces, pro-active projects or other strategic and/or tactical missions yearly	New	New	>4	

Division of Police					
PROGRAM NAME: Juvenile Bureau		Appropriation/Request		FT	PT
Program Mission: To maintain safe learning environments within schools by investigating child abuse (physical and sexual), child pornography and sexual exploitation		2004	\$ 6,548,681	76	1
		2005	\$ 6,933,173	75	1
Service Delivery Goal:		Conduct thorough investigations of assigned child abuse/neglect offenses for the purpose of apprehending and prosecuting offenders			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Offenses will be completely investigated by sworn personnel	# of offenses investigated by sworn personnel	3,185	3,503	2,681	
Objective 2					
The arrest clearance rate for investigations will remain at 15% or higher for criminal investigations annually	# of arrests	685	698	510	
	% arrest clearance rate	22%	20%	19%	
Service Delivery Goal:		Proactively investigate persons using the internet to facilitate child pornography and child sexual exploitation			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measure			
Objective 1					
Investigate persons using the internet to advance child pornography	# of proactive investigations conducted annually	65	119	57	
Service Delivery Goal:		To locate children and adults who are reported missing			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
To maintain the annual clearance rate for missing reports at 90% or above	# of missing reports	5,238	4,832	3,265	
	Annual clearance rate for missing reports	99%	99%	99%	
Service Delivery Goal:		To foster and maintain a safe environment within public schools			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measure			
Objective 1					
Maintain 100% of staffing levels within schools	% Staffing level maintained	100%	100%	100%	

Division of Police					
PROGRAM NAME: Narcotics Bureau		Budget/Request		FT	PT
PROGRAM MISSION: To decrease the availability of illegal drugs in the City of Columbus through education, interdiction, aggressive case investigations and arrests of those profiting from the sale of illegal drugs. It will be achieved with fairness and impartiality and will be enforced without the use of race or ethnicity as a basis for detectives to suspect an individual of wrong doing		2004	\$ 7,622,088	77	0
		2005	\$ 8,598,956	80	0
Service Delivery Goal:		To interdict the flow of illegal narcotics into Columbus and into specific geographical areas within its boundaries			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1 To increase by 10% arrests where interdictions/investigations	# of major case management investigations	New	48	34	
	# of arrests through vertical investigation	New	250	282	
	% of investigations where vertical interdictions/arrests occurred	New	42%	77%	
Service Delivery Goal:		To respond within the limits of available resources, to complaints and concerns regarding drug related activity from the public, the city government and from the Division of Police			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1 To respond to 90% of drug related complaints where evidence exists indicating illegal drug related activity	# of drug related complaints where criminal activity is occurring	New	281	270	
	# of complaints investigated	New	221	216	
	% of complaints investigated	New	72%	75%	
Service Delivery Goal:		To respond within the limits of available resources, to complaints and concerns regarding drug related activity from the public, the city government and from the Division of Police			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1 To increase by 10% investigations where search/seizure warrants were executed	# of search/seizure warrants executed	New	466	335	
	% of cases where search/seizure warrants were executed	New	New	Annual	
Service Delivery Goal:		To educate the public we serve on how to help fight trafficking of drugs in their communities			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1 To increase the # of citizen contacts by Narcotics bureau personnel	# of bureau landlord notification letters sent	New	317	237	
	# of locations with repeat complaints	New	New	Annual	
	% of locations with repeat complaints	New	New	Annual	

Division of Police					
PROGRAM NAME: Patrol Bureau		Appropriation/Request		FT	PT
PROGRAM MISSION: To use preventive and directed patrol techniques, respond to calls for service, investigation of offenses, investigation of non-fatal traffic accidents, traffic regulation enforcement and the use of various community policing strategies		2004	\$ 85,959,990	913	1
		2005	\$ 90,400,470	959	1
Service Delivery Goal:		To improve response times for calls for service			
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Objective 1		Measures			
Maintain an average response time to priority 1 calls of 4.2 minutes or below		# of calls for service	1,094,906	1,083,382	541,353
		# of priority one calls for service	8,057	8,353	4,614
		# Calls for service per patrol officer *	1,257 *	1,244 *	622 *
		Response time to priority 1 calls **	2**	2**	2**
*These figures are based on the current number of Patrol Officers (871) since the number of Patrol officers has been relatively constant since 2002					
**Average dispatch time to nearest minute					
Service Delivery Goal:		To provide traffic enforcement in order to supplement the services provided by the Traffic Bureau			
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Objective 1		Measures			
Provide coverage in a manner that reduces the number of accidents		# of traffic accidents *	39,749	37,402	22,953 *
		# of traffic citations **	NA**	NA**	NA**
		# of non-accident citations **	NA**	NA**	NA**
		# total number fatality accidents ***	67	59	40***
*Through August 26, 2004					
**Figures not available from clerk of courts at this time					
***Through September 21, 2004					

Division of Police					
PROGRAM NAME: Intelligence Bureau		Appropriation/Request		FT	PT
PROGRAM MISSION: To conduct criminal and non-criminal investigations mandated by the division directives and/or ordered by the Chief of Police		2004	\$ 5,809,380	64	0
		2005	\$ 5,982,907	62	0
Service Delivery Goal: To complete criminal investigations and clear criminal cases in a timely manner					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Make initial contact with complainants within 5 business days of case assignment 100% of the time	# of complaints	New	New	387	
	% of complainants contacted within five business days	New	New	100%	
Objective 2 Clear 100% of cases in accordance with time standards established for the type of case	# of cases cleared	New	New	400	
	% of cases cleared within the appropriate time standards	New	New	91%	
Objective 3 Supervisory review of 100% of uncleared cases within the time standards established for the type of case	# of uncleared cases reviewed	New	New	32	
	% of uncleared cases reviewed	New	New	100%	
Service Delivery Goal: To complete non-criminal investigations in time for the information developed to be useful to the Division of Police					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Assign 100% of non-criminal investigations within 40 hours of receipt	# of non criminal investigations	New	New	135	
	% of non-criminal investigations assigned within 40 hrs of receipt	New	New	100%	
Objective 2 Complete 100% of non-criminal investigations and forward results for the appropriate division components to be prepared for events requiring more than routine police service	# of non-criminal investigations completed	New	New	135	
	% of non-criminal investigations completed and forwarded to appropriate division within sufficient time to be useful	New	New	100%	

Division of Police						
PROGRAM NAME: Communications Bureau		Appropriation/Request		FT	PT	
PROGRAM MISSION: To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.		2004	\$	8,584,109	117	5
		2005	\$	10,073,326	129	8
Service Delivery Goal: Answer emergency calls from citizens in an efficient and courteous manner						
		Actual 2002	Actual 2003	Mid-Year 2004		
Measures						
Objective 1						
Answer 95% of 911 calls within 20 seconds with 100% of 911 calls answered within 80 seconds	# of 911 calls received	New	484,563	318,272		
	% of 911 calls answered within 20 seconds	New	New	92.3%		
	% of 911 calls answered within 80 seconds	New	New	99.3%		
	# of 911 calls answered per 911 call taker	New	138,446	90,934		
Objective 2						
Reduce the number of sustained complaints for rudeness from citizens by 20% in 2004 using 2003 as the base number	# of sustained complaints for rudeness filed in 2003	New	New	4		
	# of sustained complaints for rudeness filed in 2004	New	New	2		
	% change of sustained complaints for rudeness between 2003 and 2004	New	New	50.0%		
Service Delivery Goal: Receive emergency calls for service and dispatch officers in an efficient and effective manner						
		Actual 2002	Actual 2003	Mid-Year 2004		
Measures						
Objective 1						
Dispatch 95% of priority one calls within 90 seconds.	# of priority one calls received	New	New	5,550		
	# of priority one calls dispatched within 90 seconds	New	New	3,946		
	% of priority one runs dispatched within 90 seconds	70%	69%	71.1%		
Objective 2						
Dispatch 70% of priority two calls within 5 minutes	# of priority two calls received	248,675	250,273	124,632		
	# of priority two calls dispatched within 5 seconds	New	New	82,779		
	% of priority two calls dispatched within 5 minutes	New	New	66.4%		

Division of Police					
PROGRAM NAME: Internal Affairs Bureau		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide the citizens of Columbus and the members of the Division of Police with the most accurate, objective and fair investigations		2004	\$ 3,937,245	38	0
		2005	\$ 4,268,729	39	0
Service Delivery Goal: To provide time citizen complaint investigations					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
Complete 95% of citizen complaint investigations within 90 days	# of citizen complaint investigations	1,046	1,022	445	
	% of citizen complaint investigations completed within 90 days	80%	83%	89%	

Division of Police					
PROGRAM NAME: Strategic Response Bureau		Appropriation/Request		FT	PT
PROGRAM MISSION: To produce innovative, proactive responses to street level crime problems based on crime statistics, trend identification and identified community needs and concerns.		2004	\$ 7,137,507	78	0
		2005	\$ 7,443,794	76	0
Service Delivery Goal:		To conduct thorough investigation of assigned case management projects related to street crime activities and successfully apprehend and prosecute offenders			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	Initiate 100% of enforcement case management assessments within 7 days of incoming requests	# of case management assessments	New	New	42
		# of case management assessments per enforcement team	New	New	26 & 16
		% of case management assessments completed within 7 days	New	New	100%
Service Delivery Goal:		To conduct thorough assessments and investigation of criminal conduct related to misdemeanor crime, career criminal enterprises and gang organizations using investigative techniques and crime trend analysis			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	Complete 100% of trend analysis and requests according to established practices	# of crime trend analysis requests conducted	New	New	87
		# of crime trend analysis requests conducted per crime analyst	New	New	14.5
		% of crime trend analysis completed according to established practices	New	New	100%
Service Delivery Goal:		To conduct problem-solving projects throughout the community based on problem identification from community, police and government sources			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	Initiate 80% of problem solving project assessments within 7 days of receiving incoming request	# of problem solving projects assessments	New	New	34
		# of problem solving assessments per liaison officer	New	New	2
		% of problem solving project assessments initiated withing 7 days	New	New	100%

Division of Police							
ALL OTHER PROGRAMS							
Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriated	FT	PT	Proposed
Business and Personnel Bureau	Provides managerial, organizational, financial and personnel direction to divisions within the department	157	2	\$ 14,949,962	130	3	\$ 14,825,823
Traffic Bureau	This bureau oversees freeway patrol units, mounted units, motorcycle units, special events and specialized accident investigation. This bureau is responsible for the safe and efficient movement of pedestrian and vehicle traffic.	73	-	6,701,714	76	-	7,617,642
Special Services Bureau	This bureau consists of the court liaison, helicopter, SWAT and canine units. Members of these units are specially trained and equipped to provide support activities to law enforcement.	94	-	9,890,187	94	-	11,008,171
Training Bureau	The training bureau provides academic, tactical and experiential based training for new police officers. The bureau also oversees continuing academic education for law enforcement professionals.	169	-	8,686,056	133	-	10,022,090
Technical Services Bureau	This bureau oversees police records relating to offenses and traffic violations. Responsible also for facilities management, occupational safety, printing, graphics, photography, fleet and computer operations.	121	4	14,958,580	114	3	17,285,094
TOTAL		614	6	\$ 55,186,499	547	6	\$ 60,758,820

Division of Fire					
PROGRAM NAME: Emergency Services Bureau		Appropriation/Request		FT	PT
		2004	\$ 114,146,917	1,319	0
PROGRAM MISSION: To minimize injuries, death, and property loss related to fires, medical emergencies, and other disasters through the efficient delivery of effective fire suppression, pre-hospital treatment, and patient transportation		2005	\$ 137,995,025	1,364	0
Service Delivery Goal:		To provide immediate emergency response to fire incidents			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
Fire units are to achieve a response time of five minutes 90% of the time for fire-suppression incidents citywide	# of fire suppression incidents	New	New	3,234	
	# of fire suppression incidents with response times of 5 minutes or less	New	New	2,530	
	Average response time for fire units	New	New	4:17	
	% of time that fire units achieve a response time of five minutes or less	New	New	78%	
Objective 2					
Fire units are to achieve a response time of five minutes 90% percent of the time for fire suppression incidents by battalion	# of fire-suppression incidents by battalion				
	Battalion 1	New	New	592	
	Battalion 2	New	New	612	
	Battalion 3	New	New	419	
	Battalion 4	New	New	468	
	Battalion 5	New	New	520	
	Battalion 6	New	New	383	
	Battalion 7	New	New	240	
	# of Fire Suppression incidents with a response time of 5 minutes or less				
	Battalion 1	New	New	568	
	Battalion 2	New	New	369	
	Battalion 3	New	New	374	
	Battalion 4	New	New	377	
	Battalion 5	New	New	403	
	Battalion 6	New	New	298	
	Battalion 7	New	New	141	
	Average response time for fire units by battalion				
	Battalion 1	New	New	3:00	
	Battalion 2	New	New	5:25	
	Battalion 3	New	New	3:25	
	Battalion 4	New	New	4:17	
	Battalion 5	New	New	4:22	
	Battalion 6	New	New	4:20	
	Battalion 7	New	New	5:10	
	% of time that fire units achieve a response time of five minutes or less by battalion				
	Battalion 1	New	New	96%	
	Battalion 2	New	New	60%	
	Battalion 3	New	New	89%	
	Battalion 4	New	New	81%	
	Battalion 5	New	New	78%	
	Battalion 6	New	New	78%	
	Battalion 7	New	New	59%	

Service Delivery Goal:		Respond to life-threatening emergencies in a timely manner with personnel properly trained and equipped		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
Emergency Medical Units (non-fire units) to arrive on the scene of an ALS (advanced life-saving) emergency within five minutes 90% percent of the time citywide	# of ALS responses	New	New	12,845
	# of ALS responses of five minutes or less	New	New	9,036
	Average response time of emergency medical units	New	New	4:13
	% of times that EMS units achieve a response time of 5 minutes or less	New	New	70%
Objective 2				
Emergency Medical Units (non-fire units) to arrive on the scene of an ALS (advanced life-saving) emergency within five minutes 90% of the time by battalion	# of ALS responses by battalion			
	Battalion 1	New	New	1,888
	Battalion 2	New	New	1,951
	Battalion 3	New	New	1,272
	Battalion 4	New	New	2,722
	Battalion 5	New	New	2,274
	Battalion 6	New	New	1,765
	Battalion 7			973
	# of ALS responses of five minutes or less	New	New	
	Battalion 1	New	New	1,648
	Battalion 2	New	New	1,170
	Battalion 3	New	New	1,031
	Battalion 4	New	New	1,754
	Battalion 5	New	New	1,648
	Battalion 6	New	New	1,288
	Battalion 7	New	New	497
	Average response times of emergency medical units by battalion			
	Battalion 1	New	New	3:37
	Battalion 2	New	New	4:52
	Battalion 3	New	New	3:48
	Battalion 4	New	New	4:43
	Battalion 5	New	New	4:28
	Battalion 6	New	New	4:30
	Battalion 7	New	New	4:59
	% of times that EMS units achieve a response time of five minutes or less			
	Battalion 1	New	New	87%
	Battalion 2	New	New	60%
	Battalion 3	New	New	81%
	Battalion 4	New	New	64%
	Battalion 5	New	New	72%
	Battalion 6	New	New	73%
	Battalion 7	New	New	51%

Service Delivery Goal:		Fire companies shall control the spread of fire		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
Fire companies will contain fire to the room(s) of origin 75% of the time	# of structure fires	1,205	1,387	762
	# of structure fires contained to the rooms of origin	789	957	498
	% of times fire is contained to the rooms of origin	65%	69%	65%
Objective 2				
Fire companies will contain fire to the building of origin 95% of the time	# of structure Fires	1,205	1,387	762
	# of structure fires contained to the building of origin	1,157	1,345	575
	% of times fire is contained to the building of origin	96%	97%	75%

Public Safety

Division of Fire					
PROGRAM NAME: Fire Prevention Bureau		Appropriation/Request		FT	PT
PROGRAM MISSION: To minimize injuries, deaths and property loss through public education, enforcement of the fire codes and investigation of fire causes		2004	\$ 3,574,518	48	0
		2005	\$ 3,683,041	46	0
Service Delivery Goal: Provide the general public with education concerning fire safety and fire prevention					
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1 To teach 20,000 children and adults annually how to escape from homes or other structures in the event of Fire or other emergencies	# of persons participating in the Safety House Program	New	New	8,750	
	Customer satisfaction (# of positive letters received about the program)	New	New	50	
	Customer dissatisfaction (# of negative letters received about the program)	New	New	2	
	% of 20,000 benchmark reached	New	New	44%	
Objective 2 To correct the fire setting behavior in juveniles through education and limit repeat fire setting behavior to less than 5%	# of juveniles participating in the behavior program	New	New	58	
	% of program participants who do not repeat fire setting behavior	New	New	100%	
Objective 3 To promote drug free behavior and increase self esteem in 4,500 school aged children on an annual basis	# of students participating in Firefighter Against Drugs Program	New	New	5,880	
	Customer satisfaction (# of positive letters received about the program)	New	New	1	
	Customer dissatisfaction (# of negative letters received about program)	New	New	0	
Service Delivery Goal: Provide enforcement of the current fire codes through systematic inspections of businesses and places of assembly					
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1 To ensure that 100% of high-rise buildings in the city are inspected annually	# of high-rise buildings inspected	New	New	98	
	# High-rise building inspected per inspector	New	New	2.26	
	% of high-rise buildings in city inspected	New	New	66%	
Objective 2 To ensure that 100% of high-rise building is code compliant	# of violations found	New	New	68	
	% of violations cleared by correction or imposition of penalty within 90 days of notice	New	New	59%	
Objective 3 To ensure that 100% of schools in the city are inspected annually	# of schools inspected	New	New	317	
	# of schools inspected per inspector	New	New	48.70	
	% of schools inspected	New	New	85%	
Objective 4 To ensure that 100% of schools are code compliant	# of violations found	New	New	725	
	# of reinspections required	New	New	122	
	% of violations cleared by correction or imposition of penalty within 90 days of notice	New	New	53%	

Division of Fire					
PROGRAM NAME: Support Services		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide and maintain facilities, apparatus, and supplies of the Division of Fire, to receive emergency and non-emergency calls and dispatch necessary alarms, provide infectious disease prevention/intervention for firefighters		2004	\$ 8,330,531	23	0
		2005	\$ 8,897,584	27	0
Service Delivery Goal:		To serve the general public by dispatching runs from the Fire Alarm Office in a timely manner			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1		Measures			
Ensure that runs are dispatched within 90 seconds from the time of E911 call to unit dispatch call		Sum of recorded times (from receipt of call to dispatch time)	New	New	Annual
		Total emergency calls	New	New	Annual
		Average time from E-9-1-1 call to dispatch	New	New	Annual
Service Delivery Goal:		To provide available fleet for use by firefighters by limiting the out-of-service time in the shop for repairing division vehicles			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1		Measures			
To limit average monthly downtime in shop per vehicle to less than 4 hrs		6-month out-of-service hours for all division vehicles	8,635	8,050	8,646
		Total vehicles in division fleet	400	390	408
		Average hourly downtime per month in shop per vehicle	3.6	3.4	3.5
Service Delivery Goal:		To protect firefighters by assuring that every firefighter is fit-tested for the appropriate size SCBA face piece			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1		Measures			
Ensure 100% of firefighters are fit tested every 12 months		# of firefighters	New	New	1,534
		# of firefighters fit-tested	New	New	406
		# of firefighters passing fit test	New	New	405
		% of total number of firefighters passing fit test	New	New	26%
Objective 2		Measures			
Ensure that 100% of firefighters have the appropriate size facepiece		# of firefighters who failed the fit test	New	New	Annual
		# of firefighters who passed the fit test after initial failure	New	New	Annual
		% of firefighters passing fit test after resizing facepiece	New	New	Annual
Service Delivery Goal:		To protect firefighters by mandating that set of turnout gear used by emergency personnel meet the required standards set by the National Fire Protection Association, NFPA			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1		Measures			
Ensure that 100% of turnout gear is inspected twice every 12 months		# of sets of turnout gear	1,700	1,680	1,650
		# of sets of turnout gear inspected	322	550	287
		% of sets of turnout gear inspected	18.94%	32.74%	17.39%
Objective 2		Measures			
Ensure that 100% of turnout gear that are damaged have either been repaired or replaced		# of sets of damaged turnout gear	511	514	99
		# of damaged turnout gear repaired	211	189	83
		% of damaged turnout gear repaired	41.29%	36.77%	83.84%
		# of damaged turnout gear replaced	300	325	16
		% of damaged turnout gear replaced	58.71%	63.23%	16.16%

Public Safety

Division of Fire					
PROGRAM NAME: Training Bureau		Appropriation/Request		FT	PT
PROGRAM MISSION: To assure that all fire personnel have the knowledge and skills necessary to safely and effectively fulfill the mission of the Fire Division		2004	\$ 3,763,068	90	0
		2005	\$ 3,586,826	50	0
Service Delivery Goal:		Serve the general public, coroners office prosecutors and private attorneys by fulfilling requests for EMS reports in a timely manner			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1	Measures				
Fulfill 90% of requests within 10 days	# of requests received	New	New	1,086	
	# of requests fulfilled within 10 days of receipt	New	New	1,000	
	% of requests fulfilled within 10 days of receipt	New	New	92%	
	# of requests fulfilled per records clerk	New	New	543	
Service Delivery Goal:		Provide EMS training to division personnel in an efficient and effective manner			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1	Measures				
100% of students pass the State EMT-Basic exam on the first attempt	# of students taking exam	New	26	26	
	# of students passing exam on first attempt	New	25	26	
	% of students passing exam on first attempt	New	96%	100%	
Objective 2	Measures				
80% of students pass the State EMT-Paramedic exam on the first attempt	# of students taking exam	75	72	Annual	
	# of students passing exam on first attempt	44	46	Annual	
	% of students passing exam on first attempt	59%	64%	Annual	
Service Delivery Goal:		Provide training to recruit firefighters in an efficient and effective manner			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1	Measures				
100% of students pass the State firefighter II exam on the first attempt	# of students taking exam	25	24	25	
	# of students passing exam on first attempt	25	24	25	
	% of students passing exam on first attempt	100%	100%	100%	
Objective 2	Measures				
100% of students pass the State Fire Safety Inspector exam on the first attempt	# of students taking exam	25	35	32	
	# of students passing exam on first attempt	22	33	32	
	% of students passing exam on first attempt	88%	94%	100%	
Objective 3	Measures				
Keep lost time injuries to less than 1 hour for each 1,000 hours of training	# of student hours of training	24,064	45,056	35,904	
	# of hours of lost time injuries	0	28	12	
	Ratio of lost time to hours of training	0/1000	.62/1000	.33/1000	
	% of students completing recruit training without incurring a lost time injury	100%	92%	94%	
Service Delivery Goal:		Provide training to apprentice firefighters in an efficient and effective manner			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1	Measures				
80% of the students pass the practical journeyman exam on the first attempt	# of students taking exam	47	23	Annual	
	# of students passing exam on first attempt	26	13	Annual	
	% of students passing exam on first attempt	55%	57%	Annual	
Objective 2	Measures				
99 percent of students complete their assignments on time	# of students submitting assignments	403	460	224	
	# of students submitting assignments on time	370	440	216	
	% of students submitting assignments on time	92%	96%	96%	

Division of Fire							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
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	34	-	\$ 18,312,121	22	-	\$ 2,143,096
Bureau of Administration	This bureau provides a wide variety of financial and record keeping services for the Division of Fire	20	-	1,470,559	24	-	2,537,726
Fire Alarm Office	This office receives calls for fire, medical or other emergencies and dispatches the appropriate resources to the emergency	46	-	3,510,300	50	-	4,174,845
TOTAL		100	-	\$ 23,292,980	96	-	\$ 8,855,667

Mayor

Department Description

The Mayor provides the 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 in 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 2005

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

2005 Budget Issues

- The recommended budget for the Mayor's Office provides for continued operation of the office. Funding has been maintained for personal service contracts to provide oversight of the city's Americans with Disabilities Act (ADA) compliance efforts and the veteran's affairs liaison.
- Operational reductions were applied to the Mayor's Office in order to meet the target budget level. The office is committed to managing operations within these levels.

Budget and Program Summary

MAYOR'S OFFICE FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Mayor's Office	\$ 1,690,820	\$ 1,558,628	\$ 1,773,970	\$ 1,556,787	\$ 1,973,507
TOTAL	<u>\$ 1,690,820</u>	<u>\$ 1,558,628</u>	<u>\$ 1,773,970</u>	<u>\$ 1,556,787</u>	<u>\$ 1,973,507</u>

DIVISION SUMMARIES BY CHARACTER					
MAYOR'S OFFICE EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,605,747	\$ 1,477,289	\$ 1,509,046	\$ 1,396,706	\$ 1,789,590
Materials & Supplies	3,829	2,546	10,150	6,000	6,000
Services	81,244	78,793	254,774	154,081	177,917
TOTAL	<u>\$ 1,690,820</u>	<u>\$ 1,558,628</u>	<u>\$ 1,773,970</u>	<u>\$ 1,556,787</u>	<u>\$ 1,973,507</u>

MAYOR'S OFFICE SUMMARY BY FUND					
FUND SUMMARY	2001 Actual	2002 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 1,690,820	\$ 1,558,628	\$ 1,773,970	\$ 1,556,787	\$ 1,973,507
TOTAL	<u>\$ 1,690,820</u>	<u>\$ 1,558,628</u>	<u>\$ 1,773,970</u>	<u>\$ 1,556,787</u>	<u>\$ 1,973,507</u>

MAYOR'S OFFICE PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Authorized	2005 Authorized
Mayor's Office	FT	18	14	18	18
	PT	-	-	-	-
TOTAL		18	14	18	18
*FT=Full-Time PT=Part-Time					

MAYOR							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Mayor's Office Administration	Serves to advance the priorities of the Mayor to departments and to citizens. As such, it coordinates the formulation of strategies and monitors the implementation of policies and programs designed to meet the goals.	3	-	\$ 753,779	7	-	\$ 1,098,769
Community Affairs and Administrative Operations	Responsible for providing quality customer service assistance to the citizens of Columbus and serves as the operational and administrative support team for the Mayor's Office employees.	7	-	435,493	6	-	420,217
Communications	Responsible for communicating 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.	3	-	263,696	3	-	262,248
Policy Office	Responsible for initiating and coordinating key Mayoral initiatives. It conducts research, assists in legislative matters and intergovernmental affairs, and works to assure that departments are working together to meet administration goals.	3	-	321,002	2	-	192,273
TOTAL		16	-	\$ 1,773,970	18	-	\$ 1,973,507

Office of Education

Department Description

The Office of Education, an initiative of Mayor Michael B. Coleman, was established in 2000 to bring community and city resources together to assist in the education of children K through 12 and to implement a workforce development system to prepare the local workforce to support the needs of existing and future employers. The purpose of the Office of Education is to improve the quality of life in Columbus by extending and improving both educational and developmental opportunities for all citizens. The office also implements community-based solutions as well as programs and projects that provide workforce and economic opportunities for individuals and businesses resulting in a more skilled labor force.

Department Mission

To support children in their education and in their transition to higher education, work, family and adult community; to provide support for children's in-school education, primarily through after school opportunities such as mentoring, tutoring, job training, community service and career exploration.

Strategic Priorities for 2005

From the Columbus Covenant:

Education

- Develop sustainable out of school time initiatives that expand the educational opportunities available to the children within the City of Columbus
- Decrease the disparity in the use of technology by increasing availability of computer technology in selected neighborhoods
- Support a successful transition of students and adults to higher education, additional training, and the world of work, family and community
- Maintain and strengthen working partnerships with school districts within the City of Columbus.

Safety

- Coordinate with other city departments the improvement of infrastructure and safety near and around local schools

2005 Budget Issues

- In 2005, the Office of Education will continue contract and program management of the four original capital kids (CCK) demonstration programs and 13 after-school programs.
- The office has again secured private support to continue the operation of its programs in 2005. Of the \$1,162,175 in total funding for the program, private sources provide \$167,450, or the equivalent of three after-school program sites.
- The Office received a grant in the amount of \$471,541 in late 2004 that will fund six additional after-school sites. These federal funds, disbursed through the Temporary Assistance for Needy Families (TANF) program will be used to serve nearly 500 youth. The programs funded with these dollars will be a mix of after-school tutoring and job training programs.

Budget and Performance Measures Summary

OFFICE OF EDUCATION FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Office of Education	\$ 1,247,128	\$ 1,063,376	\$ 1,021,623	\$ 948,367	\$ 959,977
TOTAL	\$ 1,247,128	\$ 1,063,376	\$ 1,021,623	\$ 948,367	\$ 959,977

OFFICE OF EDUCATION SUMMARY BY CHARACTER					
OFFICE OF EDUCATION GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 320,107	\$ 307,006	\$ 302,801	\$ 327,211	\$ 339,639
Materials & Supplies	2,398	1,318	1,966	1,461	1,200
Services	655,634	504,780	466,606	369,454	368,888
Other Disbursements	-	250	250	250	250
TOTAL	\$ 978,139	\$ 813,354	\$ 771,623	\$ 698,376	\$ 709,977
OFFICE OF EDUCATION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 248,989	\$ 249,992	\$ 250,000	\$ 249,991	\$ 250,000
Materials & Supplies	-	-	-	-	-
Services	20,000	30	-	-	-
TOTAL	\$ 268,989	\$ 250,022	\$ 250,000	\$ 249,991	\$ 250,000

OFFICE OF EDUCATION SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 978,139	\$ 813,354	\$ 771,623	\$ 698,376	\$ 709,977
Community Dev. Block Grant	268,889	250,022	250,000	249,991	250,000
TOTAL	\$ 1,247,128	\$ 1,063,376	\$ 1,021,623	\$ 948,367	\$ 959,977

OFFICE OF EDUCATION PERSONNEL SUMMARY						
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted	
General Fund	FT	4	4	4	4	
	PT	7	-	-	-	
CDBG	FT	4	4	5	5	
	PT	3	6	8	8	
TOTAL		18	14	17	17	

*FT=Full-Time PT=Part-Time

Office of Education					
		Appropriation/Request		FT	PT
DEPARTMENT MISSION: To support children in their education and in their transition to higher education, work, family and adult community; to provide support for children's in-school education, primarily through after school opportunities such as mentoring, tutoring, job training, community service and career exploration		2004	\$ 961,825	9	8
		2005	\$ 959,977	9	8
Service Delivery Goal: To promote computer access for Columbus citizens					
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Increase the number of public computer sites with wireless technology by 3 over previous year	Number of new sites created	New	4	3	
Objective 2					
Increase the number of public computer sites by 3 over previous year	Number of new sites created	30	0	3	
Service Delivery Goal: To ensure the opportunity for all children to attend quality out-of-school-time programs					
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
To increase the number of new spaces in out of school time programs by 40% over previous year	New spaces created	380	185	90	
	Percent increase in spaces	New	49%	Annual	

Service Delivery Goal:		To enhance the safety and infrastructure around schools		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
Increase the number of safety and infrastructure related projects completed by 3% over previous year	Percent increase in number of projects completed	New	New	Annual
Objective 2				
Increase the number of schools that use safety programs that are developed and implemented with collaboration from CPS and other city departments and services by 10% over previous year	Total number of schools that use safety programs	5	6	Annual
	Percent increase in number of schools using safety programs	New	20%	Annual
Service Delivery Goal:		To ensure qualified volunteers participating in The Capital Kids programs		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
Increase the number of volunteers in out-of-school time programs by 30% over previous year	Total number of volunteers	191	190	41
	Percent increase in volunteers	New	(<1%)	Annual

Service Delivery Goal:		Actual 2002	Actual 2003	Mid-Year 2004
To improve academic achievement, reduce absenteeism and demonstrate consumer satisfaction for students participating in The Capital Kids programs				
	Measures			
Objective 1				
To achieve a 90% customer satisfaction rating from youth, 90% from parents and 60% from teachers in out-of-school time programs	Percent of youth satisfied	New	89%	Annual
	Percent of parents/guardians satisfied	New	99%	Annual
	Percent of teachers satisfied	New	64%	Annual
Objective 2				
Ensure 60% of enrolled children improve their reading grade when starting year below average	Percent of children improving reading grade when starting year below average	New	60%	Annual
	Number of children participating	New	457	Annual
Objective 3				
Ensure 50% of enrolled children improve their math grade when starting year below average	Percent of children improving math grade when starting year below average	New	48%	Annual
	Number of children participating	New	457	Annual
Objective 4				
Ensure 75% of enrolled children maintain or improve their math grade	Percent of children maintaining or improving math grade	New	77%	Annual
	Number of children participating	New	457	Annual
Objective 5				
Ensure 75% of enrolled children maintain or improve their reading grade	Percent of children maintaining or improving reading grade	New	76%	Annual
	Number of children participating	New	457	Annual

Community Relations Commission Office

Department Description

In 1990, the Community Relations Commission (CRC) was established to help bring civic leaders, business leaders, citizens and elected officials together on issues of ethnic, racial and cultural diversity. Mayor Michael B. Coleman and CRC Executive Director James L. Stowe are committed to opening doors and neighborhoods of Columbus to 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 through: educating citizens about diversity, identifying and resolving community tensions and eliminating racism/discrimination.

Strategic Priorities for 2005

From the Columbus Covenant:

Neighborhoods

- Work with community residents, institutions and area businesses to develop good neighbor agreements, as conflicting issues based on growth and changes occur. In addition, the Commission will work with area commissions on conflict resolution within the various communities, provide technical training and offer additional support as requested.
- The Community Relations Commission will renew its efforts to support new immigrant and refugee communities and service providers through the introduction of the Mayor's Initiative on New Americans. This initiative will seek to expand public, private and not for profit relationships, identify community stakeholders, establish agreement on community accountability and develop a community protocol and action plan for immigrants, refugees and new arrivals.
- Develop community relations guidelines in support of neighborhood development and redevelopment activities.

Economic Development and Technology

- Target small businesses for training on diversity, cultural awareness, civil rights compliance, changing demographics, non-discrimination practices and cultural sensitivity.

Safety

- Work with the Columbus Youth Commission to establish more positive relationships with Columbus Police Division and other law enforcement agencies. The Commission will develop and distribute brochures in English, Spanish and Somali, targeted toward youth, providing guidelines for interaction with law enforcement in the event of a traffic stop.

Education

- Present four public forums that will feature a dialogue on key issues facing our community. These forums will be televised and community reaction will be monitored and measured. In addition, the Community Relations Commission will expand its televised program, *Community Tapestry*, to include a second program each month.

Downtown Development

- Organize the first Pan African Festival in conjunction with the African Community Organization as a source of diversity education/awareness.

Peak Performance

- Develop through the Department of Technology a new complaint status program that will track the CRC staff's performance on complaints and offer a real time status on each charge and complaint initiated through the complaint system.

Additional Departmental Priorities:

The Community Relations Commission will work with the Mayor, City Attorney, community stakeholders and the community at large to revise and update the civil rights ordinance for the City of Columbus. The successful completion of this task would create additional protected classes consistent with federal and state law and would open potential revenue streams for the Commission's enforcement activities.

Additional attention will be given to a development integration plan for the Somali Bantu new arrivals.

The Community Relations Commission will continue efforts to further develop the African Community Organization. The organization was established to improve the relationship between African American and African communities and create greater awareness and cooperation among all communities of color.

The Columbus Youth Commission will establish a youth agenda for the city and offer recommendations and strategies for suggested implementation. The Youth Commission will also conduct a number of youth forums designed to gain broader youth input for the development of the youth agenda.

2005 Budget Issues

- Seven full-time positions are funded in 2005, including one position for the Youth Commission.

Budget and Performance Measure Summary

COMMUNITY RELATIONS COMMISSION FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Community Relations	\$ 621,414	\$ 584,582	\$ 638,254	\$ 569,422	\$ 726,030
TOTAL	\$ 621,414	\$ 584,582	\$ 638,254	\$ 569,422	\$ 726,030

COMMUNITY RELATIONS COMMISSION SUMMARY BY CHARACTER					
COMMUNITY RELATIONS EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 518,119	\$ 537,642	\$ 504,973	\$ 501,789	\$ 605,197
Materials & Supplies	7,493	6,322	6,836	6,836	10,000
Services	95,802	40,618	126,445	60,797	110,833
Capital	-	-	-	-	-
TOTAL	\$ 621,414	\$ 584,582	\$ 638,254	\$ 569,422	\$ 726,030

COMMUNITY RELATIONS COMMISSION SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 621,414	\$ 584,582	\$ 638,254	\$ 569,422	\$ 726,030
TOTAL	\$ 621,414	\$ 584,582	\$ 638,254	\$ 569,422	\$ 726,030

COMMUNITY RELATIONS COMMISSION PERSONNEL SUMMARY					
DIVISION	FT/PT	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Community Relations	FT	7	7	6	7
TOTAL		7	7	6	7
*FT=Full-Time PT=Part-Time					

Community Relations Commission Office

Community Relations Commission Office					
PROGRAM NAME: Community Relations Office		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide leadership to the people of Columbus through: educating citizens about cultural diversity, identifying and resolving community tensions, and eliminating racism/discrimination through training and awareness programs		2004	\$ 611,555	5	0
		2005	\$ 607,806	6	0
Service Delivery Goal:		To facilitate acclimation of new immigrants to city services and the Columbus Community			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1		Measures			
Increase outreach efforts by 15% to the immigrant community.		Actual # of services provided to the immigrant community, including assisting with grant proposal writing, etc.	New	New	85
		Number of contacts made in the community	New	New	240
Service Delivery Goal:		To resolve neighbor disputes			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1		Measures			
Maintain at 100% the number of dispute calls referred to the CRC from the Mayor's Action Center that are resolved		% of calls resolved	98%	100%	100%
Objective 2		Measures			
Resolve 100% of disputes within the current 5-7 day turnaround time		% of disputes resolved by the CRC in 5 - 7 days	New	New	100%
Service Delivery Goal:		Increase the community's awareness of the CRC			
		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1		Measure			
To make 5 contacts in the community per month		Actual number of contacts made in the community	New	New	New

Service Delivery Goal:		Effectively manage discrimination complaint calls received.		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
Resolve incoming customer calls within 15 minutes	Actual time on resolving incoming calls	New	New	New
	# of calls received	New	New	New
Objective 2				
Increase % of calls that result in actual discrimination complaints by 10%	Actual % of calls that result in complaints	New	New	22%
Service Delivery Goal:		Maintain an efficient and effective discrimination investigation process		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
Decrease amount of investigation time from intake to end of process by 25%	Average amount of time for discrimination complaint investigation	New	New	10 months
Objective 2				
Decrease the percent of complaints that result in an administrative hearing by 10%	% of complaints that result in administrative hearing	3%	28%	13%
	# of complaints filed with CRC	31	25	21
	# of complaints that reach administrative hearing phase	1	7	3
Objective 3				
Increase the % of complaints that are resolved through mediation by 15%	% of complaints that are resolved through mediation	New	New	10%
Service Delivery Goal:		To provide diversity training and education to city employees and others who seek it		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
Increase % of solicitations for diversity training done by CRC by 10%	Percentage of solicitations made that lead to actual trainings	New	New	92%
Objective 2				
To increase the number of people attending diversity trainings by 20%	# of participants in trainings	1,196	1,080	1,340
	# of trainings	New	New	42

Community Relations Commission Office					
PROGRAM NAME: Youth Commission		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide youth input into decision making and policy for city government and youth events		2004	\$ 5,700	1	0
		2005	\$ 68,798	1	0
Special Delivery Goal:		To increase the awareness of the Youth Commission programming in the Columbus community			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1 To increase by 15% the number of participants at Youth Commission sponsored events	Actual # of participants at Youth Commission sponsored events	450+	1,084	1,202	
Objective 2 Make a minimum of 9600 contacts with the Youth Commission calendar	Actual # of contacts made	New	New	4,800	
Objective 3 Make a minimum of 150 community contacts	Actual # of contacts made	New	New	130	
Objective 4 Provide 70 consultation services to city government	Actual # of consultations	New	New	15	

Community Relations Commission Office					
PROGRAM NAME: Special Events		Appropriation/Request		FT	PT
PROGRAM MISSION: To promote cultural diversity, awareness and education through CRC sponsored public events		2004	\$ 20,999	0	0
		2005	\$ 49,426	0	0
Service Delivery Goal: Increase attendance at special events to promote awareness of CRC's mission					
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1 Increase the community's awareness of and attendance by 250 at the yearly Dr. Martin L. King March and Celebration	Actual # of participants in the MLK Celebration (including the March)	New	New	1,500	
Objective 2 Increase the community's awareness of and attendance at the annual Culture Fest by 15%	Actual # of attendees at the Culture Fest	1,800	2200+	3,000	
Service Delivery Goal: To educate the Columbus community about the growing and diverse cultures in the City of Columbus					
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measure			
Objective 1 Increase by 20% the number of different cultures participating in the Culture Festival	Number of cultures participating	42	56	Annual	
Service Delivery Goal: To educate the community on the impact of civil rights on diverse cultures					
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measure			
Objective 1 90% of MLK program participants surveyed will report an increased knowledge of the impact of civil rights on diverse cultures	Percent of participants reporting increased knowledge	New	97%	Annual	

Equal Business Opportunity Commission Office

Department Description

The Equal Business Opportunity Commission Office (EBOCO) is mandated by Section 3921.03 of the Columbus City Codes to compile, review, and analyze minority and female business enterprise utilization based upon city contract awards, contract payments, and vendor registration data. The office is also responsible for the release of quarterly utilization reports to the Mayor and City Council.

In addition, EBOCO develops and implements race and gender-neutral programs that encourage a diverse pool of qualified suppliers. In 2005, these initiatives will include an aggressive outreach program, developing a training curriculum to assist city departments in developing non-restrictive bid specifications and informal purchasing policies and providing technical assistance to the minority, female and small business community.

Periodically, the office will recommend and implement additional efforts necessary to further develop inclusiveness in the city's contracting practices, i.e., the EBOCO bi-monthly roundtables (internal), director's quarterly business forums (external), partnering with agencies and/or organizations to reach targeted groups.

Department Mission

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

Strategic Priorities for 2005

From the Columbus Covenant:

Peak Performance

- Continue to encourage the increased utilization of minority and female owned businesses by city agencies and departments. This will be realized by implementing the recommendations of the 2003 availability study as well as the ongoing creation of citywide policies that encourage a diverse supplier population, thereby positively impacting minority and female utilization.
- Monitor and review city contracts for compliance with city, state, and federal requirements as well as the citywide bid specification review process. In addition to developing outreach activities that will inform customers (internal and external) about the importance of a diverse vendor base, EBOCO will continue to monitor and report minority/female business enterprises' (M/FBEs) utilization and availability and establish procedures and policies to assure that available M/FBEs are included in bid solicitations.
- Conduct internal and external roundtable forums and other educational training sessions as well as host a city procurement college to encourage communication among city agencies, EBOCO, and the business community to assist M/FBEs in securing opportunities with the City of Columbus. EBOCO will continue the facilitation of targeted outreach programs for city departments. EBOCO will continue the publication and dissemination of a minority/female business enterprise directory and the *ACCESS* newsletter and EBOCO annual report.
- Continue to market EBOCO services to industry peers. In 2004, EBOCO continued to solidify strategic partnerships by the creation of the minority business collaborative (MBC), which is comprised of minority/female/disadvantaged business enterprises (M/F/DBE) and small business agency leaders. Through collaboration, MBC seeks to share resources and information among the public and private sectors. Examples include the creation of a joint certification program, a MBC website, and joint outreach programming to the business community.

2005 Budget Issues

- Eleven full-time positions are funded in 2005.
- The EBOCO is exploring the potential of charging a fee for contract compliance certification applications, which would help reduce the number of inactive vendors in the office's database, and provide revenue to the city.

Budget and Performance Measures Summary

EBOCO FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Equal Business Opportunity	\$ 985,817	\$ 879,441	\$ 880,176	\$ 894,612	\$ 937,638
TOTAL	\$ 985,817	\$ 879,441	\$ 880,176	\$ 894,612	\$ 937,638

EBOCO SUMMARY BY CHARACTER					
EBO COMMISSION EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 829,093	\$ 839,246	\$ 740,245	\$ 809,883	\$ 836,071
Materials & Supplies	6,918	4,190	6,808	5,500	5,500
Services	149,806	36,005	133,123	79,229	96,067
TOTAL	\$ 985,817	\$ 879,441	\$ 880,176	\$ 894,612	\$ 937,638

EBOCO SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 985,817	\$ 879,441	\$ 880,176	\$ 894,612	\$ 937,638
TOTAL	\$ 985,817	\$ 879,441	\$ 880,176	\$ 894,612	\$ 937,638

EBOCO PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Equal Business Opportunity	FT	13	12	11	11
TOTAL		13	12	11	11
*FT=Full-Time PT=Part-Time					

Equal Business Opportunity Commission Office

Equal Business Opportunity Commission Office					
PROGRAM NAME: Equal Business Opportunity		Appropriation/Request		FT	PT
PROGRAM MISSION : The mission of the Equal Business Opportunity Commission Office is to promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities		2004	\$ 880,176	11	0
		2005	\$ 937,638	11	0
Service Delivery Goal : (M/FBE) and Minority Business Registration (MBR) firms					
		Measures			
Objective 1		2002	2003	2004	
Increase or maintain the number of new certified M/FBEs/MBR firms	Number of new FBE firms	15	22	3	
	Number of new MBE firms	20	20	9	
	Number of new MBR firms	New	New	38	
Service Delivery Goal : To ensure vendor compliance with certification requirements					
		Measures			
Objective 1					
Reduce the number of rejected legislation and contracts due to inactive or no contract compliance number	Percent of legislation rejected	7.10%	0.05%	0.0003%	
	Percent of contracts rejected	1.30%	1%	1.76%	
	Number of pieces of legislation rejected	54	28	1	
	Number of contracts rejected	3	4	2	
Service Delivery Goal : To ensure fair and unbiased bid specifications (targeted commodities)					
		Actual		Mid-Year	
		2002	2003	2004	
Objective 1					
To review at least 50% of all bids in the targeted area (printing and technology)	Number of bids reviewed in the targeted area	New	New	10	
	Percent of bids reviewed in the targeted area	New	New	100%	
Service Delivery Goal : To ensure timely and accurate review of legislation and contracts					
		Measures			
Objective 1					
Reduce or maintain the number of days to process legislation and contracts	Average number of days to process legislation	1.76	1.3	.63 day	
	Average number of days to process contracts	1	1	.85 day	
	Number of pieces of legislation	896	693	297	
	Number of contracts	241	296	113	

Service Delivery Goal :		To create and implement specialized outreach and "in reach" initiatives		
		Actual 2002	Actual 2003	Mid-Year 2004
		Measures		
Objective 1				
Develop departmental or project specific outreach programs	Number of programs sponsored	New	New	8
Objective 2				
Increase or maintain the number of MFBE/MBR's reached via sponsored or co-sponsored initiatives	Number reached	839	921	852

Department of Development

Department Description

The Department of Development provides an array of services including neighborhood liaisons, code enforcement, historic preservation, housing finance, business development, land acquisition and sale, urban design and planning, zoning enforcement, plan review, permitting and building inspection. The department consists of five divisions and three offices: Building Services Division, Economic Development Division, Housing Division, Neighborhood Services Division, Planning Division, the Director's Office, Downtown Development Office and the Office of Land Management.

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 coordination of key development projects (i.e. King-Lincoln development, redevelopment of Northland, enhancement of the Four Corners Project, Hilltop Housing) and providing resources through its financing and technical assistance programs.

Strategic Priorities for 2005

From the Columbus Covenant:

Neighborhoods

- Continue to enhance land-banking efforts by targeting acquisition in neighborhood investment districts and neighborhood pride areas
- Focus on site selection for another urban living Columbus project
- Continue the neighborhood pride program with up to six new neighborhoods, and continue to implement neighborhood priorities and partnership arrangements in previous pride areas to institutionalize the neighborhood pride program in the community
- Enhance communication and outreach to neighborhood leaders and organizations through existing neighborhood pride and neighborhood liaison staff

- Coordinate the vacant housing initiative and neighborhood safety academy with the neighborhood pride program
- Coordinate weed abatement efforts with neighborhood organizations, contractors and with applicable departments so that service delivery is maximized
- Continue coordination with the Department of Public Safety of the building enforcement team (BET)
- Initiate one major housing development project in a neighborhood investment district (NID)
- Expand down payment assistance activities to offer homeownership opportunities to a maximum number of low and moderate income households
- 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 (NID's)
- Increase the number of homeowners receiving assistance to address code and safety violations, exterior rehabilitation and repairs in order to promote housing preservation in neighborhood pride areas
- Coordinate and implement capital projects within neighborhood investment districts and primary commercial strips
- Bring the first phase of the 21st century growth policy initiative to a successful conclusion (including its four components: Pay as We Grow, Joint Facilities, Job Growth, and Regional Growth and Intergovernmental Cooperation)
- Explore and implement measures to promote environmental stewardship in city operations and development efforts
- Provide support to the Big Darby watershed plan effort including research, analysis, mapping, report development and policy formulation
- Complete plans for the Weinland Park and Far South Side III neighborhoods
- Complete plan updates for the Near East, Harrison West reach, Northwest, Far North and the Northeast areas

- Complete the multi-jurisdictional review of northwest Franklin County plans and undertake whatever changes may be appropriate to the interim Hayden Run corridor plan
- Retain and strengthen the fabric of our neighborhoods through the application of the community commercial overlay to Indianola Avenue and the urban commercial corridor to Grandview Avenue
- Complete exterior renovation of the Eddie Rickenbacker House, rehabilitation of the adjacent “Jividen property” and necessary site work to complete the first phase of the Rickenbacker - Woods Technology Center project
- Announce a master developer for the neighborhood development portion of the Whittier peninsula following the conclusion of a national call for qualifications and proposals
- Facilitate the development of affordable housing, improve the quality of the built environment and provide for more pedestrian-friendly neighborhoods by establishing standards for the use of private streets and utilities, and amendments to the TND (traditional neighborhood development) Code

Economic Development and Technology

- Continue to implement the regional economic development strategies of advanced logistics, downtown development/creative services, and life sciences technology development
- Continue to implement new tax incentive strategies to promote job creation and investment
- Continue grassroots economic development (grow at home concept) through the active involvement of the Columbus corporate leadership through the One Hundred CEOs for Columbus (1HCC) effort and the Mayor’s Economic Development Action Committee (MEDAC)
- Develop economic development plans for the Hayden Run corridor and the Southeast area
- Begin implementing recommendations of the West Broad Street economic development strategy, developed in partnership with the Hilltop community

Downtown Development

- Continue to implement the comprehensive business plan for downtown development including strategies for housing, retail, parking, transportation, recreation, and arts and cultural events

Development

- Implement target programs to encourage development and redevelopment of downtown properties, in collaboration with Capital South
- Continue partnering with the Downtown Development Corporation, which will implement the downtown business plan
- Increase the number of downtown employees through partnerships with the State of Ohio and other public and private employers as well as through implementation of target programs

Peak Performance

- Implement strategic opportunities on time and within budget
- Implement performance management through the refinement of performance measures and the collection and tracking of relevant data with links to the budget and employee performance evaluation
- Implement the comprehensive asset management program strategies assigned to the Office of Land Management for cost effective management of the city's real estate portfolio

Customer Service

- Institute a customer feedback system
- Institute an ongoing communication mechanism that shares "best practices" among all departments
- Refine the monitoring system for department customer service objectives
- Refine the cost center-focused financial reporting for the One Stop Shop and link it to performance under the memorandum of understanding
- Continue to move the One Stop Shop/development services fund towards operation as a true enterprise fund
- Continue to explore and share "best practices" for both the land bank and asset management programs
- Update, promote, and increase usage of the INFObase web site as a repository of plans, demographic data, and other neighborhood and citywide information in order to improve customer access, while reducing publishing and mailing costs

2005 Budget Issues

Administration

- The 2005 budget provides \$114,810 in support to the Downtown Development Corporation.
- The 2005 budget provides \$978,000 for the land bank program, which returns underutilized or abandoned properties to productive use. There is also a \$276,504 balance in the land management fund. The focus of land-banking efforts in 2005 will be in neighborhood investment districts and neighborhood pride areas.

Economic Development

- Support of economic development efforts will continue through contracts with several outside agencies totaling \$1.3 million in general fund and CDBG monies. These contracts include the Columbus Urban Growth Corporation, the Columbus Technology Leadership Council, Sister Cities, the Northland Alliance and the North Market.
- The business development office budget includes \$2,448,655 for the city's share of the school district revenue sharing.
- This division supports economic development through loans from the economic development loan fund and for contracts with 15 economic development-oriented agencies. The budget for this effort in 2005 is approximately \$2.5 million in Community Development Block Grant (CDBG) funds.

Neighborhood Services

- Support of social service agencies in 2005 is proposed to be \$3.5 million (\$2.6 million in general fund, \$750,000 in emergency human services fund, and \$215,037 in CDBG funds).
- Code enforcement efforts within neighborhoods will continue in 2005. The number of full-time property maintenance inspectors funded is 66, including 8 funded through CDBG funds and 1 funded with development services funds. Three solid waste inspector positions are also funded.

- Four Neighborhood Pride Centers will continue to be operated in 2005, bringing the services of city government to the people and providing a site for community members to meet and interact with city staff. These centers address neighborhood concerns, including solid waste, weeds, trash, junk cars, safety concerns and infrastructure problems.
- Funding of \$108,000 is provided to cover administrative costs of the area commissions and architectural review commissions, as well as the student intern program.

Housing

- The Columbus housing trust fund was formed in 2000, and administered by the Columbus Housing Trust Corporation, to provide affordable housing and promote home ownership. The fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments. Annual deposits of approximately \$1 million from hotel/motel tax fund revenues have been made and will continue, with the ultimate goal of building the fund to a \$20 million level. The 2005 budget provides \$70,000 in general fund support for the housing trust fund.
- City support of the Community Shelter Board totals nearly \$2 million in 2005 (\$1,343,819 in general fund, \$350,000 in CDBG funds, and \$293,917 in emergency shelter grant funds). Support for the Rebuilding Lives program will be \$694,581 (\$325,000 in HOME funds and \$369,581 in general fund resources).
- The 2005 budget includes \$1.7 million in CDBG and \$3.8 million in HOME funds for the affordable housing opportunity fund. This fund provides for the rehabilitation and creation of housing for the benefit of low- and moderate-income households.
- \$1.1 million in CDBG funds will be used for the emergency repair program; the homebuyer counseling and housing development program, which will fund 10 outside contracts; and the homeless prevention and crisis transition program.
- \$1.1 million in HOME funds will be used to provide community housing development organizations with approximately 6 operating grants and support for 28 housing construction or rehabilitation projects.

