

CITY OF COLUMBUS

# 2007 BUDGET



PHOTO COURTESY RETIRED ASST. CHIEF JOHN RILES



MICHAEL B. COLEMAN, MAYOR



City of Columbus  
Mayor Michael B. Coleman

## Office of the Mayor

City Hall / 90 West Broad Street  
Columbus, Ohio 43215-9014  
614/645-7671  
FAX 614/645-8955  
TDD 614/645-6200

November 15, 2006

Dear President Habash and Members of City Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I present you with the estimate of the expense of conducting the affairs of the city for fiscal year 2007. I am pleased to present this budget, which for the first time in four years is balanced without any use of the city's rainy day fund, and which continues to reflect our strong commitment to safety, neighborhoods, job growth and economic development. I am proposing a 2007 general fund operating budget of \$631.5 million (an all funds operating budget of \$1.2 billion).

As promised when we planned our strategy for dealing with the national economic recession that began in 2001, we have honored our commitment to not tap our rainy day fund beyond 2006. In fact, in 2006 we deposited nearly \$10 million into the rainy day fund from pollution credits the city received from SWACO. The city's rainy day fund is projected to end 2006 with a healthy balance of \$41.3 million which represents nearly 7 percent of general fund expenditures.

This is a strong reflection on the city's financial position and a clear demonstration of the fiscal discipline we have all exercised. Columbus continues to be rewarded as the only big city in the nation with the highest possible credit ranking from all three major rating agencies. Our city is distinguished by its large and diverse economy, a population that continues to grow, and low unemployment rates. We host strong public and private sector employers and a vast and varied educational infrastructure. These strengths have cushioned us to a large extent but we continually work to expand and improve our economy and the quality of life for our residents.

We have also avoided any reduction in police and fire services over the difficult recession years. After a December 2005 police recruit class of 75, the largest in several years, an unscheduled class of 30 began in July 2006 in order to provide the first increase in police officers in a number of years. Both the Police Division and the Fire Division have seen fewer retirements in 2006 than assumed during budget planning.

The budget I am presenting today provides for three police classes of 50 each in December 2006, July 2007 and December 2007. This will be the second year in a row with a mid-year police recruit class scheduled. By January 2008, we expect to have over 1,900 police officers. Fire recruit classes of 30 in December 2006 and 35 in December

2007 are planned. Our safety forces must reflect the diversity of our city. As such, funds are also provided to expand testing and marketing efforts as part of an enhanced minority recruitment program for the Police Division.

An increased spring, summer, fall Police Strike Force is budgeted for 2007, which will go well beyond this past summer's eleven-week campaign to prevent crime, reduce violence and get firearms off our streets. The success of this pro-active neighborhood policing initiative is undisputed – 700 arrests (460 of which were felony arrests), 207 guns seized, 335 warrants served, 33.6 pounds of drugs and nearly \$86,000 seized.

A disproportionate number of African American male youth have engaged in violent activities. As a part of focusing on positive outcomes, funding of \$150,000 will be available for the African-American Male Empowerment Commission, a 15-member group that will work to strengthen families, prevent homicide and reduce urban crime.

We have also proposed a \$150,000 increase in general fund support for the Community Shelter Board, a key community partner. General fund support for the Community Shelter Board and their Rebuilding Lives program will total \$2.2 million with an additional \$1.0 million from various federal funding sources. Through the Council budgetary process, I strongly recommend additional funding for this important effort from any additional balance remaining at year-end.

Following through on our commitment to address neighborhood issues we are expanding efforts under our Home Again initiative. We will acquire and rehabilitate residential structures in defined strategy areas to initiate neighborhood revitalization, demolish residential structures too deteriorated to be rehabilitated, and undertake home roof repairs in order to preserve housing stock and enable low income families to stay in their homes. We will continue innovative means to address vacant and abandoned properties through enhanced land-banking efforts, targeted acquisition and identifying new resources. An increase of \$300,000 is budgeted for Home Again as well as an additional \$50,000 (for a total of \$150,000) for demolition expenses. Our capital improvements plan includes \$3.5 million for rehabilitation of vacant houses.

We continue to strive at improving services for our citizens even after several years of dealing with a national economic recession. Our success in improving our economy is reflected by the fact that the Columbus metropolitan area was ranked as the seventh strongest economy in the nation according to POLICOM Corporation's 2006 Economic Strength Rankings. We will be aggressive in building our local economy through job creation and retention efforts. We will focus on marketing, retention and expansion, and global and neighborhood development in our efforts to bring good jobs for our residents and revenue to the city. An additional \$300,000 is added to enhance these efforts and fund the city's Jobs/Sales Team.

Construction on numerous major public safety projects will be underway including, the replacement of Fire Station 10 on West Broad Street, a new Fire Station 35 on Waggoner Road, a joint OSU/City of Columbus Policing Center on 11<sup>th</sup> Avenue and the relocation

of the Police Heliport operations. A decision on a new location for the city's impound lot will be forthcoming soon to allow for redevelopment of the Whittier peninsula into a natural area mixed with residential development.

The city will begin construction on a new Westside Neighborhood Family Health Center to serve residents of Franklinton, the Hilltop and Westland and working with our community partners on the Southside we will find a new home and secure funding for a permanent location for a new Maloney family health center.

In addition to capital improvement funds planned for municipal court building renovations, increased funding of \$200,000 is provided for municipal court building custodial and maintenance services. The high-traffic public areas and courtrooms of this 345,000 square foot building demand an increased level of custodial and maintenance work in order to continue to serve as our judicial center.

Continued investment in our core downtown includes up to \$9.3 million in infrastructure improvements for the new Huntington Park baseball stadium, a comprehensive curb-inspection program focused on downtown, a new neighborhood in the River South district, and the Scioto Mile connector park along the downtown river.

This budget continues to fund the King Arts Center and Franklin Park Conservatory recognizing that these two institutions are cultural and entertainment destinations. In addition, contingent on county and private sector contributions, the city will invest \$1 million as part of its overall commitment of \$2 million over two years for COSI support. The \$1 million is being achieved through \$550,000 in general funds set aside in the 2007 budget from the Finance citywide account and another \$450,000 collectively from the Jobs Fund, GCAC grants, and insurance coverage.

The city is serious about our Get Green Columbus initiative. Each city department has appointed a coordinator to work on the many components of the initiative which focuses on improved air and water quality, recycling, green housing and commercial development, and green jobs. Fire Station 10, to be built in Franklinton on West Broad Street, will be Leadership in Energy and Environmental Design (LEED) certified.

On January 3, 2006, the 311 number was activated. The 311 Call Center provides Columbus citizens with access to city services and city information. The Call Center averages 1,000 calls per day received by 22 call takers working two shifts. 2006 also saw the start of Columbus\*Stat, another leg of the city's ongoing efforts to analyze performance and provide accountability for all city services. The city has made significant progress in collecting data and monitoring the performance of important city programs.

Our ability to serve the citizens is heavily dependent upon city income tax revenues which comprise two-thirds of all revenues available for general fund operations. After two years of no-growth in our city income tax in 2002 and 2003, positive growth returned in 2004 and 2005, although at a low 3.4 percent and 3.7 percent, respectively. However,

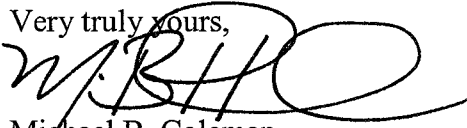
2006 has seen a strong rebound in growth to an estimated 6.5 percent, returning to its average annual growth rate of more than 6 percent maintained throughout the 1990s. For the last six years since 2001, actual general fund expenditures have been held more than \$57 million below appropriation levels. This was accomplished with very flat, no-growth appropriation levels in 2001 through 2004. After four years of budget cuts, further reductions would have severely limited basic city services such as refuse collection, parks and recreation center operations, and the provision of basic public health care services.

The 2007 budget is built on a conservative income tax growth estimate of 4 percent. While not dipping further into our rainy day fund, the budget does take advantage of a couple of one-time items including a \$7 million credit to the county for the city's jail contract as a result of overpayments in prior years and use of \$1 million in the previously established safety staffing contingency fund for safety items.

If the city is fortunate to end 2006 with more revenue in the general operating fund than expected at this point, a number of areas stand out for restoration or supplementation. I urge Council to consider allocating any additional funds to the following areas: the Community Shelter Board, youth employment initiatives, after-school programs, Access Health Columbus, and Columbus Neighborhood Health Centers.

This budget continues our disciplined approach to managing the city's budget. With continued careful management of our finances and an improving economic climate, the city is well positioned to continue our mission of making Columbus the best city in the nation in which to live, work and raise a family.

Very truly yours,

A handwritten signature in black ink, appearing to read 'M. B. Coleman', written over a horizontal line.

Michael B. Coleman  
Mayor



# CITY OF COLUMBUS

## PROPOSED 2007 BUDGET

Mayor Michael B. Coleman

Presented to  
Columbus City Council  
November 15, 2006

Prepared by Department of Finance and Management

Joel S. Taylor, Director  
Veronica N. Sherman, Deputy Director  
Jane A. Dunham, Financial Management Administrator  
Suzanna Gussler, Budget Officer  
Phil Carter, Grants Management Coordinator  
Robert Newman, Debt Coordinator  
Dr. Francis Rogers, Performance Management Coordinator

**Budget Analysts**

Gwen Akrobettoe  
Aileen Heiser  
Marvene Mitchell  
Adam Robins  
Ihab Tadros

**Performance Management Analysts**

Jessica Maggard Hart  
Amanda Hoyt  
Andrea Phillips

**Debt Analyst**

Steve Wentzel

With Special Thanks to the Mayor's Staff and Cabinet

Guy Worley, Chief of Staff  
Joyce Bushman, Deputy Chief of Staff  
Mike Reese, Deputy Chief of Staff  
Boyce Safford, Deputy Chief of Staff

Mark Barbash, Development  
Mitchell Brown, Public Safety  
Trudy Bartley (Acting), Recreation and Parks  
Melinda Carter, EBOCO  
Gary Cavin, Technology  
Chet Christie, Human Resources

Barbara Gates-McGrath, Civil Service Comm.  
Henry Guzman, Public Service  
Dr. Teresa Long, Public Health  
Cheryl Roberto, Public Utilities  
James Stowe, Community Relations Comm.  
Tei Street, Office of Education

## Table of Contents

Introduction .....	1-1
Mayor's Goals .....	2-1
Financial Overview .....	3-1
Financial Policies .....	4-1
Department Summaries	
City Council .....	5-1
Auditor .....	6-1
Treasurer .....	7-1
City Attorney .....	8-1
Municipal Court Judges .....	9-1
Municipal Court Clerk .....	10-1
Civil Service Commission .....	11-1
Public Safety .....	12-1
Mayor .....	13-1
Education .....	14-1
Community Relations .....	15-1
Equal Business Opportunity .....	16-1
Development .....	17-1
Finance and Management .....	18-1
Human Resources .....	19-1
Technology .....	20-1
Public Health .....	21-1
Recreation and Parks .....	22-1
Public Service .....	23-1
Public Utilities .....	24-1
Accounting and Organizational Structure .....	25-1
General Fund .....	26-1
Community Development Block Grant (CDBG) Fund .....	27-1
Special Revenue Funds .....	28-1
Internal Service Funds .....	29-1
Enterprise Funds .....	30-1
All Funds Summary .....	31-1
Capital Summary .....	32-1





## **Introduction**

### **The 2007 Budget Document**

The 2007 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 2007 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 2007 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

### **Financial Policies**

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

### **Department Summaries**

This section describes each department, including the department description and mission, strategic priorities for 2007, and 2007 budget issues. Budget and performance measures summary charts are presented, listing department financial and personnel data, including information by program.

### **Accounting and Organizational Structure**

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

### **General Fund Summary**

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

## **Community Development Block Grant**

This section contains an operating summary of the community development block grant (CDBG) funds. Because CDBG funds are appropriated in several departments, 2006 projected expenditure levels by department, division, and object of expense are highlighted here.

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

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

## **All Funds Summary**

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

## **Capital Summary**

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

## **Mayor's Goals and Initiatives for 2007**

The 2007 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

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

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

In addition 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 2007 are also presented below, organized by goal area.

## Neighborhoods

- As part of the Home Again initiative, acquire and rehabilitate 25 residential structures in defined strategy areas to initiate neighborhood revitalization, demolish a minimum of 50 residential structures that are too deteriorated to be rehabilitated, and undertake roof repairs on 115 houses in order to preserve housing stock and enable low income families to stay in their homes.
- Continue innovative vacant housing efforts through enhanced land-banking efforts, targeted acquisition, and identification of new resources. The Home Again initiative will target acquisition, focus on rehabilitation of structures, and supply financial resources to accomplish the goals.
- Continue the Neighborhood Pride program with up to six new neighborhoods, and continue to implement neighborhood priorities and partnership arrangements in previous Neighborhood Pride areas to institutionalize the Neighborhood Pride program in the community.
- Open and staff a new Neighborhood Pride Center in the Weinland Park community.
- Complete “green” rehabilitation of three houses as a pilot program and incorporate green standards for all future housing rehabilitation activities.
- Begin implementation of the Big Darby accord watershed plan by executing a memorandum of understanding, establishing the accord body and its procedures, moving forward on designing the Town Center, and establishing funding mechanisms.
- Continue the process of developing the Whittier peninsula as an innovative green development, in coordination with Metro Parks, Audubon Ohio, the community and the private sector.
- Construction is expected to begin in 2007 on a new Westside neighborhood family health center to serve residents of Franklinton, the Hilltop and Westland.
- The city will collaborate with residents of the South Side, the Columbus Neighborhood Health Centers (CNHC) and other community partners to secure funding and find a permanent location for a new Maloney family health center. The center will provide much needed health services for south side families and help spur economic development in the area.

## Safety

- The 2007 budget funds a police recruit class of 50 beginning December 2006, a class of 50 in July 2007 and a class of 50 in December 2007. For Fire, the budget funds a class of 30 in December 2006 and 35 in December 2007. Police and Fire class sizes are related to projected police and fire retirements and to the deferred retirement option plan (DROP) and could be increased with more retirements than projected or decreased if there are fewer retirements than projected.
- Modify and expand police officer testing to support diversity efforts as well as supplement the applicant pool to meet the city's hiring needs.

- A spring, summer, fall Police Strike Force is budgeted for 2007 to enhance and extend efforts to prevent crime, reduce violence, and get firearms off our streets.
- Construct a neighborhood-policing center in conjunction with The Ohio State University and complete the construction of a new neighborhood-policing center on the Far East side for the relocation of Police sub-station #14.
- Increase the target areas for the implementation of the photo red light traffic enforcement system designed to promote maximum vehicular and pedestrian safety at targeted locations in the city.
- Begin construction of fire stations on West Broad Street in Franklinton and on Waggoner Road on the far-east side, Stations #10 and #35, respectively.
- Relocate and begin construction of a new heliport to include an apparatus bay to house police helicopters.
- The Columbus Youth Commission will focus civic education and engagement of youth around issues that impact the lives of Columbus youth. One such issue is the prevalence of violence in schools and communities. The commission will work with youth and young adults by piloting and implementing an in-school violence prevention project with one Columbus Public middle school and one high school.
- The newly established, 15-member African-American Male Empowerment Commission will work to strengthen families, prevent homicide, and reduce urban crime.
- Finalize a decision on a new location for the city's impound lot, moving it from its current location on the Whittier peninsula to a new location with additional space that will include room for the possible relocation of the Division of Police's Strategic Response Bureau, crime lab and property room.
- Implement a computer-based staffing and overtime management system utilizing state-of-the-art information and telephone technology designed specifically for the complex needs of public safety force staffing.
- Continue departmental and community planning to prepare and respond to a range of disasters or emergencies, including bioterrorism and a potential pandemic influenza outbreak. Community leadership, public education and staff training will continue in 2007 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

## **Economic Development and Technology**

- Coordinate and support key economic development projects including Northland Place, Gowdy Field, Parsons Avenue, W. Broad Street, and the King-Lincoln District.
- Facilitate the growth of the Rickenbacker multimodal hub by establishing a multi-jurisdictional joint economic development district (JEDD) to help fund needed infrastructure costs.
- Implement an economic development system focused on business retention, expansion and attraction of jobs and investment utilizing an expanded Jobs/Sales team.

## Mayor's Goals

---

- Begin construction of the upground reservoir project and continue design of the south wellfield to ensure an adequate water supply for growing populations in the central city and outlying areas.
- Continue implementation of the various components of the Get Green Columbus initiative by focusing on green development, business incentives, green residential development, and environmentally preferable purchasing.
- Continue to respond to requests for training and technical assistance on diversity, cultural awareness, civil rights compliance, changing demographics, non-discrimination practices and cultural sensitivity.

## Education

- Sustain after-school and summer initiatives that expand the educational opportunities available to children within the City of Columbus.
- Support summer workforce employment opportunities for youth.
- Continue to work with city leaders to evaluate strategic educational initiatives that complement and enhance the services provided by public schools. Make recommendations regarding best practices in addressing educational needs of students.
- Enhance the safety infrastructure near and around schools through the installation of sidewalks, signage and flashing signals.

## Downtown Development

- Support the Ohio Department of Transportation (ODOT) during construction of the Main Street bridge, and in planning for the Town Street bridge.
- Implement a comprehensive curb-inspection program focused on downtown with a five-year replacement plan.
- Continue to collaborate with the State of Ohio, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County and key stakeholders in the Interstate-70/71 planning process.
- Work with government partners (ODOT, MORPC, and the Franklin County Engineer's Office) on downtown circulation and mobility efforts.
- Identify funding for the first phase of the Scioto Mile connector park project.
- Along with county and private sector contributions, provide city support for COSI.
- Provide infrastructure improvements for the new Huntington Park baseball stadium.

## Customer Service

- Provide citizens with access to city services and city information through the operation, support and promotion of the 311 Call Center.
- Implement the co-located One-Stop-Shop (OSS) initiative and work on delivering the concept of a true one-stop-shop by improving the allocation of resources and

- personnel, including refining financial and tracking reports for the One-Stop-Shop.
- Continue the comprehensive plan for Columbus' sewer system to fully address the city's wet weather overflows and basement backup problems. Committing to a \$2.5 billion investment over the next 40 years, the plan will bring Columbus into full compliance with two Ohio EPA consent orders.
  - The Project Dry Basement program will continue for a fourth year. 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.

## **Peak Performance**

- Begin year two of Columbus\*Stat, the city's systematic process of performance analysis, achievement recognition, and accountability for all city services.
- Continue to support the measurement and management of service delivery performance citywide through the development of a performance information infrastructure that will enable city managers to accurately define residents' service needs and to optimize service delivery systems around those needs.
- Collaborate on the initiative to replace all or portions of the city's human resources information system (HRIS) applications components and the central payroll system.
- Monitor city contracts for compliance with city, state and federal requirements, report on minority/female business enterprise (M/FBE) utilization and availability, establish procedures and policies to assure that available M/FBEs are included in bid solicitations, and develop outreach activities regarding the importance of a diverse vendor base.
- Develop and utilize a standard citywide system to track the progress of various capital infrastructure improvement projects to help departments keep their capital projects on-time and within-budget, ensuring that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.
- Conduct site-specific safety audits; asbestos and mold assessment and abatement processes; safety training and other environmental and occupational programming aimed at reducing the risk of work related injuries and illnesses.
- Continue to expand geographic information system (GIS) capabilities and the public's access to GIS-based information via the internet on capital improvement projects through the city's "My Neighborhood" portal.





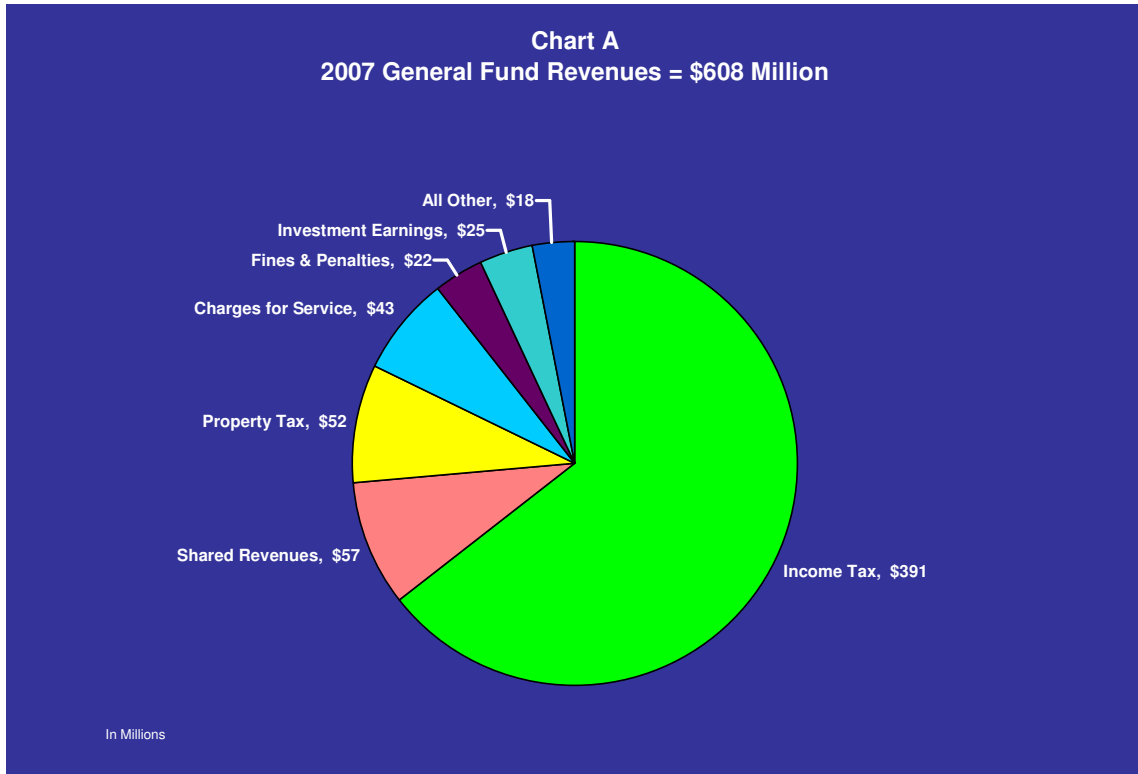
## Financial Overview

After five years of fairly abysmal income tax revenue growth beginning with the 2001 national economic recession, the city’s income tax growth rate in 2006 appears to have returned to its average annual growth rate of more than six percent maintained throughout the 1990’s. However, this growth is still not able to fully support growth in general fund spending now needed after four years of cuts.

The city’s most important revenue source, the income tax, represents nearly two-thirds of the revenue supporting the general fund operating budget. It is by far the main driver of the condition of the general fund budget. For the 40 years prior to 2001, annual growth in the income tax never fell below four percent and averaged 6.25 percent throughout the 1990s.

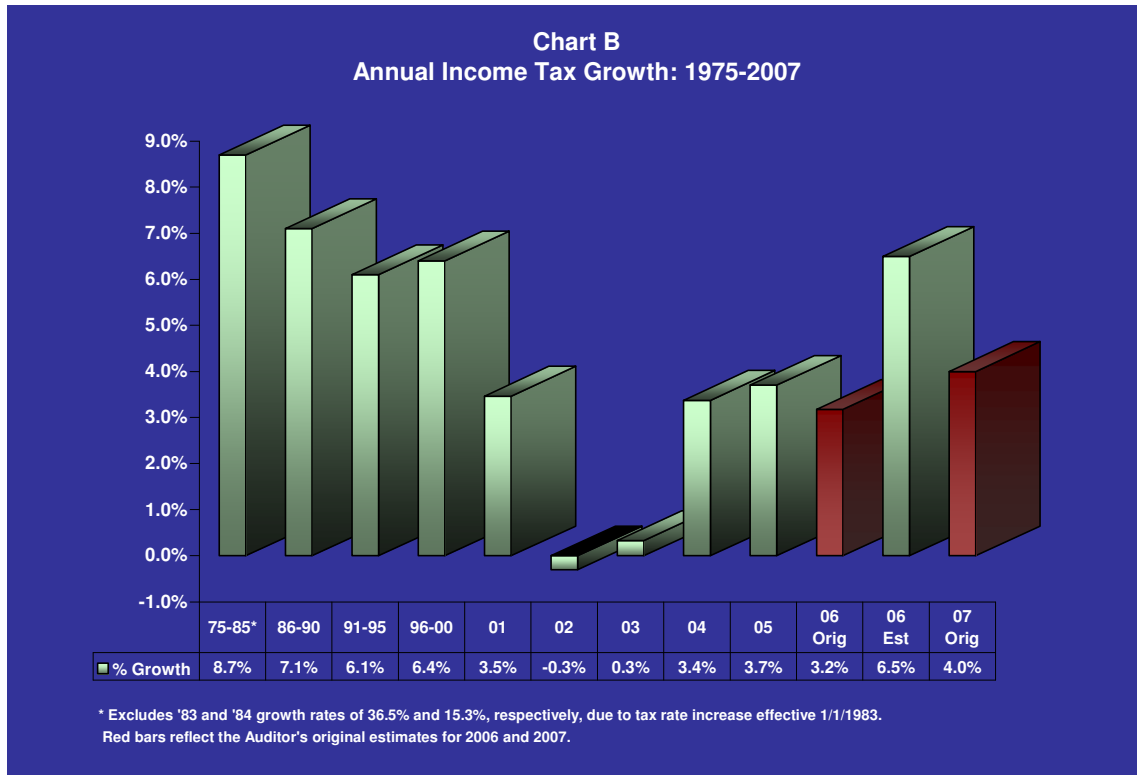
The second and third largest revenue sources are state revenue sharing funds (from various state taxes that are shared with local governments) which represent just over nine percent and property taxes which represent approximately 8.5 percent of the general fund revenue total.

As can be seen in Chart A below, these top three revenue sources account for 82 percent of all general fund revenues available for city operations.



Income tax history can be seen in Chart B, below. The growth rate for the income tax fell to 3.5 percent in 2001 and then dropped precipitously in 2002 and 2003, growing not

at all over those two years. Positive growth returned in 2004 and 2005, although at a low 3.4 percent and 3.7 percent, respectively. However, 2006 has seen a significant rebound in growth to an estimated 6.5 percent. Each month of 2006 has seen consistently strong growth year-to-date. The original 2006 budgeted income tax revenue estimate assumed growth of 3.2 percent but was updated to four percent in June and again in October to the current estimate of 6.5 percent.



The estimated income tax growth rate for 2007 is a conservative four percent which represents a total of \$391 million with operating fund receipts fast approaching the \$400 million mark after years of stagnant growth.

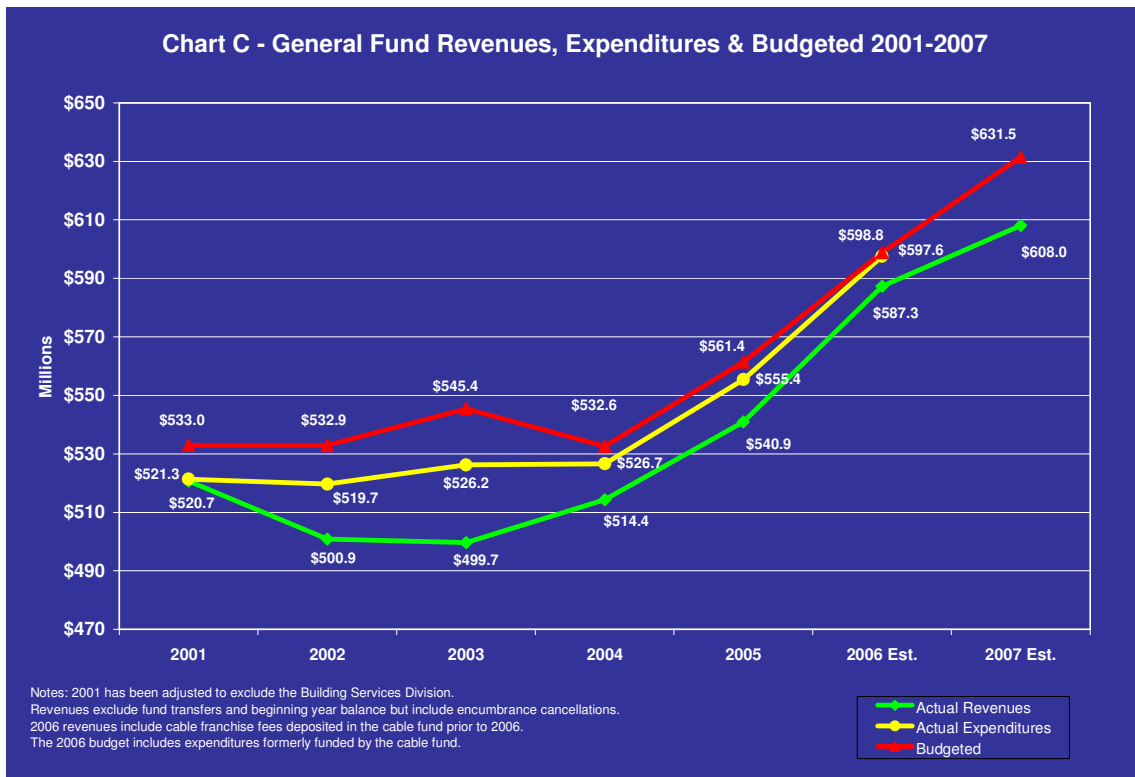
Relative to a couple other important revenue sources such as the state revenue sharing funds, investment earnings and EMS fees (collected within the Charges for Services category) the situation has varied.

Due to state budget difficulties, state revenue sharing funds (also known as local government funds) were reduced then frozen for the last five years with the city receiving about \$47 million per year since 2002 (after a high of \$51 million in 2001). The freeze will continue at least through mid-2007 with any changes contingent on the biennial state budget enacted effective July 2007.

Receipts from investment earnings have ranged from a high of \$29 million in 2001 to a low of \$5.5 million in 2004. This source is dependent on interest rates and cash levels in the city treasury. Since the 2004 low, earnings have rebounded to \$10.2 million in 2005 and are expected to reach \$20 million in 2006 and \$25 million in 2007, but not yet return to its previous higher levels.

Emergency medical services (EMS) fees to third party payers were established in 2003 as one of the recommendations of the 2001 Mayor’s Economic Advisory Committee. The fees brought in approximately \$7.5 million each year in 2004 and 2005. EMS revenues are expected to bring in \$8.5 million in 2006 and \$8.0 million in 2007. This new revenue source has helped to partially offset losses in other areas.

Chart C below shows general fund revenues, budgeted totals, and actual expenditures since 2001. Several things are worth noting: spending was held virtually flat for four years (2001-2004); total revenues in 2004 remained 1.2 percent **below** those in 2001; expenditures have been consistently below budgeted appropriations; and budgeted appropriations for 2007 are not even 19 percent, or barely 3 percent per year, higher than six years earlier.



Nevertheless, actual revenues have been consistently below actual expenditures since 2001 when revenues first began to falter with the recession. The difference began at under \$1.0 million in 2001, reached \$18.8 million and \$26.5 million in the recession years of 2002 and 2003, respectively, but then began to improve with a projected difference of less than \$11 million for this year. We appear to be well on our way to achieving the city’s goal of returning structural balance to the budget.

The city has succeeded, for the first time in four years, in not utilizing any rainy day fund transfers in 2007 in order to balance the 2007 budget. However, it is worth noting that the city is able to take advantage of a couple one-time actions in 2007 that will in part relieve the need for such a transfer. Primarily this includes a one-time credit of \$7 million which would otherwise be owed to Franklin County for the city’s jail contract. The

## Financial Overview

credit is available as a result of overpayments from prior years. It also includes use of \$1 million in the previously established safety staffing contingency fund for safety items.

Chart C also shows how in each of the last six years since 2001, actual expenditures have been held below appropriation levels. This was accomplished even with very flat, no growth appropriation levels in 2001 through 2004. The city has implemented very strict spending controls in the areas of personnel hiring and spending for goods and services. Hiring controls had reduced the civilian general fund workforce by 25 percent by the beginning of 2005. Employees now bear a greater share of their health insurance costs and wage increases were reduced from those seen in the 1990's. Where appropriate, operations were removed from the general fund and made self-sufficient or shifted to other funds.

Consistently since 2001, the city's budget has been predicated upon City Auditor revenue estimates in the range of \$30 million each year **below** budgeted levels for that year. This difference has been addressed by a number of means including consistent spending below appropriated levels, revenue above the original budgeted estimate in some years, transfers from the rainy day fund in four years, transfers from the excess in the health insurance fund in one year, and spending down the fund balance in some years. Chart D shows what was done in each year to resolve these challenges.

Chart D - BALANCING THE BUDGET						
(in millions of \$)	2001	2002	2003	2004	2005	Est. 2006
Budgeted Revenue Estimate	\$ 503.6	\$ 503.0	\$ 510.8	\$ 499.8	\$ 529.6	\$ 565.8
Appropriation Amount	\$ 533.0	\$ 532.9	\$ 545.4	\$ 532.6	\$ 561.4	\$ 598.8
Difference (Gap)	\$ (29.4)	\$ (29.9)	\$ (34.6)	\$ (32.8)	\$ (31.8)	\$ (33.0)
<b>Balancing the Budget:</b>						
Revenue Above Original Estimate	\$ 17.1	\$ (2.1)	\$ (11.1)	\$ 14.6	\$ 11.3	\$ 20.7
Cable Cash Transfer Above Orig. Est.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.8
Spending Below Appropriation	\$ 11.7	\$ 13.2	\$ 19.2	\$ 5.9	\$ 6.0	\$ 1.3
Rainy Day Fund Transfers	\$ -	\$ -	\$ 10.2	\$ 25.0	\$ 13.0	\$ 12.0
Health Insurance Fund Transfers	\$ -	\$ -	\$ 14.2	\$ -	\$ -	\$ -
Spend-Down of Year-End Fund Balance	\$ 1.0	\$ 18.7	\$ 2.1	\$ (12.7)	\$ 1.5	\$ (1.8)
Total Efforts to Balance the Budget	\$ 29.8	\$ 29.8	\$ 34.6	\$ 32.8	\$ 31.8	\$ 33.0

For 2007, as Chart C shows, this difference between revenues and the budget has improved to only \$23.5 million.

In addition, two new revenue sources are now redirected to the general fund. Revenues from the electricity kilowatt hour (KWH) tax beginning in 2004, and revenues and the cash carry-over from the Cable Communications Fund beginning in 2006 are now deposited to the city's general fund. Revenues from the KWH tax are approximately \$3.3 million annually. Revenues from the cable franchise fees total approximately \$6.5 million annually plus a one-time cash transfer of \$1.63 million in 2006.

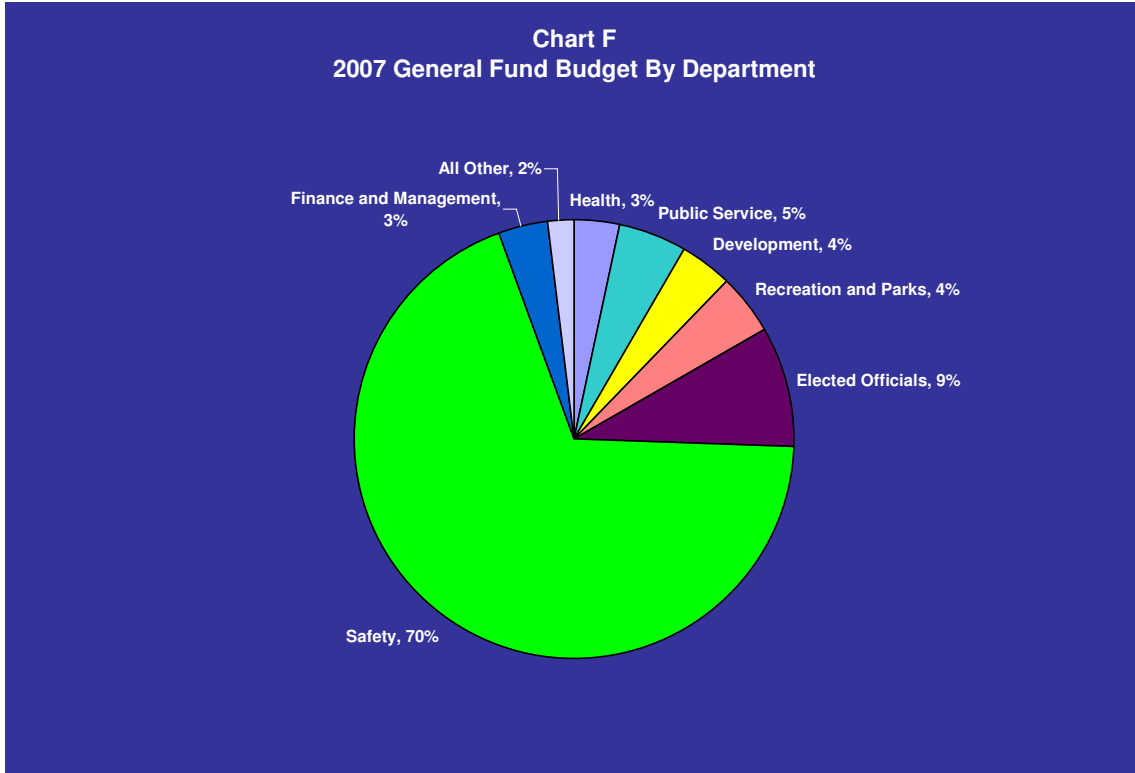
Of note is the change in the general fund year-end fund balance since 1999 which can be seen in Chart E below. After relying heavily on the fund balance in each year since 2001 – reducing it from a 1998 high of \$37.9 million to \$9.0 million in 2003 – the fund balance recovered substantially in 2004 to nearly \$21.7 million. This improvement is

important for the city’s overall financial stability but the general fund balance has not yet returned to its pre-recession levels.

<b>Chart E - GENERAL FUND YEAR-END FUND BALANCE:</b>			
		<b>\$ Change</b>	<b>% Change</b>
1998	\$ 37,949,157	-	-
1999	\$ 37,556,896	\$ (392,261)	-1.03%
2000	\$ 30,811,360	\$ (6,745,536)	-17.96%
2001	\$ 29,794,232	\$ (1,017,128)	-3.30%
2002	\$ 11,059,769	\$ (18,734,463)	-62.88%
2003	\$ 8,958,279	\$ (2,101,490)	-19.00%
2004	\$ 21,678,390	\$ 12,720,111	141.99%
2005	\$ 20,196,928	\$ (1,481,462)	-6.83%
2006 est.	\$ 21,960,300	\$ 1,763,372	8.73%

While annual general fund spending growth in the 1990’s averaged 7.4 percent, expenditure growth from 2001 through 2004 averaged not even 0.35 percent as a result of aggressive efforts to control spending as outlined above. In 2005, for the first time in four years, further reductions were not made to the level of city services provided. After four years of budget cuts, further reductions would have severely limited basic city services such as refuse collection, parks and recreation center operations, and the provision of basic public health services. As a result, general fund spending has resumed its normal annual growth of 5-6 percent based upon, in significant part, such things as collectively bargained pay increases, increases in health insurance costs and workers compensation costs, and increases in utility costs.

These severely restrained general fund spending levels are even more striking in light of the fact the Department of Public Safety, which comprises approximately 70 percent of the total general fund operating budget, has generally been protected from any significant reductions.



Reductions in other general fund operations have resulted in Public Safety's share of the general fund budget increasing from 64.5 percent in 2000 to 70 percent today.

Even during restrained budget years when other programs were being reduced, a key priority was to maintain staffing levels among police and fire uniformed personnel. This was accomplished. In fact, after a police recruit class of 75 in December 2005, the largest class in several years, an unscheduled class of 30 began in July 2006 in order to provide the first increase in police officers in a number of years. Both the Police Division and the Fire Division have seen fewer retirements in 2006 than assumed during budget planning.

As planned, dependence on the city's rainy day fund will end in 2006. No transfers are planned for the 2007 budget. However, the city will continue to work to align current revenues and spending, much of which will be dependent on income tax growth above the 4.0 percent growth currently projected for 2007. In addition, performance management and the Columbus\*Stat initiative have been instituted to assure that the city is optimizing the use of limited funding to achieve the outcomes we desire from our operations.

**Despite the challenges presented by slowed general fund revenue growth over the last five years, the Columbus economy itself retains healthy underpinnings which make our situation more manageable than that of many other large cities.**

Columbus has enjoyed steady growth over the years due to its economic diversity and the fact that no single activity dominates the economy. In fact, the Columbus Metropolitan Area was ranked as the seventh strongest economy in the nation, according to POLICOM Corporation’s 2006 Economic Strength Rankings. The rankings are based upon the “long term tendency for an area to consistently grow in both size and quality”.

Economic expansion and population growth trends are expected to continue, given the stable employment environment, which is anchored by the presence of state government offices and a major university, and augmented by a myriad of financial, insurance and health care services companies as well as several diverse manufacturing firms. The following table summarizes the ten largest employers in the City of Columbus.

<b>Ten Largest Employers</b>		
<b>Ranked by Number of Full-Time Employees</b>		
<b>1</b>	State of Ohio	30,009
<b>2</b>	The Ohio State University	18,763
<b>3</b>	Federal Government	14,952
<b>4</b>	JPMorgan Chase & Co.	13,707
<b>5</b>	Nationwide	11,002
<b>6</b>	OhioHealth	9,083
<b>7</b>	Columbus Public Schools	7,905
<b>8</b>	City of Columbus	7,890
<b>9</b>	Limited Brands	7,200
<b>10</b>	Wal-Mart Stores	5,842

Source: Business First of Columbus, Inc.  
December 9, 2005

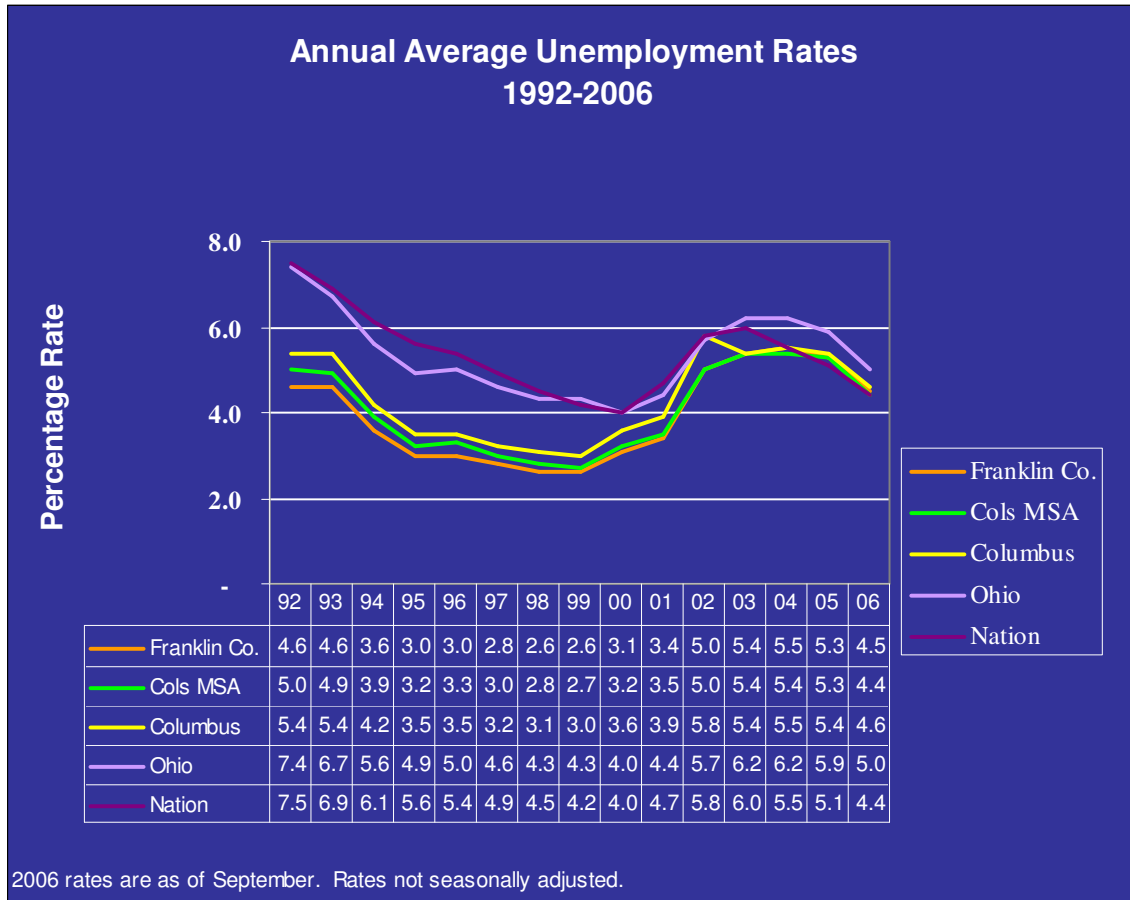
Columbus is headquarters to several major national and multinational corporations, including Nationwide Insurance Company, American Electric Power, the Limited Brands and Wendy’s International. Battelle Memorial Institute, a research center for government and private industry, has its world headquarters in Columbus and several leading information providers are also based in Columbus, including Chemical Abstracts Service and the Online Computer Library Center.

Columbus continues to work both aggressively and creatively to attract new businesses, jobs, and private investment into growth corridors and the downtown area. Since 2000, there has been over \$2 billion in new private/public investment in the downtown, and more than 3,500 new housing units, spurred by property tax incentives. The city has also used income tax incentives to bring 1,500 jobs downtown since 2002, as part of the downtown business plan.

A major downtown area project was unveiled in 2006, with the announcement from Children’s Hospital Columbus that it will invest \$740 million over seven years to expand its health-care and research capabilities and construct a new building for its downtown

location. The project is expected to create 1,160 new jobs at the facility and 1,000 new jobs in related fields.

Columbus traditionally outperforms state patterns as well as similarly-sized cities with respect to employment levels. As the following graph shows, at September 2006, the unemployment rate for Franklin County was 4.5 percent, the Columbus MSA rate was 4.4 percent, and the Columbus rate was 4.6 percent, while the rate for the State of Ohio was 5.0 percent.



Columbus has generous city boundaries with large tracts of open land that are still being developed. The city’s historical practice of annexing large tracts of undeveloped land and providing those areas with water and sewer service continues, with recent major commercial and industrial developments at Easton Towne Center, in the Polaris area and at the Rickenbacker International Airport, where Norfolk Southern Railroad has begun the development of a \$40 million intermodal facility.

Additional commercial and residential development is also occurring in the area surrounding Nationwide Arena, home to the National Hockey League’s Columbus Blue Jackets. A new \$65 million baseball stadium is also in the works, scheduled to be open for the 2009 season. Planning continues on the Riversouth District, bounded by High Street on the east and the Scioto River on the west, anchored by the rehabilitation of the



Lazarus Building. The master plan for this area envisions mixed use development, in which lofts, condos and apartments will be interspersed with neighborhood restaurants and retail establishments.

Columbus is also one of few large Midwestern cities whose population continues to grow. The Mid Ohio Regional Planning Commission estimates the population of Columbus at December 31, 2006 to be 761,078, an increase of nearly 7 percent since the last census estimate of 711,470 in 2000.

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. 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 its August 2006 issue, Money Magazine cited Columbus among "America's Smartest Cities". The magazine based its rankings on U.S. Census Bureau data showing the percentage of residents 25 or older who have completed a bachelor's degree or higher.

The city's long-range financial soundness is confirmed by 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. FitchRatings rated the city for the first time in 2006, also awarding Columbus a AAA rating. These ratings represent the highest achievable for long-term debt, making Columbus the only big city in the nation with the highest possible credit ranking from all three major rating agencies. These ratings afford Columbus the opportunity to realize savings in the cost of long-term financing, affirm investor's confidence in investment in Columbus, and help attract new businesses to the area.

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

The rainy day fund was created in 1988 with an initial deposit of \$4 million to create a reserve for unforeseen future events that could disrupt basic city services. The goal of the fund was to reach five percent of general fund expenditures. Until 1998, annual deposits of \$1 million were made to the fund. In 1998, the fund received an infusion of \$7 million from a refund from the Ohio Bureau of Workers Compensation. In order to balance the general fund budget, \$10.2 million was used in 2003, the first use of the fund since its establishment. An additional \$25 million was used in 2004. On May 4, 2004, the city deposited \$55.1 million from the Solid Waste Authority of Central Ohio into this fund. These monies resulted from a bond issue by SWACO and were paid to the city in partial satisfaction of lease rental payments due the city. Transfers of \$13 million in 2005 and \$12 million in 2006 were made to ensure that basic city services could be continued in those years. In 2006, the city received nearly \$10 million for pollution credits from SWACO, which, along with investment earnings, will enable the fund to end the year at \$41.3 million, or nearly 7 percent of general fund expenditures.

The anticipated expenditure fund was established in 1994 to plan for the next occurrence of a fiscal year in which there are 27 pay periods rather than the standard 26. This fund received \$5.33 million in refunded monies from the Ohio Bureau of Workers Compensation in 1998, and regular deposits have been made each year since 1994. The expenditure, which will occur in 2008, is currently estimated at \$17.3 million. Additional deposits into the fund will continue in 2007 and beyond to ensure that there are sufficient

Financial Overview

funds to pay the 2008 obligation and to build the fund back up for the next occurrence, which is estimated to be in 2020.

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

<b>Economic Stabilization Fund Recommended Future Deposits (000's Omitted)</b>					
<b>Year</b>	<b>Deposit</b>	<b>Investment Earnings*</b>	<b>Expended</b>	<b>Year-End Balance</b>	<b>% of GF Budget</b>
1999		\$ 1,224		\$ 23,807	5.11%
2000		1,442		25,249	5.00%
2001		1,621		26,870	5.06%
2002		1,136		28,006	5.39%
2003		608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005		1,169	13,000	41,737	7.49%
2006	9,964	1,599	12,000	41,300	6.91%
2007		2,000		43,300	6.87%
2008		1,732		45,032	6.79%
2009		1,801		46,833	6.76%
2010		1,873		48,707	6.72%
2011		1,948		50,655	6.68%
2012		2,026		52,681	6.64%

\* Assumes investment rates of four percent

<b>Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)</b>			
<b>Year</b>	<b>Deposit</b>	<b>Expended</b>	<b>Year-End Balance</b>
2000			9,886
2001	750	83	10,552
2002	750		11,302
2003	750		12,052
2004	750		12,802
2005	750		13,552
2006	1,850		15,402
2007	1,850		17,252
2008	1,850	17,300	1,802
2009	1,850		3,652
2010	1,850		5,502
2011	1,850		7,352

The Finance Department estimates the cost of the 27<sup>th</sup> pay period in the year 2008 at \$17.3 million.

**2007 Budget Scenario**

The 2007 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 2007 spending at the lowest level necessary to provide essential services to the citizens of Columbus

**General Fund Pro Forma**

A general fund pro forma operating statement is provided herein, which projects the city's future general fund financial outlook. The pro forma bases year 2007 revenues on the City Auditor's official Estimate of Available General Fund Resources, except as noted. The following assumptions were used in developing the pro forma.

**Pro Forma Operating Statement Assumptions**

Like all financial forecasting tools, pro forma projections are based on a series of assumptions that invariably do not prove totally accurate over time. Moreover, projections become less certain the further one extends the forecasting horizon. This pro forma statement assumes that year-end deficits, which are not permissible per state law, will be corrected through expenditure adjustments in order to force a positive year-end fund balance. The document presented herein represents the Finance and Management Department's best estimate of the city's financial status into the future, given the major assumptions below. Revenue growth assumptions for most sources in 2008 and beyond are based upon an historical ten-year average.

## **Expenditure Assumptions**

- The standard inflation rate for non-personnel items is three percent in 2008 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 2006 or 2007, a rate of four percent.
- Insurance costs will grow by 12 percent annually in 2008 and beyond.
- The Divisions of Police and Fire reflect the costs of new and planned recruit classes sufficient to maintain existing staff levels.
- Deposits of \$1.85 million will be made to the anticipated expenditure fund in 2007 and thereafter.

## **Revenue Assumptions**

- Income tax receipts will grow by 4 percent in 2007, and 5 percent in 2008 and thereafter.
- Property taxes will increase by 1.6 percent in 2007, and then grow by 4 percent thereafter, except in the six year reappraisal year, when it will increase by 10 percent.
- Local government fund revenue is projected to continue to be frozen at current levels.
- Estate taxes are projected to decline by 1.23 percent in 2007 and then grow by 7.2 percent through the rest of the period.
- Investment earnings will be \$25 million in 2007 and then grow by 12.5 percent thereafter.
- Hotel/motel tax revenue is projected to grow by 3.7 percent in 2007 and 2.7 percent in 2007 and beyond.
- Charges for services are expected to grow by 2.1 percent in 2007. The source will then grow by 4.2 percent thereafter.
- The kilowatt hour tax will grow by .75 percent in 2007, and 2.1 percent thereafter.

## **Division Specific Assumptions**

- Two police recruit classes of 100 total officers are funded in 2007. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected, such that existing staff levels are maintained.
- A fire recruit class of 35 recruits is funded in 2007. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected, such that existing staff levels are maintained.

**GENERAL FUND PRO FORMA OPERATING STATEMENT**

<b>Resources:</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Beginning Balance	\$ 20,196,928	\$ 21,960,301	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income Tax	375,925,000	390,900,000	410,445,000	430,967,000	452,515,000	475,141,000	498,898,000	523,843,000	550,035,000	577,537,000	606,414,000
Property Tax	50,909,000	51,725,000	53,794,000	55,946,000	58,184,000	60,511,000	66,562,000	69,224,000	71,993,000	74,873,000	77,868,000
Kilowatt Hour Tax	3,325,000	3,350,000	3,420,000	3,492,000	3,565,000	3,640,000	3,716,000	3,794,000	3,874,000	3,955,000	4,038,000
Hotel/Motel Tax	3,375,000	3,500,000	3,595,000	3,692,000	3,792,000	3,894,000	3,999,000	4,107,000	4,218,000	4,332,000	4,449,000
Shared Revenues	56,845,000	56,725,000	57,324,000	57,929,000	58,540,000	59,158,000	59,782,000	60,413,000	61,050,000	61,694,000	62,345,000
License and Permit Fees	8,285,000	8,540,000	8,796,000	9,060,000	9,322,000	9,612,000	9,900,000	10,197,000	10,503,000	10,818,000	11,143,000
Fines and Penalties	21,505,000	21,825,000	22,371,000	22,930,000	23,503,000	24,091,000	24,693,000	25,310,000	25,943,000	26,592,000	27,257,000
Investment Earnings	20,000,000	25,000,000	28,125,000	31,641,000	35,596,000	40,046,000	45,052,000	50,684,000	57,020,000	64,148,000	72,167,000
Charges for Service	42,534,000	43,426,000	45,250,000	47,151,000	49,131,000	51,195,000	53,345,000	55,585,000	57,920,000	60,353,000	62,888,000
All Other Revenue	4,640,072	3,048,699	3,127,099	3,208,635	3,293,432	3,381,622	3,473,339	3,568,724	3,667,925	3,771,094	3,878,390
<b>Total Revenues</b>	<b>587,343,072</b>	<b>608,039,699</b>	<b>636,247,099</b>	<b>666,016,635</b>	<b>697,451,432</b>	<b>730,669,622</b>	<b>769,420,339</b>	<b>806,725,724</b>	<b>846,223,925</b>	<b>888,073,094</b>	<b>932,447,390</b>
Fund Transfers	12,000,000	-	-	-	-	-	-	-	-	-	-
<b>Total Available Resources</b>	<b>619,540,000</b>	<b>630,000,000</b>	<b>641,247,099</b>	<b>666,016,635</b>	<b>697,451,432</b>	<b>730,669,622</b>	<b>769,420,339</b>	<b>806,725,724</b>	<b>846,223,925</b>	<b>888,073,094</b>	<b>932,447,390</b>
% Change in Total Revenues from Prior Yr.	8.59%	3.52%	4.64%	4.68%	4.72%	4.76%	5.30%	4.85%	4.90%	4.95%	5.00%
% Change in Total Resources from Prior Yr.	7.64%	1.69%	1.79%	3.86%	4.72%	4.76%	5.30%	4.85%	4.90%	4.95%	5.00%
<b>Expenditures:</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Development	20,384,824	23,961,299	25,402,587	26,540,495	27,751,043	29,033,513	30,396,377	31,838,135	33,371,493	35,008,516	36,750,942
Fire	171,519,047	181,374,067	192,283,835	200,897,183	210,060,379	219,767,982	230,084,126	240,997,449	252,604,147	264,995,520	278,184,744
Governmental Services	64,396,997	70,987,946	75,369,196	78,828,227	82,508,072	86,406,545	90,549,401	94,932,079	99,593,208	104,569,455	109,866,111
Health	20,093,916	20,415,543	21,643,551	22,613,073	23,644,487	24,737,179	25,898,368	27,126,777	28,433,231	29,828,010	31,312,594
Judicial Services	22,231,000	23,368,530	24,774,162	25,883,920	27,064,521	28,315,265	29,644,413	31,050,504	32,545,929	34,142,454	35,841,775
Other Safety	17,909,256	12,313,366	13,054,023	13,638,778	14,260,861	14,919,904	15,620,260	16,361,158	17,149,129	17,990,371	18,885,779
Police	229,449,478	239,545,364	253,954,173	265,330,042	277,432,109	290,253,188	303,877,983	318,291,488	333,620,750	349,986,353	367,405,698
Recreation and Parks	25,438,910	27,256,037	28,895,505	30,189,879	31,566,880	33,025,693	34,575,954	36,215,957	37,960,157	39,822,273	41,804,288
Refuse Collection	24,031,040	24,927,848	26,427,274	27,611,083	28,870,462	30,204,665	31,622,504	33,122,419	34,717,630	36,420,687	38,233,399
Fleet-Vehicles	275,230	4,000,000	4,120,000	4,243,600	4,370,908	4,370,908	4,502,035	4,637,096	4,776,209	4,919,495	5,570,899
<b>Operating Expenditures</b>	<b>595,729,698</b>	<b>628,150,000</b>	<b>665,924,306</b>	<b>695,776,280</b>	<b>727,529,722</b>	<b>761,034,841</b>	<b>796,771,422</b>	<b>834,573,061</b>	<b>874,771,884</b>	<b>917,683,134</b>	<b>963,856,230</b>
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)
<b>Projected Operating Expenditures</b>	<b>595,729,698</b>	<b>623,150,000</b>	<b>660,924,306</b>	<b>690,776,280</b>	<b>722,529,722</b>	<b>756,034,841</b>	<b>791,771,422</b>	<b>829,573,061</b>	<b>869,771,884</b>	<b>912,683,134</b>	<b>958,856,230</b>
Percent Change/Previous Year	7.41%	4.60%	6.01%	4.48%	4.56%	4.61%	4.70%	4.74%	4.82%	4.91%	5.03%
Rainy Day Fund Deposits	-	-	-	-	-	-	-	-	-	-	-
Anticipated Expenditure Fund Transfer	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	1,850,000	1,850,000
<b>Total Expenditures/Transfers</b>	<b>597,579,698</b>	<b>625,000,000</b>	<b>662,774,306</b>	<b>692,626,280</b>	<b>724,379,722</b>	<b>757,884,841</b>	<b>793,621,422</b>	<b>831,423,061</b>	<b>871,621,884</b>	<b>914,533,134</b>	<b>960,706,230</b>
Percent Change/Previous Year	7.60%	4.59%	6.04%	4.50%	4.58%	4.63%	4.72%	4.76%	4.83%	4.92%	5.05%
<b>Required Expenditure Reductions and/or Revenue Increases</b>	<b>-</b>	<b>-</b>	<b>(21,527,207)</b>	<b>(26,609,645)</b>	<b>(26,928,289)</b>	<b>(27,215,219)</b>	<b>(24,201,083)</b>	<b>(24,697,336)</b>	<b>(25,397,958)</b>	<b>(26,460,040)</b>	<b>(28,258,840)</b>
<b>Annual Surplus/Deficit:</b>	<b>1,763,374</b>	<b>(16,960,301)</b>	<b>(5,000,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cumulative Surplus/Deficit:</b>	<b>\$ 21,960,301</b>	<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Footnotes:  
 Revenue estimates for 2008 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.