Building and Development Services

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

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Administration	\$ 3,345,630	\$ 3,099,016	\$ 3,808,783	\$ 3,314,430	\$ 4,416,401
Economic Development	8,507,139	6,368,009	6,880,414	7,290,896	6,836,242
Building Services	11,715,564	12,997,160	14,282,049	13,455,027	14,714,864
Neighborhood Services	12,662,841	10,419,579	10,129,394	10,371,972	10,525,720
Planning	1,524,554	1,186,186	1,217,499	1,143,893	1,263,915
Housing	7,427,093	7,772,865	6,923,098	7,135,823	6,836,215
TOTAL	\$ 45,182,821	\$ 41,842,815	\$ 43,241,237	\$ 42,712,041	\$ 44,593,357

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 2,082,442	\$ 1,645,721	\$ 1,577,523	\$ 1,524,406	\$ 1,896,996
Materials & Supplies	26,172	22,549	38,948	23,650	33,887
Services	492,775	269,332	696,446	466,968	809,537
Other	-	-	225,000	22,428	246,608
Capital	-	-	-	-	-
TOTAL	\$ 2,601,389	\$ 1,937,602	\$ 2,537,917	\$ 2,037,452	\$ 2,987,028
ECONOMIC DEVELOPMENT GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 214,433	\$ 255,927	\$ 140,596	\$ 146,102	\$ 125,557
Materials & Supplies	7,560	6,373	9,279	3,479	9,279
Services	687,431	553,639	558,168	539,711	630,894
Other Disbursements	2,103,213	2,302,762	2,598,655	2,259,265	2,448,655
Capital	4,748	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 3,017,385	\$ 3,118,701	\$ 3,306,698	\$ 2,948,557	\$ 3,214,385

DIVISION SUMMARY BY CHARACTER					
NEIGHBORHOOD SERVICES GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 5,187,028	\$ 5,375,341	\$ 5,225,223	\$ 5,317,570	\$ 5,641,470
Materials & Supplies	71,019	61,898	122,768	63,042	88,366
Services	6,063,914	3,518,192	3,266,654	3,324,338	3,318,080
Other	9,500	12,753	10,000	127,500	10,000
Transfers	-	54,000	8,000	8,000	8,000
TOTAL	\$ 11,331,461	\$ 9,022,184	\$ 8,632,645	\$ 8,840,450	\$ 9,065,916

DIVISION SUMMARY BY CHARACTER					
PLANNING GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 835,256	\$ 876,368	\$ 689,814	\$ 644,508	\$ 703,455
Materials & Supplies	12,227	10,866	17,234	9,560	17,234
Services	471,769	39,153	99,693	68,089	95,061
Other	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 1,319,252	\$ 926,387	\$ 806,741	\$ 722,157	\$ 815,750

Development

DIVISION SUMMARY BY CHARACTER					
HOUSING GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 293,937	\$ 215,149	\$ 186,515	\$ 181,463	\$ 193,699
Materials & Supplies	38	-	1,000	500	1,000
Services	2,856	1,338,027	1,551,393	1,822,331	1,900,409
TOTAL	\$ 296,831	\$ 1,553,176	\$ 1,738,908	\$ 2,004,294	\$ 2,095,108

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ -	\$ 418,626	\$ 576,511	\$ 631,224	\$ 696,707
Materials & Supplies	-	-	-	-	1,500
Services	-	-	-	-	1,000
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ 418,626	\$ 576,511	\$ 631,224	\$ 699,207

BUILDING SERVICES DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 9,632,919	\$ 10,617,801	\$ 11,672,606	\$ 11,188,243	\$ 12,336,817
Materials & Supplies	96,831	117,241	105,525	62,197	93,025
Services	1,951,406	2,161,041	2,222,358	2,198,456	2,268,222
Other Disbursements	15,265	72,181	19,160	6,131	16,800
Capital	19,143	28,896	262,400	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 11,715,564	\$ 12,997,160	\$ 14,282,049	\$ 13,455,027	\$ 14,714,864

DIVISION SUMMARY BY CHARACTER					
PLANNING DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ -	\$ 60,005	\$ 209,923	\$ 266,859	\$ 293,413
Materials & Supplies	-	30,634	-	-	6,000
Services	-	-	-	-	2,000
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ 90,639	\$ 209,923	\$ 266,859	\$ 301,413

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION CDBG FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 730,421	\$ 728,188	\$ 672,372	\$ 630,721	\$ 722,420
Materials & Supplies	-	1,500	7,846	3,696	3,146
Services	13,820	13,100	14,337	11,337	4,600
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 744,241	\$ 742,788	\$ 694,355	\$ 645,754	\$ 730,166
ECONOMIC DEVELOPMENT CDBG FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 863,578	\$ 925,855	\$ 996,731	\$ 955,687	\$ 972,187
Materials & Supplies	3,863	6,234	12,100	5,100	7,750
Services	1,024,994	2,022,026	953,196	2,531,552	2,641,920
Other Disbursements	3,597,318	285,000	1,611,689	850,000	-
Capital	-	-	-	-	-
Transfers	-	10,193	-	-	-
TOTAL	\$ 5,489,754	\$ 3,249,308	\$ 3,573,716	\$ 4,342,339	\$ 3,621,857

DIVISION SUMMARY BY CHARACTER					
NEIGHBORHOOD SERVICES CDBG FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 812,880	\$ 822,693	\$ 1,112,819	\$ 1,094,782	\$ 1,099,767
Materials & Supplies	-	-	5,000	5,000	5,000
Services	463,380	453,894	378,930	431,740	355,037
Other Disbursements	-	120,808	-	-	-
Capital	-	-	-	-	-
Transfers	55,110	-	-	-	-
TOTAL	\$ 1,331,380	\$ 1,397,395	\$ 1,496,749	\$ 1,531,522	\$ 1,459,804

DIVISION SUMMARY BY CHARACTER					
PLANNING CDBG FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 201,800	\$ 165,939	\$ 194,335	\$ 152,402	\$ 141,952
Materials & Supplies	1,500	1,500	1,500	500	1,000
Services	2,002	1,721	5,000	1,975	3,800
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 205,302	\$ 169,160	\$ 200,835	\$ 154,877	\$ 146,752

DIVISION SUMMARY BY CHARACTER					
HOUSING CDBG FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,797,025	\$ 1,783,719	\$ 1,726,900	\$ 1,664,239	\$ 1,794,696
Materials & Supplies	28,902	42,328	29,733	29,733	26,233
Services	1,839,335	2,163,694	1,720,496	1,900,496	1,576,937
Other Disbursements	3,465,000	2,229,948	1,707,061	1,537,061	1,343,241
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 7,130,262	\$ 6,219,689	\$ 5,184,190	\$ 5,131,529	\$ 4,741,107

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 18,566,318	\$ 16,558,050	\$ 17,022,909	\$ 16,552,910	\$ 18,178,187
Community Dev. Block Grant	14,900,939	11,778,340	11,149,845	11,806,021	10,699,686
Development Services Fund	11,715,564	13,506,425	15,068,483	14,353,110	15,715,484
TOTAL	\$ 45,182,821	\$ 41,842,815	\$ 43,241,237	\$ 42,712,041	\$ 44,593,357

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Administration					
General Fund	FT	20	22	26	26
	PT	1	-	1	-
CDBG Fund	FT	12	11	9	9
	PT	1	-	1	1
Development Services Fund	FT	-	3	5	5
Economic Development					
General Fund	FT	4	3	1	1
CDBG Fund	FT	13	13	13	12
Building Services					
Development Services Fund	FT	150	152	160	160
	PT	2	2	2	2
Neighborhood Services					
General Fund	FT	86	86	82	82
	PT	5	2	-	-
CDBG Fund	FT	9	9	14	12
Planning					
General Fund	FT	11	9	8	8
	PT	-	-	1	2
CDBG Fund	FT	3	3	3	2
Development Services Fund	FT	-	2	3	3
Housing					
General Fund	FT	6	4	4	4
CDBG Fund	FT	33	30	28	27
TOTAL		356	351	361	356
*FT=Full-Time PT=Part-Time					

Land Management					
PROGRAM NAME: Land Bank		Appropriation/Request		FT	PT
PROGRAM MISSION: To improve the quality and value of neighborhoods by providing opportunities for new development and structural rehabilitation of underutilized or abandoned properties which are returned to productive use		2004	\$ 600,985	12	1
		2005	\$ 933,000	12	1
Service Delivery Goal:		Increase overall property values for developed land bank parcels			
		<u>Measure</u>	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Mid-Year 2004</u>
Objective 1					
Increase total dollars invested in land bank properties sold and redeveloped by 5% annually	% increase in total dollars invested in land bank parcels sold and redeveloped	32%	10%	1%	
Service Delivery Goal:		Provide efficient maintenance of land bank parcels			
		<u>Measures</u>	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Mid-Year 2004</u>
Objective 1					
To control average maintenance costs within a 10% variance from previous year	Dollar amount of maintenance	\$38,505	\$22,892	\$10,410	
	% variance in maintenance costs based on average cost per lot	-31.60%	-49.80%	-50%	
Service Delivery Goal:		To streamline the neighborhood approval process for land bank redevelopment applications			
		<u>Measure</u>	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Mid-Year 2004</u>
Objective 1					
To achieve an 80% rate of support for development proposals from neighborhood groups	% of proposals submitted for support and accepted by neighborhood	New	New	100%	

Development

Downtown Development					
PROGRAM NAME: Downtown Development		Appropriation/Request		FT	PT
PROGRAM MISSION: 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		2004	\$ 607,278	4	0
		2005	\$ 633,734	4	0
Service Delivery Goal:		Actively market the Columbus downtown office incentive program			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Increase the number of jobs in downtown by 1% per calendar year	Annual % increase in number of jobs in downtown over prior year	New	0.76%	0.66%	
Objective 2 Decrease the vacancy rate for class "A" and class "B" office space 1.5% per calendar year	% decrease in class A and B vacancy rate Vacancy rate	New 26%	1.7% 24.3%	0.3% 24.0%	
Service Delivery Goal:		Actively market the downtown housing tax abatement program			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Increase the number of housing units downtown by 1,000 units per calendar year	Annual increase in number of housing units downtown	New	470	117	
Objective 2 Increase the number of people living downtown by 1,500 people per calendar year	Annual increase in number of people living downtown	New	705	176	
Service Delivery Goal:		Actively promote and induce private sector capital investment in downtown			
	Measure	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Increase the dollar amount of private sector capital investment by 5% per calendar year	Annual percent increase in private capital investment over prior year	New	14.07%	2.80%	

Development Administration							
Program	Mission/Description	FT	2004 Budget PT	Appropriated	FT	2005 Budget PT	Proposed
Executive Office	Responsible for setting policy and providing leadership to the department's offices and divisions.	3	1	\$ 210,445	3	-	\$ 214,059
Administrative Services	Provides departmental support in the following areas: human resources, fiscal, public information, legislation and contracts and administrative support.	9	-	1,320,976	9	-	1,416,727
Development Services Fund Administrative Offices	Oversees the fiscal and HR activities for the fund.	5	-	576,511	5	-	699,207
Community Development Block Grant	Provides support for fiscal and legislation, as well as clerical support.	7	-	492,588	7	-	519,674
TOTAL		24	1	\$ 2,600,520	24	-	\$ 2,849,667

Economic Development							
Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriated	FT	PT	Proposed
Administration	The administrative office is responsible for setting policy and providing leadership to the division's offices. The office also administers various economic development contracts as well as maintaining the city's share of the school district's revenue sharing.	1	-	\$ 3,303,717	1	-	\$ 3,214,385
Business Development	Assists business expansion and central city revitalization while creating job opportunities for Columbus residents.	-	-	2,981	-	-	-
Community Development Block Grant	Provides support for the Economic and Community Development Fund, Business Development Office, Business Financing Office, Small Business Development Center, Columbus Compact, Columbus Urban Growth Corporation, Neighborhood Commercial Revitalization and the Neighborhood Support Fund.	13	-	3,573,716	12	-	3,621,857
TOTAL		14	-	\$ 6,880,414	13	-	\$ 6,836,242

Building Services					
PROGRAM NAME: Building Services Division Administration		Appropriation/Reques		FT	PT
PROGRAM MISSION: To ensure all sections of building services division operate at maximum capacity to ensure prompt delivery of services to the citizens of Columbus		2004	\$ 1,238,191	3	0
		2005	\$ 2,112,104	3	0
Service Delivery Goal:		To provide excellent and efficient customer service			
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Measures					
Objective 1					
Issue 100% of residential permits within 7 to 12 days of application	% of residential permits issued within 7 to 12 days	98%	100%	99.90%	
	# of permit applications processed	663	5,042	2,463	
	Average # of days per application	5	4	3.55	
Objective 2					
Issue 100% of small-scale commercial permits within 8 days of application	% of permits issued within 8 days	90.9%	100%	100%	
	# of applications processed	21	62	4	
	Average # of days per application	1	4	6.25	
Objective 3					
Issue 100% of commercial permits within 20 days of application	% of permits issued within 20 days	81.3%	99.9%	99.7%	
	# of applications processed	229	2620	1456	
	Average # of days per application	12	8.5	8.68	
Objective 4					
Complete 90% of inspections on day of request	% of inspections completed on day of request	95%	98%	99.2%	
	# of inspection processed	173,141	176,334	43,557	
Objective 5					
Answer 100% of e-mail inquiries within 1 business day	% of inquiries answered within 1 business day	New	100%	100%	
	# of inquiries processed	New	504	213	
NOTE: 2002 information is 4th quarter only, with exception of inspection numbers					

Building Services							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	PT	2004 Budget Appropriated	FT	PT	2005 Budget Proposed
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.	29	1	\$ 1,845,450	30	1	\$ 2,050,180
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.	5	-	489,031	6	-	604,319
Zoning	Reviews building and site plans for compliance with zoning code. Represents city departments at various boards and commission meetings, and before City Council on matters pertaining to zoning compliance.	20	-	1,682,043	20	-	1,526,997
Plan Review	Reviews building plans to ensure safe buildings and residences within the city.	16	1	1,552,589	15	1	1,451,633
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.	3	-	215,439	3	-	197,121
Permits/Cashiers	To issue various building and mechanical permits, collect and process revenues and maintain daily accounting of all monies received by the division.	9	-	625,401	8	-	547,721
Inspections	Ensures safe buildings and residences through the process of inspections during the construction period.	75	-	6,433,905	75	-	6,174,789
Demolition	To ensure the health and safety of the citizens by removing structures that present a health or safety hazard to the city and its occupants.	-	-	200,000	-	-	50,000
TOTAL		157	2	\$ 13,043,858	157	2	\$ 12,602,760

Neighborhood Services						
PROGRAM NAME: Code Enforcement			Appropriation/Request		FT	PT
Program Mission: To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus codes			2004	\$ 4,338,079	65	0
			2005	\$ 4,606,106	65	0
Service Delivery Goal: Respond to non-emergency service requests within a timely manner						
			Actual	Actual	Mid-Year	
			2002	2003	2004	
Measures						
Objective 1	Respond to non-emergency service requests within 10 business days	% of non-emergency service requests responded to within 10 business days	N/A	N/A	Annual	
		# non-emergency services request received	N/A	N/A	Annual	
Service Delivery Goal: Respond to emergency service requests						
			Actual	Actual	Mid-Year	
			2002	2003	2004	
Measures						
Objective 1	Respond to emergency service requests within 2 business days	% of emergency service requests responded to within 2 business days	N/A	N/A	Annual	
		# of emergency service requests received	N/A	N/A	Annual	
Service Delivery Goal: Respond to Mayor Action Center requests within a timely manner						
			Actual	Actual	Mid-Year	
			2002	2003	2004	
Measures						
Objective 1	Respond to Mayor Action Center requests within 5 business days	% of Mayor Action Center requests responded to within 5 business days	N/A	N/A	Annual	
		# of Mayor Action Center requests received	N/A	N/A	Annual	
Service Delivery Goal: Respond to post raid building enforcement team (BET) requests within a timely manner.						
			Actual	Actual	Mid-Year	
			2002	2003	2004	
Measures						
Objective 1	Respond to post raid BET requests within 2 business days	% of post raid BET requests completed within 2 business days	N/A	N/A	Annual	
		# of post raid BET requests received	N/A	N/A	Annual	

Development

Neighborhood Services					
PROGRAM NAME: Environmental Nuisance		Appropriation/Request		FT	PT
MISSION: The mission of the environmental nuisance program is 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		2004	\$ 923,867	10	0
		2005	\$ 979,947	9	0
Service Delivery Goal:		To remove overgrown weeds, grass, and solid waste on properties cited by code inspectors			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Assure that 100% of cited properties are abated within 30 days		# of properties cited	New	New	545
		# of properties abated within 30 days	New	New	536
		% of properties abated within 30 days	New	New	98%
Service Delivery Goal:		To secure vacant, open properties cited by code inspectors			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Assure that 100% of vacant properties are secured within 48 hours after the orders are received from the inspector		# of properties referred	New	193	243
		# of properties secured within 48 hours	New	181	242
		% of properties secured within 48 hours	New	94%	99.6%
Service Delivery Goal:		To respond to complaints regarding solid waste in a timely manner			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Assure that 100% of properties subject to complaint are inspected within 48 hours of referral		# of complaints received	New	460	1,100
		# of properties inspected within 48 hours	New	396	694
		% of properties inspected within 48 hours	New	86%	63%
Service Delivery Goal:		To forward to the fiscal department all fire damage security release authorizations in a timely manner			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Assure that 100% of security release forms are forwarded to the fiscal dept. within 24 hours of receipt of signed off, completed building inspection forms		# of requests received	New	6	18
		# of requests forwarded within 24 hours	New	6	17
		% of requests forwarded within 24 hours	New	100%	94%

Neighborhood Services							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Agencies/ Communities/ Neighborhoods	Oversees social service programs, work with area commissions and civic associations, and act as neighborhood liaisons to the community.	6	-	\$ 453,536	4	-	\$ 298,437
Administration	Responsible for setting policy and providing leadership to the division's offices.	3	-	610,518	3	-	712,400
Neighborhood Pride Centers	Operates within the neighborhoods bringing the services of city government to the people and also providing a site for community members to meet and interact with city staff.	1	-	188,371	4	-	400,488
Historic Preservation	Provides guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.	6	-	384,261	5	-	335,543
Social Service Programs	Support is provided in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.	-	-	2,563,292	-	-	2,553,292
Area Commissions/Intern Program	Provides support to cover administrative costs of area commissions and architectural review commissions and the student intern program.	-	-	58,000	-	-	108,000
Community Development Block Grant	Provides support for the neighborhood and agency program and the public service competitive fund.	5	-	609,470	4	-	531,507
TOTAL		21	-	\$ 4,867,448	20	-	\$ 4,939,667

Planning								
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget		
			PT	Appropriated		PT	Proposed	
Administration	Responsible for setting policy and providing leadership to the division's offices.	3	1	\$ 444,511	3	1	\$ 422,298	
Long Range Planning	Looks to the future and establishes long range direction for growth in neighborhoods and citywide. Provides a basis for zoning, annexations, capital improvements, and other land use decisions.	2	-	148,076	2	-	149,940	
Neighborhood Planning	Works in partnership with Columbus residents to improve and sustain their neighborhoods. Responds to neighborhood development issues and opportunities with planning assistance tailored to each situation.	2	-	131,215	2	1	163,078	
Urban Design	Provides design solutions and alternatives for downtown, neighborhood and citywide issues concerning streetscape, public spaces.	1	-	82,939	1	-	80,434	
Development Services Fund- Neighborhood Planning	Updates and maintains area plans.	3	-	209,923	3	-	301,413	
Community Development Block Grant	Provides support for neighborhood planning staff.	3	-	200,835	2	-	146,752	
TOTAL		14	1	\$ 1,217,499	13	2	\$ 1,263,915	

Housing					
PROGRAM NAME: Housing Finance		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide financial assistance and incentives to promote affordable housing in the City of Columbus		2004	\$ 156,406	4	0
		2005	\$ 166,102	4	0
Service Delivery Goal:		Provide gap funding to developers and first-time homebuyers			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	Increase the % of home owners receiving homeownership development assistance by 10% within two years	# of new homeowners receiving HDP financial assistance	17	35	13
		Average cost of gap financing per unit	20,882	21,976	27,944
		% of change in new homeowners receiving HDP assistance	New	106%	Annual
Objective 2	Increase the % of first time home buyers receiving downpayment assistance by 10% within two years	# of first time homebuyers receiving downpayment assistance	66	143	28
		Average cost of downpayment assistance per unit	3,157	3,737	3,885
		% of change in first time homebuyers receiving DP assistance	N/A	116%	Annual
Objective 3	Increase the % of LMI rental units receiving assistance by 10% within two years	# of LMI rental units receiving financial assistance	197	286	38
		Average cost of financing per unit	9,551	11,308	11,368
		% of change in LMI rental units receiving financial assistance	New	45%	Annual
Service Delivery Goal:		Provide tax abatement incentives in the neighborhood investment districts (NIDs) to qualified developers and homebuyers			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	Increase the % of home ownership in the neighborhood investment districts (NIDs) by 10% within two years	# of new homeowners receiving tax abatement in the NIDs	10	10	6
		Average investment for tax abatement per unit in the NIDs	86,915	120,708	111,702
		% of change of homeownership in the NIDs receiving tax abatement	New	0%	Annual
Service Delivery Goal:		Maintain the integrity and quality of the servicing of the city's loan portfolio			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	Reduce the loan portfolio delinquency by 15% within one year	# of loan portfolio delinquencies	135	285	456
		% of change in delinquencies in the loan portfolio	New	211%	Annual

Housing							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	PT	2004 Budget Appropriated	FT	PT	2005 Budget Proposed
Housing Development	Provides funding for the housing trust corporation, rebuilding lives and the community shelter board contracts.	-	-	\$ 1,483,400	-	-	\$ 1,783,400
Relocation	Provides technical review to evaluate each project or program under various federal programs to determine if the proposed activities (i.e., state agency and privately undertaken acquisition, rehabilitation, and/or demolition) meet both the acquisition and relocation requirements. Provides the necessary social services, referrals, and prescribed financial assistance to relocate occupants to replacement locations (temporary or permanent) that meet their needs, are affordable, and meet all city codes.	4	-	255,508	4	-	311,708
Community Development Block Grant	Provides support for the Affordable Housing Opportunity Fund, Emergency Repair Contracts, Homeless Prevention Contract, Homebuyer Counseling and Housing Development contracts and city administration for housing activities.	24	-	5,027,784	23	-	4,575,005
TOTAL		28	-	\$ 6,766,692	27	-	\$ 6,670,113

Department of Finance

Department Description

The Department of Finance is responsible for the financial management of the city including the development, monitoring and control of the city's operating budgets. Finance is also responsible for the city's debt management including coordination of the capital improvements budget and the six-year capital improvements plan. The grants management section coordinates and oversees the city's Community Development Block Grant (CDBG) program. The purchasing office monitors, coordinates and administers the city's procurement policies and procedures, and operates the city's central print and copy services.

Department Mission

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

Strategic Priorities for 2005

From the Columbus Covenant:

Peak Performance and Customer Service

- Implement and monitor departmental change plans generated by the operations review. These include building customer understanding through better financial reporting, increased communication with customer departments, and better coordination of the financial function throughout city government.
- Continue to develop and refine performance measures and to implement *pbviews*, the city's performance management software system. The system allows for the storing, tracking and reporting of the city's performance measures data and provides the necessary tools for the city to manage its overall performance in relation to its strategic objectives. Implementation for all departments will be completed during 2005. Additional performance management training for programs will also continue, with the goal of having all city programs trained by the end of the year.
- Working with the Department of Human Resources, finalize agreements with labor unions, which are consistent with the recommendations of the economic advisory committee on employee benefits and with the existing Fraternal Order of Police (FOP) agreement on wage increases.

- Assist with the effort to complete city capital improvement projects on time and on budget by monitoring established departmental timelines for capital projects and developing a citywide database for capital projects reporting.
- The purchasing section will improve the quality of its electronic purchasing system and potential supplier information and will continue to seek opportunities for cost savings for the city by pursuing cooperative contracting where applicable.
- The grants management section will enhance the coordination of loan servicing activities to provide for a reduction in community development loan delinquencies and to maximize program income.

2005 Budget Issues

- The department's 2005 budget includes \$169,295 to begin the implementation of the *ColumbusStat* program. The addition of four budget management specialist positions will allow the budget analysts to become more involved in management analyses throughout the city. By spreading departmental budget assignments among more analysts, there will be a greater ability to focus on operations review, using performance data and other information, service-delivery issue identification and analysis of improved service delivery methods, best practices, etc. The end result will be improved management of city agencies, increased efficiencies and improved customer service.
- The department's budget includes the department's share of the maintenance contract on the accounting, budgeting and purchasing system software.
- Various expenditure items are initially budgeted in the Finance Department and, as necessary, transferred to other departments throughout the year. Examples are termination pay for general fund employees leaving city employment and certain legal expenses. By estimating these costs and appropriating them in Finance's citywide account, the city ensures that it has at least partially accounted for those expenditures and that the funds reserved for those expenses are not diverted to other uses. The annual transfer of \$750,000 to the anticipated expenditure fund is included in the citywide account.
- In 2005, the citywide account will include \$600,000, which will be transferred to the newly established safety staffing contingency fund. The new safety staffing contingency fund will be available in 2005 or future years, if needed to address any unexpected, high number of retirements of police or fire safety forces attributable to the deferred retirement option plan (DROP) program.

- Also included in the citywide account in 2005 will be \$200,000 for transfer and use under the New Americans Initiative to address language and translation issues as identified across various city departments and service areas.

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Finance	\$ 3,725,359	\$ 3,605,993	\$ 4,311,040	\$ 3,897,456	\$ 4,237,821
Finance Citywide	750,000	750,000	10,773,000	779,448	3,400,000
Citywide Technology Billings	8,813,843	7,788,696	-	-	-
TOTAL	\$ 13,289,202	\$ 12,144,689	\$ 15,084,040	\$ 4,676,904	\$ 7,637,821

DEPARTMENT SUMMARIES BY CHARACTER					
GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 2,246,664	\$ 2,282,695	\$ 2,231,786	\$ 2,245,560	\$ 2,576,051
Materials & Supplies	17,754	8,836	20,272	18,142	38,437
Services	295,355	137,464	633,146	360,235	399,560
Capital	-	-	-	-	-
Transfers	750,000	750,000	10,773,000	779,448	3,400,000
TOTAL	\$ 3,309,773	\$ 3,178,995	\$ 13,658,204	\$ 3,403,385	\$ 6,414,048
GENERAL FUND CITYWIDE TECHNOLOGY BILLINGS	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Services	\$ 8,813,843	\$ 7,788,696	\$ -	\$ -	\$ -
TOTAL	\$ 8,813,843	\$ 7,788,696	\$ -	\$ -	\$ -
CDBG FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 382,610	\$ 395,202	\$ 411,537	\$ 397,537	\$ 430,345
Materials & Supplies	2,668	420	5,500	1,990	10,250
Services	422,863	399,370	573,050	515,004	457,140
Other Disbursements	81,345	61,760	85,000	39,889	50,000
TOTAL	\$ 889,486	\$ 856,752	\$ 1,075,087	\$ 954,420	\$ 947,735
PRINT SERVICES EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 101,234	\$ 193,091	\$ 206,187	\$ 197,210	\$ 127,038
Materials & Supplies	51,603	45,400	46,550	33,971	48,000
Services	116,843	81,755	98,012	87,918	101,000
Capital	6,420	-	-	-	-
TOTAL	\$ 276,100	\$ 320,246	\$ 350,749	\$ 319,099	\$ 276,038
NOTES:					
The 2004 transfer budget includes funds for negotiated pay increases for bargaining units with contracts expiring, termination pay for general fund employees, legal settlement and outside counsel costs.					
In 2004 and 2005, citywide technology billings are budgeted in each general fund division.					

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General Fund	\$ 12,123,616	\$ 10,967,691	\$ 13,658,204	\$ 3,403,385	\$ 6,414,048
Print Services Fund	276,100	320,246	350,749	319,099	276,038
CDBG Fund	889,486	856,752	1,075,087	954,420	947,735
Purchasing Stores	-	-	-	-	-
TOTAL	\$ 13,289,202	\$ 12,144,689	\$ 15,084,040	\$ 4,676,904	\$ 7,637,821

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
General Fund	FT	31	30	28	33
Community Dev. Block Grant	FT	6	5	5	5
Print Services	FT	2	3	3	2
TOTAL		39	38	36	40

*FT=Full-Time PT=Part-Time

Finance Department					
PROGRAM NAME: Financial Management		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide an annual budget and 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		2004	\$ 1,029,600	8	0
		2005	\$ 1,137,306	12	0
Service Delivery Goal:		Increase the level of satisfaction with the annual budget process			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measure					
Objective 1					
Maintain a level of satisfaction with the annual operating budget process at 3.5 out of 5	Satisfaction rating with the budget process with 5=strongly satisfied	2.44	3.61	Annual	
Service Delivery Goal:		Maintain a standard of accuracy with respect to expenditure projections			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measure					
Objective 1					
Maintain a standard of 99 percent accuracy of general fund expenditure projections made at third quarter	Percentage accuracy of budget projections	99.99%	99.40%	Annual	
Service Delivery Goal:		Maintain a level of satisfaction with information provided to city agencies			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measure					
Objective 1					
Maintain a standard of 90 percent satisfaction with information provided by the financial management staff to city agencies	Percentage of city staff satisfied with information provided	93%	90.91%	Annual	

Finance Department					
PROGRAM NAME: Debt Management		Appropriation/Request		FT	PT
PROGRAM MISSION: To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments		2004	\$ 93,895	1	0
		2005	\$ 100,129	1	0
Service Delivery Goal: Maintain current bond rating					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 To maintain Aaa and AAA bond ratings, respectively, from Moody's Investors Service and Standard and Poor's Corporation	Bond rating- Moody's	Aaa	Aaa	Aaa	
	Bond rating- Standard and Poor's	AAA	AAA	AAA	

Finance Department					
PROGRAM NAME: Purchasing		Appropriation/Request		FT	PT
PROGRAM MISSION: The purchasing office will preserve the public trust and maximize available resources by providing high quality internal customer procurement services, acquiring optimal goods and services at low cost and maximizing sales income by selling surplus at the highest prices		2004	\$ 1,352,453	15	0
		2005	\$ 1,358,117	16	0
Service Delivery Goal: Efficiently and effectively provide goods and services to internal customers					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Obtain an internal customer satisfaction rating of 3.75 or higher on annual surveys (on a scale of 1-5 with 5 being the most satisfied)	Internal customer satisfaction rating	3.70	3.78	3.78	
Objective 2 To achieve an average turnaround time (bid to contract) for informal bids of 30 calendar days or less	Average number of days for informal turnaround	33	25	25.07	
	Total number of informally bid contracts	1,735	1,381	777	
Objective 3 To achieve an average turnaround time (bid to contract) for formal bids of 120 calendar days or less	Average number of days for formal bid turnaround	157	165	164	
	Total number of formally bid contracts	230	257	75	
Objective 4 To achieve an average turnaround time (from request to purchase order) for Universal Term Contract purchase orders of 3 calendar days or less	Average number of days for formal bid turnaround	2.4	1.3	1.3	
	Total number of formally bid contracts	2,623	2,722	1,737	
Objective 5 Maintain administrative costs at less than 2% of dollars expended	Ratio of administrative cost to dollars expended	<2%	<2%	<2%	

Finance

Service Delivery Goal:		Maximize resources by attracting competition for purchases and sales from external customers (potential bidders/offerors)		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
Obtain an external customer service satisfaction rating of 3.75 or higher on annual surveys	External customer satisfaction rating	New	New	Annual
Objective 2				
To develop viable specifications for bids by achieving a re-bid rate of less than 10%	Re-bid rate	New	New	0.01%
Service Delivery Goal:		To preserve the public trust with regard to the city's procurement activities		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
To maintain an annual record of zero lawsuits due to bid actions	Number of lawsuits successfully pursued as a result of city procurement activities	0	0	0
Objective 2				
To maintain an annual record of zero bid protests that are successfully pursued by bidder	Number of bids protests filed	New	New	New
	Number of bids protests successfully pursued	0	0	0

Service Delivery Goal:		To provide high quality public purchasing training and educational opportunities		
	Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1				
To conduct 5 internal cooperative purchasing meetings and 5 Performance Series special interest group meetings annually	Number of internal cooperative purchasing meetings conducted	5	5	3
	Number of SIG meetings	5	5	2
Objective 2				
To conduct 2 subject matter workshops annually	Number of workshops conducted	New	New	0
Objective 3				
To conduct at least one outreach activity	Number of outreach activities	New	5	2

Finance Department					
PROGRAM NAME: Print Shop/ Copy Center		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide timely and quality print and copy services to city agencies		2004	\$ 350,749	3	0
		2005	\$ 276,038	2	0
Service Delivery Goal: To fulfill customer print and copy needs to their satisfaction					
Measures		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To satisfy at least 95% of all customers	% customers satisfied based on internal customer satisfaction rating	New	99%	Annual	
Objective 2					
To complete copy jobs in less than 3 days	Average turnaround time for copy jobs	New	New	New	
Objective 3					
To complete print jobs in less than 7 days	Average turnaround time for print jobs	New	New	New	

Finance Department					
PROGRAM NAME: Grants Management		Appropriation/Request		FT	PT
PROGRAM MISSION: To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG and HOPWA grant programs		2004	\$ 451,273	5	0
		2005	\$ 470,080	5	0
Service Delivery Goal: Provide efficient and effective monitoring of grant programs					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Measures					
Objective 1					
Ensure that 100% of grant-funded programs monitored are in compliance with city and federal regulations					
Number of programs monitored		21	16	7	
Number of programs where findings were cited		0	0	0	
Percent of programs in compliance		100%	100%	100%	
Service Delivery Goal: Provide budgetary and cash management analysis					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Measures					
Objective 1					
Ensure that 100% of grant expenditures are in fiscal compliance with city and federal regulations					
Total amount of expenditures		\$ 21,666,848	\$ 20,726,147	\$ 10,716,876	
Total amount of expenditures in compliance		\$ 21,666,848	\$ 20,718,323	\$ 10,660,577	
Percent of expenditures in compliance		100%	99.96%	99.47%	
Service Delivery Goal: Provide environmental review and prevailing wage compliance services					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Measures					
Objective 1					
Ensure that 100% of federal projects, subject to 24 CFR Part 58, are in compliance with federal environmental review regulations					
Number of projects reviewed		454	755	283	
Number of projects found in non-compliance		0	0	0	
Percent of projects in compliance with environmental review regulations		100%	100%	100%	
Objective 2					
Ensure that 100% of CDBG and HOME projects are in compliance with federal prevailing wage regulations					
Number of projects reviewed		1	4	2	
Number of projects found in non-compliance		0	0	0	
Percent of projects in compliance with prevailing wage regulations		100%	100%	100%	

Finance Department							
ALL OTHER PROGRAMS							
Program/Activity	Description	2004 Budget			2005 Budget		
		FT	PT	Appropriated	FT	PT	Proposed
Administration	Provides direction to all Finance operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city.	4	-	\$ 409,256	4	-	\$ 418,496
Grants Management	Provides contracts for fair housing services as well as loan servicing.	-	-	623,814	-	-	477,655
City-Wide Account	Holding account for later transfer to general fund divisions.	-	-	10,773,000	-	-	3,400,000
TOTAL		4	-	\$ 11,806,070	4	-	\$ 4,296,151

Department of Human Resources

Department Description

The Department of Human Resources provides leadership, direction and support to city departments by:

- 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
- Consistent and uniform administration of collective bargaining agreements
- Development and monitoring of occupational health and safety standards and drug-free workplace programs
- Coordination of citywide recognition and charitable programs
- Ensuring 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 2005

From the Columbus Covenant:

Customer Service/Peak Performance

- Expand the city's "training enterprise" through the coordinated activities of the newly created citywide office of training and development (COTD). COTD will focus on the design and execution of training partnership agreements (TPA's) for each department and will partner with department/division liaisons to create outcome specific training plans. COTD will begin full utilization of the recently purchased "GYRUS" system as a central source of training data retention; thereby, enhancing outcome measurement capabilities. COTD will continue to contract with external entities to provide course offerings in targeted areas as an additional source of revenue.
- Work collaboratively with department and division safety professionals throughout the city as well as the Bureau of Workers' Compensation to expand programs that contributed to our success in reducing the frequency and severity of claims in 2004. The implementation of transitional work programs and expansion of industrial hygiene services will continue to be an area of focus. Human Resources will work with the Health Department to

devise and implement a comprehensive strategic plan for more efficient and cost effective delivery of clinical services. In 2005, the Employee Benefits/Risk Management Division will begin implementation of a document imaging process that will enhance the efficiency of workers' compensation and injury leave claims administration. Full participation in the 2005 Capital Area Safety Council Incentive Program will result in additional workers' compensation premium discounts.

- Continue to focus on maximizing the city's ability to recruit, develop, and retain quality employees in support of the Columbus Covenant. In 2004, guidelines for administration of the management compensation plan (MCP) and administrative salary resolution (ASR) pay plans were designed and implemented. A 2005 strategic priority for the compensation management program area is the design and implementation of a citywide individual performance management program with a particular focus on the MCP and ASR. With the implementation of the Columbus Municipal Association of Government Employees (CMAGE) pay plan in 2004, the establishment of guidelines for the consistent administration of the plan will be a priority for 2005.
- Recruitment of quality employees and fair and equitable treatment of employees and applicants, consistent with the city's policies and executive orders will continue to be the priorities of the Equal Employment Opportunity (EEO) program area.
- Another strategic priority for Human Resources will be the full implementation of the "Front-line Supervisor" training modules. This will address a need identified in many of the training partnership agreements executed with departments/divisions in 2004. Additionally, COTD will continue to expand the number of courses offered to non-profit and government entities as a source of additional revenue.
- In 2005 Human Resources will focus on the redesign of the current employee recognition program. Focus groups were conducted in 2004 involving representatives from all areas of the city's operations. This information will serve as the foundation for the redesign of the program.
- Consistent administration of collective bargaining agreements will be the priority for the labor relations section. This will be achieved through a citywide human resources conference, periodic customer service visits with appointing authorities and their management teams, effective labor/management committees, and the implementation of a grievance-tracking database.

2005 Budget Issues

- The Department of Human Resources will continue to provide professional development opportunities for the city workforce in 2005. A \$66,379 contract for employee training is budgeted in 2005. The department will continue to market training opportunities to external entities at competitive rates, thereby providing an additional source of revenue.
- The department will continue to keep the position of chief negotiator vacant in 2005. Instead the department has included \$100,000 for an independent contractor to perform the duties of a labor negotiator.

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Human Resources	\$ 3,262,875	\$ 3,182,282	\$ 3,841,324	\$ 3,316,402	\$ 3,529,290
TOTAL	<u>\$ 3,262,875</u>	<u>\$ 3,182,282</u>	<u>\$ 3,841,324</u>	<u>\$ 3,316,402</u>	<u>\$ 3,529,290</u>

FUND SUMMARY BY CHARACTER					
GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,801,016	\$ 1,402,343	\$ 1,223,163	\$ 1,131,594	\$ 1,273,476
Materials & Supplies	23,019	13,438	29,496	24,327	22,100
Services	288,852	192,726	620,618	397,524	448,066
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	<u>\$ 1,912,887</u>	<u>\$ 1,608,507</u>	<u>\$ 1,873,277</u>	<u>\$ 1,553,445</u>	<u>\$ 1,743,642</u>
EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 776,339	\$ 994,749	\$ 1,071,053	\$ 1,062,338	\$ 1,164,444
Materials & Supplies	47,378	23,988	48,500	25,642	45,500
Services	526,271	555,038	848,494	674,977	575,704
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	<u>\$ 1,349,988</u>	<u>\$ 1,573,775</u>	<u>\$ 1,968,047</u>	<u>\$ 1,762,957</u>	<u>\$ 1,785,648</u>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General Fund	\$ 1,912,887	\$ 1,808,507	\$ 1,873,277	\$ 1,553,445	\$ 1,743,642
Employee Benefits Fund	1,349,988	1,573,775	1,968,047	1,762,957	1,785,648
TOTAL	\$ 3,262,875	\$ 3,182,282	\$ 3,841,324	\$ 3,316,402	\$ 3,529,290

DEPARTMENT PERSONNEL SUMMARY					
FUND	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
General Fund	FT	20	18	16	15
Employee Benefits Fund	FT	13	14	14	15
TOTAL		33	32	30	30

*FT=Full-Time PT=Part-Time

Human Resources

Human Resources					
PROGRAM NAME: Labor Relations		Appropriation/Request		FT	PT
PROGRAM MISSION: The labor relations section's mission is 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		2004	\$ 340,341	3	0
		2005	\$ 423,957	3	0
Service Delivery Goal: Provide quality, efficient, and consistent service delivery to customers					
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
Complete 100% of quarterly grievance status reports and provide to departments in a timely fashion	# of reports	New	New	New	
	% of reports completed	New	New	New	
	% of customers satisfied with staus reports	New	New	New	
Objective 2					
Conduct 95% of discipline/greivance hearing within contractual timelines	% of hearings completed within timelines	97.25	97.75	90	
Service Delivery Goal: Provide consistent and timely processing of tuition reimbursement applications					
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1:					
Process 100% of tuition reimbursement applications within 30 days	# of applications.	N/A	N/A	325	
	% of applications processed within 30 days	N/A	N/A	99	
	Cost per application processed	New	New	New	
Service Delivery Goal: Coordinate random drug and alcohol testing annually in accordance with Federal law and collective bargaining contract provisions					
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
Conduct 100% of tests in accordance with Federal law and collective bargaining contract provisions	% of tests conducted in accordance with Federal law and collective bargaining contract provisions	New	New	100%	
	Cost per test administered	New	New	N/A	
	# of tests conducted	New	New	1,152	

Human Resources					
PROGRAM NAME: Citywide Office of Training and Development		Appropriation/Request		FT	PT
PROGRAM MISSION: The Citywide Office of Training and Development's mission is to provide workforce educational opportunities that enhance employee skills and maximize workplace potential		2004	\$ 333,428	3	0
		2005	\$ 307,509	3	0
Service Delivery Goal:		Provide training and employee development opportunities that enhance personal and professional growth			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Provide 100% of training mandated by federal and state laws and regulations	# of mandatory trainings in each topic	N/A	74	29	
	\$ of attendees in mandated trainings	N/A	1,449	554	
	% of mandated trainings provided	100	100	N/A	
	Cost per training	New	New	N/A	
Objective 2					
80% of participant evaluations will rate training content at an average of 4.0 or greater (1-5 scale)	Average rating of course content – from evaluation sheets	New	New	4	
	% of participants rating training content 4.0 or greater	New	New	N/A	
	# of evaluations	New	New	N/A	
	# of participants	New	11,579	5,870	
Objective 3					
Maintain a departmental training plan with 100% of the departments	% of departments with a training plan	New	New	20	
	# of training plans submitted	New	New	2	
Objective 4					
Respond to 100% of department training needs within two weeks	# of training requests from departments.	New	New	2	
	Average # of days to respond to training request	New	New	5	
	% of training needs responded to within two weeks	New	New	100	
Service Delivery Goal:		Promote and maintain the citywide office of training and development as a training enterprise that will provide quality and affordable training and workforce development opportunities that are aligned with the Columbus Covenant			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Market the citywide training program to 100% identified external agencies	# identified external agencies to receive marketing information	New	New	73	
	% of identified external agencies that receive marketing information	New	New	100	
Objective 2					
Increase outside revenue by 5% each year	% increase in annual revenue	New	100	115	

Human Resources

Human Resources					
PROGRAM NAME: Compensation		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the compensation section is 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		2004	\$ 99,274	1	0
		2005	\$ 107,587	1	0
Service Delivery Goal:		Effectively manage market competitiveness of all City pay plans according to appropriate labor market strategies			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Ensure that 100% of classifications are paid within a 10% margin to appropriate labor market strategies	Total # of classifications	620	620	620	
	# of classifications reviewed	30	111	44	
	Hours per classification reviewed	8	8	8	
	% of classifications reviewed	5%	18%	7%	
	% of classifications reviewed that are within a 10% margin of the defined market	100%	100%	100%	
Objective 2 Ensure that 100% of regular employees are paid within a 20% margin of the defined market	# of regular employees	New	New	New	
	% of employees paid within a 20% margin of the defined market	New	New	New	
Service Delivery Goal:		Provide quality and efficient service delivery to customers using "best practices"			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Ensure that 98% of merit PRIs conform with established requirements	Number of merit PRIs reviewed	N/A	486	210	
	Percentage of merit PRIs that conform with established requirements	100	100	100	
Objective 2 Review and approve 100% of merit PRIs in the intended pay period	# of merit PRIs	N/A	486	210	
	% of PRIs processed on time	100	100	100	

Human Resources					
PROGRAM NAME: Employee Resources			Appropriation/Request	FT	PT
PROGRAM MISSION: The mission of the Employee Resources Program is to reward City of Columbus employees for their efforts in serving the citizens of Columbus			2004	\$ 73,431	1 0
			2005	\$ 79,720	1 0
Service Delivery Goal:		Recruit qualified diverse candidates for employment with the City of Columbus			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Attend eight diverse job fairs annually.		Number of diverse job fairs attended annually	9	11	9
		Number of job interest packs distributed	N/A	N/A	1,283
Service Delivery Goal:		Recognize and reward the longevity of employees			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Recognize 100% of eligible employees for longevity		% of eligible employees recognized	New	100	100
		# of eligible employees	New	705	973
Service Delivery Goal:		Effectively manage citywide charitable campaigns			
		Measure	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Conduct two citywide charitable campaigns		# of charitable campaigns	2	2	1

Employee Benefits / Risk Management					
PROGRAM NAME: Employee Benefits/Risk Management		Appropriation/Request		FT	PT
PROGRAM MISSION: The Employee Benefits/Risk Management section promotes employee development that strives for excellence through efficient, effective services responsive to the needs of the City's employees		2004	\$ 1,883,486	13	0
		2005	\$ 1,693,930	14	0
Service Delivery Goal:		To administer the injury leave program and workers' compensation program timely and cost effectively in accordance with the respective union negotiated contracts, applicable laws, and applicable performance measurements			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
To adjudicate 99% of workers' compensation claims within 14 days from the dates received in EBRM.		# of claims received	N/A	N/A	974
		# of claims certified or rejected from the dates received in EBRM	N/A	N/A	970
		% of claims adjudicated within 14 days from the dates received in EBRM	N/A	N/A	99.7
Objective 2					
To adjudicate 99% of completed injury leave claims within 14 days from the dates received in EBRM.		# of claims received	1,790	1,542	971
		Average amount of time required per claim	New	New	N/A
		# of claims certified or rejected from the dates received in EBRM.	1,770	1,534	967
		% of claims adjudicated within 14 days from the dates received in EBRM	99.78	99.00	99.60
Service Delivery Goal:		To ensure affordable, quality health care benefits for City workers			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Ensure that the rate of growth of medical costs does not exceed 15%.		Rate of annual growth of medical costs.	12.6%	18%	13%
		Average medical cost per employee.	New	New	New
Objective 2					
Ensure that the rate of growth of prescription drug costs does not exceed 15%.		Rate of annual growth of prescription drug costs.	New	New	Annual
		Average prescription cost	New	New	New

Employee Benefits / Risk Management					
PROGRAM NAME: Occupational Health and Safety		Appropriation/Request		FT	PT
PROGRAM MISSION: The Occupational Safety and Health Programs Division (OSHPD) mission is to provide leadership and policy development to ensure and improve the safety of all employees		2004	\$ 84,561	1	0
		2005	\$ 91,718	1	0
Service Delivery Goal:		To reduce the frequency and severity of accident claims			
		Actual	Actual	Mid-Year	
		2002	2003	2004	
		Measures			
Objective 1					
Reduce accident claims by 5% annually	# of claims	1,327	1,261	632	
	% reduction in accident claims	3	5	Annual	
Objective 2					
Reduce lost days in accident claims by 5% annually	# of lost days in year	35,660	22,070	12,011	
	Reduced # of lost days in year	8,543	13,590	Annual	
	% reduction in lost days	19	38	Annual	

Human Resources							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	The Human Resources administrative section provides leadership and direction for the department and provides related administrative functions for senior management	7	-	\$ 863,169	8	-	\$ 717,553
Equal Employment Opportunity	The equal employment opportunity office serves as a resource of management and employees in securing equal employment opportunity and fair treatment of the city's workforce. In addition, EEO provides city-wide, non-discrimination diversity and sexual harrassment programming	1	-	163,634	1	-	107,316
TOTAL		8	-	\$ 1,026,803	7	-	\$ 824,869

Department of Technology

Department Description

Recognized as the city's "engine of change," the Department of Technology supports the local government information infrastructure that promotes the delivery of exceptional customer service, increased efficiency and the achievement of peak performance by:

- Providing and sustaining uninterrupted, secure, and reliable information systems
- Developing and instituting information management policy and procedures
- Ensuring digital equity to eliminate the digital divide that exists in city government and in our communities

DoT provides these key service offerings:

- Maintenance of the city's information management systems
- Development and management of metronet, the city's telecommunication network
- Citywide telephone services support
- Citywide mail services support
- Design and maintenance of the city's website (www.cityofcolumbus.org)
- Desktop computer support
- Operation of the government access television channel
- Mayor's Action Center

Department Mission

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

Strategic Priorities for 2005

From the Columbus Covenant:

Customer Service

- Continue to implement the initial phases of a citywide 311 system
- Institute a customer feedback system for application, mail, and telephone services
- Develop customer service standards and redress policies as a part of service level agreements
- Collaborate with the Department of Health to support where necessary the continued successful implementation of that department's clinical application through all the earmarked medical laboratories

- Maintain all IT service levels to levels outlined in the individual departmental service level agreements. Continue to work to improve overall customer relations.

Neighborhoods

- Continue to provide technology support to streamlining of permitting processes and establishment of one-stop permitting center. Creation and maintenance of a citywide tracking system that will incorporate tracking of plats, plans and permits throughout the city.

Safety

- Within the auspices of the 311 project, implement the “hot key” interface to the 911 system to facilitate the transfer of non-emergency calls to the 311 call center eliminating non relevant workload from the emergency center.

Economic Development and Technology

- Provide technology support to streamlining of permitting processes and establishment of one-stop permitting center. Creation and maintenance of a citywide tracking system that will incorporate tracking of plats, plans and permits throughout the city. This includes identification and streamlining of the business process rules by which the city meets agreed upon service standards.
- Provide leadership support to initiatives designed to bring more technology companies to Columbus (incentives, “technology zone,” and workforce development).

Peak Performance

- Continued Implementation of departmental strategic plans:
 - DoT Strategic Plan
 - City strategic IT plan
 - Integrated Help Desk
 - Staff development

Additional Departmental Priorities:

Information Technology Evolution

During year four of the information technology (IT) evolution, DoT will continue to build on the evolution successes of 2004. In accordance with Columbus Covenant goals of customer service, economic development and technology and peak performance, the following mission critical initiatives are the priorities of 2005:

- **Enterprise Data Center**
Final relocation of all major application, file, e-mail and database servers to the Arlingate facility to provide improved customer service, increased efficiencies and reduction in server management expenses. Consolidation of the applications and functions performed on these servers onto fewer technologically current platforms is planned due to the increasing age of the server environment. Replace and consolidate older, aging servers where appropriate and within capital funding limitations.
- **Systems Management Center (SMC or Enterprise Help Desk)**
Improved customer service and increased efficiencies have been gained from consolidation of the city's help desks. Collapsing these discrete entities into a single point of contact has enabled the maturation of DoT's performance measurement process. The department continues to gather customer requirements to provide accurate, definitive metrics that support the service level agreement methodology. In addition, reduction in training and software costs is value added.
- **Deploy Advanced Management Tools**
Developing systems that support a high-performing city government requires advanced IT management tools. To achieve peak performance in 2005, DoT will continue to deploy the systems management, network management and security management tools. These software tools and hardware will enable the city to increase the efficiency of its day-to-day operations by providing a universal method for proactively monitoring and managing all mission critical technology resources on an enterprise-wide basis.
- **Employee Development**
As in the past two years, DoT will continue to partner with Civil Service and Human Resources to review, update and write/rewrite the departments classifications where necessary to reflect current practices within the information technology discipline. Classifications will continue to be reviewed and rewritten and placed within appropriate job families. In doing so, the department will become more competitive and have a better ability to attract and retain qualified individuals to staff the many positions within the department. Employees will have a better understanding of their job responsibilities and career path.
- **Fiscal Management, Administration and Reporting**
DoT will continue its efforts to properly organize and staff its fiscal section with the addition of the IT business manager. Procedures will continue to be reviewed and streamlined where possible. Fiscal reporting will be reviewed and modified to ensure that proper financial planning and control is achieved. Schedules will be developed to ensure that all bill payment is timely. Work will continue on evolving and perfecting the charge back model to ensure it recovers all applicable costs, is understandable to our customers and provides departmental management metrics.

- **Disaster Recovery Site Establishment**

The city's data processing capability is at high risk for failure due to a natural or man-made disaster. This initiative is being conducted to avoid not having data processing capability for key, mission critical systems. When the city began the consolidation and centralization of technology in January 2001, all decentralized servers were moved to the data center. If a disaster/catastrophe should render the data center unusable, there is currently no backup site. This project would provide that backup data processing facility for key business critical as well as safety information systems by implementing a disaster recovery site within geographic boundaries of the city and with major connections to the city's network infrastructure. This site will be utilized in the event the city's main data center cannot be used for some period of time. Mission critical applications such as performance, police LEADS, electronic e-mail, and Internet website would be moved to this location, re-instituted and processed as quickly as possible to maintain the continuity of city services.
- **Enterprise Security System**

The city is operating in an ever increasingly risky world with regard to cyber security. Threats from both terrorists and commercial hackers continue to increase. This initiative will develop an enterprise security infrastructure consisting of software and hardware dedicated to the auditing and monitoring of the city's information technology intellectual assets for the availability, integrity and confidentiality of vital data housed in the city's data center. Recent city financial audits have demonstrated the need for increased surveillance of the city's data warehousing capabilities. Legislation such as the HIPAA has mandated greater vigilance over critical electronic business processes. Upcoming e-government initiatives submit citizen-facing web servers to the increasingly hostile environment of the Internet. A security infrastructure will serve to mitigate these risks and provide a secure foundation for future growth.
- **Unix Server Infrastructure Replacement**

This project initiative will upgrade the UNIX servers that support the Auditor's Office, Income Tax, One Stop Shop and Utilities applications. The current operating system will no longer be supported by the vendor after 2005. The hardware, which is becoming aged and unreliable, will be upgraded to include the new standard UNIX operating system that will allow the Department of Technology to support the next generation of databases that are not compatible with the existing operating system.

- **Citywide Forms Engine Implementation**
This project is to identify, procure and implement a web-based application which will take all existing forms currently on the intranet and Internet and allow the author to complete the form and submit it on-line. With additional enhancement to the “backroom” functional application, this would allow for the automation of information processing on the form so that the entire process is seamless to the user and has no manual intervention. Currently, the city's web sites offer the user only the ability to print off forms, fill them out in longhand and submit to the proper office. Studies conducted by research groups have shown a substantial costs savings by processing on line forms. A potential savings of \$4.76 per form could be realized.
- **Mail Insertion Equipment Replacement**
Each year DoT processes thousands of pieces of mail that include pay checks, direct deposit advices, Municipal Court summons, Income Tax and water bills. Various processes include letter insertion, folding & gluing and assignment of appropriate postage. The insertion equipment is approaching ten years old and is becoming unreliable and expensive to maintain. Acquisition of repair parts is becoming a problem. This initiative will identify, procure and implement a replacement mail inserter at the city data center replacing the current machine. It is vital to maintain the mailings of these time sensitive documents.
- **Government Channel Television (GTC-3) Facilities Renovation**
To purchase and install permanent remote controlled cameras at key city locations for the distribution of video via cable, intranet and Internet. The cameras would be controlled from the GTC-3 production facility through a serial digital interface. The use of remotely controlled cameras provides for operational cost avoidance by decreasing the need for a production from two staff members to one. As the city increases its use of video to inform citizens and to communicate and train internally via channel 3, the Internet or intranet, it reduces operational cost.
- **GTC-3 Analog Equipment Upgrade**
The project includes the rewiring and networking of the GTC-3 studio, control room, editing stations and purchase of an edit controller. The renovation will position GTC-3 to utilize added capacity provided through the video distribution playback head-end installed in 2004 improving product and performance. Upgrading the wiring of the control room allows for networking between the control room and the editing stations permitting the playback head-end to take advantage of digital transport of video files eliminating much of the physical handling of tape. Additionally, rewiring of the production control room will provide for stereo sound, the broadcast of which is now possible through the playback head-end. Overall, the project will add to staff productivity and greatly enhance the look of both facility and produced video product.

- **Fiber Network Infrastructure Build Out**
This initiative will entail the installation of a fiber optic cable link to connect Health, Refuse Collection, Water and Piedmont to the city data center. As a result of completing this project, the city will realize cost savings by transitioning off existing leased data lines. This initiative will provide higher bandwidth communications and will allow for support of applications such as distance learning, video conferencing, voice over IP, video security and facilities monitoring and access control.
- **Centrex to PBX Telephone Switching Migration**
This initiative will begin the city's migration from central telephone switching (Centrex) to an environment in which the city provides this facility for itself (PBX). The project will include a PBX installation in the downtown area to support the citywide migration. Redundant PBX's in concert with the voice over IP (VOIP) deployment will reduce recurring telecommunication charges, while providing high quality service. The first phase will utilize Public Safety's PBX system while subsequent phases will migrate City Hall and the municipal court building, the Beacon Building and 109 N. Front Street to an internal PBX system. The city will realize savings of approximately \$100,000 per year by migrating from the current Centrex system to an internal PBX system.

E-Government

In 2005, DoT will continue to implement its successful E-Government strategy of empowering citizens with increased access to local government services and information, and assisting city departments in achieving peak performance, business process improvement, and increased efficiencies through the use of Internet technologies.

The department intends to expand the city's customer-focused Internet features with the completion of the following three initiatives:

- Content Management
- E-Payment Facility
- Forms Management

Content Management - In 2004 DoT contracted with an Internet service provider, IUPLOAD, to license their web content management system. This system, when fully implemented, will be utilized by DoT and department website coordinators to make and manage all changes to city websites. This system will make it easy to manage all web-based content so that the city's websites will be accurate and changes will be made on a timely basis with less effort. Several departments are converting to the system in 2004. The remainder will do so in the first part of 2005.

E-Payment Facility - DoT is working with the Auditor's Office to select, procure and implement an E-payment product to provide the citizens the ability to pay their income taxes via a credit card payment. After this initial implementation,

this ability will be expanded to other city payment types increasing cash flow and expediting payments to the city for various services.

Forms Management - In 2005 DoT will initiate a project to select, procure and implement a forms management system that will be utilized to manage all web-based forms. Once implemented each application will have the ability to have citizens complete and submit their forms to the city over the Internet versus the current practice of printing out the form, completing it manually and mailing it to the respective city department for action.

Geographic Information System (GIS)

GIS is a key component in the city's enterprise information technology architecture (identified in the unification layer of DoT's strategic plan) and a foundation for system integration and application deployment. The focal point of this foundation is the citywide GIS repository. The repository is a read-only database containing information relevant to city services. It currently supports customers ranging from city staff using specialized GIS software to citizens using the Internet. DoT's role is the repository custodian, providing secure storage and universal access to the city's GIS data. DoT's strategic goals for 2005 therefore focus on the repository and are in line with the Department of Technology's mission statement. DoT designed each strategic goal either to improve service and support levels available to stakeholders or to eliminate real and perceived barriers between stakeholders and the realization of benefits promised of GIS since project inception.

Specific goals for 2005 include:

- Eliminate barriers to the repository and other GIS technologies by developing a GIS business plan containing a GIS service catalog, clearly stated billing policies and procedures for leveraging DoT GIS services.
- Improve service and support levels by maturing the citywide GIS repository by:
 - Documenting and publishing metadata;
 - Documenting and automating extract transform and load (ETL) procedures;
 - Improving and maintaining the accuracy and completeness of the repository operations manual;
- Eliminate barriers to the repository by the development and strategic rollout of web-based GIS tools and the integration of these tools in applications tied to clear business needs.
 - Publish the repository data browser on the Internet.
 - Provide more neighborhood focused information access through the MyNeighborhoods Internet application.

- Eliminate barriers to the repository by providing GIS data downloads on the city's GIS Internet site.
- Eliminate barriers to the repository by integrating it in enterprise applications (e.g. 311, CIP, etc.)
- Eliminate barriers between stakeholders by leveraging the GIS intranet and Internet sites to improve communications and awareness of GIS issues and successes.

2005 Budget Issues

- The recommended budget for the Department of Technology's internal service fund of \$20,218,945 includes funding, with an allowance for vacancies, for 8 full-time staff in the Technology Director's Office and 105 full-time positions in the Information Services Division.
- The Department of Technology implemented its new billing model effective January 2004, which provides for most service offerings to be billed on an hourly basis. The department will continue implementation of the model throughout 2005 as well as improve the quality of available information to its customer agencies.
- The various budgetary components for the Department of Technology reflect the consolidation of all funding for data processing, telecommunications and other information technology assets, and personnel associated therewith, for all executive branch divisions within the department.
- The Telecommunication Division's 2005 general fund budget provides \$347,082 for five full-time positions within the division's mail center, telephone services and action center.
- The recommended budget for the Telecommunications cable fund is \$2,978,205. Of this amount, \$1,348,476 is provided for debt service, primarily for the city's fiber optic network. Staffing of one part-time and ten full-time positions are also included.

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Technology - Administration	\$ 8,982,774	\$ 7,925,857	\$ 3,679,859	\$ 2,662,567	\$ 5,422,791
Information Services	11,198,254	11,613,837	13,971,718	13,627,696	14,796,154
Telecommunications	7,198,240	6,895,751	2,716,936	2,652,018	3,376,988
TOTAL	<u>\$ 27,379,268</u>	<u>\$ 26,235,445</u>	<u>\$ 20,368,513</u>	<u>\$ 18,942,281</u>	<u>\$ 23,595,933</u>

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

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 2,161,935	\$ 1,834,753	\$ -	\$ -	\$ -
Materials & Supplies	236,859	32,678	-	-	-
Services	1,237,876	776,022	-	-	-
Capital	14,253	-	-	-	-
TOTAL	<u>\$ 3,650,923</u>	<u>\$ 2,643,453</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TELECOMMUNICATIONS GENERAL FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 420,637	\$ 376,601	\$ 418,400	\$ 419,761	\$ 347,082
Materials & Supplies	1,608	2,034	2,702	834	3,250
Services	13,441	8,065	87,664	40,937	48,451
Capital	-	-	-	-	-
TOTAL	<u>\$ 435,686</u>	<u>\$ 386,700</u>	<u>\$ 508,766</u>	<u>\$ 461,532</u>	<u>\$ 398,783</u>

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION INTERNAL SERVICE FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 2,348,444	\$ 2,562,755	\$ 683,703	\$ 728,010	\$ 892,139
Materials & Supplies	250,127	102,250	468,280	361,270	1,209,313
Services	2,523,747	2,617,399	2,251,876	1,504,843	2,899,339
Other	-	-	-	-	-
Capital	209,533	-	276,000	68,444	422,000
Transfers	-	-	-	-	-
TOTAL	<u>\$ 5,331,851</u>	<u>\$ 5,282,404</u>	<u>\$ 3,679,859</u>	<u>\$ 2,662,567</u>	<u>\$ 5,422,791</u>
INFORMATION SERVICES INTERNAL SERVICE FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 4,381,767	\$ 5,250,882	\$ 7,806,394	\$ 8,247,268	\$ 8,910,715
Materials & Supplies	373,050	238,795	369,721	271,034	364,585
Services	5,479,606	5,303,452	5,026,118	4,256,930	4,818,260
Principal	620,000	564,805	625,000	735,000	615,000
Other	-	6,084	-	2,968	-
Capital	140,143	75,155	-	35,000	19,000
Interest	203,688	174,664	144,485	79,496	68,594
Transfers	-	-	-	-	-
TOTAL	<u>\$ 11,198,254</u>	<u>\$ 11,613,837</u>	<u>\$ 13,971,718</u>	<u>\$ 13,627,696</u>	<u>\$ 14,796,154</u>
Figures for the Information Services Division do not include bond expenditures.					

DIVISION SUMMARY BY CHARACTER

TELECOMMUNICATIONS CABLE FUND	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,420,174	\$ 981,793	\$ 791,006	\$ 818,679	\$ 903,580
Materials & Supplies	345,010	229,652	46,726	28,852	35,396
Services	3,400,871	3,668,461	449,533	535,533	619,453
Other Disbursements	-	-	-	986	-
Capital	139,574	28,783	52,000	24,887	71,300
Transfers	1,456,825	1,400,363	868,905	781,549	1,348,476
TOTAL	<u>\$ 6,762,554</u>	<u>\$ 6,309,051</u>	<u>\$ 2,208,170</u>	<u>\$ 2,190,486</u>	<u>\$ 2,978,205</u>

Note: Services category appropriations and estimated expenditures include \$10,000 attributable to the City Attorney.

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 4,086,609	\$ 3,030,153	\$ 508,766	\$ 461,532	\$ 398,783
Information Services	16,530,106	16,896,241	17,651,577	16,290,263	20,218,945
Cable Communications	6,762,554	6,309,051	2,208,170	2,190,486	2,978,205
TOTAL	<u>\$ 27,379,268</u>	<u>\$ 26,235,446</u>	<u>\$ 20,368,513</u>	<u>\$ 18,942,281</u>	<u>\$ 23,595,933</u>

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

DEPARTMENT PERSONNEL SUMMARY

DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Admin General Fund	FT	33	17	-	-
Admin IS Fund	FT	29	40	6	8
Information Services	FT	59	65	107	105
	PT	-	-	-	-
Telecom General Fund	FT	7	7	7	5
	PT	-	-	-	-
Telecom Cable Fund	FT	19	13	10	10
	PT	2	1	1	1
TOTAL		<u>149</u>	<u>143</u>	<u>131</u>	<u>129</u>

*FT=Full-Time PT=Part-Time

Technology Director							
Program	Mission/Description	FT	2004 Budget PT	Appropriated	FT	2005 Budget PT	Proposed
Technology Administration	Provides leadership and administrative support for Department of Technology; directs the business office activities of the Department of Technology including fiscal support, contract management, personnel and customer relations; provides project management for enterprise-wide applications, develops requirements, documents and prepares project plans.	6	-	\$ 708,899	8	-	\$ 902,589
Citywide Technology Purchases	Funding for customer-specific technology-related supplies, equipment and services.	-	-	2,970,960	-	-	4,520,202
TOTAL		6	-	\$ 3,679,859	8	-	\$ 5,422,791

Information Services Division						
PROGRAM NAME: EUC/Desktop Support		Appropriation/Request		FT	PT	
Program Mission: To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees		2004	\$ 449,165	6	0	
		2005	\$ 1,490,408	17	0	
Service Delivery Goal:		To provide prompt resolution to customer requests				
		Actual	Actual	Mid-Year		
Measures		2002	2003	2004		
Objective 1						
To limit the number of unresolved requests older than 30 days to less than 8% of the total number of requests for a month		Total number of unresolved requests older than 30 days		New	New	
		Total number of requests in a month		New	New	
		Ratio of requests older than 30 days to total number of requests for a month		New	New	41
		% of time the objective is met		New	New	793
					5%	
					100%	
PROGRAM NAME: Applications Programming		Appropriation/Request		FT	PT	
Mission: The applications programming section is responsible for development, maintenance, and selection assistance for sound business software		2004	\$ 1,883,866	17	0	
		2005	\$ 2,300,183	27	0	
Service Delivery Goal:		To complete the development of business applications on time				
		Actual	Actual	Mid-Year		
Measures		2002	2003	2004		
Objective 1						
To execute 100% of proposals within a 10% variance for hours estimated		Total number of proposals given		New	New	
		Number of proposals completed within a 10% variance		New	New	
		Ratio of hours to complete to hours estimated for each proposal		New	New	1
		% of proposals executed within a 10% variance		New	New	Annual
					Annual	
					Annual	

Information Services Division					
PROGRAM NAME: Help Desk		Appropriation/Request		FT	PT
Program Mission: To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges		2004	\$ 373,713	6	0
		2005	\$ 499,766	6	0
Service Delivery Goal: To provide quick service					
Measures		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To maintain a monthly average time to answer telephone calls to help desk within 40 seconds					
Monthly average answer delay time		New	New	24 seconds	
Total number of calls received		New	New	5,160	
% of time the objective is met monthly		New	New	1%	
PROGRAM NAME: Server Administration		Appropriation/Request		FT	PT
Program Mission: Design, implement and maintain the city's core IT data processing server infrastructure		2004	\$ 764,334	12	0
		2005	\$ 1,534,292	12	0
Service Delivery Goal: Ensure high availability and integrity of data and processing resources for our customers					
Measures		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To meet or exceed 95% server availability during production hours					
Total # of hours required for system availability		New	New	1,320	
# of hours systems available				1,254	
% of time the systems meet the availability goal		New	New	100%	
% of systems availability within production hours		New	New	99.7%	

Information Services Division							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget PT	Appropriated	FT	2005 Budget PT	Proposed
Information Services Administration	Provides leadership and administrative support for Information Services Division. Responsible for fiscal support services including billing, payments, encumbrances and payroll for the division.	8	-	\$ 1,929,659	10	-	\$ 2,396,594
Computer Operations	Responsible for data and application storage on enterprise disk system and magnetic tapes, storage of reports generated from applications on servers onto microfiche, high speed laser printing of reports, mail items that are folded and glued, calculates CPU usage.	15	-	1,937,061	13	-	1,415,386
Telephone Services	Provides telephones, telephone parts and supplies.	-	-	44,500	-	-	20,000
Mailroom	Provides postage at a discount rate.	-	-	1,393,368	-	-	1,431,993
Enterprise Licensing	Funding for enterprise wide software license fees.	-	-	798,851	-	-	497,000
Geographical Information Systems	Provides project management, database administration for the citywide GIS project.	2	-	188,787	3	-	313,766
Account Management	Provides information technology account management services to customer agencies	7	-	502,409	5	-	446,657
Data Center Facility	Funding for the city data center maintenance	-	-	274,128	-	-	323,710
Web Support Services ⁽¹⁾	Maintain and support citywide internet and intranet web applications. Provide internet web site links for citizens and citywide departments.	-	-	-	3	-	531,875
ColumbusStat	Maintain systems and applications for the 311 call center.	-	-	-	3	-	388,265
Account Support ⁽²⁾	Account support personnel provide on-site, customer-specific information technology services including help desk, end user computing and systems administration.	28	-	2,079,080	-	-	-
Metronet	Service, maintenance and repair of citywide Metronet infrastructure.	4	-	1,022,190	4	-	901,288
Security	Provides enterprise security management through infrastructure security and intrusion detection in the Windows environment.	2	-	350,607	2	-	304,971
TOTAL		66	-	\$ 10,500,640	43	-	\$ 8,971,505

⁽¹⁾ Web Support included within Applications Programming in 2004.

⁽²⁾ Personnel within the account support section in 2004 have been reorganized within other sections in 2005.

Telecommunications Division					
PROGRAM NAME: Mail Center		Appropriation/Request		FT	PT
Program Mission: To ensure the timely and accurate receipt, process, and distribution of City of Columbus mail		2004	\$ 155,608	3	0
		2005	\$ 111,571	2	0
Service Delivery Goal: To provide accurate processing of city mail					
Measures		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 To ensure that 95% of outgoing mail is accurately processed for delivery to our pre-sort vendor and the Post Office		Total pieces of mail delivered monthly to the pre-sort vendor and the post office			
		New	New	163,957	
		Total pieces of outgoing mail returned monthly from the pre-sort vendor and the post office			
		New	New	90	
		% of outgoing mail accurately delivered to the pre-sort vendor and the post office			
		New	New	99.95%	

Telecommunications Division							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget PT	Appropriated	FT	2005 Budget PT	Proposed
Telephone Services	Responsible for phone set changes, orientation and training. Provides customer service by responding to information calls to the city. Manages long distance, voice mail and pay phone services including line adds, modifications, disconnects and suspensions. Provides consulting, configuration and design services including interactive voice response systems.	2	-	\$ 143,452	2	-	\$ 139,799
MAC	Mayor's Action Center	2	-	209,706	1	-	147,413
Government Television Channel	Coordinates, schedules, develops, acquires, promotes and contracts for video programming services. Prepares scripts and provides editing services for production programs. Creates and maintains closed captioning services, provides audio/video cd production and various dubbing services.	5	1	518,167	5	1	601,118
Interconnect	Responsible for the design and installation of city-owned fiber optic cabling plant, including railroad and pole attachment applications. Provides preventive maintenance and repair of outside fiber optic and coaxial cable plant. Designs, installs and maintains inside building cabling including CAT5, coaxial and fiber.	5	-	489,479	5	-	569,787
Telecommunications Administration	Provides funding for administrative costs to the Telecommunications Division	-	-	331,619	-	-	458,824
Citywide Technology Expenses	Includes costs associated with citywide technology expenses	-	-	-	-	-	-
Debt Service	Funding for Telecommunications Division cable fund debt service	-	-	868,905	-	-	1,348,476
TOTAL		14	1	\$ 2,561,328	13	1	\$ 3,265,417

Department of Health

Department Description

The Columbus Health Department protects, promotes and monitors the health of the public by:

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

The Department is governed by a five member Board of Health.

Department Mission

The Columbus Health Department promotes health and quality of life by preventing and controlling disease, injury and disability. This mission is achieved through policies and programs that assess community health status and assure needed health services.

Strategic Priorities for 2005

From the Columbus Covenant:

Neighborhoods

- Clinical Services – Continue to provide high quality clinical services for children and families including dental, perinatal, sexual health and immunization services. Staff will continue an emphasis on reducing barriers to service including translation and evening hours. The department will also continue to work with groups such as Columbus Neighborhood Health Centers, Inc. (CNHC) and Access Health Columbus (AHC) to provide primary care for as many as possible.
- Neighborhood Collaboration – Continue to assess the health needs of Columbus overall as well as particular neighborhoods. Staff will also work with community residents to prioritize health issues and develop strategies to address them.
- Neighborhood Based Support – Staff nurses and social workers will continue their work through neighborhood pride centers and other venues to assist vulnerable residents. Their goal will be to protect their health and safety primarily by linking them to needed health and social services.

- Address a wide range of health and safety issues within particular neighborhoods through the community-focused public health nursing corps.

Safety

- Planning, training, expansion of disease surveillance capabilities, resource development and community leadership to prepare for a range of disasters or emergencies including bioterrorism will continue in 2005 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

Education

- Coordinate with other city departments and agencies to enhance the safety of children near and around schools. A pilot project will be initiated with a local elementary school to bring health and social services on site to serve students and their families beyond traditional school hours. The Health Department will also initiate programming to educate local school students about food safety. In addition, child care providers, parents, and other care givers will have the opportunity to learn about effective weight management through the Healthy Children, Healthy Weights initiative. The enhanced school inspection program will continue in 2005 along with collaborative efforts with Columbus Public School nurses to respond to children's pressing health needs.

Customer Service

- The department's newly redesigned website will enable customers to more easily access health information and information on services and programs at the department. Physical changes to the main facility entrance, additional signage and improvements to the heating and cooling system will provide a more comfortable atmosphere for building visitors as well as staff.

Peak Performance

- The department will further implement the clinical information system with several of its clinical programs. The system will enable greater efficiency in operations and maximize third party billing capabilities. Sanitarians in the food safety program will be outfitted with field computers for use during inspections, significantly increasing efficiency and improving data collection and reporting. In 2005, the Department will fully implement a continuous improvement program utilizing Kaizen principles.

2005 Budget Issues

- The 2005 budget for the Health Department allows continued provision of public health services that are mandated, services that meet the priorities contained within the Columbus Covenant and a variety of programs that the Board of Health deems essential.
- Sexual health, tuberculosis control, immunization and communicable disease surveillance are critical to the health and well being of the entire population of Columbus and will be continued in 2005.
- The 2005 budget provides \$5.03 million in support to the Columbus Neighborhood Health Centers (CNHC). The CNHC provides neighborhood-based primary health care services at five centers to residents unable to obtain these services elsewhere, due to low income, lack of insurance or lack of availability.
- The department continues to support the partnership with Access Health Columbus and other health care providers to address the issue of primary health care services in areas that are underserved, in an attempt to maximize services to the community.
- Funding of \$365,000 is provided to re-establish a prenatal care center for Columbus' west side. This program will serve women who are un or under insured, many who do not speak English. The program will enable pregnant women to receive care earlier in their pregnancy, resulting in healthier babies being born.
- The department will strengthen efforts in the area of HIV/AIDS prevention and assessment with a focus on internal and external programming, program development and policy initiatives. \$50,000 will be available for community-based services in the area of HIV/AIDS, focusing on prevention, unmet and emerging issues in HIV/AIDS and sexual health.
- Funds are available to assist in rebuilding the management and support structure for the department's clinics, which had been diminished due to budget reductions and staff loss.
- The department will support compliance, education and response efforts implementing the smoke-free indoor air ordinance. The department will establish a hotline, provide education to businesses and the general public, and respond to complaints regarding non-compliant businesses and food service establishments.

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Health	\$ 26,110,920	\$ 24,670,862	\$ 23,634,017	\$ 23,396,966	\$ 24,801,811
TOTAL	<u>\$ 26,110,920</u>	<u>\$ 24,670,862</u>	<u>\$ 23,634,017</u>	<u>\$ 23,396,966</u>	<u>\$ 24,801,811</u>

DIVISION SUMMARY BY CHARACTER					
HEALTH SPECIAL REVENUE EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 14,931,683	\$ 14,620,846	\$ 13,473,842	\$ 13,343,384	\$ 14,397,753
Materials & Supplies	565,915	614,803	468,128	573,128	515,773
Services	9,991,841	9,017,035	9,186,399	8,993,138	9,385,737
Other Disbursements	5,234	19,419	9,200	10,880	6,100
Capital	9,783	-	-	-	-
Transfers	282,000	70,000	180,000	180,000	180,000
TOTAL	<u>\$ 25,786,456</u>	<u>\$ 24,342,103</u>	<u>\$ 23,317,569</u>	<u>\$ 23,100,530</u>	<u>\$ 24,485,363</u>
COMMUNITY DEV. BLOCK GRANT EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 308,352	\$ 313,070	\$ 306,672	\$ 286,660	\$ 316,448
Materials & Supplies	2,729	2,355	1,826	1,826	-
Services	13,383	13,334	7,950	7,950	-
Capital	-	-	-	-	-
TOTAL	<u>\$ 324,464</u>	<u>\$ 328,759</u>	<u>\$ 316,448</u>	<u>\$ 296,436</u>	<u>\$ 316,448</u>

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Health Special Revenue	\$ 25,786,456	\$ 24,342,103	\$ 23,317,569	\$ 23,100,530	\$ 24,485,363
Community Dev. Block Grant	324,464	328,759	316,448	296,436	316,448
TOTAL	<u>\$ 26,110,920</u>	<u>\$ 24,670,862</u>	<u>\$ 23,634,017</u>	<u>\$ 23,396,966</u>	<u>\$ 24,801,811</u>

DEPARTMENT PERSONNEL SUMMARY

DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Health	FT	240	221	208	217
	PT	99	46	48	48
Community Dev. Block Grant	FT	6	7	6	6
	PT	-	-	-	-
TOTAL		<u>345</u>	<u>274</u>	<u>262</u>	<u>271</u>

*FT=Full-Time PT=Part-Time

Health- Community Health					
PROGRAM NAME: Community Dental Services		Appropriation/Request		FT	PT
PROGRAM MISSION: Provide basic and preventive dental services to Franklin County families who are unable to access dental services due to cost		2004	\$ 532,832	6	2
		2005	\$ 564,582	6	1
Service Delivery Goal: To provide science based dental services					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 All providers will maintain production levels of 80% or higher of RVU (Relative Value Units)	Number of RVUs	New	New	New	
	Percent of days 80% level is met or exceeded	New	New	New	
	Percent of workers maintaining 80% level or above	New	New	New	
Objective 2 Reduce broken or unfilled appointments to 20%	Number of broken or unfilled appointments	New	New	484	
	Percent of broken or unfilled appointments	New	New	16%	
Service Delivery Goal: Promote the benefits of good oral health to residents of Franklin County through presentations and publications					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Provide oral health presentations to 15 civic groups	Number of groups contacted	New	New	5	
	Percent of groups scheduling a presentation	New	New	100%	
Objective 2 Have five articles on oral health published	Number of articles submitted for publication	New	New	Annual	
	Percent of articles published	New	New	Annual	

Health- Community Health					
PROGRAM NAME: Dental Sealants		Appropriation/Request		FT	PT
PROGRAM MISSION: To prevent tooth decay in children in low income families in Columbus		2004	\$ 180,388	1	5
		2005	\$ 201,035	1	5
Service Delivery Goal: To place dental sealants on children in Columbus elementary and middle schools					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
Place dental sealants on 70% of eligible children	Number of children receiving dental sealants	New	New	2,244	
	Percent of eligible children receiving sealants	New	New	70%	
Objective 2					
Maintain a sealant retention rate of 85% or higher	Number of sealants applied	New	New	541	
	Percent of sealants retained	New	New	91%	

Health- Environmental Health					
PROGRAM NAME: Food Safety Program		Appropriation/Request		FT	PT
PROGRAM MISSION: Reduce the number of food borne illnesses in Columbus and Franklin County		2004	\$ 1,212,896	18	0
		2005	\$ 1,578,774	23	0
Service Delivery Goal: License and inspect all food facilities in accordance with Ohio Food Safety Law					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Reduce the number of critical violations as outlined by the Centers for Disease Control and Prevention by 20%	Number of facilities with critical violation	New	New	Annual	
	Percent of facilities with critical violations	New	New	Annual	
	Percent decrease in critical violations	New	New	Annual	
Objective 2 Maintain state recommended ratios of inspectors to facilities and number of inspections by achieving ratios of 225:1 and 320:1 respectively	Ratio of facilities to inspectors	New	New	489:1	
	% inspectors w/ recommended ratio of facilities to inspectors	New	New	0%	
	Ratio of inspections to inspectors	New	New	807:1	
	% inspectors w/ recommended ratio of inspections to inspectors	New	New	0%	

Health- MCH					
PROGRAM NAME: Perinatal Clinic		Appropriation/Request		FT	PT
PROGRAM MISSION: Provide comprehensive perinatal health services to improve the health of pregnant and postpartum women and their infants		2004	\$ 703,323	10	0
		2005	\$ 1,159,451	15	1
Service Delivery Goal:		To provide early and comprehensive perinatal health care services according to state and national guidelines			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1	Serve 1,150 women in the fiscal year and have at least 60% receive perinatal care in the first trimester	Number of patients receiving care	New	1,149	712
		Number receiving care in the first trimester	New	696	461
		Percent receiving care in the first trimester	New	New	65%
		Average cost per patient for care	New	New	\$995
Objective 2	75% of women will choose a birth control method at the first postpartum visit	Number of women with a postpartum visit	New	201	Annual
		Number of women choosing a birth control method	New	New	Annual
		Percent of women choosing a birth control method	New	New	Annual
Objective 3	25% of women in the program will decide to quit smoking	Number of smokers with a postpartum visit	New	New	Annual
		Number of women deciding to quit	New	New	Annual
		Percent of women not smoking	New	New	Annual
Service Delivery Goal:		Promote infant and maternal health by supporting selected breast-feeding initiatives			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1	40% of mothers in our program will maintain breastfeeding for at least 6 weeks postpartum	Percent of women receiving breastfeeding education	New	New	Annual
		Number of women breastfeeding at hospital discharge	New	New	Annual
		Percent of women breastfeeding 6 weeks after discharge	New	New	Annual

Health

Health- Planning and Preparedness					
PROGRAM NAME: Office of Public Health Standards		Appropriation/Request		FT	PT
PROGRAM MISSION: Provide direction for the monitoring and documenting the department and community status regarding state and national public health standards		2004	\$ 148,658	1	0
		2005	\$ 174,284	2	0
Service Delivery Goal:	Develop an annual assessment of the department's public health standards status				
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Interview 100% of program managers regarding public health standards	Number of managers interviewed	New	New	27	
	Percent of programs providing information for status measurement	New	New	87%	
	Percent of programs mangers interviewed	New	New	100%	
Objective 2 Analyze six goal areas for improvement opportunities and implement 50% of improvement recommendations	Number of goal areas analyzed	New	New	6	
	Percent of recommendations implemented	New	New	75%	
Service Delivery Goal:	Provide leadership and support for all programs to complete the Performance Management process				
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Have 100% of programs complete reports by December 31, 2004	Number of programs eligible to complete reports	New	New	33	
	Number of programs completing a report	New	New	31	
	Percent of programs completing a report	New	New	94%	
Service Delivery Goal:	To improve customer satisfaction in the department				
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Have 75 % of program complete customer satisfaction surveys quarterly	Number of programs eligible to complete forms	New	New	15	
	Number completing forms	New	New	11	
	Percent completing forms	New	New	73%	
Objective 2 Show a 1% increase in good or excellent satisfaction results in needs met, courtesy, and overall quality	Percent of customers indicating good or excellent in needs met	New	96%	92%	
	Percent of customers indicating good or excellent in courtesy of staff	New	97%	96%	
	Percent of customers indicating good or excellent in overall quality	New	96%	96%	

Health- Planning and Preparedness						
PROGRAM NAME: Vital Statistics		Appropriation/Request		FT	PT	
PROGRAM MISSION: Provide quality customer service in issuing accurate Franklin County birth and death certificates in compliance with Ohio Revised Code		2004	\$ 735,170	11	3	
		2005	\$ 735,984	11	0	
Service Delivery Goal:		Provide timely, legible, and accurate certified copies of birth and death certificates				
		Measures		Actual 2002	Actual 2003	Mid-Year 2004
Objective 1						
Process 100% of Vital Chek orders within 24 hours		Number of Vital Chek orders		New	New	2,494
		Percent processed within 24 hours		New	New	New
Objective 2						
Maintain 96% accuracy and legibility of birth and death certificates		Number of birth certificates issued		New	71,312	35,307
		Number of death certificates issued		New	57,361	28,817
		Number of waste security sheets of paper		New	New	2,918
		Percent of waste security sheets compared to number issued		New	New	4.5%
Service Delivery Goal:		Provide excellent customer service				
		Measures		Actual 2002	Actual 2003	Mid-Year 2004
Objective 1						
95% of customers will rate timeliness of service as good or excellent		Number of customer satisfaction forms completed for timeliness		New	New	354
		Percent with good or excellent results		New	New	86%
Objective 2						
95% of customers will rate quality of service as good or excellent		Number of customer satisfaction forms completed for quality		New	New	363
		Percent with good or excellent results		New	New	94%
Objective 3						
95% of customers will rate the courtesy and helpfulness of staff as good or excellent		# of customer satisfaction forms completed for courtesy and helpfulness		New	New	370
		Percent with good or excellent results		New	New	93%

Health- Environmental Health								
PROGRAM NAME: Healthy Schools Program			Appropriation/Request		FT	PT		
PROGRAM MISSION: Protect the health and safety of community school children through elimination of environmental hazards in school facilities			2004	\$ 184,879	3	0		
			2005	\$ 128,396	2	0		
Service Delivery Goal:			To conduct regular inspections of school buildings and surroundings for compliance with environmental regulations					
			Actual	Actual	Mid-Year			
			2002	2003	2004			
Objective 1			Measures					
Inspect all schools in the Columbus district two times each year			Number of schools inspected			New	New	222
			Percent of schools inspected			New	New	90%
			Percent of schools inspected two times per year			New	New	Annual
			Number of inspections per inspector			New	New	Annual
Service Delivery Goal:			Have timely follow-up with school officials concerning inspection findings and recommendations					
			Actual	Actual	Mid-Year			
			2002	2003	2004			
Objective 1			Measures					
Provide a written report on inspection results within two weeks of the inspection			Number of written reports issued			New	New	25
			Percent of written reports issued within two weeks			New	New	40%

Health Department							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget PT	Appropriated	FT	2005 Budget PT	Proposed
Health Department Administration	The Health Commissioner's Office along with the Assistant Health Commissioners, provides leadership and direction for the department. Additionally, it provides related administrative and clerical functions in the areas of fiscal, human resources, information systems for senior management and facilities management support in maintaining the cleanliness and physical appearance of the CHD main facility.	29	1	\$ 3,691,858	34	1	\$ 4,676,431
Alcohol and Drug Abuse	Provides alcohol and drug abuse prevention and education services to Columbus residents, the courts and EAP referred clients in a clinic setting. Additionally, provides education and prevention services to students in 11 public schools and Capital University.	3	1	381,452	3	1	391,531
Immunization and Communicable Disease	Provides immunization services to residents of all ages through CHD immunization clinics. Provides outreach services and educates providers and parents to immunize against preventable diseases. Provides prevention/control services through investigation and testing.	10	7	827,215	12	7	1,013,679
Sexual Health	Provides same day comprehensive sexual health medical care through clinic and neighborhood locations. HIV and Sexually transmitted disease (STD) services including prevention, education, testing, diagnosis, and treatment. Additionally, performs HIV and STD planning, surveillance, research and community collaborations.	20	3	1,417,717	20	5	1,526,438

Health

Laboratory Services	Provides laboratory services for the Health Department.	4	-	508,937	4	-	498,843
Infectious Disease Administration	Provides the administrative and clerical support for the Infectious Disease Cluster.	2	-	221,971	1	-	110,434
Community Health	Provides skilled nursing, direct personal care, homemaker, and social work services in patients' homes. Provides skilled assessment, patient education and health promotion for individuals and their families.	19	2	1,497,569	15	2	1,095,435
Home Visiting - Maternal and Child Health	Provides interdisciplinary home visits (public health nurse, social worker and paraprofessionals) for the assessment of health status, home environment, parenting skills and social support. Provides education and training to families regarding infant growth and development, infant and child care, stress management, parenting, breastfeeding and prevention of illness. Makes linkages with community resources including health care and social service systems.	5	1	447,859	8	3	660,378
Community Health Administration	Provides orientation, education, and training of employees to ensure that a healthy, competent, staff is in compliance with industry and professional standards.	19	-	1,100,257	12	-	785,069
Vector Control Team	Inspects all weeding sites, traps and counts mosquitoes in all areas of Columbus. Locations found to have mosquitoes with vector potentials are chemically treated on a priority basis. Monitors all known scrap tire storage areas and removes abandoned tires.	2	14	234,229	1	14	169,734

Dangerous Animals and Rabies	Conducts animal investigations for all bites and dangerous animals within one working day of receiving the information. Conducts eight rabies clinics annually.	1	1	128,649	2	-	171,957
Hazardous Waste/Infectious Materials	Provides inspections for hazardous waste, underground storage tanks, etc., to monitor compliance with various rules and regulations. Additionally, acts as a clearinghouse of information for chemical hazards to be used by various organizations such as the Franklin County Emergency Management Agency.	6	-	467,355	6	-	484,899
Lead Poisoning Team	Screens children ages 6 through 72 months in primary target areas that are identified (by analyzing statistics for age of housing, poverty and incident rates) for elevated blood lead levels. Provides free lead screening clinics at the Columbus Health Department on a monthly basis and inspects properties with suspected lead. Mails lead information packets to homes of children with high blood lead levels.	6	-	425,944	9	-	622,824
Occupational Health and Safety	Identifies workplace hazards in city divisions and facilities. Evaluates the identified hazards and implements strategies to control these worksite hazards. Develops employee exposure monitoring requirements and written programs for specified OSHA standards (e.g., respiratory protection, hearing conservation, lockout/tag out, etc.). Gathers and distributes occupational accident and injury data monthly. Offers services related to lead poisoning, indoor air, chemical and physical hazards, emergency response and institutional inspections. Ongoing indoor air functions to be combined with the Lead Poisoning Team.	3	-	346,774	3	-	352,260
Environmental Health Administration	Provides the administrative and clerical support functions for the Environmental Health Division.	10	4	768,133	7	4	546,475
Environmental Health Promotion	Provides community environmental education and outreach efforts.	2	-	148,645	4	-	314,575

Health

Environmental Health Promotion	Provides community environmental education and outreach efforts.	2	-	148,645	4	-	314,575
Epidemiology	Conducts population-based assessments, surveillance and investigations of general or specific health-related issues through the collection or tabulation of a variety of data. Analyzes data using appropriate epidemiological and statistical techniques to determine the possible cause, nature, and consequences of health problems.	2	-	136,785	2	-	147,833
Health Planning and Preparedness Administration	Provides administrative and clerical support for Health Planning and Preparedness Division.	1	-	116,400	1	-	107,043
Health Promotion	Facilitates requests from the media, other agencies and individuals. Researches and prepares reports, presentations, and other written materials. Produces the department's GTC-3 program Your Health and coordinates department wide communications. Additionally, provides education, individual assessment and opportunities to participate in physical activity classes.	1	-	31,251	1	-	32,021
Minority Health	Creates, implements and coordinates a plan for effective and efficient communication between CHD staff and customers with limited English proficiency or hearing impairments. Assesses data collection within the department in regard to racial and ethnic minorities, providing input on the needs of racial and ethnic minorities in the development of policies, programs and allocation of resources. Provides community-wide leadership in efforts to reduce racial disparities in health status. Coordinates cultural education and diversity training for CHD staff.	2	-	297,829	2	-	374,459
Injury Prevention and Control	Attempts to reduce death and other preventable injuries from children 14 and under by developing public awareness and education programs. Additionally, staff advocates for more comprehensive public policy regarding safety issues.	1	-	67,894	1	-	74,276

Employee Assistance Program	Provides voluntary, confidential, professional, and short-term counseling to city employees and their families who are experiencing personal problems that are affecting their job performance. Identifies the problem during the initial appointment and discuss a plan of action that may include a referral to an appropriate community resource. Provides education and training seminars on related topics to all city employees.	5	-	329,082	5	-	344,120
Columbus Neighborhood Health Centers	Provides financial support in the form of a contract to the Columbus Neighborhood Health Centers, Inc. (CNHC), for the delivery of primary health care services to citizens of Columbus. Monitors and reviews performance of CHNC, Inc., to ensure compliance with contract provisions.	3	1	5,821,747	2	1	5,242,329
Community Development Block Grant	Provides for two programs, Sexual Health Awareness and Aids Housing staff.	4	-	220,610	4	-	226,749
TOTAL		164	38	\$ 19,935,871	163	41	\$ 20,259,305

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

To enrich the lives of our citizens.

Strategic Priorities for 2005

From the Columbus Covenant:

Neighborhoods

- Open two new recreation centers - Dodge Recreation center located in the Franklinton area and Lazelle Woods Community Center in the north-central area of Columbus, just south of Polaris and between Worthington and Dublin.

Customer Service

- Achieve department customer service objectives in a responsive and responsible manner

Downtown Development

- Provide innovative leadership to foster partnership of enhanced private and public investment downtown
- Identify and pursue partnerships to create additional downtown events and expand participation throughout the year
- Open North Bank Park along the Scioto River adjacent to the Arena District

Peak Performance

- Complete city capital improvement projects on time and on budget

- Develop and submit fiscally prudent annual budgets to fund priorities while managing resources responsibly
- Institute performance management for all programs in all departments

Additional Departmental Priorities:

- Continue implementation of the ten year master plan including:
 - Establishing a list/definition of the department's core services
 - Creating a department-wide participation tracking mechanism
 - Developing customer satisfaction surveys
 - Ongoing communication with staff as well as other internal and external entities about the master plan's progress
 - Researching various options for a dedicated revenue source
 - Creating and/or continuing partnerships, especially with schools, regarding recreational activities
- Continue the budget team including:
 - Meeting on a quarterly basis (or more as necessary) to discuss concepts on maintaining our core services within budget limitations, and to gather innovative ideas to assist with a more efficient, effective and responsive agency operating under budgetary constraints.

2005 Budget Issues

- Recreational facilities including recreation centers, multi-generational centers, pools, athletic complexes, specialized facilities, golf courses and parks will remain operational in 2005. The hours of operation of various recreation facilities and pools may be adjusted to meet community needs and maximize the use of recreation staff.
- Efforts to rent facilities to interested groups and partnerships with other agencies for sharing of facilities will continue to be pursued to enhance revenue possibilities.
- The 2005 budget includes funding for the operation of the Dodge Recreation Center, located in the Franklinton area. This new multi-generational center is currently under construction and is expected to begin staffing in the fall of 2005. The center will serve as a central gathering place for the local community and will provide a wide range of services including after-school activities, fitness programs for adults and seniors and special summer programs for youth.

- Funding for the operating costs of the Lazelle Woods Community Center is included in the 2005 budget. This center will serve the densely populated north-central area of Columbus, just south of Polaris and between Worthington and Dublin. The center is expected to begin staffing in the fall of 2005. The center will offer a wide range of services for children, adults and seniors, including sports leagues and instruction, arts opportunities, including dance and music, visual and other creative arts classes, open recreation and family activities.
- The 2005 budget includes funding for the operation and maintenance of North Bank Park, a new public park along the Scioto River adjacent to the Arena District. The park consists of walkways and trails along the river, and a park pavilion with boat and water access. The park pavilion will be available for a wide range of uses such as support for various downtown events and programs and for private functions. The project is scheduled for completion in early 2005, with a formal dedication to occur in the spring of 2005. The park was constructed using \$8.7 million in state capital funds, \$4.0 million in city transportation bond funds and \$1.7 million in Recreation and Parks bond funds.
- Financial support to the Franklin Park Conservatory, the Martin Luther King Center community arts complex, and the Mid-Ohio Regional Planning Commission is continued in 2005.

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Recreation and Parks	\$ 31,837,541	\$ 29,107,075	\$ 28,172,925	\$ 29,034,711	\$ 30,819,378
Golf	4,675,879	4,937,259	4,869,716	4,590,437	5,171,719
TOTAL	\$ 36,513,420	\$ 34,044,334	\$ 33,042,641	\$ 33,625,148	\$ 35,991,097

FUND SUMMARIES BY CHARACTER					
OPERATION & EXTENSION	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 23,820,857	\$ 22,490,782	\$ 20,686,846	\$ 21,137,010	\$ 22,148,743
Materials & Supplies	1,313,697	743,768	918,266	731,594	1,158,646
Services	5,828,765	5,263,610	6,045,186	6,637,146	7,000,250
Other Disbursements	97,556	137,560	75,000	75,000	67,000
Capital	282,843	32,300	7,000	18,672	12,000
Transfers	189,420	197,200	197,200	197,200	189,312
TOTAL	\$ 31,533,138	\$ 28,865,220	\$ 27,929,498	\$ 28,796,622	\$ 30,575,951
COMM. DEV. BLOCK GRANT	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 182,936	\$ 174,063	\$ 192,887	\$ 187,549	\$ 183,501
Materials & Supplies	15,331	8,544	8,505	8,505	5,377
Services	60,465	58,299	41,035	41,035	54,049
Other Disbursements	670	950	1,000	1,000	500
Capital	45,000	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 304,402	\$ 241,856	\$ 243,427	\$ 238,089	\$ 243,427
GOLF OPERATION	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 2,931,256	\$ 3,100,518	\$ 3,185,470	\$ 3,001,712	\$ 3,469,636
Materials & Supplies	411,678	435,185	416,500	376,200	416,500
Services	1,097,031	1,222,600	1,234,546	1,211,025	1,252,383
Other Disbursements	3,000	1,814	3,200	1,500	3,200
Capital	232,913	177,141	30,000	-	30,000
TOTAL	\$ 4,675,879	\$ 4,937,259	\$ 4,869,716	\$ 4,590,437	\$ 5,171,719

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Operation and Extension	\$ 31,533,138	\$ 28,865,220	\$ 27,929,488	\$ 28,796,622	\$ 30,575,951
Community Dev. Block Grant	304,402	241,856	243,427	238,089	243,427
Golf Operations	4,675,879	4,937,259	4,869,716	4,590,437	5,171,719
TOTAL	\$ 36,513,419	\$ 34,044,335	\$ 33,042,641	\$ 33,625,148	\$ 35,991,097

DEPARTMENT PERSONNEL SUMMARY					
FUND	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Operation and Extension Fd	FT	332	296	293	300
	PT	775	775	775	775
CDBG	PT	28	28	28	28
	FT	37	32	38	38
Golf Operations Fund	PT	200	200	200	200
TOTAL		1,372	1,331	1,334	1,341

*FT=Full-Time PT=Part-Time

Recreation and Parks Department					
PROGRAM NAME: Development		Appropriation/Request		FT	PT
PROGRAM MISSION: To secure financial and people resources in order to assist the Recreation and Parks Department in carrying out its stated mission		2004	\$ 264,306	4	1
		2005	\$ 323,756	4	1
Service Delivery Goal: Promote and educate the public on the scope of the department					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Measures					
Objective 1					
Increase speaking engagements by 10% annually	Number of speaking engagements	New	New	19	
	Percentage annual increase in speaking engagements	New	New	Annual	
Service Delivery Goal: Promote giving opportunities for individual donors					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Measures					
Objective 1					
Increase individual donor financial support by 5% annually	Amount of financial donations made by individuals	New	New	\$8,220	
	Percentage increase in individual donor financial support	New	New	13%	

Recreation and Parks Department					
PROGRAM NAME: Community Recreation		Appropriation/Request		FT	PT
PROGRAM MISSION: To efficiently and effectively provide the citizens of Columbus with a wide variety of high quality education, fitness and leisure opportunities that meets their recreational needs		2004	\$ 10,734,482	123	579
		2005	\$ 11,998,092	132	579
Service Delivery Goal:		Provide high quality and diverse after school and evening programs for youth that meets the needs of families			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1	Achieve 90% participant satisfaction rating with after school and evening programs for youth, including creative arts, sports, music, drama, special events, education and enrichment	Participant satisfaction rating	New	New	100%
		Number of participants served	New	New	4,809
		Percentage of Columbus elementary age youth served	New	New	15%
		Cost per participant for recreation centers during indoor season	New	New	\$2.13
Service Delivery Goal:		Provide accessible high quality summer recreation opportunities for all children in the City of Columbus			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1	Provide summer camps and/or playgrounds that serve a minimum of 3,000 youth	Number of youth served	New	New	2,658
		Number of camps and playgrounds offered	New	New	69
		Cost per registration	New	New	Annual
Objective 2	Achieve 95% participant satisfaction rate	Participant satisfaction rate	New	New	100%

Service Delivery Goal:		Provide high quality, well maintained recreation centers and facilities for the citizens of Columbus			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	Achieve 90% customer satisfaction rating for cleanliness and general conditions of recreation centers	Customer satisfaction rating based on customer surveys	New	New	100%
		Number of customer complaints of cleanliness	New	New	2
		Number of custodial hours allocated per location	New	New	25
Service Delivery Goal:		Provide a variety of high quality sports and fitness opportunities for those 50 and older			
		Measures			
Objective 1	Have 100% of fitness staff certified	Number of fitness instructors	New	New	7
		Percentage of certified fitness instructors	New	New	86%
Objective 2	Provide two aerobic and one resistance-training programs per center per quarter	Number of resistance classes per center per quarter	New	New	2
		Number of aerobic classes per center per quarter	New	New	1
Objective 3	Provide 10 sports opportunities through the 50+ sports programs and the Senior Olympics each year	Number of sports opportunities offered each year	New	New	32
		Cost per sport opportunity	New	New	\$1,483.71

Recreation and Parks

Recreation and Parks Department					
PROGRAM NAME: Arts		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide programs that enrich, challenge, and stimulate individual and community life		2004	\$ 1,129,226	9	34
		2005	\$ 993,302	8	34
Service Delivery Goal: Provide excellent customer service					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Maintain a customer satisfaction rating of 90% or higher	Number of customers	New	New	23,980	
	Number of programs	New	New	1,675	
	Average cost per program	New	New	Annual	
	Customer satisfaction rate	New	New	97.60%	
Service Delivery Goal: Increase the community's awareness and involvement in the arts					
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Market 75% of Music in the Air and Davis programs and services through electronic means	Number of programs and services	New	New	277	
	Percent of programs and services marketed through electronic means	New	New	100%	
Objective 2 Offer 55 or more cultural arts center (CAC) classes on an annual basis	Number of classes offered	New	New	56	
	Number of students registered	New	New	1,504	
	Percentage of programs offered	New	New	100%	
Objective 3 Maintain a CAC student and participant evaluation rate of 90% or higher	Number of classes offered	New	New	56%	
	Number of students registered	New	New	1,504	
	Student evaluation rate	New	New	94%	
Objective 4 Increase the number of volunteer hours by 20% annually	Number of volunteers	New	New	278	
	Number of volunteer hours	New	New	3,870	
	Percentage annual increase in volunteer hours	New	New	Annual	

Recreation and Parks Department					
PROGRAM NAME: Parks Maintenance		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips		2004	\$ 3,849,407	51	7
		2005	\$ 4,557,734	53	7
Service Delivery Goal: To maintain healthy and attractive lawn areas at all parks, park facilities and trails					
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Provide mowing services to developed parkland every 16-21 days April-Sept	Frequency of mowing by zone (in days)	New	New		
	Ball Diamonds				18
	Berliner				15
	Big Run				16
	Big Walnut				14
	The Creeks				16
	Downtown				22
	Fairwood				23
	Goodale				25
	Linden				16
	Nelson				18
	Northeast				17
	Northwest				22
	Trails				29
	Whetstone				22
	Cumulative average frequency of mowing for all parks (in days)	New	New		19.5
	% of developed parkland mowed every 16-21 days	New	New		57%
	Cost per acre mowed	New	New		New
Objective 2					
Provide weekly mowing services to outdoor pool areas every 7 days while pools are open	# of mowings in season, by pool location	New	New		
	Blackburn				8
	Dodge				5
	Fairwood				7
	Glenwood				7
	Lincoln				7
	LivMoore				8
	Maryland				8
	Marion Franklin				5
	Tuttle				5
	Windsor				8
	Average frequency of mowings for all pools (in days)				9
	% of customers satisfied	New	New		57%
Note: 2004 Data is January through September					

Recreation and Parks Department					
PROGRAM NAME: Building Maintenance		Appropriation/Request		FT	PT
PROGRAM MISSION: 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		2004	\$ 1,423,048	19	0
		2005	\$ 1,478,229	20	0
Service Delivery Goal:		To provide quality maintenance and repair services to meet internal customer needs			
		Actual	Actual	Mid-Year	
		2002	2003	2004	
		Measures			
Objective 1					
Ninety percent of internal customers agree or strongly agree that they are satisfied with the maintenance and repair services					
		Quantity of surveys distributed to internal customers	New	New	434
		Number of customers who completed the survey	New	New	434
		% of customers who agree or strongly agree that they are satisfied	New	New	95%

Recreation and Parks Department					
PROGRAM NAME: Forestry and Horticulture		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide efficient and effective forestry and horticulture services to preserve public safety and promote urban beautification		2004	\$ 2,182,473	35	0
		2005	\$ 2,049,400	35	0
Service Delivery Goal:		To prune and remove trees to eliminate hazards and the risk of injury.			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To prune 6,600 and remove 1,400 trees	Number of trees pruned	New	New	3,105	
	Number of trees removed	New	New	793	
	Ratio of completed work to target	New	New	.49:1	
Objective 2					
Respond to 100% of priority one work orders within 60 days	Number of priority one work orders	New	New	360	
	Percentage of work orders completed in 60 days	New	New	98.5%	
Service Delivery Goal:		To provide tree planting and maintenance services for community improvement programs and urban reforestation projects			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To plant one tree per man-hour during a ten week planting season and provide adequate follow-up maintenance to ensure 90% survival	Quantity of trees planted	New	New	1,008	
	Survival rate	New	New	95%	
	Ratio of tree plantings to man-hours	New	New	1.26:1	
Service Delivery Goal:		To professionally maintain public gardens for public enjoyment and education			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
Mow turf areas on a weekly basis from April through September	Number of mowings	New	New	13	
	Ratio of mowings to weeks in growing season	New	New	.5:1	

Recreation and Parks

Golf Division					
PROGRAM NAME: Golf		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the Golf Division is to enrich the lives of central Ohio golfers		2004	\$ 4,869,716	38	200
		2005	\$ 5,171,719	38	200
Service Delivery Goal:		To provide quality golf opportunities and experiences, including programming, to all central Ohio golfers			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	To maintain 100% of courses in good condition all of the time	Number of courses	New	New	7
		% of courses in good condition based on monthly inspection criteria	New	New	100%
Objective 2	Increase revenue by 15% through a competitive and flexible rate structure	Percentage of annual revenue increase	New	New	-19.30%
Objective 3	Offer a variety of exceptional programming for youth and seniors	Number of programs offered for youth and seniors	New	New	12
		Cost per program	New	New	Annual
Objective 4	Restore the \$1 million fund balance	Annual fund balance	New	New	Annual
Service Delivery Goal:		To promote the golf courses and all golf services by developing and carrying out a marketing program			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1	Ensure that the combined rounds of play at the seven golf courses exceed 85% of the established combined play capacity	Number of established combined play capacity	New	New	300,000
		Number of rounds of golf	New	New	116,698
		Percentage of capacity	New	New	39%
Objective 2	Ensure that at least 90% of area golfers recognize the names of the seven Columbus municipal golf courses	Number surveyed	New	New	Annual
		Percentage of those who recognize the seven courses	New	New	Annual
		% of those who have recognition and play the courses	New	New	Annual
		% of those who do not recognize the courses and have not played them	New	New	Annual

RECREATION AND PARKS DEPARTMENT							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	Provides management and support through the office of the director, fiscal management, personnel administration and general administration.	19	3	\$ 3,474,323	19	3	\$ 4,516,913
Natural Resources & Outdoor Education	Provides environmental education for all ages and acts as a steward of the parks and natural resources.	3	20	291,018	3	20	335,094
Specialized Recreation	Provides specialized recreation programs in adult and youth sports, aquatics and special events.	22	130	3,384,691	18	130	3,110,282
Community Support	Provides financial support to outside community agencies for programs and services that benefit the citizens of Columbus.	-	-	553,943	-	-	553,943
Planning and Design	The facilities maintenance planning and design section administers the capital improvements budget, the development and renovation of facilities and parks, land acquisition, greenways, trails and administering of the parkland dedication ordinance and property management.	8	1	642,581	8	1	659,206
Community Development Block Grant	Provides for the school's out program.	-	28	243,427	-	28	243,427
TOTAL		52	182	\$ 8,589,983	48	182	\$ 9,418,865

Department of Public Service

Department Description

The Public Service Department consists of the Director's Office and four divisions: Transportation, Refuse, Facilities Management and Fleet Management.

The Director's Office provides overall coordination and policy direction for the other four divisions. This office also coordinates fiscal, human resources and legislative processing functions for the department.

The Transportation Division provides street construction and maintenance, design and operation of traffic control systems, coordination of road and highway improvement design and construction and construction inspection services to ensure the city receives a completed project built in accordance with plans and specifications.

The Refuse Collection Division provides residential solid waste collection, disposal and reduction systems.

The Facilities Management Division provides facility management services to nearly 100 buildings totaling approximately 2.5 million square feet. This includes downtown city office buildings, the Franklin County Municipal Court building, all facilities used by the Divisions of Police and Fire and some Health Department facilities.

The Fleet Management Division maintains the city's motorized equipment for city departments and divisions and provides vehicle utilization and replacement information and management.

Department Mission

Provide improved transportation, infrastructure and basic city services for the public good.

Strategic Priorities for 2005

From the Columbus Covenant:

Customer Service

- Effectively communicate with internal and external stakeholders, department employees and the general public.

- Communicate acceptable level of snow removal to the public, staff and internal stakeholders.
- Support the deployment of the 311 customer support system.

Neighborhoods

- Actively maintain, support, coordinate, and participate in neighborhood pride activities.
- Provide consistent services such as refuse collection, bulk collection, and street maintenance activities such as pothole repair and street cleaning.
- Install traffic calming measures and sidewalks near schools.
- Coordinate hazardous waste drop-off collections and services.

Safety

- On behalf of the Division of Fire, complete construction of the Cleveland Avenue fire station (#18) in South Linden and design and construct fire stations in the Franklinton area of West Broad Street (#10) and on Waggoner Road on the far-east side (#18).
- Correct safety deficiencies at dangerous intersections in the city.
- Support and maintain neighborhood pride centers and community policing centers.
- Prepare for possible public emergencies and make facilities safer for citizens and city employees.
- Open the new Police Training Academy.