## **City of Columbus Financial Policies**

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

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

### **A. Balanced Budget**

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

## **B. Economic Stabilization Fund**

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



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

1. The anticipated expenditure fund was established in 1994 to receive deposits sufficient to provide for funding from the general operating fund of the 27<sup>th</sup> pay period which occurs every twelve years or so. It was then expanded to receive deposits earmarked for specific future expenditures that would otherwise be funded from the general operating fund and whose cost is unknown, such as the Y2K problem.
2. This fund should have deposited to it at a minimum each year from the general operating fund those moneys necessary, on an annualized basis, to fund the 27<sup>th</sup> pay period in the years in which it occurs. It may receive additional deposits to the extent not needed for current general fund operating expenses or to the extent not needed in the economic stabilization fund.
3. To the extent not being accrued for the 27<sup>th</sup> pay period, moneys in this fund may support non-recurring expenditures from the general operating fund. Any moneys in this fund being accrued for the 27<sup>th</sup> pay period, as determined by the 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 Legislative Resource Office 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 2007**

City Council's 2007 strategic priorities will be met by their continued focus on three areas: working to better serve the needs of all Columbus families, including keeping public safety as the city's top priority; job creation efforts through fostering effective partnerships; and continued belt tightening to maintain fiscal health.

- Council believes that creating and maintaining jobs is essential to a vibrant city. Council will continue to work with the administration to develop innovative collaborations to incentivize significant private investment in what traditionally would have been primarily publicly funded projects. Two prime examples are the ongoing development of the 315 Research and Technology Corridor and the revitalization of the Northland corridor. Project partners include the Ohio State University, Battelle, the Columbus Chamber of Commerce, and Tech Columbus, among others. The implementation of a new growth policy that calls on developers and suburbs to share in the cost of needed infrastructure and services, such as roads and safety services, exemplifies this new approach, commonly called "sustainable growth." These efforts will continue and be expanded elsewhere.
- Other key points of an overall job creation strategy include working to keep homegrown talent through investments that support entrepreneurial startups, and making targeted capital investments to help bring idle properties back into production.
- Council continues 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 do revenue enhancement efforts in Parking Violations Bureau operations. Efforts to make the agency more user-friendly through an E-payment option have succeeded; such payments now account for about 33 percent of all parking ticket revenue.
- Council continues to work with the administration to secure downtown stability through the creation of greater downtown and neighborhood housing opportunities. City assistance may include various incentives for developers, such as tax abatements, or targeted use of city capital monies to leverage private investments.
- Council will also continue working with the administration to encourage other political jurisdictions to practice "responsible development" within the Big Darby watershed. To protect this important natural resource, Council imposed a moratorium on city sewer and water line extensions in the watershed through June 2006. This allowed for completion of a comprehensive, intergovernmental planning accord (the Big Darby Accord Watershed Master Plan) which Columbus approved in July 2006 along with other jurisdictions. The accord allows for the exercise of personal property rights while being sensitive to preservation and environmental protection objectives.

- The city's most vulnerable citizens will continue to receive Council attention as it works with community advocates such as the Columbus Medical Association, the United Way, the Community Shelter Board, the Neighborhood Health Center System, and the YWCA. These organizations and others bring needed social services and accessible health care to low-income families and populations within the community. Another health-related issue for Council is promotion of wider distribution of automated defibrillation devices (AEDs). Project Second Chance, a collaborative effort begun in 2003, continues to educate the public about the need for rapid response to heart attacks and seeks to make these life-savings devices more accessible to the general public. Since the project's inception, 164 AEDs have been deployed around the city and over 3,000 citizens have been trained on life-saving techniques.
- The safe playgrounds initiative, which began in 2005, will continue to bring improved recreation opportunities to some of the city's lowest-income neighborhoods.

### **2007 Budget Issues**

- The recommended general fund budget for City Council includes continuation of funding for contracts with the Public Defender, the Greater Columbus Chamber of Commerce, and Experience Columbus.
- Experience Columbus will receive approximately 29 percent of 2007 hotel/motel tax receipts, estimated at \$4.2 million.

## Budget and Program Summary

CITY COUNCIL FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
City Council	\$ 10,864,487	\$ 11,646,854	\$ 12,714,852	\$ 12,300,727	\$ 13,285,732
<b>TOTAL</b>	<b>\$ 10,864,487</b>	<b>\$ 11,646,854</b>	<b>\$ 12,714,852</b>	<b>\$ 12,300,727</b>	<b>\$ 13,285,732</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>CITY COUNCIL GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 2,171,835	\$ 2,343,939	\$ 2,540,839	\$ 2,540,839	\$ 2,841,678
Materials & Supplies	12,949	66,400	75,822	30,822	50,000
Services	1,666,339	1,881,661	2,118,191	1,868,766	1,994,054
Other	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,851,123</b>	<b>\$ 4,292,000</b>	<b>\$ 4,734,852</b>	<b>\$ 4,440,427</b>	<b>\$ 4,885,732</b>
<b>CITY COUNCIL HOTEL/MOTEL EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Services	\$ 7,013,364	\$ 7,354,854	\$ 7,980,000	\$ 7,860,300	\$ 8,400,000
<b>TOTAL</b>	<b>\$ 7,013,364</b>	<b>\$ 7,354,854</b>	<b>\$ 7,980,000</b>	<b>\$ 7,860,300</b>	<b>\$ 8,400,000</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General	\$ 3,851,123	\$ 4,292,000	\$ 4,734,852	\$ 4,440,427	\$ 4,885,732
Hotel/Motel Tax	7,013,364	7,354,854	7,980,000	7,860,300	8,400,000
<b>TOTAL</b>	<b>\$ 10,864,487</b>	<b>\$ 11,646,854</b>	<b>\$ 12,714,852</b>	<b>\$ 12,300,727</b>	<b>\$ 13,285,732</b>

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Authorized</b>	<b>2007 Authorized</b>
City Council	FT	31	33	35	34
	PT	1	3	3	1
<b>TOTAL</b>		<b>32</b>	<b>36</b>	<b>38</b>	<b>35</b>

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

2007 Operating Budget  
City Council

Program	Mission	Financial History by Program				Personnel by Program			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Administration	To approve all appropriations and laws for Columbus, and to provide a public forum for the discussion of issues by the citizenry.	\$3,984,265	\$4,467,720	\$4,734,852	\$4,885,732	32	33	35	34
Hotel/Motel Tax	To provide support for Experience Columbus and for expanding cultural services.	7,155,000	7,019,944	7,980,000	8,400,000	-	-	-	-
		\$11,139,265	\$11,487,664	\$12,714,852	\$13,285,732	32	33	35	34

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.





## **City Auditor**

### **Department Description**

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

For the last 26 years, the City Auditor has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This certificate is the highest form of recognition for excellence in state and local government financial reporting.

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

### **Columbus Income Tax Division**

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

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

### **Department Mission**

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

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

## **Department Goals and Objectives**

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

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

## **Strategic Priorities for 2007**

- 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.

## **2007 Budget Issues**

- The Auditor's Office funds the contract for the annual audit as well as the audit for sub-recipients. Also funded is 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					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
City Auditor	\$ 4,402,564	\$ 4,030,136	\$ 4,245,611	\$ 4,134,781	\$ 4,299,207
Income Tax	6,127,522	6,532,497	7,590,219	7,120,408	7,857,450
<b>TOTAL</b>	<b>\$ 10,530,086</b>	<b>\$ 10,562,633</b>	<b>\$ 11,835,830</b>	<b>\$ 11,255,189</b>	<b>\$ 12,156,657</b>

**DIVISION SUMMARY BY CHARACTER**

<b>CITY AUDITOR GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,833,911	\$ 1,839,445	\$ 2,077,589	\$ 2,062,860	\$ 2,332,966
Materials & Supplies	25,805	33,170	34,340	34,340	36,600
Services	2,225,443	2,157,521	2,133,682	2,037,581	1,929,641
Other	317,405	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,402,564</b>	<b>\$ 4,030,136</b>	<b>\$ 4,245,611</b>	<b>\$ 4,134,781</b>	<b>\$ 4,299,207</b>
<b>INCOME TAX GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 4,695,529	\$ 4,898,935	\$ 5,330,765	\$ 5,316,325	\$ 5,694,117
Materials & Supplies	44,291	51,144	58,570	58,570	71,000
Services	1,387,702	1,580,418	2,200,884	1,745,513	2,092,333
Capital	-	2,000	-	-	-
<b>TOTAL</b>	<b>\$ 6,127,522</b>	<b>\$ 6,532,497</b>	<b>\$ 7,590,219</b>	<b>\$ 7,120,408</b>	<b>\$ 7,857,450</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
General	\$ 10,530,086	\$ 10,562,633	\$ 11,835,830	\$ 11,255,189	\$ 12,156,657
<b>TOTAL</b>	<b>\$ 10,530,086</b>	<b>\$ 10,562,633</b>	<b>\$ 11,835,830</b>	<b>\$ 11,255,189</b>	<b>\$ 12,156,657</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2004 Actual	2005 Actual	2006 Authorized	2007 Authorized
City Auditor	FT	22	24	34	34
	PT	2	4	4	4
Income Tax	FT	76	75	82	82
	PT	1	1	1	1
<b>TOTAL</b>		<b>101</b>	<b>104</b>	<b>121</b>	<b>121</b>

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

**2007 Operating Budget  
City Auditor**

<u>Program</u>	<u>Mission</u>	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Administration	To administer the City Auditor's Office and Income Tax Division.	\$436,304	\$476,546	\$441,716	\$488,438	4	4	4	5
Accounting and Financial Reporting	To provide accounting and reporting of all city financial transactions; implement improvements to the city's accounting and reporting system; and publish the city's annual financial report.	2,510,059	2,837,940	2,861,268	2,568,952	6	6	6	5
Auditing	To pre-audit all city financial transactions.	700,262	766,099	686,639	922,536	12	12	13	12
Payroll Auditing	To process all city payrolls and insurance programs.	229,296	249,792	255,988	319,281	3	3	4	4

<b>Budget Reserve Account</b>	<b>Holding account created by City Council in 2001.</b>	<b>1,620,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Income Tax Administration</b>	<b>To direct all administrative and operating functions of the division, including the fiscal duties, to enforce the collection of the two percent municipal income tax pursuant to Chapter 361 of the Columbus City Code, to ensure the collection and enforcement of the hotel/motel tax for the City of Columbus and Franklin County Convention Facilities Authority.</b>	<b>2,481,237</b>	<b>2,587,364</b>	<b>3,209,045</b>	<b>2,841,500</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Collections, Audits</b>	<b>To collect, audit, enforce and process various types of income tax documents.</b>	<b>2,741,215</b>	<b>2,837,237</b>	<b>2,976,453</b>	<b>3,404,899</b>	<b>44</b>	<b>42</b>	<b>42</b>	<b>42</b>
<b>Record Maintenance</b>	<b>To perform account maintenance; to provide support functions for the audit staff; to sort and file all income tax returns and tax correspondence for quick retrieval, and to skip trace addresses for delinquent accounts and non-filers.</b>	<b>1,170,171</b>	<b>1,311,950</b>	<b>1,404,721</b>	<b>1,611,051</b>	<b>25</b>	<b>23</b>	<b>23</b>	<b>23</b>
		<b>\$11,888,544</b>	<b>\$11,066,928</b>	<b>\$11,835,830</b>	<b>\$12,156,657</b>	<b>104</b>	<b>100</b>	<b>102</b>	<b>101</b>

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.





## **City Treasurer's Office**

### **Department Description**

The authority of the City Treasurer is set forth in Sections 88 through 96 of the Columbus City Charter. 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 2007**

- 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.

### **2007 Budget Issues**

- The 2007 budget for the Parking Violations Bureau includes funding for the parking ticket processing and collection contract. This contract provides for all aspects of ticket issuance and processing, noticing of tickets, collection processing, and supplies. Payments are accepted by mail, in person, by telephone, and over the Internet.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
City Treasurer	\$ 846,274	\$ 877,134	\$ 949,013	\$ 898,459	\$ 1,015,757
Parking Violations Bureau	2,631,733	2,952,693	3,292,825	3,270,925	3,432,985
<b>TOTAL</b>	<b>\$ 3,478,007</b>	<b>\$ 3,829,827</b>	<b>\$ 4,241,838</b>	<b>\$ 4,169,384</b>	<b>\$ 4,448,742</b>

DIVISION SUMMARY BY CHARACTER					
CITY TREASURER	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Personnel	\$ 686,379	\$ 693,066	\$ 764,262	\$ 737,761	\$ 799,287
Materials & Supplies	17,617	18,492	4,142	4,142	5,000
Services	142,228	165,576	180,609	154,056	211,470
Other Disbursements	50	-	-	-	-
Capital	-	-	-	2,500	-
<b>TOTAL</b>	<b>\$ 846,274</b>	<b>\$ 877,134</b>	<b>\$ 949,013</b>	<b>\$ 898,459</b>	<b>\$ 1,015,757</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>PARKING VIOLATIONS</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 2,009,276	\$ 2,091,559	\$ 2,381,563	\$ 2,240,298	\$ 2,453,259
Materials & Supplies	20,352	27,422	26,555	26,555	26,555
Services	591,128	811,396	872,707	955,572	933,671
Other Disbursements	10,977	11,990	12,000	18,500	19,500
Capital	-	10,326	-	30,000	-
<b>TOTAL</b>	<b>\$ 2,631,733</b>	<b>\$ 2,952,693</b>	<b>\$ 3,292,825</b>	<b>\$ 3,270,925</b>	<b>\$ 3,432,985</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General Fund	\$ 3,478,007	\$ 3,829,827	\$ 4,241,838	\$ 4,169,384	\$ 4,448,742
<b>TOTAL</b>	<b>\$ 3,478,007</b>	<b>\$ 3,829,827</b>	<b>\$ 4,241,838</b>	<b>\$ 4,169,384</b>	<b>\$ 4,448,742</b>

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>DEPARTMENT</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Authorized</b>	<b>2007 Authorized</b>
City Treasurer	FT	10	10	12	12
	PT	0	1	1	2
Parking Violations	FT	34	35	38	38
	PT	1	1	2	1
<b>TOTAL</b>		<b>45</b>	<b>47</b>	<b>53</b>	<b>53</b>
*FT=Full-Time PT=Part-Time					

**2007 Operating Budget  
City Treasurer**

<u>Program</u>	<u>Mission</u>	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		<u>2004 Budget</u>	<u>2005 Budget</u>	<u>2006 Budget</u>	<u>2007 Proposed</u>	<u>2004 FTEs</u>	<u>2005 FTEs</u>	<u>2006 FTEs</u>	<u>2007 FTEs</u>
Treasurer's Office	To act as a custodian of all funds, which includes the receipt of tax assessments, disbursement, accounting, deposit, and investment.	\$926,143	\$872,728	\$949,013	\$1,015,757	12	12	12	12
Parking Violations Bureau	To promote an orderly turnover of on-street parking, process funds from parking meters and fines, and ensure expedient releases of impounded vehicles in accordance with the Columbus City Code.	2,720,672	2,989,083	3,292,825	3,432,985	37	37	36	38
		<b>\$3,646,815</b>	<b>\$3,861,811</b>	<b>\$4,241,838</b>	<b>\$4,448,742</b>	<b>49</b>	<b>49</b>	<b>48</b>	<b>50</b>

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.



## **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 on 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 (58 of whom are attorneys) and 40 part-time employees. While most of the employees are paid out of the general fund, 2 are 100 percent funded from grants, 12 are partially funded from grants, 3 are 100 percent funded from the land acquisition fund, 12 are partially funded from the land acquisition fund and 1 employee is 100 percent funded from collected bad check fees.

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 Regulations 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 2007**

Priority: Established by order of importance or urgency.  
Strategic: Essential to the effective conduct of war.

While the Columbus City Attorney's Office is not engaged in war, it is engaged in the daily conduct of providing legal services to the government of the City of Columbus.

Essential to the effectiveness of such conduct is the employment and effective utilization of honest, competent and dedicated people. Therefore, there is only one continuing and timeless strategy priority for the office: Making sure the right people are in the right place doing the right things so that the government of the City of Columbus is well served.

The official website for the Columbus City Attorney's Office is [www.columbuscityattorney.org](http://www.columbuscityattorney.org). That site lists the office's table of organization to include the names and direct phone numbers and email addresses of all employees of the office. The site also describes what it is that the various divisions of the office do.

For purposes of the 2007 Budget Document, there is one new strategic priority for 2007. That priority is the assembling of a team of lawyers, referred to as the Nuisance Abatement Action Team, that will focus on using nuisance abatement actions to assist neighborhoods maintain their integrity as places where citizens can live safe and healthy lives.

Starting with a focus on street prostitution, which is a symptom of a neighborhood under stress, this team will, working closely with the Division of Police, Columbus Public Health and the Neighborhood Services Division (code enforcement) of the Department of Development, begin to identify and rectify those conditions in a neighborhood that make it attractive for street prostitutes to do their business.

Outcome: The maintenance of safe and healthy neighborhoods



## **2007 Budget Issues**

- The 2007 City Attorney's general fund budget funds 110 full-time and 37 part-time employees.
- Costs for both outside counsel and legal settlements for general fund agencies are budgeted in Finance's citywide account.
- In the Real Estate Division, four employees are funded through the general fund and seven through the land acquisition fund.

**Budget and Program Summary**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
City Attorney	\$ 8,989,836	\$ 9,073,240	\$ 10,048,076	\$ 9,954,195	\$ 10,398,497
Real Estate	331,647	332,859	369,827	347,821	371,339
Land Acquisition	686,890	680,541	792,424	746,680	803,847
<b>TOTAL</b>	<b>\$ 10,008,373</b>	<b>\$ 10,086,640</b>	<b>\$ 11,210,327</b>	<b>\$ 11,048,696</b>	<b>\$ 11,573,683</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>CITY ATTORNEY GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 8,020,806	\$ 8,246,753	\$ 9,398,760	\$ 8,992,791	\$ 9,712,745
Materials & Supplies	163,099	163,330	124,750	123,548	124,750
Services	611,278	496,423	524,566	784,330	561,002
Other Disbursements	-	18,393	-	-	-
Capital	-	8,516	-	-	-
Transfers	194,653	139,825	-	53,526	-
<b>TOTAL</b>	<b>\$ 8,989,836</b>	<b>\$ 9,073,240</b>	<b>\$ 10,048,076</b>	<b>\$ 9,954,195</b>	<b>\$ 10,398,497</b>
<b>REAL ESTATE GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 323,205	\$ 322,142	\$ 351,908	\$ 345,821	\$ 371,339
Materials & Supplies	4,891	2,515	17,919	-	-
Services	3,551	8,202	-	2,000	-
<b>TOTAL</b>	<b>\$ 331,647</b>	<b>\$ 332,859</b>	<b>\$ 369,827</b>	<b>\$ 347,821</b>	<b>\$ 371,339</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>LAND ACQUISITION LAND ACQUISITION FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 621,108	\$ 628,628	\$ 707,515	\$ 671,485	\$ 701,748
Materials & Supplies	596	1,652	10,150	9,191	10,150
Services	65,186	50,261	74,759	66,004	91,949
<b>TOTAL</b>	<b>\$ 686,890</b>	<b>\$ 680,541</b>	<b>\$ 792,424</b>	<b>\$ 746,680</b>	<b>\$ 803,847</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
General	\$ 9,321,483	\$ 9,406,099	\$ 10,417,903	\$ 10,302,016	\$ 10,769,836
Land Acquisition	686,890	680,541	792,424	746,680	803,847
<b>TOTAL</b>	<b>\$ 10,008,373</b>	<b>\$ 10,086,640</b>	<b>\$ 11,210,327</b>	<b>\$ 11,048,696</b>	<b>\$ 11,573,683</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2004 Actual	2005 Actual	2006 Authorized	2007 Authorized
City Attorney	FT	112	103	119	119
	PT	46	46	46	46
Real Estate	FT	7	7	7	7
Land Acquisition	FT	4	4	7	7
	PT	1	0	0	0
<b>TOTAL</b>		<b>170</b>	<b>160</b>	<b>179</b>	<b>179</b>

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

**2007 Operating Budget  
City Attorney**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Administration	To provides management and support through the offices of the City Attorney.	\$1,791,087	\$1,520,143	\$1,137,633	\$1,386,261	9	8	7	9
Civil Prosecution	To provide support personnel to assist attorneys in the civil division by preparing legal documents, maintaining the case database, scheduling depositions and appointments and other duties that maintain the organized flow of legal documents.	261,300	274,067	290,467	345,050	4	5	6	5
Civil Part-Time	To provide law student interns who perform legal research for the attorneys in the civil division.	29,951	132,827	103,758	133,369	-	-	-	-

<b>Appellate</b>	To appeal misdemeanor prosecutions to the Franklin County Court of Appeals, and defend misdemeanor criminal appeals filed against the city.	270,586	266,961	362,336	441,720	2	2	3	3
<b>Intake</b>	To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising and making appropriate referrals.	566,105	597,374	614,193	643,775	4	2	2	2
<b>Victim-Witness Assistance</b>	To prosecute domestic violence offenders and assist victims by providing them with immediate resources, and to educate and train all city and county law enforcement officers on the issue of domestic violence.	779,838	783,023	983,407	970,730	13	10	14	16
<b>Business</b>	To assist in the legal review and implementation of vital city development projects, give legal assistance to city officials with respect to city services, legislation, contracts, zoning, and relations with the suburbs, to assist city agencies in complying with state and federal environmental laws, and to take legal action against industrial facilities that fail to comply with water pollution laws and other environmental requirements.	765,339	822,520	927,969	963,334	8	8	9	9

City Attorney

---

Litigation	To defend the city and its employees in contract disputes, claims for personal injury or property damage, constitutional violations, wrongful death, tax disputes, and claims requesting money damages; as well as provide legal education, training, advice, and counsel.	606,716	671,076	719,439	726,541	6	6	6	6
Labor	To handle all labor and employment-related litigation, render legal advice to city officials on labor and employment matters, defend the city in employment litigation filed in federal and state courts, and counsel various city departments on day-to-day personnel matters.	441,529	562,772	564,570	572,672	4	5	5	5
Police Legal Bureau	To advise the Division of Police on legal and policy matters, serve as liaison for civil and criminal litigation involving police, and provide training on legal topics associated law enforcement.	239,111	270,008	323,668	337,311	4	3	4	4
Claims	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.	426,319	472,521	602,767	574,070	6	7	7	7
Legal Assistance	To provide clerical support to the prosecutors in the Franklin County Municipal Court, send out subpoenas and ensure that all case files have necessary paperwork for each prosecutor's daily docket.	783,607	840,661	876,789	849,143	14	16	15	15



<b>Dispute Resolution</b>	To solve problems and conflicts outside of the judicial process through the use of trained mediators, to bring students, parents, and educators together to develop a specific plan to keep children in school, and to assist in the collection of money lost to merchants due to the passing of bad checks.	85,487	77,194	55,128	57,897	1	1	1	1
<b>Environmental</b>	To handle cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.	216,777	364,737	322,457	135,956	5	5	3	2
<b>Criminal Prosecution</b>	To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI and assault cases.	1,882,400	1,934,082	2,163,495	2,260,668	22	23	26	26
<b>Real Estate Administration</b>	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	328,174	342,368	369,827	371,339	4	4	4	4
<b>Land Acquisition</b>	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	725,759	782,895	792,424	803,847	7	7	7	7

---

\$10,200,085	\$10,715,229	\$11,210,327	\$11,573,683	113	112	119	121
--------------	--------------	--------------	--------------	-----	-----	-----	-----

---

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

## **Municipal Court Judges**

### **Department Description**

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

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

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

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

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

The court administrator is the chief non-judicial officer and oversees the administrative and operational functions of the Court pursuant to policies established by the Court. The court administrator works on a day-to-day basis with the administrative and presiding judge. The court administration office consists of the court administrator, assistant court administrator, director of finance and administration, human resources manager, and court administration secretary. Functional units within court administration include court investigation, volunteer services, court-appointed counsel, interpreter services, Spanish interpreters, and vehicle immobilization.

Direct services are provided to the judges and the Court by the following departments or offices: magistrates, court reporters, assignment, jury, judges' and magistrates' bailiffs, service bailiffs, secretaries, the small claims division, and the dispute resolution program.

The largest department is the Department of Probation Services, whose task is to provide the judiciary with a viable sentencing option with the assurance that probationers who are placed in the community receive appropriate direction and management, consistent with public safety. The department consists of regular supervision officers and several specialized probation supervision programs that focus on domestic violence, chemical abuse, multiple OMVI offenders, sex offenders, and probationers with mental health issues. The department also has an investigation unit, community service program, and restitution program, in addition to a support staff of receptionists, transcriptionists, and intake assignment coordinators.

### **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 established by the judiciary and the legislature in a professional and dedicated manner, and to ensure accessibility, fairness, accountability, and courtesy in the administration of justice.

### **Strategic Priorities for 2007**

- Transition of the mental health program docket staff from grant funding to general fund support.
- Complete the integration of the new electronic monitored home confinement program into the Department of Probation Services.
- Engage in an operational and administrative review of current court structure and commit to implement recommended changes.
- Meet the ever-increasing challenge of providing interpreting, translating, and liaison services to the growing number of those who have business with the court for whom English is not their primary language.
- Enhance the Court's legal research capabilities to provide more resources to the Court.
- Continue efforts to enhance the Court's human resources function to include the preparation and revision of employee policies and employee training that maximizes the use of city and other training programs.
- Continue the initiative to consolidate all of the Court's finance and business management functions.
- Assess short-term and long-term space needs; find funding to address short-term needs; and formulate strategies to address long-term needs.

- Place emphasis on the importance of attracting, retaining, training, and rewarding qualified staff.
- The court continues to underscore the need for an improvement to the resources dedicated to cleaning and maintaining the courthouse facility.

### **2007 Budget Issues**

- The 2007 budget includes funding for two staff members that support the Court's mental health program docket. The goal of this program is to reduce recidivism by diverting mentally ill persons and persons with alcohol and drug issues to treatment.
- The Court continues its plan to replace public-area and courtroom furniture that is original to the building.
- Funding of \$411,424 is included for the home incarceration program, which provides a cost effective option to incarceration of offenders who do not pose a threat to public safety. A portion of these costs will be recovered in the general fund through fees for this program.
- Fees for professional services continue to be a significant cost and efforts must be ongoing to monitor those expenses. These include fees for court-appointed counsel (\$250,000), foreign language interpreters (\$160,000), interpreters for the deaf (\$15,000) and forensic psychological examinations (\$90,000).
- Court costs and fees fund core Court functions such as security (\$1,489,942) and technology (\$540,912).
- The 2007 computer fund budget includes funding for a pilot project to bring audio and video technology to a courtroom.

**Budget and Program Summary**

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Municipal Court Judges	\$ 12,206,091	\$ 12,167,639	\$ 13,840,185	\$ 13,217,909	\$ 14,261,278
<b>TOTAL</b>	<b>\$ 12,206,091</b>	<b>\$ 12,167,639</b>	<b>\$ 13,840,185</b>	<b>\$ 13,217,909</b>	<b>\$ 14,261,278</b>

<b>DEPARTMENT SUMMARY BY CHARACTER</b>					
<b>MUNICIPAL CT JUDGES GENERAL FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 10,261,003	\$ 10,364,265	\$ 11,674,646	\$ 11,285,302	\$ 12,096,682
Materials & Supplies	49,391	86,943	147,100	141,035	139,850
Services	1,409,316	1,415,359	1,438,126	1,268,800	1,483,834
Transfer	-	12,500	-	-	-
<b>TOTAL</b>	<b>\$ 11,719,710</b>	<b>\$ 11,879,067</b>	<b>\$ 13,259,872</b>	<b>\$ 12,695,137</b>	<b>\$ 13,720,366</b>
<b>MUNICIPAL CT JUDGES COMPUTER FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 174,805	\$ 114,789	\$ 194,013	\$ 173,776	\$ 199,562
Materials & Supplies	72,574	58,924	154,700	167,700	86,200
Services	201,696	114,859	231,600	181,296	255,150
Capital	37,306	-	-	-	-
<b>TOTAL</b>	<b>\$ 486,381</b>	<b>\$ 288,572</b>	<b>\$ 580,313</b>	<b>\$ 522,772</b>	<b>\$ 540,912</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
General	\$ 11,719,710	\$ 11,879,067	\$ 13,259,872	\$ 12,695,137	\$ 13,720,366
Municipal Court Computer Fund	486,381	288,572	580,313	522,772	540,912
<b>TOTAL</b>	<b>\$ 12,206,091</b>	<b>\$ 12,167,639</b>	<b>\$ 13,840,185</b>	<b>\$ 13,217,909</b>	<b>\$ 14,261,278</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2004 Actual	2005 Actual	2006 Authorized	2007 Authorized
General Fund	FT	165	173	179	181
	PT	7	11	11	7
Computer Fund	FT	2	2	2	2
	PT	0	4	4	4
<b>TOTAL</b>		<b>174</b>	<b>190</b>	<b>196</b>	<b>194</b>

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



**2007 Operating Budget  
Municipal Court Judges**

**Financial History by Program**

**Personnel by Program**

Program	Mission	Financial History by Program				Personnel by Program			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Administration	To carry out non-judicial policies of the court including personnel management; fiscal management; purchasing; appointment of counsel for indigent defendants; liaison with other courts, governmental entities and private agencies; public information and report management; settlement week; secretarial services; and appointment of interpreters and security management.	\$4,615,095	\$3,903,010	\$4,412,776	\$4,588,953	44	44	45	50
Assignment	To control case flow management by making individual case assignments to judges; to prepare individual judges' and magistrates' court sheets and broadsheets; to notify plaintiffs, defendants, prosecutors, attorneys and suburban solicitors of all court hearings; to schedule and maintain an up-to-date status of all active cases assigned to the judges and magistrates; and process all motions and pleadings.	699,680	719,447	772,380	776,702	13	14	14	14

Municipal Court Judges

---

<b>Service Bailiffs</b>	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.	1,022,839	1,046,544	1,077,779	1,159,501	18	18	18	18
<b>Courtroom Bailiffs</b>	To coordinate activities in the courtrooms of judges and magistrates including scheduling cases and providing information to the public regarding the status of pending cases.	1,100,465	1,583,509	1,580,594	1,312,530	22	22	22	17
<b>Probation</b>	To provide administration, regular supervision, non-reporting probation, domestic violence program, chemical abuse program, multiple OMVI offender program, sex offender program, investigation services, community service program, restitution program and provided no convictions program.	3,176,258	3,244,977	3,425,144	3,539,112	54	54	56	56
<b>Small Claims</b>	To provide citizens with a simplified procedure for bringing civil suits for sums of \$3,000 or less by providing forms and assistance to individuals wishing to file claims, motions and writs of execution.	247,955	259,104	305,887	305,187	5	5	5	5
<b>Court Reporters</b>	To provide a verbatim record of all court proceedings, to read back any and all portions of court proceedings, to prepare verbatim transcripts of court proceedings and to maintain records on court exhibits.	969,642	1,003,372	1,005,718	1,079,227	14	14	14	14

<b>Jury Office</b>	To summon citizens to serve as jurors, randomly select jurors for panels, postpone and reschedule jury service, and maintain information on prospective jurors.	359,533	364,193	384,594	425,902	2	2	2	2
<b>Home Incarceration/Work Release</b>	To provide a cost-effective alternative sentencing option to traditional jail incarceration, consistent with public safety. To provide for the court's acquisition of software, technology-related equipment, internal technology billings and on-line services.	-	-	295,000	411,424	-	-	3	3
<b>Mental Health Program Docket</b>	To provide a cost-effective alternative sentencing option to traditional jail incarceration for prisoners with mental illnesses.	-	-	-	121,828	-	-	-	2
<b>Computer Services</b>	To research and prepare memoranda of issues pending before the court; maintain the law library; review new case law to ensure the court's compliance with the decisions; review pending legislation that may affect the court; advise the judges and employees regarding new legal developments and applications of current law to court procedures; and update local court rules.	-	428,082	580,313	540,912	-	-	2	2
		\$12,191,467	\$12,552,238	\$13,840,185	\$14,261,278	172	173	181	183

## Municipal Court Judges

---

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

## **Municipal Court Clerk**

### **Department Description**

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

### **Mission**

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

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

### **Strategic Priorities for 2007**

- The objectives of these priorities will be to save valuable taxpayer dollars and to better utilize staff resources.
  - **Imaging Court Records** – Provide immediate and cost-effective access to court records and reduce long-term storage costs.
  - **E-Certified Return Receipt** – Provide electronic signature for all certified mail sent by the Municipal Court. E-certified is more cost effective when compared to regular certified mail. (\$0.85 for e-certified as opposed to \$4.88 for civil certified mail and \$3.48 for criminal certified mail) This eliminates manual input of data by clerks and improves tracking of certified mail.
  - **Clerk's Academy** – Provide enhanced real-time training tools to ensure consistency, competency and accuracy of work methods to improve performance.
  - **E-Ticket** – Provide law enforcement with ability to scan drivers' license, electronically populate data into computer system and transmit to Municipal Clerk's Office database.

- **Bar Code Case Management** – Use bar codes to improve case flow, file management and ensure accountability in tracking all case files.
- **Telephone Call Center** – Implement a user-friendly informational telephone system that more accurately assists callers.
- **BMV Part-time Satellite License Reinstatement/Compliance Office** – Continue to foster cooperation between the Clerk’s Office, Municipal Court and the Bureau of Motor Vehicles (BMV) in order to better serve the citizens by implementing an in-courthouse BMV License Reinstatement Service Center. (Nearly one third of traffic cases involve BMV license forfeitures, warrant blocks or suspensions that must be resolved prior to leaving the courthouse.)
- **Video Arraignment** – Utilize existing video technology to arraign prisoners from the Franklin County Corrections Centers (FCCC) I and II thereby reducing costs of prisoner transportation, building security and logistical problems associated with the movement of high risk prisoners.
- **Remote Slating** – Provide the capability for law enforcement to arrest, fingerprint, photograph, formally charge and in certain cases bond out nonviolent misdemeanor defendants from an off-site police station without having to transport the defendant to jail (“Jail or Bail”).
- **E-Filing** – Conduct appropriate due diligence on the feasibility for implementing e-filing of court documents.

### **2007 Budget Issues**

- The Municipal Court Clerk’s 2007 general fund budget includes funding, with an allowance for vacancies, for 150 full-time positions.
- The Municipal Court Clerk’s 2007 computer fund budget of \$1,583,951 includes 9 full-time positions.
- The Municipal Court Clerk’s 2007 computer fund budget includes funding for supplies, professional services, and equipment related to various technology projects necessary for the continued development of e-clerk practices.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Municipal Court Clerk	\$ 10,349,341	\$ 11,165,459	\$ 11,886,241	\$ 11,406,790	\$ 11,232,115
<b>TOTAL</b>	<b>\$ 10,349,341</b>	<b>\$ 11,165,459</b>	<b>\$ 11,886,241</b>	<b>\$ 11,406,790</b>	<b>\$ 11,232,115</b>

<b>DEPARTMENT SUMMARY BY CHARACTER</b>					
<b>MUNICIPAL CT CLERK GENERAL FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 8,048,551	\$ 8,007,517	\$ 8,639,959	\$ 8,643,952	\$ 8,791,705
Materials & Supplies	150,975	154,789	169,250	164,862	124,850
Services	645,981	632,041	726,654	726,654	731,609
Other Disbursements	-	-	-	395	-
<b>TOTAL</b>	<b>\$ 8,845,507</b>	<b>\$ 8,794,347</b>	<b>\$ 9,535,863</b>	<b>\$ 9,535,863</b>	<b>\$ 9,648,164</b>
<b>MUNICIPAL CT CLERK COMPUTER FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 730,669	\$ 886,095	\$ 980,831	\$ 791,627	\$ 735,846
Materials & Supplies	105,115	269,740	176,500	176,500	66,800
Services	647,344	989,372	801,047	630,588	550,905
Capital	20,706	225,905	344,000	224,212	10,000
Interest	-	-	48,000	-	100,400
Transfers	-	-	-	48,000	120,000
<b>TOTAL</b>	<b>\$ 1,503,834</b>	<b>\$ 2,371,112</b>	<b>\$ 2,350,378</b>	<b>\$ 1,870,927</b>	<b>\$ 1,583,951</b>



DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
General	\$ 8,845,507	\$ 8,794,347	\$ 9,535,863	\$ 9,535,863	\$ 9,648,164
Municipal Court Computer Fund	1,503,834	2,371,112	2,350,378	1,870,927	1,583,951
<b>TOTAL</b>	<b>\$ 10,349,341</b>	<b>\$ 11,165,459</b>	<b>\$ 11,886,241</b>	<b>\$ 11,406,790</b>	<b>\$ 11,232,115</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2004 Actual	2005 Actual	2006 Authorized	2007 Authorized
Municipal Court Clerk	FT	149	153	172	172
	PT	0	0	0	0
Computer Fund	FT	12	12	12	12
<b>TOTAL</b>		<b>161</b>	<b>165</b>	<b>184</b>	<b>184</b>

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

2007 Operating Budget  
Municipal Court Clerk

Program	Mission	Financial History by Program				Personnel by Program			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Administration	To ensure the smooth operation of the Clerk's office by preparing and tracking the annual budget; hiring all deputy clerks; purchasing and maintaining equipment; managing personnel payroll records; overseeing compliance with applicable statutes, rules and case law; preparing statistical reports required by law; reviewing and referring cases to appropriate authorities for collection proceedings; and investigating and responding to inquiries by the public.	\$1,587,182	\$1,007,038	\$847,549	\$1,117,873	18	4	4	9
Accounting/Finance	To collect and account for fines, court costs, fees and bail for criminal, environmental and traffic charges filed in the Franklin County Municipal Court, to accept and disburse civil division funds paid to the court for costs and fees, plus judgment and garnishment amounts, to process all mail payments, prepare receipts for monies collected, distribute funds to the proper political subdivisions and make a general accounting of all monies received and disbursed in the Clerk's office.	1,445,122	1,391,036	1,759,685	1,719,327	26	22	27	27

Municipal Court Clerk

Civil	To accept dockets and maintain records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction.	1,410,023	1,606,567	1,793,019	1,823,672	31	29	30	30
Criminal/Traffic	To accept and process all documents related to criminal and traffic charges in which citations are issued within the jurisdiction of the Franklin County Municipal Court and to process and report all applicable records to the Ohio Bureau of Motor Vehicles.	3,720,194	4,379,142	4,479,109	4,160,275	77	105	79	70
Office of Information Services	To support the Clerk and the Court with data processing needs of all divisions.	2,067,860	3,650,427	2,350,378	1,583,951	10	12	12	9
Traffic Violations Bureau	To record and process all traffic citations issued by the Columbus Police, the Ohio State Highway Patrol, the Franklin County Sheriff and other law enforcement agencies throughout Franklin County.	393,429	641,394	656,501	827,017	9	12	11	14
		\$10,623,810	\$12,675,604	\$11,886,241	\$11,232,115	171	184	163	159

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.



## **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 2007**

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

#### **Safety**

- Modify and expand police officer testing to support diversity efforts as well as supplement the applicant pool to meet the city's hiring needs.

#### **Peak Performance**

- Collaborate with the Human Resources Department to enhance the city's human resources information system (HRIS).
- Begin implementation of a strategic recruitment and retention initiative.

## **2007 Budget Issues**

- The Civil Service Commission's budget provides for 35 full-time positions. It will continue to be open to the public three days a week.
- Promotional testing for police sergeant, police deputy chief, fire lieutenant and fire captain will be conducted. Also, a police officer test will be administered, as well as the firefighter PCT re-validation.
- Expansion funding of \$183,282 is included for the commission to begin to conduct monthly testing for all four phases of the police officer exam, which will help the city to keep a sufficient number of applicants in the selection process, as well as address the goal of having the police force reflect the Columbus

community. Police's minority recruiting unit will use this new structure to target-recruit females and minority candidates. Nearly 60 percent of all minority and female candidates drop out, rather than are rejected, from the police selection process. Recruiters will target applicants who failed to appear at the tests, applicants who failed the fitness test (they are permitted to retake it) and new female and minority applicants in other locales. Two additional full-time and three part-time commission staff will be responsible for administering these monthly tests, which will take place in Columbus and other locations.

## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Civil Service Commission	\$ 2,612,960	\$ 2,705,648	\$ 3,126,888	\$ 3,069,537	\$ 3,708,889
<b>TOTAL</b>	<b>\$ 2,612,960</b>	<b>\$ 2,705,648</b>	<b>\$ 3,126,888</b>	<b>\$ 3,069,537</b>	<b>\$ 3,708,889</b>

DIVISION SUMMARY BY CHARACTER					
CIVIL SERVICE COMMISSION EXPENDITURES SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Personnel	\$ 2,256,353	\$ 2,265,412	\$ 2,462,276	\$ 2,531,771	\$ 2,911,190
Materials & Supplies	24,114	22,116	26,010	32,010	41,753
Services	332,493	418,120	638,602	505,756	755,946
<b>TOTAL</b>	<b>\$ 2,612,960</b>	<b>\$ 2,705,648</b>	<b>\$ 3,126,888</b>	<b>\$ 3,069,537</b>	<b>\$ 3,708,889</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
General Fund	\$ 2,612,960	\$ 2,705,648	\$ 3,126,888	\$ 3,069,537	\$ 3,708,889
<b>TOTAL</b>	<b>\$ 2,612,960</b>	<b>\$ 2,705,648</b>	<b>\$ 3,126,888</b>	<b>\$ 3,069,537</b>	<b>\$ 3,708,889</b>

DEPARTMENT PERSONNEL SUMMARY						
DIVISION	FT/PT*	2004 Actual	2005 Actual	2006 Budgeted	2007 Budgeted	
Civil Service Commission	FT	30	30	32	35	
	PT	12	18	18	18	
<b>TOTAL</b>		<b>42</b>	<b>48</b>	<b>50</b>	<b>53</b>	

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

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



**2007 Operating Budget  
Civil Service**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Administration/Classification/ Payroll Verification	To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens; to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	\$1,619,728	\$1,666,645	\$1,613,665	\$1,945,889	19	19	17	18
Public Safety Testing	To ensure that the city has a qualified workforce dedicated to serving its citizens; to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	546,821	711,735	1,080,724	1,225,568	7	7	8	10
Non-Uniformed Testing	To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens; to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	428,350	348,887	432,499	537,432	6	6	7	7

---

\$2,594,899	\$2,727,267	\$3,126,888	\$3,708,889	32	32	32	35
-------------	-------------	-------------	-------------	----	----	----	----

---

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Civil Service**

		<b>Performance History by Program</b>			
<b>Program</b>	<b>Measure</b>	<b>2004</b>	<b>2005</b>	<b>2006 Mid-Year</b>	<b>2007 Target</b>
<b>Administration/Classification/Payroll Verification</b>	Percentage of full-time provisional employees	0.20%	0.10%	0.12%	<2%
	Total number of class specifications	637	649	648	n/a
	Percentage of job classes up-to-date	99%	98.6%	96%	95%
	Number of misclassifications identified via audit	7	29	1	n/a
	Percentage resolved misclassifications	100%	66%	100%	95%
	Average number of days to complete classification request	90	46	46.5	90
	Average number of days to complete position audit requests	18	14	40.3	60
	Percentage of personnel files in compliance	100%	99%	100%	95%
<b>Public Safety Testing</b>	Number of uniformed classifications	11	11	11	n/a
	Percentage of uniformed classifications with a current eligible list	100%	100%	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 2007**

### **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.
- The 2007 budget funds a police recruit class of 50 beginning December 2006, a class of 50 in July 2007 and a class of 50 in December 2007. For Fire, the budget funds a class of 30 in December 2006 and 35 in December 2007. Police and fire class sizes are related to projected police and fire retirements and the deferred retirement option plan (DROP), and could be increased with more retirements than projected or decreased if there are fewer retirements than projected.
- Sustain and refine crime-mapping strategies in order to assign resources based on "real-time" crime data and intelligence.
- A modified spring, summer, fall Police Strike Force is budgeted for 2007 to enhance and extend efforts to prevent crime, reduce violence, and get firearms off our streets.
- Purchase additional digital video cameras for the Columbus Division of Police.
- Construct a neighborhood-policing center in conjunction with The Ohio State University.
- Complete the construction of a new neighborhood policing center on the Far East side for the relocation of Police sub-station #14.
- Continue with the purchase and distribution of portable radios to police and fire personnel to ensure that all sworn personnel have radios when needed.

- Increase the target areas for the implementation of the photo red light traffic enforcement system designed to promote maximum vehicular and pedestrian safety at targeted locations in the city.
- Begin construction of fire stations in Franklinton and on Waggoner Road on the far-east side, Stations #10 and #35 respectively.
- Begin construction of a new heliport to include an apparatus bay to house police helicopters.
- Continue the development of a terrorism early warning and rapid deployment group within the Public Safety Department, working eventually toward expansion into a regional concept encompassing all agencies within our region.

## Neighborhoods

- Improve neighborhood safety, community participation and police responsiveness by working with other city agencies and community leaders to continue two successful Neighborhood Safety initiatives. The first of these initiatives will enhance the new Neighborhood Safety Academies by increasing the number of participants and graduates. The second initiative involves working with the Neighborhood Safety-Working Group to implement strategies related to gun violence and gang activity. This group will work with other government agencies, community members and federal, state and county law enforcement agencies to leverage additional resources.
- Continue funding for collective action for youth and neighborhood development (CAYND), a program that provides positive alternatives for youth who reside in the model zone area bounded by Mooberry Street, Whittier Street, Parsons Avenue, and Rhoads Avenue.

## Customer Service

- Promote concepts of community involvement in crime awareness and crime reduction programs and efforts. The focus will be centered on participation in neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.
- The Fire Division will 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 the 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.
- In partnership with Franklin County Emergency Management Agency and The Ohio State University, the department will continue to implement and evaluate reverse 911 operations.
- The newly established, 15-member African-American Male Empowerment Commission will work to strengthen families, prevent homicide, and reduce urban crime.

## Education

- Continue to work with the Office of Education to facilitate education activities such as student participation in the Neighborhood Safety Academy and provide coordination between the schools' programs and a continued safety personnel presence.
- In partnership with the Columbus Public Schools, 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.
- Firefighters and police officers will continue to participate in Somali and Hispanic cultural awareness and Spanish language classes in sessions offered through the Department of Human Resources' Office of City Wide Training. This training, which will be completed in March 2007, aligns with the goals of the Mayor's "New American Initiative."

## 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.
- 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, joined with geographic information systems to make safety data more useful for crime and medical/fire strategies.
- Implement a computer-based staffing and overtime management and solution program designed specifically for the complex needs of public safety agencies.
- Align with the Fire Division's national accreditation process to develop and implement a strategy to enhance its informational technology capabilities.

## **2007 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 2007 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 2007 recommended budget funds ten full-time personnel.
- Due to a credit for previous overpayments to the county, a total of \$3.3 million is budgeted for a contract with the Franklin County Correctional System for the housing, transportation and medical treatment of city prisoners. This is a one-time savings of approximately \$7 million. The daily rate for housing of prisoners is \$70.
- Support to the Emergency Management Agency of Columbus and Franklin County is budgeted at \$485,000, which represents the city's proportionate share of the maintenance and administrative support of the area's emergency siren system.
- In addition to \$296,168 in grant funds from the U.S. Department of Justice, approximately \$105,000 in salaries, services, and supplies will be used 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. The community crime patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior.
- A total of \$100,000 is budgeted for the collective action for youth and neighborhood development (CAYND). This program provides positive alternatives for youth in target areas.
- An African-American Male Empowerment Commission is funded at \$150,000. The goals of the commission are to strengthen families, prevent homicide and reduce urban crime by promoting opportunity, responsibility, and restoration of the African American male.
- An additional \$105,000 is provided for an enhanced minority recruitment program for the police division.



## Support Services

- The 2007 budget for the Support Services Division continues funding for 56 full-time positions. This includes 11 full-time positions in the licensing and regulations section as well as 7 full-time positions in the weights and measures section.

## Police

- The Division of Police's 2007 budget provides funding for a beginning year contingent of 1,874 police officers. The division will continue to work towards maximizing the number of officers on the streets through redeployment efforts.
- One police recruit class of 50 is budgeted in December 2006. These officers will be available for full deployment in 2007. Additional recruit classes of 50 in July and 50 in December 2007 are also budgeted. Police class sizes are related to projected police retirements and the deferred retirement option plan (DROP), and could be increased with more retirements than projected or decreased if there are fewer retirements than projected.
- Funding of approximately \$25.9 million is provided for 360 full-time and 21 part-time civilian personnel. This includes a seven percent vacancy credit on civilian personnel.
- Approximately \$4.26 million is budgeted in the Police Division for the purchase of materials and supplies. The largest expenditure within this category is \$2.85 million for uniforms and clothing allowance. Other major expenditures include ammunition, helicopter fuel, lab supplies and evidence money.
- The budget includes approximately \$15.2 million for contractual services. Major expenditures include \$8.7 million for vehicle maintenance, \$1.27 million for data processing charges, \$732,819 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 2007.
- The city has entered into a \$700,000 contract with the Columbus City School District for school resource officers for the 2006/2007 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 2007 budget provides funding for a beginning year contingent of 1,540 firefighters, including a class of 30 recruits in December 2006. Funding from the Safety Initiatives Fund (\$460,000) will be used to support seven (7) of the new recruits from this class. In addition, funds in the budget are provided for the hiring of 35 new recruits in December 2007. 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. Fire class sizes are related to projected fire retirements and the deferred retirement option plan (DROP), and could be increased with more retirements than projected or decreased if there are fewer retirements than projected.

- Funding of approximately \$3.4 million is provided for 48 full-time civilian positions in the Division of Fire. This includes a six percent vacancy credit on civilian personnel.
- A total of \$3.89 million is budgeted in the Fire Division for the purchase of materials and supplies. The largest expenditure is \$1.8 million for uniforms and clothing allowance. Other large expenditures include medical supplies (\$817,000), repair parts for fire fighting equipment (\$342,276), and \$400,000 for turnout gear, helmets, boots, and gloves.
- The Fire Division's budget includes approximately \$9.4 million for contractual services. This includes \$3.6 million for vehicle maintenance, \$1.3 million for the EMS billing contract, \$2.3 million 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 over \$8.5 million in 2006. The 2006 collections included one time recovery of third party payments that were originally made directly to citizens, but that the city recouped through collection efforts. The 2007 projected revenue is estimated at \$ 8.0 million.
- Three hundred (300) sets of fire turnout gear are budgeted, at a cost of \$360,000. This brings the total number of sets purchased in 2002, 2003, 2004, 2005 and 2006 to 1,475, or approximately 88 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 2007.

## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Administration	\$ 12,383,267	\$ 12,365,115	\$ 12,443,912	\$ 12,191,784	\$ 5,938,106
Police	206,992,481	214,392,500	226,840,435	229,449,478	239,545,364
Fire	156,890,544	163,572,961	170,372,462	171,519,048	181,834,067
Support Services	4,965,743	5,092,275	5,859,862	5,717,472	6,375,260
<b>TOTAL</b>	<b>\$ 381,232,035</b>	<b>\$ 395,422,851</b>	<b>\$ 415,516,671</b>	<b>\$ 418,877,782</b>	<b>\$ 433,692,797</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
<b>ADMINISTRATION</b>	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Actual</b>	<b>Actual</b>	<b>Appropriation</b>	<b>Expenditures</b>	
Personnel	\$ 817,195	\$ 892,019	\$ 1,095,192	\$ 1,005,673	\$ 1,174,572
Materials & Supplies	4,200	83,173	6,120	12,771	6,242
Services	11,555,290	11,383,923	11,342,600	11,173,340	4,502,292
Other Disbursements	-	-	-	-	-
Capital	6,582	6,000	-	-	-
Transfers	-	-	-	-	255,000
<b>TOTAL</b>	<b>\$ 12,383,267</b>	<b>\$ 12,365,115</b>	<b>\$ 12,443,912</b>	<b>\$ 12,191,784</b>	<b>\$ 5,938,106</b>

<b>DIVISION SUMMARY BY CHARACTER - continued</b>					
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
<b>POLICE</b>	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Expenditures</b>	<b>Expenditures</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 189,103,227	\$ 195,158,080	\$ 206,875,479	\$ 208,703,253	\$ 216,580,303
Materials & Supplies	3,916,900	4,192,149	4,260,373	4,926,303	4,260,373
Services	13,002,340	14,428,021	14,129,926	14,752,108	15,201,735
Other Disbursements	826,369	488,499	225,000	595,000	225,000
Capital	74,532	97,200	97,200	472,814	97,200
Transfers	69,113	28,551	1,252,457	-	3,180,753
<b>TOTAL</b>	<b>\$ 206,992,481</b>	<b>\$ 214,392,500</b>	<b>\$ 226,840,435</b>	<b>\$ 229,449,478</b>	<b>\$ 239,545,364</b>
<b>FIRE</b>	<b>2005</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Expenditures</b>	<b>Expenditures</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 145,827,766	\$ 151,696,268	\$ 157,684,499	\$ 158,692,361	\$ 167,877,058
Materials & Supplies	3,434,808	3,683,201	3,582,253	3,761,040	3,891,026
Services	7,360,837	8,077,645	8,976,664	8,911,036	9,438,198
Other Disbursements	246,833	69,025	22,500	130,070	22,500
Capital	-	22,189	-	-	-
Transfers	20,300	24,633	106,546	24,541	145,285
<b>TOTAL</b>	<b>\$ 156,890,544</b>	<b>\$ 163,572,961</b>	<b>\$ 170,372,462</b>	<b>\$ 171,519,048</b>	<b>\$ 181,374,067</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>SUPPORT SERVICES GENERAL FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 365,535	\$ 429,890	\$ 3,937,109	\$ 3,872,509	\$ 4,198,870
Materials & Supplies	-	-	589,386	589,269	589,386
Services	-	-	1,332,367	1,254,694	1,586,004
Other Disbursements	-	-	1,000	1,000	1,000
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 365,535</b>	<b>\$ 429,890</b>	<b>\$ 5,859,862</b>	<b>\$ 5,717,472</b>	<b>\$ 6,375,260</b>
<b>SUPPORT SERVICES CABLE FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 2,943,997	\$ 3,018,633	\$ -	\$ -	\$ -
Materials & Supplies	477,987	552,700	-	-	-
Services	1,177,699	1,088,417	-	-	-
Other Disbursements	525	2,635	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,600,208</b>	<b>\$ 4,662,385</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>FIRE SAFETY INITIATIVES FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 428,879
Materials & Supplies	-	-	-	-	23,421
Services	-	-	-	-	7,700
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 460,000</b>
<b>TOTAL DEPARTMENT</b>	<b>\$ 381,232,035</b>	<b>\$ 395,422,851</b>	<b>\$ 415,516,671</b>	<b>\$ 418,877,782</b>	<b>\$ 433,692,797</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General	\$ 376,631,827	\$ 390,760,466	\$ 415,516,671	\$ 418,877,782	\$ 433,232,797
Safety Initiatives Fund	-	-	-	-	460,000
Cable Fund	4,600,208	4,662,385	-	-	-
<b>TOTAL</b>	<b>\$ 381,232,035</b>	<b>\$ 395,422,851</b>	<b>\$ 415,516,671</b>	<b>\$ 418,877,782</b>	<b>\$ 433,692,797</b>

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>
Administration	FT	9	8	10	10
	PT	0	0	0	1
Police					
Uniformed	FT	1,842	1,860	1,864	1,874
Civilian	FT	342	329	360	360
	PT	14	16	14	21
Fire					
Uniformed	FT	1,546	1,532	1,527	1,540
Civilian	FT	36	43	48	48
	PT	0	0	0	0
Support Services	FT	7	6	56	56
General Fund	PT	0	0	8	7
Support Services	FT	41	47	0	0
Cable Fund	PT	7	8	0	0
<b>TOTAL</b>		<b><u>3,844</u></b>	<b><u>3,849</u></b>	<b><u>3,887</u></b>	<b><u>3,917</u></b>
*FT=Full-Time PT=Part-Time					



**2007 Operating Budget  
Department of Public Safety**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Safety Administration	To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.	\$13,423,172	\$12,678,904	\$12,443,912	\$5,938,106	8	9	10	10
Support Services - Operation Support	To provide an effective public safety communications system by ensuring the reliability of the police and fire radio, telephone, and dispatching systems.	2,925,880	3,088,896	3,391,586	3,589,319	26	25	31	31
Support Services - License and Permit Regulations	To provide, administer, and enforce all laws and rules and regulations relating to licensing requirements.	1,027,616	1,089,388	960,667	968,669	12	13	13	11

Public Safety

---

Support Services - Weights and Measures	To assure "equity in the marketplace".	605,724	593,531	542,648	538,333	7	7	7	7
Support Services - Administration	To manage the division and ensure compliance with federal, state, and local regulations and standards pertaining to division operations.	535,311	504,612	964,961	1,278,939	5	5	5	7
Police - Specialized Services	To increase arrests and responses by the helicopter unit and maintain zero injuries related to hostage/barricade situations.	9,890,187	11,008,171	10,860,391	10,875,344	94	94	91	90
Police - Training	To increase pride, professionalism and service to the public by providing quality training with quality staffing and facilities.	8,686,056	10,022,539	11,700,900	19,371,094	169	133	160	175
Police - Administrative	To provide timely and effective performance of administrative functions such that units can perform their duties efficiently and effectively.	-	14,781,823	15,423,592	15,707,358	-	130	126	134

<b>Police - Technical Services</b>	To provide quality service and to improve the efficiency and effectiveness of the division, including fingerprinting, criminal record checks, computer expertise, fleet, and facilities.	14,958,580	17,284,645	19,030,003	19,487,213	121	114	126	113
<b>Police - Business and Personnel Bureau</b>	Provides managerial, organizational, financial and personnel direction to divisions within the department	14,949,962	-	-	-	157	-	-	-
<b>Police - Traffic</b>	To reduce injuries and property damage caused by vehicle accidents through enforcement.	6,701,714	7,617,642	7,925,633	8,116,271	73	76	77	75
<b>Police - Strategic Response</b>	To establish and maintain partnerships with the community and reduce crime through intelligence based directed tactics.	7,137,507	7,443,794	7,739,716	11,221,219	78	76	74	105
<b>Police-Juvenile</b>	To thoroughly investigate reported cases of violence and abuse against children.	6,548,681	6,933,173	7,311,641	-	76	75	76	-

Public Safety

---

Police - Intelligence	To reduce illegal economic, computer, and organized crime in Columbus through case solving and conviction of offenders.	5,809,380	5,982,907	6,173,537	-	64	62	62	-
Police - Internal Affairs	To provide the citizens of Columbus and the members of the Division of Police with the most accurate, objective and fair investigations.	3,937,245	4,268,729	4,140,143	4,371,725	38	39	37	38
Police-Detective	To conduct specialized investigations of crimes against properties and/or persons that are or may become felonies and to ensure that all investigative efforts are coordinated to achieve the successful identification, apprehension, and prosecution of offenders.	21,698,650	23,263,221	22,985,822	-	238	238	234	-
Police-Investigative	To conduct specialized testing of submitted evidence from crime scenes for analysis and to ensure that all investigative efforts are coordinated to achieve the successful identification, apprehension, and prosecution of offenders (previously Juvenile, Intelligence, and Detective Bureaus)	-	-	-	31,943,485	-	-	-	304

<b>Police - Narcotics</b>	To decrease the availability of illegal drugs through education, interdiction, aggressive case investigations and arrests of those profiting from the sale of illegal drugs, with fairness and impartiality and without the use of race or ethnicity as a basis for suspicion (2007-includes the Vice Bureau, formerly part of the Intelligence Bureau).	7,622,088	8,598,956	8,443,610	12,002,928	77	80	78	107
<b>Police - Patrol</b>	To use preventive and directed patrol techniques, respond to calls for service, investigate offenses, investigate non-fatal traffic accidents, enforce traffic laws and use various community policing strategies.	85,959,990	88,532,103	96,354,275	96,546,749	913	959	975	973
<b>Police - Communications</b>	To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.	8,584,109	10,073,326	8,751,172	9,901,978	117	129	108	120
<b>Fire - Emergency Services Bureau</b>	To minimize injury, death, and property loss related to fires, medical emergencies, and other disasters through the delivery of effective fire suppression, pre-hospital treatment, and patient transportation.	114,146,917	136,600,676	143,958,106	154,834,187	1,319	1,364	1,370	1,396
<b>Fire - Fire Prevention Bureau</b>	To minimize injuries, deaths, and property loss through public education, enforcement of the fire codes, and investigation of fire causes.	3,574,518	3,683,041	3,610,290	4,545,625	48	46	43	50

Public Safety

---

Fire - Support Service Bureau	To provide and maintain facilities, apparatus, and supplies of the Division of Fire, to receive emergency and non-emergency calls and dispatch necessary alarms, and provide infectious disease prevention/intervention for firefighters.	8,330,531	8,897,584	11,160,580	11,654,913	23	27	31	32
Fire - Training Bureau	To ensure that all fire personnel have the knowledge and skills necessary to safely and effectively fulfill the mission of the Fire Division.	3,763,068	3,586,826	3,045,928	1,757,688	90	50	39	15
Fire - Office of the Chief	To ensure that the division's resources are utilized efficiently and effectively, thus providing the best possible fire safety and related services to the citizens of Columbus.	18,312,121	2,143,096	2,520,857	2,556,119	34	22	25	27
Fire - Bureau of Administration	To provide a wide variety of financial and record keeping services for the Division of Fire.	1,470,559	2,537,726	1,837,882	1,973,154	20	24	18	19
Fire - Alarm Office	To receive calls for fire, medical, or other emergencies and dispatch the appropriate resources to the emergency.	3,510,300	4,174,845	4,238,819	4,512,381	46	50	49	49

---

---

\$374,109,866	\$395,390,154	\$415,516,671	\$433,692,797	3,853	3,847	3,865	3,888
---------------	---------------	---------------	---------------	-------	-------	-------	-------

---

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Department of Public Safety**

**Performance History by Program**

Program	Measure	2004	2005	2006	2007
				Mid-Year	Target
Safety Administration	Non-emergency police overtime hours	162,914	169,454	88,304	TBD
	Non-emergency police overtime expenditures	\$4,375,495	\$4,775,945	\$2,547,502	TBD
	Overtime expenditures in the Division of Fire	\$3,424,690	\$3,229,046	\$1,438,974	TBD
Support Services - License and Permit Regulations	License inspections performed by license officers	1,341	1,127	645	TBD
Support Services - Weights and Measures	Percentage of gas pumps that passed inspection	96.90%	98.16%	98.58%	TBD
	Percentage of scales, devices and meters that passed inspection	n/a	97.89%	98.05%	TBD
Police - Internal Affairs	Number of citizen complaint investigations	300	724	268	n/a
	Percent of citizen complaint investigations completed within 90 days	98.0%	98.4%	98.9%	n/a
	Number of calls received by the Internal Affairs Bureau	4,606	4,183	1,957	n/a
Police - Crimes Against Persons	Number of cases received - drug identification	5,674	5,637	3,152	n/a
	Number of cases reported - drug identification	5,916	5,575	2,659	n/a
	Number of cases received - firearms	3,294	3,832	2,082	n/a
	Number of cases reported - firearms	2,941	2,885	1,350	n/a



	Number of cases received - questioned documents	n/a	213	71	n/a
	Number of cases reported - questioned documents	n/a	158	57	n/a
	Number of cases received - forensic biology	1,305	1,255	729	n/a
	Number of cases reported - forensic biology	1,363	1,242	609	n/a
	Total number of overtime hours-criminalists	1,042	1,596	896	n/a
<b>Police - Property Crimes / Crimes Against Persons</b>	<b>Aggravated Assaults</b>	<b>2,163</b>	<b>1,340</b>	<b>641</b>	<b>n/a</b>
	<b>Auto Thefts</b>	<b>7,644</b>	<b>7,608</b>	<b>3,166</b>	<b>n/a</b>
	<b>Burglaries</b>	<b>14,644</b>	<b>14,760</b>	<b>7,444</b>	<b>n/a</b>
	<b>Homicides*</b>	<b>89</b>	<b>104</b>	<b>52</b>	<b>n/a</b>
	<b>Robberies</b>	<b>3,301</b>	<b>3,958</b>	<b>1,886</b>	<b>n/a</b>
	<b>Thefts from autos</b>	<b>-</b>	<b>14,232</b>	<b>6,537</b>	<b>n/a</b>
	<b>Total arrests</b>	<b>16,332</b>	<b>16,464</b>	<b>7,561</b>	<b>n/a</b>
	* Homicide numbers were obtained from the Homicide Unit's yearly report. Numbers did not match those supplied by the Crime Analysis Unit.				
<b>Police - Narcotics</b>	<b>Number of narcotic interdiction cases</b>	<b>804</b>	<b>1,002</b>	<b>560</b>	<b>n/a</b>
	<b>Percent of narcotic interdiction cases cleared by arrests</b>	<b>80.0%</b>	<b>63.0%</b>	<b>61%</b>	<b>n/a</b>
	<b>Number of drug related complaints investigated</b>	<b>216</b>	<b>211</b>	<b>201</b>	<b>n/a</b>
	<b>Percent of drug related complaints investigated</b>	<b>80.0%</b>	<b>85.8%</b>	<b>84%</b>	<b>n/a</b>
	<b>Number of landlord letters sent regarding drug trafficking activity</b>	<b>344</b>	<b>351</b>	<b>218</b>	<b>n/a</b>
<b>Police - Patrol</b>	<b>Total number of runs for Zone 1</b>	<b>166,510</b>	<b>164,204</b>	<b>80,718</b>	<b>n/a</b>
	<b>Total number of runs for Zone 2</b>	<b>181,896</b>	<b>186,029</b>	<b>98,292</b>	<b>n/a</b>
	<b>Total number of runs for Zone 3</b>	<b>212,629</b>	<b>210,344</b>	<b>105,303</b>	<b>n/a</b>
	<b>Total number of runs for Zone 4</b>	<b>174,540</b>	<b>172,109</b>	<b>86,813</b>	<b>n/a</b>
	<b>Total number of runs for Zone 5</b>	<b>192,679</b>	<b>192,748</b>	<b>99,300</b>	<b>n/a</b>

Public Safety

Police - Communications	Number of 911 calls received	333,321	520,878	265,573	n/a	
	Percent of 911 calls abandoned	2.0%	2.0%	2.1%	n/a	
	Number of 645-4545 calls received	624,938	1,018,867	500,993	n/a	
	Percent of 645-4545 calls abandoned	13.0%	6.9%	8.2%	n/a	
Fire - Emergency Services Bureau	Average Response Time for Fire Units	4:11	5:19	5:00	5:00	
	Five minutes or less response time achieved %	75.0%	78.7%	68.8%	90%	
	Number of ALS responses	76,125	90,918	44,372	n/a	
	Average ALS response time for emergency medical units	5:46	5:43	5:20	5:00	
	% of times that EMS units achieve a response time of 5 minutes or less	47.0%	64.1%	62.6%	90.0%	
	Number of structure fires	1,149	963	438	n/a	
	% of times fire is contained to the rooms of origin	75.0%	46.4%	63.2%	75.0%	
	% of times fire is contained to the building of origin	84.0%	95.0%	92.7%	95.0%	
	Fire - Fire Prevention Bureau	Safety House program participants	25,470	33,976	9,003	20,000
		Behavior program participating students	143	152	52	n/a
Fire Fighter Against Drugs program participating students		34,000	8,225	2,045	4,500	
Number of high-rise buildings inspected		243	141	143	TBD	
% of high-rise buildings inspected		82.0%	96.0%	98.6%	100.0%	
Number of schools inspected		230	206	106	n/a	
% of schools inspected		34.40%	49.0%	25.4%	100.0%	
Fire - Support Service Bureau	Total number of emergency calls	n/a	130,214	64,862	n/a	
	Average monthly downtime in minutes in shop per vehicle	3:50	3:50	4:00	4:00	
Fire - Training Bureau	Number of students taking state EMT-basic exam	26	20	-	n/a	
	% of students passing state EMT-basic exam on first attempt	100.0%	100.0%	-	100.0%	

---

Number of students taking state EMT-paramedic exam	38	5	11	n/a
% of students passing state EMT-paramedic exam on first attempt	71.0%	100.0%	90.9%	80.0%
Number of students taking state fire safety inspector exam	32	25	-	n/a
% of students passing state fire safety inspector exam on first attempt	100.0%	100.0%	-	100.00%

---



## **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 2007**

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

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

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

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

## **2007 Budget Issues**

- The recommended budget for the Mayor's Office provides for continued operation of the office. Funding has been maintained for a personal service contract to provide oversight of the city's Americans with Disabilities Act (ADA) compliance efforts. A veteran's affairs position is also funded.

**Budget and Program Summary**

<b>MAYOR'S OFFICE FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Mayor's Office	\$ 1,526,884	\$ 1,982,447	\$ 2,311,830	\$ 2,206,238	\$ 2,422,096
<b>TOTAL</b>	<b>\$ 1,526,884</b>	<b>\$ 1,982,447</b>	<b>\$ 2,311,830</b>	<b>\$ 2,206,238</b>	<b>\$ 2,422,096</b>

<b>DIVISION SUMMARIES BY CHARACTER</b>					
<b>MAYOR'S OFFICE EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,379,648	\$ 1,795,095	\$ 2,036,472	\$ 2,004,176	\$ 2,135,814
Materials & Supplies	3,105	4,436	6,000	8,600	11,757
Services	144,131	182,916	269,358	193,462	274,525
<b>TOTAL</b>	<b>\$ 1,526,884</b>	<b>\$ 1,982,447</b>	<b>\$ 2,311,830</b>	<b>\$ 2,206,238</b>	<b>\$ 2,422,096</b>

**MAYOR'S OFFICE SUMMARY BY FUND**

<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General	\$ 1,526,884	\$ 1,982,447	\$ 2,311,830	\$ 2,206,238	\$ 2,422,096
<b>TOTAL</b>	<b>\$ 1,526,884</b>	<b>\$ 1,982,447</b>	<b>\$ 2,311,830</b>	<b>\$ 2,206,238</b>	<b>\$ 2,422,096</b>

**MAYOR'S OFFICE PERSONNEL SUMMARY**

<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Authorized</b>	<b>2007 Authorized</b>
Mayor's Office	FT	17	19	20	20
	PT	0	0	0	0
<b>TOTAL</b>		<b>17</b>	<b>19</b>	<b>20</b>	<b>20</b>

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



**2007 Operating Budget  
Mayor's Office**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Mayor's Office Administration	To advance the priorities of the Mayor to departments and to citizens through the formulation of strategies and by monitoring the implementation of policies and programs designed to meet the goals.	\$753,779	\$1,094,213	\$1,418,519	\$1,520,744	3	7	10	10
Community Affairs	To provide quality customer service assistance to the citizens of Columbus and serve as the operational and administrative support team for the Mayor's Office employees.	435,493	415,661	353,258	329,703	7	6	4	4
Communications	To communicate to citizens the issues, programs and activities of city government that engage and promote safe, strong, and distinctive neighborhoods and provide for an atmosphere that promotes economic development and job creation.	263,696	257,691	108,736	113,281	3	3	1	1

Mayor

---

Policy Office	To initiate and coordinate key Mayoral initiatives, by conducting research, assisting in legislative matters and intergovernmental affairs, and working to assure that departments are working together to meet administration goals.	321,002	187,717	431,317	458,368	3	2	4	4
---------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------	---------	---------	---------	---	---	---	---

---

		\$1,773,970	\$1,955,282	\$2,311,830	\$2,422,096	16	18	19	19
--	--	-------------	-------------	-------------	-------------	----	----	----	----

---

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

## **Office of Education**

### **Department Description:**

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

### **Department Mission:**

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

## **Strategic Priorities for 2007**

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

#### **Education**

- Sustain after-school and summer initiatives that expand the educational opportunities available to the children within the City of Columbus.
- Decrease the disparity in the use of technology by increasing the availability of computer technology in neighborhoods.
- Support a successful transition of students to higher education, additional training, and the adult world of work, family and community through on-going training and community partnerships.
- Maintain and strengthen working partnerships with school districts within the City of Columbus.
- Support summer workforce employment opportunities for youth.
- Continue to work with city leaders to evaluate strategic educational initiatives that will complement and enhance the services provided by public schools. Make recommendations regarding best practices in addressing educational needs of students.

#### **Safety**

- Link with other city departments for the improvement of infrastructure and safety near and around local schools.
- The Columbus Youth Commission will focus civic education and engagement of youth around issues that impact the lives of Columbus youth. One such issue is the prevalence of violence in schools and communities. With designated funds,

the Columbus Youth Commission will work on this issue with youth and young adults in 2007 via the piloting and implementation of an in-school violence prevention project with one Columbus Public middle school and one high school. Additionally, a youth/young adult summit and youth town meetings will serve as forums for constituency outreach and input. The Youth Commission will submit reports to the Mayor and City Council regarding its progress.

### **2007 Budget Issues**

- In 2007, the Office of Education will continue contract and program management of the four original Capital Kids (CK) demonstration programs, as well as 17 other community-based, after-school programs. General fund support for after-school programs will grow by \$31,485 in 2007.
- The Office of Education will fund the summer youth employment initiative in 2007.

## Budget and Performance Measure Summary

OFFICE OF EDUCATION FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Office of Education	\$ 948,243	\$ 923,820	\$ 1,034,325	\$ 1,191,849	\$ 2,237,572
<b>TOTAL</b>	<b>\$ 948,243</b>	<b>\$ 923,820</b>	<b>\$ 1,034,325</b>	<b>\$ 1,191,849</b>	<b>\$ 2,237,572</b>

OFFICE OF EDUCATION SUMMARY BY CHARACTER					
OFFICE OF EDUCATION GENERAL FUND EXPENDITURES SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Personnel	\$ 327,809	\$ 338,619	\$ 347,163	\$ 343,659	\$ 655,414
Materials & Supplies	1,376	1,399	1,200	4,660	4,000
Services	369,115	333,805	435,712	437,993	1,171,908
Other Disbursements	-	-	250	250	250
<b>TOTAL</b>	<b>\$ 698,300</b>	<b>\$ 673,823</b>	<b>\$ 784,325</b>	<b>\$ 786,562</b>	<b>\$ 1,831,572</b>
OFFICE OF EDUCATION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Personnel	\$ 249,943	\$ 249,997	\$ 250,000	\$ 283,750	\$ 290,000
Materials & Supplies	-	-	-	4,500	3,000
Services	-	-	-	117,037	113,000
<b>TOTAL</b>	<b>\$ 249,943</b>	<b>\$ 249,997</b>	<b>\$ 250,000</b>	<b>\$ 405,287</b>	<b>\$ 406,000</b>

<b>OFFICE OF EDUCATION SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General	\$ 698,300	\$ 673,823	\$ 784,325	\$ 786,562	\$ 1,831,572
Community Dev. Block Grant	249,943	249,997	250,000	405,287	406,000
<b>TOTAL</b>	<b>\$ 948,243</b>	<b>\$ 923,820</b>	<b>\$ 1,034,325</b>	<b>\$ 1,191,849</b>	<b>\$ 2,237,572</b>

OFFICE OF EDUCATION PERSONNEL SUMMARY						
DIVISION	FT/PT*	2004 Actual	2005 Actual	2006 Budgeted	2007 Budgeted	
General Fund	FT	4	4	4	7	
	PT	0	0	0	0	
CDBG	FT	4	4	4	4	
	PT	8	8	8	8	
<b>TOTAL</b>		<b>16</b>	<b>16</b>	<b>16</b>	<b>19</b>	
*FT=Full-Time PT=Part-Time						



**2007 Operating Budget  
Office of Education**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Capital Kids	To support children in their education and transition to higher education, work, family and adult community; and to provide support for children's in-school education primarily through out-of-school opportunities such as mentoring, tutoring, job training, community service and career exploration.	\$961,825	\$956,694	\$784,325	\$1,998,337	9	8	8	10
Clean Teams	To support a summer employment training program for low-income youth that provides blight abatement activities in Columbus neighborhoods and Neighborhood Commercial Revitalization (NCR) areas.	-	-	-	156,000	-	-	-	-

Office of Education

---

<p>Youth Commission</p> <p>To provide youth input into decision making and policy for city government and youth events.</p>	5,700	68,798	79,941	83,235	1	1	1	1	
		\$967,525	\$1,025,492	\$864,266	\$2,237,572	10	9	9	11

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Office of Education**

**Performance History by Program**

Program	Measure	Performance History by Program			
		2004	2005	2006 Mid-Year	2007 Target
Capital Kids	Total number of volunteers in Capital Kids Programs	n/a	166	153*	165
	Percentage increase in volunteers in Capital Kids programs	n/a	n/a	(7.8%)*	7.8%
	Number of children participating in Capital Kids programs	n/a	531	536*	550
	Percentage of children maintaining or improving reading grade	76.0%	n/a	88.0%*	80.0%
	Percentage of children maintaining or improving math grade	77.0%	n/a	91.0%*	80.0%
Youth Commission**	Number of youth participating in Youth Commission sponsored events	1,202	1,500	956	TBD
	Number of Youth Commission e-calendar contacts made	n/a	3	17,442	TBD
	Number of community contacts made	4,930	301	5,529	TBD
	Number of Youth Commission sponsored events	n/a	8	7	TBD
	Number of consultations with Columbus City Council Number attending bi-monthly Youth Commission meetings	15 n/a	1 n/a	5 239	TBD TBD

*\*reflects end of school year 2006 data*  
*\*\*transferred in late 2006 from the Community  
Relations Commission*

---

## **Community Relations Commission Office**

### **Department Description**

In 1990, the Community Relations Commission (CRC) was established to help convene and facilitate discussions with civic leaders, business leaders, citizens and elected officials on issues of ethnic, racial and cultural diversity. The CRC is committed to creating connections between the neighborhoods of Columbus 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 by educating citizens about diversity, identifying and resolving community tensions and eliminating racism/discrimination.

## **Strategic Priorities for 2007**

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

#### **Neighborhoods**

- Continue to work with area commissions on conflict resolution within various communities, provide technical training, and offer additional support as requested. In addition, the commission will formalize its process of developing “good neighbor agreements” between conflicting groups, as growth and change occurs.
- Implement phase two of the Mayor’s New Americans initiative to provide coordination of resources with the city, county, state and community in a culturally sensitive manner. This initiative will address the needs of our growing immigrant and refugee populations and maximize the impact of existing City of Columbus and Franklin County services.

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

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

### **Safety**

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

### **Education**

- Increase the number of public forums on key issues facing our community. These forums will educate and allow critical community input and interactive participation. These programs will be televised and community reaction will be monitored.

### **Peak Performance**

- Fully implement the complaint tracking program, which 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.
- The CRC will continue to provide cultural sensitivity training to all city departments.

## **2007 Budget Issues**

- Eight full-time positions are funded in 2007. The Youth Commission position was transferred to the Office of Education in late 2006 and is budgeted in that office in 2007.
- Funding for the new Americans initiative continues in 2007, to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation services and training for police and fire personnel.

**Budget and Performance Measure Summary**

<b>COMMUNITY RELATIONS COMMISSION FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Community Relations	\$ 562,275	\$ 815,671	\$ 984,167	\$ 922,671	\$ 1,061,525
<b>TOTAL</b>	<b>\$ 562,275</b>	<b>\$ 815,671</b>	<b>\$ 984,167</b>	<b>\$ 922,671</b>	<b>\$ 1,061,525</b>

<b>COMMUNITY RELATIONS COMMISSION SUMMARY BY CHARACTER</b>					
<b>COMMUNITY RELATIONS EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 501,531	\$ 591,681	\$ 764,745	\$ 713,804	\$ 723,544
Materials & Supplies	4,912	6,062	10,500	10,500	9,307
Services	55,832	217,928	208,922	198,367	328,674
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 562,275</b>	<b>\$ 815,671</b>	<b>\$ 984,167</b>	<b>\$ 922,671</b>	<b>\$ 1,061,525</b>

COMMUNITY RELATIONS COMMISSION SUMMARY BY FUND					
FUND SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
General	\$ 562,275	\$ 815,671	\$ 984,167	\$ 922,671	\$ 1,061,525
<b>TOTAL</b>	<b>\$ 562,275</b>	<b>\$ 815,671</b>	<b>\$ 984,167</b>	<b>\$ 922,671</b>	<b>\$ 1,061,525</b>

COMMUNITY RELATIONS COMMISSION PERSONNEL SUMMARY					
DIVISION	FT/PT	2004 Actual	2005 Actual	2006 Budgeted	2007 Budgeted
Community Relations	FT	6	8	9	8
	PT	0	0	0	0
<b>TOTAL</b>		<b>6</b>	<b>8</b>	<b>9</b>	<b>8</b>
*FT=Full-Time PT=Part-Time					



**Community Relations Commission**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Community Relations Office	To provide leadership to the people of Columbus by educating citizens about cultural diversity, identifying and resolving community tensions, and eliminating racism/discrimination through training and awareness programs.	\$611,555	\$587,851	\$601,684	\$751,915	5	6	6	6
Special Events	To promote cultural diversity, awareness and education through CRC sponsored public events.	20,999	49,426	60,591	90,591	-	-	-	-
New Americans Initiative	To provide coordination and resources with the city, county, state and community in a culturally sensitive manner and address the needs of our growing immigrant and refugee population and maximize the impact of existing City of Columbus and Franklin County services.	-	74,150	191,951	219,019	-	1	2	2
		\$632,554	\$711,427	\$854,226	\$1,061,525	5	7	8	8

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Community Relations Commission**

**Performance History by Program**

Program	Measure	Performance History by Program			
		2004	2005	2006 Mid-Year	2007 Target
Community Relations Office	Number of contacts made in the immigrant community	240	300	n/a	400
	Percentage of dispute calls resolved	100.0%	83.0%	65.0%	90.0%
	Percentage of dispute calls resolved by the CRC in 5 - 7 days	100.0%	83.0%	65.0%	90.0%
	Number of CRC contacts made in the community	n/a	6,692	2,207	6,000
	Number of discrimination complaint calls received	n/a	192	197	n/a
	Number of discrimination complaints filed with CRC	21	57	8	n/a
	Average amount of time for discrimination complaint investigation, in months	10	6	6	5
	Percentage of discrimination complaints that are resolved through mediation	10.0%	18.0%	12.0%	30.0%
	Percentage of discrimination complaints that result in admin. hearing	7.0%	18.0%	23.0%	20.0%
	Percentage of solicitations made that lead to actual diversity trainings by CRC	92.0%	25.0%	n/a	TBD
	Number of diversity trainings	11	74	15	TBD
	Number of participants in diversity trainings	220	2,470	292	TBD

Community Relations Commission Office

---

<b>Special Events</b>	<b>Number of participants in the MLK Celebration (including the march)</b>	<b>1,500</b>	<b>2,000</b>	<b>1,000</b>	<b>1,500</b>
	<b>Percentage of MLK Celebration participants reporting increased knowledge</b>	<b>97.0%</b>	<b>98.0%</b>	<b>95.0%</b>	<b>100.0%</b>
	<b>Number of attendees at the Culture Festival</b>	<b>3,000</b>	<b>3,000</b>	<b>n/a*</b>	<b>3,000</b>
	<b>Number of cultures participating in Culture Festival</b>	<b>56</b>	<b>n/a</b>	<b>n/a</b>	<b>60</b>
<b>New Americans Initiative</b>	<b>Number interpretation/translation services provided</b>	<b>n/a</b>	<b>10</b>	<b>53</b>	<b>20**</b>
	<b>Number presentations to community/government/civic groups</b>	<b>n/a</b>	<b>3</b>	<b>34</b>	<b>70</b>
	<b>Number visits made in immigrant community</b>	<b>n/a</b>	<b>n/a</b>	<b>63</b>	<b>85</b>
	<b>Number meetings with government, organizations or individuals</b>	<b>n/a</b>	<b>12</b>	<b>94</b>	<b>150</b>

*\*CRC did not hold the Culture Festival in 2006*

*\*\*beginning in 2007, Departments will provide translation services*

---

## **Equal Business Opportunity Commission Office**

### **Department Description**

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

In addition, EBOCO develops and implements race and gender-neutral programs that encourage a diverse pool of qualified suppliers of goods and services. EBOCO also reviews informal purchasing policies and provides technical assistance to the minority, female and small business community and periodically recommends and implements additional efforts necessary to further develop inclusiveness in the city's contracting practices, e.g., the EBOCO bi-monthly roundtables (internal), Director's Quarterly Business Forums (external), and partnering with agencies and/or organizations to reach targeted groups.

### **Department Mission**

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

## **Strategic Priorities for 2007**

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

#### **Peak Performance**

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

city departments. EBOCO will continue the publication and dissemination of a minority/female business enterprise directory, the ACCESS newsletter and the EBOCO annual report.

- Continue to market EBOCO services to industry peers. In 2006, EBOCO continued to solidify strategic partnerships and create new ones. An important new collaboration is the establishment of reciprocal certification agreements with the Women's National Enterprise Council and the South Central Regional Minority Supplier Development Council. These agencies have the foremost women and minority business certification programs in the nation, representing over 100,000 businesses nationwide.

### **2007 Budget Issues**

- Ten full-time positions are funded in 2007.

**Budget and Performance Measure Summary**

<b>EBOCO FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Equal Business Opportunity	\$ 891,518	\$ 899,290	\$ 982,855	\$ 985,488	\$ 1,118,636
<b>TOTAL</b>	<b>\$ 891,518</b>	<b>\$ 899,290</b>	<b>\$ 982,855</b>	<b>\$ 985,488</b>	<b>\$ 1,118,636</b>

<b>EBOCO SUMMARY BY CHARACTER</b>					
<b>EBO COMMISSION EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 809,497	\$ 822,747	\$ 866,681	\$ 854,559	\$ 825,075
Materials & Supplies	5,000	3,769	5,500	5,500	5,430
Services	77,021	72,774	110,674	125,429	288,131
<b>TOTAL</b>	<b>\$ 891,518</b>	<b>\$ 899,290</b>	<b>\$ 982,855</b>	<b>\$ 985,488</b>	<b>\$ 1,118,636</b>

EBOCO SUMMARY BY FUND					
FUND SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
General	\$ 891,518	\$ 899,290	\$ 982,855	\$ 985,488	\$ 1,118,636
<b>TOTAL</b>	<b>\$ 891,518</b>	<b>\$ 899,290</b>	<b>\$ 982,855</b>	<b>\$ 985,488</b>	<b>\$ 1,118,636</b>

EBOCO PERSONNEL SUMMARY					
DIVISION	FT/PT*	2004 Actual	2005 Actual	2006 Budgeted	2007 Budgeted
Equal Business Opportunity	FT	11	11	11	10
	PT	0	0	0	0
<b>TOTAL</b>		<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>
*FT=Full-Time PT=Part-Time					



**2007 Operating Budget  
Equal Business Opportunity Commission Office**

Financial History by Program

Personnel by Program

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Equal Business Opportunity Commission Office	To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.	\$880,176	\$929,477	\$982,855	\$1,118,636	11	11	11	10
		\$880,176	\$929,477	\$982,855	\$1,118,636	11	11	11	10

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Equal Business Opportunity Commission Office**

**Performance History by Program**

Program	Measure	Performance History by Program			
		2004	2005	2006 Mid-Year	2007 Target
Equal Business Opportunity Commission Office	Number of new FBE firms	6	12	7	12
	Number of new MBE firms	3	14	13	15
	Number of new MBR firms	60	31	6	10
	Number of bids reviewed in the targeted area	19	21	17	0*
	# new contract compliance #'s issued	n/a	675	313	650
	# contract compliance re-certifications	n/a	869	540	850
	Number of pieces of legislation reviewed	691	801	481	850
	Number of contracts	246	238	150	250
	Number of outreach and in-reach programs sponsored	16	-325	10	20
Number of M/FBE/MBR's firms attended outreach events	553	552	20	750	

*\*beginning next year, EBOCO will no longer review bids*

## **Department of Development**

### **Department Mission and Description**

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

The department has pursued its mission through coordination of key development projects (i.e. King-Lincoln development, Northland Place, Gowdy Field, Greenview Estates) and providing resources through its financing and technical assistance programs.

## **Strategic Priorities for 2007**

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

#### **Neighborhoods**

- Implement the New Neighborhood initiative that will focus on targeting city and non-city resources to a designated neighborhood.
- Extend the term of the five existing neighborhood investment districts (NIDs) and create two more NIDs – one in the Weinland Park/University Area and one in Franklinton.
- Open and staff a new Neighborhood Pride Center in the Weinland Park community.
- As part of the Home Again initiative, acquire and rehabilitate 25 residential structures in defined strategy areas to initiate neighborhood revitalization, demolish a minimum of 50 residential structures that are too deteriorated to be rehabilitated, and undertake roof repairs on 115 houses in order to preserve housing stock and enable low income families to stay in their homes.
- Continue innovative vacant housing efforts through enhanced land-banking efforts, targeted acquisition, and identification of new resources. Implementation of House Bill 294 (which provides for tax foreclosure more expeditiously on vacant and abandoned properties by the County Board of Revision) will increase the number of land bank properties, decrease the time frame to adjudicate, and in some cases, eliminate the need for tax sales. The Home Again initiative will target acquisition, focus on rehabilitation of structures, and supply financial resources to accomplish the goals.

## Development

---

- Coordinate the housing development program with other public and private sector programs especially the city's land banking efforts to revitalize defined areas, focusing on the neighborhood investment districts (NIDs).
- Initiate a major housing development project in a neighborhood investment district (NID) – at the Hilltop Wheatland site.
- Expand down-payment assistance activities to offer homeownership opportunities to a maximum number of low and moderate income households by providing more than 100 first time homebuyers with assistance.
- Continue the Neighborhood Pride program with up to six new neighborhoods, and continue to implement neighborhood priorities and partnership arrangements in previous Neighborhood Pride areas to institutionalize the Neighborhood Pride program in the community.
- Implement the conservation district legislation and program in 2007.
- Explore and implement measures to promote environmental stewardship in city operations and development efforts.
- Implement the Get Green Columbus initiative in all department divisions by focusing on green development, business incentives, green residential development, and leveraging the Columbus Building and Zoning Codes.
- Complete "green" rehabilitation of three (3) houses as a pilot program and incorporate green standards for all future housing rehabilitation activities
- Continue to implement key recommendations of the 21<sup>st</sup> Century Growth Policy initiative (including its four components: Pay-As-We-Grow, joint facilities, job growth, and regional growth and intergovernmental cooperation).
- Begin implementation of the Big Darby accord watershed plan by executing a memorandum of understanding, establishing the accord body and its procedures, moving forward on designing the Town Center, and establishing funding mechanisms.
- Undertake and complete eight area/neighborhood plans.
- Facilitate the implementation of recommended actions from five adopted area/neighborhood plans.
- Undertake and complete up to four design charrettes that solve physical planning, urban design, and economic issues in various planning areas/neighborhoods.
- Continue the process to develop the Whittier peninsula as an innovative green development, in coordination with the Mayor's office, Metro Parks, Audubon Ohio, the community and the private sector.

---

## **Economic Development and Technology**

- Implement an economic development system focused on business retention, expansion and attraction of primary jobs and investment.
- Continue to support regional economic development strategies of advanced logistics, small business development, and technology-based companies.
- Establish a new incentive plan, which supports the strategic mission of the Mayor's 21st Century Growth Policy initiative and facilitates growth in targeted geographic areas identified in a "greenfield/grayfield". As part of this plan, specifically explore the use of income tax inducements for major job retention, expansion and relocation opportunities.
- Implement a global initiative designed to promote job creation and investment through international development opportunities.
- Facilitate the growth of the Rickenbacker multimodal hub by establishing a multi-jurisdictional joint economic development district (JEDD) to help fund needed infrastructure costs.
- Coordinate the economic redevelopment of key development projects including Northland Place, Gowdy Field, Parsons Avenue, W. Broad Street, and the King-Lincoln District.
- Undertake and complete a revitalization plan, marketing study, economic study, and streetscape concept for the Hamilton Road corridor (I-70 to Refugee Road).
- Begin implementation of the targeted jobs corridor initiative based upon the research included in the Development Strategy for Jobs Centers study (Bay Area Economics) including revising the city's economic incentive policies, protecting job corridors from conversion to other uses, and the development of at least one demonstration project.

## **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.
- Implement, in collaboration with Capitol South and the Columbus Downtown Development Corporation, target programs to encourage development and redevelopment of downtown properties.
- Continue partnering with the Downtown Development Corporation in the implementation of the downtown business plan.
- Increase the number of downtown employees by strengthening partnerships with the State of Ohio and other public and private employers, as well as by implementing target programs.

## **Peak Performance**

- Implement strategic opportunities on time and on budget.

## Development

---

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

### **Customer Service**

- Transition the department to the citywide 311 and performance management programs.
- Institute an ongoing communication mechanism that shares “best practices” among all departments.
- Implement the co-located One-Stop-Shop (OSS) initiative and work on delivering the concept of a true one-stop-shop by improving the allocation of resources and personnel, including refining financial and tracking reports for the One-Stop-Shop.

## **2007 Budget Issues**

### **Administration**

- Thirty six positions are funded; the general fund covers 26 full-time equivalents. The remaining costs are allocated to the development services fund and a grant fund.
- The general fund budget includes \$200,000 for the Columbus Franklin County Finance Authority. In 2006, \$100,000 of this support came from the Jobs Growth Fund.

### **Economic Development**

- Support of economic development efforts are partially accomplished through contracts with outside agencies totaling \$762,901 in general fund, Jobs Growth Fund, CDBG and capitol south funds in 2007, a reduction of \$404,965 from 2006.
- In 2007, the division will implement an economic development system focused on business retention, expansion and attraction of primary jobs and investment. Expanded funding of \$300,000 is included for three general fund positions that will comprise a Jobs/Sales team focusing on retaining and attracting new businesses to Columbus.
- The business development office budget includes \$3.9 million for the city’s share of school district revenue sharing. The downtown development office budget includes \$610,675 for downtown office incentive payments.
- This division supports economic development through loans from the economic development loan fund and for contracts with 14 economic development-oriented agencies. The budget for this effort in 2007 is approximately \$1.9 million in community development block grant (CDBG) funds.

---

## Planning

- The general fund supports 15 full-time equivalent positions in 2007.

## Neighborhood Services

- The general fund supports 81 full-time equivalent positions.
- General fund support of social service agencies in 2007 is \$3.1 million. Support in 2006 was \$3.3 million. CDBG funding for social service contracts is down slightly, from \$379,067 in 2006 to \$352,926 in 2007.
- Continued funding for the student intern program is provided, at \$124,000. No general fund transfer to the area commission fund will be needed in 2007, since the fund balance can cover 2007 operating costs. Therefore, no funds are budgeted.
- The 2007 budget includes funding for 65 full-time code enforcement staff, 57 of which are funded through the general fund and eight of which are funded through CDBG monies.
- Funding of \$150,000 for demolition of unsafe structures acquired through the land bank is also provided.

## 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 8.43 percent of the hotel/motel tax fund revenues have been made and will continue, with the ultimate goal of building the fund to a \$20 million level. Hotel/motel revenues are estimated at \$1.2 million in 2007, while general fund support will total \$100,000.
- An increase of \$150,000 in general fund support for the Community Shelter Board, a key community partner, is provided. General fund support for the Community Shelter Board and their rebuilding lives program will total \$2.2 million with an additional \$1.0 million from various federal funding sources.
- Funding of \$300,000 for the Home Again initiative is provided. This program, a partnership with the Columbus Franklin County Affordable Housing Trust Corporation, the Ohio Housing Finance Agency and Ohio Capital Corporation for Housing, acquires and rehabilitates residential structures in defined strategy areas to initiate neighborhood revitalization.
- The 2007 budget includes \$1.2 million in CDBG and \$3.4 million in HOME funds for the affordable housing opportunity fund. This fund provides decent affordable housing for the benefit of low- and moderate- income households.
- CDBG funds \$.9 million for the emergency repair program, the homebuyer counseling and housing development program which will fund six outside contracts, and the homeless prevention and crisis transition program.

- \$1 million in HOME funds will be used to provide six community housing development organizations with operating grants as well as direct project funding to create 25 decent affordable housing units for low income households.

### **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 Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Administration	\$ 3,262,732	\$ 3,817,514	\$ 4,821,343	\$ 4,762,703	\$ 5,905,443
Economic Development	7,289,078	6,212,286	6,329,288	6,176,582	7,465,787
Building Services	13,328,220	13,133,690	15,446,469	13,057,697	13,839,974
Neighborhood Services	10,315,011	10,683,460	11,917,126	11,599,337	12,013,302
Planning	1,129,453	1,233,923	1,520,397	1,202,653	1,659,538
Housing	7,100,812	7,214,827	7,041,273	7,002,131	7,227,514
<b>TOTAL</b>	<b>\$ 42,425,306</b>	<b>\$ 42,295,700</b>	<b>\$ 47,075,896</b>	<b>\$ 43,801,103</b>	<b>\$ 48,111,558</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ADMINISTRATION</b>					
<b>GENERAL FUND</b>					
<b>EXPENDITURES</b>					
<b>SUMMARY</b>					
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Actual</b>	<b>Actual</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 1,528,861	\$ 1,637,836	\$ 1,942,217	\$ 1,851,855	\$ 2,521,045
Materials & Supplies	20,402	19,418	32,887	28,937	33,637
Services	433,192	802,467	1,291,898	1,159,372	1,286,168
Other	22,428	58,209	282,678	-	610,675
Capital	-	-	-	435,485	-
Transfers	-	-	-	-	150,000
<b>TOTAL</b>	<b>\$ 2,004,883</b>	<b>\$ 2,517,930</b>	<b>\$ 3,549,680</b>	<b>\$ 3,475,649</b>	<b>\$ 4,601,525</b>
<b>ECONOMIC DEVELOPMENT</b>					
<b>GENERAL FUND</b>					
<b>EXPENDITURES</b>					
<b>SUMMARY</b>					
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Actual</b>	<b>Actual</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 145,673	\$ 128,126	\$ 208,778	\$ 111,217	\$ 425,589
Materials & Supplies	2,989	2,838	8,650	3,800	16,050
Services	539,336	434,402	478,846	642,179	680,505
Other	2,259,265	2,218,567	2,372,358	2,284,134	3,320,514
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,947,263</b>	<b>\$ 2,783,933</b>	<b>\$ 3,068,632</b>	<b>\$ 3,041,330</b>	<b>\$ 4,442,658</b>

---

**DIVISION SUMMARY BY CHARACTER - continued**

<b>NEIGHBORHOOD SERVICES GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 5,302,920	\$ 5,434,129	\$ 5,668,121	\$ 5,681,134	\$ 6,173,949
Materials & Supplies	59,097	57,787	82,108	69,744	79,428
Services	3,291,856	3,828,164	4,602,440	4,402,760	4,247,795
Other	127,500	7,376	10,000	2,015	10,000
Transfers	8,000	8,000	38,000	36,000	-
<b>TOTAL</b>	<b>\$ 8,789,373</b>	<b>\$ 9,335,456</b>	<b>\$ 10,400,669</b>	<b>\$ 10,191,653</b>	<b>\$ 10,511,172</b>

<b>DIVISION SUMMARY BY CHARACTER - continued</b>					
<b>PLANNING GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 642,185	\$ 685,837	\$ 1,218,240	\$ 876,125	\$ 1,282,865
Materials & Supplies	8,728	7,572	17,234	9,419	15,734
Services	61,877	132,858	131,986	183,982	206,135
Other	-	-	-	-	-
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 712,790</b>	<b>\$ 826,267</b>	<b>\$ 1,367,460</b>	<b>\$ 1,069,526</b>	<b>\$ 1,504,734</b>

---

**DIVISION SUMMARY BY CHARACTER - continued**

<b>HOUSING GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 169,984	\$ 183,059	\$ 229,090	\$ 215,142	\$ 337,425
Materials & Supplies	-	839	1,000	950	7,000
Services	1,821,313	2,109,194	2,378,594	2,390,575	2,556,785
<b>TOTAL</b>	<b>\$ 1,991,297</b>	<b>\$ 2,293,092</b>	<b>\$ 2,608,684</b>	<b>\$ 2,606,667</b>	<b>\$ 2,901,210</b>

<b>DIVISION SUMMARY BY CHARACTER - continued</b>					
<b>ADMINISTRATION</b>					
<b>DEVELOPMENT</b>					
<b>SERVICES FUND</b>					
<b>EXPENDITURES</b>					
<b>SUMMARY</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
			<b>Appropriation</b>	<b>Expenditures</b>	
Personnel	\$ 626,916	\$ 657,315	\$ 514,603	\$ 600,650	\$ 516,325
Materials & Supplies	-	490	-	-	-
<b>TOTAL</b>	<b>\$ 626,916</b>	<b>\$ 657,805</b>	<b>\$ 514,603</b>	<b>\$ 600,650</b>	<b>\$ 516,325</b>
<b>BUILDING</b>					
<b>SERVICES</b>					
<b>DEVELOPMENT</b>					
<b>SERVICES FUND</b>					
<b>EXPENDITURES</b>					
<b>SUMMARY</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
			<b>Appropriation</b>	<b>Expenditures</b>	
Personnel	\$ 11,074,171	\$ 11,004,020	\$ 12,079,737	\$ 11,110,450	\$ 11,548,178
Materials & Supplies	49,804	54,605	84,025	50,871	87,225
Services	2,198,449	2,067,385	2,364,907	1,887,121	2,142,771
Other Disbursements	5,796	7,680	61,800	9,255	61,800
Capital	-	-	856,000	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 13,328,220</b>	<b>\$ 13,133,690</b>	<b>\$ 15,446,469</b>	<b>\$ 13,057,697</b>	<b>\$ 13,839,974</b>

---

**DIVISION SUMMARY BY CHARACTER - continued**

<b>PLANNING DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 263,316	\$ 269,482	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	-
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 263,316</b>	<b>\$ 269,482</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>DIVISION SUMMARY BY CHARACTER - continued</b>					
<b>ADMINISTRATION CDBG FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 618,118	\$ 640,069	\$ 749,810	\$ 683,904	\$ 780,843
Materials & Supplies	3,073	603	2,750	1,000	3,000
Services	9,742	1,107	4,500	1,500	3,750
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 630,933</b>	<b>\$ 641,779</b>	<b>\$ 757,060</b>	<b>\$ 686,404</b>	<b>\$ 787,593</b>
<b>ECONOMIC DEVELOPMENT CDBG FUND EXPENDITURES SUMMARY</b>	<b>2005 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 960,440	\$ 835,785	\$ 990,781	\$ 865,377	\$ 865,370
Materials & Supplies	3,070	3,744	5,450	5,450	5,200
Services	2,528,305	2,588,824	2,264,425	2,264,425	2,152,559
Other Disbursements	850,000	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,341,815</b>	<b>\$ 3,428,353</b>	<b>\$ 3,260,656</b>	<b>\$ 3,135,252</b>	<b>\$ 3,023,129</b>



---

**DIVISION SUMMARY BY CHARACTER - continued**

<b>NEIGHBORHOOD SERVICES CDBG FUND EXPENDITURES SUMMARY</b>	<b>2005 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,093,305	\$ 969,160	\$ 1,150,677	\$ 1,042,904	\$ 1,163,204
Materials & Supplies	-	-	2,000	1,000	2,000
Services	432,333	378,844	363,780	363,780	336,926
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,525,638</b>	<b>\$ 1,348,004</b>	<b>\$ 1,516,457</b>	<b>\$ 1,407,684</b>	<b>\$ 1,502,130</b>

<b>DIVISION SUMMARY BY CHARACTER - continued</b>					
<b>PLANNING CDBG FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 152,383	\$ 137,957	\$ 149,737	\$ 131,827	\$ 153,004
Materials & Supplies	-	-	600	200	600
Services	964	217	2,600	1,100	1,200
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 153,347</b>	<b>\$ 138,174</b>	<b>\$ 152,937</b>	<b>\$ 133,127</b>	<b>\$ 154,804</b>

---

**DIVISION SUMMARY BY CHARACTER - continued**

<b>HOUSING CDBG FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,662,488	\$ 1,687,891	\$ 1,884,178	\$ 1,844,243	\$ 1,960,693
Materials & Supplies	26,661	23,262	20,733	17,118	20,733
Services	1,773,305	1,667,341	1,424,437	1,416,437	1,336,637
Other Disbursements	1,647,061	1,543,241	1,103,241	1,117,666	1,008,241
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,109,515</b>	<b>\$ 4,921,735</b>	<b>\$ 4,432,589</b>	<b>\$ 4,395,464</b>	<b>\$ 4,326,304</b>

**DEPARTMENT SUMMARY BY FUND**

<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General	\$ 16,445,606	\$ 17,756,678	\$ 20,995,125	\$ 20,384,825	\$ 23,961,299
Community Dev. Block Grant	11,761,248	10,478,045	10,119,699	9,757,931	9,793,960
Development Services Fund	14,218,452	14,060,977	15,961,072	13,658,347	14,356,299
<b>TOTAL</b>	<b>\$ 42,425,306</b>	<b>\$ 42,295,700</b>	<b>\$ 47,075,896</b>	<b>\$ 43,801,103</b>	<b>\$ 48,111,558</b>

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>
Administration					
General Fund	FT	22	20	24	26
	PT	0	0	0	0
CDBG Fund	FT	8	9	9	9
	PT	2	1	1	1
Development Services Fund	FT	5	6	5	5
Economic Development					
General Fund	FT	1	1	2	6
CDBG Fund	FT	12	11	12	11
	PT	1	0	0	0
Building Services					
Development Services Fund	FT	152	142	152	149
	PT	2	3	3	3
Neighborhood Services					
General Fund	FT	81	81	83	81
	PT	2	0	0	0
CDBG Fund	FT	14	14	14	14
Planning					
General Fund	FT	8	7	15	15
	PT	0	1	1	1
CDBG Fund	FT	2	2	2	2
	PT	1	0	0	0
Development Services Fund	FT	3	2	0	0
Housing					
General Fund	FT	4	4	4	5
CDBG Fund	FT	27	26	27	22
<b>TOTAL</b>		<b>347</b>	<b>330</b>	<b>354</b>	<b>350</b>
*FT=Full-Time PT=Part-Time					

**2007 Operating Budget  
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Downtown Development	To develop, in partnership with the private sector, a vibrant and thriving downtown that is recognized as an asset for the region through the use of city incentives, public policy and government ombudsmanship within a customer service-oriented culture.	\$607,278	\$633,734	\$770,605	\$1,072,599	4	4	5	4
Land Reutilization	To designate and acquire tax delinquent properties for redevelopment with the goal of returning non-productive land in city neighborhoods into productive assets.	600,985	508,692	625,127	681,201	12	6	6	8
Executive Office	To set policy and provide leadership to the department's offices and divisions.	210,445	214,059	537,482	930,623	3	3	5	6

<b>Administrative Services</b>	To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts and administrative support.	1,813,564	1,936,401	2,584,593	2,704,695	21	21	17	18
<b>Development Services Fund Administrative Offices</b>	Oversees the fiscal and HR activities for the fund.	576,511	699,207	351,036	516,325	5	-	4	5
<b>Economic Development Administration</b>	To set policy and provide leadership, to administer various economic development contracts and to maintain the city's share of the school district revenue sharing.	3,303,717	3,017,639	3,068,632	4,442,658	1	1	2	6
<b>Planning</b>	Assists business expansion and central city revitalization while creating job opportunities for Columbus residents.	2,981	-	-	-	-	-	-	-
<b>CDBG Economic Development Programs</b>	To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.	3,573,716	3,702,287	3,260,656	3,023,129	13	12	12	10

Development

---

<b>Permits/Cashiers</b>	To issue various building and mechanical permits, collect and process revenues and maintain daily accounting of all monies received by the division.	625,401	-	-	-	9	-	-	-
<b>Permit Issuance</b>	To issue building and mechanical permits in a timely and accurate manner.	-	-	329,802	341,796	-	-	1	1
<b>Building Services Division Administration</b>	To ensure all sections of the Building Services Division operate at maximum capacity to ensure prompt delivery of services to the citizens of Columbus.	1,238,191	2,112,104	3,375,270	1,819,172	3	3	2	2
<b>Building Services Division Support</b>	Provides various support functions for the division including clerical support to boards, telephone coverage, maintenance of databases, web page, zoning maps and records center, staffs the customer service center, and drafts new and revised code.	1,845,450	2,050,180	1,287,193	736,879	29	30	14	13
<b>Cashier</b>	To collect and process revenues and maintain daily accounting of all monies received by the Building Services Division.	-	547,721	183,124	213,713	-	8	5	3



<b>Platting</b>	To ensure all applications for platting are processed quickly and efficiently while complying with all the conditions of the Columbus City Codes and any legislated land use restrictions.	-	-	105,148	107,371	-	-	1	1
<b>Construction Administration</b>	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.	489,031	604,319	512,025	552,313	5	6	5	5
<b>Licensing and Registration</b>	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.	215,439	197,121	420,312	495,113	3	3	6	6
<b>Inspections</b>	Ensures safe buildings and residences through the process of inspections during the construction period.	6,433,905	-	-	-	75	-	-	-
<b>Refrigeration/HVAC Inspection</b>	To ensure the health and safety of the citizens of Columbus by inspecting refrigeration, heating, ventilation and air conditioning installations to ensure they meet basic building codes and to deliver next day service.	-	1,306,325	1,302,053	1,401,828	-	16	16	16

Development

---

<b>Plumbing Inspection</b>	To ensure the health and safety of the citizens of Columbus by inspecting plumbing installations to ensure they meet basic building codes and to deliver next day service.	-	1,030,346	1,019,871	1,092,450	-	12	12	12
<b>Electrical Inspections</b>	To ensure the health and safety of the citizens of Columbus by inspecting electrical installations to ensure they meet basic building codes and to deliver next day service.	-	1,467,701	1,471,924	1,583,826	-	17	17	17
<b>Structural Inspections</b>	To ensure the health and safety of the citizens of Columbus by inspecting structural work and installations to ensure they meet basic building codes and to deliver next day service.	-	2,162,557	2,157,882	2,263,063	-	26	26	26
<b>Building Services Customer Service Center</b>	To provide prompt, accurate service to walk-in and telephone customers, to handle intake of all plans, to answer questions and/or direct inquiries to the appropriate staff, and to provide forms, literature and other information as needed.	-	-	506,680	310,071	-	-	7	9
<b>Zoning Administration</b>	To coordinate the activities of the zoning unit, oversee personnel activities, make determinations when conflicts arise, and represent the administration in meetings with developers and the community.	-	181,164	186,453	190,617	-	2	2	2

Zoning	To review 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.	1,682,043	-	-	-	20	-	-	-
Zoning Clearance - Residential	To review all drawings, site plans, plats and lot split requests for residential projects presented for compliance with existing Columbus City Code and other legislated requirements.	-	-	137,326	140,800	-	-	2	2
Zoning Clearance - Commercial	To review all drawings, site plans, graphics permits and lot split requests of commercial and multifamily projects presented for compliance with existing Columbus City Code and other legislated requirements.	-	687,675	303,630	239,397	-	9	4	5
Zoning - BZA and Graphics Board	To review, present and approve Board of Zoning Adjustment and Board of Graphics requests to ensure all meet with the Columbus City Code standards.	-	224,949	233,069	236,759	-	3	3	3
Rezoning and Variance	To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.	-	433,209	453,914	464,730	-	6	6	6

Development

---

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	50,000	-	-	-	-	-
Inspection Administration & Support	To support the work of the inspection unit by inputting inspection requests, handling cancellations, scheduling after hours inspections, preparing correspondence and performing other office operations for the various inspection units.	-	207,860	160,502	230,101	-	4	3	4
Plan Review - Commercial	To ensure all multifamily and commercial structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.	-	1,072,522	908,201	1,019,442	-	11	10	11
Plan Review - Residential	To ensure all 1-2-3 family structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.	-	379,111	342,090	270,720	-	4	4	3
Plan Review	Reviews building plans to ensure safe buildings and residences within the city.	1,552,589	-	-	-	16	-	-	-

<b>Engineering Plan Review</b>	To provide for the efficient review of private development projects while ensuring compliance to city engineering and code requirements.	-	-	-	129,813	-	-	0	2
<b>Code Enforcement</b>	To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus Codes.	4,338,079	4,552,626	4,703,977	5,153,994	65	65	65	65
<b>Environmental Unit</b>	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.	923,867	979,947	1,111,262	1,187,240	10	10	11	11
<b>Neighborhood Services Administration</b>	To set policy and provide leadership to the division's offices.	610,518	712,400	852,629	625,290	3	3	2	2
<b>Agency, Community and Neighborhoods</b>	To oversee social service programs, work with area commissions and civic associations and act as neighborhood liaisons to the community.	753,102	614,907	636,987	733,057	6	8	8	9

Development

---

<b>Social Service Contracts</b>	To provide support in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.	2,802,222	3,035,041	3,581,072	3,318,988	-	-	-	-
<b>Area Commissions</b>	To provide support to cover administrative costs of area commission and architectural review commissions and the student intern program.	58,000	108,000	162,000	124,000	-	-	-	-
<b>Neighborhood Pride Centers</b>	To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.	188,371	400,488	503,712	493,336	1	4	5	5
<b>Historic Preservation</b>	To provide guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.	455,235	335,543	365,487	377,397	6	5	5	5
<b>Planning Administration</b>	To provide for the efficient and effective operation of the Planning Division in service to the people of Columbus and to make Columbus the best place to live, work and raise a family.	444,511	415,724	519,757	609,016	3	3	4	4

<b>Long Range Planning</b>	To examine planning and development issues in order to respond to the challenges of growth and change, including citywide development policy, research and analysis, plans for portions of the city experiencing territorial growth, and updates to existing area plans.	148,076	149,940	305,129	308,837	2	2	4	4
<b>Neighborhood Planning - Development Services Fund</b>	Supports the activities of the Development Services Fund.	209,923	-	-	-	3	-	-	-
<b>Neighborhood Planning</b>	To work in partnership with the community to enhance and sustain neighborhoods.	332,050	611,243	461,487	470,562	5	7	6	6
<b>Urban Design</b>	To provide design solutions and alternatives on issues concerning streetscape, public spaces, the built environment and infrastructure.	82,939	80,434	186,524	271,123	1	1	3	3
<b>Housing Development and Finance Staff</b>	To implement the homeownership development program, American dream down payment initiative, rental housing production/preservation, and to manage loan assets.	156,406	166,102	169,797	178,668	4	4	-	2

Development

---

Housing Administration	To manage and administer all housing programs including, but not limited to, the affordable housing opportunity fund (homeownership assistance program, home modifications program and chores program, and homeownership development program), emergency repair program, and homebuyer counseling.	168,946	180,064	189,311	195,140	3	3	3	2
Relocation	To provide technical review to evaluate each project or program under various federal programs to determine if the proposed activities meet both the acquisition and relocation requirements.	307,402	366,057	344,656	423,877	4	4	3	4
Homebuyer Counseling and Housing Development	To provide grants for activities that are needed for the city to implement its housing programs and revitalize neighborhoods.	443,000	450,000	230,000	149,600	-	-	-	-
Homebuyer Counseling and Housing Development	To provide funding for programs that offer assistance to chronically homeless individuals to rebuild their lives and become productive citizens through the Rebuilding Lives and Community Shelter Board contracts.	1,483,400	2,000,581	2,320,581	2,534,895	-	-	-	2
Homeowner Servicing Center	To assist homeowners to remain in their homes and live independently in a safe and sound environment.	3,943,944	3,538,870	3,366,928	3,375,734	21	20	25	20



Homeless Prevention	To provide a grant to the Community Shelter Board, a nonprofit organization, to assist with preventing individuals from becoming homeless.	420,000	420,000	420,000	369,600	-	-	-	-
		\$43,241,237	\$44,544,850	\$47,075,896	\$48,111,558	356	346	341	350

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

Department of Development

Performance History by Program

Program	Measure	2004	2005	2006 Mid-Year	2007 Target
Land Reutilization	Percent annual increase in average rehab investment	32.0%	27.0%	13.0%	25.0%
	Appraised value of completed land bank projects	\$ 5,289,200	\$7,125,900	\$1,860,400	n/a
	Neighborhood commissions and civics level of support for land bank projects	94.0%	87%	100%	90.0%
Downtown Development	Percentage increase in jobs downtown	0.60%	0.002%	0.003%	0.005%
	Number of jobs in downtown	111,404	111,644	111,994	n/a
	Percentage decrease in vacancy rate	2.6%	2.0%	1.0%	0.5%
	Vacancy rate	21.7%	19.7%	19.0%	n/a
	Number of housing units downtown	3,178	3,310	3,636	n/a
	Increase in housing units downtown	508	132	326	n/a
	Number of people living downtown	4,782	4,965	5,454	n/a
	Increase in number of people living downtown	762	183	489	n/a
	Percentage increase in private capital investment	6.2%	11.5%	9.9%	0
	Dollars of private capital investment (millions)	\$1,159.20	\$1,247.10	\$1,370.00	n/a
Permit Issuance	Number of residential permit applications received	4,489	4,160	1,426	n/a

	Number of residential permit applications processed	4,471	4,135	1,410	n/a
	Average days per residential permit application	2.87	2.93	2.49	12
	Percentage of residential permits issued within 7-12 days	99.9%	99.9%	100.0%	100.0%
	Number of commercial permit applications received	2,770	2,777	1,282	n/a
	Number of commercial permit applications processed	2,759	2,716	1,225	n/a
	Average days per commercial permit application	6.49	10.5	12.02	20
	Percentage of commercial permits issued within 20 days	99.46	86.89	91.35%	100%
<b>Refrigeration/HVAC Inspection</b>	Number of HVAC inspection call requests	40,439	23,772	23,890	n/a
	Percentage of HVAC inspections completed same day	98.0%	n/a	n/a	90%
<b>Plumbing Inspection</b>	Number of plumbing inspection call requests	21,226	24,098	12,085	n/a
	Percentage of plumbing inspections completed same day	100%	n/a	n/a	90%
<b>Electrical Inspections</b>	Number of electrical inspection call requests	24,371	30,498	13,761	n/a
	Percentage of electrical inspections completed same day	100%	n/a	n/a	90%
<b>Structural Inspections</b>	Number of structural inspection call requests	37,083	40,495	21,942	n/a
	Percentage of structural inspections completed same day	100%	n/a	n/a	90%
<b>Code Enforcement</b>	Number of non-emergency service requests received	24,115	25,347	12,234	n/a
	Percentage of non-emergency service requests responded to within 10 business days	84.0%	78.6%	83.0%	85.0%
	Number of emergency service requests received	1,894	1,999	1,069	n/a

Development

---

	Percentage of emergency service requests responded to within 2 business days	82.0%	76.8%	80.7%	85.0%
	Number of post raid building enforcement team requests received	207	155	82	n/a
	Percentage of post raid building enforcement team requests completed within 2 days	76.0%	100.00%	100.00%	100.00%
Environmental Unit	Number of properties abated within 30 days	536	n/a	n/a	n/a
	Percentage of properties abated within 30 days	98.0%	n/a	n/a	n/a
	Number of properties secured within 48 hours	753	799	n/a	n/a
	Percentage of properties secured within 48 hours	100%	100	n/a	85%
	Number of requests to release escrow funds forwarded within 24 hours	40	49	n/a	n/a
	Percentage of requests to release escrow funds forwarded within 24 hours	95.0%	86	n/a	100%
Housing Development and Finance Staff	Average city dollars for down payment assistance program	\$ 3,709.25	\$4,291.48	\$4,695.00	n/a
	Average sale price of homes purchased in the down payment assistance program	\$ 92,280.75	\$88,769.15	\$97,854.93	n/a
	Number of units developed in homeownership development program	40	44	27	40
	Average total dollars for development in the housing development program	\$ 139,313.00	\$29,502.27	\$14,707.77	n/a
	Percentage of city dollars in housing development program	19.8%	28%	20%	20%
	City development dollars in housing development program	\$ 1,071,945.00	\$1,298,100.00	\$264,668.00	n/a
	Average city dollars for rental development in rental housing production/preservation program	\$ 6,271.00	\$7,846.63	\$6,845.91	n/a
	Average total dollars for rental dev. in rental housing production/preservation program	\$ 67,788.00	\$100,849.50	\$66,038.00	n/a
	Percentage of city rental dollars in rental housing production/preservation program	6.3%	7.8%	10.3%	n/a
	City rental development dollars in rental housing production/preservation program	\$ 5,103,000.00	\$1,279,000.00	\$3,484,568.00	n/a

## **Department of Finance and Management**

### **Department Description**

The Department of Finance and Management is responsible for the financial management of the city including the development, monitoring and control of the city's operating budgets; debt management, including the coordination of the capital improvements budget and the six-year capital improvements plan; grants management including budget preparation and program monitoring for several federal grant programs; procurement of goods and services including the administration of the city's procurement policies and procedures; the management of city real property including sale and acquisition of land and the construction, renovation, maintenance and security of facilities; and the implementation of a performance management system on a citywide basis.