Economic Development and Technology

- Implement policies and procedures to ensure that the department conducts business with responsible firms and encourages emerging business development.
- 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.
- Streamline the processing and operations for obtaining permits and approvals.
- Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts.

Education

- Partner with other city departments to enhance safety and infrastructure through the installation of sidewalks, signage and flashing signals near and around schools.
- Cooperate with the Columbus Public Schools facility planning as it relates to city infrastructure and services, including plan approval, inspections, zoning, traffic and pedestrian safety.

Downtown Development

- Support projects that increase downtown residential and commercial development.
- Support the development of a unified strategy among downtown stakeholders for the use of public sites and facilities.
- Support the construction of the new Main and Town Street bridges on time and on budget.
- Join with the State in leading the planning, design and construction of the I-70/71 split.
- Work with government partners (ODOT, MORPC, and Franklin County Engineer's Office) on downtown circulation and mobility efforts.

Peak Performance

- Operate within adopted and capital budgets, and continue to integrate performance measures into the budget process.
- Develop an effective project management system to accurately reflect good project scoping, closely manage projects, provide accountability and communicate with neighborhood and business stakeholders.
- Provide internal customers with descriptions and expectations of fleet management and facilities management services.
- Develop and promote citywide policies that will govern acquisition, maintenance, use and disposal of vehicles.
- Award construction contract(s) only to the responsible bidders that also offer the lowest overall responsive and responsible bid.
- 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 attract and retain highly motivated and productive employees.

2005 Budget Issues

Director's Office

- The Public Service Director's 2005 budget funds 53 full-time positions out of 4 funds. The entire department's fiscal, legislative and human resource functions have been consolidated into this division.

Refuse Collection

- Residential refuse collection and yard waste collection services are provided through the general fund. This includes 300 gallon, 90 gallon, manual collection and multi-family collection methods.
- Bulk collection, graffiti removal, sidewalk litter receptacle, dead animal collection, and the Keep Columbus Beautiful (KCB) program will be funded through the street construction, maintenance and repair fund.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided through the special income tax fund (SIT) where \$12.2 million is budgeted.
- The curbside recycling subscription service will continue to be handled by contract, at the homeowner's option and at no cost to the city. The Solid Waste Authority of Central Ohio (SWACO) agreed in 2002 to take over the responsibility to fund and manage the drop-off recycling program, offering another option to citizens who wish to reduce the size of the waste stream through recycling. The city continues to examine comprehensive recycling options.

Facilities Management

- Due to financial constraints, the payment of about \$1.0 million in real estate leases will continue to be funded out of the special income tax fund in 2005. The majority of the leases are for the Department of Public Safety.
- Facilities Management's 2005 budget includes over \$4.2 million to pay utility bills on behalf of other city agencies.
- In addition to utility expense, approximately \$629,449 is budgeted for custodial and maintenance supplies and service contracts for the Franklin

County Municipal Court building. Likewise, \$523,407 is budgeted for custodial contracts and on-staff maintenance for the new Police Academy.

- Approximately \$114,000 is provided for utilities, materials and service contracts for security, landscaping and snow removal to maintain the Lincoln Theatre.

Transportation

- The street construction maintenance and repair (SCMR) fund, the primary funding source for the Transportation Division, will continue to experience revenue growth due to the implementation of the third and final gas tax increase in July 2005. However, due to a number of different expenditure increases as well as the 27th pay period personnel expense, the fund is projecting a modest year-end balance.
- The Transportation Division, through the SCMR fund, will assume a share of the cost of the street lighting program by reimbursing the Division of Electricity approximately \$2.9 million per year.

Fleet Management

- The Division of Fleet Management's hourly labor charge remains at \$54 per hour in 2005. The mark-up on parts remains at 22 percent and the mark-up on professional services and credit card fuel purchases will remain at 5 percent.
- An executive order issued by the Mayor in November 2003 defines policies governing fleet acquisition, maintenance, use (including take-home vehicles) and disposal. In addition to the executive order, a multi-departmental working group has been formed to evaluate the results of a fleet management study conducted by an outside consultant in late 2003. This working group will make final recommendations to the Mayor's Office and the Public Service Director for improving overall fleet operations. It is believed that through these centralized and controlled policies, the cost of maintaining the city's fleet will be reduced.
- There is \$3.0 million budgeted in 2005 for citywide fleet purchases, primarily police cruisers and other front-line safety vehicles.
- The 2005 fuel budget is based upon an average price of gasoline and diesel at \$1.69 and \$1.35 per gallon, respectively.

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Administration	\$ 3,535,275	\$ 3,366,828	\$ 3,881,500	\$ 3,644,064	\$ 4,066,202
Refuse Collection	21,522,179	21,004,994	21,742,155	21,631,069	23,226,780
Transportation	34,927,450	36,111,670	40,720,091	41,825,034	46,495,890
Fleet Management	19,232,091	20,608,768	20,279,911	20,472,114	23,854,714
Facilities Management	12,427,353	11,825,758	11,147,290	11,707,437	12,290,509
TOTAL	\$ 91,644,348	\$ 92,918,017	\$ 97,770,947	\$ 99,279,718	\$ 109,934,095

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,885,220	\$ 1,385,516	\$ 1,222,928	\$ 1,139,541	\$ 1,203,585
Materials & Supplies	1,899	2,004	4,135	2,542	3,500
Services	8,041	11,877	161,155	46,160	101,110
Capital	-	-			
TOTAL	\$ 1,895,160	\$ 1,399,397	\$ 1,388,218	\$ 1,188,243	\$ 1,308,195

DIVISION SUMMARY BY CHARACTER

REFUSE COLLECTION GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 13,288,910	\$ 12,872,861	\$ 12,046,879	\$ 12,132,942	\$ 12,616,711
Materials & Supplies	92,992	91,699	134,306	97,676	112,000
Services	7,862,184	7,763,892	8,720,802	8,503,116	9,576,451
Other Disbursements	68,827	53,794	70,000	74,044	71,400
Capital	-	-			
Transfers	49,300	60,000	28,300	28,300	
TOTAL	\$ 21,360,212	\$ 20,842,247	\$ 21,000,287	\$ 20,836,078	\$ 22,376,562

DIVISION SUMMARY BY CHARACTER

TRANSPORTATION GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 593,409	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	95,000	-	-	-	-
Services	214,506	-	-	-	-
Other Disbursements	25,725	-	-	-	-
TOTAL	\$ 928,640	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
Capital	-	1,099,936	2,518,002	1,418,832	3,000,000
TOTAL	\$ -	\$ 1,099,936	\$ 2,518,002	\$ 1,418,832	\$ 3,000,000

DIVISION SUMMARY BY CHARACTER					
FACILITIES MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 5,223,344	\$ 5,347,339	\$ 5,620,770	\$ 4,976,364	\$ 5,064,466
Materials & Supplies	406,156	361,693	362,479	294,916	411,830
Services	6,776,467	6,099,302	5,148,041	6,427,727	6,773,463
Other Disbursements	21,385	11,500	16,000	-	15,750
Capital	-	-	-	8,430	25,000
TOTAL	\$ 12,427,353	\$ 11,819,834	\$ 11,147,290	\$ 11,707,437	\$ 12,290,509

DIVISION SUMMARY BY CHARACTER

ADMINISTRATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,024,700	\$ 1,294,017	\$ 1,645,895	\$ 1,643,611	\$ 1,832,880
Services	-	-	91,423	28,311	76,418
TOTAL	<u>\$ 1,024,700</u>	<u>\$ 1,294,017</u>	<u>\$ 1,737,318</u>	<u>\$ 1,671,922</u>	<u>\$ 1,909,298</u>

DIVISION SUMMARY BY CHARACTER

REFUSE STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ -	\$ -	\$ 580,796	\$ 632,154	\$ 694,931
Services	-	-	-	1,765	-
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 580,796</u>	<u>\$ 633,919</u>	<u>\$ 694,931</u>

DIVISION SUMMARY BY CHARACTER

TRANSPORTATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 18,297,427	\$ 20,098,876	\$ 20,975,772	\$ 20,952,248	\$ 22,720,631
Materials & Supplies	1,141,227	1,019,366	1,162,000	1,243,570	1,034,500
Services	6,159,186	6,116,192	8,106,661	10,206,651	11,270,085
Other	-	109,644	80,000	80,000	80,000
Capital	101,411	74,847	350,000	40,000	300,000
Transfers	-	-	-	150,000	144,305
TOTAL	<u>\$ 25,699,251</u>	<u>\$ 27,418,925</u>	<u>\$ 30,674,433</u>	<u>\$ 32,672,469</u>	<u>\$ 35,549,521</u>

DIVISION SUMMARY BY CHARACTER

ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 363,074	\$ 403,397	\$ 426,461	\$ 430,122	\$ 465,061
Services	-	-	-	23,944	12,737
TOTAL	<u>\$ 363,074</u>	<u>\$ 403,397</u>	<u>\$ 426,461</u>	<u>\$ 454,066</u>	<u>\$ 477,798</u>

DIVISION SUMMARY BY CHARACTER

FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 6,744,726	\$ 7,248,845	\$ 7,063,828	\$ 7,048,707	\$ 8,013,537
Materials & Supplies	9,177,019	8,795,139	7,609,213	9,083,264	9,630,865
Services	3,196,783	3,434,249	3,037,455	2,869,648	3,094,399
Principal	30,000	7,799	30,000	30,000	30,000
Other Disbursements	2,167	-	-	250	4,000
Capital	57,320	-	-	-	62,000
Interest	24,075	22,800	21,413	21,413	19,913
TOTAL	<u>\$ 19,232,091</u>	<u>\$ 19,508,832</u>	<u>\$ 17,761,909</u>	<u>\$ 19,053,282</u>	<u>\$ 20,854,714</u>

DIVISION SUMMARY BY CHARACTER

ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 252,341	\$ 270,017	\$ 314,266	\$ 325,321	\$ 350,896
Services	-	-	15,237	4,512	20,015
TOTAL	<u>\$ 252,341</u>	<u>\$ 270,017</u>	<u>\$ 329,503</u>	<u>\$ 329,833</u>	<u>\$ 370,911</u>

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 6,601,424	\$ 7,284,866	\$ 8,346,858	\$ 7,782,826	\$ 9,286,925
Materials & Supplies	38,298	50,020	68,250	65,250	57,616
Services	1,437,470	1,229,033	1,467,653	1,150,301	1,438,146
Other Disbursements	12,750	-	5,000	5,000	-
Capital	95,880	-	10,000	-	10,000
TOTAL	\$ 8,185,821	\$ 8,563,919	\$ 9,897,761	\$ 9,003,377	\$ 10,792,687

DIVISION SUMMARY BY CHARACTER					
REFUSE COLLECTION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 7,781	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	13,183	4,747	5,000	5,000	-
Services	141,004	158,000	156,072	156,072	155,287
Capital	-	-	-	-	-
TOTAL	\$ 161,967	\$ 162,747	\$ 161,072	\$ 161,072	\$ 155,287

DIVISION SUMMARY BY CHARACTER

TRANSPORTATION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 113,738	\$ 128,826	\$ 147,897	\$ 149,188	\$ 153,682
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	-
TOTAL	\$ 113,738	\$ 128,826	\$ 147,897	\$ 149,188	\$ 153,682

DIVISION SUMMARY BY CHARACTER

FACILITIES MANAGEMENT COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Capital	\$ -	\$ 5,924	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ 5,924	\$ -	\$ -	\$ -

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
General	\$ 36,611,365	\$ 35,161,414	\$ 36,053,797	\$ 35,150,590	\$ 38,975,266
Street Construction	26,723,951	28,712,942	32,992,547	34,978,310	38,153,750
Fleet Management	19,595,165	19,912,229	18,188,370	19,507,348	21,332,512
Development Services	8,438,162	8,833,936	10,227,264	9,333,210	11,163,588
Community Development Block Grant	275,706	297,497	308,969	310,260	308,969
TOTAL	\$ 91,644,349	\$ 92,918,018	\$ 97,770,947	\$ 99,279,718	\$ 109,934,095

DEPARTMENT PERSONNEL SUMMARY

DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Administration					
General Fund	FT	27	23	23	22
	PT	1	-	-	-
Street Construction Fund	FT	17	18	20	20
Development Services Fund	FT	4	4	4	4
Fleet Management Fund	FT	6	6	6	6
Refuse Collection					
General Fund	FT	253	232	215	223
	PT	17	-	-	-
Street Construction Fund	FT	-	-	12	12
Facilities Management					
General Fund	FT	101	92	88	86
	PT	7	11	12	12
Transportation					
General Fund	FT	10	-	-	-
Street Construction Fund	FT	324	327	341	341
	PT	-	2	4	4
Development Services Fund	FT	92	133	152	152
	PT	-	2	2	2
Community Dev Block Grant	FT	2	2	2	2
Fleet Management					
Fleet Management Fund	FT	124	121	124	123
TOTAL		<u>985</u>	<u>973</u>	<u>1,005</u>	<u>1,009</u>

*FT=Full-Time PT=Part-Time

Public Service Director's Office							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	Provide leadership for the divisions within the department, administrative and operational management, and supervisory and clerical support	6	-	\$ 356,383	5	-	\$ 347,414
Fiscal Operations	Provide leadership to the department fiscal sections, formulate operating and capital budgets, invoice customers, procure goods and services, pay invoices, author and process legislation, provide contract management and related fiscal functions	23	-	1,998,932	23	-	2,122,847
Human Resources	Provides leadership for the department human resources programs, write and enforce work and labor policies, answer grievances, investigate claims, determine employee discipline, perform payroll, process job applications, perform interviews and process hire paperwork, perform trainings and a variety of related human resources functions	24	-	1,526,185	24	-	1,595,941
TOTAL		53	-	\$ 3,881,500	52	-	\$ 4,066,202

Refuse Collection Division					
PROGRAM NAME: 90-gallon Residential Collection Program		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the 90-gallon Residential Collection Program is to provide weekly refuse service to 90-gallon customers		2004	\$ 4,148,136	72	0
		2005	\$ 4,429,949	72	0
Service Delivery Goal: Provide efficient refuse collection service to 90-gallon customers					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Measures					
Objective 1					
90-gallon routes will be collected on schedule 100% of the time					
% of days collection was provided on schedule		New	New	99%	
% of days collection was delivered on schedule without using overtime		New	New	88%	
Service Delivery Goal: Provide quality refuse collection service to 90-gallon customers					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
Measures					
Objective 1					
Achieve 95% customer satisfaction rating from 90-gallon customers.					
# of 90-gallon customers surveyed		806	799	200	
% of favorable responses from 90-gallon customers		96.0%	96.0%	94%	
Objective 2					
Respond to complaints from 90-gallon customers within three business days					
% of complaints responded to within three business days		80.0%	74.0%	77%	
# of complaints received		4,188	5,604	3,159	

Refuse Collection Division					
PROGRAM NAME: Manual Collection		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the Scheduled Bulk Program is to provide collection of large bulk items, i.e., mattresses, tables, chairs, etc., on a scheduled basis		2004	\$ 3,094,267	58	0
		2005	\$ 3,308,166	63	0
Service Delivery Goal:		Provide scheduled bulk collection for 90-gallon customers			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
Collection crews will provide bulk service on the scheduled date 100% of the time	# of collections scheduled	74,488	80,872	41,160	
	% of time objective was met	New	New	99.7%	
Objective 2					
90% of scheduled bulk customers satisfied with service	# of customer complaints	103	524	201	
	% of customers satisfied with bulk service	92%	96%	92%	
Service Delivery Goal:		Provide bulk collection for 300-gallon container customers			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
All alleys will receive weekly bulk collection 100% of the calendar year except for weeks that are shortened due to holidays or severe weather.	Tons of bulk collected	9,949	9,404	3,453	
	% of time objective was met	New	New	100%	

Refuse Collection Division					
PROGRAM NAME: Recycling/Waste Stream Reduction		Appropriation/Request		FT	PT
PROGRAM MISSION : The mission of the Waste Stream Reduction Program is to divert yard waste and recyclable materials from the residential waste stream in order to prolong landfill life and promote optimal use of natural resources		2004	\$ 2,736,334	0	0
		2005	\$ 3,242,300	0	0
Service Delivery Goal:		To divert 15 percent of the total current waste stream from landfills			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
To provide for an efficient and effective yard waste diversion program					
% of total yard waste generated diverted from landfills		9.0%	8.0%	6.8%	
# of tons of yard waste diverted		33,613	31,854	13,147	
Cost per ton of yard waste diverted		\$72.35/ton	\$79.50/ton	\$108.09/ton	
Cost per household of yard waste diverted		\$7.32/hh	\$7.45/hh	\$4.05/hh	
Objective 2					
To provide for an efficient and effective recyclable material diversion program					
% of the total recyclable materials generated diverted from landfills		4.0%	4.0%	3.4%	
# of tons of recyclable materials diverted		15,659	14,476	6,545	

Refuse Collection Division					
PROGRAM NAME: Keep Columbus Beautiful Program		Appropriation/Request		FT	PT
PROGRAM MISSION: Keep Columbus Beautiful is a community improvement program that promotes and coordinates litter clean-ups, graffiti prevention, recycling and beautification projects		2004	\$ 108,435	1	0
		2005	-	0	0
Service Delivery Goal:		Provide public awareness and Education on recycling, graffiti removal and prevention, litter collection, neighborhood cleanups, and other special events with increased emphasis on adult education			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
KCB will participate in 150 meetings and presentations with neighborhood, business, civic, and school groups in 2004		# of meetings and presentations in which KCB participated	116	282	197
		# of different groups which KCB met with or made presentations to	New	191	128
		# of residents reached (participants in meetings and presentations)	5,156	36,812	8,743
Objective 2					
KCB will participate in 50 litter free events (festivals, trade shows, public events, etc.) in 2004		# of litter free events	69	53	25
		# of litter boxes utilized for events	832	547	110
		# of litter bags used/collected for events	2,410	3,141	1,287
Service Delivery Goal:		KCB will promote downtown cleanliness by organizing litter cleanups and beautification projects in the downtown business district, Short North, core Campus Area and the Arena and Brewery Districts			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
KCB will coordinate twelve litter cleanups in the downtown district, Short North, core Campus Area, and Arena and Brewery Districts		# of litter cleanups	New	45	17
		# of bags of litter collected	New	2,722 bags	1,757 bags
		# of pounds of litter collected	New	83,160 lbs.	52,710 lbs.
		# of volunteers participating in cleanups	New	1,928	1,598
Objective 2					
KCB will coordinate, assist, or participate in three beautification projects in the downtown business district, Short North, core Campus Area, and the Arena and Brewery Districts		# of beautification projects	New	3	3
		# of volunteers participating in beautification projects	New	253	138

Refuse Collection							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	Provides administrative and operational management, supervisory and clerical support, Keep Columbus Beautiful (KCB) program, customer service, solid waste inspection, accounting/payroll, human resources/safety, custodial building maintenance, information technology, research and development in regard to refuse collection aerations with applicable support services, training, information and reporting.	29	-	\$ 8,003,324	33	-	\$ 8,074,972
Multi - Family Collections	The mission of the multi-family residential collection program is to provide weekly refuse service to box collection customers.	22	-	1,119,915	22	-	1,278,470
300 Gallon Collections	The mission of the 300-gallon residential collection program is to provide weekly refuse service to 300-gallon customers.	33	-	1,789,876	33	-	2,042,705
Bulk Collection - SCMR Fund	Removes bulk located in the city right-of-way.	7	-	324,000	7	-	417,293
Sidewalk Litter Collection - SCMR Fund	Removes litter located in the city right-of-way.	2	-	101,446	2	-	108,812
Graffiti Removal - SCMR Fund	Removes graffiti located with the city right-of-way.	2	-	102,231	2	-	110,931
Dead Animal Collection - SCMR Fund	Removes dead animals located within the city right-of-way.	1	-	53,119	1	-	57,895
Summer Urban Repair & Fix-Up - CDBG Fund	Youth employment training program providing blight abatement activities in Columbus neighborhoods.	-	-	161,072	-	-	155,287
TOTAL		96	-	\$ 11,654,983	100	-	\$ 12,246,365

Transportation					
PROGRAM NAME: Private Improvement Inspection		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide inspection services on construction sites funded by private developers for infrastructure through the activities of education, inspection, and specification enforcement		2004	\$ 2,523,939	43	0
		2005	\$ 2,750,332	40	0
Service Delivery Goal:		Provide and maintain resources to perform effective construction inspection on all Private Development projects			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Provide education/training to 95% of inspectors	% of inspectors trained (outcome)	New	New	96%	
	# of inspectors trained (output)	New	New	22	
	cost per insprctor trained	New	New	\$13.04	

Public Service

PROGRAM NAME: Traffic Signal Management		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the traffic signals management section is to provide timely and effective traffic signal maintenance services within Columbus' right-of-ways		2004	\$ 3,524,236	42	0
		2005	\$ 3,614,935	42	0
Service Delivery Goal: Provide efficient and timely response to traffic signal maintenance calls					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
		Measures			
Objective 1					
Complete 90% of signal maintenance calls within one hour of notification to signal maintenance personnel	% of calls completed within one hour	New	67.28%	67%	
	# of signal maintenance calls per year	New	12,111	5,862	
	# of signal maintenance calls per shift-First Shift	New	6,077	3,130	
	# of signal maintenance calls per shift-Second Shift	New	4,180	1,773	
	# of signal maintenance calls per shift-Third Shift	New	1,847	937	
Service Delivery Goal: Provide new signal installations efficiently					
		Actual	Actual	Mid-Year	
		2002	2003	2004	
		Measures			
Objective 1					
Complete 90% of new signal installations within 30 weather-permitting workdays from the date the work order is received	# of new signal installation work orders received	New	9	1	
	% completed within 30 weather-permitting work days	New	63%	100%	
	# of signal heads per new signal installation	New	New	8	
	# of loops installed per new signal installation	New	6	8	
	# of imbedded poles installed per new signal installation	New	New	New	
	# of base-mounted poles installed per new signal installation	New	28	4	
	# of person-hours required to complete new signal installation	New	477	732	
	# of phases per new signal installation	New	4	3	
# of weather-permitting work days required to complete new installations	New	19	18		

Transportation					
PROGRAM NAME: Street Maintenance		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the street maintenance operations section is to provide timely and effective street maintenance services within the city's right-of-ways		2004	\$ 3,809,519	50	0
		2005	\$ 3,841,661	45	0
Service Delivery Goal: Maintaining the right-of-ways in good repair by patching potholes					
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
Complete 80% of non-emergency pothole repairs within 6 months	% of non-emergency potholes repairs completed within 6 months	New	100%	95%	
	Tons of asphalt used per month	New	New	332	
	Tons of asphalt used per man hour	New	New	2	
	Average # of days to repair potholes	New	New	10	
	Tons used by mechanized pothole patching equipment	New	New	1,781	
	# of potholes filled	New	New	26,122	
	# of potholes filled per man hour	New	New	27	
Objective 2					
Complete all emergency pothole repairs within 4 hours from the time of notification	% of service request investigated within 4 hours	New	New	85%	
	# of emergency pothole repairs serviced within 4 hours	New	New	124	
	Hours to complete emergency requests	New	New	4	
	# of emergency pothole repair requests	New	New	381	
	% of potholes that are emergency status	New	New	5%	
Service Delivery Goal: Investigate and recommend appropriate maintenance services to non-pothole maintenance					
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
Respond to service requests within 3 working days	% of service request investigated within 3 working days	New	New	95%	
	# of service requests investigated	New	3,380	1,560	
	# of service requests written for repairs	New	3,380	3,610	
Objective 2					
Annually inspect 85% of the city's right-of-way system for recommended maintenance services	% of right-of-way lane miles inspected	New	New	55%	
	# of work orders generated by the routine inspections	New	New	840	

Transportation					
PROGRAM NAME: Pavement Management		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide a safe and well maintained traffic system		2004	\$ 1,158,501	15	0
		2005	\$ 1,123,986	13	0
Service Delivery Goal:		To provide a safe and well maintained traffic system			
Measures		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Resurfacing - Resurface existing asphalt roadways on an average 15 year cycle (300 lane miles per year)		# of lane miles surfaced	New	63.2	7.1
Objective 2 Slurry Seal - Perform preventative maintenance to extend roadway life within 5 years of initial construction or most recent resurfacing		# of lane miles slurry sealed	New	33.3	0
Objective 3 Micro Surfacing - Perform preventative maintenance to extend roadway life within 5 years of initial construction or most recent resurfacing		# of lane miles micro surfaced	New	17.1	0
Objective 4 Crack Seal - Perform preventative maintenance to extend roadway life within 5 years of initial construction or most recent resurfacing		# of lane miles crack sealed	New	208.2	0

Transportation							
ALL OTHER PROGRAMS							
Program	Mission/Description	2004 Budget			2005 Budget		
		FT	PT	Appropriated	FT	PT	Proposed
Administration- Development Serv Fund	Responsible for all accounting, personnel, payroll, computer, purchasing, safety, building management and other associated business functions.	1	-	\$ 817,174	1	-	\$ 1,015,438
Engineering- Development Serv Fund	New construction engineering and plan review for private development, to ensure that compliance with code specifications and construction standards in order to maintain safe and convenient traffic and pedestrian flows.	8	-	599,435	8	-	628,950
Sidewalk/Driveway Permits- Development Serv Fund	Issues permits for the construction of sidewalk/driveway/curb.	6	1	396,569	3	1	279,512
CIP Inspection Public Service- Development Serv Fund	Provides inspection services on construction sites for city projects for infrastructure that will eventually become the ownership and maintenance responsibility of the city.	50	-	2,246,298	54	-	2,647,652
CIP Inspection Public Utilities- Development Serv Fund	Provides inspection services on construction sites for city projects for infrastructure that will eventually become the ownership and maintenance responsibility of the city.	8	-	630,853	15	-	950,236
Materials Testing- Development Serv Fund	Performs a variety of construction materials tests in the field and division laboratory to make certain that construction materials conform to city specification and ASTM standards.	12	-	1,168,113	11	-	1,075,851
Survey- Development Serv Fund	Responsible for constructing layout and staking as requested on city construction projects, for performance of final inspections on sewers and for providing as-constructed drawings.	8	1	424,162	6	1	440,557
Prevailing Wage- Development Serv Fund	Responsible for checking payrolls for prevailing wage on all construction projects involving city funds that exceed \$50,000.	1	-	74,160	1	-	76,953
ADA Services- Development Serv Fund	Oversees/coordinates the construction of all ADA curb ramps.	3	-	161,369	-	-	5,236
Address Creation- Development Serv Fund	Assigns addresses to all newly built/previously unaddressed structures.	4	-	317,646	5	-	344,534
Platting- Development Serv Fund	Accepts and records plats with the appropriate County.	2	-	89,922	1	-	78,671
Zoning- Development Serv Fund	Ensures private construction is taking place under proper zoning requirements/allowances.	6	-	448,121	7	-	498,765

Public Service

Administration- SCMR Fund	Provides oversight, leadership and management to the division.	7	-	2,969,931	7	-	2,273,389
Planning & Programming- SCMR Fund	Provides planning, programming and support services for the division's capital improvements program.	6	2	689,421	6	2	748,425
Community Development Block Grant	Coordinates the design, legislation and management of the neighborhood commercial revitalization activities and the urban infrastructure recovery fund projects.	2	-	147,897	2	-	153,682
Right-of-Way Services- SCMR Fund	Manages ROW issues such as acquisition and ROW use by private entities.	4	-	533,639	6	-	677,782
Occupancy/Excavation Permits- SCMR Fund	Section issues permits for excavation or occupancy of city right-of-way.	6	-	621,716	6	-	621,686
Customer Service- SCMR Fund	Issues permits for ROW activity, oversize load permits, neighborhood parking passes.	3	-	255,242	3	-	294,881
Paving-the-Way- SCMR Fund	Informs public/media of ongoing jobs throughout the city - including from other governmental agencies.	-	-	38,431	-	-	-
Temporary Traffic Control- SCMR Fund	Advises on and inspects temporary traffic set-ups affecting normal traffic flow.	2	-	163,880	2	-	163,239
Federal- State Highway Projects- SCMR Fund	Manages projects using State/Fed monies for all or part of the project.	2	-	252,281	1	1	240,991
Permanent Pavement Markings- SCMR Fund	Provides striping services for certain roadways after repaving.	17	-	1,192,298	19	-	1,307,419
Plan Review- SCMR Fund	Reviews all CIP plans for conformance to city codes and specifications.	6	-	642,595	6	-	655,282
Sign Installation & Repair- SCMR Fund	Installs new signs and provides maintenance for existing signs.	11	-	885,056	11	-	902,478
Street Cleaning- SCMR Fund	Cleans city streets according to cleaning plan.	35	-	2,564,684	35	-	2,833,468
Snow & Ice Removal- SCMR Fund	Addresses snow/ice issues by plowing, salting, or both.	49	-	3,845,570	38	-	3,012,376
Studies & Analysis- SCMR Fund	Provides the necessary studies for analysis of future roadway needs.	5	1	637,417	5	-	624,114
Sign Fabrication- SCMR Fund	Constructs signs needed for adequate traffic control.	3	-	261,800	4	-	317,459

Alley Resurfacing- SCMR Fund	Repairs/reconstructs alleys.	13	-	859,724	19	-	1,291,947
Bridge Deck Repair- SCMR Fund	Makes general repairs to city bridges.	8	-	552,171	6	-	467,062
ADA Services- SCMR Fund	Oversees/Coordinates the construction of all ADA curb ramps.	3	-	479,611	4	-	548,898
CIP Project Management- SCMR Fund	Manages CIP projects not using state or federal funds.	9	1	942,536	8	1	832,570
Traffic Signal & Freeway Management- SCMR Fund	Monitors freeway/interstate traffic - joint venture w/Ohio Dept. of Transportation.	13	-	1,161,058	14	-	1,168,155
Neighborhood Mobility- SCMR Fund	Designs and recommends building of bikeways, sidewalks, and traffic calming plans.	4	-	459,810	3	-	348,116
Bridge Inspection- SCMR Fund	Inspects city and some ODOT bridges for conformity to city codes and specifications-recommends repairs if needed.	2	-	115,408	1	-	73,502
Mowing- SCMR Fund	Mows various city-owned grassy ROW along roadways.	3	-	172,675	3	-	188,497
Landscaping- SCMR Fund	Landscapes various city-owned ROW along roadways.	3	-	213,483	7	-	526,523
Operations Administration- SCMR Fund	Oversees/manages all street operations such as sweeping, patching, snow/ice, mowing, etc...	9	-	1,052,796	15	-	1,238,791
Traffic Signage & Parking Management- SCMR Fund	Oversees/manages all signage, city parking meters, and school signals/markings.	8	-	529,704	8	-	560,513
Arborist Services- SCMR Fund	Provides services for city street plantings and maintaining urban forest areas.	-	-	-	-	-	1,929,608
Street Lighting- SCMR Fund	Program supports the lighting of streets and urban areas in the city right-of-way.	-	-	-	-	-	2,833,468
Parking Meter Operations - SCMR Fund	Manages parking meters including determining rates and bagging of meters for long-term parking/projects.	3	-	289,240	4	-	288,300
TOTAL		345	6	\$ 29,703,896	350	6	\$ 35,164,976

Fleet Management Division						
PROGRAM NAME: Tire Shop Operation			Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the tire shop operation is to provide tires and tire service to all of the City of Columbus' rolling stock			2004	\$ 325,324	6	0
			2005	\$ 386,220	6	0
Service Delivery Goal: Provide effective maintenance and inspection services to city vehicles						
Measures			Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Conduct annual inspections of 90% of the Refuse collection vehicles						
# of refuse collection vehicles			204	198	194	
# of inspections completed			204	198	136	
% of refuse collection vehicles inspected			100%	100%	Annual	
Objective 2 To obtain zero growth (0%) in tire expense for Refuse vehicles						
Total dollar amount spent on tires			\$126,855	\$134,466	\$68,922	
% of variance in tire cost			8% decrease	8% increase	Annual	
Objective 3 To obtain zero growth (0%) in service calls for Refuse vehicles						
# of service calls performed previously			New	New	New	
Total # of service calls performed			New	New	260	
% of variance in service calls			New	New	Annual	
PROGRAM NAME: Auto Body Equipment Repairs Operation			Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the auto body repair operation is to provide timely and effective body repairs to automotive and heavy equipment for Fleet Management's customers			2004	\$ 404,838	6	0
			2005	\$ 416,248	6	0
Service Delivery Goal: Provide Fleet customers with efficient and effective auto body repairs in a timely manner						
Measures			Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1 Repair 90% of the units brought into the shop for repairs within 10 days of when repair is started						
# of vehicles repaired in house			New	632	374	
# of days per repair			New	8.80	2.90	
% of units repaired in house in less than 10 days			New	93%	94%	
Objective 2 Bill 70% of the total available body shop labor hours						
# of available labor hours annually			New	New	3,430	
Average billed hours per technician			New	New	572	
% of labor hours billed			New	New	69%	

Fleet Management					
PROGRAM NAME: Automotive and Heavy Equipment Repair Operations		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the automotive & heavy equipment repair operations is to provide timely and effective repairs to automotive and heavy equipment that is brought into the shops by our customers		2004	\$ 5,352,761	94	0
		2005	\$ 5,680,842	93	0
Service Delivery Goal: To provide efficient quality service to our customers.					
Measures		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
Maintain a customer satisfaction rating of good or higher on 85% of the maintenance service cards returned	# of Customer Survey Cards distributed	3,227	4,381	2,195	
	# of Customer Survey Cards returned	214	256	417	
	% of cards returned that are good or higher	92%	94%	96%	
PROGRAM NAME: Parts Room Operation		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the parts room operation is to provide all City repair facilities with quality parts efficiently and effectively while maintaining a professional and positive attitude		2004	\$ 10,324,649	10	0
		2005	\$ 12,388,643	10	0
Service Delivery Goal: Maintain an adequate parts inventory to meet the needs of our customers					
Measures		Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
To obtain zero (0%) growth or reduction of inventory	Total dollar value of previous year	\$1,088,980	\$920,215	\$909,347	
	Total current dollar value	\$920,215	\$909,347	\$818,770	
	% variance	18% reduction	2% reduction	9% reduction	
Objective 2					
To provide the mechanics with needed parts on demand at least 85% of the time	Quantity of parts ordered	New	308,484	46,300	
	Quantity of stock parts ordered	New	265,815	40,216	
	% of parts in stock	New	86%	86%	

Fleet Management							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	The mission of the administrative program is to meet the Fleet Management Division's objectives by providing leadership and positive reinforcements for effective and efficient operations. General fund pool monies for vehicle purchases is also included in this program.	8	-	\$ 3,872,339	8	-	\$ 4,982,762
TOTAL		8	-	\$ 3,872,339	8	-	\$ 4,982,762

Facilities Management					
PROGRAM NAME: Building Maintenance Services		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the building maintenance services program is to efficiently and effectively maintain general fund facilities		2004	\$ 6,641,203	38	0
		2005	\$ 2,384,616	37	0
Service Delivery Goal:		Provide efficient and effective customer service in the area of building maintenance			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
80% of work order are closed within three business days	% of work orders closed within three business days	New	New	78.70%	
	Total # of work-orders received	New	6,000	3,296	
	Average # of work orders completed per day	New	New	14	
	Average # of days a work order remains open	New	New	2	
	Average # of man hours per work order	New	New	New	
Objective 2					
Snow and ice are removed from sidewalks and parking lots 100% of the time before 10 a.m.	% of time snow is removed before 10 a.m.	New	New	New	
	# of occasions where snow was removed by 10 a.m.	New	New	New	
	# of removal occasions	New	New	New	
	Total hours for removal	New	New	New	
PROGRAM NAME: Custodial Services		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the custodial services program is to efficiently and effectively clean buildings under the purview of the Facilities Management Division		2004	\$ 2,626,919	35	5
		2005	\$ 3,122,188	34	5
Service Delivery Goal:		Provide efficient and effective custodial services to our customers			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Clean 100% of offices on a daily basis	% of offices cleaned daily	New	New	New	
	# of offices cleaned during a business week	New	New	New	
	# of man hours per office cleaned	New	New	New	
	Amount of materials used per office cleaned	New	New	New	
Objective 2					
Clean 100% of bathrooms and public areas on a daily basis during the business week	% of bathrooms and public areas cleaned daily	New	New	New	

Public Service

Facilities Management					
PROGRAM NAME: Building Maintenance Management (Contract Services)		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the building maintenance management program is to efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts		2004	\$ -	0	0
		2005	\$ 1,477,388	5	0
Service Delivery Goal:		Provide efficient and effective customer service in the area of building maintenance			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Complete 100% of contracts on time and within budget	% of contracts completed on time	New	New	100%	
	% of contracts completed on budget	New	New	100%	
	Total # of contracts currently administered	New	New	18	
Objective 2					
Maintain or reduce the cost per square foot for basic facility service	Cost per square foot	\$5.39	\$3.94	\$3.64	
PROGRAM NAME: Security		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the facilities security program is to efficiently and effectively secure buildings under the purview of the Facilities Management Division		2004	\$ 478,823	7	7
		2005	\$ 499,640	7	7
Service Delivery Goal:		Provide efficient and effective security services to our customers			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Conduct security tours of all downtown buildings five times a week	# of buildings	New	New	New	
	# of buildings toured 5 times a week	New	New	New	
	Total tour hours	New	New	85.75 hrs	
PROGRAM NAME: Energy Management		Appropriation/Request		FT	PT
PROGRAM MISSION: The mission of the energy management program is to create more energy efficiencies in buildings under the Facilities Management's purview		2004	\$ 92,124	1	0
		2005	\$ 4,278,954	1	0
Service Delivery Goal:		Ensure that Greenstar guidelines are followed			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
100% of all new buildings and full renovations will follow the guidelines of Greenstar	% of new buildings following Greenstar	New	New	100%	
	# of new buildings	New	New	3	
	# of new Greenstar buildings	New	New	3	
	% of fully renovated buildings that are Greenstar compliant	New	New	100%	
	# of fully renovated buildings that are Greenstar compliant	New	New	1	
	# of fully renovated buildings	New	New	1	
Objective 2					
100% of changed light bulbs and ballasts will follow the guidelines of Greenstar	% of changed light bulbs and ballasts that follow Greenstar	New	New	100%	
	# of changed bulbs and ballasts that follow Greenstar	New	New	New	
	# of changed bulbs and ballasts	New	New	New	

Facilities Management							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	Provides oversight, leadership and management to the division and administrative support in the areas of labor relations, payroll, training safety, fiscal and accounting, procurement of office supplies and management of the division's information services infrastructure	7	-	\$ 1,308,221	2	-	\$ 527,723
TOTAL		7	-	\$ 1,308,221	2	-	\$ 527,723

Department of Public Utilities

Department Description

The Department of Public Utilities protects surface water quality, promotes public health and safety and sustains economic development by:

- Collecting and treating wastewater generated within the City of Columbus, 22 suburban communities and unincorporated areas of Franklin County suffering from failing wastewater treatment systems
- Providing abundant, safe and reliable drinking water within the City of Columbus and 23 suburban communities
- Managing stormwater to mitigate flooding and water quality impacts
- Educating the public on watershed stewardship and water conservation
- Regulating industrial water pollution discharged to sewers
- Supporting fire suppression activities with reliable fire hydrants
- Lighting streets for vehicle safety and pedestrian security
- Offering dependable electrical power at a competitive price

Department Mission

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

Strategic Priorities for 2005

From the Columbus Covenant:

Customer Service

- Implement the department's computer maintenance management system (CMMS). The CMMS will enable the department to effectively track and respond to calls for service. Based on the data collected by the CMMS, each division will be able to proactively undertake sewer repairs, as the data will help accurately identify problem areas.
- The Division of Water will offer, on its website, the ability to access customer account information, and add meter-read capabilities and water quality monitoring data.
- The Divisions of Water and Sewerage and Drainage will offer its customers a variety of methods to pay their utility bill. Currently, customers can pay their water and sewer bill via the internet. The Water Division is working towards

reinstating a process whereby customers can pay this bill at remote neighborhood locations.

- The “Water-in-Basement” Program will be fully implemented. 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.
- All three divisions will continuously update their portion of city’s website to provide residents with timely important information on capital projects, such as status, location, and projected completion date.

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 2005. This list can be found in the Capital Summary Section of this document.
- The Water and Sewer Divisions will improve and refine their respective programs to identify and prioritize projects geared to maintain a solid infrastructure in residential areas.
- Additionally, the Water and Sewer Divisions are developing preventive maintenance programs in an effort to enhance system performance and reduce repair costs.
- The “Downspout Disconnection Program” will be implemented.
- The Division of Sewerage and Drainage will implement a “fats-oils-grease reduction” program. The goal of this program is to reduce the amounts of the aforementioned substances in the city’s sewer system, which can cause serious overflows when put into the system in large amounts.
- The Division of Electricity will install 1,300 streetlights as part of their street lighting program known as “Project 2020.”

Safety

- The Division of Water will begin design of security recommendations arising from the vulnerability assessment.
- The Division of Electricity will perform streetlight betterments by rehabilitating existing streetlights.
- The Division of Electricity will document and implement street lighting best practices.

Economic Development

- The Division of Sewerage and Drainage will accelerate the development of sewer lines through public-private partnerships.
- The Division of Water will continue to pursue design of the up-ground reservoir and the south wellfield to ensure an adequate water supply for growing populations in the central city and outlying areas.
- The Division of Electricity will implement a pilot project for high-speed internet access via electricity lines.
- The Department will seek federal funding to support infrastructure investment.
- Installation of the Division of Electricity's Italian Village Substation will enhance the division's electrical distribution infrastructure and provide it with the ability to provide back-up power to customers within the I-670 innerbelt area as well as serve new customers.
- The Division of Sewerage and Drainage will collaborate with the Solid Waste Authority of Central Ohio to identify and implement a new process or processes to promote the beneficial reuse of organic wastes, including but not limited to biosolids, livestock manure, and yard waste.

Education

- The Division of Water will initiate a conservation program, whereby consumers are educated on the methods and benefits of conserving water, with visits to local schools to promote water conservation among school-age children.
- The Division of Sewerage and Drainage will continue its public meetings to educate and solicit input on wet-weather initiatives.

- The Division of Sewerage and Drainage will initiate a public education programs on reducing fats, oils and grease in the sewers, thereby helping to reduce sewer blockages.
- The Division of Sewerage and Drainage will notify the public about overflow events through local newspaper ads, signs, and its website.
- The department will begin to effectively link professional development and merit to compensation starting in Water Maintenance, Electricity Distribution, and Sewerage and Drainage Plant Operations.

Peak Performance

- The Division of Water will implement competitiveness and efficiency projects including: centralized timekeeping; formation of a safety office to assure OSHA compliance and an improved safety culture; acceleration of the meter downsizing program; implementation of a valve exercise and replacement program; and institution of a career development program.
- The Division of Sewerage and Drainage will realign the organization to promote teamwork and efficiency and implement cost-saving measures.
- The department will select two people annually for the Departmental Leadership Development Program.
- The Division of Electricity will upgrade its technology for improved processes and communication.
- The department will participate in the development of a Scioto River Conservation Reserve Enhancement Program (CREP).
- The Division of Water will have its Water Audit Pilot Program results analyzed. As part of this program, the division will reduce its “unaccounted-for” water, thereby enhancing its revenue stream.
- The Division of Water will complete analysis of a genetic algorithm pilot project and develop an ongoing program.
- The department will update its “Department Project Management” document and evaluate the role of value engineering.
- The department will continue its Summer Intern Program, implemented during the summer of 2004.

2005 Budget Issues

- For 2005, the Sewer and Water Advisory Board (SWAB) has recommended to Columbus City Council rate increases of 7.25 percent for water, 9.5 percent for sanitary sewer services and 6.5 for storm sewer services.

Director's Office

- The recommended funding for the Public Utilities Director's Office supports ten full-time employees. As has been the case since 1990, the costs associated with operation of this division are allocated to the Water, Sanitary and Electricity operating funds based on the total revenues of each.

Water

- The Water Division will continue to provide its services at current levels, with the funding of 543 full-time and 31 part-time employees.
- In 2003, the division undertook a federally mandated vulnerability assessment. The purpose of the assessment was to gauge the division's vulnerability in the event of terrorist attack or other disasters. In 2005, the division will implement security measures as recommended by the report.
- The division recently contracted for an in-depth water audit, intended to reduce the amount of "unaccounted-for" water. In 2005, armed with the results of this audit, the division will take measures to significantly reduce this "un-metered" water.
- Funding to continue a comprehensive customer education program regarding water conservation, water quality, water regulations and water supply resources is continued in 2005.
- Funding is maintained in the Division of Water's 2005 budget for the maintenance and security of grounds, buildings and dams at Griggs, O'Shaughnessy and Hoover reservoirs.
- Funding is continued for the efficient operation of the division's three water treatment plants in compliance with the Safe Drinking Water Act. Approximately 170 positions are funded to undertake this activity.
- Funding is also continued for the 157 employees assigned to 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.

- Finally, funding is continued for the division's customer service functions. Employees of the Customer Call Center take an estimated 1,300 calls daily, while those in the Water Service Group complete approximately 84,000 service orders annually.

Sewerage and Drainage

- Recommended funding in the Division of Sewerage and Drainage, with a total of 532 full-time and 18 part-time budgeted positions, supports continuation of current service levels.
- In 2005, the Division of Sewerage and Drainage will work towards full implementation of the computerized maintenance management system (CMMS). The CMMS will enable the division to track instances of emergency repair such that problem areas can be identified and addressed proactively. Additionally, the system will provide a standardized inventory system for the division.
- Funding is maintained to continue efficient operation of the division's two wastewater treatment plants within the limits and conditions set forth by the National Pollutant Discharge Elimination System Permit.
- Continued funding is provided in 2005 such that sewer maintenance operations staff can continue to monitor the integrity of the wastewater collection system with periodic inspection and telemonitoring of sewer lines. Problem areas within the system will be scheduled for repair or upgrade. Additionally, this staff will continue to address emergency calls regarding sewer system overflows, water-in-basements and other related emergencies.
- Funding is also continued in 2005 for "Project Dry Basement." The intent of this program is to cover the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.
- In 2005, funds have been identified for the planning and engineering design needed to meet the requirements of the Consent Orders. At this time, current staff is assigned to this function; however, it is likely that a staff expansion will be necessary at some point to address these orders.

Electricity

- The recommended 2005 budget, with an allowance for vacancies, supports 146 full-time and 6 part-time positions in the Division of Electricity. This

employee strength level will allow the division to continue all current programs.

- In 2004 the Division of Electricity was successful in adding new customers thereby reducing its reliance on the special income tax fund. Over the past year, a net increase of 110 customers was added to the customer base. In 2005, the division will continue to pursue new customers, especially in the near-north area with the planned completion of the Italian Village Substation.
- Purchase power is projected to total nearly \$40.6 million in 2005. This projection is based on the city absorbing 100 percent of the newly imposed transmission fees to produce an average price of \$43.95 per megawatt hour. The city is currently working with its consultants and attorneys to determine its relative responsibility for the new transmission fees under the terms of the current purchase power agreement, which may result in some downward adjustment to these transmission fee costs.
- The Division of Electricity's 2005 budget provides funding to continue the city's comprehensive plan to install streetlights on 100 percent of the city's streets. At present, the central city is "lighted" or complete. Neighborhoods to receive street lighting in 2005 include Berwick Phases II & III; Refugee Road; Alum Creek; Thurber Village; Gould Park; Dennison UIRF Street Lighting Projects and Raspberry Run and Heatherbrook streetlight assessments.
- The Division of Electricity will be reimbursed approximately \$2.9 million per year from the Division of Transportation's street construction, maintenance and repair fund to recognize their shared responsibility for the cost of street lighting.

Stormwater

- Thirty-seven full time positions are funded in the Stormwater Management Section, the same level as were funded in 2004. The Stormwater Capital Improvement program normally has between 90 and 100 active projects in various stages of completion in any calendar year.
- Since its creation in 1994, this office has been involved in many neighborhood storm sewer capital improvement projects. For example, projects in the Clintonville and the Krumm Park areas have provided flooding relief for many residents in these areas. Upcoming or ongoing projects, including the Eastmoor/Bliss Run and the Maize-Morse/Northland areas will further alleviate flooding for many more Columbus residents. In 2005, nearly \$7 million in debt service will be spent for capital improvement projects geared

towards flooding mitigation throughout the city, including the luka Ravine, Bliss Run, Briggs Ditch, Greenhill Acres, and Woodland/5th Ave projects.

- The stormwater utility fund will pay the cost of street cleaning (\$2.9 million per year) since such efforts protect water quality and minimize the burden on the sewer system from surface debris.

Operational Support

- The Division of Operational Support is newly created and staffed for the 2005 fiscal year.
- The Division of Operational Support will support the managers of the other three divisions of the Department of Public Utilities (DPU) by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long-term strategic planning. It will serve as an internal business analyst to the other divisions, using the combination of the data that it houses and specialized utility operations knowledge, to generate concepts for operational re-engineering and to facilitate such change. It will also house and manage cross-departmental field personnel whose functions are integrated into the information systems managed by this division.
- Financially, this division will be supported by the transfer of funds from the Water, Sanitary Sewer, Storm Sewer and Electricity Operating Funds.
- The recommendation for creation of this division was derived from the recently received Public Utilities Technology Master Plan. The intent of the plan was to create a comprehensive strategy to integrate DPU's business and technology operations and to identify the most effective approach to leverage existing systems as well as to invest in new ones, all for the purpose of maximizing DPU's business objectives. This division will be of benefit to the other three by:
 - Promoting coordination of activity through standardization of function;
 - Enhancing operational decision-making through comprehensive and timely data analysis;
 - Reducing costs through economies of scale and re-engineering of business practices;
 - Promoting better use of technical resources and data through their physical consolidation; and
 - Improving customer service by consolidating certain public functions (e.g., map room).

- The division will be staffed initially by transfers of personnel from the other three divisions in three phases throughout 2005. This staff will eventually be supplemented with four additional positions.

Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Public Utilities Director	\$ 916,536	\$ 954,386	\$ 1,217,636	\$ 1,191,588	\$ 1,134,948
Operational Support	-	-	-	-	7,506,073
Sanitary Sewers	124,894,387	141,541,930	157,066,816	151,531,320	159,800,252
Electricity	58,764,397	60,271,309	61,712,068	61,065,384	63,861,893
Water	97,063,034	101,771,659	110,607,937	106,205,133	112,257,497
Storm Sewers	17,629,205	29,333,464	19,304,694	19,338,451	23,449,999
TOTAL	<u>\$ 299,267,558</u>	<u>\$ 333,872,749</u>	<u>\$ 349,909,151</u>	<u>\$ 339,331,876</u>	<u>\$ 368,010,661</u>

Figures provided for the storm special revenue fund includes approximately \$8 million for storm sewer maintenance and design costs. These expenditures are also included within the sewer enterprise fund, since the sewer enterprise fund is reimbursed for these expenditures. Historical data provided for 2002 and 2003 is cash basis.

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 852,213	\$ 860,635	\$ 1,130,843	\$ 1,102,867	\$ 1,047,091
Materials & Supplies	2,566	4,379	15,239	7,685	6,259
Services	61,757	72,025	71,554	78,720	81,598
Other	-	310	-	-	-
Capital	-	11,756	-	-	-
Transfers	-	5,281	-	2,316	-
TOTAL	<u>\$ 916,536</u>	<u>\$ 954,386</u>	<u>\$ 1,217,636</u>	<u>\$ 1,191,588</u>	<u>\$ 1,134,948</u>

DIVISION SUMMARY BY CHARACTER					
OPERATIONAL SUPPORT EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ -	\$ -	-	\$ -	\$ 1,775,635
Materials & Supplies	-	-	-	-	492,084
Services	-	-	-	-	5,238,354
Debt Principal	-	-	-	-	-
Other	-	-	-	-	-
Capital	-	-	-	-	-
Interest	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 7,506,073

DIVISION SUMMARY BY CHARACTER					
WATER EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 30,762,022	\$ 33,216,243	\$ 35,340,165	\$ 35,254,492	\$ 38,596,078
Materials & Supplies	10,694,784	10,016,145	12,565,271	13,100,453	13,393,999
Services	21,389,556	20,916,153	22,287,494	21,997,161	20,641,208
Debt Principal	18,362,348	19,537,880	20,441,900	20,441,900	20,183,740
Other	475,893	424,920	120,000	97,813	116,000
Capital	1,222,448	1,517,659	1,962,200	1,499,920	850,600
Interest	7,285,764	9,173,070	10,760,157	6,682,644	11,197,872
Transfers	6,890,219	6,969,589	7,130,750	7,130,750	7,278,000
TOTAL	\$ 97,063,034	\$ 101,771,659	\$ 110,607,937	\$ 106,205,133	\$ 112,257,497

DIVISION SUMMARY BY CHARACTER					
SANITARY EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 30,876,163	\$ 32,238,209	\$ 34,807,624	\$ 33,982,991	\$ 37,029,123
Materials & Supplies	5,108,902	4,351,176	5,534,085	5,483,073	5,199,254
Services	33,173,226	33,236,484	37,526,007	37,329,577	38,907,879
Debt Principal	23,931,592	33,131,578	35,677,315	35,760,476	32,800,234
Other	389,788	423,182	696,700	696,700	880,000
Capital	1,878,397	2,289,231	5,231,500	3,420,486	5,354,600
Interest	13,774,125	21,002,047	21,735,085	19,223,107	24,198,502
Transfers	15,762,192	14,870,023	15,858,500	15,634,910	15,430,660
TOTAL	\$ 124,894,387	\$ 141,541,930	\$ 157,066,816	\$ 151,531,320	\$ 159,800,252

DIVISION SUMMARY BY CHARACTER					
STORMWATER EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 1,970,294	\$ 2,239,131	2,564,547	\$ 2,231,393	\$ 2,576,658
Materials & Supplies	3,045	9,911	15,000	16,557	13,000
Services	10,810,851	11,013,450	11,036,732	13,866,222	13,753,601
Debt Principal	-	2,737,600	3,006,800	3,006,800	3,001,800
Other	155,381	176,072	200,000	200,000	210,000
Capital	-	-	27,500	17,478	-
Interest	154,946	2,576,218	2,454,115	-	3,894,940
Transfers	4,534,687	10,581,081	-	-	-
TOTAL	\$ 17,629,205	\$ 29,333,464	\$ 19,304,694	\$ 19,338,451	\$ 23,449,999

2003 figures include 2002 appropriations and expenditures that were brought forward when the stormwater enterprise fund was created.

DIVISION SUMMARY BY CHARACTER

ELECTRICITY EXPENDITURES SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Personnel	\$ 7,738,814	\$ 8,952,443	\$ 9,481,297	\$ 9,219,984	\$ 9,882,989
Materials & Supplies	34,931,774	35,187,156	38,204,329	36,989,420	41,373,803
Services	5,444,138	5,237,974	6,240,694	6,252,835	5,706,334
Debt Principal	4,762,334	4,621,111	4,541,101	4,541,101	4,115,156
Other	184,247	254,390	159,000	1,159,000	146,000
Capital	1,270,633	1,611,594	1,901,500	1,815,923	2,034,500
Interest	1,299,657	1,258,617	1,184,147	654,965	603,111
Transfers	3,132,801	3,148,023	-	452,155	-
TOTAL	<u>\$ 58,764,397</u>	<u>\$ 60,271,309</u>	<u>\$ 61,712,068</u>	<u>\$ 61,065,384</u>	<u>\$ 63,861,893</u>

2005 figures do not include the payment of the kwh tax as appropriations for this payment are made at time of payment.

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2002 Actual	2003 Actual	2004 Original Appropriation	2004 Estimated Expenditures	2005 Proposed
Sewer Operations	\$ 125,387,808	\$ 142,120,304	\$ 157,663,458	\$ 152,115,198	\$ 163,583,987
Water Operations	97,371,687	102,030,375	110,997,581	106,586,441	114,947,563
Electricity Operations	58,898,859	60,388,605	61,943,418	61,291,786	65,503,687
Stormwater Management	17,629,205	29,333,464	19,304,694	19,338,451	23,975,424
TOTAL	<u>\$ 299,267,558</u>	<u>\$ 333,872,748</u>	<u>\$ 349,909,151</u>	<u>\$ 339,331,876</u>	<u>\$ 368,010,661</u>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
Public Utilities Director	FT	9	8	11	10
Sanitary Sewers	FT	489	498	537	532
	PT	9	18	18	18
Electricity	FT	123	121	148	146
	PT	1	6	6	6
Water	FT	519	521	540	543
	PT	27	30	30	31
Operational Support	FT	-	-	-	30
	PT	-	-	-	3
Storm Sewers	FT	32	34	37	40
	PT	1	4	4	2
TOTAL		1,210	1,240	1,331	1,361

*FT=Full-Time PT=Part-Time

Public Utility Director's Office							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	Promotes public health and safety by overseeing and coordinating water, wastewater, stormwater and electric services.	11	-	\$ 1,217,636	10	-	\$ 1,134,948
TOTAL		11	-	\$ 1,217,636	10	-	\$ 1,134,948

Division of Operational Support							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Operational Support	The Division of Operational Support will support the managers of the other three divisions of the Department of Public Utilities (DPU) by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long-term strategic planning. It houses and manages cross-departmental field personnel whose functions are integrated into the information systems managed by this division.	-	-	\$ -	30	3	\$ 7,506,073
TOTAL		-	-	\$ -	30	3	\$ 7,506,073

Division of Water					
PROGRAM NAME: Supply Group		Appropriation/Request		FT	PT
PROGRAM MISSION: To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus		2004	\$ 28,559,390	171	13
		2005	\$ 31,293,878	170	15
Service Delivery Goal:		Meet current and future raw water quality standards			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
Ensure 100% compliance with all US & OEPA requirements for finished water	# notifications of Ohio Environmental Protection Agency compliance failures	0	0	0	
	# notifications of US federal compliance failures	0	0	0	
	# days exceeding maximum contaminate level	0	0	0	
	% Safet Drinking Water Act standards met	100%	100%	100%	
Objective 2					
Ensure a record of inspection exists for 100% of land stewardship properties	# of land stewardship properties	New	New	Annual	
	# properties for which a record of inspection exists	505	376	465	
	% land stewardship properties for which a record of inspection exists.	88%	66%	58%	
Service Delivery Goal:		Process and supply finished water to support demand			
	Measures	Actual 2002	Actual 2003	Mid-Year 2004	
Objective 1					
Meet customer demand for water quality as measured by minimizing quality complaints to the water quality lab to 840 per year and resolving said complaints in 2.5 days or less, on average	# complaints about water quality: taste, color, odor	938	894	548	
	Avg. # days to resolve complaints that require taking a sample	2.1	2.2	1.8	

Division of Water					
PROGRAM NAME: Customer Service		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide courteous and dependable service to the customers of the Division of Water		2004	\$ 16,372,331	173	4
		2005	\$ 16,517,892	176	3
Service Delivery Goal:		Respond to customer inquiries in a timely and courteous manner			
		Actual	Actual	Mid-Year	
		2002	2003	2004	
		Measures			
Objective 1					
Answer 80 % of the phone calls within 30 seconds	% of all customer phone calls answered within 30 seconds	78.2%	86.0%	84.0%	
Objective 2					
Respond to all written customer correspondence within 2 business days	Average # of business days to respond to written correspondence	1.57	1.97	2.70	
Objective 3					
Provide effective service in a timely & courteous manner as measured by limiting complaints into the call center to 1% of our customer base per year	# service complaints to call center	1,090	1,395	539	
	# of customer accounts	257,697	260,875	262,507	
	% of complaints of customer base	0.42%	0.53%	0.21%	
Service Delivery Goal:		Provide an accurate billing and payment process			
		Actual	Actual	Mid-Year	
		2002	2003	2004	
		Measure			
Objective 1					
Accurately measure and bill water consumption as measured by limiting unbilled water consumption to 25% annually	% of unbilled water consumption	New	New	Annual	

Division of Water								
ALL OTHER PROGRAMS								
Program	Mission/Description	FT	2004 Budget			FT	2005 Budget	
			PT	Appropriated		PT	Proposed	
Administration	Manages the daily operations of the division in support of the other programs. (Includes debt service for all capital projects.)	39	4	\$ 48,582,947		37	2	\$ 46,923,256
Distribution	Promotes the health and safety of the residents of the Columbus metropolitan area by providing access to a potable water supply.	157	9	17,093,269		160	11	17,522,471
TOTAL		196	13	\$ 65,676,216		197	13	\$ 64,445,727

Division of Sewerage & Drainage					
PROGRAM NAME: Wastewater Treatment		Appropriation/Request		FT	PT
PROGRAM MISSION: To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater		2004	\$ 138,503,902	341	10
		2005	\$ 140,756,286	336	10
Service Delivery Goal:		Operate two wastewater treatment plants in accordance with EPA guidelines			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Environmentally safe wastewater effluent as measured by 100% compliance with NPDES limits and conditions	Average # gallons (in millions) of wastewater treated daily	162	184	202	
	# NPDES effluent permit violations	New	New	0	
	# gallons of wastewater by-passed	New	New	Annual	
Objective 2					
Environmentally safe disposal of bio-solids as measured by 0 EPA violations annually	# dry tons of bio-solids produced	7,607	6,946	Annual	
	# of EPA violations related to bio-solids management	New	New	Annual	
Service Delivery Goal:		Economical operation of two wastewater treatment plants			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Maximize beneficial reuse of bio-solids by achieving 25% or greater beneficial reuse of bio-solids produced	% bio-solids composted	New	New	Annual	
	% bio- solids land-applied	New	New	Annual	
	% bio- solids converted to energy	New	New	Annual	
Objective 2					
A disciplined preventive maintenance program through total productive maintenance as measured by an 80% ratio of planned to unplanned repairs	# hours worked on unplanned maintenance	New	New	Annual	
	# hours worked on planned maintenance	New	New	Annual	
Service Delivery Goal:		Ensure optimal future operation of the sewerage collection system through continuous capital project engineering provided by the general engineering section			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Prevent plant obsolescence by ensuring that at least 90% of capital improvement dollars are expended/contracted as scheduled (i.e., during CIB budget year)	\$ value of wastewater treatment plant capital improvement budget	New	New	Annual	
	% expended/encumbered during fiscal year	New	New	Annual	

Division of Sewerage & Drainage					
PROGRAM NAME: Wastewater Collection		Appropriation/Request		FT	PT
PROGRAM MISSION: 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		2004	\$ 18,562,914	196	8
		2005	\$ 19,043,966	196	8
Service Delivery Goal:		Employ construction, cleaning, inspection, and telemonitoring crews to repair and maintain the sewerage collection system at its optimum condition			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
Properly operate and maintain the wastewater collection systems for the continued reduction of water-in-basement occurrences due to wet weather overflows by at least 10% annually					
# of water-in-basement incidences		394	371	266	
% reduction of water-in-basement occurrences		New	-6%	-28%	
Objective 2					
Properly operate and maintain the wastewater collection systems to reduce to 0 the incidences of dry weather overflows					
# of separate sewer system dry weather overflows		New	New	Annual	
# of combined system dry weather overflows		New	New	Annual	
Service Delivery Goal:		Ensure an adequate sewerage collection system through continuous capital project engineering provided by the sewer system engineering section			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
To assure that the sanitary sewer capacity is designed such that it is adequate to collect and convey (to the wastewater treatment plants) 100% of the wastewater generated in the sanitary sewer service area					
Total gallons SSO's discharged annually		New	New	Annual	
Total gallons treated at Jackson Pike Wastewater Treatment Plant		New	New	Annual	
Total gallons treated at Southerly Wastewater Treatment Plant		New	New	Annual	
Gallons bypassed through bypass pipe at Southerly WWTP		New	New	Annual	

Division of Sewerage & Drainage					
PROGRAM NAME: Stormwater Management		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide effective stormwater collection services to the community within the corporate limits of Columbus		2004	\$ 19,304,694	37	4
		2005	\$ 23,449,999	40	2
Service Delivery Goal:		Provide drainage infrastructure designed within accepted engineering standards to mitigate structural flooding			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Minimize structural damage and nuisance due to flooding as measured by providing at least 75% of new projects to address stormwater flooding problems identified by stormwater flooding complaints (controlling for extreme weather events).		# of flooding complaints investigated by SWMS	New	New	325
		# of flooding complaints attributed to public stormwater infrastructure	New	New	13
		% new projects commenced to address flooding complaints	New	New	100%
Service Delivery Goal:		Minimize the effects of water pollution caused by stormwater runoff from construction activities			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 2					
Reduce to zero the number of repeat site inspections resulting in non-compliance with erosion and sediment control regulations		# site inspections for erosion and sediment control	New	New	1,791
		# of sites in repeat non-compliance	New	New	0
Service Delivery Goal:		Plan the stormwater capital improvements program to meet current and future structural needs with respect to system growth			
		Measures	Actual 2002	Actual 2003	Mid-Year 2004
Objective 1					
Assure that 100% of the private stormwater plans are reviewed and approved based on criteria set by the service delivery MOU		# of private stormwater plans reviewed for city design criteria	New	New	405
		# of private stormwater plans outside delivery dates set by MOU	New	New	0

Public Utilities

Division of Electricity					
PROGRAM NAME: Street Lighting		Appropriation/Request		FT	PT
PROGRAM MISSION: To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system		2004	\$ 2,755,685	29	0
		2005	\$ 2,726,887	28	1
Service Delivery Goal:		Light all the City of Columbus streets			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measure					
Objective 1					
Increase the number of street miles lit by 1% annually	% street miles lit	58%	59%	60%	
Service Delivery Goal:		Pay for the entire street lighting program with the revenues from the Electricity operating fund			
		Actual 2002	Actual 2003	Mid-Year 2004	
Measures					
Objective 1					
Effect an annual increase of 2.5% in revenues to the electricity operating fund for a positive year-end cash balance to enable coverage of 100% of the cost of the street lighting program	% revenue growth from sale of electricity	4.1%	4.7%	4.2%	
	Total cost of street lighting program (debt service, energy, maintenance, labor)	\$ 10,425,000	\$ 10,692,000	\$ 11,120,000	
	Year-end cash balance	\$ (76,010)	\$ 418,300	\$ 778,319	
	Cost not covered by electricity operating fund	\$ (76,010)	\$ -	\$ -	
	% cost absorbed by electricity operating fund	99.3%	100.0%	100.0%	

Division of Electricity					
PROGRAM NAME: Distribution		Appropriation/Request		FT	PT
PROGRAM MISSION: To provide safe and reliable electric power to customers and to energize neighborhood and expressway street lights		2004	\$ 43,964,780	65	0
		2005	\$ 46,199,246	62	0
Service Delivery Goal:		To provide safe and reliable power to current customers and to safely and reliably augment the City's electric distribution system for new electricity customers			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Increase annual Mwh sales and system load by 2.5% over previous year and maintain 3% annual system loss	% annual Mwh increase in city's electric Mwh sales	6.6%	0.7%	5.4%	
	% annual Mwh increase in city's electric system load	6.5%	0.1%	3.9%	
	% of system losses to total system load	3.5%	2.7%	2.7%	
	# of electricity customers	13,269	13,449	13,525	
Objective 2					
Minimize number of power outages and limit duration to less than 3 hours, controlling for extreme weather events	# of power outages in the city's electric service distribution system	214	200	133	
	Average duration per outage	56	51	39	
Objective 3					
Reduce the number and percentage of Strongly Disagree and Disagree responses in the Key Accounts survey by 20 % annually	Number that strongly disagree and disagree	15	11	7	
	% of total number of respondents that strongly disagree or disagree	21	6	12	
Service Delivery Goal:		Maintain street lighting for increased safety on freeways and in neighborhoods in the city's electric distribution system			
		Actual 2002	Actual 2003	Mid-Year 2004	
		Measures			
Objective 1					
Assure reliable freeway lighting by minimizing number of lights out to less than 15% annually	Average # of freeway lights out (per ODOT Inspections)	320	487	624	
	Average % of freeway lights out (per ODOT Inspections)	7.1%	10.9%	15.3%	
	Total # of freeway lights	4,477	4,477	4,087	
Objective 2					
Assure reliable neighborhood lighting by minimizing number of days to repair reported outages to 3 days	# of street lights repaired	2,116	4,137	2,138	
	Average # of days to respond to reported neighborhood street light outages	6	14	10	

Division of Electricity							
ALL OTHER PROGRAMS							
Program	Mission/Description	FT	2004 Budget		FT	2005 Budget	
			PT	Appropriated		PT	Proposed
Administration	Manages the daily operations of the Electricity Division through the provision of staff for management, fiscal, personnel, and public relations services in support of street lighting and electricity distribution.	54	6	\$ 14,991,603	56	5	\$ 14,935,760
TOTAL		54	6	\$ 14,991,603	56	5	\$ 14,935,760

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 traditionally associated with government which are not 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. City ordinances or federal or state statutes specify the uses and limitations of each special revenue fund.

Debt Service Funds - Debt service funds are used to account for the accumulation of resources for, and 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 four separate enterprises for its water, sanitary sewer, storm sewer and electricity distribution services.

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

Fiduciary Funds

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

Bases of Accounting

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

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

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

Organizational Structure

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

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

Organization

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

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

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

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

Principal Officials

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

Official	Title	Term Beginning	Term Ending
Michael B. Coleman	Mayor	January 1, 2004	December 31, 2007
Matthew D. Habash	Council President	January 1, 2004	December 31, 2007
Patsy A. Thomas	Member of Council	January 1, 2004	December 31, 2007
Charleta B. Tavares	Member of Council	January 1, 2004	December 31, 2007
Michael C. Mentel	Member of Council	January 1, 2004	December 31, 2007
Maryellen O'Shaughnessy	Member of Council	January 1, 2002	December 31, 2005
Mary Jo Hudson	Member of Council	September 13, 2004	December 31, 2005
Kevin L. Boyce	Member of Council	January 1, 2002	December 31, 2005
Hugh J. Dorrian	Auditor	January 1, 2002	December 31, 2005
Richard C. Pfeiffer, Jr.	City Attorney	January 13, 2003	December 31, 2005
Joel S. Taylor	Director of Finance	June 5, 2000	Pleasure of Mayor
Thomas Isaacs	City Treasurer	June 3, 1996	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
David J. Irwin	Secretary of Sinking Funds	April 1, 2000	Pleasure of Sinking Fund Trustees

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, Public Safety, Public Service, Technology, Human Resources, Development, Recreation and Parks, Health, Public Utilities, Education, Community Relations and Equal Business Opportunity. Each director is responsible for the administration of his or her department and its respective divisions.

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.

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

Revenues, excluding the unencumbered balance and transfers from other funds, are projected at \$527.5 million, an increase of 3.36 percent over 2004 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 City of Columbus levies a two percent income tax on all wages, salaries, commissions, and other compensation paid to employees and on the net proceeds of business operations in the city. The most recent tax increase of a half percent was approved by the voters on November 2, 1982, and became effective January 1, 1983. Pursuant to Columbus City Code, Section 361.36, 75 percent of all income tax collections are deposited in the general fund for general fund operations and 25 percent of collections are deposited in a separate fund to service debt on capital improvements.

The city acts as the collection agent and administrator for several other municipalities and villages in central Ohio. Fees for this service are included in the "charges for services" category. 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 2005, income tax revenues are expected to grow by 2.5 percent, yielding \$349.3 million.

Property Tax

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

100 percent of true value for public utility property. Taxes are collected one year in arrears for real property and in the current year for tangible personal property.

Pursuant to Ohio Statute and Columbus City Code, 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 fund, property tax revenues are deposited directly in the general fund.

Property tax collections have steadily increased over the past ten years. Large increases typically occur every six years due to comprehensive reappraisals. Less formal triennial updates that occur the third year in between the six-year appraisals produce more modest growth. A comprehensive reappraisal will take place in 2005, the effect of which will be felt in 2006, since real property taxes are collected in arrears. The last triennial update was in 2002. The estimate for property tax collection growth is a negative 2.1 percent in 2005.

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 .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. 2005 projected general fund receipts are \$2.925 million.

Kilowatt-Hour Tax

Beginning in 2001, a tax was levied on users of electricity provided by the Division of Electricity. Known as the kilowatt-hour (KWH) tax, state statutes provide for these monies collected from users located within the city to be deposited to the city's general fund. By specific ordinance, these monies had previously been deposited into the city's general fund and then transferred to the Division of Electricity's enterprise fund. Ordinance No. 1702-2004 provided for these monies, estimated at \$3.325 million in 2005, to remain in the general fund.

Shared Revenues

Local government fund (LGF) revenues represent portions of the State of Ohio sales tax, income tax, corporate franchise tax and public utility tax, which are shared with local governments within the state. The state legislature has frozen the local government fund and the local government assistance fund through June 30, 2005. No growth will be experienced in either of these funds if the freeze is

enacted in the next biennial budget. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at \$58.3 million in 2005; an increase of 5.4 percent over projected 2004 receipts.

Fines and Penalties

The City of Columbus receives 100 percent of all municipal court costs and fines (that have not been earmarked for special purposes; i.e., computerization of court functions) assessed in cases initiated by the city, 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 \$17.6 million in 2005, an increase of 1.15 percent over 2004 projections.

Charges for Service

Sources of revenue in this category include pro-rata charges, parking meter revenues and other parking charges, and revenue from various divisions that charge for services. These include auto impounding fees, sales of impounded autos and other police service charges, certain fire protection and dispatching service charges, third party reimbursements for Emergency Medical Service (EMS) services, 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 \$39.46 million in 2005.

Pursuant to Ordinance 2956-96, all independent funds are assessed an administrative service charge based on percent of revenues, the proceeds of which are deposited into the general fund. This charge, commonly referred to as "pro-rata", represents an uncalculated 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 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. This rate was increased in 1997 to 4.5 percent of revenues, up from the 4.0 percent rate that had existed since 1974.

Investment Earnings

All 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 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 \$10 million in 2005.

License and Permit Fees

This category consists primarily of fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. Fees in this category are estimated at \$1.68 million in 2005.

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 2005 is \$1.5 million.

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2001-2005											
SOURCE	2001	PERCENT	2002	PERCENT	2003	PERCENT	2004	PERCENT	2005	PERCENT	PERCENT
	ACTUAL	CHANGE	ACTUAL	CHANGE	ACTUAL	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	OF TOTAL
Income Tax	\$ 329,209,954	3.47%	\$ 328,205,162	-0.31%	\$ 329,281,861	0.33%	\$ 340,800,000	3.50%	\$ 349,320,000	2.50%	62.31%
Property Tax	40,009,498	5.53%	40,432,533	1.06%	44,600,544	10.31%	45,125,000	1.18%	44,167,000	-2.12%	7.88%
Kilowatt Hour Tax	-		-		-		3,250,000		3,325,000	2.31%	0.59%
Hotel/Motel Tax	2,735,265	-27.33%	2,707,202	-1.03%	2,804,081	3.58%	2,850,000	1.64%	2,925,000	2.63%	0.52%
TOTAL TAXES	371,954,717	3.37%	371,344,897	-0.16%	376,686,486	1.44%	392,025,000	4.07%	399,737,000	1.97%	71.30%
Local Government Fund	46,880,777	4.47%	43,677,693	-6.83%	43,075,786	-1.38%	42,945,000	-0.30%	45,704,000	6.42%	8.15%
Revenue Assistance Fund	4,080,435	2.43%	3,879,160	-4.93%	3,830,272	-1.26%	3,830,000	-0.01%	4,058,000	5.95%	0.72%
Estate Tax	9,971,891	-17.76%	8,104,603	-18.73%	9,272,155	14.41%	7,500,000	-19.11%	7,500,000	0.00%	1.34%
Liquor Permit Fee, Other	998,803	-0.12%	1,017,296	1.85%	992,278	-2.46%	1,032,000	4.00%	1,030,000	-0.19%	0.18%
TOTAL SHARED REVENUE	61,931,906	-0.08%	56,678,752	-8.48%	57,170,491	0.87%	55,307,000	-3.26%	58,292,000	5.40%	10.40%
License and Permit Fees	11,463,618	7.09%	1,321,226	-88.47%	957,766	-27.51%	1,650,000	72.28%	1,675,000	1.52%	0.30%
Fines and Penalties	12,923,844	2.64%	15,522,165	20.10%	17,091,034	10.11%	17,400,000	1.81%	17,600,000	1.15%	3.14%
Investment Earnings	29,139,770	19.10%	19,123,295	-34.37%	9,620,208	-49.69%	5,400,000	-43.87%	10,000,000	85.19%	1.78%
Charges for Service	26,440,072	2.96%	29,555,433	11.78%	32,791,269	10.95%	37,415,000	14.10%	39,455,000	5.45%	7.04%
All Other	10,317,549	538.32%	5,821,847	-43.57%	1,583,418	-72.80%	1,200,000	-24.21%	805,000	-32.92%	0.14%
TOTAL OTHER REVENUES	90,284,853	20.28%	71,343,966	-20.98%	62,043,695	-13.04%	63,065,000	1.65%	69,535,000	10.26%	12.40%
TOTAL ALL REVENUES	524,171,476	5.49%	499,367,615	-4.73%	495,900,672	-0.69%	510,397,000	2.92%	527,564,000	3.36%	94.10%
Encumbrance Cancellations	6,144,732	174.31%	1,557,604	-74.65%	2,596,307	66.69%	1,644,721	-36.65%	1,500,714	-8.76%	0.27%
Unencumbered Balance	30,811,360	-17.96%	29,794,232	-3.30%	11,059,769	-62.88%	8,958,279	-19.00%	18,065,286	101.66%	3.22%
Fund Transfers	-	-	-	-	24,400,000	-	25,000,000	2.46%	13,000,000	-48.00%	2.32%
Other Misc. Transfers	-	-	-	-	1,179,942	-	100,000	-91.53%	500,000	400.00%	0.09%
Total Annual Resources	561,127,568	4.55%	530,719,451	-5.42%	535,136,690	0.83%	546,100,000	2.05%	560,630,000	2.66%	100.00%
27th Pay Period Reserve Fund	10,552,237	7.65%	11,302,237	7.11%	12,052,237	6.64%	12,802,237	6.22%	13,552,237	5.86%	-
Economic Stabilization Fund	26,717,624	5.81%	28,006,257	4.82%	18,371,391	-34.40%	53,400,000	190.67%	42,002,000	-21.34%	-
TOTAL GENERAL FUND AVAILABLE RESOURCES	\$ 598,397,429	4.66%	\$ 570,027,945	-4.74%	\$ 565,560,318	-0.78%	\$ 612,302,237	8.26%	\$ 616,184,237	0.63%	-

EXPENDITURES AND PERSONNEL

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

General Summary Fund

GENERAL FUND 2005 PROPOSED BUDGET SUMMARY BY CHARACTER

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 2,250,807	\$ 30,000	\$ 2,133,197	\$ -	\$ -	\$ -	\$ 4,414,004
<u>City Auditor</u>							
City Auditor	1,984,113	34,060	2,331,522	-	-	-	4,349,695
Income Tax	5,141,587	58,000	1,584,658	-	-	-	6,784,245
Total	7,125,700	92,060	3,916,180	-	-	-	11,133,940
<u>City Treasurer</u>							
City Treasurer	713,741	4,000	161,768	-	-	-	879,509
Parking Violations Bureau	2,178,856	26,555	791,989	12,000	-	-	3,009,400
Total	2,892,597	30,555	953,757	12,000	-	-	3,888,909
<u>City Attorney</u>							
City Attorney	8,932,232	152,873	592,366	-	-	-	9,677,471
Real Estate	331,443	5,373	8,866	-	-	-	345,682
Total	9,263,675	158,246	601,232	-	-	-	10,023,153
Municipal Court Judges	10,757,925	59,976	1,408,065	-	-	-	12,225,966
Municipal Court Clerk	8,214,421	175,500	713,497	-	-	-	9,103,418
Civil Service	2,236,219	25,500	487,181	-	-	-	2,748,900
<u>Public Safety</u>							
Administration	906,302	6,000	11,775,527	-	-	-	12,687,829
Support Services	461,532	-	-	-	-	-	461,532
Police	200,076,937	3,969,873	13,193,125	225,000	97,200	161,261	217,723,396
Fire	151,921,875	3,463,637	7,457,090	22,500	-	153,041	163,018,143
Total	353,366,646	7,439,510	32,425,742	247,500	97,200	314,302	393,890,900
<u>Mayor's Office</u>							
Mayor	1,789,590	6,000	177,917	-	-	-	1,973,507
Community Relations	605,197	10,000	110,833	-	-	-	726,030
Equal Business Opportunity	836,071	5,500	96,067	-	-	-	937,638
Office of Education	339,639	1,200	368,888	250	-	-	709,977
Total	3,570,497	22,700	753,705	250	-	-	4,347,152
<u>Development</u>							
Administration	1,896,996	33,887	809,537	246,608	-	-	2,967,028
Econ. Development	125,557	9,279	630,894	2,448,655	-	-	3,214,385
Planning	703,455	17,234	95,061	-	-	-	815,750
Neighborhood Services	5,641,470	88,366	3,318,080	10,000	-	8,000	9,065,916
Housing	193,699	1,000	1,900,409	-	-	-	2,095,108
Total	8,661,177	149,766	6,753,981	2,705,263	-	8,000	18,178,187
<u>Finance</u>							
Finance	2,576,051	38,437	399,560	-	-	-	3,014,048
Finance Citywide	-	-	-	-	-	3,400,000	3,400,000
Total	2,576,051	38,437	399,560	-	-	3,400,000	6,414,048
Human Resources	1,273,476	22,100	448,066	-	-	-	1,743,642
Telecommunications	347,082	3,250	48,451	-	-	-	398,783
Health	-	-	-	-	-	18,314,298	18,314,298
Recreation and Parks	-	-	-	-	-	24,827,799	24,827,799
<u>Public Service</u>							
Administration	1,203,585	3,500	101,110	-	-	-	1,308,195
Refuse Collection	12,616,711	112,000	9,576,451	71,400	-	-	22,376,562
Facilities Management	5,064,466	411,830	6,773,463	15,750	25,000	-	12,290,509
Fleet Management	-	-	-	-	3,000,000	-	3,000,000
Total	18,884,762	527,330	16,451,024	87,150	3,025,000	-	38,975,266
Subtotal	431,321,035	8,774,930	67,493,638	3,052,163	3,122,200	46,864,399	560,628,365
Unallocated Balance							
Grand Total:	\$ 431,321,035	\$ 8,774,930	\$ 67,493,638	\$ 3,052,163	\$ 3,122,200	\$ 46,864,399	\$ 560,628,365

EXPENDITURE AND BUDGET SUMMARY GENERAL FUND 2002 - 2005				
	2002 ACTUAL	2003 ACTUAL	2004 PROJECTED	2005 PROPOSED
City Council	\$ 4,539,217	\$ 3,520,380	\$ 3,918,890	\$ 4,414,004
City Auditor				
City Auditor	2,800,373	2,673,403	4,410,472	4,349,695
Income Tax	4,690,939	5,139,418	6,232,685	6,784,245
Total	7,491,312	7,812,821	10,643,157	11,133,940
City Treasurer				
City Treasurer	829,323	867,648	850,647	879,509
Parking Violations Bureau	2,366,970	2,654,904	2,648,913	3,009,400
	3,196,293	3,522,552	3,499,560	3,888,909
City Attorney				
City Attorney	9,770,521	9,265,707	9,044,631	9,677,471
Real Estate	442,524	381,699	334,882	345,682
Special Litigation	524,101	295,451	n/a	n/a
Total	10,737,146	9,942,857	9,379,513	10,023,153
Municipal Court Judges	11,630,838	11,856,904	11,758,888	12,225,966
Municipal Court Clerk	8,645,306	8,869,230	8,856,325	9,103,418
Civil Service	2,972,200	2,570,245	2,634,268	2,748,900
Public Safety				
Administration	14,000,337	14,826,305	12,393,067	12,687,829
Communications	3,027,654	3,092,813	N/A	N/A
Support Services	N/A	N/A	417,789	461,532
Police	192,159,428	197,507,948	207,507,238	217,723,396
Fire	138,571,552	150,168,566	156,828,874	163,018,143
Total	347,758,971	365,595,632	377,146,968	393,890,900
Mayor's Office				
Mayor	1,690,819	1,558,628	1,556,787	1,973,507
Community Relations	621,414	584,582	569,422	726,030
Equal Business Opportunity	985,818	879,441	894,612	937,638
Office of Education	978,139	813,354	698,376	709,977
	4,276,190	3,836,005	3,719,197	4,347,152
Development				
Administration	2,601,389	1,937,602	2,037,452	2,987,028
Economic Development	3,017,385	3,118,701	2,948,557	3,214,385
Neighborhood Services	11,331,461	9,022,184	8,840,450	9,065,916
Planning	1,319,252	926,387	722,156	815,750
Housing	296,831	1,553,176	2,004,294	2,095,108
	18,566,318	16,558,050	16,552,909	18,178,187
Finance				
Finance	2,559,773	2,428,995	2,623,937	3,014,048
Finance City-wide	750,000	750,000	779,448	3,400,000
Citywide Technology Billings	8,813,843	7,788,696	-	-
Total	12,123,616	10,967,691	3,403,385	6,414,048
Human Resources	1,912,887	1,608,507	1,553,445	1,743,642
Technology				
Administration	3,650,923	2,643,453	-	-
Telecommunications	435,686	386,699	461,532	398,783
Total	4,086,609	3,030,152	461,532	398,783
Health	17,419,858	16,203,547	17,004,073	18,314,298
Recreation and Parks	27,166,540	25,122,438	22,352,015	24,827,799
Public Service	-	-	-	-
Administration	1,895,160	1,399,397	1,188,243	1,308,195
Refuse Collection	21,360,212	20,842,246	20,836,078	22,376,562
Fleet Management	519,833	1,099,936	1,418,832	3,000,000
Facilities Management	12,427,353	11,819,834	11,707,437	12,290,509
Transportation	928,640	-	-	-
Total	37,131,198	35,161,413	35,150,590	38,975,266
Grand Total	\$ 519,654,499	\$ 526,178,424	\$ 528,034,715	\$ 560,628,365

Note: 2004 and 2005 includes technology-related expenditures expenditures that were budgeted either in Finance City-wide Technology billings or in Technology Administration in 2002 and 2003.

General Summary Fund

GENERAL FUND PERSONNEL SUMMARY (FTE'S) 2002 - 2005				
	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
City Council	31	30	32	32
City Auditor				
City Auditor	28	26	25	25
Income Tax	76	79	79	75
Total	104	105	104	100
City Treasurer	11	11	12	12
Parking Violations	37	35	37	37
	48	46	49	49
City Attorney				
City Attorney	108	102	105	105
Real Estate	7	7	5	5
Special Litigation	5	-	-	-
Total	120	109	110	110
Municipal Court Judges	180	167	173	173
Municipal Court Clerk	172	157	172	172
Civil Service	41	35	32	32
Public Safety				
Administration	31	25	8	9
Communications	34	33	N/A	N/A
Support Services	N/A	N/A	7	7
Police- Non Uniformed	368	352	392	378
Police- Uniformed	1,827	1,843	1,823	1,827
Fire- Non Uniformed	34	37	48	48
Fire- Uniformed	1,534	1,539	1,532	1,535
Total	3,828	3,829	3,810	3,804
Mayor's Office				
Mayor	18	14	18	18
Community Relations	7	7	6	7
Equal Business Opportunity	13	12	11	11
	38	33	35	36
Office of Education	4	4	4	4
Development				
Administration	20	22	26	26
Economic Development	4	3	1	1
Neighborhood Services	86	86	82	82
Planning	11	9	8	8
Housing	6	4	4	4
Total	127	124	121	121
Finance	31	30	28	33
Human Resources	20	18	16	15
Technology				
Administration	33	17	-	-
Telecommunications	7	7	7	5
Total	40	24	7	5
Public Service				
Administration	27	23	23	22
Refuse Collection	253	232	215	223
Facilities Management	101	92	88	86
Transportation	10	-	-	-
Total	391	347	326	331
Grand Total	5,175	5,058	5,019	5,017

Notes:

2002 and 2003 are year-end actuals

2004 and 2005 are budgeted, except elected officials, which are authorized

Community Development Block Grant Operating Fund

2005 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 2003 and 2004 were \$2,400,805 and \$2,003,650, respectively; the 2005 beginning year cash balance is projected to be \$2,748,335. The bulk of these carryover funds is contained within the restricted revolving loan fund.

The following table reflects the 2005 fund balance assumptions:

2005 CDBG FUND BALANCE SUMMARY	
Projected Unencumbered Cash Balance (January 1, 2005)	\$ 2,748,335
Plus Estimated 2005 Receipts	<u>11,378,447</u>
Total Estimated Available Resources	14,126,782
Less 2005 Recommended Operating Budget	<u>(12,766,265)</u>
Projected Available Balance (December 31, 2005)	<u>\$ 1,360,517</u>

2005 Revenues

The entitlement award from the U.S. Department of Housing & Urban Development is expected to be approximately 60 percent of CDBG revenue in 2005. Entitlement allocations vary depending upon congressional legislative action. The award for the City of Columbus decreased 8.25 percent from 2002 to 2003 and 2.67 percent from 2003 to 2004. The 2005 award is projected to be 2 percent lower than 2004.

Economic development loan repayments account for approximately 12.75 percent of CDBG revenues for 2005. Individual large loan payoffs have inflated these revenues in recent years.

Housing loan repayments are expected to be approximately 13.23 percent of CDBG revenues in 2005.

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.

The following table summarizes CDBG revenues by type and year:

CDBG REVENUE BY SOURCE AND YEAR				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Entitlement	\$ 8,758,000	\$ 8,035,000	\$ 7,820,000	\$ 7,663,600
Economic Development Repayments	2,167,418	2,302,907	2,669,271	1,628,709
Housing Loan Repayments	2,331,416	1,845,743	1,466,077	1,689,629
Miscellaneous Receipts	400,937	603,336	511,323	396,509
Carryover, Reprogrammed funds	3,601,338	2,400,815	4,136,880	2,748,335
TOTAL RESOURCES	\$ 17,259,109	\$ 15,187,801	\$ 16,603,551	\$ 14,126,782
PERCENT CHANGE		-12.0%	9.3%	-14.9%

2005 Proposed Operating Budget

In 2005, 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. In implementing the CDBG budget process, the city solicits significant community input for developing priorities and the funding of activities.

The four primary themes and activities are further defined below:

Affordable Housing Opportunity

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

The largest activities within affordable housing opportunity are the affordable housing opportunity fund which provides for housing rehabilitation, housing accessibility modifications and senior citizen home maintenance; the emergency repair program which responds to emergency electrical, plumbing, and heating conditions; the homebuyer counseling and housing development contracts which provide funding to agencies that enhance the city's efforts to increase homeownership opportunities; the homeless prevention and crisis transition program which will provide assistance to households in danger of losing their housing; and the housing services staff to operate the mobile tool library. Also funded under affordable housing opportunity is the fair housing services contract, the relocation and housing administrative staff, and the AIDS housing program. The affordable housing opportunity component includes a total of 12 activities totaling \$5,165,934, or 41 percent of the 2005 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 contract with the Columbus Compact that will provide for the implementation of the Columbus empowerment zone; 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 surf program which provides for a neighborhood environmental abatement program in ten neighborhoods. The neighborhood and target area component includes a total of 7 activities totaling \$1,866,648, or 15 percent of the 2005 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. The Columbus Urban Growth Corporation will acquire and develop unused or underutilized land in targeted areas on behalf of the city's Department of Development. Economic development includes a total of 8 activities totaling \$3,666,189, or 29 percent of the 2005 CDBG budget.

Supportive Services

The supportive services goals are to make Columbus neighborhoods safer places in which to live, work and raise a family; to meet the comprehensive health needs, including health management skills, within our neighborhoods and target areas; to assist families and individuals moving from poverty or public

assistance to stability or self-sufficiency; and to provide a coordinated system of childcare, education and development services for children, teens and families.

All activities funded under supportive services require direct benefit to low- and moderate-income citizens. Notable among these are the pregnancy support program which impacts high-risk pregnant women through active community outreach; the capital kids program which provides out-of-school programming for Columbus children; the sexual health awareness program which seeks to reduce STD/HIV infection, unwanted pregnancies and high-risk sexual activities; and the school's out program which funds a day camp for children on days that the Columbus public schools are not in session. Supportive services include a total of 5 activities totaling \$974,951, or 7 percent of the 2005 CDBG budget.

The CDBG budget also provides monies for programmatic support. Most notable is the loan servicing contract which provides for assistance in the administration of both the housing and economic development loan portfolios. Programmatic support includes a total of 5 activities totaling \$1,042,543, or 8 percent of the 2005 CDBG budget.

The following table summarizes the 2005 community development block grant fund recommended appropriation levels:

2005 CDBG PROPOSED OPERATING BUDGET							
DIVISION	PERSONNEL	SUPPLIES	SERVICES	OTHER	EQUIPMENT	TRANSFERS	TOTAL
Mayor's Office of Ed.	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Development - Admin.	722,420	3,146	4,600	0	-	-	730,166
Economic Development	972,187	7,750	2,641,920	0	-	-	3,621,857
Neighborhood Services	1,099,767	5,000	355,037	0	-	-	1,459,804
Planning	141,952	1,000	3,800	0	-	-	146,752
Housing	1,794,696	26,233	1,576,937	1,343,241	-	-	4,741,107
Finance	430,345	10,250	457,140	50,000	-	-	947,735
Health	316,448	0	0	0	-	-	316,448
Recreation and Parks	183,501	5,377	54,049	500	-	-	243,427
Refuse	0	0	155,287	0	-	-	155,287
Transportation	153,682	0	0	0	-	-	153,682
TOTAL	\$ 6,064,998	\$ 58,756	\$ 5,248,770	\$ 1,393,741	\$ -	\$ -	\$ 12,766,265

Special Revenue Funds

Municipal Court Computer System Procurement and Maintenance Fund

2005 Cash Balance Statement

The municipal court computer fund is projected to begin 2005 with an unencumbered cash balance of \$2,114,880. 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 2005 is \$510,976; revenue for the Clerk of Courts is \$1,704,074.

2005 FUND BALANCE SUMMARY

Unencumbered Cash Balance (January 1, 2005)	\$ 2,114,880
Plus Estimated 2005 Receipts	2,215,050
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	\$ 4,329,930
Less 2005 Recommended Operating Budget	(4,078,509)
Projected Available Balance (December 31, 2005)	<u>\$ 251,421</u>

Street Construction Maintenance and Repair Fund

2005 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund is projected to end 2005 with a fund balance of \$394,688. Revenue for the SCMR fund is expected to increase \$3.8 million over 2004. The majority of the increase is due to the new state gas tax that went into effect during 2003. New expenditures for the fund include street lighting charges from the Electricity Division, while new street cleaning revenues from the Storm Sewers Division offsets these new expenses.

2005 FUND BALANCE SUMMARY

Unencumbered Cash Balance (January 1, 2005)	\$ 1,341,280
Plus Estimated 2005 Receipts	37,177,158
Plus Estimated Encumbrance Cancellations	<u>30,000</u>
Total Estimated Available Resources	\$ 38,548,438
Less 2005 Recommended Operating Budget	(38,153,750)
Projected Available Balance (December 31, 2005)	<u><u>\$ 394,688</u></u>

2005 Revenue Summary

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2002 - 2005				
REVENUE SUMMARY	2002	2003	2004	2005
	Actual	Actual	Estimated	Proposed
Charges for Services	\$ 3,568,976	\$ 1,162,255	\$ 1,430,001	\$ 1,396,000
Motor Vehicle Fuel Tax	13,255,040	13,996,617	16,898,765	21,050,860
Motor Vehicle License Tax	7,243,789	7,264,173	7,122,500	7,205,000
Traffic Signal Installation	2,034,303	2,349,013	2,928,432	2,800,000
Traffic Lane Lining	506,929	692,828	551,616	500,000
Right of Way	592,257	855,260	781,404	834,000
Refunds/ Damages/Sale of Assets	613,351	164,164	113,748	111,100
Street Cleaning	-	-	2,900,000	2,833,468
Miscellaneous Revenues	561,275	506,314	674,049	446,730
Insurance Adjustment	-	870,200	-	-
Encumbrance Cancellations	182,999	469,895	30,000	30,000
Unencumbered Cash Balance	1,433,441	3,268,419	2,889,075	1,341,280
TOTAL RESOURCES	\$ 29,992,360	\$ 31,599,138	\$ 36,319,590	\$ 38,548,438
PERCENT CHANGE		5.36%	14.94%	6.14%

Revenue Notes:

- Motor vehicle fuel tax revenues will grow by 25.6 percent in 2005
- Right-of-way permit fees are estimated at \$834,000 in 2005
- In 2005, traffic signal installation revenues are estimated at \$2,800,000
- Traffic lane lining revenues are estimated to be \$500,000 in 2005
- Motor vehicle license tax revenues will increase by 1.2 percent in 2005

Street Construction Maintenance and Repair Fund Pro Forma Operating Statement

A pro forma operating statement for the ten-year period beginning in 2005 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 2006 and beyond are as follows:

- The projected annual growth of one half of one percent for motor vehicle fuel tax revenues reflects the decline in fuel consumption since 2000.
- Motor vehicle license tax revenue growth is projected at one half of one percent per year and reflects the decline in motor vehicle registrations since 2000.
- State enacted motor vehicle fuel tax increases of two cents per gallon per year each year effective July 1, 2003, 2004 and 2005 and redirected fuel tax revenues from the State Highway Patrol to local governments are also reflected.
- Operations and maintenance expenses, excluding personnel, health insurance, pro rata and technology, are inflated at three percent per year. Personnel expenses and the director's office charges assume four percent growth per year. Health insurance is projected to grow 12 percent per year. 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 will be positive until 2009, when the balance turns negative and remains negative for the remainder of the period.

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND

PRO FORMA OPERATING STATEMENT

REVENUE SOURCE	Actual 2003	Estimated 2004	Proposed 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Charges For Services	\$ 1,162,255	\$ 1,430,001	\$ 1,396,000	\$ 1,429,045	\$ 1,550,950	\$ 1,585,739	\$ 1,621,436	\$ 1,658,066	\$ 1,695,655	\$ 1,734,230	\$ 1,773,818	\$ 1,814,447
Motor Vehicle Fuel Tax	13,996,617	16,898,765	21,050,860	23,463,450	24,584,570	24,674,364	24,764,840	24,856,001	24,947,856	25,040,408	25,133,664	25,227,631
Motor Vehicle Licence Tax	7,264,173	7,122,500	7,205,000	7,248,650	7,292,597	7,336,843	7,381,391	7,426,244	7,471,402	7,516,870	7,562,649	7,608,742
Traffic Signal Installation	2,349,013	2,928,432	2,800,000	2,839,200	2,878,949	2,919,254	2,960,124	3,001,565	3,043,587	3,086,198	3,129,404	3,173,216
Traffic Lane Lining	692,828	551,616	500,000	507,000	514,098	521,295	528,594	535,994	543,498	551,107	558,822	566,646
Right of Way Permit Fees	855,260	781,404	834,000	859,020	884,791	911,334	938,674	966,835	995,840	1,025,715	1,056,486	1,088,181
Refunds/Damages/Sale of Assets	164,164	113,748	111,100	114,430	117,860	121,393	125,031	128,779	132,640	136,616	140,711	144,930
Miscellaneous Revenues	506,314	674,049	446,730	451,855	465,374	479,298	493,640	508,412	523,628	539,300	555,442	572,068
Street Cleaning Revenue	-	2,900,000	2,833,468	2,918,472	3,006,026	3,096,207	3,189,093	3,284,766	3,383,309	3,484,808	3,589,352	3,697,033
Health Insurance Refund (gross)	870,200	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	27,860,824	33,400,515	37,177,158	39,831,122	41,295,214	41,645,728	42,002,823	42,366,662	42,737,414	43,115,251	43,500,350	43,892,893
Beginning Fund Balance	3,268,419	2,889,075	1,341,280	394,688	1,302,551	2,003,098	1,340,205	(779,832)	(4,458,627)	(9,806,520)	(16,943,479)	(26,000,107)
Encumbrance Cancellation	469,895	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Resources	31,599,138	36,319,590	38,548,438	40,255,810	42,627,764	43,678,825	43,373,028	41,616,831	38,308,787	33,338,730	26,586,871	17,922,787
OPERATIONS AND MAINT.												
Personnel Services	17,310,017	18,443,672	19,110,448	19,874,866	20,669,861	21,496,655	22,356,521	23,250,782	24,180,813	25,148,046	26,153,968	27,200,126
Director's Office Charges	1,294,017	1,671,922	1,909,298	1,985,670	2,065,097	2,147,701	2,233,609	2,322,953	2,415,871	2,512,506	2,613,006	2,717,526
27th Pay Period	-	-	745,116	-	-	-	-	-	-	-	-	-
Health Insurance	2,518,090	2,508,576	2,865,067	3,208,875	3,593,940	4,025,213	4,508,238	5,049,227	5,655,134	6,333,750	7,093,800	7,945,056
Supplies & Materials	1,019,366	1,243,570	1,034,500	1,065,535	1,097,501	1,130,426	1,164,339	1,199,269	1,235,247	1,272,305	1,310,474	1,349,788
Snow & Ice Materials	-	-	-	-	-	-	-	-	-	-	-	-
Contractual Services	1,015,578	1,153,448	1,192,536	1,228,312	1,265,161	1,303,116	1,342,210	1,382,476	1,423,950	1,466,669	1,510,669	1,555,989
Pro Rata	1,407,523	1,503,023	1,673,006	1,792,400	1,858,285	1,874,058	1,890,127	1,906,500	1,923,184	1,940,186	1,957,516	1,975,180
Technology	926,668	551,999	1,036,743	1,036,743	1,036,743	1,036,743	1,036,743	1,036,743	1,036,743	1,036,743	1,036,743	1,036,743
Fleet	2,324,515	2,267,047	2,604,724	2,682,866	2,763,352	2,846,252	2,931,640	3,019,589	3,110,177	3,203,482	3,299,586	3,398,574
Street Lighting	-	2,900,000	2,833,468	2,918,472	3,006,026	3,096,207	3,189,093	3,284,766	3,383,309	3,484,808	3,589,352	3,697,033
Equipment	74,847	40,000	300,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Refuse Expenditures	267,889	633,919	694,931	722,728	751,637	781,703	812,971	845,490	879,309	914,482	951,061	989,104
Rec & Parks Transfer	441,908	1,831,134	1,929,608	2,006,792	2,087,064	2,170,547	2,257,368	2,347,663	2,441,570	2,539,232	2,640,802	2,746,434
Transfers	-	150,000	144,305	-	-	-	-	-	-	-	-	-
Claims	109,644	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Total:	28,710,063	34,978,310	38,153,750	38,953,260	40,624,667	42,338,620	44,152,859	46,075,458	48,115,307	50,282,209	52,586,977	55,041,554
Ending Fund Balance	\$ 2,889,075	\$ 1,341,280	\$ 394,688	\$ 1,302,551	\$ 2,003,098	\$ 1,340,205	\$ (779,832)	\$ (4,458,627)	\$ (9,806,520)	\$ (16,943,479)	\$ (26,000,107)	\$ (37,118,767)

Health Special Revenue Fund

2005 Cash Balance Statement

The health special revenue fund is projected to begin the year with a cash balance of \$505,075. Total available resources includes the unencumbered cash balance, revenues deposited into the health special revenue fund, a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover the Health Department’s operating expenditures.

2005 FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2005)	\$ 505,075
Plus Estimated 2005 Receipts	5,400,327
Plus General Fund Transfer	18,314,298
Plus Estimated Encumbrance Cancellations	<u>265,663</u>
Total Estimated Available Resources	\$ 24,485,363
Less 2005 Recommended Operating Budget	(24,485,363)
Projected Available Balance (December 31, 2005)	<u><u>\$ -</u></u>

2005 Revenue Summary

HEALTH SPECIAL REVENUE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
General Fund Transfer	\$ 17,240,358	\$ 16,203,547	\$ 17,004,073	\$ 18,314,298
Weed Mowing Assessments	105,402	-	-	-
Licenses and Permit Fees	1,547,938	1,757,091	1,886,497	1,970,186
Rental Of Real Estate	30,709	11,427	11,208	11,208
Health Inspections	2,353	7,327	8,000	8,000
Vital Statistics	1,241,890	1,201,735	1,136,496	1,138,338
Employee Assist. Program	284,899	304,146	310,000	320,000
Franklin Co. T.B. Clinic	705,686	848,818	341,373	-
CNHC Medical exams	525,756	612,033	289,887	-
Occupational Health & Safety	198,927	216,443	322,000	330,000
Other Miscellaneous Charges for Services	974,691	1,150,284	1,226,839	1,242,125
Miscellaneous Revenues and Refunds	393,579	64,856	31,437	280,470
Home Health Visits	1,369,721	1,096,369	260,000	100,000
Encumbrance Cancellations	344,088	540,469	700,000	265,663
Unencumbered Cash Balance	1,180,452	405,352	77,795	505,075
TOTAL RESOURCES	\$ 26,146,049	\$ 24,419,897	\$ 23,605,605	\$ 24,485,363
PERCENT CHANGE		-6.60%	-3.33%	3.73%

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 Health Department revenue sources. Other revenues include license and permit fees, charges for services, birth and death certificate fees and various program fees. Total revenues are projected to be 3.7 percent above 2004 level. In 2005, total revenues, excluding the prior year unencumbered cash balance and estimated encumbrance cancellations, are projected to be \$23,714,625.
- The general fund subsidy totaling \$18,314,298, representing 75 percent of Health's operating revenues, will increase by 7.7 percent in 2005 as compared to 2004.

Recreation and Parks Operation and Extension Fund

2005 Cash Balance Statement

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

2005 FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2005)	\$ (497,718)
Plus Estimated 2005 Receipts	5,508,152
Plus General Fund Transfer	24,827,799
Plus Estimated Encumbrance Cancellations	<u>240,000</u>
Total Estimated Available Resources	\$ 30,078,233
Less 2005 Recommended Operating Budget	(30,575,951)
Projected Available Balance (December 31, 2005)	<u>\$ (497,718)</u>

2005 Revenue Summary

RECREATION AND PARKS OPERATION AND EXTENSION FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Adult Sports	\$ 645,910	\$ 1,034,253	\$ 1,010,020	\$ 850,800
Boat Docks & Stakes	131,885	186,615	172,800	177,284
Recreation Centers	644,617	344,019	589,501	619,200
Rent	55,388	91,409	85,000	85,000
Senior Citizen Centers	87,886	42,488	93,919	116,500
Swimming Pools	151,382	92,166	73,263	91,800
Refunds/Deposits/Damages	13,835	4,674	1,936	-
Other Charges & Revenue	1,156,553	2,760,274	3,272,166	3,167,768
CIP Reimbursement	125,456	110,397	263,000	400,000
General Fund Transfer	27,166,540	25,104,492	22,352,015	24,827,799
Other Funds Transfer In	76,400	76,400	-	-
Encumbrance Cancellations	350,280	191,857	242,000	240,000
Unencumbered Cash Balance	283,009	(611,482)	143,284	(497,718)
TOTAL RESOURCES	\$ 30,889,141	\$ 29,427,562	\$ 28,298,904	\$ 30,078,233
PERCENT CHANGE		-4.73%	-3.84%	6.29%

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 2005 is \$24.8 million, which is 11.08 percent higher than the 2004 amount. This is mainly due to operating costs associated with the opening of North Bank Park, Dodge Recreation Center and Lazelle Woods Community Center in 2005.
- Revenues come from adult sports leagues (softball, soccer, basketball, football and volleyball), recreation fees, gymnasium rentals, and various other charges. Revenues are expected to remain flat in 2005.
- Tree trimming services in the right-of-way, supported by the general fund subsidy prior to 2004, will be billed to the street construction maintenance and repair fund (SCMR) in 2005 at an estimated cost of \$1,929,608.
- The remaining other revenues from fees and charges are projected at \$3,578,544, an overall decrease of 3.1 percent from projected 2004 figures, due to a decline in the department's revenues.

Golf Course Operations Fund

2005 Cash Balance Statement

The golf course operations fund is projected to begin 2005 with an unencumbered cash balance of \$672,980 and end the year with a balance of \$51,261. 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, with the remaining ten percent going toward golf course debt retirement.

2005 FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2005)	\$ 672,980
Plus Estimated 2005 Receipts	4,400,000
Plus Estimated Encumbrance Cancellations	<u>150,000</u>
Total Estimated Available Resources	\$ 5,222,980
Less 2005 Recommended Operating Budget	(5,171,719)
Projected Available Balance (December 31, 2005)	<u>\$ 51,261</u>

2005 Revenue Summary

GOLF COURSE OPERATIONS FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Airport Golf Course	\$ 719,815	\$ 680,409	\$ 693,616	\$ 751,890
Mentel Golf Course	849,872	836,800	827,849	888,270
Champions Golf Course	698,592	609,374	653,262	648,145
Raymond/Wilson Road	1,272,558	1,245,131	1,278,373	1,386,260
Turnberry Golf Course	591,321	497,738	666,058	483,970
Walnut Hill Golf Course	211,513	226,373	207,227	235,465
Donations	-	-	-	-
Miscellaneous Revenues	50	4,261	11,915	6,000
Insurance Adjustment	-	89,300	-	-
Workers Comp	-	-	-	-
Encumbrance Cancellations	208,114	206,398	240,000	150,000
Unencumbered Cash Balance	1,315,853	1,193,922	685,117	672,980
TOTAL RESOURCES	\$ 5,867,688	\$ 5,589,706	\$ 5,263,417	\$ 5,222,980
PERCENT CHANGE		-4.74%	-5.84%	-0.77%

Revenue Notes:

- Revenue is directly related to weather conditions and difficult to project. Other things affecting revenues include competition and the state of the economy.
- Total revenues for 2005 are estimated at \$5.2 million, a 0.8 percent decrease from 2004 projections.

Cable Communications Fund

2005 Cash Balance Statement

The cable communications fund is projected to begin 2005 with an unencumbered cash balance of \$1,414,646. Cable service permit fees are collected quarterly, in the month following the quarter in which the revenue is earned.

2005 FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2005)	\$ 1,414,646
Plus Estimated 2005 Receipts	6,725,824
Plus Estimated Encumbrance Cancellations	175,000
Total Estimated Available Resources	<u>8,315,470</u>
Less 2005 Recommended Operating Budget	\$ (7,797,396)
Projected Available Balance (December 31, 2005)	<u><u>\$ 518,074</u></u>

2005 Revenue Summary

Revenues are generated by charging cable companies a service permit fee for the ability to operate a cable system in the City of Columbus. This fee is generated from a charge of five percent on cable operator gross revenues that include basic and premium service revenues, equipment rental, and pay-per-view. Revenues are paid to the city on a quarterly basis.

A ruling by the Federal Communications Commission (FCC) has reclassified cable Internet service as an information service. In a decision issued on October 6, 2003 by the Ninth Circuit Court of Appeals, the court stated that cable modem service is an information service. While the ruling has had a substantive, negative effect on revenues to the cable communication fund, the projections of cable fund performance have included the revenue reduction since collection of the franchise fee on Internet service customers ceased in April of 2002.

Revenue receipts, excluding the unencumbered balance and encumbrance cancellations, are estimated to total \$6,725,824 in 2005. The pro forma operating statement (which follows the chart illustrating historical and projected revenues for the years 2002 through 2005) summarizes actual and projected revenues for the years 2003 through 2014, respectively.