### **Department Mission**

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

## **Strategic Priorities for 2007**

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

#### **Peak Performance**

- 2007 begins year two of Columbus\*Stat, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, achievement recognition, and accountability for all city services.
- Incorporate performance management information into the budget process. The city has made significant progress in the collection and cataloguing of meaningful data that measure the performance of various city programs. Much of this data could be useful to the resource allocation process, for example, by considering budget recommendations or options in light of their expected outcomes. The department will examine ways to more effectively link information on performance with corresponding information on spending, thus enabling better estimates of efficiency and cost-effectiveness.
- Continue to support the measurement and management of service delivery performance citywide through the development of a performance information infrastructure that will enable city managers to accurately define residents' service needs and to optimize service delivery systems around those needs. The performance management team will also provide consulting services to managers to assist in the identification, definition, and periodic reporting of relevant measures of service performance.
- Continue to provide necessary support and information to the Department of Technology in its efforts to establish a capital improvement projects tracking system. The Department of Technology has committed to developing this system in-house. The system will track the progress of various capital infrastructure improvement projects

throughout the city and will help departments keep their capital projects on-time and within budget. The timely completion of capital projects ensures that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.

- As part of on-going efforts to improve the city's procurement process, the next generation of financial services (procurement, accounting, inventory, and budget) will be implemented in cooperation with the Auditor's Office and other city agencies.
- Implement the environmentally preferable purchasing program by incorporating language in appropriate bid documents, adding website information regarding the city's environmentally preferable purchasing program, and communicating and educating vendors and city agency staff on the program.
- Begin to implement the recently completed space needs study/master plan. The study focuses on core buildings within the city's portfolio and provides recommendations for effective use of existing space as well as recommendations to address additional space needs over the course of the next ten years.
- Construction is expected to begin in 2007 on a new Westside neighborhood family health center to serve residents of Franklinton, the Hilltop and Westland.
- The asset management group will work with the Mayor's Office, the Columbus Public Health Department, Columbus Neighborhood Health Centers, Inc. and community partners on the south side to secure funding and find a permanent location for a new Maloney family health center. This center will not only provide much needed health services for families living on the south side of Columbus, but will also help spur economic development in the area.
- The asset management group will facilitate the relocation of various city offices into the newly acquired city facility at 1111 E. Broad Street. Recreation and Parks administrative offices as well as offices currently located on the Whittier Peninsula will be relocated and consolidated at this location. Various Department of Technology functions currently housed in City Hall and on Arlingate Lane will also be consolidated in this facility. These efforts will consolidate operations in outlying areas and will allow department directors and key administrators to be co-located with the majority of their staff.
- A new Office of Construction Management, led by a new construction manager position, will be created within the director's office of the department, with responsibility for the supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operations.

### **Safety**

- The new Office of Construction Management will be responsible for construction on numerous major public safety projects expected to begin in 2007 including: replacement of Fire Station 10 on West Broad Street, a new Fire Station 35 on Waggoner Road, a joint OSU/City of Columbus Policing Center on 11<sup>th</sup> Avenue and the relocation of the Police Heliport.
- Continue work by the Real Estate Management Office with the Department of Public Safety and the Parking Violations Bureau to finalize a decision on a new location for the

city's impound lot. The lot will be moved from its current location on the Whittier Peninsula to a new location with additional space that will include room for the possible relocation of the Division of Police's Strategic Response Bureau, crime lab and property room.

- Continue to monitor the strength levels of the city's safety forces in light of the deferred retirement option plan (DROP) and its potential impact of staffing levels and develop contingency plans to address various scenarios.

### **Downtown Development**

- Develop a transition plan for reuse of the former central police station. This plan should be consistent with recommendations contained within the city space needs/master plan and enhance the redevelopment of the Gay Street corridor from Cleveland Avenue to the Scioto River.

## **2007 Budget Issues**

### **Real Estate Management**

- Development of a property management database, begun in 2006, is funded in 2007. This lease administration tool will allow for the efficient tracking of leases, owned properties and subleases throughout city government.

### **Financial Management**

- Various expenditure items are initially budgeted in the Finance and Management 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 and Management'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. An annual transfer of \$1,850,000 to the anticipated expenditure fund is also included in the citywide account.
- Contingent on county and private sector contributions, the city will invest \$1 million as part of its overall commitment of \$2 million over two years for COSI support. Thus, in 2007, \$550,000 of the Finance and Management citywide account is set aside for this purpose, along with payment of insurance expenses and funds from other sources.

### **Facilities Management**

- Due to financial constraints, the payment of about \$1.7 million in real estate leases will continue to be funded out of the special income tax fund in 2007. The majority of the leases are for the Department of Public Safety.
- Facilities Management's 2007 budget includes over \$7.2 million to pay utility bills on behalf of other city agencies. This is an increase of \$900,000 over 2006 projections and is based upon price increases in natural gas, electricity and water and sewer.

- In addition to utility expenses, approximately \$896,000 is budgeted for custodial and maintenance supplies and service contracts for the Franklin County Municipal Court building, an increase of \$200,000 over 2006. Likewise, approximately \$509,000 is budgeted for custodial contracts and on-staff maintenance for the Police and Fire Academies, and \$333,000 for the Public Health Department facility.
- Facilities Management's budget includes an additional \$250,000 for maintenance and service contracts for the newly acquired city facility at 1111 East Broad Street and \$160,000 for various service contracts for the maintenance of the Columbus Neighborhood Health Centers.



## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Administration	\$ 1,913,591	\$ 2,247,730	\$ 3,305,875	\$ 3,060,032	\$ 4,100,386
Finance Citywide	750,000	3,933,270	5,771,000	4,761,000	3,650,000
Financial Management	1,953,361	2,188,399	2,391,923	2,437,189	2,791,977
Facilities Management	11,539,803	12,814,294	14,543,477	14,747,282	16,328,663
<b>TOTAL</b>	<b>\$ 16,156,755</b>	<b>\$ 21,183,693</b>	<b>\$ 26,012,275</b>	<b>\$ 25,005,503</b>	<b>\$ 26,871,026</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ADMINISTRATION</b>					
<b>GENERAL FUND</b>					
<b>EXPENDITURES SUMMARY</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Expenditures</b>	<b>Expenditures</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 1,448,559	\$ 1,797,009	\$ 2,671,070	\$ 2,551,901	\$ 3,488,445
Materials & Supplies	12,015	15,810	22,725	29,910	36,275
Services	132,134	186,544	371,552	247,022	326,931
Transfers	-	35,524	-	-	-
<b>TOTAL</b>	<b>\$ 1,592,708</b>	<b>\$ 2,034,887</b>	<b>\$ 3,065,347</b>	<b>\$ 2,828,833</b>	<b>\$ 3,851,651</b>
<b>PRINT SERVICES</b>					
<b>PRINT SERVICES FUND</b>					
<b>EXPENDITURES SUMMARY</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Expenditures</b>	<b>Expenditures</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 197,268	\$ 114,810	\$ 126,028	\$ 121,149	\$ 129,485
Materials & Supplies	36,239	28,793	37,500	33,050	37,500
Services	87,376	69,240	77,000	77,000	81,750
<b>TOTAL</b>	<b>\$ 320,883</b>	<b>\$ 212,843</b>	<b>\$ 240,528</b>	<b>\$ 231,199</b>	<b>\$ 248,735</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 794,441	\$ 944,493	\$ 1,229,825	\$ 1,176,219	\$ 1,421,862
Materials & Supplies	2,890	31,849	9,350	5,040	10,350
Services	213,531	295,891	163,468	270,345	296,879
Transfers	750,000	3,933,270	5,771,000	4,761,000	3,650,000
<b>TOTAL</b>	<b>\$ 1,760,862</b>	<b>\$ 5,205,503</b>	<b>\$ 7,173,643</b>	<b>\$ 6,212,604</b>	<b>\$ 5,379,091</b>
<b>FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 396,093	\$ 414,362	\$ 463,792	\$ 462,582	\$ 486,622
Materials & Supplies	1,531	3,684	4,032	3,397	3,250
Services	504,986	450,881	413,008	411,158	453,014
Other Disbursements	39,889	47,238	108,448	108,448	120,000
<b>TOTAL</b>	<b>\$ 942,499</b>	<b>\$ 916,165</b>	<b>\$ 989,280</b>	<b>\$ 985,585</b>	<b>\$ 1,062,886</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>FACILITIES MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 4,965,772	\$ 4,878,867	\$ 5,349,291	\$ 5,090,282	\$ 5,122,117
Materials & Supplies	287,373	403,006	420,067	420,067	420,067
Services	6,273,228	7,513,921	8,738,369	9,210,574	10,520,729
Other Disbursements	5,000	18,500	15,750	7,010	15,750
Capital	8,430	-	20,000	19,349	-
Transfers	-	-	-	-	250,000
<b>TOTAL</b>	<b>\$ 11,539,803</b>	<b>\$ 12,814,294</b>	<b>\$ 14,543,477</b>	<b>\$ 14,747,282</b>	<b>\$ 16,328,663</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General Fund	\$ 14,893,373	\$ 20,054,685	\$ 24,782,467	\$ 23,788,719	\$ 25,559,405
Print Services Fund	320,883	212,843	240,528	231,199	248,735
CDBG Fund	942,499	916,165	989,280	985,585	1,062,886
<b>TOTAL</b>	<b>\$ 16,156,755</b>	<b>\$ 21,183,693</b>	<b>\$ 26,012,275</b>	<b>\$ 25,005,503</b>	<b>\$ 26,871,026</b>

<b>DEPARTMENT PERSONNEL SUMMARY</b>						
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>	
Administration						
General Fund	FT	18	31	32	39	
Print Services	FT	3	2	2	2	
Financial Management						
General Fund	FT	9	13	13	14	
Community Dev. Block Grant	FT	5	5	5	5	
Facilities Management						
General Fund	FT	82	79	85	81	
	PT	10	11	14	16	
<b>TOTAL</b>		<b>127</b>	<b>141</b>	<b>151</b>	<b>157</b>	
*FT=Full-Time PT=Part-Time						

**2007 Operating Budget  
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Finance and Management Administration	To provide direction to all Finance and Management operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities.	\$409,256	\$752,088	\$1,132,218	\$1,044,490	4	9	10	10
Real Estate Management	To provide for the management, acquisition, sale and leasing of real property (other than rights-of-way and utility easements) used in city operations.	-	406,056	463,675	568,885	-	6	6	6
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	-	-	508,850	711,774	-	-	6	7

## Finance and Management

---

Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	350,749	276,038	240,528	248,735	3	2	2	2
Purchasing	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.	1,352,453	1,346,238	1,469,454	1,526,502	15	16	16	16
Budget	To produce an annual budget and to provide financial monitoring information and analyses to city management so that they can have useful, credible, accurate and timely financial information from which to make informed decisions.	1,029,600	883,402	957,476	1,131,580	8	8	8	8
Performance Management	To ensure that city leaders have the information they need to track performance, document success, and identify opportunities for improvement in city services.	-	245,170	341,191	381,887	-	4	4	4
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.	93,895	100,129	103,976	215,624	1	1	1	2



<b>Grants Management</b>	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG and HOPWA grant programs.	1,075,087	947,735	989,280	1,062,886	5	5	5	5
<b>Financial Management Administration-Citywide Account</b>	A holding account for later transfer to general fund divisions.	10,773,000	7,905,270	5,771,000	3,650,000	-	-	-	-
<b>Building Maintenance Services</b>	To provide efficient and effective customer service in the area of building maintenance.	2,471,803	2,314,746	2,237,532	2,781,066	39	37	36	35
<b>Custodial Services</b>	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	2,626,919	3,098,413	3,083,268	3,404,965	35	34	31	36
<b>Security</b>	To efficiently and effectively secure buildings under the purview of the Facilities Management Division.	478,823	499,640	603,790	561,562	6	7	7	5

## Finance and Management

---

<b>Energy Management</b>	To create more energy efficiencies in buildings under Facilities Management's purview.	3,508,124	4,278,954	5,811,253	7,267,927	1	1	-	-
<b>Building Maintenance Management (Contract Services)</b>	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	753,400	1,472,403	1,465,753	1,422,444	-	5	2	2
<b>Facilities Administration</b>	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	1,308,221	579,078	833,031	890,699	7	2	3	3
		<b>\$26,231,330</b>	<b>\$25,105,360</b>	<b>\$26,012,275</b>	<b>\$26,871,026</b>	<b>124</b>	<b>137</b>	<b>137</b>	<b>141</b>

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Department of Finance and Management**

**Performance History by Program**

<u>Program</u>	<u>Measure</u>	<u>2004</u>	<u>2005</u>	<u>2006 Mid-Year</u>	<u>2007 Target</u>
Purchasing	Internal customer satisfaction rating (5=highest)	3.5	3.5	n/a	TBD
	Average number of days for informal bid turnaround	25.7	28.5	25.1	TBD
	Average number of days for formal bid turnaround	155.2	157.6	133.2	TBD
	Average days in Purchasing-informal bid	n/a	22.4	20.7	TBD
	Average days in Purchasing-formal bid	n/a	n/a	116.6	TBD
Print Shop/ Copy Center	Internal customer satisfaction rate	n/a	95%	95%	95%
	Average turnaround, in days, for copy jobs	n/a	2	2	2
	Average turnaround, in days, for print jobs	n/a	4	4	4
Budget	Satisfaction with budget process (5= strongly satisfied)	4.6	4.3	n/a	4.5
	Percentage of city staff satisfied with information provided by financial management staff	100.0%	100.0%	n/a	95.0%
	Accuracy of third quarter general fund expenditure projections	99.7%	99.6%	n/a	99.5%
Performance Management	Effectiveness of Columbus*Stat briefs (5=highest)	n/a	n/a	4.4	4
	Effectiveness of Columbus*Stat Friday briefing meetings (5=highest)	n/a	n/a	3.5	4
	Effectiveness of Columbus*Stat meetings (5=highest)	n/a	n/a	4	4

Finance and Management

---

	Effectiveness of follow-Up on Columbus*Stat action items (5=highest)	n/a	n/a	4.1	4
	Effectiveness of Columbus*Stat overall (5=highest)	n/a	n/a	4.1	4
Debt Management	Bond rating: Moody's	AAA	AAA	AAA	AAA
	Bond rating: Standard and Poor's	AAA	AAA	AAA	AAA
Grants Management	Percent of CDBG Grant Benefits to Low or Moderate Income Persons	88.1%	81.0%	n/a	70.0%
	Number of HUD Monitoring Findings	0	2	0	0
	Percentage of Grant Expenditures in Compliance	99.7%	99.8%	100.0%	100.0%
Building Maintenance Services	Cost Per Square foot for basic maintenance	\$3.94	\$3.42	\$2.87	TBD
	Percent of work orders closed within 3 business days	23.0%	88.0%	90.0%	80.0%
Custodial Services	Average rating of restroom cleanliness (4=highest)	n/a	n/a	1.9	2.5
	Average rating of building common area cleanliness (4=highest)	n/a	n/a	2	2.5
	Average rating of floor cleanliness (4=highest)	n/a	n/a	2.1	2.5
	Average rating of custodial staff politeness (4=highest)	n/a	n/a	4	2.5
Energy Management	Percentage of new buildings with LEED	100%	n/a	n/a	TBD

## **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 2007**

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

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

- The Citywide Office of Occupational Safety and Health (COSPH) will assist departments in conducting site-specific safety audits; asbestos and mold assessment and abatement processes; safety training and other environmental and occupational programming aimed at reducing the risk of work related injuries and illnesses. Occupational Safety and Health will continue to work collaboratively with the Capital Area Safety Council and the Ohio Bureau of Workers Compensation (BWC) to achieve the objectives required to obtain premium discounts and rebates, and will explore ways to enhance the efficiency and cost effectiveness of the city's occupational safety clinic.
- Targeted efforts to reduce workers' compensation costs will continue to be a priority. The employee benefits/risk management section will participate in the BWC's retrospective rating program and work collaboratively with our managed care organization, actuarial consultant, and the BWC and city departments to aggressively manage workers' compensation and injury leave claims. Efforts to

- improve injured workers' medical treatment and return employees safely to work will include employee accident and injury reporting procedure training, comprehensive claims management and transitional work programs. Employee benefits/risk management will also participate in any available premium reduction programs offered by the BWC.
- Utilizing information gathered from a comprehensive study of employees' overall health and wellness lifestyles along with analyses of the city's medical cost drivers, wellness programs will be offered, with a focus on weight control, physical fitness and healthy lifestyle habits. Disease management programs will be offered to coordinate health care treatment and education for employees with chronic diseases in order to improve the employee's overall health condition while reducing medical costs.
  - Collective bargaining negotiations with the International Association of Fire Fighters (IAFF) and the FOP/Ohio Labor Council will be a priority for the labor relations section in 2007. Through these negotiations, the Human Resources Department will continue to work toward full implementation of the Mayor's Economic Advisory Committee recommendations.
  - In 2006, the compensation management program area completed the design and began implementation of the Individual Performance Management (IPM) System for Management Compensation Plan (MCP) and Administrative Salary Resolution (ASR) employees. In 2007, compensation management will focus on full implementation of the electronic (automated) component of the system and the related procedural guidelines and protocol. Compensation management will work collaboratively with the labor relations section and the union leadership to initiate the design of an IPM System for CMAGE/CWA bargaining unit members. A market analysis of the AFSCME pay plan will also be conducted to ensure market competitiveness.
  - The employee resources program area will work collaboratively with city departments and union leadership to enhance participation in city sponsored charitable campaigns. Additionally, the employee resources program will continue to expand outreach efforts to attract qualified diverse candidates for employment opportunities with the city.
  - The Citywide Office of Training and Development (COTD) will partner with the Community Relations Commission, other city departments and external entities to ensure that training needs associated with the "New Americans Initiative" are met. COTD will continue to explore opportunities to generate additional revenue by offering affordable training opportunities to external governmental entities.
  - COTD will continue to identify the customer service training needs of each department, incorporate those needs in training plans, and ensure that training is provided in the most cost-effective and efficient manner.
  - COTD will work with the Department of Technology in 2007 to upgrade hardware, software, and other technology infrastructure to enhance the effectiveness and efficiency of the training facility's computer lab.
  - Fair and equitable treatment of employees and applicants, consistent with the city's policies and executive orders will continue to be the priority of the equal employment opportunity program area.

- Consistent administration of collective bargaining agreements and consistent application of HR policies citywide will be a priority for 2007. This will be achieved through a citywide human resources conference, periodic customer service visits with appointing authorities and their management teams and the continued utilization of the HR “best practices” committee.
- Human resources administration will continue to collaborate with the Department of Technology, the City Auditor and other city departments to complete a strategic plan for implementation of a human resources information system (HRIS).

### **2007 Budget Issues**

- In 2007, the general fund budget funds 14.75 full-time positions.
- The general fund budget includes \$102,000 in contractual services to assist departments in conducting safety audits, asbestos and mold assessment and abatement, safety training, and other environmental and occupational programming aimed at reducing risk exposure and work related injuries.
- The Department of Human Resources will continue to provide professional development opportunities for the city workforce in 2007. Various employee training contracts are budgeted at a total of \$53,000 in 2007.
- Funding is included for outside counsel to act as the city’s chief negotiator in upcoming IAFF and FOP/OLC negotiations.
- The 2007 budget for the compensation section of the Human Resources Department includes funding for an AFSCME pay plan analysis. The goal of this analysis is to ensure that the pay plan is market competitive such that the city can recruit and retain a quality workforce.
- The 2007 budget for the employee benefits fund supports 18.25 full-time positions. One full-time position is added in 2007 for workers compensation and injury leave claims administration. In addition, portions of the salaries of one full-time and one part-time position are shifted to this fund from the general fund.

**Budget and Performance Measure Summary**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DEPARTMENT SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Human Resources	\$ 3,227,221	\$ 3,375,856	\$ 3,796,082	\$ 3,852,262	\$ 4,581,631
<b>TOTAL</b>	<b>\$ 3,227,221</b>	<b>\$ 3,375,856</b>	<b>\$ 3,796,082</b>	<b>\$ 3,852,262</b>	<b>\$ 4,581,631</b>



<b>FUND SUMMARY BY CHARACTER</b>					
<b>GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,103,468	\$ 1,131,816	\$ 1,351,261	\$ 1,311,245	\$ 1,428,529
Materials & Supplies	23,418	65,082	22,000	23,668	22,750
Services	392,028	485,862	573,095	682,757	785,643
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,518,914</b>	<b>\$ 1,682,760</b>	<b>\$ 1,946,356</b>	<b>\$ 2,017,670</b>	<b>\$ 2,236,922</b>
<b>EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY</b>	<b>2005 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,058,547	\$ 1,118,275	\$ 1,243,933	\$ 1,255,049	\$ 1,539,366
Materials & Supplies	35,350	33,437	45,500	44,616	39,000
Services	614,410	541,384	560,293	534,927	766,343
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,708,307</b>	<b>\$ 1,693,096</b>	<b>\$ 1,849,726</b>	<b>\$ 1,834,592</b>	<b>\$ 2,344,709</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General Fund	\$ 1,518,914	\$ 1,682,760	\$ 1,946,356	\$ 2,017,670	\$ 2,236,922
Employee Benefits Fund	1,708,307	1,693,096	1,849,726	1,834,592	2,344,709
<b>TOTAL</b>	<b>\$ 3,227,221</b>	<b>\$ 3,375,856</b>	<b>\$ 3,796,082</b>	<b>\$ 3,852,262</b>	<b>\$ 4,581,631</b>

DEPARTMENT PERSONNEL SUMMARY						
<b>FUND</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>	
General Fund	FT	15	16	16	15	
Employee Benefits Fund	FT	14	15	15	18	
	PT	0	0	0	1	
<b>TOTAL</b>		<b>29</b>	<b>31</b>	<b>31</b>	<b>34</b>	

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

**2007 Operating Budget  
Department of Human Resources**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Occupational Health and Safety	To provide leadership and policy development to ensure and improve the safety of all employees.	\$84,561	\$91,718	\$103,333	\$311,144	1	1	1	3
Employee Benefits/Risk Management	To promote employee development that strives for excellence through efficient, effective services responsive to the needs of the city's employees.	1,883,486	1,693,930	1,746,393	2,033,565	13	14	14.5	15.25
Employee Resources	To reward City of Columbus employees for their efforts in serving the citizens of Columbus and to expand outreach efforts to attract qualified candidates for employment opportunities with the City of Columbus.	73,431	79,720	87,592	103,633	1	1	1	1

Human Resources

---

<b>Compensation</b>	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.	99,274	107,587	141,086	240,784	1	1	1	2
<b>Citywide Office of Training and Development</b>	To provide workforce educational opportunities that enhance employee skills and maximize workplace potential and provide quality and affordable training and development opportunities to external agencies.	333,428	307,509	405,738	341,227	3	3	3	3
<b>Labor Relations</b>	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.	340,341	423,957	504,642	565,175	3	3	4	4
<b>Human Resources Administration</b>	To provide leadership and direction for the department and to provide related administrative functions for senior management.	863,169	720,002	741,670	861,027	7	6	4.5	3.75
<b>Equal Employment Opportunity</b>	To secure equal employment opportunity and fair treatment of the city's workforce.	163,634	107,316	115,628	125,076	1	1	1	1

---

\$3,841,324	\$3,531,739	\$3,846,082	\$4,581,631	30	30	30	33
-------------	-------------	-------------	-------------	----	----	----	----

---

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Department of Human Resources**

**Performance History by Program**

Program	Measure	2004	2005	2006 Mid-Year	2007 Target
Occupational Health and Safety	Number of workers' compensation accident claims	1,240	1,218	641	n/a
	Percent change from prior year in accident claims	-2.3%	-1.8%	n/a	<5
Employee Benefits/Risk Management	Number of workers' compensation claims received	1,407	1,024	474	n/a
	Percentage of claims adjudicated within 14 days from the received date	98.7%	99.5%	100%	99%
	Number of workers' compensation lost days	24,992	1,969	n/a	TBD
	Number of injury leave claims received	1,682	1,512	414	n/a
	Percentage of injury leave claims adjudicated within 14 days from the received date	98.9%	99.1%	100%	99%
	Average medical cost per employee	n/a	5,454	n/a	TBD
Average perscription drug cost per employee	n/a	2,056	n/a	TBD	
Employee Resources	Number of target job fairs attended	10	21	n/a	8
	Number of job interest packs distributed	1,384	1,031	n/a	n/a

	Percentage of eligible employees recognized for longevity of service	100%	100%	n/a	100%
	Number of eligible employees	973	1,084	n/a	n/a
Compensation	Total number of job classifications	620	620	620	n/a
	Number of job classifications reviewed	289	196	261	TBD
	Percentage of job classifications reviewed	47.0%	31.6%	42.0%	TBD
Citywide Office of Training and Development	Percent of mandated trainings provided	100%	100%	100%	100%
	Number of attendees in mandated training	731	2,472	892	n/a
	Number of external agencies that attended trainings	n/a	20	n/a	TBD
	Average participant rating of course content (on a scale of 1-5, with 5 being highest)	4.1	4.1	4.3	>4.0
	Number of City departments with training plans	4	28	n/a	TBD
	Percent of departments with training plans	50%	78.7%	n/a	100%
Labor Relations	Number of grievance reports provided within 30 days of quarter-end	4	4	4	n/a
	Percent of grievance reports completed within 30 days	100%	100%	100%	100%
	Number of random drug and alcohol tests conducted within contract timeframe	1,175	1,950	882	n/a





---

## **Department of Technology**

### **Department Description**

The Department of Technology (DoT) supports the local government information infrastructure and provides exceptional customer service, increased efficiency and the achievement of peak performance by:

- Providing uninterrupted, secure, and reliable information systems
- Developing and instituting information management policy and procedures
- Maintaining the city's information management systems
- Developing and managing the metronet, the city's telecommunication network
- Providing citywide telephone services support
- Providing citywide mail services support
- Designing and maintaining the city's website ([www.cityofcolumbus.org](http://www.cityofcolumbus.org))
- Providing desktop computer and help desk support
- Operating the government access television channel
- Providing systems and applications support to the city's 311 call center.

### **Department Mission**

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

### **Strategic Priorities for 2007**

In 2007, the Department of Technology (DoT) will partner with other city departments to carry out several important citywide initiatives, many of which are described below. In so doing, the department is an important service provider, not just to other city agencies, but to citizens of the Columbus Metropolitan Area as well. The department continually strives to provide the best services possible to its customers, and values the partnerships.

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

#### **Customer Service**

- Institute a customer satisfaction survey feedback process for most DoT services, including mail delivery, telephone, application development and support, account management and desktop support.
- Continue the support of the Recreation and Parks Department in its implementation of the "CLASS" software project, which allows residents to register and pay for classes and activities via the Internet.

## Technology

---

- Review and identify selected software applications that have a cash/payment component and work with relevant departments to install generic forms and payment engines whereby payment to the city can be automated and payments sent directly to the respective department or City Treasurer via the Internet, rather than through U.S. mail.
- Deploy new inserter equipment in the newly renovated data center, replacing old, obsolete equipment to increase envelope mailing service levels.

## Neighborhoods

- Support the Accela “One-Stop Shop” building permitting center system upgrade, which will integrate and build upon the city’s geographical information system (GIS), the 311 system, and a common citywide telephone service system.

## Safety

- Partner with the Public Safety Department to implement an automated staffing system utilizing state-of-the-art information and telephone technology.

## Economic Development

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

## Peak Performance

- Partner with the Finance and Management Department to design and develop a standard citywide system for gathering, analyzing, and publishing the city’s capital improvement budget and plan. This system will publish information on the Internet for all residents to view.
- Continue to provide information technology assistance in support of the initiative to replace all or portions of the human resources information system (HRIS) applications components and the central payroll system.
- Continue to support the city’s performance management initiative through functional enhancement modifications to the 311 customer service system which will capture actual performance information and provide it to the performance management system, thereby providing enhanced reporting capability to senior city leadership.

- Build and deploy the initial information technology disaster recovery center for the purpose of providing a location to reconstitute mission critical applications in the event the citywide data center is compromised. DoT will partner to the extent possible with other city departments to gain economies of scale with the co-location of other city departments' disaster recovery sites at this primary site.
- Continue to offer Internet and intranet services, also known as "E-Government", thus providing local citizenry with increased access to local government services and information. In 2007, DoT plans to offer a comprehensive knowledge base that can be used by residents to gain information on the city's processes and how to request city services. The information offered will be the same information that is currently used by the 311 call center representatives in responding to requests. Additionally, DoT will continue to support and assist city departments in their efforts to reach out to their customers via the Internet.
- The department Centrex replacement project will migrate portions of the city's central telephone switching system (Centrex), provided by American Telephone & Telegraph (ATT), to a converged voice and data solution, voice over Internet protocol (VOIP). This will take advantage of the city's current data network infrastructure investment, providing the latest technological advancements that will allow the city to dramatically reduce telephone line costs while providing enhanced telephone service.
- In support of the Columbus City Call Center, the Centrex replacement project will result in a new state-of-the-art telephone communication system which directly integrates with the 311 system.
- Continue to negotiate with, enter into agreement with and implement a multi-channel solution with the cable television providers and ATT, under the auspices of Section 595 of the Cable Act. This agreement should provide the city with additional communication avenues for internal organizations to provide training and coordination of activities.
- Complete the first year phase of major renovations to the city data center facility. This facility and its systems are over ten years old and beginning to deteriorate or become obsolete. Major systems to be replaced or upgraded in 2007 include a fire suppression system replacement, computer room cooling unit replacements, parking lot resurfacing and a system upgrade to the uninterruptible power system.
- Continue to expand geographic information system (GIS) capabilities, with a greater focus on helping city agencies integrate graphical information from the GIS central repository into their functional information technology systems based upon the UGC/Plangraphics data model. Additionally, the department will work closely with other local jurisdictions to improve data coordination and exchange in the area. Continue to expand public access to GIS-based information via the Internet on capital improvement projects through the city's "My Neighborhood" portal.
- Update and maintain all service level agreements with all departments with which there are existing agreements.

- Expand security initiatives for compliance with industry standards and federal requirements and regulations in the areas of enterprise policy, intrusion detection and prevention systems, and annual vulnerability assessments.
- Engage a consultant who will facilitate the writing of an information technology strategic plan that will provide a framework and direction for the city's information technology function for the next few years.

### **2007 Budget Issues**

- The recommended budget for the Department of Technology's internal service fund of \$30,744,433 includes funding, with an allowance for vacancies, for 8 full-time staff in the Technology Director's Office, 31 full-time staff within the technology direct bill due to the Department of Public Utilities technology operation transition, 122 full-time positions, and one part-time position in the Information Services Division.
- The various budgetary components for the Department of Technology reflect the consolidation of all funding for data processing, telecommunications and other information technology assets, and personnel associated therewith, for all executive branch divisions within the department.

## Budget and Performance Measure Summary

### DEPARTMENT FINANCIAL SUMMARY

<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Technology - Administration	\$ 2,724,755	\$ 4,085,836	\$ 6,197,701	\$ 5,600,392	\$ 11,378,657
Information Services	13,354,596	13,576,706	17,617,336	17,705,818	19,365,776
Telecommunications	2,610,391	3,170,480	-	-	-
<b>TOTAL</b>	<b>\$ 18,689,742</b>	<b>\$ 20,833,022</b>	<b>\$ 23,815,037</b>	<b>\$ 23,306,210</b>	<b>\$ 30,744,433</b>

Figures for the Information Services Division do not include bond expenditures. Figures for 2006 and proposed figures for 2007 include Government Television Channel (GTC), Interconnect, telephone and mailroom services.

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>TELECOMMUNICATIONS GENERAL FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 414,479	\$ 391,803	\$ -	\$ -	\$ -
Materials & Supplies	384	743	-	-	-
Services	29,911	5,091	-	-	-
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 444,774</b>	<b>\$ 397,637</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ADMINISTRATION</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
<b>INTERNAL SERVICE FUND</b>	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
			<b>Appropriation</b>	<b>Expenditures</b>	
Personnel	\$ 727,227	\$ 829,360	\$ 907,413	\$ 908,365	\$ 3,107,460
Materials & Supplies	356,404	874,847	1,480,692	1,361,055	1,909,637
Services	1,523,680	2,364,109	3,005,596	2,720,273	5,529,480
Capital	117,444	17,520	804,000	538,710	832,080
Interest	-	-	-	71,989	-
<b>TOTAL</b>	<b>\$ 2,724,755</b>	<b>\$ 4,085,836</b>	<b>\$ 6,197,701</b>	<b>\$ 5,600,392</b>	<b>\$ 11,378,657</b>
<b>INFORMATION SERVICES</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
<b>INTERNAL SERVICE FUND</b>	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
			<b>Appropriation</b>	<b>Expenditures</b>	
Personnel	\$ 8,189,230	\$ 8,182,971	\$ 9,793,392	\$ 9,684,472	\$ 10,816,495
Materials & Supplies	232,327	327,618	448,159	425,159	389,648
Services	4,080,600	4,247,124	5,879,728	5,676,768	5,555,355
Principal	735,000	667,845	940,000	1,274,044	1,795,660
Other	2,968	3,812	-	-	-
Capital	34,975	79,451	199,280	258,229	222,856
Interest	79,496	67,885	356,777	384,946	585,762
Transfers	-	-	-	2,200	-
<b>TOTAL</b>	<b>\$ 13,354,596</b>	<b>\$ 13,576,706</b>	<b>\$ 17,617,336</b>	<b>\$ 17,705,818</b>	<b>\$ 19,365,776</b>

Figures for the Information Services Division do not include bond expenditures. Figures for 2006 and proposed figures for 2007 include Government Television Channel (GTC), Interconnect, telephone and mailroom services.

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>TELECOMMUNICATIONS CABLE FUND</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 815,626	\$ 863,555	\$ -	\$ -	\$ -
Materials & Supplies	28,485	23,813	-	-	-
Services	514,711	483,777	-	-	-
Other Disbursements	986	-	-	-	-
Capital	24,259	54,745	-	-	-
Transfers	781,550	1,346,953	-	-	-
<b>TOTAL</b>	<b>\$ 2,165,617</b>	<b>\$ 2,772,843</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Note:** Services category actual expenditures include \$40,000 attributable to the City Attorney's office. The 2006 and 2007 Telecommunications figures are included in Information Services Division - Internal Service Fund.



<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General	\$ 444,774	\$ 397,637	\$ -	\$ -	\$ -
Information Services	16,079,351	17,662,542	23,815,037	23,306,210	30,744,433
Cable Communications	2,165,617	2,772,843	-	-	-
<b>TOTAL</b>	<b>\$ 18,689,742</b>	<b>\$ 20,833,022</b>	<b>\$ 23,815,037</b>	<b>\$ 23,306,210</b>	<b>\$ 30,744,433</b>

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

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>
Admin General Fund	FT	0	0	0	0
Admin IS Fund	FT	6	8	8	39
Information Services	FT	101	99	117	122
	PT	0	0	1	1
Telecom General Fund	FT	6	5	0	0
	PT	0	0	0	0
Telecom Cable Fund	FT	10	10	0	0
	PT	1	1	0	0
<b>TOTAL</b>		<b>124</b>	<b>123</b>	<b>126</b>	<b>162</b>

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

**2007 Operating Budget  
Department of Technology**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Technology Administration	To provide leadership and administrative support for the department by directing business office activities, including fiscal support, contract management, personnel and customer relations and to provide project management for enterprise-wide applications.	\$708,899	\$902,589	\$918,663	\$983,875	6	8	8	8
Information Services Administration	To provide leadership and administrative support for Information Services Division. Responsible for fiscal support services for the division including cable fund debt service, billing and revenue analysis, encumbrances, payments, encumbrances, payroll and human resources.	2,798,564	3,745,070	4,302,705	4,554,404	8	10	10	11

## Technology

---

Citywide Technology Purchases	Funding for customer-specific technology-related supplies, equipment and services.	2,970,960	4,520,202	5,279,038	10,394,782	-	-	-	31
Desktop Support	To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees.	449,165	1,490,408	1,774,653	1,961,958	6	17	21	21
Help Desk	To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges.	373,713	499,766	504,085	631,501	6	6	8	8
Systems Administration	To design, implement and maintain the city's core information technology data processing server infrastructure, and maintenance and support for the city's enterprise wide software licenses including Oracle services.	1,563,185	2,031,292	1,922,740	1,335,930	12	12	11	10
Mail Center and Postage	To ensure the timely and accurate receipt, processing, and distribution of City of Columbus mail.	1,548,976	1,542,625	1,726,285	1,744,352	3	2	2	2

<b>Applications Programming</b>	To develop and/or maintain various information technology systems and applications that facilitate business practices throughout the city.	1,883,866	2,300,183	2,038,253	2,436,994	17	27	23	21
<b>Government Television Channel</b>	To coordinate contracts for video programming services, prepare scripts and provide editing services for production programs.	518,167	601,118	770,130	712,122	5	5	5	5
<b>Interconnect</b>	To design and install city-owned fiber optic cabling plant, provide preventive maintenance and repair of outside fiber optic and coaxial cable plant, and to design, install and maintain inside building cabling.	489,479	569,787	752,691	725,305	5	5	5	5
<b>Telecommunications Administration</b>	To provide funding for administrative costs to the Telecommunications Division.	331,619	458,824	-	-	-	-	-	-
<b>Metronet</b>	To coordinate the design, installation, maintenance and repair of the city's Metronet infrastructure.	1,022,190	901,288	994,376	1,037,423	4	4	5	6

Technology

---

Security	To provide enterprise security management through infrastructure security and intrusion detection in the Windows environment.	350,607	304,971	367,292	250,688	2	2	2	2
Account Management	To provide information technology account management services to customer agencies.	502,409	446,657	598,910	588,815	7	5	7	6
Production	To provide the services of data and application storage on enterprise disk system and magnetic tapes, microfiche and printing of reports, mailing and CPU usage calculation.	1,937,061	1,415,386	1,512,486	1,404,055	15	13	14	13
311 Support	To maintain systems and applications for the city's 311 call center.	-	388,265	298,924	270,487	-	3	2	3
Web Support	To maintain and support citywide Internet and intranet web applications, and provide web site links for citizens and citywide departments.	-	531,875	624,856	729,335	-	3	4	4

GIS Systems	To provide project management and database administration for the citywide GIS project.	168,787	313,766	293,079	413,246	2	3	2	3
Telephone Services	To provide telephone services, training and consulting to city agencies.	187,952	158,720	132,678	137,559	2	2	2	2
MAC	Mayor's Action Center	209,706	146,783	-	-	2	1	-	-
Data Center Facility	To provide maintenance services to the city's data center facility.	274,128	323,710	465,810	431,602	-	-	-	-
Account Support	To provide on-site, customer-specific information technology services including help desk, end user computing and systems administration.	2,079,080	-	-	-	28	-	-	-
		<b>\$20,368,513</b>	<b>\$23,593,285</b>	<b>\$25,277,654</b>	<b>\$30,744,433</b>	<b>130</b>	<b>128</b>	<b>131</b>	<b>161</b>

## Technology

---

---

**2007 proposed figures for Citywide Technology Purchases includes funding for transition of Department of Public Utilities technology staff, supplies, services, and equipment to the Department of Technology.**

---

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.



**2007 Operating Budget  
Department of Technology**

**Performance History by Program**

Program	Measure	2004	2005	2006	2007
		Actual	Actual	Mid-Year	Target
EUC Desktop	Total number of requests in a month	603	723	762	850
	Ratio of requests older than 30 days to total number of requests for a month	5.5%	5.8%	3.9%	4.5%
Help Desk	Total number of calls received	4,863	5,071	6,156	6,800
	Monthly average number of answer delay time in seconds	23	33	16	45
Server Administration	Total number planned production hours system is available	2,631	2,640	1,314	2,613
	Percentage of system availability within planned production hours	99.7%	99.5%	99.5%	99.0%
Mail Center	Total pieces of mail delivered annually to vendor and Post Office	1,391,871	1,545,627	756,635	1,500,000
	Percentage of outgoing mail accurately delivered to the vendor and the Post Office	99.8%	99.9%	99.5%	99.8%
Applications	Total number of proposals given	1	1	0	1
	Percentage of proposals executed within a 10% variance	0%	0%	0%	0%



## **Department of Public Health**

### **Department Description**

Columbus Public Health 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**

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

## **Strategic Priorities for 2007**

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

#### **Neighborhoods**

- 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.
- Provide public health services for immigrants and refugees including immunizations, prenatal care, tuberculosis testing and other services.
- Collaborate with the Asset Management Section/Facilities Management Division during the construction phase of the West Side Family Health Center.
- Collaborate with residents of the South Side, CNHC, city departments and community partners in addressing the expansion of primary healthcare services at a new South Side health center.
- Continue to assess the health needs of Columbus, as well as particular neighborhoods, specifically the Near East, West Side and South Side. Staff will also work with community residents to prioritize health issues and provide technical assistance on strategies to address them.
- Continue to provide staff nurses and social workers in neighborhood pride centers and other venues to assist vulnerable residents. The goal will be to

protect their health and safety primarily by linking them to needed health and social services and through the community-focused public health nursing corps.

- As part of Get Green Columbus, implement the healthy places initiative which will expand the development review process to allow for health impact assessments of major development projects, and develop training programs for neighborhood organizations to assess their neighborhoods regarding healthy living and the built environment.

### **Safety**

- Continue departmental and community planning to prepare and respond to a range of disasters or emergencies, including bioterrorism and a potential pandemic influenza outbreak. Community leadership, public education and staff training will continue in 2007 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.
- Offer child care providers, parents, and other care givers the opportunity to learn about effective weight management through the “healthy children, healthy weights” initiative.
- Begin an enhanced school inspection program in 2007, along with continuing collaborative efforts with Columbus Public School nurses to respond to children’s pressing health needs.
- Improve health in minority communities, primarily African American and Latino populations, through consumer empowerment training.

### **Downtown Development**

- Continue rodent control efforts in the downtown and The Ohio State University areas.

### **Customer Service**

- Plan for the renovation of the south dormitory, to support improved emergency and clinical operations and customer service.
- Develop a system to better inform the public of restaurants and other venues inspected by the Environmental Health Division.

### **Peak Performance**

- Implement an improved tuberculosis laboratory testing process that should reduce the number of patient visits and improve patient care.
- Develop an email notification system to provide public health information to subscribers through Columbus Public Health’s website.

- Enhance technology in the vital statistics area to allow for computer scanning and storage of birth and death certificates and regular access to data reports, including real time analysis of Franklin County resident causes of death.

## **2007 Budget Issues**

- The 2007 budget for the Department of Public Health allows continued provision of public health services that are mandated, services that meet the priorities contained within the Columbus Covenant and a variety of programs that the Board of Health deems essential.
- 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 2007.
- The 2007 budget provides funding of \$5.4 million for 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. If distinguished from the pharmacy support component, the 2007 CNHC funding level provides a true increase of \$200,000 for operational costs. The CNHC pharmacy component is budgeted at \$150,000, the amount estimated to be needed in each 2006 and 2007 - an amount \$193,087 lower than previously budgeted for pharmacy services. Pharmacy reimbursement needs are less than previously budgeted due to the availability of other resources to cover these needs.
- A contract with Access Health Columbus is funded at \$50,000 in 2007.
- The department will continue to address increasing public health and community imperatives such as the potential avian influenza outbreak, the infectious disease early warning system, and youth violence reduction.
- The department will eliminate the contracts for Poison Control and the Capital Area Humane Society.
- Continuation funding of \$50,000 is provided for a contract with the Columbus AIDS Task Force.

## Budget and Performance Measures Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Health	\$ 23,150,986	\$ 23,972,152	\$ 27,083,389	\$ 26,082,555	\$ 27,748,149
<b>TOTAL</b>	<b>\$ 23,150,986</b>	<b>\$ 23,972,152</b>	<b>\$ 27,083,389</b>	<b>\$ 26,082,555</b>	<b>\$ 27,748,149</b>

**DIVISION SUMMARY BY CHARACTER**

<b>HEALTH SPECIAL REVENUE EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 13,332,953	\$ 13,734,378	\$ 15,541,394	\$ 15,301,099	\$ 16,483,953
Materials & Supplies	570,708	528,615	555,773	565,773	530,530
Services	8,770,522	9,241,641	10,086,687	9,525,579	10,188,766
Other Disbursements	10,562	9,293	6,100	16,100	8,900
Capital	-	-	35,000	34,268	-
Transfers	180,000	180,000	523,000	330,000	180,000
<b>TOTAL</b>	<b>\$ 22,864,745</b>	<b>\$ 23,693,927</b>	<b>\$ 26,747,954</b>	<b>\$ 25,772,819</b>	<b>\$ 27,392,149</b>
<b>CDBG EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 279,119	\$ 278,900	\$ 335,435	\$ 309,736	\$ 350,228
Materials & Supplies	805	-	-	-	-
Services	6,317	(675)	-	-	5,772
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 286,241</b>	<b>\$ 278,225</b>	<b>\$ 335,435</b>	<b>\$ 309,736</b>	<b>\$ 356,000</b>



DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Health Special Revenue	\$ 22,864,745	\$ 23,693,927	\$ 26,747,954	\$ 25,772,819	\$ 27,392,149
Community Dev. Block Grant	286,241	278,225	335,435	309,736	356,000
<b>TOTAL</b>	<b>\$ 23,150,986</b>	<b>\$ 23,972,152</b>	<b>\$ 27,083,389</b>	<b>\$ 26,082,555</b>	<b>\$ 27,748,149</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>
Health	FT	196	201	230	231
	PT	29	39	58	61
Community Dev. Block Grant	FT	5	5	6	6
	PT	1	0	0	1
<b>TOTAL</b>		<b>231</b>	<b>245</b>	<b>294</b>	<b>299</b>
*FT=Full-Time PT=Part-Time					

**2007 Operating Budget  
Department of Public Health**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Community Dental Services	To provide basic and preventive services to Franklin county families who are unable to access dental service due to cost.	\$532,832	\$554,582	\$567,569	\$621,244	6	6	6	6
Dental Sealants	To prevent tooth decay in children in low income families in Columbus.	180,388	201,035	219,911	238,989	1	1	1	2
Food Safety	To reduce the number of food borne illnesses in Columbus and Franklin County.	1,212,896	1,547,443	1,427,916	1,680,252	18	21	21	24

Perinatal Program	To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.	703,323	1,243,150	1,184,664	1,263,454	12	17	13	14
Public Health Standards	To provide direction for the monitoring and documenting of department and community health status regarding state and national public health standards.	148,658	174,284	196,498	211,246	1	2	2	2
Vital Statistics	To register all births and deaths in Franklin County; to issue certified copies of birth and death certificates, to issue burial permits, and to process requests for birth and death certificates.	735,170	714,971	773,269	799,477	11	11	11	11
Healthy Schools	To protect the health and safety of community school children through elimination of environmental hazards in school facilities.	184,879	128,396	121,175	133,123	3	2	2	2
Columbus Neighborhood Health Centers	To provide financial support in the form of a contract to the Columbus Neighborhood Health Centers, Inc. (CNHC) for the delivery of primary care services to citizens of Columbus, and to monitor and review the performance of CNHC, Inc. to ensure compliance with contract provisions.	5,821,747	5,585,329	5,659,582	5,465,990	3	2	1	-

Public Health

---

<b>Occupational Health and Safety</b>	To identify workplace hazards in city divisions and facilities, evaluate the identified hazards and implement strategies to control them, and develop employee exposure monitoring requirements and written programs for specified OSHA standards.	346,774	352,260	371,444	347,379	3	3	3	3
<b>Health Administration</b>	To provide leadership and direction for the department and to provide related administrative and clerical functions in the areas of fiscal, human resources, information systems, and facilities management.	3,691,858	4,666,431	5,317,491	5,518,161	29	35	40	40
<b>Employee Assistance Program</b>	To provide voluntary, confidential, professional and short-term counseling to city employees and their families experiencing personal problems that affect their job performance; to make referrals to community resources if appropriate, and to provide education and training on related topic	329,082	344,120	364,690	378,868	5	5	5	5
<b>Community Health Administration</b>	To provide the administrative and clerical support functions for the community health division and to provide staff development services department-wide.	1,100,257	785,069	637,299	647,401	19	12	8	8
<b>Community Health</b>	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.	1,497,569	1,089,435	1,124,515	1,106,523	19	15	15	14

<b>Alcohol and Drug Abuse</b>	To provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and EAP referred clients in a clinic setting, and to provide education and prevention services to students in public schools.	381,452	391,531	417,274	397,590	3	3	4	3
<b>MCH Home Visiting</b>	To provide interdisciplinary home visits (public health, social worker, paraprofessional) for the assessment of health status, home environment, parenting skills and social support; to provide education and training to families; and to make linkages with community resources.	447,859	650,378	672,483	655,963	5	9	8	8
<b>Injury Prevention</b>	To attempt to reduce death and preventable injuries to children 14 and under by developing public awareness and education programs, and to advocate for more comprehensive public policy regarding safety issues.	67,894	74,276	70,176	84,280	1	1	1	1
<b>Infectious Disease Administration</b>	To provide the administration and clerical support for the infectious disease division.	221,971	110,434	125,756	501,496	2	1	1	6
<b>Sexual Health</b>	To provide same-day comprehensive sexual medical care through clinic and neighborhood locations, to provide prevention, education, testing, diagnosis and treatment, and to perform HIV and STD planning, surveillance, research and community collaborations.	1,587,289	1,859,014	1,780,783	1,920,068	22	25	22	23

Public Health

---

Immunization and Communicable Disease	To provide immunization services to residents of all ages, to provide outreach services and educate providers and parents to immunize against preventable disease, to provide prevention/control services through investigation and testing.	827,215	995,679	1,052,605	1,079,035	10	12	12	12
Laboratory Services	To provide laboratory services for the department.	508,937	498,843	512,598	495,508	4	4	4	3
Planning and Preparedness Administration	To provide administrative and clerical support for the division.	116,400	107,043	248,938	276,103	1	1	3	3
Health Promotion	To facilitate requests from the media, other agencies and individuals, to research and prepare reports, presentations and other written materials and to provide education, individual assessment and opportunities to participate in physical activity classes.	31,251	32,021	42,722	39,491	1	-	1	1
Epidemiology	To conduct population-based assessments, surveillance and investigations of general or specific health-related issues through the collection or tabulation of a variety of data, and to analyze data using appropriate epidemiological and statistical techniques to determine the possible cause, nature, and consequences of health problems.	136,785	147,833	240,890	251,537	2	2	3	3

<b>Minority Health</b>	To create, implement and coordinate a plan for effective and efficient communication between CHD staff and customers with limited English proficiency or hearing impairments, and to assess data collection within the department in regard to racial and ethnic minorities, providing input on their needs in the development of policies, programs, and allocation of resources.	297,829	374,459	747,742	481,796	2	2	8	3
<b>Environmental Health Administration</b>	To provide the administrative and clerical support functions for the division.	768,133	546,475	619,032	832,024	10	7	8	10
<b>Vector Control</b>	To monitor and control mosquito populations in Columbus through counts, treatment and environmental control.	234,229	169,734	201,731	185,802	2	1	1	1
<b>Dangerous Animal and Rabies</b>	To conduct animal investigations for all bites and dangerous animals, and to conduct seven rabies clinics annually.	128,649	171,957	439,057	449,233	1	2	7	7
<b>Hazardous Waste/Chemical Hazards</b>	To provide inspections for hazardous waste, underground storage tanks, etc., to monitor compliance with various rules and regulations, and to act as a clearinghouse for information about chemical hazards to be used by various organizations such as the Franklin County Emergency Management Agency.	467,355	534,899	559,524	300,057	6	6	6	4

Public Health

---

Lead Poisoning and Indoor Air	To evaluate and reduce lead poisoning among Columbus children aged 6 months to 6 years through screening, inspection, and public information.	425,944	577,824	601,734	673,159	6	8	8	9
Environmental Health Promotion	To provide community environmental education and outreach efforts.	148,645	314,575	431,162	321,851	2	5	5	4
Water Protection	To inspect all licensed swimming pools and spas, respond to citizens' complaints, and conduct surveys and seminars for pool operators as needed.	299,709	289,513	298,655	340,519	4	4	4	4
Aids Housing	To provide community project sponsors with the resources and incentives to devise and implement long-term comprehensive strategies for meeting the array of housing needs of low income persons infected with HIV/AIDS and related diseases.	51,038	49,961	54,504	50,530	-	-	-	1
		\$23,634,017	\$25,282,954	\$27,083,389	\$27,748,149	214	225	234	237

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.



**2007 Operating Budget  
Department of Public Health**

**Performance History by Program**

Program	Measure	Performance History by Program			
		2004	2005	2006 Mid-Year	2007 Target
Community Dental Services	Number of broken or unfilled dental appointments	1,009	703	564	TBD
	Percent of broken or unfilled dental appointments	18%	15%	19.4%	<20%
Dental Sealants	Percent of eligible children receiving sealants	70%	73.5%	n/a	85%
	Percent of dental sealants retained	91%	84.8%	n/a	85%
Food Safety	Number of food service operation licensed facilities inspected	n/a	n/a	2,491	TBD
	Number of food complaints (general)	n/a	n/a	173	n/a
	Percentage of food complaints investigated (general)	n/a	n/a	39.3%	TBD
	Number of inspections	12,000	15,127	7,901	TBD
Perinatal Program	Number of unduplicated perinatal clients	1,043	1,144	620	1,500
Public Health Standards	Number of managers interviewed	27	15	15	n/a
	Number of programs completing quarterly surveys	14	13	13	15
	Percent of programs improving measures	17%	15%	n/a	25%
Vital Statistics	Number of vital check (via the internet) orders processed	2,493	7,568	7,145	n/a
	Number of birth and death certificates issued	122,193	122,069	61,948	n/a

Public Health

---

	Number of customers rating courtesy and helpfulness of staff	446	330	57	n/a
	Percentage of customers rating courtesy and helpfulness of staff as good or excellent	91%	78%	64%	95%
Healthy Schools	Number of schools receiving one scheduled environmental inspection	n/a	309	128	TBD
	Percentage of schools receiving one scheduled environmental inspection	n/a	n/a	7.6%	100%
	Number of priority 1 violations found	n/a	n/a	158	n/a

---

## **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 2007**

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

#### **Neighborhoods**

- Continue work with Metro Parks and Audubon Ohio on the development of the Whittier peninsula into a large downtown park natural area. The site will be divided into two major parts - an urban park with an Audubon Society facility and a natural area.
- Continue work with the Franklin Park Conservatory on the implementation of the Franklin Park master plan, which includes the building of a new greenhouse production facility for both agencies, which will allow these operations to move from the Whittier peninsula.
- Relocate department maintenance and warehouse operations from the Whittier Peninsula to a new location.
- Continue to work toward development of regional recreational centers.
- Continue development of regional dog parks.
- Continue development of multi-use trails.
- Complete construction of a spray pool feature at Barnett Recreation Center.

#### **Customer Service**

- Continue to work toward resolving training, staffing, and resource issues for the ongoing implementation of the CLASS online registration project.