CABLE COMMUNICATIONS FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002 - 2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Cable Service Permit Fee	\$ 5,489,176	\$ 6,403,405	\$ 6,044,489	\$ 6,225,824
Miscellaneous	936,236	562,328	488,849	500,000
Unencumbered Balance	637,588	445,455	1,508,399	1,414,646
Encumbrance Cancellations	145,009	406,262	205,000	175,000
TOTAL RESOURCES	<u>\$ 7,208,009</u>	<u>\$ 7,817,450</u>	<u>\$ 8,246,737</u>	<u>\$ 8,315,470</u>
PERCENT CHANGE		8.46%	5.49%	0.83%

Cable Communications Fund Pro Forma Operating Statement

Beginning in 2004, the cable communications budget includes funding for the Department of Public Safety’s Support Services Division. The cable fund portion of the division comprises administration and operational support, formerly the Communications Division, and licensing, formerly a part of the Safety Director’s Office. The cable fund component of the division includes 5 full-time staff in administration, 25 full-time personnel in operational support, and 13 full-time and 7 part-time staff in licensing.

A pro forma operating statement for the ten-year period beginning in 2005 is presented below. It represents the cable fund operating revenues and expenditures for that period. Major assumptions included in the pro forma operating statement are as follows:

- Franchise fee revenue growth is projected at three percent per annum.
- Operating expenses for Safety Support Services are projected at inflation rates of 12 percent on health insurance, 4 percent on personnel costs (exclusive of health insurance) and 3 percent on other categories of expense.
- Operating expenses for the GTC-3 and interconnect sections are generally inflated at a blended rate of 3.4 percent per annum, accounting for inflation rates of 12 percent on health insurance, 4 percent on personnel costs (exclusive of health insurance) and 3 percent on other categories of expense.
- Debt service reflects \$4.0 million in principal for 1996 and \$4.017 million for 1997 for the fiber optic and network infrastructure initiative. Debt service for 1998 reflects \$1.255 million in principal for fiber optic cable to the Department

of Public Service 25th Avenue campus and the city's data center, and infrastructure equipment for Division of Building and Development Services. Debt service for 1999 reflects \$525,000 in principal for core infrastructure redundancy. Debt service for 2000 reflects \$1,605,000 in principal for various fiber projects. No bonds were sold in 2001, 2002 or 2003. In 2004, \$870,000 in bonds were sold of which, \$545,000 was provided for a digital head-end for video playback with the remainder of \$325,000 for metronet equipment. Debt service for years 2005-2010 reflects a total of \$5,370,000 in principal for various fiber and metronet equipment projects. The cable fund's proposed capital improvements program has been reduced by 50 percent in the pro forma statement. This reduction recognizes that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable delays in the project planning and implementation process.

Special Revenue Funds

Cable Communications Fund Pro Forma Operating Statement												
	Actual 2003	Estimated 2004	Proposed 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenue												
Insight Communications (Coaxial)	\$ 1,431,511	\$ 1,166,716	\$ 1,201,718	\$ 1,237,769	\$ 1,274,902	\$ 1,313,149	\$ 1,352,544	\$ 1,393,120	\$ 1,434,914	\$ 1,477,961	\$ 1,522,300	\$ 1,567,969
Warner Cable	3,400,605	3,517,850	3,623,386	3,732,087	3,844,050	3,959,371	4,078,153	4,200,497	4,326,512	4,456,307	4,589,997	4,727,697
Ameritech NMA/Wide Open West	1,428,445	1,236,293	1,273,382	1,311,584	1,350,931	1,391,459	1,433,203	1,476,199	1,520,485	1,566,099	1,613,082	1,661,475
Total Service Permit Fees	6,260,560	5,920,860	6,098,486	6,281,440	6,469,883	6,663,980	6,863,899	7,069,816	7,281,911	7,500,368	7,725,379	7,957,140
Permit Grant Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Support Fees (Ameritech NMEM/WOW)	142,845	123,629	127,338	131,158	135,093	139,146	143,320	147,620	152,049	156,610	161,308	166,148
Other Miscellaneous Revenue	562,328	488,849	500,000	500,000	500,000	500,000	350,000	350,000	250,000	150,000	150,000	-
Total Revenue	6,965,733	6,533,339	6,725,824	6,912,599	7,104,976	7,303,126	7,357,220	7,567,436	7,683,959	7,806,978	8,036,687	8,123,288
Beginning Fund Balance	445,455	1,508,399	1,414,646	518,073	(612,255)	(1,990,278)	(3,219,743)	(4,291,317)	(5,373,844)	(6,508,712)	(7,498,531)	(8,396,999)
Encumbrance Cancellations	406,262	205,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Resources	7,817,450	8,246,737	8,315,469	7,605,671	6,667,721	5,487,848	4,312,476	3,451,119	2,485,115	1,473,266	713,156	(98,711)
Operating Expenses												
Administration	223,767	76,744	114,300	116,586	118,918	121,296	123,722	126,196	128,720	131,295	133,921	136,599
Interconnect	503,487	479,946	569,787	589,160	609,191	629,904	651,320	673,465	696,363	720,039	744,521	769,835
Metronet	734,880	-	-	-	-	-	-	-	-	-	-	-
GTC - 3	466,511	508,634	601,118	621,556	642,889	664,540	687,135	710,497	734,654	759,632	785,460	812,166
Other Agencies	-	-	-	-	-	-	-	-	-	-	-	-
Total Channel Operation Contracts	-	-	70,000	72,220	74,511	76,874	79,313	81,830	84,426	87,106	89,871	92,724
Public Access Contract	-	-	30,000	31,020	32,075	33,165	34,293	35,459	36,664	37,911	39,200	40,533
Education Contract	-	-	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
Pro Rata	334,381	294,000	274,524	288,567	297,224	306,141	315,325	324,785	334,528	344,564	354,901	365,548
City Attorney	-	10,000	-	-	-	-	-	-	-	-	-	-
Safety Support Services Division	-	4,641,607	4,819,191	5,025,207	5,242,480	5,471,865	5,714,301	5,970,822	6,242,562	6,530,775	6,836,842	6,836,842
Citywide Technology Expenses	2,645,664	39,612	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	4,908,688	6,050,542	6,448,920	6,713,296	6,985,012	7,270,620	7,571,116	7,887,595	8,221,254	8,573,412	8,945,515	9,013,713
Annual Operating Surplus/(Deficit)	2,057,044	482,796	276,904	199,303	119,964	32,506	(213,897)	(320,159)	(537,295)	(766,434)	(908,828)	(890,425)
Debt Service	1,400,363	781,550	1,348,476	1,460,431	1,393,356	938,281	505,553	355,350	168,000	-	-	-
Debt Service - future issues	-	-	-	44,200	279,630	498,690	527,124	582,018	604,572	398,386	164,640	-
Total Debt Service	1,400,363	781,550	1,348,476	1,504,631	1,672,986	1,436,971	1,032,677	937,368	772,572	398,386	164,640	-
Total Expenses	6,309,051	6,832,092	7,797,396	8,217,927	8,657,999	8,707,591	8,603,793	8,824,963	8,993,826	8,971,798	9,110,155	9,013,713
Ending Fund Balance	\$ 1,508,399	\$ 1,414,646	\$ 518,073	\$ (612,255)	\$ (1,990,278)	\$ (3,219,743)	\$ (4,291,317)	\$ (5,373,844)	\$ (6,508,712)	\$ (7,498,531)	\$ (8,396,999)	\$ (9,112,424)

Development Services Fund

2005 Cash Balance Statement

In 2002, the city implemented a One Stop Shop initiative to provide coordinated, streamlined permitting and plan review for construction projects. A development services fund was established, into which all fees and charges associated with these services are deposited. The fund is projected to end 2005 with a negative unencumbered cash balance of \$941,232. The ending fund balances for all future years are also negative. To ensure positive fund balances, fees will need to be revised early in the year and tight spending controls imposed throughout 2005.

2005 FUND BALANCE SUMMARY

Unencumbered Cash Balance (January 1, 2005)	\$ 1,895,019
Plus Estimated 2005 Receipts	24,007,831
Plus Estimated Encumbrance Cancellations	35,000
Total Estimated Available Resources	\$ 25,937,850
Less 2005 Recommended Operating Budget	(26,879,082)
Projected Available Balance (December 31, 2005)	\$ (941,232)

2005 Revenue Summary

Revenues are generated by fees and charges associated with building inspections, permitting, plan review services, construction inspection, zoning, materials testing and prevailing wage service fees for services provided to both private and public entities. Fees are reviewed annually and adjusted as needed to continue to fully fund expenditures.

DEVELOPMENT SERVICES REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Transportation Public Inspections	\$ 821,509	\$ 675,048	\$ 1,118,000	\$ 2,680,389
Transportation Private Inspections	3,833,494	3,131,186	3,200,000	3,250,000
Transportation Capital Inspections	2,174,741	2,416,437	2,600,000	2,507,942
Transportation Other	753,841	749,731	676,226	689,500
BSD Residential Construction	3,682,700	4,366,045	4,071,668	4,396,842
BSD Multi-Family Construction	2,088,737	2,283,529	1,528,082	1,662,007
BSD Commercial Construction	4,205,726	4,648,593	4,634,341	4,767,897
BSD Platting	-	418,978	383,777	383,051
BSD Zoning	2,557,643	2,943,791	2,630,344	2,890,754
BSD Application Verification	-	270,780	254,414	269,854
BSD Address Creation	-	372,150	334,215	345,543
BSD Demolition	-	-	190,990	184,052
BSD Other	1,891,737	-	-	-
Fire Prevention Bureau	42,083	-	-	-
Insurance Refund	-	190,000	-	-
Unencumbered Cash Balance	1,855,342	-	3,944,282	1,895,019
Encumbrance Cancellations	-	-	15,000	35,000
TOTAL RESOURCES	\$ 23,907,553	\$ 22,466,268	\$ 25,581,339	\$ 25,937,850

Development Services Fund Pro Forma Operating Statement

A pro forma operating statement for the ten-year period beginning in 2005 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 four percent in the years 2006-2014.
- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at three percent per annum. Personnel costs will grow at 4 percent, while health insurance costs will grow by 12 percent annually. Pro rata fees represent approximately 4.5 percent of non-city revenue.
- Debt service principal and interest, pro rata fees, technology, and fleet expenses are paid out of the services category but have been broken out separately. The debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued to construct the Transportation Division's new facility.

Special Revenue Funds

DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT												
	Actual 2003	Estimated 2004	Proposed 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
REVENUE SOURCE												
TRANSPORTATION:												
PUBLIC INSPECTIONS	\$ 675,048	\$ 1,118,000	\$ 2,680,389	\$ 2,787,605	\$ 2,899,109	\$ 3,015,073	\$ 3,135,676	\$ 3,261,103	\$ 3,391,547	\$ 3,527,209	\$ 3,668,297	\$ 3,815,029
PRIVATE INSPECTIONS	3,131,186	3,200,000	3,250,000	3,380,000	3,515,200	3,655,808	3,802,040	3,954,122	4,112,287	4,276,778	4,447,849	4,625,763
CAPITAL IMPROVEMENT INSPECTIONS	2,416,437	2,600,000	2,507,942	2,608,260	2,712,590	2,821,094	2,933,937	3,051,295	3,173,347	3,300,281	3,432,292	3,569,583
OTHER	749,731	676,226	669,500	696,280	724,131	753,096	783,220	814,549	847,131	881,016	916,257	952,907
BUILDING SERVICES:												
RESIDENTIAL CONSTRUCTION	4,366,045	4,071,668	4,396,842	4,572,716	4,755,624	4,945,849	5,143,683	5,349,431	5,563,408	5,785,944	6,017,382	6,258,077
MULTI-FAMILY CONSTRUCTION	2,283,529	1,528,082	1,662,007	1,728,487	1,797,627	1,869,532	1,944,313	2,022,086	2,102,969	2,187,088	2,274,571	2,365,554
COMMERCIAL CONSTRUCTION	4,648,593	4,634,341	4,767,897	4,958,613	5,156,957	5,363,236	5,577,765	5,800,876	6,032,911	6,274,227	6,525,196	6,786,204
PLATTING	418,978	383,777	383,051	398,373	414,308	430,880	448,115	466,040	484,682	504,069	524,232	545,201
ZONING	2,943,791	2,630,344	2,890,754	3,006,384	3,126,640	3,251,705	3,381,773	3,517,044	3,657,726	3,804,035	3,956,196	4,114,444
APPLICATION VERIFICATION	270,780	254,414	269,854	280,648	291,874	303,549	315,691	328,319	341,451	355,109	369,314	384,086
ADDRESS CREATION	372,150	334,215	345,543	359,365	373,739	388,689	404,236	420,406	437,222	454,711	472,899	491,815
DEMOLITION	-	190,990	184,052	191,414	199,071	207,033	215,315	223,927	232,884	242,200	251,888	261,963
INSURANCE REFUND	190,000	-	-	-	-	-	-	-	-	-	-	-
FIRE PREVENTION BUREAU	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	22,466,268	21,622,057	24,007,831	24,968,144	25,966,870	27,005,545	28,085,767	29,209,197	30,377,565	31,592,668	32,856,374	34,170,629
BEGINNING FUND BALANCE	3,634,288	3,944,282	1,895,019	0	0	0	0	0	0	0	0	0
ENCUMBRANCE CANCELLATIONS	184,087	15,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
TOTAL RESOURCES	26,284,643	25,581,339	25,937,850	25,003,145	26,001,870	27,040,545	28,120,767	29,244,198	30,412,566	31,627,668	32,891,375	34,205,629
EXPENDITURES												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	16,770,940	18,281,197	19,944,483	20,742,262	21,571,953	22,434,831	23,332,224	24,265,513	25,236,134	26,245,579	27,295,402	28,387,218
EMPLOYEE INSURANCE	1,880,375	1,913,276	2,256,713	2,527,519	2,830,821	3,170,519	3,550,982	3,977,099	4,454,351	4,988,873	5,587,538	6,258,043
2½% PAY PERIOD	-	-	763,562	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	197,895	127,447	158,141	162,885	167,772	172,905	177,989	183,329	188,829	194,493	200,328	206,338
SERVICES	2,419,602	1,252,977	1,074,548	1,106,784	1,139,988	1,174,188	1,209,413	1,245,696	1,283,067	1,321,559	1,361,205	1,402,041
PRO RATA	854,917	807,707	850,500	1,123,566	1,168,509	1,215,250	1,263,859	1,314,414	1,366,990	1,421,670	1,478,537	1,537,678
TECHNOLOGY	-	1,024,862	1,499,340	1,499,340	1,499,340	1,499,340	1,499,340	1,499,340	1,499,340	1,499,340	1,499,340	1,499,340
FLEET	-	267,723	304,995	314,145	323,569	333,276	343,275	353,573	364,180	375,105	386,359	397,949
OTHER	72,181	11,131	16,800	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CAPITAL OUTLAY	28,896	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	22,224,806	23,686,320	26,879,082	27,511,502	28,736,952	30,035,209	31,412,082	32,873,964	34,427,891	36,081,620	37,843,709	39,723,608
DEBT SERVICE												
PRINCIPAL	110,000	-	-	-	-	-	-	-	-	-	-	-
INTEREST	5,555	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE	115,555	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSE	22,340,361	23,686,320	26,879,082	27,511,502	28,736,952	30,035,209	31,412,082	32,873,964	34,427,891	36,081,620	37,843,709	39,723,608
REQUIRED EXPENDITURE REDUCTIONS AND/OR REVENUE INCREASES	0	0	(941,232)	(2,508,358)	(2,735,082)	(2,994,664)	(3,291,316)	(3,629,767)	(4,015,325)	(4,453,953)	(4,952,335)	(5,517,979)
ENDING UNENCUMBERED FUND BAL.	\$ 3,944,282	\$ 1,895,019	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Internal Service Funds

Employee Benefits Fund

2005 Cash Balance Statement

In 1993, the employee benefits fund was established. A portion of this fund is dedicated to the administration of the risk management section of the Department of Human Resources. Previously, costs associated with the administration of this section were funded with general fund monies. However, these costs were transferred to the employee benefits internal service fund soon after its creation. This fund's primary source of revenue is the monthly insurance premium paid by each division for all participating employees of the city's insurance program. The transfer of risk management expenditures to this fund more equitably distributes costs associated with insurance activities to all city divisions and funds.

2005 FUND BALANCE SUMMARY

Unencumbered Cash Balance (January 1, 2005)	\$ -
Plus Estimated 2005 Receipts	1,785,648
Total Estimated Available Resources	\$ 1,785,648
Less 2005 Recommended Operating Budget	(1,785,648)
Projected Available Balance (December 31, 2005)	<u>\$ -</u>

Revenue Notes:

- The figures cited above reflect only the revenues and expenditures associated with administration of the risk management section of the Department of Human Resources.
- Revenues and expenditures associated with the payment of claims are not represented in this section.

Print Services Fund

2005 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. The print services fund is projected to begin 2005 with a negative unencumbered cash balance of \$11,508 and is projected to end the year with a balance of \$492. The negative unencumbered cash balance reflects a 112 percent decrease from 2004. Revenue receipts for 2005 are projected to be \$85,903 higher than 2004 receipts.

2005 FUND BALANCE SUMMARY

Unencumbered Cash Balance (January 1, 2005)	\$ (11,508)
Plus Estimated 2005 Receipts	276,038
Plus Estimated Encumbrance Cancellations	<u>12,000</u>
Total Estimated Available Resources	\$ 276,530
Less 2005 Recommended Operating Budget	(276,038)
Projected Available Balance (December 31, 2005)	<u><u>\$ 492</u></u>

Land Acquisition Fund

2005 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2005 revenue estimate is based on a projection of 5,250 hours of services billed at a rate of \$175 per hour. This hourly rate became effective November 8, 2004, and reflects the fact that the division reviews its rate periodically and increases it when necessary to fully recover costs.

2005 FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2005)	\$ 4,323
Plus Estimated 2005 Receipts	918,750
Plus Estimated Encumbrance Cancellations	<u>15,000</u>
Total Estimated Available Resources	\$ 938,073
Less 2005 Recommended Operating Budget	(782,895)
Projected Available Balance (December 31, 2005)	<u>\$ 155,178</u>

Technology Services Fund

2005 Cash Balance Statement

The technology services fund is projected to begin 2005 with a negative unencumbered cash balance of \$47,524.

2005 FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2005)	\$ (47,524)
Plus Estimated 2005 Receipts	20,519,743
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	\$ 20,522,219
Less 2005 Recommended Operating Budget	(20,218,945)
Projected Available Balance (December 31, 2005)	<u>\$ 303,274</u>

Technology Services Fund Pro Forma Operating Statement

During 2003, the Department of Finance, in collaboration with the Department of Technology, engaged a consultant to develop a charge-back methodology for information technology services. The new model was implemented beginning in 2004. In conjunction with the new model for cost recovery, the Department of Technology implemented a time and attendance reporting system for many of its services. In 2005, both the Department of Finance and the Department of Technology are committed to ensuring the continued successful implementation of the rate model.

A pro forma operating statement for the ten-year period beginning in 2005 follows this section. It represents the Technology Director's Office and the Division of Information Service's revenues and expenditures for that period. The major assumptions included are as follows:

- Administrative costs in 2005 are built into the hourly rates for all services.
- Total billable hours for all services are projected to be 67,894 for 2005.
- Hourly rates budgeted for each service category are as follows: desktop support \$150.59; server system administration \$261.78; network connectivity \$456.64; application maintenance \$106.97; account management \$138.50. Help desk and web services are billed on the basis of availability. Production services are based on volume.

- Debt service for terminal replacement, system migration, network expansion, the city's Oracle site license, enterprise-wide network management software, data center renovations, hardware upgrades and mass storage and other similar projects reflects these capital expenditures: \$1,060,000 in 1994; \$1,150,000 in 1996; \$679,467 in 1997; \$2,035,000 in 1998; \$750,000 in 1999; \$500,000 in 2000; \$2,120,000 in 2004; \$5,075,000 in 2005; \$1,780,000 in 2006; \$1,700,000 in 2007 and \$1,175,000 in 2008. Of the amounts listed, \$4,000,000, \$1,200,000, \$1,200,000 and \$1,000,000 is planned for a 311/911 call center in 2005, 2006, 2007 and 2008, respectively.
- Operating expenditures for 2005 and beyond are inflated at a blended rate of 3.8 percent per year, representing the overall effect of inflation of 12 percent for health insurance, 4 percent for personnel costs (exclusive of health insurance), and 3 percent for most other operating expenses.
- Details related to operations for year 2005 and beyond are as follows:

Administration

Provides general administrative support to other functional areas of ISD.

Applications Programming

Supplies development, design, maintenance and enhancements to computer programs and systems.

Computer Operations

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 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.

End User Computing

Provides advanced citywide desktop support.

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.

Mailroom Services

Provides for postage related to citywide mail processing.

Telephone Services

Provides for the purchase of phones for city agencies.

GIS Section

Includes funding for contract project management, software maintenance, and in-house staff.

Metronet

Includes funding for operations and maintenance of the citywide fiber optic network. The metronet budget includes support for equipment maintenance, consulting expertise and in-house staff.

Data Center

Cost of operations including utilities, security and maintenance on the UPS and generator systems.

Enterprise Licensing

Funding for enterprise licenses for Oracle software maintenance and support and Microsoft server licensing.

Account Management

Includes funding for information technology account management personnel and services to customer agencies. Account managers provide customer-specific business process expertise to city agencies.

Web Support

Maintain and support citywide Internet and intranet web applications. Provide Internet web site links for citizens and citywide departments.

Information Services Division Pro Forma Operating Statement												
	Actual 2003	Estimated 2004	Proposed 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Operating Revenue:												
Data Center Revenue	\$ 11,959,057	\$ 12,504,320	\$ 14,650,849	\$ 15,493,535	\$ 17,087,309	\$ 17,889,367	\$ 18,701,388	\$ 19,201,007	\$ 19,195,675	\$ 18,668,952	\$ 18,929,012	\$ 19,250,118
Postage Revenue	1,279,438	1,321,988	1,348,692	1,486,409	1,542,892	1,601,522	1,662,380	1,725,550	1,791,121	1,859,184	1,929,833	2,003,167
Direct Bill Items	4,419,979	1,912,216	4,520,202	4,691,970	4,870,265	5,055,335	5,247,437	5,446,840	5,653,820	5,868,665	6,091,674	6,323,158
Telephone Services Revenue	5,091	-	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	17,663,565	15,738,524	20,519,743	21,671,913	23,500,465	24,546,224	25,611,205	26,373,398	26,640,616	26,396,801	26,950,520	27,576,443
Worker Comp Refund	-	-	-	-	-	-	-	-	-	-	-	-
Insurance/Postage Refund	178,600	-	-	-	-	-	-	-	-	-	-	-
Encumbrance Cancellations	593,335	225,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Revenue	1,276	110,000	-	-	-	-	-	-	-	-	-	-
Transfer/Non Billings	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	18,436,776	16,073,524	20,569,743	21,721,913	23,550,465	24,596,224	25,661,205	26,423,398	26,690,616	26,446,801	27,000,520	27,626,443
Beginning Fund Balance	(1,371,320)	169,216	(47,523)	303,275	353,275	403,275	453,275	503,275	553,275	603,275	653,275	703,275
Total Resources	17,065,456	16,242,740	20,522,220	22,025,188	23,903,741	24,999,499	26,114,480	26,926,673	27,243,891	27,050,076	27,653,795	28,329,718
Operating Expenses												
Personnel	5,249,858	8,247,268	-	-	-	-	-	-	-	-	-	-
Supplies	238,495	271,034	-	-	-	-	-	-	-	-	-	-
Services	5,302,002	4,256,930	-	-	-	-	-	-	-	-	-	-
Other	6,084	2,968	-	-	-	-	-	-	-	-	-	-
Equipment	75,155	35,000	-	-	-	-	-	-	-	-	-	-
Administration	-	-	2,036,710	2,114,105	2,194,441	2,277,830	2,364,387	2,454,234	2,547,495	2,644,300	2,744,783	2,849,085
Applications Programming	-	-	2,300,183	2,387,590	2,478,318	2,572,494	2,670,249	2,771,719	2,877,044	2,986,372	3,099,854	3,217,648
Computer Operations	-	-	1,415,386	1,469,171	1,524,999	1,582,949	1,643,101	1,705,539	1,770,350	1,837,623	1,907,452	1,979,936
Security	-	-	304,971	316,560	328,589	341,076	354,036	367,490	381,454	395,950	410,996	426,614
Help Desk	-	-	499,766	518,757	538,470	558,932	580,171	602,218	625,102	648,856	673,512	699,106
End User Computing	-	-	1,490,408	1,547,044	1,605,831	1,666,853	1,730,193	1,795,940	1,864,186	1,935,025	2,008,556	2,084,881
Systems Administration	-	-	1,534,292	1,592,595	1,653,114	1,715,932	1,781,137	1,848,821	1,919,076	1,992,001	2,067,697	2,146,269
Account Management	-	-	446,657	463,630	481,248	499,535	518,518	538,221	558,674	579,903	601,940	624,813
Oracle Services	-	-	497,000	515,886	535,490	555,838	576,960	598,885	621,642	645,265	669,785	695,237
Web Support	-	-	531,875	552,086	573,066	594,842	617,446	640,909	665,264	690,544	716,784	744,022
ColumbusStat	-	-	388,265	403,019	418,334	434,230	450,731	467,859	485,638	504,092	523,247	543,131
Metronet	-	-	901,288	935,537	971,087	1,007,989	1,046,292	1,086,051	1,127,321	1,170,160	1,214,626	1,260,781
Mailroom Services	-	-	1,431,993	1,486,409	1,542,892	1,601,522	1,662,380	1,725,550	1,791,121	1,859,184	1,929,833	2,003,167
Telephone Services	-	-	20,000	20,760	21,549	22,368	23,218	24,100	25,016	25,966	26,953	27,977
GIS Section	-	-	313,766	325,689	338,065	350,912	364,246	378,088	392,455	407,368	422,848	438,917
Technology Director's Office	1,178,234	750,351	902,589	936,887	972,489	1,009,444	1,047,803	1,087,619	1,128,949	1,171,849	1,216,379	1,262,601
Direct Bill Items to Other Fund Agenc	4,106,944	1,912,216	4,520,202	4,691,970	4,870,265	5,055,335	5,247,437	5,446,840	5,653,820	5,868,665	6,091,674	6,323,158
Net Change in Encumbrances	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	16,156,772	15,475,767	19,535,351	20,277,694	21,048,247	21,848,080	22,678,307	23,540,083	24,434,606	25,363,121	26,326,920	27,327,343
Debt Service	739,469	814,496	683,593	1,394,219	2,452,219	2,698,144	2,932,898	2,833,315	2,206,010	1,033,680	623,600	249,100
Total Expenses	16,896,241	16,290,263	20,218,944	21,671,913	23,500,465	24,546,224	25,611,205	26,373,398	26,640,616	26,396,801	26,950,520	27,576,443
Annual Surplus/Deficit	1,540,535	(216,739)	350,799	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Ending Fund Balance	\$ 169,216	\$ (47,523)	\$ 303,275	\$ 353,275	\$ 403,275	\$ 453,275	\$ 503,275	\$ 553,275	\$ 603,275	\$ 653,275	\$ 703,275	\$ 753,275

Fleet Management Fund

2005 Cash Balance Statement

The fleet management services fund is projected to end 2004 with a positive unencumbered cash balance of \$21,450. The fleet management fund is projected to end 2005 with a negative unencumbered cash balance of \$290,554. The negative balance is due entirely to the 27th pay period in 2005. While the funds for the additional pay period will be encumbered in 2005, they will not be billed to user divisions until 2008.

2005 FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2005)	\$ 21,450
Plus Estimated 2005 Receipts	20,920,508
Plus Estimated Encumbrance Cancellations	<u>100,000</u>
Total Estimated Available Resources	\$ 21,041,958
Less 2005 Recommended Operating Budget	(21,332,512)
Projected Available Balance (December 31, 2005)	<u><u>\$ (290,554)</u></u>

2005 Revenue Summary

The Fleet Management Division recovers its costs by billing user divisions for services provided. The revenue includes a \$54 per hour labor rate, 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.

Revenues, including the unencumbered cash balance and encumbrance cancellations, will total \$21,041,958 in 2005, an increase of 7.6 percent over the 2004 projection.

FLEET MANAGEMENT REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Public Safety	\$ 7,514,537	\$ 7,957,845	\$ 8,301,047	\$ 8,943,211
Refuse Collection	5,303,848	5,382,256	4,979,725	5,351,248
Other General Fund	1,394,109	1,487,828	1,018,842	1,089,535
Other Funds	3,940,525	4,378,908	4,792,757	5,474,514
Refunds/Miscellaneous	121,015	63,255	63,373	62,000
Insurance Adjustment	-	300,200	-	-
Unencumbered Cash Balance	1,090,405	343,335	214,108	21,450
Encumbrance Cancellations	574,060	212,710	158,946	100,000
Bond Proceeds	-	-	-	-
TOTAL RESOURCES	\$ 19,938,499	\$ 20,126,337	\$ 19,528,798	\$ 21,041,958
PERCENT CHANGE		0.94%	-2.97%	7.75%

Fleet Management Services Fund Pro Forma Operating Statement

A pro forma operating statement for the ten-year period beginning in 2005 is presented on the following pages. It represents the Division of Fleet Management's projected revenues and expenditures for that period, given certain assumptions. This document is essential in planning recovery rate percentage increases or decreases and for maintaining an acceptable end of year balance. The major assumptions included in this pro forma are as follows:

- Operations and maintenance expenses, excluding health insurance, are inflated at three percent per annum. Health insurance costs will grow by 12 percent after 2005.
- Debt service principal and interest have been broken out separately. The debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued to design and construct the division's new facility.
- Debt service payments for design and architectural services for a new fleet facility began in 1999. An additional \$700,000 in debt is projected to be issued in 2005 for further costs associated with design services. Debt will also be issued in 2006 for construction costs.
- The recovery rates in the pro forma are adjusted as necessary in order for the division to maintain positive year-end unencumbered cash balances (less the monies encumbered for the 27th pay period that will not be billed until 2008). This pro forma indicates a 7.6 percent increase in revenues in 2005 and a 4.5 percent increase in 2006 as necessary to meet that goal. The following years project increases in revenues to maintain a positive balance.

DIVISION OF FLEET MANAGEMENT													
PRO FORMA OPERATING STATEMENT													
REVENUE SOURCE	Actual 2002	Actual 2003	Estimated 2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
MAINTENANCE SERVICE CHARGES					4.50%	7.50%	7.00%	3.00%	3.00%	3.85%	3.75%	3.00%	0.00%
Public Safety	\$ 7,514,537	\$ 7,957,845	\$ 8,301,047	\$ 8,943,211	\$ 9,345,655	\$ 10,046,580	\$ 10,749,840	\$ 11,072,335	\$ 11,404,506	\$ 11,843,579	\$ 12,287,713	\$ 12,656,345	\$ 12,656,345
Refuse Collection	5,303,848	5,382,256	4,979,725	5,351,248	5,592,054	6,011,458	6,432,260	6,625,228	6,823,985	7,028,704	7,239,566	7,456,753	7,680,455
Other General Fund Divisions	1,394,109	1,487,828	1,018,842	1,089,535	1,138,564	1,223,956	1,309,633	1,348,922	1,389,390	1,431,072	1,474,004	1,518,224	1,563,771
Other Funds	3,940,525	4,378,908	4,792,757	5,474,514	5,720,867	6,149,932	6,580,427	6,777,840	6,981,175	7,190,611	7,406,329	7,628,519	7,857,374
State Highway Fuel Tax Refund	45,093	49,898	51,327	50,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
Miscellaneous Revenues	75,922	13,357	12,046	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Insurance Refund		300,200											
Bond Proceeds													
TOTAL REVENUE	18,274,034	19,570,292	19,155,743	20,920,508	21,904,501	23,539,657	25,180,274	25,932,832	26,707,967	27,603,294	28,517,370	29,370,041	29,868,602
Beginning Fund Balance	1,090,405	343,335	214,107	21,450	(290,554)	(214,395)	(138,913)	54,145	142,532	153,515	151,150	157,771	11,935
Encumbrance Cancellations	574,060	212,710	158,946	100,000	275,000	275,000	275,000	275,000	275,000	275,000	275,001	275,002	275,002
TOTAL RESOURCES	19,938,500	20,126,336	19,528,796	21,041,958	21,888,947	23,600,263	25,316,361	26,261,977	27,125,500	28,031,810	28,943,521	29,802,815	30,155,539
EXPENDITURES													
Operations and Maintenance													
Personnel Services	5,881,457	6,335,728	6,174,865	7,041,048	7,322,690	7,615,598	7,920,221	8,157,828	8,402,563	8,654,640	8,914,279	9,181,707	9,457,159
Health Insurance	863,269	913,116	873,842	972,489	1,089,188	1,219,890	1,366,277	1,530,230	1,713,858	1,919,521	2,149,863	2,407,847	2,696,789
Materials & Supplies	9,177,019	8,795,139	9,083,264	9,630,865	9,919,791	10,217,385	10,523,906	10,839,623	11,164,812	11,499,756	11,844,749	12,200,092	12,566,094
Services	3,196,784	3,434,249	2,869,646	3,094,399	3,187,231	3,282,848	3,381,333	3,482,773	3,587,257	3,694,874	3,805,720	3,919,892	4,037,489
Other Disbursements	2,167	-	-	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
Capital	57,320	-	250	62,000	-	25,000	-	25,000	-	25,000	-	25,000	25,000
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operations & Maintenance	19,178,016	19,478,233	19,001,867	20,804,801	21,523,020	22,364,964	23,196,109	24,039,957	24,873,127	25,798,568	26,719,531	27,739,605	28,787,749
Director's Office	363,074	403,397	454,066	477,798	496,910	516,786	537,458	558,956	581,314	604,567	628,750	653,900	680,056
Debt Service													
Principal	30,000	7,799	30,000	30,000	30,000	65,000	775,000	770,000	770,000	770,000	770,000	770,000	30,000
Interest	24,075	22,800	21,413	19,913	53,413	792,425	753,650	750,531	747,544	707,525	667,469	627,375	8,925
Total Debt Service	54,075	30,599	51,413	49,913	83,413	857,425	1,528,650	1,520,531	1,517,544	1,477,525	1,437,469	1,397,375	38,925
TOTAL EXPENSES	19,595,165	19,912,229	19,507,346	21,332,512	22,103,342	23,739,175	25,262,217	26,119,444	26,971,985	27,880,659	28,785,750	29,790,880	29,506,730
ENDING FUND BALANCE	\$ 343,335	\$ 214,107	\$ 21,450	\$ (290,554)	\$ (214,395)	\$ (138,913)	\$ 54,145	\$ 142,532	\$ 153,515	\$ 151,150	\$ 157,771	\$ 11,935	\$ 648,809

Enterprise Funds

Sewerage and Drainage Operating Fund

2005 Cash Balance Statement

The projected beginning 2005 cash balance of \$43.3 million is nearly 29 percent below the carryover into 2004. Although significant cash balances allowed the division to maintain 1998 rates through 2002 with no across-the-board increase, the 2005 revenue estimate requires a rate increase of 9.5 percent.

2005 FUND BALANCE SUMMARY

Cash Balance (January 1, 2005)	\$ 43,256,819
Plus Estimated 2005 Receipts	145,889,771
Total Estimated Available Resources	\$ 189,146,390
Less 2005 Recommended Operating Budget (Sewers/Drains)	(159,800,252)
Less 2005 Recommended Operating Budget (Administration)	(556,124)
Less 2005 Recommended Operating Budget (Operational Support)	(3,227,811)
Projected Available Balance (December 31, 2005)	\$ 25,562,403

2005 Revenue Summary

User fees completely support the operations of the Division of Sewerage and Drainage. Section 118 of the Columbus City Charter empowers the City Council to establish separate sewer and water rates to fully cover the cost of service. Rates are set to recover the cost of operations; maintenance and debt service, and are reviewed annually by the Sewer and Water Advisory Board. City Council must approve all rate increases before they are effective.

One of the city's goals in the rate setting process is to avoid steep increases and at the same time to fully meet the needs of the system. In order to achieve this goal, a pro forma operating statement was developed. This document is updated annually to reflect current appropriation levels and adjusted for actual revenues and expenditures.

Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances. A revenue summary chart and a description of the major sources of revenue to the sewer enterprise fund are provided below.

SEWERAGE AND DRAINAGE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Service Charges:				
Standard Strength	\$ 102,566,720	\$ 98,595,090	\$ 107,595,039	\$ 117,274,109
Extra Strength	6,262,878	6,777,762	7,076,475	7,713,063
System Capacity Charges	8,490,430	8,620,951	8,128,648	8,209,935
Investment Income	3,806,021	2,017,059	600,000	1,190,900
Storm Maintenance Reimbursement	8,477,388	8,259,738	8,500,000	8,755,000
Other (Includes refunds)	3,530,260	3,756,840	2,692,906	2,746,764
Beginning Year Cash Balance	67,106,450	74,872,340	60,778,648	43,256,518
TOTAL RESOURCES	<u>\$ 200,240,147</u>	<u>\$ 202,899,780</u>	<u>\$ 195,371,716</u>	<u>\$ 189,146,289</u>
PERCENT CHANGE		1.33%	-3.71%	-3.19%

Revenue Notes:

- The Department is requesting, with the support of the Sewer and Water Advisory Board, a 9.5 percent rate increase in 2005. With this increase, revenues, excluding the beginning balance, will total nearly \$146 million in 2005, or nearly 8.4 percent more than the 2004 projection. Approximately \$9.2 million of this total is attributable to the increased rate.
- System capacity fees are assumed to grow by a modest one percent, mirroring the small assumed account growth rate. The system capacity fee itself will not increase in 2005.
- The interest income projection is based on the amount of cash assumed to be available in each year for capital projects. For the purposes of projection, an interest rate of two percent is assumed.

Sewer Pro Forma Operating Statement

Presented below is a ten-year pro forma operating statement for the sewerage system enterprise operating fund, reflecting sanitary sewer operations only. A separate pro forma statement for storm sewer operations is presented later in this document. Represented is a projection of the sewerage and drainage operating fund revenues and expenditures on a cash basis for the period 2003 through 2014 given certain assumptions as outlined below. The pro forma operating statement is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended an across-the-board sewer rate increase of 9.5 percent for 2005.
- Sanitary sales growth is projected at one percent per year from 2005 throughout the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually, mirroring the assumed growth of the system.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the newly organized Division of Operational Support (DOS). The relative percentage of the DOS budget each enterprise division will bear in any given year will depend upon the type and beneficiary of projects undertaken by the DOS during that year.
- Equipment costs in 2005 and beyond include an annual allotment to the EPA-mandated capital replacement fund.
- Included in the operations and maintenance budget is \$6.1 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies); \$6.2 million for payment to the Water Division for billing services; and \$10.3 million for payment of utilities.
- Proposed new debt is issued in the form of bonds at 4.75 percent in 2005, and 5.5 percent thereafter. The 2005 – 2010 capital improvement plan includes over \$552 million in bond-funded 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 sewers projects. Unlike municipal bonds, debt service on OWDA-funded construction projects is not paid until construction is complete. The 2005 – 2010 capital improvement plan includes over \$399 million in OWDA-funded projects.
- The Division of Sewerage and Drainage's capital improvements plan has been reduced by 20 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 during the second half of the year. Therefore, debt issued in 2005 results in no interest expense until 2006. The same is true for subsequent issues and subsequent years' expenditures.

SEWERAGE SYSTEM ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT FOR YEARS 2003 - 2014												
IN DOLLARS - 000'S OMITTED												
	ACTUAL	ESTIMATED	PROPOSED	2006	2007	2008	2009	2010	2011	2012	2013	2014
	2003	2004	2005									
BEGINNING CASH BALANCE	\$ 74,873	\$ 60,779	\$ 43,257	\$ 25,561	\$ 22,152	\$ 30,231	\$ 41,035	\$ 44,956	\$ 51,499	\$ 57,543	\$ 69,858	\$ 63,087
UTILITY REVENUES												
Water Sales	105,373	114,671	115,818	128,089	149,422	174,309	203,340	219,749	233,044	247,143	262,095	272,658
Water Sales Increase	-	-	9,169	16,545	19,300	22,514	11,862	9,156	9,710	10,297	6,552	6,817
Interest Income	2,017	600	1,191	1,548	880	2,190	1,657	2,271	5,543	3,803	2,973	4,426
System Capacity Charge	8,621	8,129	8,210	8,292	8,375	8,459	8,543	8,629	8,715	8,802	8,890	8,979
Other	3,757	2,693	2,747	2,802	2,858	2,915	2,973	3,033	3,093	3,155	3,218	3,283
Reimbursement from Stormwater Fund	8,260	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768	11,091	11,423
TOTAL REVENUE	128,027	134,593	145,890	166,294	190,123	219,954	238,229	252,987	270,559	283,968	294,819	307,586
TOTAL RESOURCES	202,900	195,372	189,147	191,855	212,275	250,185	279,264	297,943	322,058	341,511	364,677	370,673
UTILITY EXPENSE												
OPERATIONS & MAINTENANCE												
Personnel	28,455	30,267	31,106	32,039	33,000	33,990	35,010	36,060	37,142	38,256	39,404	40,586
27th Pay Period	-	-	1,400	-	-	-	-	-	-	-	-	-
Insurances	3,783	3,716	4,523	4,840	5,179	5,541	5,929	6,344	6,788	7,264	7,772	8,316
Supplies & Materials	4,351	5,483	5,199	5,355	5,516	5,681	5,852	6,027	6,208	6,394	6,586	6,784
Pro Rata	5,411	5,674	6,171	7,077	8,138	9,467	10,277	10,928	11,705	12,294	12,768	13,327
Contractual Services	27,826	31,655	32,737	33,719	34,730	35,772	36,846	37,951	39,089	40,262	41,470	42,714
Other	423	697	880	906	934	962	990	1,020	1,051	1,082	1,115	1,148
Equipment	2,290	3,420	5,355	5,515	5,681	5,851	6,027	6,207	6,394	6,585	6,783	6,987
Division of Operational Support Allocation	-	-	3,228	3,324	3,424	3,527	3,633	3,742	3,854	3,970	4,089	4,211
PJU Director's Allocation	575	584	556	573	590	608	626	645	664	684	704	726
TOTAL OPERATIONS & MAINTENANCE	73,115	81,496	91,155	93,348	97,192	101,399	105,190	108,924	112,895	116,791	120,691	124,799
DEBT SERVICE												
Revenue Bond	14,873	15,635	15,431	15,218	15,093	15,151	17,581	18,880	20,178	-	-	-
General Obligation	39,036	33,054	27,555	28,181	26,933	24,276	23,111	19,330	16,054	15,395	13,780	13,257
Proposed New Debt	-	-	999	3,071	11,916	28,887	38,671	49,555	65,633	89,712	117,364	101,468
Less Debt Issuance Premium	-	(2,397)	-	-	-	-	-	-	-	-	-	-
O.W.D.A. Debt	15,098	24,327	28,446	29,885	30,910	39,437	49,755	49,755	49,755	49,755	49,755	47,341
TOTAL DEBT SERVICE	69,007	70,619	72,431	76,355	84,852	107,751	129,118	137,520	151,620	154,862	180,899	162,066
TOTAL EXPENSE	142,121	152,115	163,586	169,703	182,044	209,150	234,308	246,444	264,515	271,653	301,590	286,865
ENDING FUND BALANCE	\$ 60,779	\$ 43,257	\$ 25,561	\$ 22,152	\$ 30,231	\$ 41,035	\$ 44,956	\$ 51,499	\$ 57,543	\$ 69,858	\$ 63,087	\$ 83,808

SEWERAGE SYSTEM ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT FOR YEARS 2003 - 2014												
IN DOLLARS - 000'S OMITTED												
	ACTUAL 2003	ESTIMATED 2004	PROPOSED 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
PROJECTED RATE INCREASE	5.00%	9.50%	9.50%	15.50%	15.50%	15.50%	7.00%	5.00%	5.00%	5.00%	3.00%	3.00%
RESERVE REQUIREMENT: 10% of Operations/Maintenance Costs	7,311	8,150	9,116	9,335	9,719	10,140	10,519	10,892	11,290	11,679	12,069	12,480
CASH BASIS COVERAGE												
REVENUE	\$ 128,027	\$ 134,593	\$ 145,890	\$ 166,294	\$ 190,123	\$ 219,954	\$ 238,229	\$ 252,987	\$ 270,559	\$ 283,968	\$ 294,819	\$ 307,586
GROSS O & M EXPENSES	(73,115)	(81,496)	(91,155)	(93,348)	(97,192)	(101,399)	(105,190)	(108,924)	(112,895)	(116,791)	(120,691)	(124,799)
NET REVENUE	\$ 54,913	\$ 53,097	\$ 54,735	\$ 72,946	\$ 92,931	\$ 118,555	\$ 133,039	\$ 144,063	\$ 157,664	\$ 167,177	\$ 174,128	\$ 182,787
ACTUAL/EST. BEG. SYSTEM RESERVE FUND	66,562	60,779	43,257	25,562	22,152	30,233	41,037	44,958	51,501	57,546	69,862	63,092
O&M EXPENSE RESERVE REQUIREMENT	(7,311)	(8,150)	(9,116)	(9,335)	(9,719)	(10,140)	(10,519)	(10,892)	(11,290)	(11,679)	(12,069)	(12,480)
SYSTEM RESERVE FUND AVAILABLE	59,251	52,629	34,141	16,227	12,433	20,093	30,518	34,066	40,211	45,867	57,793	50,612
ADJUSTED NET REVENUE	\$ 114,164	\$ 105,726	\$ 88,876	\$ 89,173	\$ 105,364	\$ 138,648	\$ 163,557	\$ 178,129	\$ 197,875	\$ 213,044	\$ 231,921	\$ 233,399
REVENUE BOND DEBT SERVICE	14,873	15,635	15,431	15,218	15,093	15,151	17,581	18,880	20,178	-	-	-
G.O. DEBT SERVICE (including proposed new debt)	39,036	33,054	28,554	31,252	38,849	53,163	61,782	68,885	81,687	105,107	131,144	114,725
OWDA DEBT SERVICE	15,098	24,327	28,446	29,885	30,910	39,437	49,755	49,755	49,755	49,755	49,755	47,341
TOTAL DEBT SERVICE	\$ 69,007	\$ 73,016	\$ 72,431	\$ 76,355	\$ 84,852	\$ 107,751	\$ 129,118	\$ 137,520	\$ 151,620	\$ 154,862	\$ 180,899	\$ 162,066
Rate covenant tests:												
COVERAGE RATIO (1.00 REQUIRED)												
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE	1.65	1.45	1.23	1.17	1.24	1.29	1.27	1.30	1.31	1.38	1.28	1.44
COVERAGE RATIO (1.25 REQUIRED)												
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	7.68	6.76	5.76	5.86	6.98	9.15	9.30	9.43	9.81	NA	NA	NA
Bond reserve requirement test:												
COVERAGE RATIO (1.50 REQUIRED)												
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	7.68	6.76	5.76	5.86	6.98	9.15	9.30	9.43	9.81	NA	NA	NA

Electricity Enterprise Fund

2005 Cash Balance Statement

In 2005, the total volume of electric retail sales, the largest source of revenue in the electricity enterprise fund, is projected to increase by 2.75 percent over 2004 totals. However, due to the rapidly growing cost of purchase power, revenues into the fund are projected to fall below projected expenses. As such, the division may require a transfer from the special income tax (SIT) fund.

At issue are the newly imposed transmission fees, the cost of which the city is currently absorbing. The division is working with its consultants and attorneys to determine its relative responsibility for these new transmission fees under the terms of the current purchase power agreement, which may result in some downward adjustment to this transmission fees cost. Until the outcome of this issue is known, the department will assume a worst-case scenario and project a need for an SIT transfer.

2005 FUND BALANCE SUMMARY

Cash Balance (January 1, 2005)	\$ 778,319
Plus Estimated 2005 Receipts	63,827,890
Plus Kilowatt Hour Tax Revenues	-
Plus Special Income Tax Transfer	-
Total Estimated Available Resources	<u>\$ 64,606,209</u>
Less 2005 Recommended Operating Budget (Electricity)	(63,861,893)
Less 2005 Recommended Operating Budget (Administration)	(215,640)
Less 2005 Recommended Operating Budget (Operational Support)	(1,426,154)
Projected Available Balance (December 31, 2005)	<u><u>\$ (897,478)</u></u>

2005 Revenue Summary

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

Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances. For that reason, relative percentage change calculations for this fund are based on current year receipts only.

A revenue chart and a description of the major sources of revenue to the electricity enterprise fund are provided below.

ELECTRICITY ENTERPRISE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Charges for Electric Service	\$ 51,846,937	\$ 54,198,330	\$ 52,754,711	\$ 57,222,031
Construction Charges	963,190	650,343	1,503,000	820,000
Expressway Lighting/Maintenance	736,928	1,045,990	910,000	890,000
New Customer Installation Revenue	538,865	706,607	600,000	900,000
Investment Income	242,962	99,662	15,000	25,000
Workers Comp/Insurance Savings	51,425	-	-	-
Other Revenue	742,333	776,066	899,940	775,000
Street Lighting Charges	217,331	258,091	292,756	295,859
Kilowatt Hour Tax Revenues	3,132,801	3,148,023	-	-
Transportation Street Lighting Revenue	-	-	2,900,000	2,900,000
Special Income Tax Transfer	157,049	-	350,000	-
Beginning Year Cash Balance	193,027	(76,010)	418,300	778,319
TOTAL RESOURCES	\$ 58,822,848	\$ 60,807,102	\$ 60,643,707	\$ 64,606,209
PERCENT CHANGE		3.37%	-0.27%	6.53%

Revenue Notes:

- Revenues, excluding the beginning year cash balance are expected to be \$63.8 million in 2005, an increase of 6.6 percent over 2004 estimates.
- Effective May 2001, changes in state law caused the Division of Electricity to pay the proceeds of a kilowatt hour tax to the general fund. At that time, to avoid a net reduction in revenue to the division, the general fund reimbursed the payments to the electricity operating fund. However, in 2004, legislation was passed that allowed the general fund to keep the kilowatt hour proceeds. In turn, the division will receive up to \$2.9 million per year from the street construction, maintenance and repair fund for street lighting costs and may receive additional monies for debt service costs, if needed.

Electricity Pro Forma Operating Statement

During the summers of 1998 and 1999, the Division of Electricity experienced sudden increases in purchase power expenses. During 1998, certain power sources in the Midwest were temporarily disrupted through untimely maintenance and tornado damage. In 1999, the situation was further exacerbated by a severe nationwide heat wave. In 1998 and in 1999, the division passed on a portion of these costs to customers in the form of fuel adjustment charges. To hedge against a recurrence of these levels of purchase power costs, the division entered into contracts to cover most of the peak demand that could be anticipated during the summer months in 2000. During 2000, the division was successful in securing favorable, long-term contracts for its purchase power to meet its needs into the future. For 2005, the purchase power projection is \$40.6 million, of which \$2.1 million is to cover the aforementioned newly imposed transmission fees.

A pro forma operating statement for the electricity enterprise fund is presented on the following pages. The following assumptions were used:

- The pro forma assumes operating and maintenance and debt service costs for the division's street lighting program through the entire pro forma period. The objective of the program is to install street lighting throughout the city without general fund or special income tax support and so will be funded with revenues derived from electric retail sales, to the extent possible.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the newly organized Division of Operational Support (DOS). The relative percentage of the DOS budget each enterprise division will bear in any given year will depend upon the type and beneficiary of projects undertaken by the DOS during that year.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of electrical power. In 2005, over \$40.6 million is budgeted for this wholesale power, which is in turn sold to the division's customers. The 2005 budget also includes nearly \$2.8 million for payment of pro rata and over \$.6 million for payment of utilities.
- For purposes of this document, it is assumed that purchase electrical power costs will average \$43.95 per megawatt hour in 2005, a portion of which covers the newly imposed transmission fees. However, the city is currently working with its consultants and attorneys to determine its relative responsibility for the new fees under the terms of the current purchase power agreement, which may result in some downward adjustment to these costs.

- Proposed new bonded debt is conservatively projected. It is assumed that such debt will be directly bonded at 4.5 percent in 2005, 5.0 percent in 2006 and 5.5 percent thereafter. Details regarding the proposed capital expenditures are available in the capital summary section of this document.
- The Division of Electricity's pro forma statement also assumes that all debt will be issued during the second half of the year. Therefore, debt issued in 2004 results in no interest expense until 2005. The same is true for subsequent issues and subsequent years' expenditures.

ELECTRICITY ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2003 - 2014
 IN DOLLARS - 000'S OMITTED

	Actual 2003	Estimated 2004	Proposed 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
REVENUE SUMMARY												
Electricity Sales												
Residential A-1	\$ 5,303	\$ 5,562	\$ 5,902	\$ 6,166	\$ 6,320	\$ 6,478	\$ 6,647	\$ 6,819	\$ 6,997	\$ 7,179	\$ 7,365	\$ 7,557
Commercial CS-20	301	313	332	347	356	365	374	384	394	404	415	425
Commercial CS-22	6,976	7,175	7,603	7,937	8,136	8,339	8,556	8,778	9,006	9,241	9,481	9,727
Lg. Commercial/Industrial - 23	39,297	40,657	43,836	46,229	47,385	48,569	49,832	51,128	52,457	53,821	55,220	56,656
Italian Village	-	-	441	1,295	1,295	1,295	1,295	1,295	1,295	1,295	1,295	1,295
Lg. Commercial/Industrial - 31	1,702	1,714	1,835	1,927	1,975	2,025	2,077	2,131	2,187	2,244	2,302	2,362
Commercial F39	619	600	627	649	665	682	700	718	736	756	775	795
Kilowatt Hour Tax Reduction	-	(3,267)	(3,354)	(3,466)	(3,547)	(3,629)	(3,718)	(3,808)	(3,900)	(3,995)	(4,093)	(4,193)
Total Electric Sales	54,198	52,755	57,222	61,084	62,585	64,123	65,763	67,446	69,172	70,943	72,760	74,625
Street Lighting Energy	3,056	3,134	3,322	3,369	3,416	3,464	3,512	3,562	3,611	3,662	3,713	3,765
St Lt Energy Absorbed In House	(3,056)	(3,134)	(3,322)	(3,369)	(3,416)	(3,464)	(3,512)	(3,562)	(3,611)	(3,662)	(3,713)	(3,765)
Expressway Lighting	632	520	520	520	520	520	520	520	520	520	520	520
Other Revenues												
Street Lighting Maintenance	2,353	2,447	2,545	2,647	2,753	2,863	2,977	3,096	3,220	3,349	3,483	3,622
SL Maintenance Absorbed In House	(2,353)	(2,447)	(2,545)	(2,647)	(2,753)	(2,863)	(2,977)	(3,096)	(3,220)	(3,349)	(3,483)	(3,622)
Expressway Maintenance	414	390	370	370	370	370	370	370	370	370	370	370
Freeway Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Construction Charges	650	1,503	820	845	870	896	923	951	979	1,008	1,039	1,070
New Customer Installation Revenue	707	600	900	927	955	983	1,013	1,043	1,075	1,107	1,140	1,174
Investment Earnings	100	15	25	25	25	25	25	25	25	25	25	25
Other Charges & Miscellaneous	776	900	775	798	822	847	872	898	925	953	982	1,011
SL Reimbursement - Transportation	-	2,900	2,900	2,987	3,077	3,169	3,264	3,362	3,463	3,567	3,674	3,784
Total Other Revenue	2,647	6,308	5,790	5,952	6,119	6,290	6,467	6,649	6,837	7,031	7,230	7,434
Total Operating Revenue before Reimbursement	57,477	59,583	63,532	67,556	69,224	70,934	72,750	78,177	80,141	82,156	84,223	86,345
Assessment/Expense Reimbursement	258	293	296	271	226	184	154	141	124	108	28	27
Kwh Taxes Received	3,148	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$ 60,883	\$ 59,875	\$ 63,828	\$ 67,827	\$ 69,450	\$ 71,118	\$ 72,904	\$ 78,318	\$ 80,265	\$ 82,263	\$ 84,252	\$ 86,372

ELECTRICITY ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2003 - 2014
 IN DOLLARS - 000'S OMITTED

	Actual	Estimated	Proposed	2006	2007	2008	2009	2010	2011	2012	2013	2014
	2003	2004	2005									
EXPENDITURE SUMMARY												
Salaries	\$ 8,952	\$ 9,220	\$ 9,883	\$ 9,954	\$ 10,352	\$ 10,766	\$ 11,197	\$ 11,645	\$ 12,110	\$ 12,595	\$ 13,099	\$ 13,623
Purchase Power	34,512	36,027	40,605	41,799	42,656	43,534	44,469	45,427	46,410	47,419	48,453	49,514
Materials and Supplies	675	600	769	792	816	840	865	891	918	946	974	1,003
Pro Rata	2,521	2,828	2,839	3,039	3,114	3,191	3,273	3,357	3,443	3,531	3,622	3,715
Services	2,303	2,453	2,441	2,515	2,590	2,668	2,748	2,830	2,915	3,003	3,093	3,185
AMPO Service Fees A & B	414	434	426	461	473	484	496	508	521	534	547	560
Other Disbursements	254	1,249	146	150	155	160	164	169	174	180	185	190
Capital Equipment	1,612	1,636	2,035	2,096	2,158	2,223	2,290	2,359	2,429	2,502	2,577	2,655
Total Distribution Op Exp before Debt Svc	51,243	54,447	59,144	60,805	62,314	63,866	65,501	67,186	68,921	70,708	72,549	74,445
Distribution G.O. Debt	2,892	2,896	3,154	4,207	3,945	3,484	3,335	2,684	2,202	1,926	1,740	1,320
Street Lighting G.O. debt	2,679	2,534	2,326	2,230	2,024	1,686	1,627	1,154	799	521	302	259
Refinancing Debt Svc	-	(530)	(1,057)	-	-	-	-	-	-	-	-	-
DOS Allocation	-	-	1,426	1,469	1,513	1,558	1,605	1,653	1,703	1,754	1,807	1,861
PU&A Director's Allocation	118	226	216	224	233	243	252	262	273	284	295	307
Street Light Assessments	309	293	296	271	226	184	154	141	124	108	28	27
Total Expenditures before New Debt Svc	57,241	59,865	65,504	69,206	70,255	71,020	72,474	73,081	74,022	75,301	76,721	78,219
New Distribution Debt Service	-	-	-	68	279	463	651	851	1,071	1,282	1,484	1,677
New Street Lighting Debt Service	-	-	-	71	310	559	809	1,048	1,263	1,470	1,667	1,856
Total Expenditures before Kwh Tax Exp	57,241	59,865	65,504	69,345	70,843	72,042	73,934	74,980	76,356	78,053	79,872	81,752
Kwh Tax Exp Transfer to General Fund	3,148	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	60,389	59,865	65,504	69,345	70,843	72,042	73,934	74,980	76,356	78,053	79,872	81,752
Beginning Year Cash 1/1	(76)	418,158	778	(898)	(2,415)	(3,809)	(4,734)	(5,764)	(2,426)	1,482	5,693	10,072
Transfer from SIT	-	350	-	-	-	-	-	-	-	-	-	-
Ending Year Cash 12/31	\$ 418	\$ 778	\$ (898)	\$ (2,415)	\$ (3,809)	\$ (4,734)	\$ (5,764)	\$ (2,426)	\$ 1,482	\$ 5,693	\$ 10,072	\$ 14,692

Water Operating Fund

2005 Cash Balance Statement

The beginning 2005 cash balance of \$30.3 million represents a decrease over 2004 of 11.2 percent.

2005 FUND BALANCE SUMMARY	
Cash Balance (January 1, 2005)	\$ 28,103,901
Plus Estimated 2005 Receipts	<u>107,670,955</u>
Total Estimated Available Resources	\$ 135,774,856
Less 2005 Recommended Operating Budget (Water)	(112,257,497)
Less 2005 Recommended Operating Budget (Administration)	(363,183)
Less 2005 Recommended Operating Budget (Operational Support)	(2,326,883)
Projected Available Balance (December 31, 2005)	<u><u>\$ 20,827,293</u></u>

2005 Revenue Summary

User fees completely support the operations of the Water Division. Section 118 of the Columbus City Charter empowers the City Council to establish separate sewer and water rates to fully cover the cost of service. Rates are set to recover the cost of operations; maintenance and debt service, and are reviewed annually by the Sewer and Water Advisory Board. City Council must approve all rate increases before they are effective.

One of the city's goals in the rate setting process is to avoid steep increases and at the same time to fully meet the needs of the system. In order to achieve this goal, a pro forma operating statement was developed. This document is updated annually to reflect current appropriation levels and adjusted for actual revenues and expenditures.

Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances. A revenue summary chart and a description of the major sources of revenue to the water enterprise fund are provided below.

WATER OPERATING FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Water Sales	\$ 75,518,990	\$ 72,998,503	\$ 79,784,687	\$ 85,451,062
Water Penalty Fees	812,525	857,805	848,684	857,171
System Capacity Charges	11,932,477	11,250,727	11,807,369	11,925,443
Sewer Billings	5,776,350	6,036,986	6,000,000	6,180,000
Meter Service Fee	568,834	551,167	614,259	620,402
Investment Income	2,654,884	2,187,067	107,834	1,269,539
Other Revenue	2,043,868	2,703,369	1,353,800	1,367,338
Beginning Year Cash Balance	37,588,434	39,544,730	34,173,710	28,103,901
TOTAL RESOURCES	\$ 136,896,362	\$ 136,130,354	\$ 134,690,343	\$ 135,774,856
PERCENT CHANGE		-0.56%	-1.06%	0.81%

Revenue Notes:

- The Department is requesting, with the support of the Sewer and Water Advisory Board, a 7.25 percent rate increase in 2005. With this increase, revenues, excluding the beginning balance, will total over \$107.7 million in 2005, or almost 7.2 percent more than the 2004 projection.
- Sewer billing charges are projected to total nearly 6.2 million in 2005 or three percent higher than the 2004 projection.
- System capacity fees are assumed to grow by a modest one percent, mirroring the small assumed account growth rate. The system capacity fee itself will not increase in 2005.
- The interest income projection is based on the amount of cash assumed to be available in each year for capital projects. For the purposes of projection, an interest rate of two percent is assumed.

Water Pro Forma Operating Statement

A pro forma operating statement for the ten-year period beginning 2005 is presented on the following pages. The statement is designed to project the utility's revenues and expenditures for that period, given certain assumptions and is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The sewer and water advisory board has recommended a 7.25 percent increase in water rates in 2005.
- Water sales growth is projected at one percent per year, based on a recent history of water sales growth.
- The system capacity charge revenue is projected at one percent growth per year, mirroring growth of the system.
- Interest rates on investments of revenues and reserves are projected to be two percent.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the newly organized Division of Operational Support (DOS). The relative percentage of the DOS budget each enterprise division will bear in any given year will depend upon the type and beneficiary of projects undertaken by the DOS during that year.
- Included in the operations and maintenance budget is \$4.8 million for payment of pro rata; \$8.87 for the purchase of chemicals; and \$5.5 million for payment of utilities.
- Proposed new debt is issued in the form of bonds at an assumed interest rate 4.75 percent in 2005 and 5.5 thereafter.
- In 1995 and 1996, the City of Columbus issued a total of \$62.8 million in variable rate debt for Water Division capital projects. For purposes of this pro forma statement, the interest rate on that debt is assumed to be 3.5 percent.
- 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. By contrast, the capital improvements budget ordinance will reflect the division's entire approved plan for 2005.

Enterprise Funds

WATER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2003 - 2014
 IN DOLLARS - 000'S OMITTED

	ACTUAL	ESTIMATED	PROPOSED	2006	2007	2008	2009	2010	2011	2012	2013	2014
	2003	2004	2005									
BEGINNING CASH BALANCE	\$ 39,545	\$ 34,174	\$ 28,104	\$ 20,827	\$ 18,335	\$ 17,675	\$ 22,037	\$ 31,272	\$ 44,505	\$ 70,750	\$ 102,109	\$ 135,316
UTILITY REVENUES												
Water Sales	72,999	79,785	80,583	87,289	96,758	107,253	118,888	131,184	139,120	147,537	156,463	164,349
Water Sales Increase	-	-	4,869	7,092	7,862	8,714	9,164	5,466	5,797	6,147	5,215	5,478
Interest Income	2,187	108	1,270	1,402	1,206	943	862	915	1,486	1,879	2,350	2,848
System Capacity Charge	11,251	11,807	11,925	12,045	12,165	12,287	12,410	12,534	12,659	12,786	12,914	13,043
Sewer Billing Charges	6,037	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063
Penalties	858	849	857	866	874	883	892	901	910	919	928	937
Meter Service Fees	551	614	620	627	633	639	646	652	659	665	672	679
Other	2,703	1,354	1,367	1,381	1,395	1,409	1,423	1,437	1,451	1,466	1,481	1,495
TOTAL REVENUE	96,586	100,517	107,671	117,067	127,449	138,881	151,241	160,253	169,461	179,000	187,852	196,892
TOTAL RESOURCES	\$ 136,131	\$ 134,691	\$ 135,775	\$ 137,894	\$ 145,784	\$ 156,556	\$ 173,278	\$ 191,525	\$ 213,966	\$ 249,750	\$ 289,961	\$ 332,208

WATER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2003 - 2014
 IN DOLLARS - 000'S OMITTED

	ACTUAL 2003	ESTIMATED 2004	PROPOSED 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
BEGINNING CASH BALANCE	\$ 39,545	\$ 34,174	\$ 28,104	\$ 20,827	\$ 18,335	\$ 17,675	\$ 22,037	\$ 31,272	\$ 44,505	\$ 70,750	\$ 102,109	\$ 135,316
UTILITY REVENUES												
Water Sales	72,999	79,785	80,583	87,289	96,758	107,253	118,888	131,184	139,120	147,537	156,463	164,349
Water Sales Increase	-	-	4,869	7,092	7,862	8,714	9,164	5,466	5,797	6,147	5,215	5,478
Interest Income	2,187	108	1,270	1,402	1,206	943	862	915	1,486	1,879	2,350	2,848
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Sewer Billing Charges	6,037	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063
Penalties	858	849	857	866	874	883	892	901	910	919	928	937
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Other	2,703	1,354	1,367	1,381	1,395	1,409	1,423	1,437	1,451	1,466	1,481	1,495
TOTAL REVENUE	96,586	100,517	107,671	117,067	127,449	138,881	151,241	160,253	169,461	179,000	187,852	196,892
TOTAL RESOURCES	\$ 136,131	\$ 134,691	\$ 135,775	\$ 137,894	\$ 145,784	\$ 156,556	\$ 173,278	\$ 191,525	\$ 213,966	\$ 249,750	\$ 289,961	\$ 332,208
UTILITY EXPENSE												
OPERATIONS & MAINTENANCE												
Personnel	29,515	31,401	32,658	33,638	34,647	35,686	36,757	37,860	38,995	40,165	41,370	42,611
27th pay period	-	-	1,415	-	-	-	-	-	-	-	-	-
Insurances	3,930	3,853	4,523	4,840	5,179	5,541	5,929	6,344	6,788	7,264	7,772	8,316
Supplies & Materials	3,700	4,853	4,519	4,655	4,794	4,938	5,086	5,239	5,396	5,558	5,725	5,897
Chemicals	6,318	8,247	8,875	9,141	9,415	9,698	9,989	10,288	10,597	10,915	11,242	11,580
Pro Rata	4,270	4,523	4,845	5,268	5,735	6,250	6,806	7,211	7,626	8,055	8,453	8,860
Contractual Services	6,673	7,695	6,101	6,284	6,472	6,666	6,866	7,072	7,285	7,503	7,728	7,960
Electricity	5,388	5,290	5,175	5,331	5,491	5,655	5,825	6,000	6,180	6,365	6,556	6,753
Data Processing	3,061	3,276	3,180	3,275	3,374	3,475	3,579	3,686	3,797	3,911	4,028	4,149
Other	425	98	116	119	123	127	131	134	139	143	147	151
Equipment	1,522	1,500	851	876	902	929	957	986	1,016	1,046	1,078	1,110
Division of Operational Support Allocation	-	-	2,327	2,397	2,469	2,543	2,619	2,697	2,778	2,862	2,948	3,036
P/U Director's Allocation	-	381	363	374	385	397	409	421	434	447	460	474
TOTAL OPERATIONS & MAINTENANCE	64,802	71,117	74,948	76,198	78,986	81,905	84,953	87,938	91,031	94,234	97,507	100,897
DEBT SERVICE												
Revenue Bond	6,971	7,131	7,278	7,487	7,662	7,799	7,989	8,232	-	-	-	-
General Obligation	28,711	30,120	31,382	31,850	30,611	27,056	26,051	24,134	22,695	20,155	18,966	18,224
Proposed New Debt	-	-	-	2,685	9,508	16,419	21,672	25,374	28,152	31,913	36,831	41,599
Alum Creek Debt	1,547	1,213	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
TOTAL DEBT SERVICE	37,229	38,464	40,000	43,362	49,121	52,614	57,052	59,080	52,187	53,408	57,137	61,163
TOTAL EXPENSE	102,031	109,581	114,948	119,560	128,107	134,519	142,005	147,018	143,218	147,642	154,644	162,060
ENDING FUND BALANCE	\$ 34,100	\$ 21,110	\$ 20,827	\$ 18,334	\$ 17,677	\$ 22,037	\$ 31,273	\$ 44,507	\$ 70,748	\$ 102,108	\$ 135,317	\$ 170,148
PROJECTED RATE INCREASE	5.00%	7.25%	7.25%	9.75%	9.75%	9.75%	9.25%	5.00%	5.00%	5.00%	4.00%	4.00%
RESERVE REQUIREMENT:												
10% of Operations/Maintenance Costs	6,480	7,112	7,495	7,620	7,899	8,191	8,495	8,794	9,103	9,423	9,751	10,090
ANTICIPATED DEBT TO BE ISSUED	\$ -	\$ -	\$ 56,532	\$ 72,656	\$ 62,048	\$ 45,180	\$ 35,400	\$ 29,760	\$ 54,535	\$ 54,535	\$ 54,535	\$ 54,535

WATER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2003 - 2014
 IN DOLLARS - 000'S OMITTED

	ACTUAL	ESTIMATED	PROPOSED									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CASH BASIS COVERAGE												
REVENUES	\$ 96,586	\$ 100,517	\$ 107,671	\$ 117,067	\$ 127,449	\$ 138,881	\$ 151,241	\$ 160,253	\$ 169,461	\$ 179,000	\$ 187,852	\$ 196,892
CONSTRUCTION FUNDS INTEREST	(2,187)	(108)	(1,270)	(1,402)	(1,206)	(943)	(862)	(915)	(1,486)	(1,879)	(2,350)	(2,848)
NET REVENUES	\$ 94,399	\$ 100,409	\$ 106,401	\$ 115,665	\$ 126,243	\$ 137,938	\$ 150,379	\$ 159,338	\$ 167,975	\$ 177,121	\$ 185,502	\$ 194,044
GROSS O&M EXPENSES	66,349	72,330	76,288	77,538	80,326	83,245	86,293	89,278	92,371	95,574	98,847	102,237
PAYMENT TO/FOR OHIO WATER RIGHTS	(1,547)	(1,213)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)
O&M EXPENSES	64,802	71,117	74,948	76,198	78,986	81,905	84,953	87,938	91,031	94,234	97,507	100,897
NET REVENUES	\$ 29,597	\$ 29,292	\$ 31,453	\$ 39,467	\$ 47,257	\$ 56,033	\$ 65,426	\$ 71,400	\$ 76,944	\$ 82,887	\$ 87,995	\$ 93,147
ACT./EST. SYSTEM RESERVE FUND ON JAN. 1	36,948	34,174	28,104	20,827	18,335	17,675	22,037	31,272	44,505	70,750	102,109	135,316
O&M EXPENSE RESERVE REQUIREMENT	(6,480)	(7,112)	(7,495)	(7,620)	(7,899)	(8,191)	(8,495)	(8,794)	(9,103)	(9,423)	(9,751)	(10,090)
SYSTEM RESERVE FUND AVAILABLE	30,468	27,062	20,609	13,207	10,436	9,485	13,542	22,478	35,402	61,327	92,358	125,226
ADJUSTED NET REVENUES	\$ 60,065	\$ 56,354	\$ 52,062	\$ 52,674	\$ 57,693	\$ 65,518	\$ 78,968	\$ 93,878	\$ 112,346	\$ 144,214	\$ 180,353	\$ 218,373
REVENUE BOND DEBT SERVICE	6,971	7,131	7,278	7,487	7,662	7,799	7,989	8,232	-	-	-	-
G.O. DEBT SERVICE (including proposed new debt)	28,711	30,120	31,382	34,535	40,119	43,475	47,723	49,508	50,847	52,068	55,797	59,823
PAYMENT TO/FOR OHIO WATER RIGHTS	1,547	1,213	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
TOTAL DEBT SERVICE	\$ 37,229	\$ 38,464	\$ 40,000	\$ 43,362	\$ 49,121	\$ 52,614	\$ 57,052	\$ 59,080	\$ 52,187	\$ 53,408	\$ 57,137	\$ 61,163
Rate covenant tests:												
COVERAGE RATIO (1.00 REQUIRED) ADJ. NET REVENUES vs. TOTAL DEBT SERVICE	1.61	1.47	1.30	1.21	1.17	1.25	1.38	1.59	2.15	2.70	3.16	3.57
COVERAGE RATIO (1.25 REQUIRED) ADJ. NET REVENUES vs. REV. BOND DEBT SERVICE	8.62	7.90	7.15	7.04	7.53	8.40	9.88	11.40	NA	NA	NA	NA
Bond Reserve Requirement Test												
COVERAGE RATIO (1.50 REQUIRED)	8.62	7.90	7.15	7.04	7.53	8.40	9.88	11.40	NA	NA	NA	NA

Storm Sewer Maintenance Fund

2005 Cash Balance Statement

Prior to 1993, the storm sewer maintenance special revenue fund was used only to reimburse the sanitary operating fund for stormwater management expenses. No expenditures were made directly out of this fund. This arrangement changed in 1993, when the storm sewer maintenance fund became the operating fund for stormwater management engineering and design, although the sanitary fund is still reimbursed for some storm sewer maintenance expenses. More recently, this fund's designation changed from that of special revenue to enterprise fund. This change allowed the division to set aside monies in a reserve fund against which contracts could be certified in the absence of bond cash.

The storm sewer maintenance fund will begin 2005 with a cash balance of nearly \$18.3 million, including the \$10 million in the reserve fund. No additional reserve fund transfers are projected at this time. However, the department will request that any surplus revenues, when available, be shifted to that fund.

2005 FUND BALANCE SUMMARY

Unencumbered Cash Balance (January 1, 2005)	\$ 18,257,811
Plus Estimated 2005 Receipts	24,873,414
Total Estimated Available Resources	\$42,931,225
Less 2005 Recommended Operating Budget	(23,449,999)
Less 2005 Recommended Operating Budget (Operational Support)	(525,425)
Projected Available Balance (December 31, 2005)	\$ 18,955,801

Note: Balance at January 1, 2005 includes reserve fund balance

2005 Revenue Summary

Stormwater maintenance fees provide the vast majority of revenues to this fund. In August 1995, the Division of Sewerage and Drainage implemented a new fee structure based on the impervious area of a given property, which directly relates to stormwater runoff into the storm drainage system. The stormwater service fee is based upon an equitable and consistent rate system, defined in equivalent residential units (ERU), where one ERU equals 2,000 square feet of impervious area. The fee, as recommended by the Sewer and Water Advisory Board and approved by Columbus City Council, was \$2.44/ERU per month for 1995. During 1995, however, revenues exceeded original projections by nearly 50 percent; a result of higher than projected ERU's, and lower than projected credit applications. For that reason, the sewer and water advisory board recommended a rate decrease for 1996, to \$1.64/ERU per month. In 2000, the stormwater rate

increased by 35 percent, after 5 years of remaining static. It was again increased in 2001 by 12.5 percent, by 9.5 percent in 2002, and by 5 percent in 2003. Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances. The following chart summarizes actual and projected revenues for the years 2002 through 2005.

STORM SEWER MAINTENANCE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2005				
REVENUE SUMMARY	2002 Actual	2003 Actual	2004 Estimated	2005 Proposed
Storm Maintenance Fees	\$ 19,815,567	\$ 21,028,019	\$ 23,178,000	\$ 23,842,241
Investment Earnings	507,374	720,416	280,600	601,924
Other Revenues (includes insurance rebates)	155,296	238,678	226,900	229,249
Beginning Year Cash Balance	8,408,079	11,257,113	13,910,762	18,257,811
TOTAL RESOURCES	\$ 28,886,316	\$ 33,244,226	\$ 37,596,262	\$ 42,931,225
PERCENT CHANGE		15.09%	13.09%	14.19%

Revenue Notes:

- The \$24.7 million in revenues to be generated in 2005 is based on a charge of \$3.21 per ERU, per month.

Storm Sewer Maintenance Pro Forma Operating Statement

- The Storm Sewer Maintenance pro forma operating statement assumes that rates will increase by 6.5 percent to \$3.21/ERU in 2005.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the newly organized Division of Operational Support (DOS). The relative percentage of the DOS budget each enterprise division will bear in any given year will depend upon the type and beneficiary of projects undertaken by the DOS during that year.
- The division's 2005 operations and maintenance budget includes \$1,000,000 for specialized equipment rental.
- 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.
- The pro forma statement assumes debt issuance amounts of \$30.1 million in 2005, \$21.2 million in 2006, \$12.7 million in 2007, \$4.6 million in 2008, \$7.6 million in 2009 and nearly \$12 million in 2010. Note that these amounts reflect the capital improvements plan after the aforementioned discount.
- This year, for the first time, the storm sewer pro forma includes costs associated with the street cleaning function. These costs were transferred from the Public Service Department in 2004 and are projected to total \$2.9 million in 2005. A three percent growth rate for this program is assumed thereafter.

STORMWATER ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT FOR YEARS 2003 - 2014												
IN DOLLARS - 000'S OMITTED												
	ACTUAL 2003	ESTIMATED 2004	PROPOSED 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Operating Fund Beginning Bal.	\$ 11,257	\$ 3,911	\$ 8,258	\$ 8,956	\$ 7,783	\$ 5,482	\$ 2,928	\$ 1,326	\$ 945	\$ 1,635	\$ 3,201	\$ 5,690
Reserve Fund Beginning Bal.	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Beginning Balance:	<u>\$ 11,257</u>	<u>\$ 13,911</u>	<u>\$ 18,258</u>	<u>\$ 18,956</u>	<u>\$ 17,783</u>	<u>\$ 15,482</u>	<u>\$ 12,928</u>	<u>\$ 11,326</u>	<u>\$ 10,945</u>	<u>\$ 11,635</u>	<u>\$ 13,201</u>	<u>\$ 15,690</u>
UTILITY REVENUE												
Storm Maintenance Service Charges	21,028	23,178	22,502	24,239	26,086	27,967	29,650	31,443	33,349	35,370	37,510	39,771
Rate Increase (Decrease)	-	-	1,341	1,444	1,435	1,282	1,359	1,441	1,528	1,621	1,719	1,823
Investment Earnings	720	281	602	478	340	219	325	325	340	340	340	-
Storm Sewer Maintenance Penalties	168	224	226	229	231	233	236	238	240	243	245	248
Other Revenues	71	3	3	3	3	3	3	3	4	4	4	4
TOTAL REVENUE	<u>21,987</u>	<u>23,686</u>	<u>24,673</u>	<u>26,393</u>	<u>28,094</u>	<u>29,704</u>	<u>31,573</u>	<u>33,451</u>	<u>35,461</u>	<u>37,577</u>	<u>39,817</u>	<u>41,845</u>
TOTAL RESOURCES	<u>\$ 33,244</u>	<u>\$ 37,596</u>	<u>\$ 42,931</u>	<u>\$ 45,349</u>	<u>\$ 45,877</u>	<u>\$ 45,186</u>	<u>\$ 44,502</u>	<u>\$ 44,777</u>	<u>\$ 46,406</u>	<u>\$ 49,212</u>	<u>\$ 53,018</u>	<u>\$ 57,535</u>
UTILITY EXPENSE												
Personnel	1,990	1,991	2,172	2,238	2,305	2,374	2,445	2,518	2,594	2,672	2,752	2,835
27th pay period	0	0	99	0	0	0	0	0	0	0	0	0
Insurances	249	241	306	327	350	375	401	429	459	491	525	562
Supplies and Materials	10	17	13	13	14	14	15	15	16	16	16	17
Contractual Services	1,775	1,230	988	1,018	1,048	1,080	1,112	1,146	1,180	1,215	1,252	1,290
Pro Rata	972	1,066	1,110	1,188	1,264	1,337	1,421	1,505	1,596	1,691	1,792	1,883
Equipment	0	17	0	0	0	0	0	0	0	0	0	0
Other	176	200	210	216	223	229	236	243	251	258	266	274
Reimbursement to Sanitary Enterprise	8,267	8,670	8,755	8,843	8,931	9,020	9,110	9,202	9,294	9,387	9,480	9,575
Division of Operational Support Allocation	0	0	525	541	557	574	591	609	627	646	666	686
Street Cleaning (transferred from Public Service)	0	2,900	2,900	2,987	3,077	3,169	3,264	3,362	3,463	3,567	3,674	3,784
Subtotal Operations and Maintenance Expense	<u>\$ 13,439</u>	<u>\$ 16,332</u>	<u>\$ 17,079</u>	<u>\$ 17,371</u>	<u>\$ 17,769</u>	<u>\$ 18,172</u>	<u>\$ 18,596</u>	<u>\$ 19,029</u>	<u>\$ 19,479</u>	<u>\$ 19,943</u>	<u>\$ 20,423</u>	<u>\$ 20,905</u>
Debt Service:												
General Obligation Debt	5,314	5,453	6,897	8,538	8,258	8,011	7,762	7,517	7,176	6,883	6,635	6,362
Less Premium from '04 Issuance	0	(2,447)	0	0	0	0	0	0	0	0	0	0
Cash Transfer to Bond Fund	581	0	0	0	0	0	0	0	0	0	0	0
Proposed New Debt	0	0	0	1,657	4,367	6,075	6,818	7,286	8,117	9,185	10,270	10,270
Total Debt Service:	<u>\$ 5,895</u>	<u>\$ 3,007</u>	<u>\$ 6,897</u>	<u>\$ 10,195</u>	<u>\$ 12,626</u>	<u>\$ 14,086</u>	<u>\$ 14,580</u>	<u>\$ 14,803</u>	<u>\$ 15,292</u>	<u>\$ 16,068</u>	<u>\$ 16,905</u>	<u>\$ 16,632</u>
Transfer to Reserve Fund	10,000	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSE	<u>\$ 19,333</u>	<u>\$ 19,338</u>	<u>\$ 23,975</u>	<u>\$ 27,566</u>	<u>\$ 30,395</u>	<u>\$ 32,258</u>	<u>\$ 33,176</u>	<u>\$ 33,832</u>	<u>\$ 34,771</u>	<u>\$ 36,011</u>	<u>\$ 37,328</u>	<u>\$ 37,536</u>
ENDING FUND BALANCE <small>(see comment for plug info.)</small>	<u>\$ 13,911</u>	<u>\$ 18,258</u>	<u>\$ 18,956</u>	<u>\$ 17,783</u>	<u>\$ 15,482</u>	<u>\$ 12,928</u>	<u>\$ 11,326</u>	<u>\$ 10,945</u>	<u>\$ 11,635</u>	<u>\$ 13,201</u>	<u>\$ 15,690</u>	<u>\$ 19,999</u>
RATE CHANGE	<u>5.00%</u>	<u>5.00%</u>	<u>6.50%</u>	<u>6.50%</u>	<u>6.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
10% of Operations/Maintenance Costs	\$ 402	\$ 1,389	\$ 1,708	\$ 1,903	\$ 2,214	\$ 2,425	\$ 2,541	\$ 2,632	\$ 2,760	\$ 2,913	\$ 3,069	\$ 3,117
COST/MONTH/ERU	<u>\$2.87</u>	<u>\$3.01</u>	<u>\$3.21</u>	<u>\$3.42</u>	<u>\$3.63</u>	<u>\$3.81</u>	<u>\$4.00</u>	<u>\$4.20</u>	<u>\$4.41</u>	<u>\$4.63</u>	<u>\$4.86</u>	<u>\$5.10</u>
ASSUMES base of 555,500 ERU'S, with annual growth per year as follows:	<u>1.01%</u>	589,850	595,807	601,825	607,903	614,043	620,245	626,509	632,837	639,229	645,685	652,206
10% of O&M	1,344	1,633	1,708	1,737	1,777	1,817	1,860	1,903	1,948	1,994	2,042	2,090
Fund balance less 10% requirement	12,567	16,625	17,248	16,046	13,705	11,111	9,466	9,042	9,687	11,207	13,648	17,903

All Funds Summary

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

All Funds Summary

2005 PROJECTIONS PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY CHARACTER								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	\$ 431,321,035	\$ 8,774,930	\$ 67,493,638	\$ 3,052,163	\$ 3,122,200	\$ -	\$ 46,864,399	\$ 560,628,365
SPECIAL REVENUE FUNDS								
Street Construction, Main. & Repair								
Administration	1,832,880	-	76,418	-	-	-	-	1,909,298
Refuse Collection	694,931	-	-	-	-	-	-	694,931
Transportation	22,720,631	1,034,500	11,270,085	80,000	300,000	-	144,305	35,549,521
Total SCMR	25,248,442	1,034,500	11,346,503	80,000	300,000	-	-	38,153,750
Development Services Fund								
Development Administration	696,707	1,500	1,000	-	-	-	-	699,207
Planning	293,413	6,000	2,000	-	-	-	-	301,413
Service Administration	360,896	-	20,015	-	-	-	-	379,911
Transportation	9,286,925	57,616	1,438,146	-	10,000	-	-	10,792,687
Building Services	12,336,817	93,025	2,288,222	16,800	-	-	-	14,714,864
Total Development Services	22,964,758	158,141	3,729,383	16,800	10,000	-	-	26,879,062
Health Special Revenue								
Department of Health	14,397,753	515,773	9,385,737	6,100	-	-	180,000	24,485,363
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	22,148,743	1,158,646	7,000,250	67,000	12,000	-	189,312	30,575,951
Golf Operations								
Division of Golf	3,469,636	416,500	1,252,383	3,200	30,000	-	-	5,171,719
Cable Communications								
Telecommunications	903,580	35,396	619,453	-	71,300	-	1,348,476	2,978,205
Safety Support Services	3,233,989	547,421	1,036,781	1,000	-	-	-	4,819,191
Total Cable Communications	4,137,569	582,817	1,656,234	1,000	71,300	-	-	7,797,396
Municipal Court Computer Fund								
Judges	127,932	100,450	199,700	-	-	-	-	428,082
Clerk	940,090	583,200	1,575,137	-	552,000	-	-	3,650,427
Total Court Computer	1,068,022	683,650	1,774,837	-	552,000	-	-	4,078,509
INTERNAL SERVICE FUNDS								
Print Services Fund								
Finance	127,038	48,000	101,000	-	-	-	-	276,038
Land Acquisition								
Division of Land Acquisition	694,484	9,978	78,433	-	-	-	-	782,895
Technology Services								
Administration	892,139	1,209,313	2,899,339	-	422,000	-	-	5,422,791
Information Services	8,910,715	364,585	4,818,260	-	19,000	683,594	-	14,796,154
Total Technology Services	9,802,854	1,573,898	7,717,599	-	441,000	683,594	-	20,218,945
Fleet Management Services								
Division of Fleet Management	8,013,537	9,630,865	3,094,399	4,000	62,000	49,913	-	20,854,714
Service Administration	465,061	-	12,737	-	-	-	-	477,798
Total Fleet Management Services	8,478,598	9,630,865	3,107,136	4,000	62,000	49,913	-	21,332,512
Employee Benefits								
Department of Human Resources	1,164,444	45,500	575,704	-	-	-	-	1,785,648
ENTERPRISE FUNDS								
Water System Enterprise								
Division of Water	38,596,078	13,393,999	20,641,208	116,000	850,600	31,381,612	7,278,000	112,257,496
Sewerage System Enterprise								
Division of Sewers and Drains	37,029,123	5,199,254	38,907,879	880,000	5,354,600	56,998,736	15,430,660	159,800,252
Storm System Enterprise								
Division of Sewers and Drains	2,576,658	13,000	13,753,601	210,000	-	6,896,740	-	23,449,999
Electricity Enterprise								
Division of Electricity	9,882,989	41,373,803	5,706,334	146,000	2,034,500	4,718,267	-	63,861,893
Various Enterprise Funds								
Public Utilities Director's Office	1,047,091	6,259	81,598	-	-	-	-	1,134,948
Various Enterprise Funds								
Operation Support	1,775,635	492,084	5,238,354	-	-	-	-	7,506,073
COMMUNITY DEVELOPMENT BLOCK GRANT								
Education	250,000	-	-	-	-	-	-	250,000
Dept of Development - Administration	722,420	3,146	4,600	-	-	-	-	730,166
Economic Development	972,167	7,750	2,641,920	-	-	-	-	3,621,837
Planning	141,962	1,000	3,800	-	-	-	-	146,762
Housing	1,794,696	26,233	1,576,937	1,343,241	-	-	-	4,741,107
Neighborhood Services	1,099,767	5,000	355,037	-	-	-	-	1,459,804
Department of Finance	430,345	10,250	457,140	50,000	-	-	-	947,735
Department of Health	316,448	-	-	-	-	-	-	316,448
Department of Recreation and Parks	183,501	5,377	54,049	500	-	-	-	243,427
Refuse Collection	-	-	155,287	-	-	-	-	155,287
Transportation	153,682	-	-	-	-	-	-	153,682
	\$ 6,064,998	\$ 58,756	\$ 5,248,770	\$ 1,393,741	\$ -	# \$ -	# \$ -	\$ 12,766,265
Grand Total All Funds	641,995,948	85,170,363	204,796,581	5,976,004	12,840,200	100,728,862	69,942,371	1,122,943,099

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS 2002 - 20045				
	2002 ACTUAL	2003 ACTUAL	2004 PROJECTED	2005 PROPOSED
GENERAL FUND	\$ 519,654,499	\$ 526,178,424	\$ 528,034,715	\$ 560,628,365
SPECIAL REVENUE FUNDS				
Street Construction, Maint. & Repair				
Administration	1,024,700	1,294,017	1,671,922	1,909,298
Refuse Collection	-	-	633,919	694,931
Transportation	25,699,251	27,418,925	32,672,469	35,549,521
Total SCMR	<u>26,723,951</u>	<u>28,712,942</u>	<u>34,978,310</u>	<u>38,153,750</u>
Development Services Fund				
Development Administration	-	418,626	631,224	699,207
Service Administration	252,341	270,017	329,833	370,911
Transportation	8,185,822	8,563,919	9,003,377	10,792,687
Planning	-	90,639	266,859	301,413
Fire	119,537	-	-	-
Building Services	11,715,565	12,997,160	13,455,026	14,714,864
Total Development Services	<u>20,273,265</u>	<u>22,340,361</u>	<u>23,686,319</u>	<u>26,879,082</u>
Health Special Revenue				
Department of Health	25,786,456	24,342,103	23,100,530	24,485,363
Rec. & Parks Oper. & Extension				
Department of Recreation & Parks	31,533,138	28,865,220	28,796,622	30,575,951
Golf Operations				
Division of Golf	4,675,879	4,937,258	4,590,437	5,171,719
Cable Communications				
Division of Telecommunications	6,762,554	6,309,051	2,190,486	2,978,205
Safety Support Services	N/A	N/A	4,641,607	4,819,191
Total Cable Communications	<u>6,762,554</u>	<u>6,309,051</u>	<u>6,832,093</u>	<u>7,797,396</u>
Municipal Court Computer				
Judges	516,400	722,103	506,300	428,082
Clerk	2,152,143	1,575,943	1,577,828	3,650,427
Total Municipal Court Computer	<u>2,668,543</u>	<u>2,298,046</u>	<u>2,084,128</u>	<u>4,078,509</u>
INTERNAL SERVICE FUNDS				
Print Services Fund				
Finance	276,100	320,246	319,099	276,038
Land Acquisition				
Division of Land Acquisition	609,447	650,747	723,435	782,895
Technology Services				
Administration	5,331,851	5,282,404	2,662,567	5,422,791
Division of Information Services	11,198,254	11,613,837	13,627,696	14,796,154
Total Technology Services	<u>16,530,105</u>	<u>16,896,241</u>	<u>16,290,263</u>	<u>20,218,945</u>
Fleet Management Services				
Division of Fleet Management	19,232,091	19,508,832	19,053,280	20,854,714
Service Administration	363,074	403,397	454,066	477,798
Total Fleet Management Services	<u>19,595,165</u>	<u>19,912,229</u>	<u>19,507,346</u>	<u>21,332,512</u>
Employee Benefits				
Department of Human Resources	1,349,988	1,573,776	1,762,957	1,785,648
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Water	97,371,687	102,030,375	106,586,441	114,947,563
Sewerage System Enterprise				
Division of Sewers and Drains	125,367,808	142,120,304	152,115,198	163,583,987
Storm System Enterprise				
Division of Sewers and Drains	17,629,205	29,333,464	19,338,451	23,975,424
Electricity Enterprise				
Division of Electricity	58,898,859	60,388,605	61,291,786	65,503,687
COMMUNITY DEVELOPMENT BLOCK GRANT				
Office of Education	268,989	250,022	249,991	250,000
Development Administration	744,241	742,788	645,754	730,166
Economic Development	5,489,754	3,249,309	4,342,339	3,621,857
Planning	205,302	169,160	154,877	146,752
Housing	7,130,262	6,218,500	5,131,529	4,741,107
Neighborhood Services	1,331,380	1,397,395	1,531,522	1,459,804
Department of Finance	889,486	856,752	954,420	947,735
Department of Health	324,464	328,759	296,436	316,448
Department of Recreation and Parks	304,402	241,856	238,089	243,427
Refuse Collection	161,967	162,747	161,072	155,287
Facilities	-	5,924	-	-
Transportation	113,738	128,826	149,188	153,682
Total CDBG	<u>16,963,985</u>	<u>13,752,038</u>	<u>13,855,217</u>	<u>12,766,265</u>
Grand Total All Funds	\$ 992,670,634	\$ 1,030,961,430	\$ 1,043,893,347	\$ 1,122,943,099

All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE's) 2002-2005				
Fund Name Division or Department	2002 Actual	2003 Actual	2004 Budgeted	2005 Budgeted
GENERAL FUND	5,175	5,058	5,019	5,017
SPECIAL REVENUE FUNDS				
Street Construction, Main. & Repair				
Administration	17	18	20	20
Transportation	324	327	341	341
Total SCMR	341	345	361	361
Development Services Fund				
Development Administration	-	3	5	5
Service Administration	4	4	4	4
Transportation	92	133	152	152
Building Services	150	152	160	160
Planning	N/A	2	3	3
Total Development Services	246	294	324	324
Health Special Revenue				
Department of Health	240	221	208	217
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	332	296	293	300
Golf Operations				
Division of Golf	37	32	38	38
Cable Communications				
Telecommunications	19	13	10	10
Safety Support Services	N/A	N/A	43	43
Total Cable Communications	19	13	53	53
Municipal Court Computer Fund				
Judges	2	2	2	2
Clerk	8	8	10	12
Total Municipal Court Computer	10	10	12	14
INTERNAL SERVICE FUNDS				
Print Services Fund				
Finance	2	3	3	2
Land Acquisition				
Division of Land Acquisition	7	4	7	7
Technology Services				
Technology Administration	29	40	6	8
Division of Information Services	59	66	107	105
Fleet Management Services				
Service Administration	6	6	6	6
Division of Fleet Management	124	121	124	123
Employee Benefits				
Department of Human Resources	13	14	14	15
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Water	519	521	540	543
Sewerage System Enterprise				
Division of Sewers and Drains	489	498	537	532
Storm System Enterprise				
Division of Sewers and Drains	32	34	37	40
Electricity Enterprise				
Division of Electricity	123	121	148	146
Various Enterprise Funds				
Public Utilities Director's Office	9	8	11	10
Various Enterprise Funds				
Operational Support	-	-	-	30
COMMUNITY DEVELOPMENT BLOCK GRANT				
Office of Education	4	4	4	4
Development Administration	12	11	9	9
Economic Development	13	13	13	12
Planning	3	3	3	2
Housing	33	30	28	27
Neighborhood Services	9	9	14	12
Department of Finance	6	5	5	5
Department of Health	6	7	6	6
Transportation	2	2	2	2
Total CDBG	88	84	84	79
Grand Total All Funds	7,900	7,789	7,932	7,970
<i>Notes: 2002 and 2003 are year-end actuals; 2004 and 2005 are budgeted</i>				

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, street improvements, land acquisition for recreational needs, building construction, and facility rehabilitation.

Both national rating agencies, Standard & Poor's Corporation and Moody's Investors Service, currently give Columbus their highest long-term credit rating – 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 2, 2004, voters approved a \$605 million package, generally intended to accommodate planned improvements through 2009.

The 2004 package provides voted authority for Safety and Health, Transportation, Refuse Collection, Electricity, Storm Sewers, Sanitary Sewers, Water, and Recreation and Parks capital projects.

The capital improvements program (CIP) provides nearly \$1.9 billion in funding for various capital improvements in the 2005-2010 period. Of this amount, \$393 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 debt issued for cable, 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 be funded by the SIT fund. The Division of Electricity intends to illuminate all city streets by the year 2020. The CIP assumes that electricity revenues will support street lighting, operation, maintenance and debt service costs. The CIP also includes ongoing funding for mechanized refuse collection equipment and fire apparatus.

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

An updated analysis of the Special Income Tax fund and a listing of all projects funded in the capital improvements program and respective funding sources,

Capital Summary

follow. This document includes funding through 2010 for all city divisions with scheduled projects.

Special Income Tax Analysis

The city deposits one-fourth of the City of Columbus' two percent income tax to the Special Income Tax (SIT) fund to service debt, primarily for non-enterprise agencies. In 2005, SIT income tax deposits are projected at nearly \$114.2 million. Non-enterprise agencies primarily represent operations funded by the general fund or the street construction, maintenance and repair fund that do not have separate revenue sources. Non-enterprise projects include construction and improvements of expressways, parks, fire stations and equipment, police facilities, and streets and traffic control. In addition, the Special Income Tax fund services debt on the Capitol South redevelopment project and the Municipal Court building through annual lease payments. The Special Income Tax analysis also includes some debt service associated with storm sewers, primarily those projects authorized in the 1991 voted bond package, which totaled \$25 million. All other debt service for storm sewers is paid from the storm maintenance fund. Tipping fees for solid waste disposal are budgeted at \$12.2 million in 2005. 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 does not intend to exercise its taxing authority for this purpose; however, its ability to do so gives investors assurance that their investments in the city are secure.

Income tax growth is the most important determinant of the city's capacity to issue additional debt. Table One shows the projected debt service requirements from the Special Income Tax fund for 2004 to 2013. An explanation of each column follows the table.

Table Two and Figures One and Two provide a summary of the CIP by division and funding source. Figure Two highlights the amount of councilmanic and non-enterprise Voted 2004 projects in the CIP; the associated debt service will be supported by the Special Income Tax fund.

Coverage Factor:

The SIT fund's available capacity for new debt and its ability to service existing debt are expressed as its coverage factor. Coverage, depicted in the "coverage columns," on Table One is a ratio of revenue to expenditures and provides a minimum level at which a fund balance should be maintained for contingency purposes. Coverage levels are goals, not absolute minimum levels of acceptance. "Current year coverage" shows the degree to which current revenues will meet current expenditures. "Total coverage" is similar, but also includes the prior year-end fund balance as revenue. At present, the targeted level is to maintain 50 percent surplus capacity (a 1.5 total coverage factor). This ratio was increased from a 1.3 total coverage ratio, due to financial conditions. If financial conditions improve, this ratio could be lower, which would generate additional bonding capacity.

FIGURE ONE
2005 - 2010 CAPITAL IMPROVEMENTS PLAN
PERCENT BY DIVISION - \$1.9 BILLION

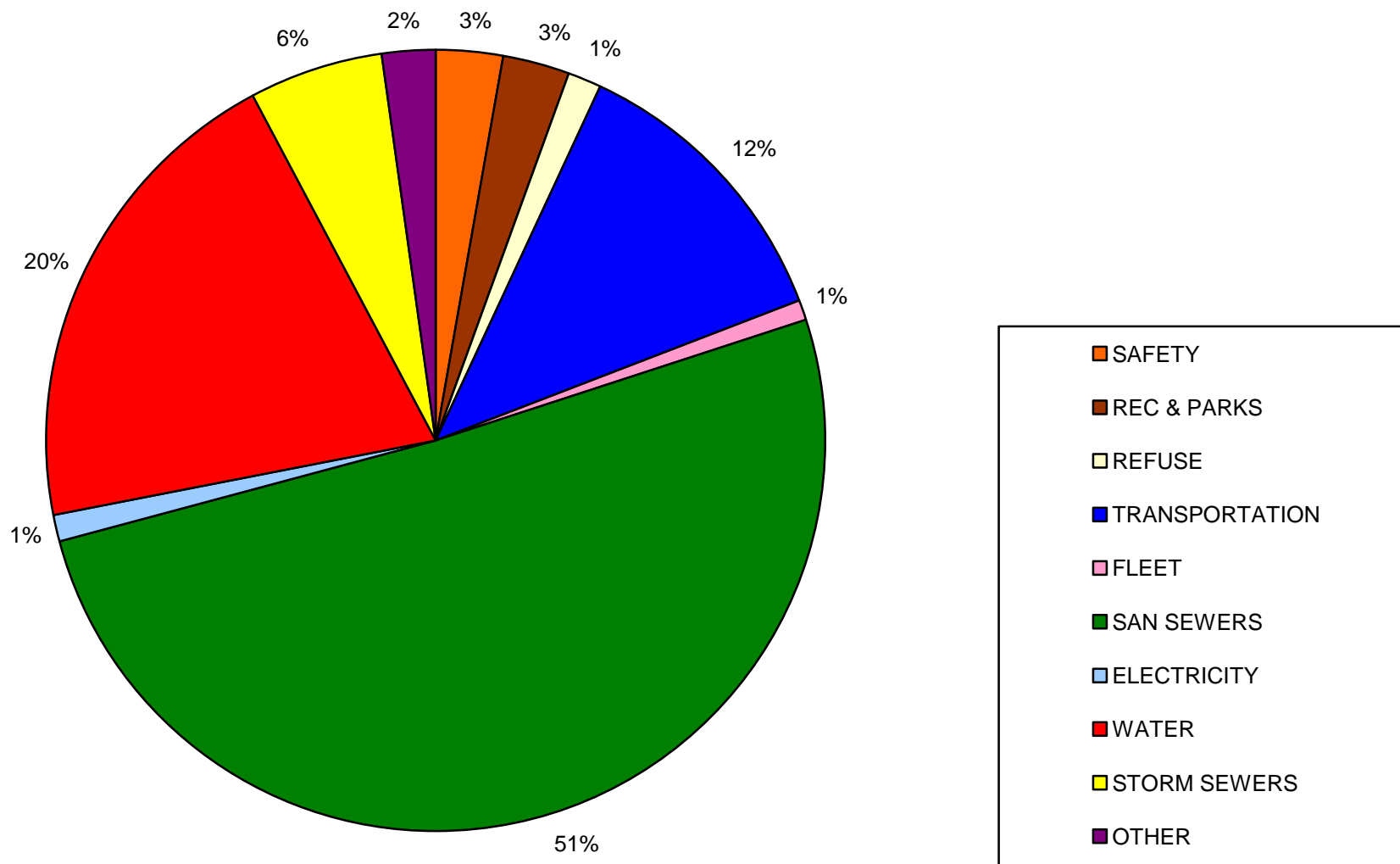
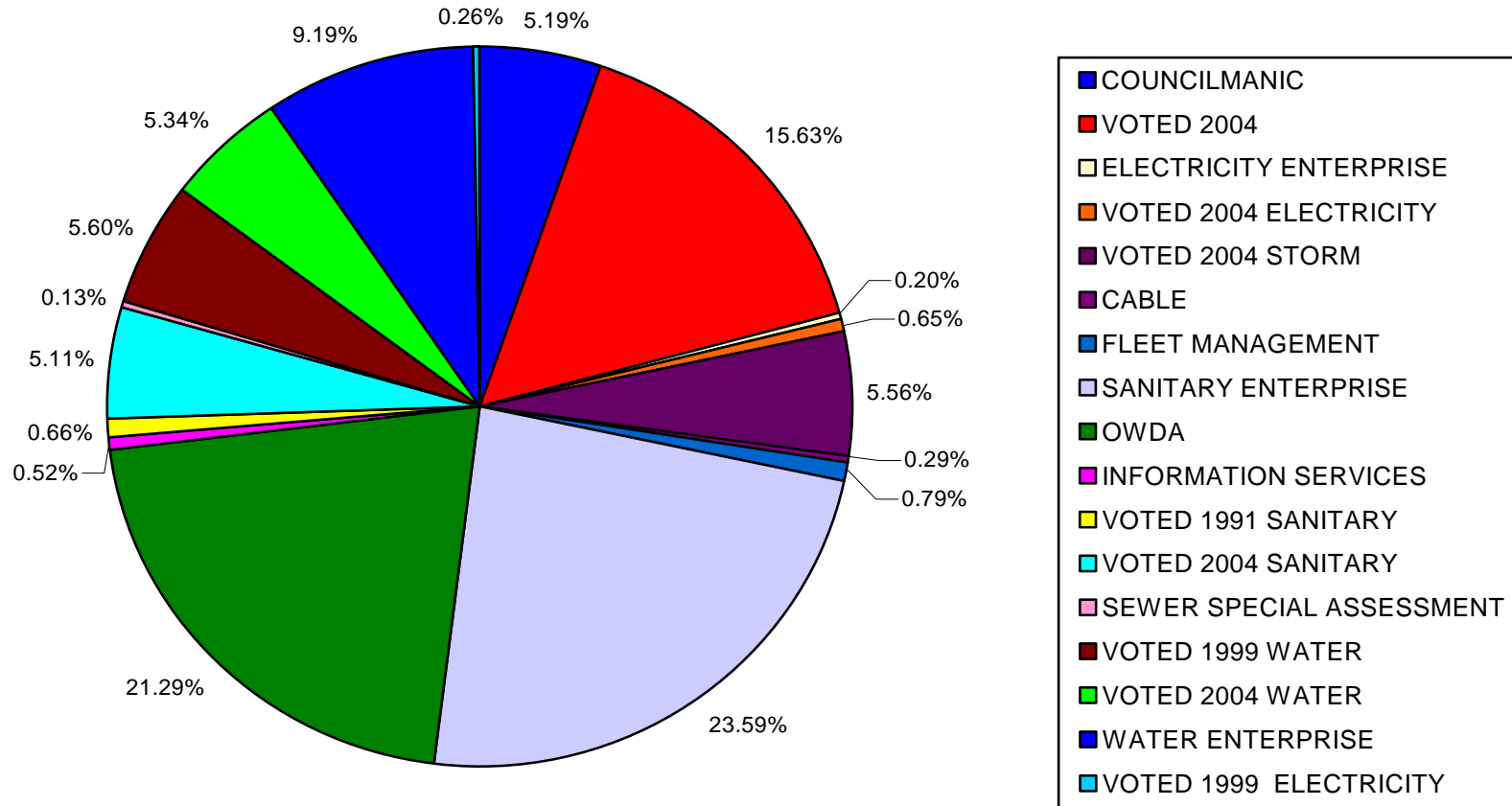


FIGURE TWO
2005 - 2010 CAPITAL IMPROVEMENTS PLAN
PERCENT BY FUNDING SOURCE - \$1.9 BILLION



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TABLE ONE
 SPECIAL INCOME TAX FUND ANALYSIS
 (000'S OMITTED)

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YEAR	EXISTING DEBT SERVICE VOTED			EXISTING DEBT SERVICE UNVOTED				NEW DEBT TO BE ISSUED		STREET LIGHTING DEBT	MUNI CT. LEASE	EXISTING & PROPOSED		REC & PARKS LEASE	POLICE HELICOPTER	OTHER EXPENSES	TIPPING FEES	POLICE FIRE PEN.	SAFETY LEASES	TOTAL EXPENDITURES
	STORM DEBT 1991 & BEFORE	NON-ENTERPRISE	G.O POWER PLANT/SHR	NON-ENTERPRISE	G.O POWER PLANT	POWER PLT. REV. RFDG.	ST ISSUE II LOAN	NON-ENTERPRISE	NON-ENTERPRISE			N'TIONWIDE DEBT SERV.	REC & PARKS LEASE							
	2004	\$ 2,657	\$ 63,143	\$ 10,171	\$ 25,908	\$ 29	\$ 5,434	\$ 253	\$ -			\$ -	\$ 700							
2005	2,380	62,659	9,115	29,792	32	5,695	253	1,581	379	0	916	3,727	148	1,343	248	12,187	1,997	1,546	133,998	
2006	2,288	64,935	8,317	37,079	31	6,036	253	4,115	1,244	0	0	3,656	148	1,410	260	13,260	1,995	400	145,426	
2007	2,193	60,674	7,540	34,695	-	6,388	253	11,144	2,947	0	0	3,667	148	1,481	273	13,895	1,992	400	147,691	
2008	1,933	56,179	6,780	31,654	-	1,195	253	17,348	4,488	0	0	3,547	148	1,555	287	14,034	1,991	400	141,791	
2009	1,779	51,834	3,651	26,862	-	-	253	24,010	5,100	0	0	3,429	148	1,632	301	14,174	1,993	400	136,366	
2010	1,620	48,104	3,253	23,322	-	-	253	30,888	8,162	0	0	3,311	162	1,714	316	14,316	1,987	400	137,808	
2011	1,536	45,596	-	18,740	-	-	253	34,419	10,988	0	0	3,192	162	1,800	332	14,459	1,983	400	133,860	
2012	1,478	42,804	-	16,722	-	-	253	33,295	15,468	0	0	3,072	162	1,890	349	14,604	1,975	400	132,471	
2013	1,374	40,612	-	14,750	-	-	253	32,171	14,961	0	0	2,945	162	1,984	366	14,750	1,975	400	126,703	
	\$ 19,239	\$ 536,541	\$ 48,827	\$ 259,524	\$ 92	\$ 24,749	\$ 2,530	\$ 189,770	\$ 63,737	\$ 700	\$ 1,923	\$ 34,344	\$ 1,514	\$ 14,809	\$ 2,968	\$ 137,179	\$ 19,890	\$ 6,292	\$ 1,364,627	

YEAR	REVENUES													COVERAGE			
	INCOME TAX	TUTTLE TIF	REC & PARKS FEES	POLICE HELICOPTER REIMBURSE	BOND SALE PREMIUMS	INFORM SERVICES	CABLE RECEIPTS	CAPITOL SOUTH	N'TIONWIDE REIMBURSE	FLEET MGT. SUPPORTED	COAAA RECEIPTS	TOTAL REVENUES	ANNUAL VARIANCE EXP V. REV	CASH BALANCE	CURRENT YEAR COVERAGE	TOTAL COVERAGE	
	2004	\$ 111,955	\$ 650	\$ 426	\$ -	\$ 16,829	\$ 767	\$ 1,348	\$ 1,548	\$ 2,249	\$ 51	\$ 251	\$ 136,074	\$ 7,564	147,558	2004	1.06
2005	114,194	650	436	518		948	1,388	1,498	2,188	66	258	122,136	(11,862)	135,696	2005	0.91	2,0127
2006	116,478	650	446	544		1,413	1,593	1,446	2,111	433	253	125,368	(20,050)	115,638	2006	0.86	1,7952
2007	119,973	650	462	571		1,782	1,707	1,393	2,043	824	253	129,657	(18,034)	97,604	2007	0.88	1,6609
2008	123,572	650	473	600		1,817	1,411	1,342	1,976	1,700	252	133,793	(7,998)	89,606	2008	0.94	1,6320
2009	127,279	650	476	630		1,843	1,031	1,294	1,909	1,653	252	137,017	651	90,256	2009	1.00	1,6619
2010	127,279	650	480	658		1,642	914	1,241	1,843	1,606	256	136,570	(1,239)	89,018	2010	0.99	1,6460
2011	131,097	650	486	691		1,087	741	1,199	1,776	1,559	255	139,542	5,681	94,699	2011	1.04	1,7074
2012	135,030	650	462	571		1,002	556	1,141	1,708	1,512	253	142,885	10,414	105,113	2012	1.08	1,7935
2013	139,081	650	474	600		969	538	806	1,708	1,465	252	146,543	19,840	124,952	2013	1.16	1,9862
	\$ 1,245,938	\$ 6,500	\$ 4,621	\$ 5,383	\$ 16,829	\$ -	\$ 13,271	\$ 11,228	\$ 12,908	\$ 19,503	\$ 10,869	\$ 2,535	\$ 1,349,585	\$ (15,043)			

NEW DEBT TO BE ISSUED - PROPOSED CIB/CIP			ADDITIONAL CAPACITY SUMMARY			REVENUE ASSUMPTIONS		
YEAR	VOTED 2004	UNVOTED	TOTAL	YEAR	AMOUNT	RATIO		
2004	\$ -	\$ -	\$ -	2004	\$ -	2.1482	(1) INCOME TAX - AUDITOR'S ESTIMATE FOR 2004; A 2% INCREASE OVER 2003 ACTUALS; 2.0% FOR 2005-2006, 3.0% FOR 2007-2009, 0% IN 2010 & 3.0% FOR 2011-2013.	
2005	70,267	18,850	89,117	2005	35,000	2.0009	(2) REC FEES - REPRESENTS RECREATION, GOLF COURSE FEES PLEDGED FOR DEBT.	
2006	38,100	19,417	57,517	2006	-	1.7706	(3) POLICE HELICOPTER REIMBURSEMENT - REPRESENTS MONIES FROM SALE OF HELICOPTERS.	
2007	48,202	4,794	52,996	2007	-	1.6040		
2008	66,694	6,010	72,704	2008	-	1.5487		
2009	69,562	5,993	75,555	2009	-	1.5495		
2010	0	74,597	74,597	2010	-	1.5110		
	\$ 292,825	\$ 129,661	\$ 422,486	2011	1,5429			
				2012	1,6014			
				2013	1,7569			
SIT Supported Debt Summary							EXPENDITURE ASSUMPTIONS	
Year	Voted Debt	Unvoted Debt	Total					
2004	\$ -	\$ -	\$ -					(1) EXISTING DEBT SERVICE - DEBT PAID FROM 4-430. ASSUMES VARIABLE RATE G.O. DEBT IS 4.5%.
2005	70,267	11,307	81,574					(2) NEW DEBT TO BE ISSUED - ASSUMES BONDS WILL BE ISSUED IMMEDIATELY AS EQUAL PRINCIPAL FOR 16 YEARS. IT IS ASSUMED THE INTEREST RATE IS 4.5% IN 2005, 5% IN 2006 & 7% THEREAFTER.
2006	38,100	1,400	39,500					(3) G.O. PWR PLT- DEBT SERVICE ON THE POWER PLANT & SHREDDER STATIONS.
2007	48,202	2,604	50,806					(4) TIPPING FEES - PROJECTED ESTIMATES THROUGH 2007 & THEN INFLATED BY 1% PER YEAR THEREAFTER.
2008	66,694	4,345	71,039					(5) MUNICIPAL COURT LEASE - DEBT SERVICE ASSOCIATED WITH THE MUNICIPAL COURT BUILDING.
2009	69,562	5,503	75,065					(6) STATE ISSUE II LOANS - ZERO PERCENT INTEREST LOANS FROM THE STATE.
2010	-	74,597	74,597					(7) POLICE/FIRE PENSION- DEBT SERVICE ON THE POLICE/FIRE PENSION BONDS.
Total	\$ 292,825	\$ 99,756	\$ 392,581					(8) SAFETY LEASES - \$400K/ANNUALLY FOR THE IAB LEASE PLUS OTHER LEASES FOR POLICE AND FIRE IN 2004 & 2005 ONLY.