### **Economic Development and Technology**

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

### **Education**

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

### **Downtown Development**

- Relocate department administrative offices currently located at City Hall, 420 West Whittier Street, and 200 Greenlawn Avenue to a new location at 1111 East Broad Street.
- Continue to work with the Public Safety Department to create a police strategy and funding for special events.
- Continue work with the Mayor's Office and the Downtown Development Office to identify funding for the first phase of the Scioto Mile and assist with the development of the project.

### **Peak Performance**

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

### **Additional Departmental Priorities:**

- Continue to implement the department's ten year master plan.
- Continue the budget team process of developing and submitting a fiscally prudent annual budget that funds priorities while managing resources responsibly.

## **2007 Budget Issues**

- Recreational facilities including recreation centers, multi-generational centers, pools, athletic complexes, specialized facilities, golf courses and parks will remain operational in 2007. 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 in an effort to enhance revenue possibilities.
- The department will continue to receive \$2,000,000 from the Department of Public Service Street Construction Maintenance Fund for tree maintenance in the right of way.

**Budget and Performance Measures Summary**

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Recreation and Parks	\$ 28,717,961	\$ 29,787,897	\$ 32,489,541	\$ 32,665,743	\$ 33,794,515
Golf	4,563,498	4,653,552	5,166,459	5,006,073	5,343,850
<b>TOTAL</b>	<b>\$ 33,281,459</b>	<b>\$ 34,441,449</b>	<b>\$ 37,656,000</b>	<b>\$ 37,671,816</b>	<b>\$ 39,138,365</b>

<b>FUND SUMMARIES BY CHARACTER</b>					
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
<b>OPERATION &amp; EXTENSION</b>	<b>Actual</b>	<b>Actual</b>	<b>Original Appropriation</b>	<b>Estimated Expenditures</b>	<b>Proposed</b>
Personnel	\$ 21,094,145	\$ 21,073,850	\$ 23,622,241	\$ 23,480,788	\$ 24,898,575
Materials & Supplies	719,541	1,014,247	810,991	860,991	898,810
Services	6,373,104	7,130,562	7,543,570	7,776,270	7,463,630
Other Disbursements	79,920	111,201	80,000	115,000	106,500
Capital	18,672	44,045	-	-	-
Transfers	197,200	189,312	189,312	189,312	182,000
<b>TOTAL</b>	<b>\$ 28,482,582</b>	<b>\$ 29,563,217</b>	<b>\$ 32,246,114</b>	<b>\$ 32,422,361</b>	<b>\$ 33,549,515</b>
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
<b>COMM. DEV. BLOCK GRANT</b>	<b>Actual</b>	<b>Actual</b>	<b>Original Appropriation</b>	<b>Estimated Expenditures</b>	<b>Proposed</b>
Personnel	\$ 187,941	\$ 177,455	\$ 183,530	\$ 183,485	\$ 175,405
Materials & Supplies	5,461	3,687	1,678	1,678	1,807
Services	40,977	42,211	56,719	56,719	66,288
Other Disbursements	1,000	1,327	1,500	1,500	1,500
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 235,379</b>	<b>\$ 224,680</b>	<b>\$ 243,427</b>	<b>\$ 243,382</b>	<b>\$ 245,000</b>

<b>FUND SUMMARIES BY CHARACTER</b>					
<b>GOLF OPERATION</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 2,989,780	\$ 3,041,815	\$ 3,479,201	\$ 3,318,815	\$ 3,647,732
Materials & Supplies	385,227	373,765	417,000	367,000	385,000
Services	1,185,291	1,230,692	1,237,758	1,311,258	1,278,118
Other Disbursements	3,200	2,340	2,500	4,000	3,000
Capital	-	4,940	30,000	5,000	30,000
<b>TOTAL</b>	<b>\$ 4,563,498</b>	<b>\$ 4,653,552</b>	<b>\$ 5,166,459</b>	<b>\$ 5,006,073</b>	<b>\$ 5,343,850</b>



<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Operation and Extension	\$ 28,482,582	\$ 29,563,217	\$ 32,246,114	\$ 32,422,361	\$ 33,549,515
CDBG	235,379	224,680	243,427	243,382	245,000
Golf Operations	4,563,498	4,653,552	5,166,459	5,006,073	5,343,850
<b>TOTAL</b>	<b>\$ 33,281,459</b>	<b>\$ 34,441,449</b>	<b>\$ 37,656,000</b>	<b>\$ 37,671,816</b>	<b>\$ 39,138,365</b>

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>FUND</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>
Operation and Extension Fund	FT	274	299	306	309
	PT	775	775	1,250	1,250
CDBG	FT	-	-	-	-
	PT	28	28	28	29
Golf Operations Fund	FT	35	36	38	38
	PT	200	200	200	200
<b>TOTAL</b>		<b>1,312</b>	<b>1,338</b>	<b>1,822</b>	<b>1,826</b>

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

**2007 Operating Budget  
Department of Recreation and Parks**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Administration	To provide management and support through the offices of the director, fiscal management, personnel administration and general administration.	\$3,474,323	\$4,524,247	\$4,997,993	\$5,104,117	19	19	19	19
Community Support	To provide financial support to outside community agencies for programs and services that benefit the citizens of Columbus.	553,943	553,943	553,943	553,471	-	-	-	-
Planning and Design	To administer the capital improvements budget, the development and renovation of facilities and parks, land acquisition, greenways, and trails, the parkland dedication ordinance and provide property management.	642,581	709,209	787,401	795,525	8	8	9	9

<b>Natural Resources and Outdoor Education</b>	To provide environmental education for all ages and act as a steward of the parks and natural resources.	291,018	335,094	421,792	464,631	3	3	5	5
<b>Development and Marketing</b>	To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.	264,306	337,029	426,043	358,389	4	4	4	4
<b>Recreation Centers</b>	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.	10,977,909	12,368,479	12,450,579	13,093,077	123	132	126	126
<b>Arts Programs and Facilities</b>	To provide programs that enrich, challenge, and stimulate individual and community life.	1,129,226	1,038,222	995,353	977,119	9	8	8	8
<b>Specialized Recreation</b>	To provide specialized recreation programs in adult and youth sports, aquatics and special events.	3,384,691	3,147,630	3,947,392	4,140,028	22	18	25	28

Recreation and Parks

---

Forestry and Horticulture	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.	2,182,473	2,009,400	2,271,457	2,394,525	35	35	35	35
Park Maintenance	To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips.	3,849,407	4,576,134	3,965,708	4,211,952	51	53	54	54
Facilities Maintenance	To maintain the buildings, park facilities and other physical assets in a safe, effective and economical manner to provide quality places and opportunities for the public to recreate.	1,423,048	1,558,229	1,671,880	1,701,681	19	20	21	21
Golf	To enrich the lives of central Ohio golfers.	4,869,716	5,171,719	5,166,459	5,343,850	38	38	38	38
		<b>\$33,042,641</b>	<b>\$36,329,335</b>	<b>\$37,656,000</b>	<b>\$39,138,365</b>	<b>331</b>	<b>338</b>	<b>344</b>	<b>347</b>

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Department of Recreation and Parks**

**Performance History by Program**

Program	Measure	Performance History by Program			
		2004	2005	2006 Mid-Year	2007 Target
Development and Marketing	Amount of financial donations made by individuals	\$5,080	\$12,127	\$9,191	n/a
	Amount of sponsorships	n/a	n/a	\$463,480	n/a
Recreation Centers	Number of classes	n/a	n/a	2,175	n/a
	Number of participants	n/a	n/a	27,836	n/a
Forestry and Horticulture	Number of trees pruned	6,658	8,645	2,300	6,600
	Number of trees removed	1,606	1,320	870	1,400
	Number of trees planted	n/a	n/a	853	n/a
Parks Maintenance	Number of parks mowed every 16-21 days	n/a	n/a	221	221
	Percentage of parkland mowed every 16-21 days	n/a	n/a	100%	100%
Facilities Maintenance	Percentage of customers satisfied w/overall Service	96%	97%	98%	n/a
Arts Programs and Facilities	Customer satisfaction rate for the arts program	91%	92%	100%	90%
	Number of volunteer hours	24,978	25,987	10,518	n/a
	Annual percent change in volunteer hours	n/a	104%	Annual	n/a
Specialized Recreation	Number of permits issued	12,932	13,010	8,235	n/a
	Revenue generated from permits	\$788,706	\$811,649	\$583,213	n/a

Recreation and Parks

---

	Number of department festivals, events, ceremonies and concerts served	44	60	27	n/a
	Number of special event permits	51	40	22	n/a
	Number of patrons attending the 11 department swimming pools	n/a	55,948	4,481	n/a
Golf	Number of golf courses	7	7	7	7
	Percentage of courses in good condition based on monthly inspection criteria	100%	100%	100%	100%
	Amount of revenue generated	\$4,421,407	\$4,522,739	\$2,104,203	\$4,550,000
	Percent change in revenue from prior year		102%	n/a	n/a
	Number of rounds of golf played	244,867	269,208	136,244	n/a
	Combined play capacity	300,000	269,208	Annual	n/a
	Percentage of combined play capacity (goal is 85%)	82%	90%	Annual	n/a

---

## **Department of Public Service**

### **Department Description**

The Public Service Department is comprised of the Director's Office, three operating divisions -- Transportation, Refuse and Fleet Management -- and the 311 Call Center.

The Director's Office provides overall coordination and policy direction for the three divisions and the 311 Call Center. Departmental fiscal, human resources and legislative processing functions are also coordinated by this office. The Director's Office also directs Paving the Way, a multi-jurisdictional road-construction information service.

The Transportation Division provides street maintenance and repair; graffiti removal from the right-of-way; design and operation of traffic-control systems; coordination of design and construction of road and highway improvements, including traffic calming; and construction inspection services to ensure the city receives a completed capital project built in accordance with plans and specifications.

The Refuse Collection Division provides residential refuse and bulk-collection services, litter-container collection, dead-animal pickup from public property, clean up for major Downtown special events, and administers contracts for yard waste and subscription recycling services. The Division also operates Keep Columbus Beautiful.

The Fleet Management Division maintains motorized equipment for city departments and divisions. In addition to providing vehicle utilization and replacement information and management, the Fleet Management Division also participates in and helps coordinate the sale of surplus vehicles.

### **Department Mission**

To provide high standards of excellence in the delivery of improved transportation, infrastructure and basic city services; promote partnerships to resolve neighborhood concerns; and ensure accountability to the public.

## **Strategic Priorities for 2007**

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

#### **Customer Service**

- Maintain good communication with internal and external stakeholders, department employees and the general public.
- Provide citizens with access to city services and city information through the operation, support and promotion of the 311 Call Center.

- Work with Fleet Management Division customers to establish service-level agreements and continue scheduled consumer panel meetings as a means to identify and resolve customer-service issues.
- Complete construction of a new fleet management facility which will consolidate the current maintenance garage, the fire vehicle maintenance facility and the administrative offices into one location. The facility will provide increased space to properly service vehicles and provide adequate parking and improved security, thereby improving customer service.
- Work with the Public Utilities Department to develop construction project practices that provide best value for residents and respective city divisions.

## Neighborhoods

- Actively support and participate in the Neighborhood Pride program.
- Continue the Operation Urban Face-Lift program to identify and address all maintenance issues on streets scheduled to be resurfaced, such as trimming trees and bushes, painting fire hydrants, and replacing street signs and traffic signs.
- Provide timely and consistent services – particularly in the areas of refuse collection, bulk collection, and street-maintenance activities, including pothole repair, snow and ice removal, and street cleaning.
- Initiate traffic-calming measures and construct sidewalks to serve schools.
- Cooperate with the Solid Waste Authority of Central Ohio in scheduling regular drop-off collection events for household hazardous wastes.
- Honor our good neighborhood agreement with adjacent neighbors and businesses during construction and after completion of the fleet maintenance facility on Groves Road.
- Utilize the Linden Area traffic management plan as a model for traffic management and complete the Franklinton Area traffic management plan.
- Implement a comprehensive policy for conservation of brick streets and alleys within established historic districts.
- Implement a comprehensive plan and best practices for bikeway facilities (bikeway plan).
- Make pavement-management information available to the public using the City of Columbus' website and the 311 Call Center.
- Develop a five-year roadway resurfacing program that allows flexibility to respond to emergency needs.

## Safety

- Implement storm water pollution prevention plans for all department facilities and remediate sites as needed.
- Discourage crime and gang activity through the prompt removal of graffiti.



- Correct safety deficiencies at dangerous intersections in the city to improve both vehicular and pedestrian safety.
- Prepare for possible public emergencies and make facilities safer for citizens and city employees.
- Continue to pursue installation of crosswalk countdown timers in areas with high pedestrian traffic and to evaluate their effectiveness.
- Continue to work with the Department of Public Safety in assessing the need for photo red-light cameras and in determining the location of cameras.

### **Economic Development and Technology**

- Promote policies and procedures that ensure 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 procedures for processing permits and approvals.
- Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts.
- Support high profile economic development such as SciTech, OSU, Gowdy Field, Rickenbacker, Northland Park, and the downtown Mt. Carmel hospital expansion.

### **Education**

- Partner with other city departments to enhance safety and infrastructure through the installation of sidewalks, signage and flashing signals around schools.
- Cooperate with Columbus Public Schools facility planning as it relates to city infrastructure and services, including plan approval, inspections, zoning, traffic and pedestrian safety.
- Increase public awareness of pedestrian safety.
- Educate the public about services the Public Service Department offers and how to use them to their best advantage.

### **Downtown Development**

- Support projects that increase downtown residential and commercial development.
- Support the Ohio Department of Transportation (ODOT) during construction of the Main Street bridge, and in planning for the Town Street bridge.
- Implement a comprehensive curb-inspection program focused on downtown with a five-year replacement plan.

- Continue to collaborate with the State of Ohio, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County and key stakeholders in the Interstate-70/71 planning process.
- Work with government partners (ODOT, MORPC, and the Franklin County Engineer's Office) on downtown circulation and mobility efforts.
- Develop a street-sweeping schedule to better accommodate growing downtown residential parking needs, and reexamine the overall program to possibly increase the frequency of sweeping in other neighborhoods.

### **Peak Performance**

- Operate within adopted operating and capital budgets, and continue to integrate performance measures into the budget process.
- Develop an effective project management system to incorporate solid project scoping, effective project cost accounting, timely project completion, communications with all stakeholders, and project manager accountability.
- Cooperate with the Solid Waste Authority of Central Ohio in planning and upgrading facilities to receive and dispose of refuse.
- Use continuous-improvement methods, like Kaizan, 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.
- Identify and promote "green" business opportunities and practices to ensure a sustainable, responsible, and safe working environment for employees and residents.
- Develop and promote citywide policies that will govern acquisition, maintenance, use and disposal of vehicles. Work with city departments/divisions to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the fleet inventory.
- Continue to emphasize and make available opportunities for employees to continue Automotive Service Excellence (ASE) training, Emergency Vehicle Technician (EVT) training, and similar certifications.
- Support and develop methods to attract, develop, and retain highly motivated and productive employees and develop and communicate expectations of employee performance at all levels of the organization.
- Implement a work order management system that will track work orders, outputs and materials used within the operations sections of the Transportation Division.

## **2007 Budget Issues**

### **Director's Office**

- The Public Service Director's 2007 budget funds 48 full-time positions (not including the 311 Call Center) out of 4 funds. The entire department's fiscal, legislative and human resource functions are consolidated into this division.
- Funding of \$1,717,962 is included for the 311 Call Center, a single point of contact that residents can call to access services provided by a variety of city agencies. The call center is staffed with 26 full-time and 2 part-time employees, working 2 shifts. Both the street construction maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the operation of the call center through internal billings.

### **Refuse Collection**

- Residential refuse collection and yard waste collection services are provided through the general fund. This includes 90 gallon, 300 gallon, manual collection and multi-family collection methods.
- Graffiti removal, sidewalk litter receptacle, dead animal collection, and the Keep Columbus Beautiful (KCB) program will continue to be funded through the street construction, maintenance and repair fund. In 2007, an additional \$460,534 in bulk collection personnel costs will be shifted to this fund.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided through the special income tax fund (SIT) where \$14 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.

### **Transportation**

- The Transportation Division, through the SCMR fund, will continue to share a portion of the cost of the street lighting program by reimbursing the Division of Electricity approximately for these costs.
- Two employees of the graffiti removal program will be moved to the Transportation Division in 2007. They will continue to be funded through the SCMR fund.
- Replacement vehicles have not been purchased in several years. Therefore, \$498,800 is budgeted in the SCMR fund 2007 for the replacement of light duty vehicles.

- Funding for a concrete crew is budgeted in 2007 to repair bridges with concrete rather than asphalt, to improve the condition of the city's curbs and do some minor sidewalk rehabilitation. Six positions are funded in the SCMR fund at a cost of \$517,407. Doing this work in-house will eliminate the need for outside contractual services. This crew will also bring revenue of \$250,000 into the SCMR fund. Finally, it will also allow the department to respond to citizens' 311 calls in a more timely fashion.
- Six full-time regular and 21 full-time limited additional positions are budgeted in the Development Services Fund to provide construction inspection services for sewer and water projects. The costs of these inspections will be reimbursed from the capital improvements budgets of those divisions. There is no additional cost to the utilities funds, as these services were being previously provided by outside contractors.
- The SCMR fund will provide \$200,000 in 2007 for a Green Initiative/Downtown Beautification program to improve the appearance of the downtown neighborhood.

## **Fleet Management**

- The Division of Fleet Management's hourly labor charge was increased in 2006 to \$69 from \$54 per hour. The mark-up on parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases will remain at 5 percent, and the markup on fuel will remain at 24 cents per gallon.
- There is \$4 million budgeted in the general fund and \$1 million in the safety staffing contingency fund in 2007 for vehicle purchases.
- Fuel prices are budgeted at a wholesale cost of \$2.55 per gallon. If fuel prices escalate in 2007, the division will incur an extra \$3,000 per month in fuel costs for every one cent increase in the price of fuel.

## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Administration	\$ 3,581,055	\$ 3,719,560	\$ 5,525,535	\$ 5,052,295	\$ 6,141,699
Refuse Collection	21,472,616	22,810,949	25,332,435	25,013,903	26,336,040
Transportation	41,463,635	43,529,695	47,993,735	44,971,320	52,970,481
Fleet Management	20,936,758	25,716,282	26,867,027	25,427,371	32,527,305
<b>TOTAL</b>	<b>\$ 87,454,064</b>	<b>\$ 95,776,486</b>	<b>\$ 105,718,732</b>	<b>\$ 100,464,889</b>	<b>\$ 117,975,525</b>

DIVISION SUMMARY BY CHARACTER					
<b>ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,123,972	\$ 1,069,320	\$ 2,465,840	\$ 2,157,287	\$ 2,361,362
Materials & Supplies	2,633	2,817	3,500	6,500	8,500
Services	46,243	109,635	145,885	139,309	268,072
<b>TOTAL</b>	<b>\$ 1,172,848</b>	<b>\$ 1,181,772</b>	<b>\$ 2,615,225</b>	<b>\$ 2,303,096</b>	<b>\$ 2,637,934</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>REFUSE COLLECTION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 12,023,187	\$ 12,190,334	\$ 12,958,819	\$ 12,619,802	\$ 13,225,655
Materials & Supplies	85,890	99,345	113,500	113,500	115,770
Services	8,480,096	9,591,598	11,175,788	11,197,738	11,484,423
Other Disbursements	66,120	96,980	50,000	100,000	102,000
Transfers	28,300	-	-	-	-
<b>TOTAL</b>	<b>\$ 20,683,593</b>	<b>\$ 21,978,257</b>	<b>\$ 24,298,107</b>	<b>\$ 24,031,040</b>	<b>\$ 24,927,848</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Capital	\$ 1,467,630	\$ 2,702,495	\$ 930,000	\$ 275,230	\$ 4,000,000
<b>TOTAL</b>	<b>\$ 1,467,630</b>	<b>\$ 2,702,495</b>	<b>\$ 930,000</b>	<b>\$ 275,230</b>	<b>\$ 4,000,000</b>

DIVISION SUMMARY BY CHARACTER					
<b>FLEET</b>					
<b>SAFETY STAFFING CONTINGENCY FUND EXPENDITURES SUMMARY</b>					
	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Capital	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>

DIVISION SUMMARY BY CHARACTER					
<b>ADMINISTRATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY</b>					
	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,623,435	\$ 1,680,427	\$ 1,911,845	\$ 1,843,781	\$ 2,265,179
Services	29,617	84,643	123,512	94,294	207,263
<b>TOTAL</b>	<b>\$ 1,653,052</b>	<b>\$ 1,765,070</b>	<b>\$ 2,035,357</b>	<b>\$ 1,938,075</b>	<b>\$ 2,472,442</b>



<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>REFUSE STREET CONSTRUCTION FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 628,491	\$ 672,630	\$ 864,820	\$ 968,642	\$ 1,401,692
Materials & Supplies	-	3,375	3,921	3,921	1,500
Services	1,460	1,400	10,300	10,300	5,000
<b>TOTAL</b>	<b>\$ 629,951</b>	<b>\$ 677,405</b>	<b>\$ 879,041</b>	<b>\$ 982,863</b>	<b>\$ 1,408,192</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>TRANSPORTATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 20,572,365	\$ 21,731,769	\$ 22,702,344	\$ 22,258,380	\$ 25,254,145
Materials & Supplies	1,193,731	1,059,777	1,139,065	878,275	550,952
Services	10,445,860	11,151,095	13,145,233	12,315,982	13,944,187
Other	124,197	20,607	81,600	239,958	89,100
Capital	33,859	76,452	330,000	280,690	943,900
Transfers	335,183	182,229	-	-	200,000
<b>TOTAL</b>	<b>\$ 32,705,195</b>	<b>\$ 34,221,929</b>	<b>\$ 37,398,242</b>	<b>\$ 35,973,285</b>	<b>\$ 40,982,284</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 422,421	\$ 422,273	\$ 465,039	\$ 436,331	\$ 567,651
Services	5,898	12,682	20,583	20,583	34,543
<b>TOTAL</b>	<b>\$ 428,319</b>	<b>\$ 434,955</b>	<b>\$ 485,622</b>	<b>\$ 456,914</b>	<b>\$ 602,194</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 7,083,660	\$ 7,197,140	\$ 8,096,397	\$ 7,656,809	\$ 8,220,359
Materials & Supplies	9,496,906	12,185,963	13,285,616	13,285,616	13,231,290
Services	2,836,899	3,291,537	3,471,601	3,326,644	3,778,240
Principal	30,000	-	5,000	30,000	1,030,000
Other Disbursements	250	331,887	130,000	11,100	5,000
Capital	-	7,260	948,413	69,925	80,000
Interest	21,413	-	-	772,047	1,182,416
<b>TOTAL</b>	<b>\$ 19,469,128</b>	<b>\$ 23,013,787</b>	<b>\$ 25,937,027</b>	<b>\$ 25,152,141</b>	<b>\$ 27,527,305</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 322,382	\$ 317,841	\$ 356,986	\$ 332,235	\$ 374,845
Services	4,454	19,922	32,345	21,975	54,284
<b>TOTAL</b>	<b>\$ 326,836</b>	<b>\$ 337,763</b>	<b>\$ 389,331</b>	<b>\$ 354,210</b>	<b>\$ 429,129</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>TRANSPORTATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 7,533,433	\$ 8,165,358	\$ 8,809,459	\$ 7,558,193	\$ 9,400,502
Materials & Supplies	49,914	50,287	86,000	36,000	106,500
Services	1,025,928	938,758	1,480,637	1,237,447	2,234,195
Other Disbursements	1,280	300	1,000	1,000	3,000
Capital	-	-	44,000	-	244,000
<b>TOTAL</b>	<b>\$ 8,610,555</b>	<b>\$ 9,154,703</b>	<b>\$ 10,421,096</b>	<b>\$ 8,832,640</b>	<b>\$ 11,988,197</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>REFUSE COLLECTION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Materials & Supplies	\$ 3,000	\$ -	\$ -	\$ -	\$ -
Services	156,072	155,287	155,287	-	-
<b>TOTAL</b>	<b>\$ 159,072</b>	<b>\$ 155,287</b>	<b>\$ 155,287</b>	<b>\$ -</b>	<b>\$ -</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>TRANSPORTATION CDBG EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 147,885	\$ 153,063	\$ 174,397	\$ 165,395	\$ -
<b>TOTAL</b>	<b>\$ 147,885</b>	<b>\$ 153,063</b>	<b>\$ 174,397</b>	<b>\$ 165,395</b>	<b>\$ -</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
General	\$23,324,071	\$25,862,524	\$ 27,843,332	\$ 26,609,366	\$ 31,565,782
Street Construction	34,988,198	36,664,404	40,312,640	38,894,223	44,862,918
Fleet Management	19,897,447	23,448,742	26,422,649	25,609,055	28,129,499
Development Services	8,937,391	9,492,466	10,810,427	9,186,850	12,417,326
Safety Staffing Contingency Fund	-	-	-	-	1,000,000
Community Development Block Grant	306,957	308,350	329,684	165,395	-
<b>TOTAL</b>	<b><u>\$87,454,064</u></b>	<b><u>\$95,776,486</u></b>	<b><u>\$ 105,718,732</u></b>	<b><u>\$ 100,464,889</u></b>	<b><u>\$117,975,525</u></b>

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>
Administration					
General Fund	FT	16	15	43	32
	PT	0	0	2	2
Street Construction Fund	FT	19	17	21	31
Development Services Fund	FT	4	3	4	4
Fleet Management Fund	FT	6	6	6	7
Refuse Collection					
General Fund	FT	206	217	223	212
Street Construction Fund	FT	0	12	17	24
Transportation					
Street Construction Fund	FT	330	336	352	362
	PT	2	2	2	4
Development Services Fund	FT	112	123	145	167
	PT	2	2	1	1
Community Dev Block Grant	FT	2	2	2	0
Fleet Management					
Fleet Management Fund	FT	118	119	123	122
	PT	0	0	0	1
<b>TOTAL</b>		<b>817</b>	<b>854</b>	<b>941</b>	<b>969</b>
*FT=Full-Time PT=Part-Time					

**2007 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2004 Budget	2005 Budget	2006 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Service Administration	To provide leadership, administrative and operational management and supervisory and clerical support for the divisions within the department.	\$356,383	\$335,394	\$400,545	\$315,677	6	5	8	1
Fiscal Operations	To provide leadership to the department fiscal sections, formulate operating and capital budgets, invoice customers, procure goods and services, pay invoices, author and process legislation, and provide contract management.	1,998,932	1,784,913	2,021,592	2,458,215	23	18	19	28
Human Resources	To provide 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, process hire paperwork, and provide trainings.	1,526,185	1,595,941	1,539,211	1,649,845	24	24	24	19



311 Call Center	To provide better service and convenience to residents and customers through a single point of contact, the 311 number.	-	-	1,564,187	1,717,962	-	-	26	26
90-Gallon Residential Collection Program	To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.	4,148,136	4,028,904	4,882,275	4,548,826	72	72	81	87
Scheduled Bulk Collection Program	To provide collection of large bulk refuse items such as mattresses, furniture, non-refrigerant appliances and so forth on a scheduled basis.	3,094,267	3,725,459	3,408,103	4,156,795	58	70	63	68
Bulk Collection - SCMRF	Removes bulk located in the city right-of-way.	324,000	-	-	-	7	-	-	-
Waste Stream Reduction/Recycling	To divert yard waste and recyclable materials from the waste stream in order to prolong landfill life and promote optimal use of natural resources.	2,736,334	3,242,300	3,925,906	4,052,314	-	-	-	-
Keep Columbus Beautiful Program	To promote and coordinate litter cleanups, graffiti prevention, recycling and beautification projects.	108,435	-	149,167	284,498	1	-	2	4

Public Service

<b>Refuse Collection Administration</b>	To provide management and leadership, short-term and long-term planning and other critical support services to the division.	8,003,324	8,401,972	8,848,778	9,866,575	29	34	22	23
<b>300-Gallon Residential Collection</b>	To provide weekly refuse collection service to 300-gallon customers consisting of a mix of single and multi-family residences.	1,789,876	2,042,705	2,044,130	1,877,048	33	33	30	30
<b>Multi-Family Residential Collection</b>	To provide weekly refuse collection service to residences having collection box (dumpster) service, primarily to large apartment and condominium complexes.	1,119,915	1,278,470	1,648,284	1,431,864	22	22	25	22
<b>Dead Animal Collection</b>	To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.	53,119	57,895	58,672	62,143	1	1	1	1
<b>Sidewalk Litter Collection</b>	To empty sidewalk litter containers on a scheduled basis, predominately located in the downtown area.	101,446	108,812	113,200	55,977	2	2	2	1
<b>Neighborhood Litter Collection-SURF</b>	To promote inner-city neighborhood cleanliness through an outsourced contract that employs youth during the summer.	161,072	155,287	155,287	-	-	-	-	-

<b>Fleet Parts Room Operation</b>	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	10,324,649	12,385,643	16,122,560	13,623,537	10	8	8	8
<b>Tire Shop</b>	To provide assorted sizes of tires for City autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.	-	-	-	383,068	-	-	-	6
<b>Body Shop</b>	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for City use in the application of any special decals or effects.	-	-	-	321,979	-	-	-	5
<b>25th St.</b>	To provide on-site vehicle repairs and preventive maintenance to all Transportation vehicles in a timely and cost efficient manner.	-	-	-	1,036,394	-	-	-	16
<b>Auto Shop</b>	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	-	-	-	4,195,209	-	-	-	22
<b>Truck Shop</b>	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	-	-	-	616,323	-	-	-	9

Public Service

---

Alum Creek	To provide on-site vehicle repairs and preventive maintenance to refuse collection vehicles in a timely and cost efficient manner.	-	-	-	607,752	-	-	-	9
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to refuse collection vehicles in a timely and cost efficient manner.	-	-	-	841,821	-	-	-	12
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to refuse collection vehicles in a timely and cost efficient manner.	-	-	-	614,470	-	-	-	9
515 Short St.	To provide small engine repairs and preventive maintenance on Recreation & Parks equipment in a timely and cost efficient manner. Also to provide boat and motorcycle repairs and preventive maintenance as requested in a timely and cost efficient manner.	-	-	-	346,335	-	-	-	5
Fire Maintenance	To provide heavy duty truck and fire apparatus repair and preventive maintenance for Fire Division equipment on site in a timely and cost efficient manner.	-	-	-	870,009	-	-	-	13

<b>Fleet Maintenance</b>	To provide timely and effective repairs to the automotive, light and heavy equipment that are brought into the shops by our customers.	6,082,923	6,463,309	7,248,692	-	106	107	107	-
<b>Fleet Administration</b>	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	3,872,339	2,005,762	2,565,775	4,070,408	8	8	8	8
<b>Vehicle Purchases</b>	To provide the city's agencies with new vehicles.	-	3,000,000	930,000	5,000,000	-	-	-	-
<b>Transportation Administration - SCMRF</b>	Not yet established	2,969,931	2,273,389	5,120,728	5,631,398	7	7	9	13
<b>Customer Service</b>	Not yet established	255,242	294,881	268,127	245,000	3	3	-	-
<b>Temporary Traffic Control</b>	Not yet established	163,880	163,239	159,041	164,694	2	2	2	2

Public Service

<b>Curb &amp; Bridge Improvements</b>	<b>Not yet established</b>	-	-	-	517,407	-	-	-	6
<b>Fed-State Highway Projects</b>	<b>Not yet established</b>	252,281	240,991	209,569	119,399	2	1	1	1
<b>Occupancy/Excavation Permits</b>	<b>Not yet established</b>	621,716	621,686	345,163	357,682	6	6	6	5
<b>Perm. Pavement Markings</b>	<b>Not yet established</b>	1,192,298	1,307,419	1,053,258	1,489,111	17	19	22	20
<b>Plan Review</b>	<b>Not yet established</b>	642,595	655,282	367,008	641,484	6	6	6	9
<b>Signal Insallation &amp; Repair</b>	<b>To provide timely and effective traffic signal maintenance services within Columbus' right-of-ways.</b>	3,524,236	3,614,935	2,894,082	2,883,326	42	42	41	42

<b>Sign Install &amp; Repair</b>	<b>Not yet established</b>	<b>885,056</b>	<b>902,478</b>	<b>876,355</b>	<b>777,518</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>10</b>
<b>Street Cleaning</b>	<b>Not yet established</b>	<b>2,564,684</b>	<b>2,833,468</b>	<b>4,523,719</b>	<b>4,162,429</b>	<b>35</b>	<b>35</b>	<b>50</b>	<b>53</b>
<b>Snow &amp; Ice Removal</b>	<b>Not yet established</b>	<b>3,645,570</b>	<b>3,012,376</b>	<b>1,270,207</b>	<b>1,376,494</b>	<b>9</b>	<b>38</b>	<b>15</b>	<b>16</b>
<b>Transportation Planning &amp; Programming</b>	<b>Not yet established</b>	<b>689,421</b>	<b>748,425</b>	<b>556,962</b>	<b>412,137</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>5</b>
<b>Right-of-Way Services</b>	<b>Not yet established</b>	<b>533,639</b>	<b>677,782</b>	<b>491,158</b>	<b>524,432</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Studies &amp; Analysis</b>	<b>Not yet established</b>	<b>637,417</b>	<b>624,114</b>	<b>393,562</b>	<b>460,864</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>

Public Service

<b>Street Repair</b>	<b>To provide timely and effective street maintenance services within the city's right-of-ways.</b>	<b>3,809,519</b>	<b>3,841,661</b>	<b>6,515,680</b>	<b>6,136,573</b>	<b>50</b>	<b>45</b>	<b>79</b>	<b>76</b>
<b>Design</b>	<b>To provide a safe and well maintained traffic system.</b>	<b>1,158,501</b>	<b>1,123,986</b>	<b>965,659</b>	<b>996,750</b>	<b>15</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>Sign Fabrication</b>	<b>Not yet established</b>	<b>261,800</b>	<b>317,459</b>	<b>279,570</b>	<b>303,465</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Bridge Deck Repair</b>	<b>Not yet established</b>	<b>552,171</b>	<b>467,062</b>	<b>70,756</b>	<b>-</b>	<b>8</b>	<b>6</b>	<b>1</b>	<b>-</b>
<b>ADA Services - SCMRF</b>	<b>Not yet established</b>	<b>479,611</b>	<b>548,898</b>	<b>363,269</b>	<b>575,839</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>7</b>
<b>CIP Management</b>	<b>Not yet established</b>	<b>942,536</b>	<b>832,570</b>	<b>1,175,554</b>	<b>910,408</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>11</b>



Traffic Signal & Freeway Mgmt.	Not yet established	1,161,058	1,168,155	1,149,982	1,197,079	13	14	16	13
Neighborhood Mobility	Not yet established	459,810	348,116	433,070	433,879	4	3	6	5
Bridge Inspection	Not yet established	115,408	73,502	72,259	82,062	2	1	1	1
Mowing	Not yet established	172,675	188,497	271,824	271,508	3	3	4	2
Landscaping	Not yet established	213,483	526,523	490,276	509,191	3	7	7	7
Operations - Administration	Not yet established	1,052,796	1,238,791	1,260,306	2,945,725	9	15	16	16

Public Service

Traffic Signage & Parking Mgmt	Not yet established	529,704	560,513	617,506	537,827	8	8	8	7
Parking Meter Operations	Not yet established	289,240	288,300	276,592	321,276	3	4	4	4
Street Lighting	Not yet established	-	2,833,468	2,987,000	3,883,100	-	-	-	-
Arborist Services	Not yet established	-	1,929,608	1,940,000	1,980,000	-	-	-	-
Graffiti Removal	To expeditiously remove graffiti from structures within the city's rights-of-way.	102,231	110,931	98,633	134,227	2	2	2	2
Alley Resurfacing	Not yet established	859,724	1,291,947	-	-	13	19	-	-

Private Improvement Inspection	To provide inspection services on construction sites funded by private developers for infrastructure through the activities of education, inspection, and specification enforcement.	2,523,939	2,750,332	2,010,042	2,836,908	43	40	28	44
Zoning	Not yet established	448,121	498,765	184,929	211,207	6	7	2	3
ADA Services - BDS Fund	Not yet established	161,369	5,236	15,443	-	3	-	-	-
Engineering Plan Review	Not yet established	599,435	628,950	661,393	502,616	8	8	8	6
Sidewalk/Driveway Permits	Not yet established	396,569	279,512	298,272	295,269	6	3	4	4
Address Creation	Not yet established	317,646	344,534	347,717	333,615	4	5	5	5

Public Service

Platting	Not yet established	89,922	78,671	61,291	43,125	2	1	1	1
Transportation Administration - BDS Fund	Not yet established	817,174	1,015,438	929,334	1,506,190	1	1	3	4
Survey	Not yet established	424,162	440,557	685,775	467,583	8	6	8	6
Materials Testing	Not yet established	1,168,113	1,075,851	987,035	1,413,898	12	11	9	10
CIP-Public Service	Not yet established	2,246,298	2,647,652	2,363,846	2,448,586	50	54	41	47
Prevailing Wage	Not yet established	74,160	76,953	81,956	93,755	1	1	1	1

CIP-Public Utilities	Not yet established	630,853	950,236	1,794,063	1,835,445	8	15	33	36
"Paving the Way"	Informs public/media of ongoing jobs throughout the city - including from other governmental agencies.	38,431	-	-	-	-	-	-	-
NCR Engineering	To coordinate the design and legislation for neighborhood commercial revitalization and urban infrastructure recovery fund projects that address needed capital improvements in central city neighborhoods.	147,897	153,682	174,397	-	2	2	2	-
		\$86,623,657	\$97,219,587	\$105,718,732	\$117,975,525	899	901	927	961

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Department of Public Service**

**Performance History by Program**

Program	Measure	Performance History by Program			
		2004	2005	2006 Mid-Year	2007 Target
90-Gallon Residential Collection Program	Percentage of days collection was provided on schedule	98.8%	98%	99.1%	98%
	Percentage of days collection was delivered on schedule w/o using overtime	80.8%	78%	93.8%	90%
	Percentage of favorable responses from 90-gallon customers	93.3%	94%	95%	95%
Scheduled Bulk Collection Program	Percent days scheduled 90-G bulk collection on-schedule	98%	97%	97%	98%
	Percentage of customers satisfied/90 G scheduled bulk collection	90%	92%	92%	90%
	Percentage of on-time alley bulk collection	80%	85%	91%	90%
Waste Stream Reduction/Recycling	Percentage of total yard waste and recyclables diverted from landfills	16%	12%	10%	11%
	Tons of yard waste and recyclables diverted	64,732	44,987	20,983	n/a
	Tonnage for total waste stream	401,502	388,198	187,779	n/a
Keep Columbus Beautiful	Number of residents reached (participants in meetings and presentations)	26,846	311,945	1,200,000	15,000
	Number of volunteers in cleanup and beautification projects	2,306	2,529	5,678	4,690
Private Improvement Inspection	Percent of inspectors trained	96%	100%	100%	100%

Public Service

<b>Street Maintenance</b>	<b>Percentage of signal maintenance requests responded to within 1 hour</b>	<b>68.5%</b>	<b>64%</b>	<b>62.8%</b>	<b>65%</b>
<b>Pavement Management</b>	<b>Number of lane miles surfaced</b>	<b>63</b>	<b>137</b>	<b>85</b>	<b>n/a</b>
<b>Fleet Maintenance</b>	<b>Number billable hours</b>	<b>n/a</b>	<b>122,445</b>	<b>65,366</b>	<b>n/a</b>
	<b>Percentage of billed labor hours</b>	<b>63%</b>	<b>67%</b>	<b>68.8%</b>	<b>67%</b>
	<b>Percentage of Auto &amp; Heavy Equipment customers satisfied</b>	<b>n/a</b>	<b>95.9%</b>	<b>95%</b>	<b>85%</b>





---

## **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 those unincorporated areas of Franklin County with failing wastewater treatment systems.
- Providing abundant, safe and reliable drinking water within the City of Columbus and 20 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 enhance the quality of life, now and into the future, for people living, working and raising families in central Ohio through the economic, efficient and environmentally responsible stewardship of superior public utilities.

## **Strategic Priorities for 2007**

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

#### **Customer Service**

- The Division of Operational Support will implement the department's enterprise asset management system (EAM) in the Division of Power and Water. The EAM will enable the department to effectively track and respond to calls for service based on the data collected by the computerized maintenance management system, allowing the divisions to proactively maintain assets through preventive maintenance, best practices and work order history.
- The Division of Operational Support will offer, on the city website, the ability to access water customer account information and water quality monitoring data.

## Utilities

---

- The Division of Operational Support will offer customers a variety of methods to pay utility bills. At present, customers can pay water and sewer bills via the internet. In 2007, the Division of Power and Water will reinstate a process whereby customers can pay bills at remote neighborhood locations as well.
- The project dry basement program will continue for a fourth year. The intent of this program is to cover the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.
- The department will continuously update its portion of the city's website to provide residents with timely important information on capital projects, such as status, location and projected completion date.
- The Division of Sewerage and Drainage will continue its comprehensive plan for Columbus' sewer system to fully address the city's wet weather overflows and basement backup problems. Committing to a \$2.5 billion investment over the next 40 years, the plan will bring Columbus into full compliance with two Ohio Environmental Protection Agency (EPA) consent orders.

## 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 2007, a list of which can be found in the capital summary section of this document.
- The Division of Sewerage and Drainage will continue to utilize revisions to the stormwater drainage manual implemented in 2006 to safely and responsibly manage stormwater runoff in the construction, expansion or redevelopment of residential subdivisions, industrial sites, commercial developments and roadway construction. The division will also use the manual's revisions to promote "green" stormwater management systems.
- The Division of Operational Support will work with the Department of Technology to continually update and publish capital improvements program information on the internet in a geographic information systems (GIS) format.
- The Division of Power and Water and Division of Sewerage and Drainage will improve and refine their respective programs to identify and prioritize projects geared to maintain a solid infrastructure in residential areas.
- The "downspout disconnection pilot project" will be implemented.
- The Division of Power and Water will continue its program to install 1,200 streetlights.

## Safety

- The Division of Power and Water will continue design and construction of security recommendations arising from vulnerability assessment.

- The Division of Power and Water will perform streetlight improvements by inspecting the bonding of nearly 10,000 street lights.
- The Division of Power and Water will continue to implement street lighting best practices.

### **Economic Development**

- The Division of Sewerage and Drainage will continue development of sewer lines through public-private partnerships.
- The Division of Power and Water will begin construction of the upground reservoir project. In addition, the division will continue design of the south wellfield to ensure an adequate water supply for growing populations in the central city and outlying areas.
- The department will seek federal funding to support infrastructure investment.
- Now completed, the Division of Power and Water's Italian Village Substation will continue to provide enhanced electrical distribution infrastructure and ability to supply back-up power to customers within the I-670 innerbelt area, and to serve new customers.
- The Division of Sewerage and Drainage will collaborate with the Solid Waste Authority of Central Ohio (SWACO) 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 department will initiate a conservation program, whereby consumers are educated on the methods and benefits of conserving water.
- 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 continue a public education effort to reduce fats, oils and grease in sewers, vital in the reduction and prevention of blockages and sewer overflows.
- The Division of Sewerage and Drainage will notify the public about overflow events through local newspaper ads, signs and its website. The newspaper ads keep the city in compliance with Ohio EPA requirements. Education efforts include informational fact sheets and inserts in water and sewer bills once a year.
- The department will begin to link professional development and merit to compensation, starting in water maintenance, electricity distribution and sewerage and drainage plant operations.

## **Peak Performance**

- The Division of Power and Water will continue implementation of competitiveness and efficiency projects, including continued implementation of a valve exercise and replacement program and institution of a career development program.
- The Division of Sewerage and Drainage will continue to 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 power section of the Division of Power and Water 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 Power and Water and Division of Operational Support will complete analysis of the water audit pilot program and commence development of recommended programs. As part of this program, the division will reduce the “unaccounted-for” water, thereby reducing costs and enhancing the revenue stream for the Division of Power and Water and Division of Sewerage and Drainage.
- The department will update its “department project management” document and evaluate the role of engineering.

## **2007 Budget Issues**

### **Director’s Office**

- The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council water and sanitary sewer rate adjustments that will increase revenue to those funds by 10 and 19.69 percent, respectively. The board will also recommend an 8.5 percent rate increase to the stormwater fee.
- The recommended funding for the Public Utilities Director's Office supports 118 full-time and 5 part-time employees. In 2006, 39 positions were transferred from the various operating divisions in the department in order to consolidate fiscal, human resources, public information and regulatory support services within the director's office. Beginning in 2007, the costs associated with operation of this division will be allocated to the Water, Sanitary, Stormwater and Electricity operating funds based on the total customer count of each division. This is a departure from the previous allocation method, which was based upon revenues received by each fund.

---

## Operational Support

- The Division of Operational Support (DOS) was created in 2005 to 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. In 2006, an additional 203 office and field customer services positions were transferred to DOS from the operating divisions of the department. Beginning in 2007, the costs associated with operation of this division will be allocated to the Water, Sanitary, Stormwater and Electricity operating funds based on the total customer count of each division. This is a departure from the previous allocation method, which was based upon revenues received by each fund. The allocated funds will support 247 full-time and 10 part-time positions.
- Funding recommendations reflect the transfer of funds from personnel to the internal billing category to parallel the transfer of information services personnel from the Department of Public Utilities to the Department of Technology (DoT). These employees will continue to provide service to the Department of Public Utilities, but will be employees of DoT.

## Power and Water-Water

- The Division of Power and Water-Water will continue to provide its services at current levels, with the funding of 339 full-time and 28 part-time employees.
- Funding is maintained in the Division of Water's 2007 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 106 positions are funded to undertake this activity.
- Funding is also continued for the distribution maintenance function. These employees maintain the integrity of the water infrastructure by repairing taps, valve leaks and main line breaks. This section is also responsible for fire hydrant maintenance.
- Electricity costs are expected to increase by \$1.8 million, or 33 percent, based upon the most recent purchase power contract.
- Chemical costs are estimated to be \$3.7 million higher than 2006, due to the cost of adding additional carbon to the treatment process.
- Debt service estimates are based upon an estimated construction cost of the first upground reservoir of \$123 million. The cost has increased over initial estimates because it has been determined that the reservoir will require a clay liner.

## **Power and Water-Power**

- The recommended 2007 budget, with an allowance for vacancies, supports 99 full-time and 10 part-time positions in the Division of Electricity.
- Purchase power is projected to total nearly \$56.9 million in 2007. This projection is based on a cost of \$53.80 per megawatt hour and an estimated cost of \$4.86 for transmission fees.
- The Division of Electricity will be reimbursed approximately \$3.077 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.

## **Sewerage and Drainage**

- Recommended funding in the Division of Sewerage and Drainage, with a total of 462 full-time and 16 part-time budgeted positions, supports continuation of current service levels.
- Funding is maintained to continue efficient operation of the division's two wastewater treatment plants within the limits and conditions set forth by the National Pollutant Discharge Elimination System Permit.
- Continued funding is provided in 2007 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 2007 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.
- Electricity costs are expected to increase by \$2.6 million, or 33 percent, based upon the most recent purchase power contract.
- Debt service estimates are based upon the most recent interpretation of the sequencing and costs of capital projects related to the consent order.

## **Stormwater**

- Twenty three full-time and 2 part-time positions are funded in the Stormwater Management Section. The Stormwater Capital Improvement program normally has between 90 and 100 active projects in various stages of completion in any calendar year.
- Since its creation in 1994, this office has been involved in many neighborhood storm sewer capital improvement projects which have provided flooding relief for

many residents. In 2007, over \$13 million in debt service will be spent for capital improvement projects geared towards flooding mitigation throughout the city.

- The stormwater utility fund will pay the cost of street cleaning since such efforts protect water quality and minimize the burden on the sewer system from surface debris.

## Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2004 Actual	2005 Actual	2006 Original Appropriation	2006 Estimated Expenditures	2007 Proposed
Public Utilities Director	\$ 1,120,836	\$ 3,396,076	\$ 5,963,306	\$ 8,089,356	\$ 11,075,175
Operational Support	-	4,185,521	8,683,630	17,164,567	30,265,428
Sanitary Sewers	151,159,658	152,026,205	166,391,411	156,672,679	182,944,150
Electricity	60,603,022	64,997,199	65,946,590	64,258,910	81,997,646
Water	104,713,238	109,110,081	123,052,614	111,673,002	118,074,471
Storm Sewers	20,381,591	51,730,743	27,876,795	31,554,698	28,652,241
<b>TOTAL</b>	<b>\$ 337,978,345</b>	<b>\$ 385,445,825</b>	<b>\$ 397,914,346</b>	<b>\$ 389,413,212</b>	<b>\$ 453,009,111</b>

Figures provided for the storm special revenue fund includes approximately \$7.5 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.



<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ADMINISTRATION EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 1,034,134	\$ 3,146,312	\$ 5,385,519	\$ 7,123,956	\$ 9,291,543
Materials & Supplies	4,491	6,499	76,761	150,969	450,705
Services	79,895	143,266	501,026	814,431	1,295,127
Other	-	-	-	-	-
Capital	-	99,999	-	-	37,800
Transfers	2,316	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,120,836</b>	<b>\$ 3,396,076</b>	<b>\$ 5,963,306</b>	<b>\$ 8,089,356</b>	<b>\$ 11,075,175</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>OPERATIONAL SUPPORT EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ -	\$ 942,522	\$ 3,183,088	\$ 11,253,441	\$ 15,844,748
Materials & Supplies	-	451,628	671,384	921,977	522,658
Services	-	2,791,371	4,502,158	4,662,149	13,192,022
Debt Principal	-	-	-	-	-
Other	-	-	-	-	16,000
Capital	-	-	327,000	327,000	690,000
Interest	-	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 4,185,521</b>	<b>\$ 8,683,630</b>	<b>\$ 17,164,567</b>	<b>\$ 30,265,428</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>WATER</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2006</b>	<b>2007</b>
<b>EXPENDITURES SUMMARY</b>	<b>Actual</b>	<b>Actual</b>	<b>Original</b>	<b>Estimated</b>	<b>Proposed</b>
	<b>Actual</b>	<b>Actual</b>	<b>Appropriation</b>	<b>Expenditures</b>	<b>Proposed</b>
Personnel	\$ 34,641,905	\$ 35,063,789	\$ 38,259,037	\$ 28,475,487	\$ 26,134,707
Materials & Supplies	13,175,869	14,231,175	14,013,718	15,678,762	20,335,723
Services	21,112,835	20,771,315	24,407,456	24,038,639	21,004,339
Debt Principal	20,441,900	20,378,740	24,793,820	24,798,820	27,947,290
Other	121,324	235,508	116,000	180,371	300,000
Capital	1,297,783	568,510	1,755,400	1,739,541	1,465,500
Interest	6,758,442	10,548,724	12,220,183	9,274,382	13,224,662
Transfers	7,163,180	7,312,320	7,487,000	7,487,000	7,662,250
<b>TOTAL</b>	<b>\$ 104,713,238</b>	<b>\$ 109,110,081</b>	<b>\$ 123,052,614</b>	<b>\$ 111,673,002</b>	<b>\$ 118,074,471</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>SANITARY EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 33,670,415	\$ 33,310,941	\$ 36,603,167	\$ 33,463,889	\$ 36,261,269
Materials & Supplies	5,752,079	6,363,676	5,732,100	6,344,567	6,132,510
Services	37,140,617	36,716,982	39,364,906	39,597,977	42,129,290
Debt Principal	35,272,667	32,974,874	37,142,034	36,252,544	45,668,161
Other	562,968	772,119	790,000	822,044	755,000
Capital	3,700,286	2,476,007	5,470,000	1,137,946	5,363,950
Interest	19,202,126	24,249,993	26,071,544	23,500,652	31,205,660
Transfers	15,858,500	15,161,613	15,217,660	15,553,060	15,428,310
<b>TOTAL</b>	<b>\$ 151,159,658</b>	<b>\$ 152,026,205</b>	<b>\$ 166,391,411</b>	<b>\$ 156,672,679</b>	<b>\$ 182,944,150</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>STORMWATER EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 2,218,945	\$ 2,298,557	\$ 2,689,527	\$ 1,723,376	\$ 1,515,134
Materials & Supplies	14,860	11,621	16,000	15,262	14,000
Services	13,673,112	13,770,603	14,554,000	14,429,463	13,869,386
Debt Principal	3,006,800	33,205,833	4,676,800	4,716,800	6,911,900
Other	43,734	217,805	110,000	137,111	137,112
Capital	16,478	-	80,000	40,053	42,000
Interest	1,407,662	2,226,324	5,750,468	3,492,633	6,162,709
Transfers	-	-	-	7,000,000	-
<b>TOTAL</b>	<b>\$ 20,381,591</b>	<b>\$ 51,730,743</b>	<b>\$ 27,876,795</b>	<b>\$ 31,554,698</b>	<b>\$ 28,652,241</b>

<b>DIVISION SUMMARY BY CHARACTER</b>					
<b>ELECTRICITY EXPENDITURES SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Personnel	\$ 9,075,902	\$ 8,810,355	\$ 9,888,796	\$ 7,899,974	\$ 8,407,145
Materials & Supplies	37,588,687	41,158,300	40,906,405	41,298,393	57,634,805
Services	6,017,650	5,531,448	6,027,365	5,890,257	6,807,249
Debt Principal	4,541,101	7,725,584	5,239,000	4,945,000	5,546,329
Other	1,124,399	147,832	171,500	188,225	191,500
Capital	1,498,163	1,273,726	2,113,524	988,061	2,057,000
Interest	654,965	349,954	1,600,000	1,431,620	1,353,618
Transfers	102,155	-	-	1,617,380	-
<b>TOTAL</b>	<b>\$ 60,603,022</b>	<b>\$ 64,997,199</b>	<b>\$ 65,946,590</b>	<b>\$ 64,258,910</b>	<b>\$ 81,997,646</b>

2007 figures do not include the payment of the kwh tax as appropriations for this payment are made at time of payment.

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Original Appropriation</b>	<b>2006 Estimated Expenditures</b>	<b>2007 Proposed</b>
Sewer Operations	\$ 151,708,868	\$ 155,490,586	\$ 172,639,008	\$ 164,399,235	\$ 197,826,786
Water Operations	105,071,906	111,985,452	128,088,232	124,874,489	132,957,107
Electricity Operations	60,815,980	66,067,253	68,694,793	68,016,323	82,824,434
Stormwater Management	20,381,591	51,902,534	28,492,313	32,123,165	39,400,784
<b>TOTAL</b>	<b>\$ 337,978,345</b>	<b>\$ 385,445,825</b>	<b>\$ 397,914,346</b>	<b>\$ 389,413,212</b>	<b>\$ 453,009,111</b>

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Budgeted</b>	<b>2007 Budgeted</b>
Public Utilities Director	FT	10	64	71	118
	PT	0	2	4	5
Sanitary Sewers	FT	498	448	478	462
	PT	18	10	10	16
Electricity	FT	120	108	120	99
	PT	6	6	8	10
Water	FT	515	495	514	339
	PT	30	30	30	28
Operational Support	FT	0	24	40	247
	PT	0	3	4	10
Storm Sewers	FT	34	34	37	23
	PT	4	1	2	2
<b>TOTAL</b>		<b><u>1,235</u></b>	<b><u>1,225</u></b>	<b><u>1,318</u></b>	<b><u>1,359</u></b>
*FT=Full-Time PT=Part-Time					



**2007 Operating Budget  
Department of Public Utilities**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2004 Budget	2005 Budget	2005 Budget	2007 Proposed	2004 FTEs	2005 FTEs	2006 FTEs	2007 FTEs
Utilities Administration	To provide administrative support services for the Department of Public Utilities.	\$1,217,636	\$4,436,213	\$8,134,058	\$11,075,175	11	71	118	118
Operational Support	To provide information support services for the Department of Public Utilities.	-	7,506,073	17,190,974	30,265,428	-	30	245	247
Water Supply	To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.	28,559,390	31,293,878	32,597,435	40,315,875	171	170	161	161

Utilities

---

<b>Customer Service</b>	To support managers of the other division by providing timely and accurate information related to the core business functions of the Utility for daily operational decisions and long term strategic planning.	16,372,331	16,517,892	-	-	173	174	-	-
<b>Water Administration</b>	To provide administrative support services for the Division of Water.	48,582,947	46,923,256	61,640,116	55,341,394	39	13	18	18
<b>Water Distribution</b>	To ensure the residents of the Columbus Metropolitan Area have an uninterrupted distribution of safe, reliable water, and that the infrastructure of the utility is maintained.	17,093,269	17,522,471	20,613,200	22,417,202	157	157	160	160
<b>Engineering and Maintenance</b>	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.	18,562,914	18,569,164	25,696,358	25,532,569	196	196	210	210
<b>Wastewater Treatment</b>	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.	138,503,902	36,700,629	39,137,489	43,904,912	341	298	237	237
<b>Sewer Administration</b>	To provide administrative support services for the Division of Sewers and Drains.	-	104,548,543	100,522,551	113,506,669	-	-	15	15

<b>Stormwater Management</b>	To provide effective stormwater collection services to the community within the corporate limits of Columbus.	19,304,694	23,449,999	27,403,907	28,652,241	37	36	39	23
<b>Electricity Distribution</b>	To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.	43,964,780	46,199,246	7,200,345	72,054,797	65	62	52	52
<b>Street Lighting</b>	To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.	2,755,685	2,726,887	2,242,442	2,677,031	29	28	20	20
<b>Electricity Administration</b>	To support the operations of the Division of Electricity.	14,991,603	14,935,760	55,535,486	7,265,818	54	56	27	27
		<b>\$349,909,151</b>	<b>\$371,330,011</b>	<b>\$397,914,361</b>	<b>\$453,009,111</b>	<b>1,273</b>	<b>1,291</b>	<b>1,302</b>	<b>1,288</b>

Program data are only presented for those programs that have been in past budget documents for at least one year over the four year period beginning in 2004.

Additionally, these numbers may have changed from previous years due to reorganizations. Program level personnel data may not match that of the department summary due to differences in reporting timeframes.

**2007 Operating Budget  
Department of Public Utilities**

**Performance History by Program**

Measure	2004	2005	2006 Mid-Year	2007 Target
Number of complaints about water quality: taste, color, odor	770	720	351	n/a
Average number of days to resolve complaints that require taking a sample	2	1.8	1.9	TBD
Percentage of gallons lost to underground leaks	0	0	0	TBD
Number of lines and service breaks, and valve leaks	1,980	2,734	912	TBD
Number of lines and service breaks, and valve leaks repaired	1,498	1,699	764	TBD
Number of days to repair lines and service breaks, and valve leaks	17	26	10	TBD
Percentage of all customer phone calls answered within 30 seconds*	83.4%	64%	53%	80%
Average number of business days to respond to written correspondence*	2.7	2.3	2.5	2.0
Number of service complaints to call center*	1,152	1,196	886	n/a
Number of customer accounts*	264,341	267,178	280,926	TBD

\* As of January 2006, measures reflect the combined customer service activity which includes water, sewerage and drainage, and electricity accounts. Previous data was for water accounts only, which also reflects the sharp change in data.

Number of water-in-basement incidences	1,628	2,288	787	n/a
Number of water-in-basement incidences that are the city's responsibility	318	614	95	n/a
Number of separate sewer system dry weather overflows	51	37	16	n/a
Number of gallons total plant flow Southerly Facility	38,119 MG	35,181 MG	17,179 MG	n/a
Number of gallons total plant flow Jackson Pike Facility	30,327 MG	29,022 MG	14,205 MG	n/a
Number of NPDES effluent permit violations	0	0	0	0
Number of EPA violations related to bio-solids	1	0	0	0
Percentage of bio-solids composted	17.0%	22.7%	25.0%	25%
Percentage of bio-solids land-applied	7.0%	4.6%	4.6%	25%
Number of construction site inspections for erosion and sediment control	2,646	2,432	1,326	TBD
Number of private stormwater plans reviewed for city design criteria	n/a	434	182	n/a
Number of private stormwater plans outside of delivery dates set by Memorandum of Understanding	n/a	21	0	0
Number of electricity customers	13,562	13,891	13,734	n/a
Number of power outages in the city's electric service distribution system	207	200	99	n/a
Average duration per outage in minutes	73	67	33	>180
Average number of freeway lights out (per ODOT inspections)	465	400	431	n/a
Total number of freeway lights	4,087	4,081	4,081	n/a
Number of street lights repaired	6,313	4,009	1,341	n/a

## Utilities

---

<b>Average number of days to respond to reported neighborhood street light outages</b>	<b>23</b>	<b>13</b>	<b>13</b>	<b>3</b>
<b>Percent of street miles remaining to be lit</b>	<b>39.0%</b>	<b>37.6%</b>	<b>37.0%</b>	<b>TBD</b>
<b>Number of street miles remaining to be lit</b>	<b>788</b>	<b>765</b>	<b>759</b>	<b>TBD</b>

---

## **Accounting and Organizational Structure**

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

### **Accounting Structure**

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

### **Governmental Funds**

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

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

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

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

### **Proprietary Funds**

*Enterprise Funds* - Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The city has separate enterprise funds for its water, sanitary sewer, storm sewer and electricity services.

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

### **Fiduciary Funds**

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

## **Bases of Accounting**

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

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

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

## **Organizational Structure**

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

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

## **Organization**

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

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



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

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

### Principal Officials

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

Official	Title	Term Beginning	Term Ending
Michael B. Coleman	Mayor	January 1, 2004	December 31, 2007
Joel S. Taylor	Director of Finance and Management	June 5, 2000	Pleasure of Mayor
Hugh J. Dorrian	City Auditor	January 1, 2006	December 31, 2009
Richard C. Pfeiffer	City Attorney	January 1, 2006	December 31, 2009
Thomas Isaacs	City Treasurer	June 3, 1996	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
David J. Irwin	Secretary of Sinking Funds	April 1, 2000	Pleasure of Sinking Fund Trustees
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, 2006	December 31, 2009
Mary Jo Hudson	Member of Council	January 1, 2006	December 31, 2009
Kevin L. Boyce	Member of Council	January 1, 2006	December 31, 2009

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



## **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 \$608 million, an increase of 3.8 percent over 2006 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 Codes, Section 361.36, 75 percent of all income tax collections are deposited in the general fund for general fund operations and 25 percent of collections are deposited in a separate fund to service debt on capital improvements.

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 2007, income tax revenues are expected to grow by four percent, yielding \$390.9 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 Codes, property tax revenue is used for three purposes: certain debt service requirements, partial payment of police and fire pension costs, and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the special income tax (SIT) fund, property tax revenues are deposited directly in the general fund.

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 took place in 2005, the effect of which was felt in 2006, since real property taxes are collected in arrears. The growth estimate for property tax collections is 1.6 percent in 2007.

### **Hotel-Motel Tax**

Columbus City Code Section 371.02 authorizes the levying of a six percent excise tax on room rates at hotels and motels located in the city. In 1988, 15 percent of the hotel-motel tax was repealed to allow the Convention Facilities Authority to use 0.9 percent of the total tax to finance construction of a convention center. In 1989, the city levied the 5.1 percent tax balance. Revenues are distributed in the following manner: 29.4 percent for the advancement of cultural development in the community; between 29.4 and 36.0 percent to promote the City of Columbus; 8.2 percent for emergency human service needs; 8.4 percent for deposit into the housing trust fund, and the balance deposited into the general fund without restriction. The 2007 projection for general fund hotel-motel tax receipts is \$3.5 million.

### **Kilowatt-Hour Tax**

Beginning in 2001, a tax was levied on users of electricity provided by the Division of Electricity. Known as the kilowatt-hour (KWH) tax, state statutes provide for these monies collected from users located within the city to be deposited to the city's general fund. These revenues are estimated at \$3.35 million for 2007.

### **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 revenue assistance fund through June 30, 2007; therefore, no growth will be experienced in either of these funds. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at \$56.7 million in 2007; a decrease of 0.21 percent from projected 2006 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 \$21.83 million in 2007, an increase of 1.49 percent over 2006 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 services (EMS), and revenue from the collection of income taxes and prosecution services for other municipalities and villages. Total revenues from charges for service are projected at \$43.43 million in 2007.

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 and Management Department, legal services provided by the City Attorney, financial reporting and assistance provided by the City Auditor, and maintenance and cleaning services provided by the Division of Facilities Management. 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 and Management Director, is responsible for investing the city's liquid assets. In order to ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$25 million in 2007.

## **License and Permit Fees**

This category consists primarily of cable communications fees and fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. The city charges cable companies a service permit fee for the ability to operate a cable system in the City of Columbus, equal to five percent of cable operator gross revenues. Fees in this category are estimated at \$8.54 million in 2007.

## **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 2007 is \$1.09 million.

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2003-2007											
SOURCE	2003 ACTUAL	PERCENT CHANGE	2004 ACTUAL	PERCENT CHANGE	2005 ACTUAL	PERCENT CHANGE	2006 PROJECTED	PERCENT CHANGE	2007 PROJECTED	PERCENT CHANGE	2007 PERCENT OF TOTAL
Income Tax	\$ 329,281,861	0.33%	\$ 340,388,166	3.37%	\$ 352,984,355	3.70%	\$ 375,925,000	6.50%	\$ 390,900,000	3.98%	62.05%
Property Tax	44,600,544	10.31%	45,135,532	1.20%	45,461,426	0.72%	50,909,000	11.98%	51,725,000	1.60%	8.21%
Kilowatt Hour Tax	-		3,264,685		3,364,132	3.05%	3,325,000	-1.16%	3,350,000	0.75%	0.53%
Hotel/Motel Tax	2,804,081	3.58%	2,875,391	2.54%	3,204,310	11.44%	3,375,000	5.33%	3,500,000	3.70%	0.56%
<b>TOTAL TAXES</b>	<b>376,686,486</b>	<b>1.44%</b>	<b>391,663,774</b>	<b>3.98%</b>	<b>405,014,223</b>	<b>3.41%</b>	<b>433,534,000</b>	<b>7.04%</b>	<b>449,475,000</b>	<b>3.68%</b>	<b>71.35%</b>
Local Government Fund	43,075,786	-1.38%	42,979,335	-0.22%	43,557,960	1.35%	43,843,000	0.65%	43,860,000	0.04%	6.96%
Revenue Assistance Fund	3,830,272	-1.26%	3,829,752	-0.01%	3,841,665	0.31%	3,830,000	-0.30%	3,840,000	0.26%	0.61%
Estate Tax	9,272,155	14.41%	8,031,455	-13.38%	8,941,328	11.33%	8,100,000	-9.41%	8,000,000	-1.23%	1.27%
Liquor Permit Fee, Other	992,278	-2.46%	1,084,048	9.25%	1,124,614	3.74%	1,072,000	-4.68%	1,025,000	-4.38%	0.16%
<b>TOTAL SHARED REVENUE</b>	<b>57,170,491</b>	<b>0.87%</b>	<b>55,924,590</b>	<b>-2.18%</b>	<b>57,465,567</b>	<b>2.76%</b>	<b>56,845,000</b>	<b>-1.08%</b>	<b>56,725,000</b>	<b>-0.21%</b>	<b>9.00%</b>
License and Permit Fees	957,766	-27.51%	2,043,753	113.39%	1,882,351	-7.90%	8,285,000	340.14%	8,540,000	3.08%	1.36%
Fines and Penalties	17,091,034	10.11%	17,751,819	3.87%	20,543,981	15.73%	21,505,000	4.68%	21,825,000	1.49%	3.46%
Investment Earnings	9,620,208	-49.69%	5,490,636	-42.93%	10,200,767	85.78%	20,000,000	96.06%	25,000,000	25.00%	3.97%
Charges for Service	32,791,269	10.95%	37,929,597	15.67%	39,603,856	4.41%	42,534,000	7.40%	43,426,000	2.10%	6.89%
All Other	1,583,418	-72.80%	1,559,168	-1.53%	5,159,701	230.93%	1,968,000	-61.86%	1,960,000	-0.41%	0.31%
<b>TOTAL OTHER REVENUES</b>	<b>62,043,695</b>	<b>-13.04%</b>	<b>64,774,973</b>	<b>4.40%</b>	<b>77,390,656</b>	<b>19.48%</b>	<b>94,292,000</b>	<b>21.84%</b>	<b>100,751,000</b>	<b>6.85%</b>	<b>15.99%</b>
<b>TOTAL ALL REVENUES</b>	<b>495,900,672</b>	<b>-0.69%</b>	<b>512,363,337</b>	<b>3.32%</b>	<b>539,870,446</b>	<b>5.37%</b>	<b>584,671,000</b>	<b>8.30%</b>	<b>606,951,000</b>	<b>3.81%</b>	<b>96.34%</b>
Encumbrance Cancellations	2,596,307	66.69%	2,002,886	-22.86%	1,016,008	-49.27%	982,000	-3.35%	1,088,699	10.87%	0.17%
Unencumbered Balance	11,059,769	-62.88%	8,958,279	-19.00%	21,678,390	141.99%	20,196,928	-6.83%	21,960,301	8.73%	3.49%
Fund Transfers	24,400,000	-	25,000,000	2.46%	13,000,000	-48.00%	12,000,000	-7.69%	-	-100.00%	0.00%
Other Misc. Transfers	1,179,942	-	6,293	-99.47%	-	-100.00%	1,690,072	-	-	-100.00%	0.00%
<b>Total Annual Resources</b>	<b>535,136,690</b>	<b>0.83%</b>	<b>548,330,795</b>	<b>2.47%</b>	<b>575,564,844</b>	<b>4.97%</b>	<b>619,540,000</b>	<b>7.64%</b>	<b>630,000,000</b>	<b>1.69%</b>	<b>100.00%</b>
27th Pay Period Reserve Fund	12,052,237	6.64%	12,802,237	6.22%	13,552,237	5.86%	15,402,237	13.65%	17,252,237	12.01%	
Economic Stabilization Fund	18,371,391	-34.40%	53,567,921	191.58%	41,737,978	-22.08%	41,300,000	-1.05%	43,300,000	4.84%	
<b>TOTAL GENERAL FUND AVAILABLE RESOURCES</b>	<b>\$ 565,560,318</b>	<b>-0.78%</b>	<b>\$ 614,700,953</b>	<b>8.69%</b>	<b>\$ 630,855,059</b>	<b>2.63%</b>	<b>\$ 676,242,237</b>	<b>7.19%</b>	<b>\$ 690,552,237</b>	<b>2.12%</b>	

## **Expenditures and Personnel**

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



# General Fund Summary

GENERAL FUND 2007 PROPOSED BUDGET SUMMARY BY CHARACTER							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 2,841,678	\$ 50,000	\$ 1,994,054	\$ -	\$ -	\$ -	\$ 4,885,732
<b>City Auditor</b>							
City Auditor	2,332,966	36,600	1,929,641	-	-	-	4,299,207
Income Tax	5,694,117	71,000	2,092,333	-	-	-	7,857,450
Total	8,027,083	107,600	4,021,974	-	-	-	12,156,657
<b>City Treasurer</b>							
City Treasurer	799,287	5,000	211,470	-	-	-	1,015,757
Parking Violations Bureau	2,453,259	26,555	933,671	19,500	-	-	3,432,985
Total	3,252,546	31,555	1,145,141	19,500	-	-	4,448,742
<b>City Attorney</b>							
City Attorney	9,712,745	124,750	561,002	-	-	-	10,398,497
Real Estate	371,339	-	-	-	-	-	371,339
Total	10,084,084	124,750	561,002	-	-	-	10,769,836
Municipal Court Judges	12,096,682	139,850	1,483,834	-	-	-	13,720,366
Municipal Court Clerk	8,791,705	124,850	731,609	-	-	-	9,648,164
Civil Service	2,911,190	41,753	755,946	-	-	-	3,708,889
<b>Public Safety</b>							
Administration	1,174,572	6,242	4,502,292	-	-	255,000	5,938,106
Support Services	4,198,870	589,386	1,586,004	1,000	-	-	6,375,260
Police	216,580,303	4,260,373	15,201,735	225,000	97,200	3,180,753	239,545,364
Fire	167,877,058	3,891,026	9,438,198	22,500	-	145,285	181,374,067
Total	389,830,803	8,747,027	30,728,229	248,500	97,200	3,581,038	433,232,797
<b>Mayor's Office</b>							
Mayor	2,135,814	11,757	274,525	-	-	-	2,422,096
Community Relations	723,544	9,307	328,674	-	-	-	1,061,525
Equal Business Opportunity	825,075	5,430	288,131	-	-	-	1,118,636
Office of Education	655,414	4,000	1,171,908	250	-	-	1,831,572
Total	4,339,847	30,494	2,063,238	250	-	-	6,433,829
<b>Development</b>							
Administration	2,521,045	33,637	1,286,168	610,675	-	150,000	4,601,525
Econ. Development	425,589	16,050	680,505	3,320,514	-	-	4,442,658
Planning	1,282,865	15,734	206,135	-	-	-	1,504,734
Neighborhood Services	6,173,949	79,428	4,247,795	10,000	-	-	10,511,172
Housing	337,425	7,000	2,556,785	-	-	-	2,901,210
Total	10,740,873	151,849	8,977,388	3,941,189	-	150,000	23,961,299
<b>Finance and Management</b>							
Finance Administration	3,488,445	36,275	326,931	-	-	-	3,851,651
Financial Management	1,421,862	10,350	296,879	-	-	-	1,729,091
Facilities Management	5,122,117	420,067	10,520,729	15,750	-	250,000	16,328,663
Finance City-wide	-	-	-	-	-	3,650,000	3,650,000
Total	10,032,424	466,692	11,144,539	15,750	-	3,900,000	25,559,405
Human Resources	1,428,529	22,750	785,643	-	-	-	2,236,922
Health	-	-	-	-	-	20,415,543	20,415,543
Recreation and Parks	-	-	-	-	-	27,256,037	27,256,037
<b>Public Service</b>							
Administration	2,361,362	8,500	268,072	-	-	-	2,637,934
Refuse Collection	13,225,655	115,770	11,484,423	102,000	-	-	24,927,848
Fleet Management	-	-	-	-	4,000,000	-	4,000,000
Total	15,587,017	124,270	11,752,495	102,000	4,000,000	-	31,565,782
<b>Total General Fund</b>	<b>\$ 479,964,461</b>	<b>\$ 10,163,440</b>	<b>\$ 76,145,092</b>	<b>\$ 4,327,189</b>	<b>\$ 4,097,200</b>	<b>\$ 55,302,618</b>	<b>\$ 630,000,000</b>
<b>Safety Initiatives Fund</b>							
Fire	428,879	23,421	7,700	-	-	-	460,000
<b>Safety Staffing Contingency Fund</b>							
Fleet Management	-	-	-	-	1,000,000	-	1,000,000
<b>Total General-Related Funds</b>	<b>\$ 480,393,340</b>	<b>\$ 10,186,861</b>	<b>\$ 76,152,792</b>	<b>\$ 4,327,189</b>	<b>\$ 5,097,200</b>	<b>\$ 55,302,618</b>	<b>\$ 631,460,000</b>

# General Fund Summary

EXPENDITURE AND BUDGET SUMMARY GENERAL FUND 2004 - 2007				
	2004 ACTUAL	2005 ACTUAL	2006 PROJECTED	2007 PROPOSED
City Council	\$ 3,851,123	\$ 4,292,000	\$ 4,440,427	\$ 4,885,732
<b>City Auditor</b>				
City Auditor	4,402,564	4,030,136	4,134,781	4,299,207
Income Tax	6,127,522	6,532,497	7,120,408	7,857,450
Total	10,530,086	10,562,633	11,255,189	12,156,657
<b>City Treasurer</b>				
City Treasurer	846,274	877,134	898,459	1,015,757
Parking Violations Bureau	2,631,733	2,952,693	3,270,925	3,432,985
Total	3,478,007	3,829,827	4,169,384	4,448,742
<b>City Attorney</b>				
City Attorney	8,989,836	9,073,240	9,954,195	10,398,497
Real Estate	331,647	332,859	347,821	371,339
Total	9,321,483	9,406,099	10,302,016	10,769,836
Municipal Court Judges	11,719,710	11,879,067	12,695,137	13,720,366
Municipal Court Clerk	8,845,507	8,794,347	9,535,863	9,648,164
Civil Service	2,612,960	2,705,648	3,069,537	3,708,889
<b>Public Safety</b>				
Administration	12,383,267	12,365,115	12,191,784	5,938,106
Support Services	365,535	429,890	5,717,472	6,375,260
Police	206,992,481	214,392,500	229,449,478	239,545,364
Fire	156,890,544	163,572,961	171,519,048	181,374,067
Total	376,631,827	390,760,466	418,877,782	433,232,797
<b>Mayor's Office</b>				
Mayor	1,526,884	1,982,447	2,206,238	2,422,096
Community Relations	562,275	815,671	922,671	1,061,525
Equal Business Opportunity	891,518	899,290	985,488	1,118,636
Office of Education	698,300	673,823	786,562	1,831,572
Total	3,678,977	4,371,231	4,900,959	6,433,829
<b>Development</b>				
Administration	2,004,883	2,517,930	3,475,649	4,601,525
Economic Development	2,947,263	2,783,933	3,041,330	4,442,658
Planning	712,790	826,267	1,069,526	1,504,734
Neighborhood Services	8,789,373	9,335,456	10,191,653	10,511,172
Housing	1,991,297	2,293,092	2,606,667	2,901,210
Total	16,445,606	17,756,677	20,384,825	23,961,299
<b>Finance and Management</b>				
Finance Administration	1,592,708	2,034,887	2,828,833	3,851,651
Financial Management	1,010,862	1,272,233	1,451,604	1,729,091
Facilities Management	11,539,803	12,814,294	14,747,282	16,328,663
Finance City-wide	750,000	3,933,270	4,761,000	3,650,000
Total	14,893,373	20,054,685	23,788,719	25,559,405
Human Resources	1,518,914	1,682,760	2,017,670	2,236,922
<b>Technology</b>				
Telecommunications	444,774	397,637	-	-
Total	444,774	397,637	-	-
Health	17,004,073	18,313,429	20,093,916	20,415,543
Recreation and Parks	22,352,015	24,684,754	25,438,910	27,256,037
<b>Public Service</b>				
Administration	1,172,848	1,181,772	2,303,096	2,637,934
Refuse Collection	20,683,593	21,978,257	24,031,040	24,927,848
Fleet Management	1,467,630	2,702,495	275,230	4,000,000
Total	23,324,071	25,862,524	26,609,366	31,565,782
<b>Total General Fund</b>	<b>\$ 526,652,506</b>	<b>\$ 555,353,785</b>	<b>\$ 597,579,700</b>	<b>\$ 630,000,000</b>
Safety Initiatives Fund	-	-	-	460,000
Safety Staffing Contingency Fund	-	-	-	1,000,000
<b>Total General-Related Funds</b>	<b>\$ 526,652,506</b>	<b>\$ 555,353,785</b>	<b>\$ 597,579,700</b>	<b>\$ 631,460,000</b>

GENERAL FUND PERSONNEL SUMMARY (FTE'S) 2004 -2007				
	2004	2005	2006	2007
	Actual	Actual	Budgeted	Budgeted
City Council	31	33	35	34
<b>City Auditor</b>				
City Auditor	22	24	34	34
Income Tax	76	75	82	82
<b>Total</b>	<b>98</b>	<b>99</b>	<b>116</b>	<b>116</b>
<b>City Treasurer</b>				
City Treasurer	10	10	12	12
Parking Violations	34	35	38	38
<b>Total</b>	<b>44</b>	<b>45</b>	<b>50</b>	<b>50</b>
<b>City Attorney</b>				
City Attorney	112	103	119	119
Real Estate	7	7	7	7
<b>Total</b>	<b>119</b>	<b>110</b>	<b>126</b>	<b>126</b>
Municipal Court Judges	165	173	179	181
Municipal Court Clerk	149	153	172	172
Civil Service	30	30	32	35
<b>Public Safety</b>				
Administration	9	8	10	10
Support Services	7	6	56	56
Police- Non Uniformed	342	329	360	360
Police- Uniformed	1,842	1,860	1,864	1,874
Fire- Non Uniformed	36	43	48	48
Fire- Uniformed	1,546	1,532	1,527	1,540
<b>Total</b>	<b>3,782</b>	<b>3,778</b>	<b>3,865</b>	<b>3,888</b>
<b>Mayor's Office</b>				
Mayor	17	19	19	20
Community Relations	6	8	8	8
Equal Business Opportunity	11	11	11	10
Office of Education	4	4	4	7
<b>Total</b>	<b>38</b>	<b>42</b>	<b>42</b>	<b>45</b>
<b>Development</b>				
Administration	22	20	24	26
Economic Development	1	1	2	6
Neighborhood Services	81	81	83	81
Planning	8	7	15	15
Housing	4	4	4	5
<b>Total</b>	<b>116</b>	<b>113</b>	<b>128</b>	<b>133</b>
<b>Finance and Management</b>				
Administration	18	31	32	39
Financial Management	9	13	13	14
Facilities Management	82	79	85	81
<b>Total</b>	<b>109</b>	<b>123</b>	<b>130</b>	<b>134</b>
Human Resources	15	16	16	15
<b>Technology</b>				
Telecommunications	6	5	-	-
<b>Total</b>	<b>6</b>	<b>5</b>	<b>-</b>	<b>-</b>
<b>Public Service</b>				
Administration	16	15	43	32
Refuse Collection	206	217	223	212
<b>Total</b>	<b>222</b>	<b>232</b>	<b>266</b>	<b>244</b>
<b>Total General Fund</b>	<b>4,924</b>	<b>4,952</b>	<b>5,157</b>	<b>5,173</b>

Notes:

2004 and 2005 are year-end actuals

2006 and 2007 are budgeted, except elected officials, which are authorized



HUGH J. DORRIAN  
CITY AUDITOR  
614/645-7615



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

## CITY OF COLUMBUS OHIO

90 WEST BROAD STREET  
COLUMBUS, OHIO 43215

November 1, 2006

Mayor Coleman, President Habash, and  
Members of Council  
City Hall  
Columbus, Ohio

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

Available Resources for the City of Columbus General Operating Fund for calendar year 2007 are estimated to be \$630,000,000.

Included in the above amount is a December 31, 2006 carry over amount estimated at \$21,960,301.

There are no transfers from the City's Economic Stabilization (Rainy Day) Fund included above.

In addition to the above, the City will have estimated unencumbered balances in the following subfunds.

	<u>Rainy Day Fund</u>	<u>Anticipated Expenditure Fund*</u>	<u>Safety Staffing Contingency Fund</u>	<u>Job Growth Fund</u>	<u>Public Safety Initiative Fund</u>
	(in millions)				
2006, estimated	\$ 41.300	15.402	1.000	.666	1.191

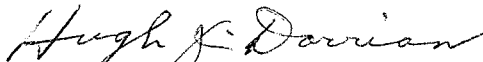
\*The Anticipated Expenditure Fund is reserved for accumulated payroll costs.

It should be noted that the General Operating Fund received the following transfers of funds from 2003-2006.

- In 2003: \$14.2 million from the Employee Benefits Fund and \$10.2 million from the Rainy Day Fund.
- In 2004: \$25.0 million from the Rainy Day Fund.
- In 2005: \$13.0 million from the Rainy Day Fund.
- In 2006: \$12.0 million from the Rainy Day Fund.

This information is intended to assist you in your 2007 budgetary deliberations. Please feel welcome to call me if you should have questions.

Very truly yours,

  
Hugh J. Dorrian  
City Auditor

HJD/jm  
Enclosures

City of Columbus  
General Fund  
Estimate of Available Resources  
For Calendar Year 2007

Taxes:			
Income tax (Note 1)	\$ 390,900,000		
Property tax (Note 2)	51,725,000		
Kilo Watt Hour tax equivalent (Note 3)	3,350,000		
Hotel-Motel Tax (Note 4)	<u>3,500,000</u>		
			449,475,000
Shared revenues:			
Local government funds via County (Note 5)	36,300,000		
Local government funds via State (Note 5)	7,560,000		
Local government revenue assistance funds via County (Note 5)	3,840,000		
Estate tax	8,000,000		
Liquor permit fees and other	<u>1,025,000</u>		
			56,725,000
Investment earnings (Note 6)			25,000,000
Charges for services			
Administrative charges to non-general fund divisions (Note 7)	20,700,000		
Parking meters, lots and permits	3,400,000		
Fire division including EMS fees (Note 8)	10,305,000		
Police division (Note 9)	6,000,000		
All other charges for services (Note 10)	<u>3,021,000</u>		
			43,426,000
Fines, forfeitures, and penalties:			
Municipal court (Note 11)	16,125,000		
Parking violations bureau (Note 11)	<u>5,700,000</u>		
			21,825,000
Licenses and permit fees:			
Safety and others (Note 12)			8,540,000
All other receipts (Note 13)			1,960,000
			<hr/>
Total estimated current revenues for calendar year 2007			606,951,000
Estimated unencumbered fund balance at December 31, 2006 (Note 14)			21,960,301
Estimated prior years' encumbrance cancellations			<u>1,088,699</u>
Total estimated available resources for calendar year 2007 exclusive of pending transfer legislation			<u>\$ 630,000,000</u>

City of Columbus  
General Fund  
Estimate of Available Resources  
For Calendar Year 2007  
(continued)

- Note 1 Income tax collections for 2007, after providing for refunds to taxpayers, are estimated at \$521.2 million. One fourth of the collections will be deposited to a debt service fund, more commonly known as the "income tax set-aside" fund. The remaining three fourths of the collections, approximately \$390.9 million, will be deposited to the City's General Fund.
- Note 2 The City's share of taxes collected in 2007 attributable to real, personal, and public utility properties is estimated at \$51.725 million, net of amounts retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as "rollbacks", are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.
- Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City's Division of Electricity. Known as the kilo watt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City's General Fund. The equivalency of the tax; since the tax is not actually levied; is transferred from the City's Electricity enterprise to the General Fund; estimated at \$3.350 million in 2007.
- Note 4 Chapter 371 of the Columbus City Code establishes the hotel/motel tax and directs its distribution. The distribution of the tax, is estimated, as follows:

<u>Designated Recipient</u>	<u>Tax Rate</u>	<u>% of Total</u>	<u>Estimated Amount</u>
General Fund of the City	1.25%	24.51%	\$ 3,500,000
Experience Columbus	1.50	29.41	4,200,000
Cultural services for community enrichment	1.50	29.41	4,200,000
Emergency Human Services Fund of the City	.42	8.24	1,176,000
Columbus/Franklin County Affordable Housing Trust Corporation	<u>.43</u>	<u>8.43</u>	<u>1,204,000</u>
Total	<u>5.10%</u>	<u>100.00%</u>	<u>\$ 14,280,000</u>

Experience Columbus, formerly the Greater Columbus Convention and Visitors Bureau, has annually sought an additional amount from the General Fund portion of the tax.

- Note 5 Local government funds represent portions of various State of Ohio taxes which are shared with local governments within the state. It is estimated that these shared taxes will provide \$36.300 million from the Undivided Local Government Fund and \$3.840 million from the Undivided Local Government Revenue Assistance Fund; Funds distributed via the counties. Approximately \$7.560 million will be received by the City directly from the state.
- Note 6 Investment earnings are initially deposited to the treasury investment-earnings fund. Pursuant to various ordinances and resolutions of Council, portions of these earnings are then allocated to the City's water, sewer, electricity and certain other funds. After such allocations, \$25.000 million is estimated to remain available for the General Fund.

City of Columbus  
 General Fund  
 Estimate of Available Resources  
 For Calendar Year 2007  
 (continued)

- Note 7 Administrative charges to non General Fund divisions represent certain operating costs initially borne by the General Fund and then partially allocated to other funds of the City. Ordinance No. 0085-2002, passed January 28, 2002, calls for an assessment rate of 4.5% of the revenues of the funds assessed; resulting in revenues to the General Fund of approximately \$20.7 million.
- Note 8 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$8.0 million for 2007. Also included and estimated at \$1.480 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$800,000 and other miscellaneous charges of \$25,000.
- Note 9 Police division charges for services, include charges for policing schools, auto impounding fees, sales of impounding autos and various other police services; a total of \$6.0 million.
- Note 10 All other charges for services in the total amount of \$3.021 million include amounts estimated from services provided others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$900,000), City Auditor (\$300,000), Communications (\$425,000), City Sealer (\$325,000), various general government charges (\$665,000) and miscellaneous other charges (\$406,000).
- Note 11 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$16.125 million. The City's Parking Violations Bureau, operated by the City Treasurer will collect approximately \$5.7 million in parking ticket fines.
- Note 12 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$1.990 million. Cable TV permits will produce approximately \$6.550 million.
- Note 13 All other receipts amounting to \$1.960 million include rental of real estate, expenditure refunds, damage claims receipts, concessions and other miscellaneous resources
- Note 14 The estimated unencumbered fund balance at December 31, 2006 is determined as follows:

Estimated available resources for 2006	\$	619,540,000
Less: 2006 Expenditures estimated by the Department of Finance		<u>597,579,699</u>
Estimated unencumbered fund balance at December 31, 2006	\$	<u><u>21,960,301</u></u>

Hugh J. Dorrian  
 City Auditor  
 November 1, 2006



## Community Development Block Grant Operating Fund

### 2007 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 2005 and 2006 were \$2,723,801 and \$3,098,261, respectively; the 2007 beginning year cash balance is projected to be \$3,621,353. The bulk of these carryover funds is contained within the restricted revolving loan fund.

The following table reflects the 2007 fund balance assumptions:

2007 CDBG FUND BALANCE SUMMARY	
Projected Unencumbered Cash Balance (January 1, 2007)	\$ 3,621,353
Plus Estimated 2007 Receipts	<u>9,708,281</u>
Total Estimated Available Resources	\$ 13,329,634
Less 2007 Recommended Operating Budget	(11,863,846)
Less Amount Needed for 27th Pay Period	<u>(193,245)</u>
Projected Available Balance (December 31, 2007)	<u><u>\$ 1,272,543</u></u>

### 2007 Revenues

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 52.3 percent of all CDBG revenue in 2007. Entitlement allocations vary by congressional legislative action and have trended downward in recent years: -8.25 percent in 2003, -2.67 percent in 2004, -5.4 percent in 2005 and -10.25 percent in 2006. As this document is being printed, Congress has not yet enacted the HUD spending bill for FY2007. Both the House and the Senate appropriation committee reflect modest increases in CDBG funding and so the city is projecting a 5 percent increase in entitlement funds for 2007. Should this prove to be too optimistic, the projected available cash at the end of the year is expected to be sufficient to absorb any short-fall.

Economic development loan repayments account for 7.5 percent of CDBG resources for 2007. Individual large loan payoffs have inflated these revenues in recent years.

Housing loan repayments are expected to be approximately 10 percent of CDBG resources in 2007.

Miscellaneous revenues include interest earnings on revolving loan funds (which must be remitted to HUD) and program income from activities such as the school's out program, loan repayments from the discontinued roof repair program, and environmental blight activities. Miscellaneous revenues are expected to account for 3 percent of CDBG resources in 2007.

Carryover and reprogrammed funds from prior years will provide approximately 27.2 percent of the 2007 available funding.

The following table summarizes CDBG revenues by type and year:

<b>CDBG REVENUE BY SOURCE AND YEAR</b>				
<b>REVENUE SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Estimated</b>	<b>2007 Proposed</b>
Entitlement	\$ 7,820,000	\$ 7,397,066	\$ 6,638,811	\$ 6,970,751
Economic Development Repayments	2,541,381	1,406,862	2,358,183	1,000,000
Housing Loan Repayments	1,237,910	1,329,887	1,723,508	1,338,897
Miscellaneous Receipts	464,369	872,451	279,221	398,633
Carryover, Reprogrammed funds	2,003,651	2,723,801	4,682,191	3,621,353
<b>TOTAL RESOURCES</b>	<b>\$ 14,067,310</b>	<b>\$ 13,730,067</b>	<b>\$ 15,681,914</b>	<b>\$ 13,329,634</b>
PERCENT CHANGE	-7.4%	-2.4%	14.2%	-15.0%

## 2007 Proposed Operating Budget

In 2007, CDBG activities are divided into four primary themes: affordable housing opportunity, neighborhood and target area revitalization, economic development and economic opportunity, and supportive services. All activities satisfy one of two basic federal mandates: the elimination of slum and blight or benefit to low and moderate income families and individuals. As part of the CDBG budget process the city solicits significant community input for developing priorities and the funding of activities.

The four primary themes and activities are further defined below:

### Affordable Housing Opportunity

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

The largest activities within affordable housing opportunity are the affordable housing opportunity fund which provides for housing rehabilitation, housing accessibility modifications and senior citizen home maintenance; the 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 are the fair housing services contract, the relocation and housing administrative staff, and the AIDS housing program. The affordable housing opportunity component includes a total of 12 activities totaling \$4,870,807, or 41 percent of the 2007 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 summer youth clean teams 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 \$1,869,394, or 15.7 percent of the 2007 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 7 activities totaling \$2,991,440, or 25.2 percent of the 2007 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 \$997,396, or 8.4 percent of the 2007 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 \$1,014,809, or 8.5 percent of the 2007 CDBG budget. Interest earnings payable to HUD are also included in the 2007 budget for \$120,000.

The following table summarizes the 2007 community development block grant fund recommended appropriation levels:

### 2007 CDBG PROPOSED OPERATING BUDGET

<u>DIVISION</u>	<u>PERSONNEL</u>	<u>SUPPLIES</u>	<u>SERVICES</u>	<u>OTHER</u>	<u>TOTAL</u>
Mayor's Office of Ed.	\$ 290,000	\$ 3,000	\$ 113,000	\$ -	\$ 406,000
Development - Admin.	780,843	3,000	3,750	-	787,593
Economic Development	865,370	5,200	2,152,559	-	3,023,129
Neighborhood Services	1,163,204	2,000	336,926	-	1,502,130
Planning	153,004	600	1,200	-	154,804
Housing	1,960,693	20,733	1,336,637	1,008,241	4,326,304
Finance & Management	486,622	3,250	453,014	120,000	1,062,886
Public Health	350,228	-	5,772	-	356,000
Recreation and Parks	175,405	1,807	66,288	1,500	245,000
<b>TOTAL</b>	<b>\$ 6,225,369</b>	<b>\$ 39,590</b>	<b>\$ 4,469,146</b>	<b>\$ 1,129,741</b>	<b>\$ 11,863,846</b>

**Special Revenue Funds**

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

**2007 Cash Balance Statement**

The municipal court computer fund is projected to begin 2007 with an unencumbered cash balance of \$1,878,588. 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 2007 is \$521,539; revenue for the Clerk of Courts is \$1,738,462.

<b>2007 MUNICIPAL COURT COMPUTER FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2007)	\$	1,878,588
Plus Estimated 2007 Receipts		2,260,001
Plus Estimated Encumbrance Cancellations		10,000
Total Estimated Available Resources	\$	4,148,589
Less 2007 Recommended Operating Budget		(2,124,863)
Less Amount Needed for 27th Pay Period		(37,500)
Projected Available Balance (December 31, 2007)	<b>\$</b>	<b>1,986,226</b>



**Street Construction Maintenance and Repair Fund**

**2007 Cash Balance Statement**

The street construction, maintenance and repair (SCMR) fund is projected to end 2007 with a fund balance of \$2,869,979, including a deduction of \$831,362 to be reserved for the 27<sup>th</sup> pay period. Revenue for the SCMR fund is expected to increase \$3.7 million over 2006. The majority of the increase is in capital reimbursements and street cleaning revenue. In 2007, nine Refuse Division employees previously charged to the general fund will be moved to the SCMR fund. Also, the new curb and bridge improvements program will begin in 2007. The six employees will be responsible for routine maintenance to the city's curbs and bridge decks at a reduced cost to the city.

<b>2007 STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2007)	\$ 4,922,665
Plus Estimated 2007 Receipts	43,541,594
Plus Estimated Encumbrance Cancellations	<u>100,000</u>
Total Estimated Available Resources	\$ 48,564,259
Less 2007 Recommended Operating Budget	(44,862,918)
Less Amount Needed for 27th Pay Period	(831,362)
Projected Available Balance (December 31, 2007)	<u><u>\$ 2,869,979</u></u>

**2007 Revenue Summary**

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2004 - 2007				
REVENUE SUMMARY	2004 Actual	2005 Actual	2006 Estimated	2007 Proposed
Charges for Services	\$ 881,693	\$ 820,838	\$ 549,390	\$ 937,612
Motor Vehicle Fuel Tax	17,256,865	20,249,785	23,166,100	23,741,106
Motor Vehicle License Tax	7,339,333	7,679,102	8,078,030	8,169,390
Traffic Signal Installation	2,665,175	2,242,233	2,000,000	2,000,000
Traffic Lane Lining	764,315	767,379	770,000	900,000
Right of Way	771,609	860,613	859,020	865,000
Refunds/ Damages/Sale of Assets	76,810	151,696	135,376	156,893
Street Cleaning	2,902,113	3,559,990	2,987,000	3,883,100
Miscellaneous Revenues	737,443	838,220	972,049	758,493
Capital Reimbursement	373,087	1,167,492	290,000	2,130,000
Insurance Adjustment	-			
Encumbrance Cancellations	423,980	143,679	100,000	100,000
Unencumbered Cash Balance	2,889,075	2,093,301	3,909,923	4,922,665
<b>TOTAL RESOURCES</b>	<b>\$ 37,081,498</b>	<b>\$ 40,574,328</b>	<b>\$ 43,816,888</b>	<b>\$ 48,564,259</b>
PERCENT CHANGE		<b>9.42%</b>	<b>7.99%</b>	<b>10.83%</b>



Revenue Notes:

- Motor vehicle fuel tax revenues will grow by 2.5 percent in 2007
- Right-of-way permit fees are estimated at \$865,000 in 2007
- In 2007, traffic signal installation revenues are estimated at \$2,000,000
- Traffic lane lining revenues are estimated to be \$900,000 in 2007
- Motor vehicle license tax revenues in 2007 will grow by 1.1 percent
- Capital reimbursements are estimated at \$2,130,000 in 2007

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

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2007 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues is at two and one half percent.
- Motor vehicle license tax revenue growth is projected at a little over one percent per year.
- 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, the director's office charges and refuse expenses assume three 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 2010, 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	Actual 2005	Estimated 2006	Proposed 2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Motor Vehicle Fuel Tax	\$ 20,249,784	\$ 23,166,100	\$ 23,741,106	\$ 24,330,384	\$ 24,934,291	\$ 25,553,188	\$ 26,187,449	\$ 26,837,454	\$ 27,503,595	\$ 28,186,272	\$ 28,885,895	\$ 29,602,885
Charges for Services	820,838	549,390	937,612	955,117	972,981	991,214	1,009,822	1,028,815	1,048,201	1,067,988	1,088,187	1,108,806
Motor Vehicle License Tax	7,679,102	8,078,030	8,169,390	8,263,281	8,358,252	8,454,318	8,551,490	8,649,781	8,749,204	8,849,773	8,951,501	9,054,401
Traffic Signal Installation	2,242,233	2,000,000	2,000,000	2,028,000	2,056,392	2,085,181	2,114,374	2,143,975	2,173,991	2,204,427	2,235,289	2,266,583
Traffic Lane Lining	767,379	770,000	900,000	912,600	925,376	938,332	951,468	964,789	978,296	991,992	1,005,880	1,019,962
Right of Way Permit Fees	860,613	859,020	865,000	873,650	882,387	891,210	900,122	909,124	918,215	927,397	936,671	946,038
Refunds/Damages/Sale of Assets	151,696	135,376	156,893	161,594	166,436	171,423	176,559	181,850	187,300	192,913	198,694	204,649
Miscellaneous Revenues	838,220	972,049	758,493	774,843	791,608	808,800	826,431	844,513	863,058	882,080	901,592	921,608
Capital Reimbursement	1,167,492	290,000	2,130,000	2,215,200	2,303,808	2,395,960	2,491,799	2,591,471	2,695,130	2,802,935	2,915,052	3,031,654
Street Cleaning Revenue	3,559,990	2,987,000	3,883,100	3,999,593	4,119,581	4,243,168	4,370,463	4,501,577	4,636,624	4,775,723	4,918,995	5,066,565
<b>TOTAL REVENUE</b>	<b>38,337,348</b>	<b>39,806,965</b>	<b>43,541,594</b>	<b>44,514,261</b>	<b>45,511,112</b>	<b>46,532,794</b>	<b>47,579,978</b>	<b>48,653,348</b>	<b>49,753,613</b>	<b>50,881,500</b>	<b>52,037,756</b>	<b>53,223,151</b>
Beginning Fund Balance	2,093,301	3,909,923	4,922,665	2,869,979	1,818,124	179,886	(2,113,590)	(5,138,871)	(8,981,132)	(13,735,167)	(19,506,515)	(26,412,726)
Encumbrance Cancellations	143,679	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL RESOURCES</b>	<b>40,574,328</b>	<b>43,816,888</b>	<b>48,564,259</b>	<b>47,484,240</b>	<b>47,429,235</b>	<b>46,812,680</b>	<b>45,566,387</b>	<b>43,614,477</b>	<b>40,872,482</b>	<b>37,246,333</b>	<b>32,631,240</b>	<b>26,910,424</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	18,886,968	19,093,757	21,416,525	22,059,021	22,720,791	23,402,415	24,104,488	24,827,622	25,572,451	26,339,624	27,129,813	27,943,708
Health Insurance	2,844,802	3,164,623	3,837,620	4,298,134	4,813,911	5,391,580	6,038,569	6,763,198	7,574,781	8,483,755	9,501,806	10,642,023
Director's Office Charges	1,765,070	1,938,075	2,472,442	2,546,615	2,623,014	2,701,704	2,782,755	2,866,238	2,952,225	3,040,792	3,132,016	3,225,976
27th Pay Period	-	-	831,362	-	-	-	-	-	-	-	-	-
Supplies & Materials	1,059,777	878,275	550,952	567,481	584,505	602,040	620,101	638,704	657,866	677,601	697,930	718,867
Contractual Services	1,402,062	1,231,855	1,473,554	1,517,761	1,563,294	1,610,193	1,658,498	1,708,253	1,759,501	1,812,286	1,866,654	1,922,654
Pro Rata	1,618,751	1,823,549	1,959,372	2,003,142	2,048,000	2,093,976	2,141,099	2,189,401	2,238,913	2,289,667	2,341,699	2,395,042
Technology	861,896	1,178,780	1,056,026	1,056,026	1,056,026	1,056,026	1,056,026	1,056,026	1,056,026	1,056,026	1,056,026	1,056,026
Fleet	2,581,617	2,900,000	3,347,135	3,447,549	3,550,976	3,657,505	3,767,230	3,880,247	3,996,654	4,116,554	4,240,050	4,367,252
Street Lighting	2,833,468	2,987,000	3,883,100	3,883,100	3,883,100	3,883,100	3,883,100	3,883,100	3,883,100	3,883,100	3,883,100	3,883,100
Landscape Services	1,853,301	1,940,000	1,980,000	2,039,400	2,100,582	2,163,599	2,228,507	2,295,363	2,364,224	2,435,150	2,508,205	2,583,451
311 Operations	-	254,798	245,000	252,350	259,921	267,718	275,750	284,022	292,543	301,319	310,359	319,669
Equipment	76,452	280,690	943,900	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Claims	20,607	239,958	89,100	89,100	89,100	89,100	89,100	89,100	89,100	89,100	89,100	89,100
Transfers	182,229	-	200,000	206,000	212,180	218,545	225,102	231,855	238,810	245,975	253,354	260,955
Refuse Expenditures	677,405	982,863	1,408,192	1,450,438	1,493,951	1,538,769	1,584,933	1,632,480	1,681,455	1,731,899	1,783,855	1,837,371
<b>TOTAL OPERATING EXPENSES</b>	<b>36,664,404</b>	<b>38,894,223</b>	<b>45,694,280</b>	<b>45,666,116</b>	<b>47,249,349</b>	<b>48,926,271</b>	<b>50,705,258</b>	<b>52,595,609</b>	<b>54,607,648</b>	<b>56,752,849</b>	<b>59,043,967</b>	<b>61,495,193</b>
Ending Fund Balance	\$ 3,909,923	\$ 4,922,665	\$ 2,869,979	\$ 1,818,124	\$ 179,886	\$ (2,113,590)	\$ (5,138,871)	\$ (8,981,132)	\$ (13,735,167)	\$ (19,506,515)	\$ (26,412,726)	\$ (34,584,769)

## Health Special Revenue Fund

### 2007 Cash Balance Statement

The health special revenue fund is projected to begin the year with a cash balance of \$1,023,337. Total available resources include the unencumbered cash balance, revenues deposited into the health special revenue fund, a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover the Health Department's operating expenditures.

<b>2007 HEALTH SPECIAL REVENUE FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2007)	\$	1,023,337
Plus Estimated 2007 Receipts		5,803,269
Plus General Fund Transfer		20,415,543
Plus Estimated Encumbrance Cancellations		150,000
Total Estimated Available Resources	\$	27,392,149
Less 2007 Recommended Operating Budget		27,392,149
Projected Available Balance (December 31, 2007)	<u>\$</u>	<u>-</u>



**2007 Revenue Summary**

HEALTH SPECIAL REVENUE				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2004-2007				
REVENUE SUMMARY	2004 Actual	2005 Actual	2006 Estimated	2007 Proposed
General Fund Transfer	\$ 17,004,073	\$ 18,313,429	\$ 20,093,916	\$ 20,415,543
Weed Mowing Assessments	-	-	-	-
Licenses and Permit Fees	1,907,958	1,989,623	2,098,683	2,241,959
Rental Of Real Estate	10,884	12,101	3,510	-
Health Inspections	6,330	8,340	8,500	9,500
Vital Statistics	1,087,316	1,153,794	1,294,500	1,315,500
Employee Assist. Program	312,783	321,334	333,000	333,000
Franklin Co. T.B. Clinic	341,373	-	-	-
CNHC Medical exams	291,432	-	-	-
Occupational Health & Safety	293,698	291,801	215,494	310,000
Miscellaneous Charges for Services	1,248,410	1,259,180	1,272,936	1,231,840
Miscellaneous Revenues and Refunds	34,855	15,926	173,953	261,470
Home Health Visits	263,703	86,329	85,000	100,000
Encumbrance Cancellations	704,735	343,133	395,000	150,000
Unencumbered Cash Balance	77,795	720,600	821,664	1,023,337
<b>TOTAL RESOURCES</b>	<b>\$ 23,585,345</b>	<b>\$ 24,515,590</b>	<b>\$ 26,796,156</b>	<b>\$ 27,392,149</b>
PERCENT CHANGE		3.94%	9.30%	2.22%

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 Public Health Department revenue sources. The general fund subsidy totaling \$20,415,543, representing 74 percent of Health's operating revenues, will increase by 1.6 percent in 2007.
- 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 2.2 percent above 2006 level. In 2007, total revenues, excluding the prior year unencumbered cash balance and estimated encumbrance cancellations, are projected to be \$26,218,812.

## Recreation and Parks Operation and Extension Fund

### 2007 Cash Balance Statement

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

<b>2007 RECREATION AND PARKS OPERATION AND EXTENSION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2007)	\$ -
Plus Estimated 2007 Receipts	6,033,478
Plus General Fund Transfer	27,256,037
Plus Estimated Encumbrance Cancellations	260,000
Total Estimated Available Resources	\$ 33,549,515
Less 2007 Recommended Operating Budget	(33,549,515)
Projected Available Balance (December 31, 2007)	<u>\$ -</u>





**2007 Revenue Summary**

RECREATION AND PARKS OPERATION AND EXTENSION FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2004-2007				
REVENUE SUMMARY	2004 Actual	2005 Actual	2006 Estimated	2007 Proposed
Adult Sports	\$ 856,672	\$ 792,138	\$ 789,330	\$ 811,000
Aquatics	102,785	87,567	85,703	84,400
Recreation Centers	751,948	630,218	759,738	751,200
Senior Citizen Centers	94,331	80,688	75,221	81,000
Other	2,572,362	2,748,063	3,292,284	2,905,000
Permits	565,365	636,805	711,057	760,988
Boat Docks and Stakes	180,280	174,845	169,910	167,890
CIP Reimbursement	266,535	-	425,000	425,000
Rent	89,836	35,132	37,000	37,000
Refunds	9,875	13,021	14,000	10,000
General Fund Transfer	22,355,703	24,663,754	25,438,910	27,256,037
Other Funds Transfer In	-	-	-	-
Encumbrance Cancellations	253,132	239,991	269,000	260,000
Unencumbered Cash Balance	143,286	238,865	297,002	-
<b>TOTAL RESOURCES</b>	<b>\$ 28,242,110</b>	<b>\$ 30,341,087</b>	<b>\$ 32,364,155</b>	<b>\$ 33,549,515</b>
PERCENT CHANGE		7.43%	6.67%	3.66%

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 2006 is \$27.3 million, which is 7.1 percent higher than the 2006 amount. This is mainly due to increased operating costs including personnel costs, projected natural gas expenditures, and fleet related expenses.
- Revenues come from adult sports leagues (softball, soccer, basketball, football and volleyball), recreation fees, gymnasium rentals, tree trimming, capital project management, and various other charges. Revenues are expected to be \$6.0 million.
- Tree trimming services in the right-of-way will be billed to the street construction maintenance and repair fund (SCMR) in 2007, generating estimated revenue of \$2 million.
- Other revenues from user fees, permits, and charges are projected at \$4,033,478 in 2007.

## Golf Course Operations Fund

### 2007 Cash Balance Statement

The golf course operations fund is projected to begin 2007 with an unencumbered cash balance of \$475,100 and end the year with a deficit balance of \$71,090. Revenues are generated from greens fees, golf cart rental fees and the sale of refreshments at the seven municipal golf courses. Ninety percent of greens fee revenues are deposited into this fund, while the remaining ten percent goes directly toward golf course debt retirement.

<b>2007 GOLF COURSE OPERATIONS FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2007)	\$ 475,100
Plus Estimated 2007 Receipts	4,550,000
Plus Estimated Encumbrance Cancellations	<u>327,926</u>
Total Estimated Available Resources	\$ 5,353,026
Less 2007 Recommended Operating Budget	(5,343,850)
Less Amount Needed for 27th Pay Period	(80,266)
Projected Available Balance (December 31, 2007)	<u><b>\$ (71,090)</b></u>



**2007 Revenue Summary**

<b>GOLF COURSE OPERATIONS FUND</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2004-2007</b>				
<b>REVENUE SUMMARY</b>	<b>2004</b> <b>Actual</b>	<b>2005</b> <b>Actual</b>	<b>2006</b> <b>Estimated</b>	<b>2007</b> <b>Proposed</b>
Airport Golf Course	\$ 711,903	\$ 698,173	\$ 781,890	\$ 781,890
Mentel Golf Course	845,303	857,534	919,270	919,270
Champions Golf Course	660,925	715,052	679,145	679,145
Raymond/Wilson Road	1,295,250	1,329,042	1,418,260	1,418,260
Turnberry Golf Course	691,860	677,345	514,970	514,970
Walnut Hill Golf Course	203,390	232,262	236,465	236,465
Donations	-	-	-	-
Miscellaneous Revenues	9,972	6,248	-	-
Insurance Adjustment	2,803	7,082	-	-
Workers Comp	-	-	-	-
Encumbrance Cancellations	247,120	174,839	97,000	327,926
Unencumbered Cash Balance	685,117	790,146	834,173	475,100
<b>TOTAL RESOURCES</b>	<b>\$ 5,353,643</b>	<b>\$ 5,487,723</b>	<b>\$ 5,481,173</b>	<b>\$ 5,353,026</b>
PERCENT CHANGE		2.50%	-0.12%	-2.34%

Revenue Notes:

- Revenue is directly related to weather conditions and difficult to project. Other factors that impact revenues include competition and the state of the economy.
- Total revenues for 2007 are estimated at \$4.55 million, the same level as 2006 projections. Projected encumbrance cancellations are \$327,926, and the total resources available for 2007 are estimated at \$5.35 million, a 2.34 percent decrease from total resources available in 2006.

## Development Services Fund

### 2007 Cash Balance Statement

In 2002, the city implemented a One Stop Shop initiative to provide coordinated, streamlined permitting and plan review for construction projects. The development services fund was established, into which all fees and charges associated with these services are deposited. During 2006 the Development Department enacted a 15 percent fee increase and the Public Service Department increased construction inspection service fees by \$7 per hour. A proposal for 2007 will increase the inspection fee by another \$9 per hour. The 2007 budget reflects the increased revenue from the new fees. Six full-time regular and 21 full-time limited additional positions are budgeted in the Transportation Division to provide construction inspection services for sewer and water projects. The costs of these inspections will be reimbursed from the capital improvements budgets of those divisions. The fund is projected to end 2007 with a negative unencumbered cash balance of \$879,755, including a deduction of \$718,608 to be reserved for the 27<sup>th</sup> pay period. In 2007, both departments will continue their efforts to balance the fund.

<b>2007 DEVELOPMENT SERVICES FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2007)	\$	(511,122)
Plus Estimated 2007 Receipts		27,088,600
Plus Estimated Encumbrance Cancellations		<u>35,000</u>
Total Estimated Available Resources	\$	26,612,478
Less 2007 Recommended Operating Budget		(26,773,625)
Less Amount Needed for 27th Pay Period		(718,608)
Projected Available Balance (December 31, 2007)	<u>\$</u>	<u><b>(879,755)</b></u>



## 2007 Revenue Summary

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

<b>DEVELOPMENT SERVICES FUND</b>				
<b>REVENUE BY SOURCE AND YEAR</b>				
<b>HISTORICAL AND PROJECTED</b>				
<b>2004-2007</b>				
<b>REVENUE SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Estimated</b>	<b>2007 Proposed</b>
Transportation Public Inspections	\$ 1,168,993	\$ 1,700,678	\$ 2,080,500	\$ 3,167,500
Transportation Private Inspections	3,148,548	3,287,201	2,709,000	4,028,000
Transportation Capital Inspections	2,666,373	2,696,629	2,211,000	4,698,000
Transportation Other	643,827	580,621	550,500	510,500
BSD Residential Construction	3,968,646	3,664,040	2,727,664	3,107,198
BSD Multi-Family Construction	1,529,012	2,622,406	2,002,147	2,194,527
BSD Commercial Construction	4,694,006	4,623,596	4,916,667	5,226,532
BSD Platting	444,353	412,099	148,593	206,043
BSD Zoning	2,625,290	2,637,316	2,245,183	2,527,568
BSD Application Verification	256,770	539,535	483,540	600,232
BSD Address Creation	338,430	108,390	68,364	332,500
BSD Demolition	151,633	127,994	98,597	-
BSD Engineering Plan Review	-	-	-	490,000
Unencumbered Cash Balance	3,944,282	2,493,010	2,042,320	(511,122)
Encumbrance Cancellations	68,688	102,249	50,000	35,000
<b>TOTAL RESOURCES</b>	<b>\$ 25,648,851</b>	<b>\$ 25,595,764</b>	<b>\$ 22,334,075</b>	<b>\$ 26,612,478</b>

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

A ten year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in ensuring the solvency of the fund and for maintaining an acceptable end-of-year balance. The major assumptions included in this pro forma are as follows:

- Revenues are increased by three percent in the years 2008-2016.
- 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.

DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT												
	Actual 2005	Estimated 2006	Proposed 2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
REVENUE SOURCE												
TRANSPORTATION:												
PUBLIC INSPECTIONS	\$ 1,700,678	\$ 2,080,500	\$ 3,167,500	\$ 3,262,525	\$ 3,360,401	\$ 3,461,213	\$ 3,565,049	\$ 3,672,001	\$ 3,782,161	\$ 3,895,625	\$ 4,012,494	\$ 4,132,869
PRIVATE INSPECTIONS	3,287,201	2,709,000	4,028,000	4,148,840	4,273,305	4,401,504	4,533,549	4,669,556	4,809,643	4,953,932	5,102,550	5,255,626
CAPITAL IMPROVEMENT INSPECTIONS	2,696,629	2,211,000	4,698,000	4,838,940	4,984,108	5,133,631	5,287,640	5,446,270	5,609,658	5,777,947	5,951,286	6,129,824
OTHER	580,621	550,500	510,500	525,815	541,589	557,837	574,572	591,809	609,564	627,851	646,686	666,087
BUILDING SERVICES:												
RESIDENTIAL CONSTRUCTION	3,664,040	2,727,664	3,107,198	3,200,414	3,296,426	3,395,319	3,497,179	3,602,094	3,710,157	3,821,462	3,936,105	4,054,189
MULTI-FAMILY CONSTRUCTION	2,622,406	2,002,147	2,194,527	2,260,363	2,328,174	2,398,019	2,469,959	2,544,058	2,620,380	2,698,991	2,779,961	2,863,360
COMMERCIAL CONSTRUCTION	4,623,596	4,916,667	5,226,532	5,383,328	5,544,828	5,711,173	5,882,508	6,058,983	6,240,753	6,427,975	6,620,814	6,819,439
PLATTING	412,099	148,593	206,043	212,224	218,591	225,149	231,903	238,860	246,026	253,407	261,009	268,839
ZONING	2,637,316	2,245,183	2,527,568	2,603,395	2,681,497	2,761,942	2,844,800	2,930,144	3,018,048	3,108,590	3,201,848	3,297,903
APPLICATION VERIFICATION	539,535	483,540	600,232	618,239	636,786	655,890	675,566	695,833	716,708	738,210	760,356	783,167
MAP ROOM/ ADDRESS CREATION	108,390	68,364	332,500	342,475	352,749	363,332	374,232	385,459	397,022	408,933	421,201	433,837
ENGINEERING PLAN REVIEW	-	-	490,000	504,700	519,841	535,436	551,499	568,044	585,086	602,638	620,717	639,339
DEMOLITION	127,994	98,597	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>23,000,505</b>	<b>20,241,755</b>	<b>27,088,600</b>	<b>27,901,258</b>	<b>28,738,296</b>	<b>29,600,445</b>	<b>30,488,458</b>	<b>31,403,112</b>	<b>32,345,205</b>	<b>33,315,561</b>	<b>34,315,028</b>	<b>35,344,479</b>
BEGINNING FUND BALANCE	2,493,010	2,042,320	(511,122)	(879,755)	(1,108,425)	(1,711,081)	(2,732,895)	(4,223,807)	(6,239,062)	(8,839,789)	(12,093,666)	(16,075,642)
ENCUMBRANCE CANCELLATIONS	102,249	50,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
<b>TOTAL RESOURCES</b>	<b>25,595,764</b>	<b>22,334,075</b>	<b>26,612,478</b>	<b>27,056,503</b>	<b>27,664,871</b>	<b>27,924,363</b>	<b>27,790,563</b>	<b>27,214,305</b>	<b>26,141,143</b>	<b>24,510,772</b>	<b>22,256,362</b>	<b>19,303,837</b>
EXPENDITURES												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	18,283,661	17,429,696	19,711,032	20,499,473	21,319,452	22,172,230	23,059,120	23,981,484	24,940,744	25,938,373	26,975,908	28,054,945
EMPLOYEE INSURANCE	2,130,355	2,171,832	2,128,818	2,384,276	2,670,389	2,990,836	3,349,736	3,751,705	4,201,909	4,706,138	5,270,875	5,903,380
27th PAY PERIOD	-	-	718,608	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	105,382	86,871	193,725	199,537	205,523	211,689	218,039	224,580	231,318	238,257	245,405	252,767
SERVICES	1,058,972	1,042,382	1,453,263	1,496,861	1,541,767	1,588,020	1,635,660	1,684,730	1,735,272	1,787,330	1,840,950	1,896,179
PRO RATA	723,898	708,367	829,460	1,255,557	1,293,223	1,332,020	1,371,981	1,413,140	1,455,534	1,499,200	1,544,176	1,590,502
TECHNOLOGY	880,184	923,611	1,618,624	1,618,624	1,618,624	1,618,624	1,618,624	1,618,624	1,618,624	1,618,624	1,618,624	1,618,624
FLEET	363,012	472,183	529,903	545,800	562,174	579,039	596,410	614,303	632,732	651,714	671,265	691,403
OTHER	7,980	10,255	64,800	64,800	64,800	64,800	64,800	64,800	64,800	64,800	64,800	64,800
CAPITAL OUTLAY	-	0	244,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>23,553,444</b>	<b>22,845,197</b>	<b>27,492,233</b>	<b>28,164,928</b>	<b>29,375,952</b>	<b>30,657,258</b>	<b>32,014,370</b>	<b>33,453,366</b>	<b>34,980,933</b>	<b>36,604,437</b>	<b>38,332,004</b>	<b>40,172,599</b>
<b>TOTAL EXPENSE</b>	<b>23,553,444</b>	<b>22,845,197</b>	<b>27,492,233</b>	<b>28,164,928</b>	<b>29,375,952</b>	<b>30,657,258</b>	<b>32,014,370</b>	<b>33,453,366</b>	<b>34,980,933</b>	<b>36,604,437</b>	<b>38,332,004</b>	<b>40,172,599</b>
ENDING UNENCUMBERED FUND BAL.	\$ 2,042,320	\$ (511,122)	\$ (879,755)	\$ (1,108,425)	\$ (1,711,081)	\$ (2,732,895)	\$ (4,223,807)	\$ (6,239,062)	\$ (8,839,789)	\$ (12,093,666)	\$ (16,075,642)	\$ (20,868,762)



## Internal Service Funds

### Employee Benefits Fund

#### 2007 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.

2007 EMPLOYEE BENEFITS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2007)	\$ -
Plus Estimated 2007 Receipts	<u>2,344,709</u>
Total Estimated Available Resources	\$ 2,344,709
Less 2007 Recommended Operating Budget	(2,344,709)
Projected Available Balance (December 31, 2007)	<u><u>\$ -</u></u>

#### Revenue Notes:

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

## Print Services Fund

### 2007 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 2007 with an unencumbered cash balance of \$29,121 and is projected to end the year with a balance of \$32,280, including a deduction for the amount necessary to be reserved for the 27<sup>th</sup> pay period. Revenue receipts for 2007 are projected to be at the same level as 2006 receipts.

<b>2007 PRINT SERVICES FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2007)	\$	29,121
Plus Estimated 2007 Receipts		251,500
Plus Estimated Encumbrance Cancellations		4,000
Total Estimated Available Resources	\$	284,621
Less 2007 Recommended Operating Budget		(248,735)
Less Amount Needed for 27th Pay Period		(3,606)
Projected Available Balance (December 31, 2007)	<b>\$</b>	<b>32,280</b>

## Land Acquisition Fund

### 2007 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2007 revenue estimate is based on a projection of 4,200 hours of services billed at a rate of \$190 per hour. This hourly rate became effective November 5, 2005, and reflects the fact that the division reviews its rate periodically and increases it when necessary to fully recover costs. The land acquisition fund is projected to end 2007 with a positive unencumbered cash balance of \$32,183, including a deduction of \$23,000 to be reserved for the 27<sup>th</sup> pay period.

<b>2007 LAND ACQUISITION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2007)	\$ 51,030
Plus Estimated 2007 Receipts	798,000
Plus Estimated Encumbrance Cancellations	10,000
Total Estimated Available Resources	<u>\$ 859,030</u>
Less 2007 Recommended Operating Budget	(803,847)
Less Amount Needed for 27th Pay Period	(23,000)
Projected Available Balance (December 31, 2007)	<u><u>\$ 32,183</u></u>

## Technology Services Fund

### 2007 Cash Balance Statement

The technology services fund is projected to end 2007 with an unencumbered cash balance of \$446,286, including a deduction for the amount necessary to be reserved for the 27<sup>th</sup> pay period.

<b>2007 TECHNOLOGY SERVICES FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2007)	\$ 915,111
Plus Estimated 2007 Receipts	30,744,433
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 31,659,544</u>
Less 2007 Recommended Operating Budget	(30,744,433)
Less Amount Needed for 27th Pay Period	(468,825)
Projected Available Balance (December 31, 2007)	<u><u>\$ 446,286</u></u>

### Technology Services Fund Pro Forma Operating Statement

In order to fully recover the costs of information technology services in 2007, the Department of Technology will continue to use a charge-back methodology utilizing a rate model that was implemented in 2004. In conjunction with the model for cost recovery, the Department of Technology will continue to use a time and attendance reporting system for many of its services. In 2007, the Department of Technology and the Department of Finance and Management will strive to research other applications that will upgrade the rate model to one which better tracks and recovers the true cost to provide services of a technology organization to agencies.

A pro forma operating statement for the ten-year period beginning in 2007 follows this section. It represents the Technology Director's Office and the Division of Information Services' revenues and expenditures for that period. The major assumptions included are as follows:

- Administrative, telephone services, mailroom, government television channel and interconnect costs in 2007 are built into the hourly rates for all services.
- Total billable hours for all services are projected to be 63,858 for 2007.
- Hourly rates budgeted in 2007 for each service category are as follows: desktop support \$164.30; server system administration \$325.65; application maintenance \$197.93; account management \$182.01.
- Network connectivity is billed as a shared cost. Help desk and web services are billed on the basis of availability. Production services are based on volume.



- The Department of Technology, Information Services Division's internal service fund incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license, enterprise-wide network management software, data center renovations, hardware upgrades and mass storage, software upgrade (Accela), telephony upgrade, and other similar projects.
- In 2007, operating expenditures include \$5.8 million for the transition of Department of Public Utilities technology staff, supplies, services and equipment to the Department of Technology.
- Operating expenditures for 2007 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 2007 and beyond are as follows:

### **Administration**

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

### **Applications Programming**

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

### **Productions Service**

Provides continuous operation and maintenance of the city's computer systems, related peripheral equipment, data communications systems and post report printing operations. Includes maintenance and support of city mainframe equipment, lease of and maintenance on high-volume printers and Unix software licensing and maintenance.

### **Help Desk**

Centralized help desk offers first level, technical assistance to user agencies, citywide.

### **Desktop Support**

Deploys and maintains the city's desktop computer systems in a manner that ensures high availability to city employees.

### **Systems Administration**

Includes funding for enterprise system management, NT and Unix system administration, account maintenance and hardware and software upgrades. Systems administration budget includes Windows NT support.

### **Security**

Provides enterprise security management through infrastructure security and intrusion detection. Security budget includes security maintenance and anti-virus software.

### **311 Support**

Maintain systems and applications for the city's 311 call center.

### **Mailroom Services**

Provides sorting and distribution of City of Columbus mail and funding for postage related to citywide mail processing.

### **Telephone Services**

Coordinates telephone services, training and consulting for all city agencies.

### **GIS Section**

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

### **Metronet**

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

### **Data Center**

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

### **Oracle Services**

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.

**Government Television Channel**

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

**Interconnect**

Design, oversight and installation of the city-owned fiber optic cabling plant. Provides preventive maintenance and repair of outside fiber optic.

# Internal Service Funds

Information Services Division Pro Forma Operating Statement												
	Actual 2005	Estimate 2006	Proposed 2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Operating Revenue:</b>												
Data Center Revenue	\$ 14,702,038	\$ 15,545,240	\$ 18,605,299	\$ 20,200,680	\$ 21,354,840	\$ 22,121,051	\$ 22,551,368	\$ 23,322,582	\$ 23,190,088	\$ 24,049,348	\$ 25,408,262	\$ 26,239,101
Postage Revenue	1,380,041	1,557,812	1,744,352	1,810,637	1,879,442	1,950,860	2,024,993	2,101,943	2,181,817	2,264,726	2,350,785	2,440,115
Direct Bill Items	3,252,724	4,609,823	10,394,782	10,789,784	11,199,795	11,625,388	12,067,152	12,525,704	13,001,681	13,495,745	14,008,583	14,540,909
Telephone Services Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	124,578	100,000	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>19,459,381</b>	<b>21,812,875</b>	<b>30,744,433</b>	<b>32,801,101</b>	<b>34,434,077</b>	<b>35,697,299</b>	<b>36,643,513</b>	<b>37,950,229</b>	<b>38,373,585</b>	<b>39,809,819</b>	<b>41,767,630</b>	<b>43,220,125</b>
Worker Comp Refund	-	-	-	-	-	-	-	-	-	-	-	-
Insurance/Postage Refund	-	-	-	-	-	-	-	-	-	-	-	-
Encumbrance Cancellations	150,233	50,000	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Transfer/Non Billings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>19,609,614</b>	<b>21,862,875</b>	<b>30,744,433</b>	<b>32,851,101</b>	<b>34,484,077</b>	<b>35,747,299</b>	<b>36,693,513</b>	<b>38,000,229</b>	<b>38,423,585</b>	<b>39,859,819</b>	<b>41,817,630</b>	<b>43,270,125</b>
Beginning Fund Balance	411,374	2,358,446	915,111	446,286	446,286	446,286	446,286	446,286	446,286	446,286	446,286	446,286
<b>Total Resources</b>	<b>20,020,989</b>	<b>24,221,321</b>	<b>31,659,544</b>	<b>33,297,387</b>	<b>34,930,364</b>	<b>36,193,585</b>	<b>37,139,799</b>	<b>38,446,516</b>	<b>38,869,871</b>	<b>40,306,105</b>	<b>42,263,916</b>	<b>43,716,412</b>
<b>Operating Expenses</b>												
Personnel	8,182,971	9,684,472	-	-	-	-	-	-	-	-	-	-
Supplies	327,618	425,159	-	-	-	-	-	-	-	-	-	-
Services	4,247,124	5,676,768	-	-	-	-	-	-	-	-	-	-
Other	3,812	-	-	-	-	-	-	-	-	-	-	-
Equipment	79,451	258,229	-	-	-	-	-	-	-	-	-	-
Administration*	-	-	2,604,584	2,703,558	2,806,293	2,912,933	3,023,624	3,138,522	3,257,786	3,381,581	3,510,081	3,643,465
Applications Programming	-	-	2,436,994	2,529,600	2,625,725	2,725,502	2,829,071	2,936,576	3,048,166	3,163,996	3,284,228	3,409,029
Computer Operations	-	-	1,404,055	1,457,409	1,512,791	1,570,277	1,629,947	1,691,885	1,756,177	1,822,912	1,892,182	1,964,085
Security	-	-	250,688	260,214	270,102	280,366	291,020	302,079	313,558	325,473	337,841	350,679
Help Desk	-	-	631,501	655,498	680,407	706,262	733,100	760,958	789,875	819,890	851,046	883,385
Desktop Support	-	-	1,961,968	2,036,512	2,113,900	2,194,228	2,277,609	2,364,158	2,453,996	2,547,248	2,644,043	2,744,517
Systems Administration	-	-	1,335,930	1,386,695	1,439,390	1,494,087	1,550,862	1,609,795	1,670,967	1,734,464	1,800,373	1,868,787
Account Management	-	-	588,815	611,190	634,415	658,523	683,547	709,522	736,483	764,470	793,520	823,673
Oracle Services	-	-	-	-	-	-	-	-	-	-	-	-
Web Support	-	-	729,335	757,050	785,818	815,679	846,674	878,848	912,244	946,910	982,892	1,020,242
311 Support	-	-	270,487	280,766	291,435	302,509	314,004	325,937	338,322	351,178	364,523	378,375
Metronet	-	-	1,037,423	1,076,845	1,117,765	1,160,240	1,204,329	1,250,094	1,297,597	1,346,906	1,398,089	1,451,216
Mailroom Services	-	-	1,744,352	1,810,637	1,879,442	1,950,860	2,024,993	2,101,943	2,181,817	2,264,726	2,350,785	2,440,115
Telephone Services	-	-	137,559	142,786	148,212	153,844	159,690	165,758	172,057	178,595	185,382	192,427
Interconnect	-	-	725,305	752,867	781,476	811,172	841,996	873,992	907,204	941,677	977,461	1,014,605
Government Television Channel	-	-	712,122	739,183	767,272	796,428	826,692	858,106	890,715	924,562	959,695	996,163
GIS Section	-	-	413,246	428,949	445,249	462,169	479,731	497,961	516,884	536,525	556,913	578,076
Technology Director's Office	833,112	990,669	983,875	1,021,262	1,060,070	1,100,353	1,142,166	1,185,569	1,230,620	1,277,384	1,325,924	1,376,309
Direct Bill Items to Other Fund Agencies	3,252,724	4,609,823	10,394,782	10,789,784	11,199,795	11,625,388	12,067,152	12,525,704	13,001,681	13,495,745	14,008,583	14,540,909
Net Change in Encumbrances	-	-	-	-	-	-	-	-	-	-	-	-
27th pay period	-	-	468,825	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>16,926,812</b>	<b>21,645,020</b>	<b>28,831,836</b>	<b>29,440,805</b>	<b>30,559,556</b>	<b>31,720,819</b>	<b>32,926,210</b>	<b>34,177,406</b>	<b>35,476,148</b>	<b>36,824,241</b>	<b>38,223,562</b>	<b>39,676,058</b>
Existing Debt	735,730	1,661,190	2,116,372	1,783,246	1,514,696	1,202,730	558,328	471,573	454,088	6,603	6,318	6,318
New Debt	-	-	265,050	1,627,050	2,409,825	2,823,750	3,208,975	3,351,250	2,493,350	3,028,975	3,587,750	3,587,750
<b>Total Expenses</b>	<b>17,662,541</b>	<b>23,306,210</b>	<b>31,213,258</b>	<b>32,851,101</b>	<b>34,484,077</b>	<b>35,747,299</b>	<b>36,693,513</b>	<b>38,000,229</b>	<b>38,423,585</b>	<b>39,859,819</b>	<b>41,817,630</b>	<b>43,270,125</b>
Annual Surplus/Deficit	1,947,073	(1,443,335)	(468,825)	-	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ 2,358,446</b>	<b>915,111</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>	<b>\$ 446,286</b>



## Fleet Management Fund

### 2007 Cash Balance Statement

The fleet management services fund is projected to end 2007 with a negative unencumbered cash balance of \$573,858, including a deduction of \$275,000 to be reserved for the 27<sup>th</sup> pay period.

<b>2007 FLEET MANAGEMENT SERVICES FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2007)	\$ (621,101)
Plus Estimated 2007 Receipts	28,351,742
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	\$ 27,830,641
Less 2007 Recommended Operating Budget	(28,129,499)
Less Amount Needed for 27th Pay Period	(275,000)
Projected Available Balance (December 31, 2007)	<b>\$ (573,858)</b>

## 2007 Revenue Summary

The Fleet Management Division recovers its costs by billing user divisions for services provided. The revenue includes a \$69 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 \$27,830,641 in 2007, an increase of 11.4 percent over the 2006 projection.

<b>FLEET MANAGEMENT</b>				
<b>REVENUE BY SOURCE AND YEAR</b>				
<b>HISTORICAL AND PROJECTED</b>				
<b>2004-2007</b>				
<b>REVENUE SUMMARY</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Estimated</b>	<b>2007 Proposed</b>
Public Safety	\$ 8,388,302	\$ 9,866,490	\$ 11,667,625	\$ 12,361,657
Refuse Collection	4,995,624	5,511,749	6,342,428	6,599,844
Other General Fund	202,363	1,239,099	971,781	1,429,745
Other Funds	5,783,495	5,695,296	6,724,563	7,881,496
Refunds/Miscellaneous	67,742	287,956	65,711	79,000
Insurance Adjustment	-	-	-	-
Unencumbered Cash Balance	214,105	(121,409)	(884,153)	(621,101)
Encumbrance Cancellations	124,405	85,407	100,000	100,000
Bond Proceeds	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 19,776,036</b>	<b>\$ 22,564,588</b>	<b>\$ 24,987,955</b>	<b>\$ 27,830,641</b>
PERCENT CHANGE		14.10%	10.74%	11.38%

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

A pro forma operating statement for the ten-year period beginning in 2007 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 2007.
- 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 the new fleet facility began in 1999. \$20 million in debt was issued in December 2005 for costs associated with design services, land acquisition and construction of the new facility. An additional \$7,000,000 in debt will be issued in November 2006 for further costs associated with construction of the facility.
- The recovery rates in the pro forma are adjusted as necessary in order for the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a 5.2 percent increase in revenues in 2008 and a 1 percent increase in 2009 as necessary to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.



DIVISION OF FLEET MANAGEMENT PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2005	Estimated 2006	Proposed 2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
				5.20%	1.00%	2.90%	3.20%	3.00%	3.25%	3.45%	3.45%	3.45%
<b>MAINTENANCE SERVICE CHARGES</b>												
Public Safety	\$ 9,866,490	\$ 11,667,625	\$ 12,361,657	\$ 13,004,463	\$ 13,134,508	\$ 13,515,409	\$ 13,947,902	\$ 14,366,339	\$ 14,833,245	\$ 15,344,992	\$ 15,874,394	\$ 16,422,060
Refuse Collection	5,511,749	6,342,428	6,599,844	6,943,036	7,012,466	7,215,828	7,446,734	7,670,136	7,919,416	8,192,636	8,475,281	8,767,679
Other General Fund Divisions	1,239,098	971,781	1,429,745	1,504,092	1,519,133	1,563,188	1,613,210	1,661,606	1,715,608	1,774,796	1,836,027	1,899,370
Other Funds	5,695,296	6,724,563	7,881,496	8,291,334	8,374,247	8,617,100	8,892,848	9,159,633	9,457,321	9,783,599	10,121,133	10,470,312
State Highway Fuel Tax Refund	49,705	50,000	70,000	50,000	50,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
Miscellaneous Revenues	238,251	15,711	9,000	9,270	9,548	9,835	10,130	10,433	10,746	11,069	11,401	11,743
Insurance Refund												
Bond Proceeds												
<b>TOTAL REVENUE</b>	<b>22,600,590</b>	<b>25,772,108</b>	<b>28,351,742</b>	<b>29,802,195</b>	<b>30,099,902</b>	<b>31,016,359</b>	<b>32,005,822</b>	<b>32,963,147</b>	<b>34,031,336</b>	<b>35,202,091</b>	<b>36,413,236</b>	<b>37,666,164</b>
Beginning Fund Balance	(121,409)	(884,153)	(621,101)	(573,858)	2,534	6,076	12,737	14,999	18,251	28,765	92,243	187,711
Encumbrance Cancellations	85,407	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL RESOURCES</b>	<b>22,564,588</b>	<b>24,987,955</b>	<b>27,830,641</b>	<b>29,328,337</b>	<b>30,202,436</b>	<b>31,122,435</b>	<b>32,118,560</b>	<b>33,078,146</b>	<b>34,149,587</b>	<b>35,330,856</b>	<b>36,605,479</b>	<b>37,953,875</b>
<b>EXPENDITURES</b>												
<b>Operations and Maintenance</b>												
Personnel Services	6,193,463	6,507,893	6,994,893	7,204,740	7,420,882	7,643,508	7,872,814	8,108,998	8,352,268	8,602,836	8,860,921	9,126,749
Health Insurance	1,003,676	1,148,916	1,225,466	1,372,522	1,537,225	1,721,691	1,928,294	2,159,690	2,418,853	2,709,115	3,034,209	3,398,314
Materials & Supplies	12,185,963	13,285,616	13,231,290	13,628,229	14,037,076	14,458,188	14,891,933	15,338,691	15,798,852	16,272,818	16,761,002	17,263,832
Services	3,291,537	3,326,645	3,778,240	3,891,587	4,008,335	4,128,585	4,252,442	4,380,016	4,511,416	4,646,759	4,786,161	4,929,746
Other Disbursements	58,464	11,100	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Capital	7,260	69,925	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
Reserve for 27th Pay Period	-	-	275,000	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operations &amp; Maintenance</b>	<b>22,740,363</b>	<b>24,350,095</b>	<b>25,589,889</b>	<b>26,184,628</b>	<b>27,093,693</b>	<b>28,044,854</b>	<b>29,041,152</b>	<b>30,085,933</b>	<b>31,182,883</b>	<b>32,336,067</b>	<b>33,549,969</b>	<b>34,829,547</b>
Director's Office	434,955	456,914	602,194	620,260	638,868	658,034	677,775	698,108	719,051	740,623	762,841	785,727
<b>Debt Service</b>												
Principal	255,285	30,000	1,030,000	1,380,000	1,380,000	1,380,000	1,414,800	1,374,300	1,374,300	1,374,300	1,374,300	1,024,300
Interest	18,138	772,047	1,182,416	1,140,916	1,083,798	1,026,810	969,834	901,553	844,588	787,623	730,658	525,908
<b>Total Debt Service</b>	<b>273,423</b>	<b>802,047</b>	<b>2,212,416</b>	<b>2,520,916</b>	<b>2,463,798</b>	<b>2,406,810</b>	<b>2,384,634</b>	<b>2,275,853</b>	<b>2,218,888</b>	<b>2,161,923</b>	<b>2,104,958</b>	<b>1,550,208</b>
<b>TOTAL EXPENSES</b>	<b>23,448,741</b>	<b>25,609,056</b>	<b>28,404,499</b>	<b>29,325,803</b>	<b>30,196,359</b>	<b>31,109,698</b>	<b>32,103,561</b>	<b>33,059,894</b>	<b>34,120,823</b>	<b>35,238,612</b>	<b>36,417,768</b>	<b>37,165,481</b>
<b>ENDING FUND BALANCE</b>	<b>\$ (884,153)</b>	<b>\$ (621,101)</b>	<b>\$ (573,858)</b>	<b>\$ 2,534</b>	<b>\$ 6,076</b>	<b>\$ 12,737</b>	<b>\$ 14,999</b>	<b>\$ 18,251</b>	<b>\$ 28,765</b>	<b>\$ 92,243</b>	<b>\$ 187,711</b>	<b>\$ 788,393</b>



## Enterprise Funds

### Sewerage and Drainage Operating Fund

#### 2007 Cash Balance Statement

The fund will begin 2007 with a cash balance of \$46.1 million. This does not include \$8.0 million which has been set aside as a reserve.

<b>2007 SEWERAGE AND DRAINAGE OPERATING FUND BALANCE SUMMARY</b>		
Cash Balance (January 1, 2007)	\$	46,111,976
Plus Estimated 2007 Receipts		201,338,321
Total Estimated Available Resources	\$	247,450,297
Less 2007 Recommended Operating Budget (Sewers/Drains)		(182,944,150)
Less 2007 Recommended Operating Budget (Administration)		(3,987,063)
Less 2007 Recommended Operating Budget (Operational Support)		(10,895,573)
Less Amount Needed for 27th Pay Period		(1,411,775)
Projected Available Balance (December 31, 2007)	\$	<u>48,211,736</u>
<b>Note: Cash Balance at January 1, 2007 does not include reserve fund balance of \$8 million</b>		

#### 2007 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.

## 2007 Revenue Summary

SEWERAGE AND DRAINAGE				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2004-2007				
REVENUE SUMMARY	2004 Actual	2005 Actual	2006 Estimated	2007 Proposed
Service Charges:				
Standard Strength	\$ 110,539,339	\$ 120,631,673	\$ 127,612,464	\$ 146,073,734
Extra Strength	7,465,065	7,259,015	7,942,924	9,092,000
Wet Weather Charges	-	-	6,888,797	21,300,908
System Capacity Charges	8,052,121	9,152,682	10,962,718	11,072,345
Investment Income	680,250	1,173,810	3,313,663	1,748,057
Storm Maintenance Reimbursement	8,444,385	7,211,361	8,755,000	9,017,650
Other (Includes refunds)	2,593,525	2,820,875	2,878,127	3,033,627
Beginning Year Cash Balance	65,561,622	51,778,648	42,157,518	46,111,976
<b>TOTAL RESOURCES</b>	<b>\$ 203,336,307</b>	<b>\$ 200,028,064</b>	<b>\$ 210,511,211</b>	<b>\$ 247,450,297</b>
PERCENT CHANGE		-1.63%	5.24%	17.55%

Revenue Notes:

- The department is requesting, with the support of the Sewer and Water Advisory Board, a 19.69 percent increase in revenues in 2007. With this increase, revenues, excluding the beginning balance, will total \$201.3 million in 2007 or nearly \$33 million more than the 2006 projection. Approximately \$32.6 million of this total is attributable to increased rates.
- System capacity fees are assumed to grow by a modest one percent, representing growth in the system.
- The interest income projection is based on the amount of cash assumed to be available in each year for capital projects. For the purposes of projection, an interest rate of two percent is assumed.
- A sewer surcharge, based upon impervious cover, is proposed to fund consent order projects.
- A low income discount of at least 15 percent is proposed for the commodity portion of the bill for qualified customers.

## **Sewer Pro Forma Operating Statement**

Presented below is a ten-year pro forma operating statement for the sewerage system enterprise operating fund, reflecting sanitary sewer operations only. A separate pro forma statement for storm sewer operations is presented later in this document. Represented is a projection of the sewerage and drainage operating fund revenues and expenditures on a cash basis for the period 2006 through 2017 given certain assumptions as outlined below. The pro forma operating statement is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended various sewer rate increases to produce 19.69 percent more revenue for 2007.
- Sanitary sales growth is projected at one percent per year from 2007 throughout the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually, representing growth in the system.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the Division of Operational Support (DOS). Currently, the percentage of the DOS budget for which each enterprise division is responsible is dependant upon the size of each division's customer base.
- Equipment costs in 2007 and beyond include an annual allotment to the EPA-mandated capital replacement fund.
- Included in the operations and maintenance budget is \$8.65 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- Proposed new debt is issued in the form of bonds at 5.0 percent in 2007, and 5.5 percent thereafter. The 2007 – 2012 capital improvement plan includes over \$265.8 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 2007 – 2012 capital improvement plan includes over \$657 million in OWDA-funded projects.

- The Division of Sewerage and Drainage's capital improvements plan has been reduced by ten percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.

**SEWERAGE SYSTEM ENTERPRISE FUND**  
**PRO FORMA OPERATING STATEMENT FOR YEARS 2006 - 2016**  
 IN DOLLARS - 000'S OMITTED

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>BEGINNING CASH BALANCE</b>	\$ 40,290	\$ 46,112	\$ 48,212	\$ 42,053	\$ 18,695	\$ 28,518	\$ 26,991	\$ 25,944	\$ 20,772	\$ 26,686	\$ 34,475
<b>UTILITY REVENUES</b>											
Sewer Sales	\$ 135,555	\$ 136,911	\$ 159,325	\$ 185,544	\$ 216,222	\$ 250,013	\$ 252,513	\$ 242,680	\$ 245,107	\$ 247,558	\$ 262,133
Sewer Sales Increase	-	18,255	21,243	24,739	27,028	-	(10,521)	-	-	10,315	-
Wet Weather	6,889	6,910	21,559	36,540	38,078	50,291	50,972	54,686	55,742	-	-
Wet Weather Increase	-	14,391	14,544	1,082	11,611	72	3,059	388	10,570	1,017	5,361
Interest Income	3,314	1,748	2,459	1,118	3,345	916	883	949	3,212	-	-
System Capacity Charge	10,963	11,072	11,183	11,295	11,408	11,522	11,637	11,754	11,871	11,990	12,110
Other	2,878	3,034	3,119	3,132	3,190	3,249	3,281	3,344	3,408	3,440	3,508
Reimbursement from Stormwater Fund	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768	11,091	11,423	11,766
Transfer	1,867	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	170,221	201,338	242,719	273,018	320,735	326,212	322,278	324,568	341,001	285,742	294,878
<b>TOTAL RESOURCES</b>	\$ 210,511	\$ 247,450	\$ 290,931	\$ 315,070	\$ 339,430	\$ 354,730	\$ 349,269	\$ 350,512	\$ 361,773	\$ 312,428	\$ 329,353
<b>UTILITY EXPENSE OPERATIONS &amp; MAINTENANCE</b>											
Personnel	29,150	31,240	32,177	33,142	34,136	35,160	36,215	37,302	38,421	39,573	40,760
27th Pay Period	-	1,412	-	-	-	-	-	-	-	-	-
Insurances	4,314	5,022	5,373	5,749	6,152	6,582	7,043	7,536	8,064	8,628	9,232
Supplies & Materials	6,345	6,133	6,316	6,506	6,701	6,902	7,109	7,323	7,542	7,768	8,002
Pro Rata	7,826	8,650	10,499	11,852	13,986	14,220	14,030	14,119	14,844	15,440	15,951
Contractual Services	31,772	33,479	34,484	35,518	36,584	37,681	38,812	39,976	41,175	42,411	43,683
Other	822	755	778	801	825	850	875	902	929	956	985
Equipment	1,138	5,364	5,525	5,691	5,861	6,037	6,218	6,405	6,597	6,795	6,999
Division of Operational Support Allocation	3,825	10,896	11,222	11,559	11,906	12,263	12,631	13,010	13,400	13,802	14,216
PJU Director's Allocation	3,902	3,987	4,107	4,230	4,357	4,487	4,622	4,761	4,904	5,051	5,202
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	\$ 89,093	\$ 106,936	\$ 110,481	\$ 115,048	\$ 120,508	\$ 124,183	\$ 127,556	\$ 131,333	\$ 135,876	\$ 140,425	\$ 145,030
<b>DEBT SERVICE</b>											
Revenue Bond	\$ 15,553	\$ 15,428	\$ 15,486	\$ 17,626	\$ 18,345	\$ 18,968	\$ 133	\$ -	\$ -	\$ -	\$ -
General Obligation	30,988	29,749	27,047	25,771	21,908	18,557	17,727	16,047	15,457	13,554	13,018
Debt Refinancing	(1,564)	-	-	-	-	-	-	-	-	-	-
Proposed New Debt	2,428	14,154	45,882	67,329	70,987	79,134	84,006	85,290	88,839	91,552	96,263
Proposed New Debt (Wet Weather)	-	-	3,714	13,412	21,974	29,699	36,714	39,882	40,139	-	-
Less Debt Issuance Premium	-	-	-	-	-	-	-	-	-	-	-
O.W.D.A. Debt	27,902	32,971	46,268	57,189	57,190	57,198	57,189	57,189	54,776	54,776	54,103
<b>TOTAL DEBT SERVICE</b>	75,306	92,302	138,398	181,328	190,404	203,556	195,769	198,408	199,211	159,882	163,384
<b>TOTAL EXPENSE</b>	\$ 164,399	\$ 199,239	\$ 248,878	\$ 296,376	\$ 310,912	\$ 327,739	\$ 323,325	\$ 329,741	\$ 335,087	\$ 300,307	\$ 308,414
<b>ENDING FUND BALANCE</b>	\$ 46,112	\$ 48,212	\$ 42,053	\$ 18,695	\$ 28,518	\$ 26,991	\$ 25,944	\$ 20,772	\$ 26,686	\$ 12,121	\$ 20,939



<b>SEWERAGE SYSTEM ENTERPRISE FUND</b>											
<b>PRO FORMA OPERATING STATEMENT FOR YEARS 2006 - 2016</b>											
IN DOLLARS - 000'S OMITTED											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
PROJECTED USAGE RATE INCREASE	20.00%	16.00%	16.00%	16.00%	15.00%	0.00%	-5.00%	0.00%	0.00%	5.00%	0.00%
PROJECTED WET WEATHER RATE INCREASE	0.00%	105.72%	67.46%	2.96%	30.49%	0.14%	6.00%	0.71%	18.96%	1.52%	7.77%
TOTAL PROJECTED REVENUE INCREASE	0.00%	19.69%	19.78%	11.63%	15.19%	0.02%	-2.46%	0.13%	3.51%	3.60%	1.62%
Growth in ERU's											
Units Inside	579,876	581,691	588,975	596,346	603,807	611,358	619,001	626,736	634,565	642,489	650,509
Units Outside	295,888	296,745	300,341	303,980	307,663	311,391	315,163	318,982	322,847	326,759	330,718
Total ERU Units	875,764	878,436	889,315	900,326	911,470	922,748	934,164	945,718	957,412	969,247	981,226
Unit Cost per Yr per ERU Inside	\$15.72	\$28.11	\$48.50	\$49.80	\$62.48	\$62.81	\$67.67	\$68.51	\$85.38	\$86.94	\$95.38
Unit Cost per Yr Per ERU Outside	\$4.08	\$16.68	\$25.09	\$26.06	\$38.87	\$38.42	\$38.52	\$38.05	\$37.59	\$37.56	\$37.10
RESERVE REQUIREMENT: 10% of Operations/Maintenance Costs	\$ 8,909	\$ 10,694	\$ 11,048	\$ 11,505	\$ 12,051	\$ 12,418	\$ 12,756	\$ 13,133	\$ 13,588	\$ 14,043	\$ 14,503
<b>CASH BASIS COVERAGE</b>											
REVENUE	\$ 168,354	\$ 201,338	\$ 242,719	\$ 273,018	\$ 320,735	\$ 326,212	\$ 322,278	\$ 324,568	\$ 341,001	\$ 354,575	\$ 366,256
GROSS O & M EXPENSES	(89,098)	(106,936)	(110,481)	(115,048)	(120,508)	(124,183)	(127,556)	(131,333)	(135,876)	(140,425)	(145,030)
NET REVENUE	\$ 79,261	\$ 94,402	\$ 132,239	\$ 157,970	\$ 200,227	\$ 202,029	\$ 194,722	\$ 193,236	\$ 205,126	\$ 214,150	\$ 221,226
ACTUAL/EST. BEG. SYSTEM RESERVE FUND	\$ 42,158	\$ 42,158	\$ 42,158	\$ 42,158	\$ 42,158	\$ 42,158	\$ 42,158	\$ 42,158	\$ 42,158	\$ 42,158	\$ 42,158
O&M EXPENSE RESERVE REQUIREMENT	(8,909)	(10,694)	(11,048)	(11,505)	(12,051)	(12,418)	(12,756)	(13,133)	(13,588)	(14,043)	(14,503)
SYSTEM RESERVE FUND AVAILABLE	33,248	31,464	31,109	30,653	30,107	29,739	29,402	29,024	28,570	28,115	27,655
ADJUSTED NET REVENUE	\$ 112,509	\$ 125,866	\$ 163,348	\$ 188,623	\$ 230,333	\$ 231,768	\$ 224,124	\$ 222,260	\$ 233,696	\$ 242,265	\$ 248,881
REVENUE BOND DEBT SERVICE	15,553	15,428	15,486	17,626	18,345	18,968	133	-	-	-	-
G.O. DEBT SERVICE (including proposed new)	33,416	43,903	72,930	93,099	92,895	97,692	101,733	101,337	104,296	105,106	109,281
OWDA DEBT SERVICE	27,902	32,971	46,268	57,189	57,190	57,198	57,189	57,189	54,776	54,776	54,103
TOTAL DEBT SERVICE	\$ 76,871	\$ 92,302	\$ 134,684	\$ 167,915	\$ 168,430	\$ 173,857	\$ 159,055	\$ 158,526	\$ 159,072	\$ 159,882	\$ 163,384
<b>Rate covenant tests:</b>											
COVERAGE RATIO (1.00 REQUIRED)											
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE	1.46	1.36	1.21	1.12	1.37	1.33	1.41	1.40	1.47	1.52	1.52
COVERAGE RATIO (1.25 REQUIRED)											
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	7.23	8.16	10.55	10.70	12.56	12.22	NA	NA	NA	NA	NA
<b>Bond reserve requirement test:</b>											
COVERAGE RATIO (1.50 REQUIRED)											
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	7.23	8.16	10.55	10.70	12.56	12.22	NA	NA	NA	NA	NA
Assumes 35% availability of OWDA Funding											

## Electricity Enterprise Fund

### 2007 Cash Balance Statement

Parallel to the rapidly growing costs of purchase power, revenues into the electricity enterprise fund are projected to grow as the division attempts to recover these cost increases. Since there are no planned transfers from the special income tax (SIT) fund to the electricity enterprise fund to cover the purchase power cost increases, the division must continue to recover these costs through rate increases or fuel cost adjustments to its customers.

<b>2007 ELECTRICITY ENTERPRISE FUND BALANCE SUMMARY</b>		
Cash Balance (January 1, 2007)	\$	1,991,271
Plus Estimated 2007 Receipts		81,552,000
Plus Kilowatt Hour Tax Revenues		-
Plus Special Income Tax Transfer		-
Total Estimated Available Resources	\$	83,543,271
Less 2007 Recommended Operating Budget (Electricity)		(81,997,646)
Less 2007 Recommended Operating Budget (Administration)		(221,490)
Less 2007 Recommended Operating Budget (Operational Support)		(605,298)
Less Amount Needed for 27th Pay Period		(317,271)
Projected Available Balance (December 31, 2007)	<b>\$</b>	<b><u>401,566</u></b>

### 2007 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.



**2007 Revenue Summary**

ELECTRICITY ENTERPRISE FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2004-2007				
REVENUE SUMMARY	2004 Actual	2005 Actual	2006 Estimated	2007 Proposed
Charges for Electric Service	\$ 52,148,000	\$ 56,477,000	\$ 60,261,000	\$ 74,976,000
Construction Charges	1,532,000	343,000	700,000	721,000
Expressway Lighting/Maintenance/Energy	740,000	956,000	471,000	471,000
New Customer Installation Revenue	584,000	502,000	489,000	504,000
Investment Income	104,000	282,000	321,000	321,000
Other Revenue	783,000	431,000	1,079,000	1,041,000
Street Lighting Charges	293,000	311,000	1,617,000	441,000
Transportation Street Lighting Revenue	2,907,000	2,833,000	2,987,000	3,077,000
Special Income Tax Transfer	350,000	350,000	-	-
Beginning Year Cash Balance	418,300	495,000	2,082,000	1,991,271
<b>TOTAL RESOURCES</b>	<b><u>\$ 59,859,300</u></b>	<b><u>\$ 62,980,000</u></b>	<b><u>\$ 70,007,000</u></b>	<b><u>\$ 83,543,271</u></b>
PERCENT CHANGE		5.21%	11.16%	19.34%

Revenue Notes:

- Revenues, excluding the beginning year cash balance are expected to be \$81.6 million in 2007, a 20 percent increase over 2006 estimates.
- Charges for electric service, the largest source of income to the fund, are projected to increase by over 24 percent. This increase reflects the division's effort to recover a portion of the increased costs of purchase power.
- 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 receives a portion of the costs associated with operation of the street light system from the street construction, maintenance and repair fund.

## Electricity Pro Forma Operating Statement

During the summers of 1998 and 1999, the Division of Electricity experienced sudden increases in purchase power expenses. During 1998, certain power sources in the Midwest were temporarily disrupted through untimely maintenance and tornado damage. In 1999, the situation was further exacerbated by a severe nationwide heat wave. During these years, the division passed on a portion of these costs to customers in the form of fuel adjustment charges. To hedge against a recurrence of these levels of purchase power costs, the division entered into contracts to cover most of the peak demand that could be anticipated during the summer months in 2000. During 2000, the division was successful in securing favorable, long-term contracts for its purchase power to meet its needs for several years. However, these contracts will expire at the end of 2006. Projections for purchased power in 2007 exceed that of 2006 by 40 percent, presenting a financial dilemma to the division. In 2007, the division will recover these costs by passing them on to their customers in the form of fuel cost adjustments and rate increases.

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

- The pro forma assumes operating and maintenance and debt service costs for the division's street lighting program through the entire pro forma period. The objective of the program is to install street lighting throughout the city without general fund or special income tax support but rather, to the extent possible, funded with revenues derived from electric retail sales.
- Personnel costs are inflated by four percent each year, while other operations and maintenance expenses, excluding pro rata, are inflated at three percent per year. Pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As personnel costs are inflated by only four percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the Division of Operational Support (DOS). Currently, the percentage of the DOS budget for which each enterprise division is responsible is dependant upon the size of each division's customer base.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of electrical power. In 2007 over \$56.8 million is budgeted for this wholesale power, which in turn is sold to the division's customers. The 2007 budget also includes \$3.6 million for payment of pro rata.
- For purposes of this document, it is assumed that purchase electrical power costs will average \$58.66 per megawatt hour in 2007, a portion of which covers the transmission fees.
- Proposed new bonded debt is conservatively projected. It is assumed that such debt will be directly bonded at 4.5 percent in 2006, 5.0 percent in 2007 and 5.5 percent thereafter. Details regarding the proposed capital expenditures are available in the capital summary section of this document.

- The Division of Electricity's pro forma statement also assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.

**ELECTRICITY ENTERPRISE FUND**

IN DOLLARS - 000'S OMITTED

	Actual 2005	Projected 2006	2007	2008	2009	2010	2011	2012	2013
<b>REVENUE SUMMARY</b>									
<b>Electricity Sales</b>									
Residential A-1	\$ 5,802	\$ 6,358	\$ 7,208	\$ 7,228	\$ 7,304	\$ 7,304	\$ 7,304	\$ 7,304	\$ 7,304
Commercial CS-20	276	327	338	339	343	343	343	343	343
Commercial CS-22	7,647	8,287	9,698	9,724	9,820	9,820	9,820	9,820	9,820
Lg. Commercial/Industrial - 23	43,731	46,311	58,215	58,422	59,181	59,181	59,181	59,181	59,181
Italian Village	0	0	0	0	0	0	0	0	0
Lg. Commercial/Industrial - 31	1,732	1,834	2,206	2,213	2,238	2,238	2,238	2,238	2,238
Commercial F39	653	645	746	747	752	752	752	752	752
Kilowatt Hour Tax Reduction	(3,364)	(3,501)	(3,435)	(3,441)	(3,448)	(3,455)	(3,462)	(3,469)	(3,477)
<b>Total Electric Sales</b>	<b>56,477</b>	<b>60,261</b>	<b>74,976</b>	<b>75,232</b>	<b>76,190</b>	<b>76,183</b>	<b>76,176</b>	<b>76,168</b>	<b>76,161</b>
<b>Street Lighting Energy</b>									
St Lt Energy Absorbed In House									
Expressway Lighting	645	322	322	322	322	322	322	322	322
<b>Other Revenues</b>									
Expressway Maintenance	311	149	149	149	149	149	149	149	149
Construction Charges	343	700	721	743	765	788	811	836	861
New Customer Installation Revenue	502	489	504	519	534	550	567	584	601
Investment Earnings	282	321	321	321	321	321	321	321	321
Other Charges & Miscellaneous	431	1,079	1,041	1,073	1,105	1,138	1,172	1,207	1,243
SL Reimbursement - Transportation	2,833	2,987	3,077	3,169	3,264	3,362	3,463	3,567	3,674
<b>Total Other Revenue</b>	<b>4,702</b>	<b>5,725</b>	<b>5,813</b>	<b>5,973</b>	<b>6,138</b>	<b>6,308</b>	<b>6,483</b>	<b>6,664</b>	<b>6,850</b>
<b>Total Operating Revenue before Reimbursement</b>	<b>61,824</b>	<b>66,308</b>	<b>81,111</b>	<b>81,527</b>	<b>82,650</b>	<b>82,813</b>	<b>82,981</b>	<b>83,154</b>	<b>83,333</b>
Refinancing of Debt Issuance	3,590								
Assessment/Expensement Reimbursement	311	1,617	441	526	474	451	423	395	305
Kwh Taxes Received	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 65,725</b>	<b>\$ 67,925</b>	<b>\$ 81,552</b>	<b>\$ 82,053</b>	<b>\$ 83,124</b>	<b>\$ 83,264</b>	<b>\$ 83,404</b>	<b>\$ 83,549</b>	<b>\$ 83,637</b>



<b>ELECTRICITY ENTERPRISE FUND</b>									
IN DOLLARS - 000'S OMITTED									
	Actual 2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>EXPENDITURE SUMMARY</b>									
Salaries	\$ 8,810	\$ 7,900	\$ 8,407	\$ 8,743	\$ 9,093	\$ 9,457	\$ 9,835	\$ 10,228	\$ 10,638
27th pay period	-	-	317	-	-	-	-	-	-
Purchase Power	39,054	40,593	56,873	55,718	55,826	55,938	56,053	56,171	56,292
Materials and Supplies	450	706	761	784	807	832	857	882	909
Pro Rata	2,788	2,916	3,834	3,654	3,705	3,712	3,720	3,727	3,736
Services	2,041	2,527	2,507	2,582	2,660	2,739	2,822	2,906	2,993
AMPO Service Fees A & B	495	447	466	467	468	468	469	470	471
Other Disbursements	116	188	192	198	204	210	216	223	229
Capital Equipment	1,283	988	2,057	2,119	2,182	2,248	2,315	2,385	2,456
<b>Total Distribution Op Exp before Debt Svc</b>	<b>55,037</b>	<b>56,265</b>	<b>75,414</b>	<b>74,265</b>	<b>74,944</b>	<b>75,603</b>	<b>76,286</b>	<b>76,992</b>	<b>77,724</b>
Distribution G.O. Debt	2,317	4,242	4,045	3,579	3,417	2,791	2,299	2,027	1,832
Street Lighting G.O. debt	1,858	2,313	2,263	1,916	1,849	1,381	1,011	734	506
Refinancing of Debt Issuance/Less Premium	3,590	(178)	-	-	-	-	-	-	-
Street Light Assessments	311	1,617	441	526	474	451	423	395	305
	8,076	7,994	6,750	6,021	5,740	4,623	3,733	3,156	2,642
PU&A Director's Allocation	554	1,323	221	231	240	250	260	270	281
DOS Allocation	471	2,434	605	534	555	577	600	624	649
<b>Total Expenditures before New Debt Svc</b>	<b>64,138</b>	<b>68,016</b>	<b>82,990</b>	<b>81,050</b>	<b>81,480</b>	<b>81,053</b>	<b>80,879</b>	<b>81,043</b>	<b>81,296</b>
New Distribution Debt Service	-	0	64	341	678	878	1,098	1,309	1,511
New Street Lighting Debt Service	-	0	86	357	605	852	1,075	1,290	1,495
<b>Total Expenditures before Kwh Tax Exp</b>	<b>64,138</b>	<b>68,016</b>	<b>83,140</b>	<b>81,749</b>	<b>82,762</b>	<b>82,783</b>	<b>83,052</b>	<b>83,641</b>	<b>84,302</b>
Kwh Tax Exp Transfer to General Fund	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>64,138</b>	<b>68,016</b>	<b>83,140</b>	<b>81,749</b>	<b>82,762</b>	<b>82,783</b>	<b>83,052</b>	<b>83,641</b>	<b>84,302</b>
Beginning Year Cash 1/1	495	2,082	1,991	403	708	1,069	1,550	1,903	1,811
Transfer from SIT or Adj Cash	-	-	-	-	-	-	-	-	-
<b>Ending Year Cash 12/31</b>	<b>\$ 2,082</b>	<b>\$ 1,991</b>	<b>\$ 403</b>	<b>\$ 708</b>	<b>\$ 1,069</b>	<b>\$ 1,550</b>	<b>\$ 1,903</b>	<b>\$ 1,811</b>	<b>\$ 1,147</b>

## Water Operating Fund

### 2007 Cash Balance Statement

The fund will begin 2007 with a cash balance of \$24.3 million. This does not include \$8.0 million which has been set aside as a reserve.

<b>2007 WATER OPERATING FUND BALANCE SUMMARY</b>	
Cash Balance (January 1, 2007)	\$ 24,276,130
Plus Estimated 2007 Receipts	<u>124,118,417</u>
Total Estimated Available Resources	\$ 148,394,547
Less 2007 Recommended Operating Budget (Water)	(118,074,471)
Less 2007 Recommended Operating Budget (Administration)	(3,987,063)
Less 2007 Recommended Operating Budget (Operational Support)	(10,895,573)
Less Amount Needed for 27th Pay Period	(1,433,468)
Projected Available Balance (December 31, 2007)	<u><u>\$ 14,003,972</u></u>

**Note: Cash Balance at January 1, 2007 does not include reserve fund balance of \$8 million**

### 2007 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.



2007 Revenue Summary

<b>WATER OPERATING FUND</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2004-2007</b>				
<b>REVENUE SUMMARY</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Water Sales	\$ 81,022,016	\$ 87,737,331	\$ 93,550,985	\$ 102,360,370
Water Penalty Fees	868,895	934,627	1,044,260	1,054,703
System Capacity Charges	12,407,646	12,434,215	8,072,643	8,153,370
Sewer Billings	6,600,379	6,886,000	7,160,238	7,375,045
Meter Service Fee	598,915	495,193	416,491	420,656
Investment Income	257,062	2,055,713	5,861,645	2,889,948
Other Revenue	1,755,190	1,875,362	1,845,868	1,864,325
Beginning Year Cash Balance	37,022,214	28,687,814	31,198,491	24,276,130
<b>TOTAL RESOURCES</b>	<b>\$ 140,532,317</b>	<b>\$ 141,106,255</b>	<b>\$ 149,150,621</b>	<b>\$ 148,394,547</b>
PERCENT CHANGE		0.41%	5.70%	-0.51%

## Revenue Notes:

- The department is requesting, with the support of the Sewer and Water Advisory Board, a ten percent increase in revenues in 2007, largely funded by various rate increases. With this increase, revenues, excluding the beginning balance, will total over \$124.1 million in 2007, an increase of 5.2 percent over the 2006 projection.
- Sewer billing charges are projected to total nearly \$7.4 million in 2007 or three percent higher than the 2006 projection.
- System capacity fees are assumed to grow by a modest one percent, reflecting overall growth of the system.
- A low income discount program is proposed to reduce the commodity portion of the bill by at least 15 percent for qualified customers.
- All residential customers are proposed to receive a 1.9 percent rate reduction (a “lifeline” rate) for essential water usage, namely the first 15 ccf per quarter.
- 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 2006 is presented on the following pages. The statement is designed to project the utility's revenues and expenditures for that period, given certain assumptions and is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The sewer and water advisory board has recommended rate increases to produce ten percent more revenue in 2007.
- Water sales growth is projected at one percent per year, based on a recent history of water sales growth.
- The system capacity charge revenue is projected at one percent growth, reflecting growth in the system.
- Interest rates on investments of revenues and reserves are projected to be two percent.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the Division of Operational Support (DOS). Currently, the percentage of the DOS budget for which each enterprise division is responsible is dependant upon the size of each division's customer base.
- Included in the operations and maintenance budget is \$5.59 million for payment of pro rata; \$15.6 for the purchase of chemicals; and \$8.1 million for payment of utilities.
- Proposed new debt is issued in the form of bonds at an assumed interest rate 5.0 percent in 2007 and 5.5 thereafter.
- The Division of Water's capital improvements budget (CIB) has been discounted by 20 percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process. By contrast, the capital improvements budget ordinance will reflect the division's entire approved plan for 2006.



**WATER ENTERPRISE FUND  
PRO FORMA OPERATING STATEMENT FOR YEARS 2006 - 2016  
IN DOLLARS - 000'S OMITTED**

	Projected 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>BEGINNING CASH BALANCE</b>	\$ 31,198	\$ 24,276	\$ 14,004	\$ 8,647	\$ 8,246	\$ 17,205	\$ 32,832	\$ 46,620	\$ 58,758	\$ 67,899	\$ 68,878
<b>UTILITY REVENUES</b>											
Water Sales	\$ 93,551	\$ 94,486	\$ 104,974	\$ 120,868	\$ 139,167	\$ 153,209	\$ 154,741	\$ 156,288	\$ 157,851	\$ 159,430	\$ 152,973
Water Sales Increase	-	7,874	12,247	14,101	10,438	-	-	-	-	(6,643)	-
Interest Income	5,862	2,890	1,086	1,034	1,083	893	768	1,054	1,054	1,054	1,054
System Capacity Charges	8,073	8,153	8,235	8,317	8,400	8,484	8,569	8,655	8,742	8,829	8,917
Sewer Billing Charges	7,160	7,375	7,596	7,824	8,059	8,301	8,550	8,806	9,070	9,342	9,623
Penalties	1,044	1,055	1,065	1,076	1,087	1,098	1,109	1,120	1,131	1,142	1,154
Meter Service Fees	416	421	425	429	433	438	442	447	451	456	460
Other	1,846	1,864	1,883	1,902	1,921	1,940	1,959	1,979	1,999	2,019	2,039
Debt Refinancing											
<b>TOTAL REVENUE</b>	117,952	124,118	137,511	155,552	170,588	174,362	176,138	178,349	180,298	175,629	176,219
<b>TOTAL RESOURCES</b>	\$ 149,151	\$ 148,395	\$ 151,515	\$ 164,198	\$ 178,835	\$ 191,568	\$ 208,970	\$ 224,969	\$ 239,056	\$ 243,527	\$ 245,098
<b>UTILITY EXPENSE</b>											
<b>OPERATIONS &amp; MAINTENANCE</b>											
PERSONNEL SERVICES	\$ 24,991	\$ 22,514	\$ 23,189	\$ 23,885	\$ 24,601	\$ 25,339	\$ 26,100	\$ 26,883	\$ 27,689	\$ 28,520	\$ 29,375
27th Pay Period	-	1,433	-	-	-	-	-	-	-	-	-
HEALTH INSURANCE	3,484	3,621	3,875	4,146	4,436	4,746	5,079	5,434	5,815	6,222	6,657
SUPPLIES & MATERIALS	15,679	20,336	20,946	21,574	22,221	22,888	23,575	24,282	25,010	25,761	26,534
PRO RATA	5,152	5,585	6,188	7,000	7,676	7,846	7,926	8,026	8,113	7,903	7,930
CONTRACTURAL SERVICES	18,887	15,419	15,882	16,358	16,849	17,354	17,875	18,411	18,963	19,532	20,118
OTHER	180	300	309	318	328	338	348	358	369	380	391
EQUIPMENT	1,740	1,466	1,509	1,555	1,601	1,649	1,699	1,750	1,802	1,856	1,912
DIVISION OF OPERATIONAL SUPPORT	10,337	10,896	11,222	11,559	11,906	12,263	12,631	13,010	13,400	13,802	14,216
PU/A DIRECTOR'S ALLOCATION	2,864	3,987	4,107	4,230	4,357	4,487	4,622	4,761	4,904	5,051	5,202
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	\$ 83,314	\$ 85,556	\$ 87,227	\$ 90,625	\$ 93,976	\$ 96,912	\$ 99,854	\$ 102,914	\$ 106,066	\$ 109,027	\$ 112,336
<b>DEBT SERVICE</b>											
REVENUE BOND	7,487	7,662	7,799	7,989	8,232	-	-	-	-	-	-
GENERAL OBLIGATION	37,379	39,309	35,590	34,323	32,261	30,637	27,934	26,577	25,675	22,626	21,868
DEBT REFINANCING	(3,306)										
PROPOSED NEW DEBT	-	1,863	12,253	23,016	27,161	31,187	34,562	36,719	39,416	42,996	46,455
<b>TOTAL DEBT SERVICE</b>	41,560	48,834	55,642	65,327	67,654	61,824	62,497	63,297	65,091	65,622	68,324
<b>TOTAL EXPENSE</b>	\$ 124,874	\$ 134,391	\$ 142,869	\$ 155,952	\$ 161,629	\$ 158,736	\$ 162,350	\$ 166,211	\$ 171,157	\$ 174,649	\$ 180,660
<b>ENDING FUND BALANCE</b>	\$ 24,277	\$ 14,004	\$ 8,647	\$ 8,246	\$ 17,205	\$ 32,832	\$ 46,620	\$ 58,758	\$ 67,899	\$ 68,878	\$ 64,438



**WATER ENTERPRISE FUND**  
**PRO FORMA OPERATING STATEMENT FOR YEARS 2006 - 2016**  
 IN DOLLARS - 000'S OMITTED

	Projected 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
PROJECTED REVENUE INCREASE	9.00%	10.00%	14.00%	14.00%	9.00%	0.00%	0.00%	0.00%	0.00%	-5.00%	0.00%
RESERVE REQUIREMENT:											
10% of Operations/Maintenance Costs	\$ 8,331	\$ 8,556	\$ 8,723	\$ 9,062	\$ 9,398	\$ 9,691	\$ 9,985	\$ 10,291	\$ 10,607	\$ 10,903	\$ 11,234
<b>CASH BASIS COVERAGE</b>											
REVENUES	\$ 117,952	\$ 124,118	\$ 137,511	\$ 155,552	\$ 170,588	\$ 174,362	\$ 176,138	\$ 178,349	\$ 180,298	\$ 175,629	\$ 176,219
CONSTRUCTION FUNDS INTEREST	-	-	-	-	-	-	-	-	-	-	-
REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GROSS O & M EXPENSES	83,314	85,556	87,227	90,625	93,976	96,912	99,854	102,914	106,066	109,027	112,336
PAYMENT TO/FOR OHIO WATER RIGHTS	(1,267)	-	-	-	-	-	-	-	-	-	-
O & M EXPENSES	82,048	85,556	87,227	90,625	93,976	96,912	99,854	102,914	106,066	109,027	112,336
NET REVENUES	\$ 34,890	\$ 35,672	\$ 49,199	\$ 63,893	\$ 75,529	\$ 76,557	\$ 75,516	\$ 74,381	\$ 73,178	\$ 65,548	\$ 62,829
ACTUAL/ESTIMATED SYSTEM RESERVE FU	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263
O&M EXPENSE RESERVE REQUIREMENT	(8,205)	(8,556)	(8,723)	(9,062)	(9,398)	(9,691)	(9,985)	(10,291)	(10,607)	(10,903)	(11,234)
SYSTEM RESERVE FUND AVAILABLE	18,058	17,708	17,541	17,201	16,866	16,572	16,278	15,972	15,657	15,361	15,030
ADJUSTED NET REVENUES	\$ 52,948	\$ 53,380	\$ 66,740	\$ 81,093	\$ 92,395	\$ 93,129	\$ 91,794	\$ 90,352	\$ 88,835	\$ 80,908	\$ 77,859
REVENUE BOND DEBT SERVICE	\$ 7,487	\$ 7,662	\$ 7,799	\$ 7,989	\$ 8,232	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
G.O. DEBT SERVICE (including proposed new	37,379	41,172	47,843	57,339	59,422	61,824	62,497	63,297	65,091	65,622	68,324
PAYMENT TO/FOR OHIO WATER RIGHTS	1,267	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE REQUIREMENTS	\$ 46,132	\$ 48,834	\$ 55,642	\$ 65,327	\$ 67,654	\$ 61,824	\$ 62,497	\$ 63,297	\$ 65,091	\$ 65,622	\$ 68,324
<b>Rate covenant tests:</b>											
COVERAGE RATIO (1.00 REQUIRED)											
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE (G/O)	1.15	1.09	1.20	1.24	1.37	1.51	1.47	1.43	1.36	1.23	1.14
COVERAGE RATIO (1.25 REQUIRED)											
ADJ. NET REVENUES vs. REV. BOND DEBT SERVIC	7.07	6.97	8.56	10.15	11.22	N/A	N/A	N/A	N/A	N/A	N/A
COVERAGE RATIO (1.50 REQUIRED)											
ADJ. NET REVENUES vs. REV. BOND DEBT SERVIC	7.07	6.97	8.56	10.15	11.22	N/A	N/A	N/A	N/A	N/A	N/A

## Storm Sewer Maintenance Fund

### 2007 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 2007 with a cash balance of nearly \$26.3 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.