BEGINNING SIT UNENCUMBERED CASH BALANCE:		
FUND 430	\$142,281	CASH BALANCE
FUND 430	(35,254)	ENCUMBRANCES
FUND 430	32,920	ADJUSTMENTS
FUND 411	48	UNENC. CASH BALANCE
FUND 430		
FUND 430	\$139,995	BEG. UNENC. CASH BALANCE

PREPARED BY: FINANCE DEPARTMENT

Capital Summary

TABLE TWO								As of:
2005 - 2010 CAPITAL IMPROVEMENTS PROGRAM								26-Oct-04
								U:\Rwnewman\debt\2004\2005CIP
SAFETY / ADMINISTRATION 30-01							Total	FUNDING
PROJECT NAME	2005	2006	2007	2008	2009	2010	Budget	SOURCE
Safety & Health Center		\$ 300,000	\$ 3,700,000				\$ 4,000,000	Voted 2004
Subtotal - Safety Administration	\$ -	\$ 300,000	\$ 3,700,000	\$ -	\$ -	\$ -	\$ 4,000,000	
SAFETY / POLICE 30-03							Total	FUNDING
PROJECT NAME	2005	2006	2007	2008	2009	2010	Budget	SOURCE
Police Facility Renovation	\$ 1,159,000	\$ 825,000	\$ 996,000	\$ 1,440,000	\$ 1,440,000		\$ 5,860,000	Voted 2004
						\$ 1,440,000	1,440,000	Councilmanic
Neighborhood Policing Center	1,500,000						1,500,000	Voted 2004
Subtotal - Police	\$ 2,659,000	\$ 825,000	\$ 996,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 8,800,000	
SAFETY / FIRE 30-04							Total	FUNDING
PROJECT NAME	2005	2006	2007	2008	2009	2010	Budget	SOURCE
Fire Apparatus Replacement	\$ 638,000	\$ 2,518,000	\$ 2,076,000	\$ 3,800,000	\$ 3,000,000		\$ 12,032,000	Voted 2004
						\$ 3,000,000	3,000,000	Councilmanic
Fire Facility Renovation	698,000	535,000	645,000	935,000	935,000		3,748,000	Voted 2004
						935,000	935,000	Councilmanic
Fire Facility Renovation-Lease Improvements	300,000						300,000	Voted 2004
Community Safety Center	1,225,000						1,225,000	Voted 2004
Fire Stations	4,000,000		4,000,000		4,000,000		12,000,000	Voted 2004
						4,000,000	4,000,000	Councilmanic
Subtotal - Fire	\$ 6,861,000	\$ 3,053,000	\$ 6,721,000	\$ 4,735,000	\$ 7,935,000	\$ 7,935,000	\$ 37,240,000	

INFORMATION SERVICES 47-01							Total	FUNDING
PROJECT NAME	2005	2006	2007	2008	2009	2010	Budget	SOURCE
System Migration	\$ 1,075,000	\$ 580,000	\$ 500,000	\$ 175,000			\$ 2,330,000	Information Services
311/911 Call Center	4,000,000	1,200,000	1,200,000	1,000,000			7,400,000	Information Services
Subtotal - Information Services	\$ 5,075,000	\$ 1,780,000	\$ 1,700,000	\$ 1,175,000	\$ -	\$ -	\$ 9,730,000	
CABLE 47-03							Total	FUNDING
PROJECT NAME	2005	2006	2007	2008	2009	2010	Budget	SOURCE
Fiber Optic Cable Installation	\$ 778,000	\$ 762,000	\$ 240,000	\$ 240,000	\$ 240,000		\$ 2,260,000	Cable
Metronet Equipment	990,000	1,370,000	250,000	250,000	250,000		3,110,000	Cable
Subtotal - Cable	\$ 1,768,000	\$ 2,132,000	\$ 490,000	\$ 490,000	\$ 490,000	\$ -	\$ 5,370,000	
HEALTH 50-01							Total	FUNDING
PROJECT NAME	2005	2006	2007	2008	2009	2010	Budget	SOURCE
Blind School Renovation	\$ 275,000						\$ 275,000	Councilmanic
Subtotal - Health	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000	
RECREATION AND PARKS 51-01							Total	FUNDING
PROJECT NAME	2005	2006	2007	2008	2009	2010	Budget	SOURCE
Facility Renovation	\$ 2,283,442	\$ 1,649,000	\$ 1,993,000	\$ 2,880,000	\$ 2,880,000		\$ 11,685,442	Voted 2004
						\$ 2,880,000	2,880,000	Councilmanic
Park & Playground Development	2,740,000	1,154,000	1,395,000	2,016,000	2,016,000		9,321,000	Voted 2004
						2,016,000	2,016,000	Councilmanic
Dog Parks	250,000	250,000					500,000	Voted 2004
Parkland Acquisition	1,117,084	495,000	598,000	864,000	864,000		3,938,084	Voted 2004
						864,000	864,000	Councilmanic
Bikeway Improvements	1,343,285	247,000	299,000	432,000	432,000		2,753,285	Voted 2004
						432,000	432,000	Councilmanic
Swimming Facilities	915,936	182,000	220,000	318,000	318,000		1,953,936	Voted 2004
						318,000	318,000	Councilmanic
Urban Infrastructure - Rec & Parks	1,569,026	741,000	896,000	1,295,000	1,295,000		5,796,026	Voted 2004
						1,295,000	1,295,000	Councilmanic
Greenways Projects	5,193,097						5,193,097	Voted 2004
Golf Course Improvements	1,349,130	412,000	498,000	720,000	720,000		3,699,130	Voted 2004
						720,000	720,000	Councilmanic
Northland Improvements	1,800,000						1,800,000	Voted 2004
Subtotal - Recreation and Parks	\$ 18,561,000	\$ 5,130,000	\$ 5,899,000	\$ 8,525,000	\$ 8,525,000	\$ 8,525,000	\$ 55,165,000	

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SERVICE / REFUSE COLLECTION 59-02 PROJECT NAME	2005	2006	2007	2008	2009	2010	Total	FUNDING
							Budget	SOURCE
Mechanized Collection Equipment	\$ 2,857,000	\$ 2,906,000	\$ 3,512,000	\$ 5,075,000	\$ 5,075,000		\$ 19,425,000	Voted 2004
						\$ 5,075,000	5,075,000	Councilmanic
Morse Road Truck Storage Facility	1,675,000						1,675,000	Voted 2004
Subtotal - Refuse Collection	\$ 4,532,000	\$ 2,906,000	\$ 3,512,000	\$ 5,075,000	\$ 5,075,000	\$ 5,075,000	\$ 26,175,000	
SERVICE / TRANSPORTATION 59-09 PROJECT NAME	2005	2006	2007	2008	2009	2010	Total	FUNDING
							Budget	SOURCE
Street Rehabilitation	\$ 2,290,000	\$ 3,175,000	\$ 3,434,000	\$ 6,570,000	\$ 400,000		\$ 15,869,000	Voted 2004
Alley Rehabilitation	880,000	280,000	280,000	280,000	280,000		2,000,000	Voted 2004
						\$ 280,000	280,000	Councilmanic
Brick Rehabilitation	250,000		400,000		400,000		1,050,000	Voted 2004
						400,000	400,000	Councilmanic
Intersection Improvements	515,000						515,000	Voted 2004
Resurfacing	641,759	1,725,000	3,355,000	8,411,000	12,407,000		26,539,759	Voted 2004
						14,113,000	14,113,000	Councilmanic
Curb Reconstruction (City-Wide)	400,000	400,000	550,000	550,000	550,000		2,450,000	Voted 2004
						550,000	550,000	Councilmanic
NCR	5,193,519	1,000,000		3,294,000	3,456,000		12,943,519	Voted 2004
						3,456,000	3,456,000	Councilmanic
Federal/State Match	2,890,250	5,079,000	810,000	5,523,000	4,681,000		18,983,250	Voted 2004
						9,000,000	9,000,000	Councilmanic
Facilities				256,000			256,000	Voted 2004
Multi-Modal Terminal Air Rights	500,000						500,000	Voted 2004
Urban Infrastructure Improvements	5,239,160	3,050,000	3,592,000	5,400,000	5,400,000		22,681,160	Voted 2004
						5,400,000	5,400,000	Councilmanic
Roadway Improvements	2,445,000	400,000	2,350,000	1,150,000	5,375,000		11,720,000	Voted 2004
City Bridge Rehabilitation	3,140,000	15,000	815,000	395,000	215,000		4,580,000	Voted 2004
						200,000	200,000	Councilmanic
Downtown Streetscape Improvements	1,200,000	1,200,000	1,200,000				3,600,000	Voted 2004
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SERVICE / TRANSPORTATION 59-09 Projects Continued PROJECT NAME	2005	2006	2007	2008	2009	2010	Total Budget	FUNDING SOURCE
	Broad St. Median	\$ 100,000			\$ 5,000,000	\$ 5,000,000		\$ 10,100,000
						\$ 5,000,000	5,000,000	Councilmanic
17th Avenue Widening			\$ 400,000		400,000		800,000	Voted 2004
						500,000	500,000	Councilmanic
OSU Community Improvements	786,187	\$ 500,000					1,286,187	Voted 2004
Morse Rd. Area Investment	1,550,000	5,000,000	3,500,000				10,050,000	Voted 2004
Traffic Signal Installation	1,150,000	700,000	1,262,000	1,262,000	1,262,000		5,636,000	Voted 2004
						1,262,000	1,262,000	Councilmanic
Sign Upgrading/Street Name Signs	175,000	175,000	250,000	400,000	250,000		1,250,000	Voted 2004
						250,000	250,000	Councilmanic
Permanent Pavement Markings	100,000	150,000	552,000	1,404,000	552,000		2,758,000	Voted 2004
						552,000	552,000	Councilmanic
Raised Pavement Markings	100,000	150,000	250,000	500,000	250,000		1,250,000	Voted 2004
						250,000	250,000	Councilmanic
Parking Meters	75,000	75,000	100,000	100,000	100,000		450,000	Voted 2004
						100,000	100,000	Councilmanic
Bikeway Development	335,000						335,000	Voted 2004
Computerized Signals	200,000	200,000	250,000	250,000	250,000		1,150,000	Voted 2004
						250,000	250,000	Councilmanic
School Flashers	140,000	107,000	129,000	187,000	187,000		750,000	Voted 2004
						187,000	187,000	Councilmanic
Pedestrian Safety Improvements	2,150,000	1,245,000	1,356,228	3,170,000	3,185,000		11,106,228	Voted 2004
						2,200,000	2,200,000	Councilmanic
Utility Relocation Reimbursement	200,000						200,000	Voted 2004
Street Equipment	1,000,000						1,000,000	Voted 2004
Signal Ramp Improvements		143,000	173,000	250,000	250,000		816,000	Voted 2004
						250,000	250,000	Councilmanic
Spring Sandusky Interchange OTMP	400,000	400,000	500,000	500,000			1,800,000	Voted 2004
Sidewalk Program	1,000,000		1,000,000				2,000,000	Voted 2004
Mound/Souder	178,897						178,897	Voted 2004
Housing Initiatives-Roadway Improvements	430,000	660,000	797,000	1,152,000	1,152,000		4,191,000	Voted 2004
						1,152,000	1,152,000	Councilmanic
Affordable Housing	524,000						524,000	Voted 2004
Columbus School Coordination	75,000	57,000	69,000	100,000	100,000		401,000	Voted 2004
						100,000	100,000	Councilmanic
Northland Roadway Improvements	700,000						700,000	Voted 2004
I-670/Fourth Street Improvements	200,000			815,000	485,000		1,500,000	Voted 2004
Hanover Street Improvements	500,000						500,000	Voted 2004
Subtotal - Transportation	\$ 37,653,772	\$ 25,886,000	\$ 27,374,228	\$ 46,919,000	\$ 46,587,000	\$ 45,452,000	\$ 229,872,000	

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FLEET MANAGEMENT 59-05								Total	FUNDING
PROJECT NAME		2005	2006	2007	2008	2009	2010	Budget	SOURCE
Facility		\$ 700,000	\$ 14,105,000					\$ 14,805,000	Fleet Management
Subtotal - Fleet Management		\$ 700,000	\$ 14,105,000	\$ -	\$ -	\$ -	\$ -	\$ 14,805,000	
FACILITIES MANAGEMENT 59-07								Total	FUNDING
PROJECT NAME		2005	2006	2007	2008	2009	2010	Budget	SOURCE
Facility Renovation		\$ 1,075,000	\$ 825,000	\$ 996,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 7,216,000	Councilmanic
Pen Site Remediation		2,000,000						2,000,000	Councilmanic
Subtotal - Facilities Management		\$ 3,075,000	\$ 825,000	\$ 996,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 9,216,000	
PUBLIC UTILITIES / SEWERS 60-05								Total	FUNDING
PROJECT NAME		2005	2006	2007	2008	2009	2010	Budget	SOURCE
SANITARY PROJECTS:									
JPWWTP Other Real Needs						\$ 1,243,000		\$ 1,243,000	Sewer Enterprise
Wastewater Treatment Plants Upgrade "88"			\$ 5,000,000					5,000,000	Voted 2004-Sanitary
Wastewater Treatment Facilities Renovations & Rehabilitation		\$ 2,299,700						2,299,700	Voted 1991-Sanitary
		760,300	3,060,000					3,820,300	Voted 2004-Sanitary
				\$ 3,121,000	\$ 3,121,000	3,183,000	\$ 3,183,000	12,608,000	Sewer Enterprise
Wastewater Treatment Facilities Construction & Contingencies		1,530,000	1,530,000					3,060,000	Voted 2004-Sanitary
				1,561,000	1,561,000	1,592,000	1,592,000	6,306,000	Sewer Enterprise
Wastewater Treatment Facilities Upgrade - General Program		1,600,000	3,000,000					4,600,000	Voted 2004-Sanitary
				2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	Sewer Enterprise
Maintenance Management Program Upgrade		300,000						300,000	Voted 2004-Sanitary
SWWTP Other Real Needs					385,000	579,000	11,957,000	12,921,000	Sewer Enterprise
Sanitary Sewer Construction		500,000	500,000					1,000,000	Voted 2004-Sanitary
				500,000	500,000	500,000	500,000	2,000,000	Sewer Enterprise
Big Walnut Sanitary Trunk Extension, Section F1			22,000,000					22,000,000	Voted 2004-Sanitary
					12,000,000			12,000,000	Sewer Enterprise
Blacklick Sanitary Interceptor, Part 6B		10,000,000						10,000,000	Voted 1991-Sanitary
Blacklick Sanitary Interceptor, Part 6C		2,000,000						2,000,000	Voted 2004-Sanitary
				1,000,000			15,000,000	16,000,000	Sewer Enterprise

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PUBLIC UTILITIES / SEWERS 60-05 Sewer Projects continued PROJECT NAME	2005	2006	2007	2008	2009	2010	Total	FUNDING
							Budget	SOURCE
Sanitary Sewer Contingencies	\$ 150,000	\$ 150,000					\$ 300,000	Voted 2004-Sanitary
			\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	600,000	Sewer Enterprise
Big Walnut Subtrunk, Williams Road Area	260,000	875,000					1,135,000	Voted 2004-Sanitary
Shadeville Sanitary Interceptor			50,000		7,500,000		7,550,000	Sewer Enterprise
Sanitary System Rehabilitation	1,000,000	5,000,000					6,000,000	Voted 2004-Sanitary
			5,000,000	5,000,000	5,000,000	5,000,000	20,000,000	Sewer Enterprise
Sanitary System Rehabilitation-Downtown Small Diameter	1,120,000						1,120,000	Voted 2004-Sanitary
Sanitary System Rehabilitation-Wall Street/Lundy Street	500,000						500,000	Voted 2004-Sanitary
Sanitary System Rehabilitation-Westside Sewer Section	350,000						350,000	Voted 2004-Sanitary
Sewer System I/I Remediation Clintonville	180,000	1,000,000					1,180,000	Voted 2004-Sanitary
			1,000,000				1,000,000	Sewer Enterprise
Franklin/OSIS/Interconnector-Sewer Capacity		1,500,000					1,500,000	Voted 2004-Sanitary
			500,000	500,000			1,000,000	Sewer Enterprise
Big Run Subtrunk, Big Run South Road	2,100,000						2,100,000	Voted 2004-Sanitary
Kerr Street Sewer Separation North Central, District 2		200,000					200,000	Voted 2004-Sanitary
				800,000			800,000	Sewer Enterprise
Olentangy Main Trunk-Mt. Air Extension	1,950,000						1,950,000	Voted 2004-Sanitary
Scioto Main Sanitary Subtrunk, North of Trabue Road			2,900,000				2,900,000	Sewer Enterprise
Franklin-Main Interceptor Rehabilitation, Section 4-8	2,035,000	550,000					2,585,000	Voted 2004-Sanitary
			5,750,000				5,750,000	Sewer Enterprise
Big Run Trunk Sewer - Hellbranch Area	4,000,000						4,000,000	Voted 2004-Sanitary
Frank Road Subtrunk, Vicinity of Hart Road	514,000						514,000	Voted 2004-Sanitary
Frebis/Ellsworth Sewer Improvements		381,000					381,000	Voted 2004-Sanitary
Atwood Terrace/Northridge Relief Sewer	695,000						695,000	Voted 2004-Sanitary
Weldon Avenue Sanitary Relief Sewer	211,000						211,000	Voted 2004-Sanitary
Lenore/Huy Sanitary Relief Sewer	721,000						721,000	Voted 2004-Sanitary
Rustic Bridge Area Sanitary Improvements	1,026,000						1,026,000	Voted 2004-Sanitary
Leland/Milton Area Sanitary Improvements	459,000						459,000	Voted 2004-Sanitary
Beechwood/Foster Area Sanitary Improvements	26,000						26,000	Voted 2004-Sanitary
			500,000				500,000	Sewer Enterprise
Bill Moose Run Area Sanitary Improvements	15,000						15,000	Voted 2004-Sanitary
			1,700,000				1,700,000	Sewer Enterprise
Broad Meadows Area Sanitary Improvements	69,000						69,000	Voted 2004-Sanitary
			460,000				460,000	Sewer Enterprise
Clinton Heights/Colerain Area Sanitary Improvements		2,887,000					2,887,000	Voted 2004-Sanitary
Como/Milton Area Sanitary Improvements		1,058,000					1,058,000	Voted 2004-Sanitary
Sanitary System Overflow Elimination	8,000,000	14,272,700					22,272,700	Voted 2004-Sanitary
		32,727,300	19,460,000	117,600,000	65,000,000	93,708,000	328,495,300	Sewer Enterprise
Downtown Manhole Rehabilitation	750,000						750,000	Voted 2004-Sanitary

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PUBLIC UTILITIES / SEWERS 60-05 Sewer Projects continued PROJECT NAME	2005	2006	2007	2008	2009	2010	Total	FUNDING
							Budget	SOURCE
JPWWTP, WAS Concentrator Building Renovations					\$ 419,000		\$ 419,000	OWDA
JPWWTP, Support Facilities	\$ 599,000		\$ 6,766,000				7,365,000	OWDA
JPWWTP, B-Plant Clarifier Upgrade		\$ 4,606,000					4,606,000	OWDA
JPWWTP, New Headworks		13,494,000					13,494,000	OWDA
JPWWTP, Disinfection Chemical Handling Facility Improve		3,266,000					3,266,000	OWDA
JPWWTP, Ash Handling System Rehabilitation			100,000		1,140,000		1,240,000	OWDA
JPWWTP, Skimmings Concentrator System Improvements	993,000						993,000	OWDA
Facilities/Equipment Upgrade for Whittier Street Storm Tanks	1,500,000		16,950,000				18,450,000	OWDA
SWWTP, Incinerator Ash Handling System Renovation						\$ 897,000	897,000	OWDA
SWWTP, Major Incineration Rehabilitation			1,137,000	\$ 1,706,000		32,124,000	34,967,000	OWDA
SWWTP, Support Facilities	496,000		9,345,000				9,841,000	OWDA
SWWTP, Electrical System Upgrade	4,747,000						4,747,000	OWDA
CSO Reduction Improvements at the WWTPs					89,000		89,000	OWDA
SWWTP, New Headworks	51,754,000	720,000	1,470,000				53,944,000	OWDA
SWWTP, Digester Rehabilitation	29,380,000						29,380,000	OWDA
SWWTP, Effluent Disinfection Improvements	5,368,000						5,368,000	OWDA
SWWTP, Center Train Concrete Rehabilitation	574,000	10,754,000					11,328,000	OWDA
SWWTP, Sludge Thickening Improvements/Add Renovations	581,000	872,000	16,422,000				17,875,000	OWDA
Alum Creek Sanitary Relief Sewer	2,000,000		1,000,000			55,000,000	58,000,000	OWDA
Sewer System I/I Remediation-NW Alum Creek Basin		3,450,000		880,000	250,000	5,730,000	10,310,000	OWDA
Sewer System I/I Remediation-Early Ditch Relief	3,450,000		650,000	480,000	480,000	5,750,000	10,810,000	OWDA
Sewer System I/I Remediation-West 5th Avenue		1,035,000		483,000		3,450,000	4,968,000	OWDA
Sewer System I/I Remediation-Barthman/Parsons		1,725,000		805,000		5,750,000	8,280,000	OWDA
Sewer System I/I Remediation-Livingston/James	3,450,000		650,000	480,000	480,000	5,750,000	10,810,000	OWDA
Big Walnut Augmentation/Rickenbacker San. Interceptor, Pt 1	3,900,000	4,100,000	2,100,000	2,000,000			12,100,000	OWDA
Big Walnut Augmentation/Rickenbacker San. Interceptor, Pt 2	326,000	250,000		3,294,000			3,870,000	OWDA
Chesnut Street Combined Sewer Rehabilitation	140,000	614,000	6,592,000				7,346,000	OWDA
Beulah Road Trunk Sewer Rehabilitation	50,000	3,000,000					3,050,000	OWDA
Livingston Avenue Sewer Improvements		1,375,000					1,375,000	OWDA
Forest Street Sewer Improvements		330,000					330,000	OWDA
Atwood Terrace/Lenore Relief Sewer	391,000						391,000	OWDA
Adena Brook Ravine Area Sanitary Improvements	2,700,000						2,700,000	OWDA
Sharon Heights Area Sanitary Improvements	143,000		816,000				959,000	OWDA
Torrence/Colerain Area Sanitary Improvements	1,600,000						1,600,000	OWDA
Crestview/Calumet Area Sanitary Improvements		2,327,000					2,327,000	OWDA
Upper Adena Brook Area Sanitary Sewer Improvements		2,500,000					2,500,000	OWDA
Staton Area Sanitary Improvements	5,000		1,260,000				1,265,000	OWDA
Morse/Elks Area Sanitary Improvements	149,000		993,000				1,142,000	OWDA
Piedmont/High Area Sanitary Improvements	770,000						770,000	OWDA
Clintonville-Main Rehabilitation	20,000	1,000,000					1,020,000	OWDA
Chase/High Area Sanitary Improvements	9,000		530,000				539,000	OWDA

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PUBLIC UTILITIES / SEWERS 60-05								Total	FUNDING
Sewer Projects continued								Budget	SOURCE
PROJECT NAME	2005	2006	2007	2008	2009	2010			
Orchard/Milton Area Sanitary Improvements	\$ 1,300,000						\$ 1,300,000	OWDA	
Deland/Zeller Area Sanitary Improvements		\$ 1,000,000					1,000,000	OWDA	
OSIS-Downtown Odor Control Facilities	300,000	2,721,000					3,021,000	OWDA	
West Side Sanitary Sewer Rehabilitation		500,000		\$ 4,000,000			4,500,000	OWDA	
Cleveland/Lakeview Sewer Improvements	150,000	50,000		1,000,000			1,200,000	OWDA	
Fulton/Mound/Noble Sewer Rehabilitation	300,000		\$ 2,500,000				2,800,000	OWDA	
Scioto Main/West Side Relief Sewer Rehabilitation	1,500,000		5,000,000				6,500,000	OWDA	
Sewer System-1/1-Downspout Elimination Pilot Project	500,000						500,000	OWDA	
Franklin No. 1 Sewer Rehabilitation		1,000,000	300,000			\$ 12,000,000	13,300,000	OWDA	
Lockbourne Road Area Sanitary Sewer Assessment		542,000					542,000	Sewer Special Assessment	
Skyline Drive Area Assessment Sewer		700,000					700,000	Sewer Special Assessment	
Merwin Hill Area Assessment Sewer	50,000			300,000			350,000	Sewer Special Assessment	
Portage Grove Area Assessment Sewer		80,000		800,000			880,000	Sewer Special Assessment	
Subtotal - Sanitary Sewers	\$ 164,316,000	\$ 157,702,000	\$ 120,233,000	\$ 159,845,000	\$ 89,605,000	\$ 259,541,000	\$ 951,242,000		
PUBLIC UTILITIES / ELECTRICITY 60-07								Total	FUNDING
PROJECT NAME	2005	2006	2007	2008	2009	2010	Budget	SOURCE	
Street Lighting	\$ 1,615,000	\$ 1,499,000					\$ 3,114,000	Voted 1999 Electricity	
		256,000	\$ 1,831,000	\$ 1,750,000	\$ 1,610,000		5,447,000	Voted 2004 Electricity	
						\$ 1,610,000	1,610,000	Electricity Enterprise	
Italian Village Substation	725,000						725,000	Voted 1999 Electricity	
		69,000	150,000				219,000	Voted 2004 Electricity	
Morse Road System Improvement		650,000	610,000				1,260,000	Voted 2004 Electricity	
Stelzer/Agler/Johnstown Circuit		250,000					250,000	Voted 2004 Electricity	
Distribution Improvements	626,000						626,000	Voted 1999 Electricity	
		100,000	350,000	1,309,000	92,000		1,851,000	Voted 2004 Electricity	
						1,592,000	1,592,000	Electricity Enterprise	
Alternate 69KV Feed to West Substation		20,000	20,000	20,000	1,500,000		1,560,000	Voted 2004 Electricity	
69KV Line Relocation to West Substation	100,000						100,000	Voted 1999 Electricity	
Facilities Renovation	13,000						13,000	Voted 1999 Electricity	
Urban Infrastructure Recovery	377,000						377,000	Voted 1999 Electricity	
		289,000	349,000	505,000	505,000		1,648,000	Voted 2004 Electricity	
						505,000	505,000	Electricity Enterprise	
Subtotal - Electricity	\$ 3,456,000	\$ 3,133,000	\$ 3,310,000	\$ 3,584,000	\$ 3,707,000	\$ 3,707,000	\$ 20,897,000		
Note: Urban Infrastructure projects will be issued using electricity authority, but will be supported by the special income tax fund.									
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Capital Summary

PUBLIC UTILITIES / WATER 60-09 PROJECT NAME	2005	2006	2007	2008	2009	2010	Total	FUNDING
							Budget	SOURCE
GIS	\$ 1,500,000						\$ 1,500,000	Voted 1999 Water
Hoover Reservoir Erosion Control	200,000	\$ 1,000,000					1,200,000	Voted 1999 Water
			\$ 200,000				200,000	Voted 2004 Water
				\$ 1,000,000	\$ 200,000	\$ 1,000,000	2,200,000	Water Enterprise
Miscellaneous Facilities	1,100,000	1,100,000					2,200,000	Voted 1999 Water
			1,100,000				1,100,000	Voted 2004 Water
				1,100,000	1,100,000	1,100,000	3,300,000	Water Enterprise
Alkire Road Water Main		80,000					80,000	Voted 1999 Water
			560,000				560,000	Voted 2004 Water
Galloway Road Water Main	75,000	525,000					600,000	Voted 1999 Water
Water Main Rehabilitation	5,000,000	5,000,000					10,000,000	Voted 1999 Water
			5,000,000				5,000,000	Voted 2004 Water
				5,000,000	5,000,000	5,000,000	15,000,000	Water Enterprise
Doherty Road Water Line	500,000						500,000	Voted 1999 Water
HCWP Raw Water Line		12,000,000					12,000,000	Voted 1999 Water
			12,000,000				12,000,000	Voted 2004 Water
DRWP Improvement Facilities	200,000	200,000					400,000	Voted 1999 Water
			200,000				200,000	Voted 2004 Water
				200,000	200,000	200,000	600,000	Water Enterprise
HCWP Improvement Facilities	200,000	200,000					400,000	Voted 1999 Water
			200,000				200,000	Voted 2004 Water
				200,000	200,000	200,000	600,000	Water Enterprise
Distribution Improvements	400,000	400,000					800,000	Voted 1999 Water
			400,000				400,000	Voted 2004 Water
				400,000	400,000	400,000	1,200,000	Water Enterprise
PAWP Improvements Facilities	200,000	200,000					400,000	Voted 1999 Water
			200,000				200,000	Voted 2004 Water
				200,000	200,000	200,000	600,000	Water Enterprise
North Pressure District Storage Tanks		265,000					265,000	Voted 1999 Water
			2,500,000				2,500,000	Voted 2004 Water
HCWP Lagoons #1 & #3 Sludge Removal	5,400,000	2,800,000					8,200,000	Voted 1999 Water
			1,400,000				1,400,000	Voted 2004 Water
HCWP Sludge Pump Station		4,000,000					4,000,000	Voted 1999 Water
DRWP Olentangy Intake		1,500,000					1,500,000	Voted 1999 Water
DRWP High Service Pump Rehabilitation		300,000					300,000	Voted 1999 Water
				3,000,000			3,000,000	Water Enterprise
Automatic Meter Reading	1,000,000	1,000,000					2,000,000	Voted 1999 Water
			1,000,000				1,000,000	Voted 2004 Water
				1,000,000	1,000,000	1,000,000	3,000,000	Water Enterprise
South Wellfield-South Expansion	3,000,000						3,000,000	Voted 1999 Water
				8,000,000			8,000,000	Water Enterprise
Fairwood Avenue Tankyard Pumps	1,000,000						1,000,000	Voted 1999 Water

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PUBLIC UTILITIES / WATER 60-09 Projects continued PROJECT NAME	2005	2006	2007	2008	2009	2010	Total	FUNDING
							Budget	SOURCE
Sullivant Avenue Water Line Cleaning	\$ 1,000,000						\$ 1,000,000	Voted 1999 Water
Long Street Water Line Cleaning		\$ 600,000					600,000	Voted 1999 Water
Upground Reservoir	4,000,000	3,005,000					7,005,000	Voted 1999 Water
		37,995,000	\$ 18,595,000				56,590,000	Voted 2004 Water
			11,405,000	\$ 22,000,000			33,405,000	Water Enterprise
DRWP Disinfection Improvements	4,000,000						4,000,000	Voted 1999 Water
Watershed Road Improvements	150,000						150,000	Voted 1999 Water
		200,000					200,000	Voted 2004 Water
			200,000	900,000			1,100,000	Water Enterprise
HCWP Basin Concrete Rehabilitation	300,000						300,000	Voted 1999 Water
			1,300,000				1,300,000	Water Enterprise
HCWP Pavement Rehabilitation		50,000					50,000	Voted 2004 Water
			200,000				200,000	Water Enterprise
HCWP "A" Raw & Finish Water Pump Rehabilitation	4,000,000						4,000,000	Voted 1999 Water
Water Meter Renewal Program	250,000						250,000	Voted 1999 Water
		250,000					250,000	Voted 2004 Water
			250,000	250,000	\$ 250,000	\$ 250,000	1,000,000	Water Enterprise
Valve Renewal Program	1,500,000						1,500,000	Voted 1999 Water
		1,500,000					1,500,000	Voted 2004 Water
			1,500,000	1,500,000	1,500,000	1,500,000	6,000,000	Water Enterprise
Public Office Facility	100,000						100,000	Voted 1999 Water
			500,000				500,000	Water Enterprise
Main Street Water Main Cleaning			500,000				500,000	Water Enterprise
Champion Avenue 20" Water Main	1,500,000						1,500,000	Voted 1999 Water
Livingston Avenue 24" Water Main	1,500,000						1,500,000	Voted 1999 Water
Mound/Harrisburg Pike 24" Water Main	2,050,000						2,050,000	Voted 1999 Water
Water Shed Mgt. Misc Improvement Facilities	200,000						200,000	Voted 1999 Water
		200,000					200,000	Voted 2004 Water
			200,000	200,000	200,000	200,000	800,000	Water Enterprise
PAWP Sludge Disposal	300,000						300,000	Voted 1999 Water
		3,000,000					3,000,000	Voted 2004 Water
Watershed Protection Easements	400,000						400,000	Voted 1999 Water
		400,000					400,000	Voted 2004 Water
			400,000	400,000	400,000		1,200,000	Water Enterprise
Fisher District Storage Tanks	2,500,000						2,500,000	Voted 1999 Water
Lazelle Road Tank		150,000					150,000	Voted 2004 Water
			2,500,000				2,500,000	Water Enterprise
Parsons District Storage Tank				150,000	2,500,000		2,650,000	Water Enterprise
Taylor Road Storage Tank	2,500,000						2,500,000	Voted 1999 Water
DRWP Treatment Capacity Increase	3,000,000						3,000,000	Voted 1999 Water
			6,000,000		20,000,000	20,000,000	46,000,000	Water Enterprise

Capital Summary

PUBLIC UTILITIES / WATER 60-09 Projects continued PROJECT NAME	2005	2006	2007	2008	2009	2010	Total Budget	FUNDING SOURCE
	HCWP Treatment Improvements	\$ 1,500,000						\$ 1,500,000
DRWP Automation Upgrade	1,200,000		\$ 1,500,000		\$ 7,500,000		9,000,000	Water Enterprise
PAWP Basin Covers				\$ 200,000	1,000,000		1,200,000	Voted 1999 Water
HCWP Basin Improvements		\$ 1,000,000					1,000,000	Water Enterprise
O'Shaughnessy Hydro Electric Improvements	200,000						200,000	Voted 2004 Water
General Engineering Services-Supply Group	2,000,000						2,000,000	Voted 1999 Water
		300,000					300,000	Voted 2004 Water
McKinley Avenue 36" Water Main	3,800,000		300,000	300,000	300,000	\$ 300,000	1,200,000	Water Enterprise
Dublin Road 36" Water Main	5,300,000						3,800,000	Voted 1999 Water
Griggs Booster Station	600,000						5,300,000	Voted 1999 Water
Mound Street/Columbian Avenue/West Broad Street	150,000						600,000	Voted 1999 Water
		1,700,000					150,000	Voted 1999 Water
Joyce Avenue 16" Water Main	360,000						1,700,000	Voted 2004 Water
Tussing Road 24" Water Main			150,000	2,800,000			360,000	Voted 1999 Water
Mound Street Booster Station	80,000						2,950,000	Water Enterprise
		600,000					80,000	Voted 1999 Water
Dublin Road 8" and 12" Water Main	100,000						600,000	Voted 2004 Water
		1,000,000					100,000	Voted 1999 Water
West Broad Street & Alley Water Main Cleaning		600,000					1,000,000	Voted 2004 Water
East Corridor Transmission Main Cleaning	150,000						600,000	Voted 2004 Water
		750,000					150,000	Voted 1999 Water
Central Maintenance Management System	1,500,000						750,000	Voted 2004 Water
East Broad Street Water Main		200,000					1,500,000	Voted 1999 Water
			3,600,000				200,000	Voted 2004 Water
PAWP Electrical Service Upgrade		1,000,000					3,600,000	Water Enterprise
O'Shaughnessy Dam-Miscellaneous Improvements		1,000,000					1,000,000	Voted 2004 Water
Miscellaneous Booster Station Improvements	250,000						1,000,000	Voted 2004 Water
		250,000					250,000	Voted 1999 Water
			250,000	250,000	250,000	250,000	250,000	Voted 2004 Water
Morse Road 36" Water Main	950,000						1,000,000	Water Enterprise
Taylor/Nelson Water Main Cleaning			150,000	500,000			950,000	Voted 1999 Water
Livingston Avenue Water Main Cleaning			150,000	900,000			650,000	Water Enterprise
Water Storage Tank Painting	1,000,000						1,050,000	Water Enterprise
		1,000,000					1,000,000	Voted 1999 Water
			1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Voted 2004 Water
MET-A-MAP	1,500,000						4,000,000	Water Enterprise
		1,500,000					1,500,000	Voted 1999 Water
Security Enhancements		2,000,000					1,500,000	Voted 2004 Water
			2,000,000	2,000,000			2,000,000	Voted 2004 Water
Morse/Hamilton Booster Station	1,000,000						4,000,000	Water Enterprise
Central College 16" Water Main				175,000	500,000		1,000,000	Voted 1999 Water
Airport Drive 12" Water Main				150,000	400,000		675,000	Water Enterprise
Chatterton Road 30" Water Main			150,000	1,700,000			550,000	Water Enterprise
Mound/Harmon 20" Water Main Cleaning					150,000	600,000	1,850,000	Water Enterprise
HCWP Disinfection Improvements				1,000,000		4,000,000	750,000	Water Enterprise
							5,000,000	Water Enterprise
Subtotal - Water	\$ 70,665,000	\$ 90,820,000	\$ 77,560,000	\$ 56,475,000	\$ 44,250,000	\$ 37,200,000	\$ 376,970,000	

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PUBLIC UTILITIES / SEWERS 60-15 PROJECT NAME	2005	2006	2007	2008	2009	2010	Total	FUNDING
							Budget	SOURCE
STORM PROJECTS:								
Sewer System Remediation Driving Park	\$ 300,000	\$ 50,000					\$ 350,000	Voted 2004 Storm
Sewer System Remediation-Clintonville	50,000	100,000	\$ 100,000				250,000	Voted 2004 Storm
Sewer System I/I Remediation N/W Alum Creek				\$ 660,000		\$ 2,000,000	2,660,000	Voted 2004 Storm
Sewer System I/I Remediation Early Ditch			500,000	50,000		1,000,000	1,550,000	Voted 2004 Storm
Sewer System I/I Remediation W 5th Avenue				120,000		800,000	920,000	Voted 2004 Storm
Sewer System I/I Remediation Barthman/Parsons				220,000		750,000	970,000	Voted 2004 Storm
Sewer System I/I Remediation Livingston/James				350,000	\$ 50,000	500,000	900,000	Voted 2004 Storm
Linden Ditch Area Wide Storm System Improvements	125,000	3,000,000					3,125,000	Voted 2004 Storm
Marsdale Avenue Storm System	30,000	300,000					330,000	Voted 2004 Storm
Kuhns Ditch Storm System Improvements			50,000	75,000	40,000	400,000	565,000	Voted 2004 Storm
ST 28 Williams Road Pump Station Replacement		800,000					800,000	Voted 2004 Storm
ST 24 Refugee Road Pump Station Replacement		1,210,000					1,210,000	Voted 2004 Storm
Mock Road Storm System Improvements		300,000					300,000	Voted 2004 Storm
Iuka Ravine Park Stormwater System	2,600,000						2,600,000	Voted 2004 Storm
5th Avenue Dam Abutment Rehabilitation				50,000	100,000		150,000	Voted 2004 Storm
Midland/Eakin Stormwater System Improvements	50,000	900,000					950,000	Voted 2004 Storm
Glendower Avenue/Llewlyn Avenue Stormwater		460,000					460,000	Voted 2004 Storm
Olentangy Blvd/Amazon Place Stormwater		300,000					300,000	Voted 2004 Storm
Petzinger Road Stormwater System		50,000	600,000				650,000	Voted 2004 Storm
Charleston Avenue Stormwater System		500,000					500,000	Voted 2004 Storm
Parkside Road Stormwater System Improvements		30,000	300,000				330,000	Voted 2004 Storm
Eaton/Wharton Avenue Area Stormwater System Improvements		50,000	200,000				250,000	Voted 2004 Storm
Southard/Fornoff Area SSI		50,000	800,000				850,000	Voted 2004 Storm
Southgate/Landers Area SSI		10,000	150,000				160,000	Voted 2004 Storm
Oakland Park Avenue SSI			350,000				350,000	Voted 2004 Storm
Canyon Drive/Glenmont Avenue Area SSI		350,000					350,000	Voted 2004 Storm
Clintonville Area Miscellaneous SSI		500,000					500,000	Voted 2004 Storm
Olentangy River Road Culvert Replacement	20,000	300,000					320,000	Voted 2004 Storm
Pilot Wetlands Mitigation	52,000						52,000	Voted 2004 Storm
Southeast Industrial Park Stormwater System Improvements	75,000	20,000		500,000			595,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 10	250,000						250,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 11		250,000					250,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 12			250,000				250,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 13				250,000			250,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 14					250,000		250,000	Voted 2004 Storm
Safford/Union Area SSI	130,000	10,000		300,000			440,000	Voted 2004 Storm
General Engineering Services		300,000			300,000		600,000	Voted 2004 Storm

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PUBLIC UTILITIES / SEWERS 60-15 Storm Projects continued PROJECT NAME	2005	2006	2007	2008	2009	2010	Total	FUNDING
							Budget	SOURCE
Minnesota Avenue Street Reconstruction		\$ 450,000					\$ 450,000	Voted 2004 Storm
Riverview Drive Street Reconstruction		1,100,000					1,100,000	Voted 2004 Storm
Elmore Avenue Stormwater System Improvements			\$ 100,000				100,000	Voted 2004 Storm
Hollenback Drive Street Reconstruction		250,000					250,000	Voted 2004 Storm
Neighborhood Stormwater Projects 15						\$ 250,000	250,000	Voted 2004 Storm
Short Street/Liberty Major Storm Routing	\$ 60,000	400,000					460,000	Voted 2004 Storm
Noble Run Ditch Improvements				\$ 70,000	\$ 150,000	520,000	740,000	Voted 2004 Storm
Oaklawn/Piedmont Road Drainage		1,400,000					1,400,000	Voted 2004 Storm
West 5th Avenue Underpass Storm System					15,000	1,500,000	1,515,000	Voted 2004 Storm
Maize Road Area Storm/Sanitary Sewer	920,000	1,000,000					1,920,000	Voted 2004 Storm
Storm Sewer Contingency	1,998,000	1,985,000	1,985,000	1,985,000	1,985,000	1,985,000	11,923,000	Voted 2004 Storm
Leland Ditch Stormwater System	350,000						350,000	Voted 2004 Storm
Napoleon Avenue/Broad Street Storm Sewer	500,000						500,000	Voted 2004 Storm
West Columbus Local Protection Project	1,000,000						1,000,000	Voted 2004 Storm
East 5th/19th Underpass Storm PS ST-25						800,000	800,000	Voted 2004 Storm
Fairwood Avenue/Koebel Road Drainage		50,000	600,000				650,000	Voted 2004 Storm
Clintonville Drainage				200,000	100,000	1,000,000	1,300,000	Voted 2004 Storm
Powell Ditch Areawide Storm System				100,000	50,000	750,000	900,000	Voted 2004 Storm
Bliss Run Trunk Sewer	7,500,000						7,500,000	Voted 2004 Storm
Walnut Hills Area Drainage		400,000					400,000	Voted 2004 Storm
Lockbourne Road Drainage			1,500,000				1,500,000	Voted 2004 Storm
Third Avenue Underpass Stormwater System				85,000	50,000	1,500,000	1,635,000	Voted 2004 Storm
Wilson Road Drainage		2,700,000					2,700,000	Voted 2004 Storm
Jasonway Avenue Drainage	2,000,000						2,000,000	Voted 2004 Storm
Hilliard Rome Road Relief Storm Sewer	500,000						500,000	Voted 2004 Storm
Trentwood/Shadyhill Stormwater System		300,000					300,000	Voted 2004 Storm
Briggs Road Ditch Enclosure	3,800,000						3,800,000	Voted 2004 Storm
McKinley Avenue Reconstruction/Storm	60,000	2,800,000					2,860,000	Voted 2004 Storm
Bexvie Avenue Stormwater System	1,000,000						1,000,000	Voted 2004 Storm
Hague Avenue Drainage	500,000						500,000	Voted 2004 Storm
Greenhill Acres Storm Sewer	4,300,000						4,300,000	Voted 2004 Storm
Towers Court Detention Basin		900,000					900,000	Voted 2004 Storm
Marion Road Storm Sewer	250,000	200,000	2,000,000				2,450,000	Voted 2004 Storm
Idlewild Drive Storm Sewer	1,175,000		3,400,000				4,575,000	Voted 2004 Storm
Woodland/5th Avenue Drainage	4,000,000						4,000,000	Voted 2004 Storm
Maryland Avenue Drainage			100,000		800,000		900,000	Voted 2004 Storm
Ashburton/Mayfair Drainage			55,000		550,000		605,000	Voted 2004 Storm
Ashburton/Dale Avenue Drainage			55,000		450,000		505,000	Voted 2004 Storm

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PUBLIC UTILITIES / SEWERS 60-15 Storm Projects continued PROJECT NAME							Total	FUNDING
	2005	2006	2007	2008	2009	2010	Budget	SOURCE
	Skyline Drive Stormwater System	\$ 50,000		\$ 1,800,000				\$ 1,850,000
Francisco Road Storm System	1,800,000						1,800,000	Voled 2004 Storm
North Central Areawide Storm System		\$ 600,000		\$ 400,000	\$ 4,000,000		5,000,000	Voted 2004 Storm
McDannald Subdivison Stormwater System		1,075,000					1,075,000	Voted 2004 Storm
Briarmeadow Drive Culvert		300,000					300,000	Voted 2004 Storm
Subtotal - Storm Sewers	\$ 35,445,000	\$ 25,750,000	\$ 14,895,000	\$ 5,415,000	\$ 8,890,000	\$ 13,755,000	\$ 104,150,000	
DEVELOPMENT / DEVELOPMENT 44-01 PROJECT NAME							Total	FUNDING
	2005	2006	2007	2008	2009	2010	Budget	SOURCE
Northland Mall Project	\$ 1,495,800						\$ 1,495,800	Councilmanic
Economic & Community Development	373,000	\$ 286,000	\$ 346,000	\$ 500,000	\$ 500,000	\$ 500,000	2,505,000	Councilmanic
Miscellaneous Economic Development	912,471						912,471	Councilmanic
Land Acquisition	1,000,000						1,000,000	Councilmanic
Land Assemblage	2,798,729						2,798,729	Councilmanic
King Lincoln District	1,000,000						1,000,000	Councilmanic
Downtown Revitalization			913,000	1,900,000	3,058,000	3,725,000	9,596,000	Councilmanic
Subtotal - Development	\$ 7,580,000	\$ 286,000	\$ 1,259,000	\$ 2,400,000	\$ 3,558,000	\$ 4,225,000	\$ 19,308,000	
GRAND TOTAL	\$ 362,621,772	\$ 334,633,000	\$ 268,645,228	\$ 297,518,000	\$ 221,502,000	\$ 388,295,000	\$ 1,873,215,000	

Capital Summary

FUNDING SUMMARY BY SOURCE		2005	2006	2007	2008	2009	2010	Budget
COUNCILMANIC (Need to include UIRF)	\$	10,930,000	\$ 1,111,000	\$ 2,255,000	\$ 3,840,000	\$ 4,998,000	\$ 74,092,000	\$ 97,226,000
VOTED 2004		70,266,772	38,100,000	48,202,228	66,694,000	69,562,000	0	292,825,000
CABLE		1,768,000	2,132,000	490,000	490,000	490,000	0	5,370,000
INFORMATION SERVICES		5,075,000	1,780,000	1,700,000	1,175,000	0	0	9,780,000
FLEET MANAGEMENT		700,000	14,105,000	0	0	0	0	14,805,000
VOTED 1991 SANITARY		12,299,700	0	0	0	0	0	12,299,700
VOTED 2004 SANITARY		32,821,300	62,963,700	0	0	0	0	95,785,000
SANITARY ENTERPRISE		0	32,727,300	45,652,000	143,617,000	86,747,000	133,090,000	441,833,300
OWDA		119,145,000	60,689,000	74,581,000	15,128,000	2,858,000	126,451,000	398,852,000
SEWER SPECIAL ASSESSMENT		50,000	1,322,000	0	1,100,000	0	0	2,472,000
VOTED 2004 STORM		35,445,000	25,750,000	14,895,000	5,415,000	8,890,000	13,755,000	104,150,000
VOTED 1999 WATER		70,665,000	34,175,000	0	0	0	0	104,840,000
VOTED 2004 WATER		0	56,645,000	43,355,000	0	0	0	100,000,000
WATER ENTERPRISE		0	0	34,205,000	56,475,000	44,250,000	37,200,000	172,130,000
VOTED 1999 ELECTRICITY		3,456,000	1,499,000	0	0	0	0	4,955,000
VOTED 2004 ELECTRICITY		0	1,634,000	3,310,000	3,584,000	3,707,000	0	12,235,000
ELECTRICITY ENTERPRISE (Includes UIRF)		0	0	0	0	0	3,707,000	3,707,000
TOTAL	\$	362,621,772	\$ 334,633,000	\$ 268,645,228	\$ 297,518,000	\$ 221,502,000	\$ 388,295,000	\$ 1,873,215,000
								Total
FUNDING SUMMARY BY DIVISION		2005	2006	2007	2008	2009	2010	Budget
SAFETY ADMINISTRATION	\$	-	\$ 300,000	\$ 3,700,000	\$ -	\$ -	\$ -	\$ 4,000,000
POLICE		2,659,000	825,000	996,000	1,440,000	1,440,000	1,440,000	8,800,000
FIRE		6,861,000	3,053,000	6,721,000	4,735,000	7,935,000	7,935,000	37,240,000
INFORMATION SERVICES		5,075,000	1,780,000	1,700,000	1,175,000	0	0	9,780,000
CABLE		1,768,000	2,132,000	490,000	490,000	490,000	0	5,370,000
HEALTH		275,000	-	-	-	-	-	275,000
RECREATION AND PARKS		18,561,000	5,130,000	5,899,000	8,525,000	8,525,000	8,525,000	55,165,000
REFUSE COLLECTION		4,532,000	2,906,000	3,512,000	5,075,000	5,075,000	5,075,000	26,175,000
TRANSPORTATION		37,653,772	25,886,000	27,374,228	46,919,000	46,587,000	45,452,000	229,872,000
FLEET MANAGEMENT		700,000	14,105,000	-	-	-	-	14,805,000
FACILITIES MANAGEMENT		3,075,000	825,000	996,000	1,440,000	1,440,000	1,440,000	9,216,000
SANITARY SEWERS		164,316,000	157,702,000	120,233,000	159,845,000	89,605,000	259,541,000	951,242,000
ELECTRICITY		3,456,000	3,133,000	3,310,000	3,584,000	3,707,000	3,707,000	20,897,000
WATER		70,665,000	90,820,000	77,560,000	56,475,000	44,250,000	37,200,000	376,970,000
STORM SEWERS		35,445,000	25,750,000	14,895,000	5,415,000	8,890,000	13,755,000	104,150,000
DEVELOPMENT		7,580,000	286,000	1,259,000	2,400,000	3,558,000	4,225,000	19,308,000
TOTAL	\$	362,621,772	\$ 334,633,000	\$ 268,645,228	\$ 297,518,000	\$ 221,502,000	\$ 388,295,000	\$ 1,873,215,000
SUM								