<b>2007 STORM SEWER MAINTENANCE FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2007)	\$	26,280,052
Plus Estimated 2007 Receipts		29,372,419
Total Estimated Available Resources	\$	55,652,471
Less 2007 Recommended Operating Budget		(28,652,241)
Less 2007 Recommended Operating Budget (Administration)		(2,879,557)
Less 2007 Recommended Operating Budget (Operational Support)		(7,868,984)
Less Amount Needed for 27th Pay Period		(98,500)
Projected Available Balance (December 31, 2007)	<b>\$</b>	<b><u>16,153,189</u></b>
<p>Note: Balance at January 1, 2007 includes reserve fund balance</p>		



## **2007 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.

## 2007 Revenue Summary

<b>STORM SEWER MAINTENANCE FUND</b>				
<b>REVENUE BY SOURCE AND YEAR</b>				
<b>HISTORICAL AND PROJECTED</b>				
<b>2004-2007</b>				
<b>REVENUE SUMMARY</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Storm Maintenance Fees	\$ 23,070,252	\$ 24,340,770	\$ 25,553,132	\$ 28,694,182
Investment Earnings	529,453	1,278,154	3,246,792	385,688
Other Revenues (includes insurance rebates)	219,659	253,486	289,425	292,549
Beginning Year Cash Balance	13,910,762	17,356,459	22,313,868	26,280,052
<b>TOTAL RESOURCES</b>	<b><u>\$ 37,730,126</u></b>	<b><u>\$ 43,228,869</u></b>	<b><u>\$ 51,403,217</u></b>	<b><u>\$ 55,652,471</u></b>
PERCENT CHANGE		<b>14.57%</b>	<b>18.91%</b>	<b>8.27%</b>

## Revenue Notes:

- 2007 revenues are based on a charge of \$3.66 per ERU, per month.
- 2006 revenues do not include \$7 million in debt refinancing proceeds.

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

- The Storm Sewer Maintenance pro forma operating statement assumes that rates will increase by 8.5 percent to \$3.66/ERU in 2007.
- 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 Division of Operational Support (DOS). Currently, the percentage of the DOS budget for which each enterprise division is responsible is dependant upon the size of each division's customer base.
- 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 \$10.1 million in 2006, \$8.7 million in 2007, \$20.95 million in 2008, \$8.4 million in 2009, \$16.1 million in 2010 and \$3.1million in 2011. Note that these amounts reflect the capital improvements plan after the aforementioned discount.
- In 2005, for the first time, the storm sewer pro forma included costs associated with the street cleaning function. These costs were transferred from the Public Service Department. A three percent growth rate for this program is assumed thereafter.

<b>STORMWATER ENTERPRISE FUND</b>											
<b>PRO FORMA OPERATING STATEMENT FOR YEARS 2006 - 2016</b>											
IN DOLLARS - 000'S OMITTED											
	Projected 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>BEGINNING CASH BALANCE</b>	\$ 22,314	\$ 26,280	\$ 16,153	\$ 8,044	\$ 1,727	\$ (2,243)	\$ (3,390)	\$ (3,652)	\$ (3,842)	\$ (4,023)	\$ (4,206)
<b>UTILITY REVENUE</b>											
Storm Maintenance Service Charges	\$ 25,553	\$ 26,620	\$ 29,203	\$ 32,319	\$ 36,390	\$ 40,622	\$ 45,352	\$ 47,152	\$ 47,628	\$ 48,109	\$ 48,595
Rate Increase (Decrease)	-	2,074	2,556	3,422	3,519	3,910	1,247	-	-	-	-
Investment Earnings	3,247	386	569	381	497	302	291	291	291	291	291
Storm Sewer Maintenance Penalties	279	282	285	288	291	294	297	300	303	306	309
Other Revenues	10	10	11	11	11	12	12	12	13	13	14
Debt Refinancing	7,000										
<b>TOTAL REVENUE</b>	<b>36,089</b>	<b>29,372</b>	<b>32,624</b>	<b>36,421</b>	<b>40,708</b>	<b>45,139</b>	<b>47,198</b>	<b>47,755</b>	<b>48,235</b>	<b>48,719</b>	<b>49,209</b>
<b>TOTAL RESOURCES</b>	<b>\$ 58,403</b>	<b>\$ 55,652</b>	<b>\$ 48,777</b>	<b>\$ 44,465</b>	<b>\$ 42,435</b>	<b>\$ 42,896</b>	<b>\$ 43,808</b>	<b>\$ 44,103</b>	<b>\$ 44,393</b>	<b>\$ 44,697</b>	<b>\$ 45,002</b>
<b>UTILITY EXPENSE</b>											
Personnel	\$ 1,516	\$ 1,297	\$ 1,336	\$ 1,376	\$ 1,417	\$ 1,459	\$ 1,503	\$ 1,548	\$ 1,595	\$ 1,643	\$ 1,692
27th pay period	0	99	0	0	0	0	0	0	0	0	0
Insurances	207	218	234	250	268	286	306	328	351	375	402
Supplies and Materials	15	14	14	15	15	16	16	17	17	18	18
Contractual Services	1,772	1,190	1,226	1,262	1,300	1,339	1,379	1,421	1,463	1,507	1,553
Pro Rata	1,485	1,322	1,468	1,639	1,832	2,031	2,124	2,149	2,171	2,192	2,214
Equipment	40	42	43	45	46	47	49	50	52	53	55
Other	137	137	141	145	150	154	159	164	169	174	179
Reimbursement to Sanitary Enterprise	7,500	7,575	7,651	7,727	7,804	7,882	7,961	8,041	8,121	8,202	8,284
Department of Public Utilities Allocation	0	2,880	2,966	3,055	3,147	3,241	3,338	3,438	3,541	3,648	3,757
Division of Operational Support Allocation	568	7,869	8,105	8,348	8,599	8,857	9,122	9,396	9,678	9,968	10,267
Street Cleaning (transferred from Public Service)	3,673	3,783	3,896	4,013	4,134	4,258	4,385	4,517	4,652	4,792	4,936
<b>Subtotal Operations and Maintenance</b>	<b>\$ 16,914</b>	<b>\$ 26,425</b>	<b>\$ 27,080</b>	<b>\$ 27,875</b>	<b>\$ 28,711</b>	<b>\$ 29,571</b>	<b>\$ 30,344</b>	<b>\$ 31,069</b>	<b>\$ 31,810</b>	<b>\$ 32,573</b>	<b>\$ 33,357</b>
<b>Debt Service:</b>											
<b>General Obligation Debt</b>	\$ 10,684	\$ 12,622	\$ 12,262	\$ 11,906	\$ 11,544	\$ 11,087	\$ 10,637	\$ 10,280	\$ 9,937	\$ 9,595	\$ 9,254
Less Premium from '04 Issuance											
Debt Refinancing	(2,475)										
Cash Transfer to Bond Fund	7,000	0	0	0	0	0	0	0	0	0	0
Proposed New Debt	0	452	1,391	2,956	4,423	5,628	6,479	6,596	6,669	6,735	6,795
<b>Total Debt Service:</b>	<b>\$ 15,209</b>	<b>\$ 13,075</b>	<b>\$ 13,653</b>	<b>\$ 14,863</b>	<b>\$ 15,967</b>	<b>\$ 16,715</b>	<b>\$ 17,116</b>	<b>\$ 16,876</b>	<b>\$ 16,605</b>	<b>\$ 16,330</b>	<b>\$ 16,049</b>
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENSE</b>	<b>\$ 32,123</b>	<b>\$ 39,499</b>	<b>\$ 40,733</b>	<b>\$ 42,738</b>	<b>\$ 44,678</b>	<b>\$ 46,286</b>	<b>\$ 47,460</b>	<b>\$ 47,945</b>	<b>\$ 48,416</b>	<b>\$ 48,903</b>	<b>\$ 49,406</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 26,280</b>	<b>\$ 16,153</b>	<b>\$ 8,044</b>	<b>\$ 1,727</b>	<b>\$ (2,243)</b>	<b>\$ (3,390)</b>	<b>\$ (3,652)</b>	<b>\$ (3,842)</b>	<b>\$ (4,023)</b>	<b>\$ (4,206)</b>	<b>\$ (4,404)</b>
<b>RATE CHANGE</b>	<b>5.00%</b>	<b>8.50%</b>	<b>9.55%</b>	<b>11.55%</b>	<b>10.55%</b>	<b>10.50%</b>	<b>3.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
10% of Operations/Maintenance Costs	\$ 2,144	\$ 2,688	\$ 2,847	\$ 3,083	\$ 3,313	\$ 3,520	\$ 3,682	\$ 3,766	\$ 3,848	\$ 3,931	\$ 4,015
<b>COST/MONTH/ERU</b>	<b>\$3.37</b>	<b>\$3.66</b>	<b>\$4.01</b>	<b>\$4.47</b>	<b>\$4.94</b>	<b>\$5.46</b>	<b>\$5.62</b>	<b>\$5.62</b>	<b>\$5.62</b>	<b>\$5.62</b>	<b>\$5.62</b>
ASSUMES base of 555,500 ERU'S, with annual growth per year as follows:	<b>1.01%</b>	607,903	614,043	620,245	626,509	632,837	639,229	645,685	652,206	658,794	665,447
<b>10% of O&amp;M</b>	1,691	2,642	2,708	2,788	2,871	2,957	3,034	3,107	3,181	3,257	3,336
<b>Fund balance less 10% requirement</b>	24,589	13,511	5,336	(1,061)	(5,114)	(6,347)	(6,686)	(6,949)	(7,204)	(7,464)	(7,740)





## **All Funds Summary**

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

# All Funds Summary

2007 PROJECTIONS PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY CHARACTER								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>GENERAL FUND</b>	\$ 479,964,461	\$ 10,163,440	\$ 76,145,092	\$ 4,327,189	\$ 4,097,200	\$ -	\$ 55,302,618	630,000,000
<b>GENERAL-RELATED FUNDS</b>								
<b>Safety Initiatives Fund</b>								
Fire	428,879	23,421	7,700	-	-	-	-	460,000
<b>Safety Staffing Contingency Fund</b>								
Fleet Management	-	-	-	-	1,000,000	-	-	1,000,000
<b>SPECIAL REVENUE FUNDS</b>								
<b>Street Construction, Main. &amp; Repair</b>								
Administration	2,265,179	-	207,263	-	-	-	-	2,472,442
Refuse Collection	1,401,692	1,500	5,000	-	-	-	-	1,408,192
Transportation	25,254,145	550,952	13,944,187	89,100	943,900	-	200,000	40,982,284
<b>Total SCMR</b>	28,921,016	552,452	14,156,450	89,100	943,900	-	200,000	44,862,918
<b>Development Services Fund</b>								
Development Administration	516,325	-	-	-	-	-	-	516,325
Service Administration	374,845	-	54,284	-	-	-	-	429,129
Transportation	9,400,502	106,500	2,234,195	3,000	244,000	-	-	11,988,197
Building Services	11,548,178	87,225	2,142,771	61,800	-	-	-	13,839,974
<b>Total Development Services</b>	21,839,850	193,725	4,431,250	64,800	244,000	-	-	26,773,625
<b>Health Special Revenue</b>								
Department of Public Health	16,483,953	530,530	10,188,766	8,900	-	-	180,000	27,392,149
<b>Rec. and Parks Oper. &amp; Extension</b>								
Department of Recreation & Parks	24,898,575	898,810	7,463,630	106,500	-	-	182,000	33,549,515
<b>Golf Operations</b>								
Division of Golf	3,647,732	385,000	1,278,118	3,000	30,000	-	-	5,343,850
<b>Municipal Court Computer Fund</b>								
Judges	199,562	86,200	255,150	-	-	-	-	540,912
Clerk	735,846	66,800	550,905	-	10,000	100,400	120,000	1,583,951
<b>Total Court Computer</b>	935,408	153,000	806,055	-	10,000	100,400	120,000	2,124,863
<b>INTERNAL SERVICE FUNDS</b>								
<b>Print Services Fund</b>								
Finance and Management	129,485	37,500	81,750	-	-	-	-	248,735
<b>Land Acquisition</b>								
Division of Land Acquisition	701,748	10,150	91,949	-	-	-	-	803,847
<b>Technology Services</b>								
Administration	3,107,460	1,909,637	5,529,480	-	832,080	-	-	11,378,657
Information Services	10,816,495	389,648	5,555,355	-	222,856	2,381,422	-	19,365,776
<b>Total Technology Services</b>	13,923,955	2,299,285	11,084,835	-	1,054,936	2,381,422	-	30,744,433
<b>Fleet Management Services</b>								
Division of Fleet Management	8,220,359	13,231,290	3,778,240	5,000	80,000	2,212,416	-	27,527,305
Service Administration	567,651	-	34,543	-	-	-	-	602,194
<b>Total Fleet Management Services</b>	8,788,010	13,231,290	3,812,783	5,000	80,000	2,212,416	-	28,129,499
<b>Employee Benefits</b>								
Department of Human Resources	1,539,366	39,000	766,343	-	-	-	-	2,344,709
<b>ENTERPRISE FUNDS</b>								
<b>Various Enterprise Funds</b>								
Public Utilities Director's Office	9,291,543	450,705	1,295,127	-	37,800	-	-	11,075,175
<b>Various Enterprise Funds</b>								
Operation Support	15,844,748	522,658	13,192,022	16,000	690,000	-	-	30,265,428
<b>Water System Enterprise</b>								
Division of Water	26,134,707	20,335,723	21,004,339	300,000	1,465,500	41,171,952	7,662,250	118,074,471
<b>Sewerage System Enterprise</b>								
Division of Sewers and Drains	36,261,269	6,132,510	42,129,290	755,000	5,363,950	76,873,821	15,428,310	182,944,150
<b>Storm System Enterprise</b>								
Division of Sewers and Drains	1,515,134	14,000	13,869,386	137,112	42,000	13,074,609	-	28,652,241
<b>Electricity Enterprise</b>								
Division of Electricity	8,407,145	57,634,805	6,807,249	191,500	2,057,000	6,899,947	-	81,997,646
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>								
Education	290,000	3,000	113,000	-	-	-	-	406,000
Dept of Development - Administration	780,843	3,000	3,750	-	-	-	-	787,593
Economic Development	865,370	5,200	2,152,559	-	-	-	-	3,023,129
Neighborhood Services	1,163,204	2,000	336,926	-	-	-	-	1,502,130
Planning	153,004	600	1,200	-	-	-	-	154,804
Housing	1,960,693	20,733	1,336,637	1,008,241	-	-	-	4,326,304
Department of Finance and Management	486,622	3,250	453,014	120,000	-	-	-	1,062,886
Department of Public Health	350,228	-	5,772	-	-	-	-	356,000
Department of Recreation and Parks	175,405	1,807	66,288	1,500	-	-	-	245,000
Refuse Collection	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
<b>Total Community Development Block Grant</b>	6,225,369	39,590	4,469,146	1,129,741	-	-	-	11,863,846
<b>Grand Total All Funds</b>	\$ 705,882,353	\$ 113,647,594	\$ 233,081,280	\$ 7,133,842	\$ 17,116,286	\$ 142,714,567	\$ 79,075,178	\$ 1,298,651,100

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS 2004 - 2007				
	2004 ACTUAL	2005 ACTUAL	2006 PROJECTED	2007 PROPOSED
<b>GENERAL FUND</b>	\$ 526,652,504	\$ 555,353,784	\$ 597,579,700	\$ 630,000,000
<b>GENERAL-RELATED FUNDS</b>				
<b>Safety Initiatives Fund</b>				
Fire	-	-	-	460,000
<b>Safety Staffing Contingency Fund</b>				
Division of Fleet Management	-	-	-	1,000,000
<b>SPECIAL REVENUE FUNDS</b>				
<b>Street Construction, Maint. &amp; Repair</b>				
Administration	1,653,052	1,765,070	1,938,075	2,472,442
Refuse Collection	629,951	677,405	982,863	1,408,192
Transportation	32,705,195	34,221,929	35,973,285	40,982,284
<b>Total SCMR</b>	<b>34,988,198</b>	<b>36,664,404</b>	<b>38,894,223</b>	<b>44,862,918</b>
<b>Development Services Fund</b>				
Development Administration	626,916	657,805	600,650	516,325
Service Administration	326,835	337,763	354,210	429,129
Transportation	8,610,554	9,154,703	8,832,640	11,988,197
Planning	263,316	269,482	-	-
Building Services	13,328,220	13,133,690	13,057,697	13,839,974
<b>Total Development Services</b>	<b>23,155,841</b>	<b>23,553,443</b>	<b>22,845,197</b>	<b>26,773,625</b>
<b>Health Special Revenue</b>				
Department of Public Health	22,864,745	23,693,927	25,772,819	27,392,149
<b>Rec. &amp; Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	28,482,582	29,563,216	32,422,361	33,549,515
<b>Golf Operations</b>				
Division of Golf	4,563,498	4,653,551	5,006,073	5,343,850
<b>Cable Communications</b>				
Division of Telecommunications	2,165,617	2,772,843	-	-
Safety Support Services	4,600,208	4,662,385	-	-
<b>Total Cable Communications</b>	<b>6,765,825</b>	<b>7,435,228</b>	<b>-</b>	<b>-</b>
<b>Municipal Court Computer</b>				
Judges	486,381	288,572	522,772	540,912
Clerk	1,503,833	2,371,112	1,870,928	1,583,951
<b>Total Municipal Court Computer</b>	<b>1,990,214</b>	<b>2,659,684</b>	<b>2,393,700</b>	<b>2,124,863</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print Services Fund</b>				
Finance and Management	320,883	212,843	231,199	248,735
<b>Land Acquisition</b>				
Division of Land Acquisition	686,890	680,541	746,680	803,847
<b>Technology Services</b>				
Administration	2,724,756	4,085,836	5,600,392	11,378,657
Division of Information Services	13,354,596	13,576,706	17,705,818	19,365,776
<b>Total Technology Services</b>	<b>16,079,352</b>	<b>17,662,542</b>	<b>23,306,210</b>	<b>30,744,433</b>
<b>Fleet Management Services</b>				
Division of Fleet Management	19,469,127	23,013,787	25,152,142	27,527,305
Service Administration	428,319	434,955	456,914	602,194
<b>Total Fleet Management Services</b>	<b>19,897,446</b>	<b>23,448,742</b>	<b>25,609,056</b>	<b>28,129,499</b>
<b>Employee Benefits</b>				
Department of Human Resources	1,708,307	1,693,096	1,834,592	2,344,709
<b>ENTERPRISE FUNDS</b>				
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	1,120,836	3,396,076	8,089,356	11,075,175
<b>Various Enterprise Funds</b>				
Operation Support	-	4,185,521	17,164,568	30,265,428
<b>Water System Enterprise</b>				
Division of Water	104,713,238	109,110,081	111,673,002	118,074,471
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	151,159,658	152,026,205	156,672,679	182,944,150
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	20,281,591	51,730,743	31,554,698	28,652,241
<b>Electricity Enterprise</b>				
Division of Electricity	60,603,022	64,997,199	64,258,911	81,997,646
<b>CDBG</b>				
Office of Education	249,943	249,997	405,287	406,000
Development Administration	630,933	641,779	686,404	787,593
Economic Development	4,341,815	3,428,353	3,135,252	3,023,129
Neighborhood Services	1,525,639	1,348,003	1,407,684	1,502,130
Planning	153,347	138,174	133,127	154,804
Housing	5,109,515	4,921,735	4,395,464	4,326,304
Department of Finance and Management	942,499	916,165	985,585	1,062,886
Department of Public Health	286,241	278,225	309,736	356,000
Department of Recreation and Parks	235,379	224,679	243,382	245,000
Refuse Collection	159,072	155,288	-	-
Transportation	147,885	153,063	165,395	-
<b>Total CDBG</b>	<b>13,782,268</b>	<b>12,455,461</b>	<b>11,867,316</b>	<b>11,863,846</b>
Grand Total All Funds	\$ 1,039,816,898	\$ 1,125,176,287	\$ 1,177,922,340	\$ 1,298,651,100

# All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S) 2004 - 2007				
Fund Name Division or Department	2004 Actual	2005 Actual	2006 Budgeted	2007 Budgeted
<b>GENERAL FUND</b>	4,924	4,952	5,157	5,173
<b>SPECIAL REVENUE FUNDS</b>				
<b>Street Construction, Main. &amp; Repair</b>				
Administration	19	17	21	31
Refuse Collection	-	12	17	24
Transportation	330	336	352	362
<b>Total SCMR</b>	<b>349</b>	<b>365</b>	<b>390</b>	<b>417</b>
<b>Development Services Fund</b>				
Development Administration	5	6	5	5
Service Administration	4	3	4	4
Transportation	112	123	145	167
Building Services	152	142	152	149
Planning	3	2	-	-
<b>Total Development Services</b>	<b>276</b>	<b>276</b>	<b>306</b>	<b>325</b>
<b>Health Special Revenue</b>				
Department of Public Health	196	201	230	231
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	274	299	306	309
<b>Golf Operations</b>				
Division of Golf	35	36	38	38
<b>Cable Communications</b>				
Telecommunications	10	10	-	-
Safety Support Services	41	47	-	-
<b>Total Cable Communications</b>	<b>51</b>	<b>57</b>	<b>-</b>	<b>-</b>
<b>Municipal Court Computer Fund</b>				
Judges	2	2	2	2
Clerk	12	13	12	12
<b>Total Municipal Court Computer</b>	<b>14</b>	<b>15</b>	<b>14</b>	<b>14</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print Services Fund</b>				
Department of Finance and Management	3	2	2	2
<b>Land Acquisition</b>				
Division of Land Acquisition	4	4	4	7
<b>Technology Services</b>				
Technology Administration	6	8	8	39
Division of Information Services	101	99	117	122
<b>Fleet Management Services</b>				
Service Administration	6	6	6	7
Division of Fleet Management	118	119	123	122
<b>Employee Benefits</b>				
Department of Human Resources	14	15	15	18
<b>ENTERPRISE FUNDS</b>				
<b>Water System Enterprise</b>				
Division of Water	515	495	514	339
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	498	448	478	452
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	34	34	37	23
<b>Electricity Enterprise</b>				
Division of Electricity	120	108	120	99
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	10	64	71	118
<b>Various Enterprise Funds</b>				
Operational Support	-	24	40	247
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>				
Office of Education	4	4	4	4
Development Administration	8	9	9	9
Economic Development	12	11	12	11
Planning	2	2	2	2
Housing	27	26	27	22
Neighborhood Services	14	14	14	14
Department of Finance and Management	5	5	5	6
Department of Public Health	5	5	6	6
Transportation	2	2	2	-
<b>Total CDBG</b>	<b>79</b>	<b>78</b>	<b>81</b>	<b>74</b>
Grand Total All Funds	7,627	7,705	8,057	8,176
<i>Notes: 2004 and 2005 are year-end actuals; 2006 and 2007 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 improvements, street improvements, land acquisition for recreational needs, building construction, and facility rehabilitation.

The national rating agencies, Standard & Poor's Corporation, Moody's Investors Service and FitchRatings, currently give Columbus their highest long-term credit rating – AAA, Aaa and AAA, respectively. These ratings allow Columbus to realize interest savings when issuing debt because investors are confident of timely repayment.

Voted debt typically carries lower interest expense than non-voted debt. Moreover, because it is good public policy to solicit voter input and participation in the capital prioritization process, the city typically requests voter approval of bond packages. On November 2, 2004, voters approved eight separate bond issues totaling \$605 million, generally intended to accommodate planned capital improvements mainly through 2008.

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

At the time of printing of this document, the city is preparing for a planned November 29, 2006 bond sale for divisions to provide funds to replace previously committed obligations and institute new capital projects. The projected amount of this bond sale is \$200.2 million. This is the second issuance of debt from the 2004 voted bond package.

The capital improvements program (CIP) provides approximately \$2.0 billion in funding for various capital improvements in the 2007-2012 period. Of this amount, \$459.8 million is to be supported by the special income tax fund (SIT). The SIT fund is used primarily to support non-enterprise debt. Respective system revenues service the debt issued for information services, fleet, water, electricity, sanitary sewer and storm sewer improvements.

The proposed CIP incorporates several key assumptions. The Police and Firemen's Disability and Pension Fund Employer's Accrued Liability Refunding Bond will continue to be funded by the SIT fund. The existing debt service for cable capital projects for non-enterprise divisions will continue to be supported by the SIT. The Division of Electricity intends to illuminate all city streets. The CIP assumes that electricity revenues will support street lighting, operation, maintenance and debt service costs. The CIP also includes ongoing funding for mechanized refuse collection equipment and fire apparatus.

The administration intends to continue to review the proposed capital improvements program through the end of the year. 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, follow. This document includes funding through 2012 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 2007, SIT income tax deposits are projected at nearly \$129.1 million. Non-enterprise agencies primarily represent operations funded by the general fund or the street construction, maintenance and repair fund that do not have separate revenue sources. Non-enterprise projects include construction and improvements of expressways, parks, fire stations and equipment, police facilities, and streets and traffic control. In addition, the special income tax fund services debt on the Capitol South redevelopment projects. The special income tax analysis also includes some debt service associated with storm sewers, primarily those projects authorized in the 1991 voted bond package, which totaled \$25 million. All other debt service for storm sewers is paid from the storm maintenance fund. Tipping fees for solid waste disposal are budgeted at \$14 million in 2007. It is preferable that this expense be borne by the general fund. However, at present due to fiscal constraints it is not included in the ten-year general fund pro forma operating statement.

Capital projects for non-enterprise agencies are financed either through voted bond packages or through councilmanic (unvoted) debt. Voter approval provides the city with the ability to levy an ad valorem property tax to service the debt. While the city solicits voter approval from time to time, it has never exercised its taxing authority for this purpose and does not intend to do so; however, its ability to do so gives investors assurance that their investments in the city are secure.

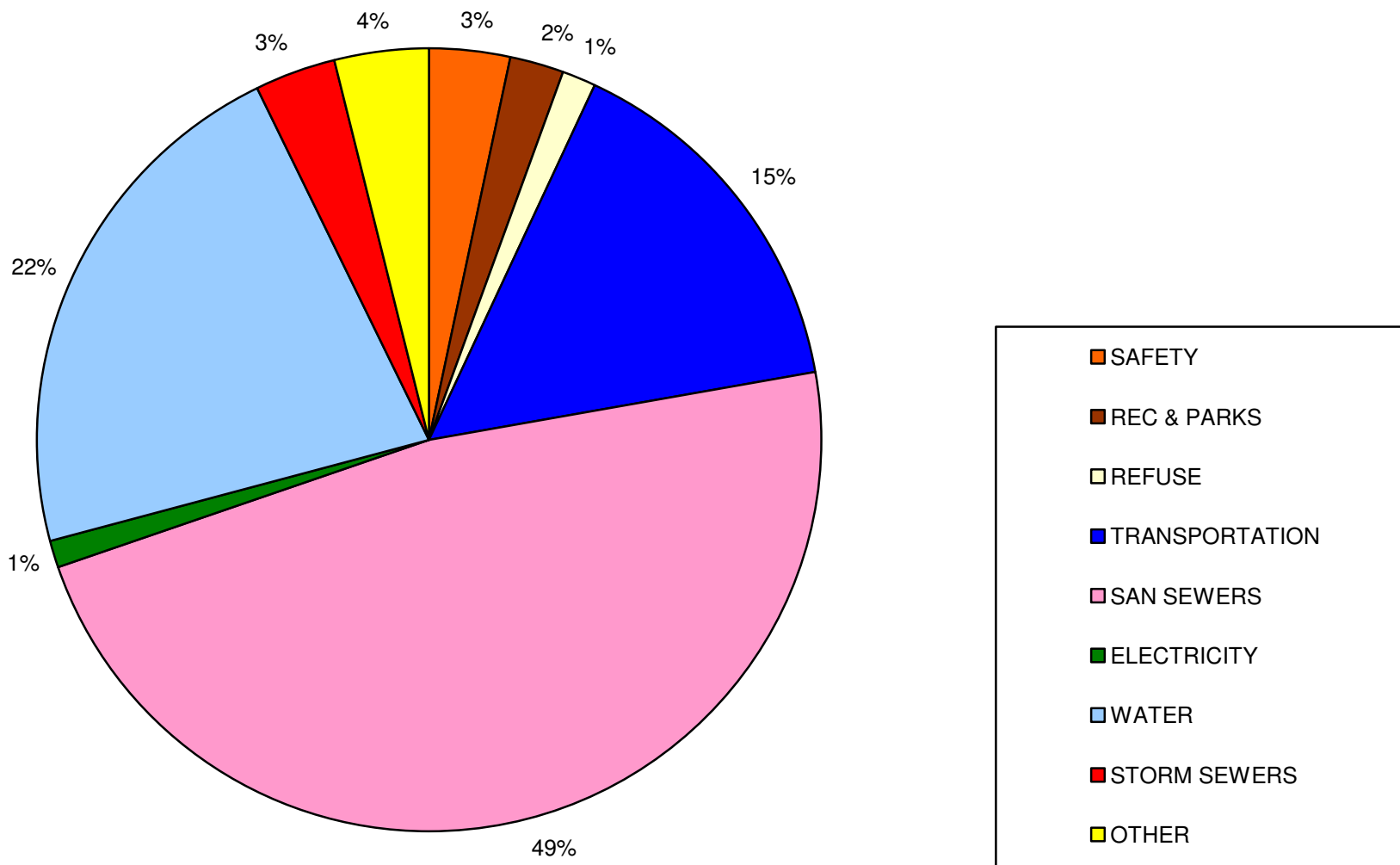
Income tax growth is the most important determinant of the city's capacity to issue additional debt. Table One shows the projected debt service requirements from the special income tax fund for 2006 to 2015. Various assumptions and explanations are highlighted at the bottom of the table.

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

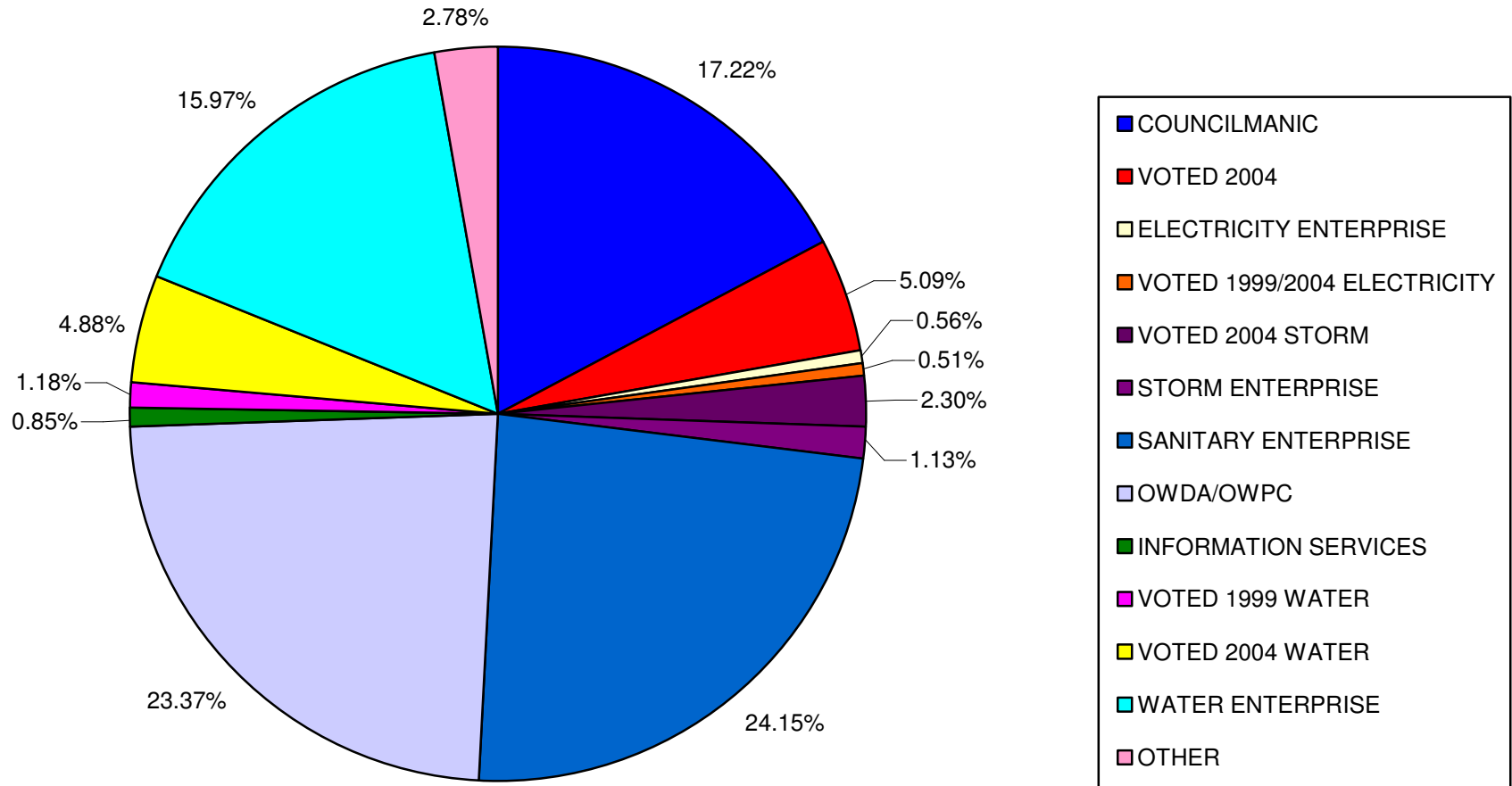
### Coverage Factor:

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 40 percent surplus capacity (a 1.4 total coverage factor).

**FIGURE ONE**  
**2007 - 2012 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY DIVISION - \$2.0 BILLION**



**FIGURE TWO**  
**2007 - 2012 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY FUNDING SOURCE - \$2.0 BILLION**





**TABLE ONE  
SPECIAL INCOME TAX FUND ANALYSIS**

11/1/06 2:16 PM

PAGE: SUM  
UPDATED ON: 1-Nov-06  
(000'S OMITTED)

EXPENDITURES																					
YEAR	EXISTING DEBT SERVICE VOTED				EXISTING DEBT SERVICE UNVOTED					NEW DEBT TO BE ISSUED			MAIN ST. BRIDGE &	RIVERSOUTH	REC & PARKS	POLICE	OTHER	TIPPING	POLICE	SAFETY	TOTAL
	1991 & BEFORE	NON-ENTERPRISE	G.O POWER PLANT	N'TIONWIDE DEBT SERV.	NON-ENTERPRISE	G.O POWER PLANT	POWER PLT. REV. RFDG.	ST ISSUE II LOANS	N'TIONWIDE DEBT SERV.	NON-ENTERPRISE	NON-ENTERPRISE	N'TIONWIDE DEBT SERV.									
2006	\$ 2,288	\$ 68,172	\$ 8,317	\$ 65	\$ 38,500	\$ 30	\$ 6,036	\$ 463	\$ 3,501	\$ -	\$ -	\$ 90	\$ -	\$ 148	\$ 1,274	\$ 1,690	\$ 13,809	\$ 1,935	\$ 1,596	\$ 147,914	
2007	2,193	70,020	7,540	63	38,716	-	6,388	463	3,389	4,642	2,829	215	23	148	1,337	2,315	14,000	1,934	1,596	157,812	
2008	1,933	65,207	6,780	61	35,580	-	1,195	463	3,277	12,279	7,034	209	147	148	1,404	331	14,280	1,931	450	152,710	
2009	1,779	60,562	3,651	58	30,648	-	-	463	3,162	17,139	12,440	204	488	148	1,474	348	14,566	1,936	450	149,515	
2010	1,620	56,511	3,253	56	27,030	-	-	463	3,052	19,948	18,066	198	1,108	162	1,548	365	14,857	1,926	450	150,614	
2011	1,536	53,650	-	54	22,235	-	-	463	2,943	19,646	26,771	193	4,124	162	1,626	383	15,154	1,925	450	151,315	
2012	1,478	48,879	-	52	20,038	-	-	463	2,833	19,044	35,482	187	5,081	162	1,707	402	15,457	1,918	450	153,633	
2013	1,374	46,452	-	50	18,074	-	-	463	2,600	18,442	41,669	181	13,246	162	1,792	422	15,766	1,915	450	163,059	
2014	881	41,730	-	47	17,052	-	-	436	2,362	17,841	45,116	176	13,612	162	1,882	444	16,082	1,912	450	160,183	
2015	844	37,274	-	45	15,018	-	-	408	2,381	17,239	43,567	170	13,472	176	1,976	466	16,403	1,911	450	151,800	
	\$ 15,927	\$ 548,458	\$ 29,541	\$ 551	\$ 262,891	\$ 30	\$ 13,620	\$ 4,548	\$ 29,499	\$ 146,219	\$ 232,975	\$ 1,823	\$ 51,301	\$ 1,578	\$ 16,020	\$ 7,166	\$ 150,374	\$ 19,243	\$ 6,792	\$ 1,538,555	

REVENUES															COVERAGE		
YEAR	INCOME TAX	TUTTLE TIF	REC & PARKS FEES	POLICE HELICOPTER REIMBURSE	MUNI CT RECEIPTS	INFORM SERVICES	CABLE RECEIPTS	CAPITOL SOUTH	TIF PAYMENTS & N'TIONWIDE REIMBURSE	FLEET MGT. SUPPORTED	COAAA RECEIPTS	TOTAL REVENUES	ANNUAL VARIANCE EXP V. REV	CASH BALANCE	CURRENT YEAR COVERAGE	TOTAL COVERAGE	
																	2006
2007	129,068	650	471	571	215	2,068	471	1,376	2,043	253	253	139,400	(18,412)	131,986	2007	0.88	1,8363
2008	132,940	650	482	600	311	2,473	325	1,336	1,976	2,611	252	143,956	(8,754)	123,232	2008	0.94	1,8070
2009	136,928	650	486	630	301	2,948	187	1,292	1,909	2,550	252	148,134	(1,381)	121,851	2009	0.99	1,8150
2010	141,036	650	490	658	292	2,886	139	1,241	1,843	2,489	256	151,981	1,367	123,218	2010	1.01	1,8181
2011	145,267	650	496	691	283	2,461	140	1,199	1,776	2,462	255	155,689	4,374	127,592	2011	1.03	1,8432
2012	145,267	650	473	571	272	2,618	-	1,073	1,708	2,350	253	155,236	1,602	129,194	2012	1.01	1,8409
2013	149,625	650	485	600	263	2,724	-	806	1,708	2,289	252	159,402	(3,657)	125,538	2013	0.98	1,7699
2014	154,114	650	499	629	254	2,452	-	768	1,708	2,228	255	163,556	3,373	128,911	2014	1.02	1,8048
2015	158,738	650	509	657	244	2,370	-	728	1,708	2,167	258	168,028	16,228	145,138	2015	1.11	1,9561
	\$ 1,418,295	\$ 6,500	\$ 4,846	\$ 6,151	\$ 2,486	\$ 24,267	\$ 1,762	\$ 11,266	\$ 18,490	\$ 22,258	\$ 2,539	\$ 1,518,859	\$ (19,696)				

NEW DEBT TO BE ISSUED - PROPOSED CIB/CIP				ADDITIONAL CAPACITY SUMMARY			REVENUE ASSUMPTIONS																																																	
YEAR	VOTED 2004	UNVOTED	TOTAL	YEAR	AMOUNT	RATIO																																																		
2006	\$ 74,575	\$ 42,530	\$ 117,105	2006	\$ 82,000	2.0168	(1) INCOME TAX - ESTIMATE FOR 2006 (2005 ACTUALS: (\$117,661) INCREASED BY 6.5%); 3.0% FOR 2007, 3.0% FOR 2008-2011, 0% IN 2012 & 3.0% FOR 2013-2015.																																																	
2007	51,454	41,133	92,587	2007	-	1.7944	(2) REC FEES - REPRESENTS RECREATION, GOLF COURSE FEES PLEDGED FOR DEBT.																																																	
2008	48,294	21,735	70,029	2008	-	1.6855	(3) POLICE HELICOPTER REIMBURSEMENT - REPRESENTS MONIES FROM SALE OF HELICOPTERS.																																																	
2009	4,557	72,005	76,562	2009	-	1.6372	(4) CABLE RECEIPTS- MONIES RECEIVED FROM NON-SIT SUPPORTED AGENCIES.																																																	
2010	0	74,573	74,573	2010	-	1.5898	EXPENDITURE ASSUMPTIONS																																																	
2011	0	79,225	79,225	2011	-	1.5645	(1) EXISTING DEBT SERVICE - DEBT PAID FROM 4-430. ASSUMES VARIABLE RATE G.O. DEBT IS 4.5%.																																																	
2012	0	82,225	82,225	2012	-	1.5182	(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 2006, 5% IN 2007 & 7% THEREAFTER.																																																	
	\$ 178,880	\$ 413,426	\$ 592,306	2013	-	1.4240	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4">SIT Supported Debt Summary</th> </tr> <tr> <th>Year</th> <th>Voted Debt</th> <th>Unvoted Debt</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>\$ 74,575</td> <td>\$ 28,270</td> <td>\$ 102,845</td> </tr> <tr> <td>2007</td> <td>51,454</td> <td>35,693</td> <td>87,147</td> </tr> <tr> <td>2008</td> <td>48,294</td> <td>19,810</td> <td>68,104</td> </tr> <tr> <td>2009</td> <td>4,557</td> <td>69,850</td> <td>74,407</td> </tr> <tr> <td>2010</td> <td>-</td> <td>73,373</td> <td>73,373</td> </tr> <tr> <td>2011</td> <td>-</td> <td>78,375</td> <td>78,375</td> </tr> <tr> <td>2012</td> <td>-</td> <td>78,375</td> <td>78,375</td> </tr> <tr> <td>Total</td> <td>\$ 178,880</td> <td>\$ 383,746</td> <td>\$ 562,626</td> </tr> </tbody> </table>										SIT Supported Debt Summary				Year	Voted Debt	Unvoted Debt	Total	2006	\$ 74,575	\$ 28,270	\$ 102,845	2007	51,454	35,693	87,147	2008	48,294	19,810	68,104	2009	4,557	69,850	74,407	2010	-	73,373	73,373	2011	-	78,375	78,375	2012	-	78,375	78,375	Total	\$ 178,880	\$ 383,746	\$ 562,626
SIT Supported Debt Summary																																																								
Year	Voted Debt	Unvoted Debt	Total																																																					
2006	\$ 74,575	\$ 28,270	\$ 102,845																																																					
2007	51,454	35,693	87,147																																																					
2008	48,294	19,810	68,104																																																					
2009	4,557	69,850	74,407																																																					
2010	-	73,373	73,373																																																					
2011	-	78,375	78,375																																																					
2012	-	78,375	78,375																																																					
Total	\$ 178,880	\$ 383,746	\$ 562,626																																																					
				2014	-	1.4076	(3) G.O. PWR PLT- DEBT SERVICE ON THE POWER PLANT & SHREDDER STATIONS.																																																	
				2015	-	1.4865	(4) TIPPING FEES - PROJECTED ESTIMATES THROUGH 2007 & THEN INFLATED BY 2.5% PER YEAR THEREAFTER.																																																	
							(5) STATE ISSUE II LOANS - EXISTING AND PROPOSED ZERO PERCENT INTEREST LOANS FROM THE STATE.																																																	
							(6) POLICE/FIRE PENSION- DEBT SERVICE ON THE POLICE/FIRE PENSION BONDS.																																																	
							(7) SAFETY LEASES - \$450K/ANNUALLY FOR THE IAB LEASE PLUS OTHER LEASES FOR POLICE & FIRE IN 2006 & 2007 ONLY.																																																	

# Capital Summary

TABLE TWO								
2007 - 2012 CAPITAL IMPROVEMENTS PROGRAM								
24-Oct-06								
<b>SAFETY / ADMINISTRATION 30-01</b>							<b>Total</b>	<b>FUNDING</b>
<b>PROJECT NAME</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Budget</b>	<b>SOURCE</b>
Safety & Health Center	\$ 6,605,000						\$ 6,605,000	Voted 2004
	995,000						995,000	Councilmanic
<b>Subtotal - Safety Administration</b>	<b>\$ 7,600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,600,000</b>	
<b>SAFETY / POLICE 30-03</b>							<b>Total</b>	<b>FUNDING</b>
<b>PROJECT NAME</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Budget</b>	<b>SOURCE</b>
Police Facility Renovation	\$ 1,721,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 8,921,000	Councilmanic
Heliport	6,840,000						6,840,000	Councilmanic
<b>Subtotal - Police</b>	<b>\$ 8,561,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,440,000</b>	<b>\$ 15,761,000</b>	
<b>SAFETY / FIRE 30-04</b>							<b>Total</b>	<b>FUNDING</b>
<b>PROJECT NAME</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Budget</b>	<b>SOURCE</b>
Fire Apparatus Replacement	\$ 2,079,000	\$ 3,800,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 17,879,000	Councilmanic
Fire Facility Renovation	645,000	935,000	935,000	935,000	935,000	935,000	5,320,000	Councilmanic
Fire Stations	4,000,000		4,000,000	4,000,000	4,000,000	4,000,000	20,000,000	Councilmanic
<b>Subtotal - Fire</b>	<b>\$ 6,724,000</b>	<b>\$ 4,735,000</b>	<b>\$ 7,935,000</b>	<b>\$ 7,935,000</b>	<b>\$ 7,935,000</b>	<b>\$ 7,935,000</b>	<b>\$ 43,199,000</b>	
<b>DEVELOPMENT / DEVELOPMENT 44-01</b>							<b>Total</b>	<b>FUNDING</b>
<b>PROJECT NAME</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Budget</b>	<b>SOURCE</b>
Northland Mall Project	\$ 775,800						\$ 775,800	Councilmanic
Economic & Community Development	445,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	2,945,000	Councilmanic
Miscellaneous Economic Development	12,471						12,471	Councilmanic
Land Assemblage	268,729						268,729	Councilmanic
Parsons Avenue Land Acquisition/Improvements	250,000						250,000	Councilmanic
Downtown Revitalization	912,000	2,890,000	5,155,000	7,501,000	7,504,000	7,503,000	31,465,000	Councilmanic
<b>Subtotal - Development</b>	<b>\$ 2,664,000</b>	<b>\$ 3,390,000</b>	<b>\$ 5,655,000</b>	<b>\$ 8,001,000</b>	<b>\$ 8,004,000</b>	<b>\$ 8,003,000</b>	<b>\$ 35,717,000</b>	
<b>OFFICE OF CONSTRUCTION MANAGEMENT 45-50</b>							<b>Total</b>	<b>FUNDING</b>
<b>PROJECT NAME</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Budget</b>	<b>SOURCE</b>
Facility Renovation	\$ 2,780,000	\$ 423,000	\$ 100,000	\$ 80,000	\$ 155,000	\$ 728,000	\$ 4,266,000	Councilmanic
City Hall Renovations	590,000	400,000	195,000	1,241,000	1,005,000	342,000	3,773,000	Councilmanic
Municipal Court Renovations	406,000	617,000	1,145,000	119,000	280,000	370,000	2,937,000	Councilmanic
Impound Lot	10,200,000						10,200,000	Councilmanic
North Market Improvements	250,000						250,000	Councilmanic
Neighborhood Health Center Facilities Renovation	100,000						100,000	Councilmanic
Pen Site Remediation	2,000,000						2,000,000	Councilmanic
<b>Subtotal - Facilities Management</b>	<b>\$ 16,326,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,440,000</b>	<b>\$ 23,526,000</b>	

Capital Summary

INFORMATION SERVICES 47-01								Total	FUNDING
PROJECT NAME	2007	2008	2009	2010	2011	2012	Budget	SOURCE	
"E-Gov" Initiative	\$ 795,000						\$ 795,000	Information Services	
Connectivity Projects	700,000	\$ 475,000	\$ 1,125,000	\$ 850,000	\$ 500,000	\$ 500,000	4,150,000	Information Services	
Data Center Facility Upgrades	550,000	550,000	480,000			450,000	2,030,000	Information Services	
Disaster Recovery Project	600,000	350,000					950,000	Information Services	
Enterprise System Upgrades	700,000	350,000	350,000	350,000	350,000	2,650,000	4,750,000	Information Services	
HR Information System Project	1,000,000						1,000,000	Information Services	
Metronet Upgrades	120,000						120,000	Information Services	
Operations Equipment Upgrade	250,000	200,000	200,000			250,000	900,000	Information Services	
Routing Equipment Upgrade	225,000						225,000	Information Services	
Telephony Upgrade	1,900,000						1,900,000	Information Services	
Unix Systems Upgrade	600,000						600,000	Information Services	
<b>Subtotal - Information Services</b>	<b>\$ 7,440,000</b>	<b>\$ 1,925,000</b>	<b>\$ 2,155,000</b>	<b>\$ 1,200,000</b>	<b>\$ 850,000</b>	<b>\$ 3,850,000</b>	<b>\$ 17,420,000</b>		
HEALTH 50-01								Total	FUNDING
PROJECT NAME	2007	2008	2009	2010	2011	2012	Budget	SOURCE	
Blind School Renovation	\$ 75,000	\$ 75,000	\$ 45,000				\$ 195,000	Councilmanic	
<b>Subtotal - Health</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 195,000</b>		
RECREATION AND PARKS 51-01								Total	FUNDING
PROJECT NAME	2007	2008	2009	2010	2011	2012	Budget	SOURCE	
Facility Renovation	\$ 1,993,000	\$ 300,000					\$ 2,293,000	Voted 2004	
		2,580,000	\$ 2,880,000	\$ 2,880,000	\$ 2,880,000	\$ 2,880,000	14,100,000	Councilmanic	
Park & Playground Development	1,395,000						1,395,000	Voted 2004	
		2,016,000	2,016,000	2,016,000	2,016,000	2,016,000	10,080,000	Councilmanic	
Parkland Acquisition	598,000						598,000	Voted 2004	
		864,000	864,000	864,000	864,000	864,000	4,320,000	Councilmanic	
Bikeway Improvements	299,000						299,000	Voted 2004	
		432,000	432,000	432,000	432,000	432,000	2,160,000	Councilmanic	
Swimming Facilities	220,000						220,000	Voted 2004	
		318,000	318,000	318,000	318,000	318,000	1,590,000	Councilmanic	
Urban Infrastructure - Rec & Parks	1,112,000						1,112,000	Voted 2004	
		1,295,000	1,295,000	1,295,000	1,295,000	1,295,000	6,475,000	Councilmanic	
Golf Course Improvements	498,000						498,000	Voted 2004	
		720,000	720,000	720,000	720,000	720,000	3,600,000	Councilmanic	
<b>Subtotal - Recreation and Parks</b>	<b>\$ 6,115,000</b>	<b>\$ 8,525,000</b>	<b>\$ 8,525,000</b>	<b>\$ 8,525,000</b>	<b>\$ 8,525,000</b>	<b>\$ 8,525,000</b>	<b>\$ 48,740,000</b>		
SERVICE / REFUSE COLLECTION 59-02								Total	FUNDING
PROJECT NAME	2007	2008	2009	2010	2011	2012	Budget	SOURCE	
Mechanized Collection Equipment	\$ 3,513,000	\$ 5,075,000	\$ 2,597,000				\$ 11,185,000	Voted 2004	
			2,478,000	\$ 5,075,000	\$ 5,075,000	\$ 5,075,000	17,703,000	Councilmanic	
<b>Subtotal - Refuse Collection</b>	<b>\$ 3,513,000</b>	<b>\$ 5,075,000</b>	<b>\$ 5,075,000</b>	<b>\$ 5,075,000</b>	<b>\$ 5,075,000</b>	<b>\$ 5,075,000</b>	<b>\$ 28,888,000</b>		

# Capital Summary

SERVICE / TRANSPORTATION 59-09 PROJECT NAME	2007	2008	2009	2010	2011	2012	Total	FUNDING
							Budget	SOURCE
Street Rehabilitation	\$ 1,707,000	\$ 3,100,000	\$ 1,960,000				\$ 6,767,000	Voted 2004
			2,990,000	\$ 5,550,000	\$ 1,550,000	\$ 2,679,000	12,769,000	Councilmanic
Alley Rehabilitation			280,000	280,000			560,000	Councilmanic
Brick Rehabilitation	400,000						400,000	Voted 2004
			400,000		400,000		800,000	Councilmanic
Bikeway Development				250,000		325,000	575,000	Councilmanic
Resurfacing	5,178,000	5,250,000					10,428,000	Voted 2004
			6,788,000	10,984,000	16,302,000	22,650,000	56,724,000	Councilmanic
Curb Reconstruction (City-Wide)	350,000	600,000					950,000	Voted 2004
			650,000	650,000	650,000	650,000	2,600,000	Councilmanic
NCR		3,294,000					3,294,000	Voted 2004
Federal/State Match	60,000	6,973,000	3,456,000	3,456,000	3,456,000	3,456,000	13,824,000	Councilmanic
			5,181,000	2,510,000	1,060,000	810,000	9,561,000	Councilmanic
Facilities	300,000	3,931,000					4,231,000	Voted 2004
			800,000				800,000	Councilmanic
Multi-Modal Terminal Air Rights	500,000						500,000	Voted 2004
Urban Infrastructure Improvements	3,592,000	5,400,000					8,992,000	Voted 2004
			5,400,000	5,400,000	5,400,000	5,400,000	21,600,000	Councilmanic
Roadway Improvements	1,500,000	305,000					1,805,000	Voted 2004
			750,000	500,000	750,000		2,000,000	Councilmanic
City Bridge Rehabilitation	815,000	1,090,000					1,905,000	Voted 2004
			815,000	750,000	2,827,000	565,000	4,957,000	Councilmanic
Downtown Streetscape Improvements	1,200,000						1,200,000	Voted 2004
17th Avenue Widening	400,000						400,000	Voted 2004
			400,000	500,000	500,000		1,400,000	Councilmanic
OSU Community Improvements		350,000					350,000	Voted 2004
			300,000	500,000	3,500,000		4,300,000	Councilmanic
Morse Rd. Area Investment	7,440,000						7,440,000	Voted 2004
Traffic Signal Installation	1,200,000	1,050,000					2,250,000	Voted 2004
			1,050,000	1,350,000	1,350,000	1,350,000	5,100,000	Councilmanic
Sign Upgrading/Street Name Signs	350,000	350,000					700,000	Voted 2004
			350,000	350,000	350,000	350,000	1,400,000	Councilmanic
Permanent Pavement Markings	300,000	500,000					800,000	Voted 2004
			500,000	500,000	500,000	500,000	2,000,000	Councilmanic
Raised Pavement Markings	250,000	250,000					500,000	Voted 2004
			250,000	250,000	250,000	250,000	1,000,000	Councilmanic
Parking Meters	200,000	200,000					400,000	Voted 2004
			100,000	100,000	100,000	100,000	400,000	Councilmanic
Computerized Signals	150,000	250,000					400,000	Voted 2004
			150,000	250,000	250,000	250,000	900,000	Councilmanic
School Flashers	129,000	150,000					279,000	Voted 2004
			150,000	150,000	150,000	150,000	600,000	Councilmanic
COTA Bus Route Sidewalks	1,480,000						1,480,000	Federal
Town Street Bridge			17,000,000				17,000,000	ODOT
Town Street Bridge			5,000,000				5,000,000	OPWC
Town Street Bridge			1,800,000				1,800,000	Federal
Town Street Bridge			12,500,000				12,500,000	Federal/Other
Alum Creek - SR 104 to Williams			12,320,000				12,320,000	ODOT
Hilliard Rome Road		6,880,000					6,880,000	ODOT

SERVICE / TRANSPORTATION 59-09								Total	FUNDING
Projects Continued								Budget	SOURCE
PROJECT NAME	2007	2008	2009	2010	2011	2012			
Pedestrian Safety Improvements	\$ 2,801,000	\$ 3,170,000					\$ 5,971,000	Voted 2004	
Street Equipment	1,072,000	2,070,000	\$ 3,185,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	9,785,000	Councilmanic	
Miscellaneous Intersection Improvements	1,000,000		1,945,000	2,470,000	2,405,000	2,515,000	9,335,000	Councilmanic	
Miscellaneous Development		1,069,000	750,000				1,069,000	Voted 2004	
Signal Ramp Improvements			250,000	250,000	250,000		750,000	Councilmanic	
Spring Sandusky Interchange OTMP	500,000	500,000	1,000,000				1,000,000	Voted 2004	
Sidewalk Program	1,000,000						1,000,000	Councilmanic	
Housing Initiatives-Roadway Improvements	797,000	1,152,000	1,152,000	1,152,000	1,152,000	1,152,000	1,949,000	Voted 2004	
Columbus School Coordination	69,000	100,000	100,000	100,000	100,000	100,000	4,608,000	Councilmanic	
I-670/Fourth Street Improvements		815,000	485,000				169,000	Voted 2004	
SciTech Corridor Roadway Improvements	1,800,000	1,000,000	2,200,000				400,000	Councilmanic	
Short North Streetscape	50,000						2,800,000	Voted 2004	
East Broad Street TIF	111,000						485,000	Councilmanic	
							50,000	Voted 2004	
							111,000	Voted 2004	
<b>Subtotal - Transportation</b>	<b>\$ 36,701,000</b>	<b>\$ 49,799,000</b>	<b>\$ 92,407,000</b>	<b>\$ 40,452,000</b>	<b>\$ 45,452,000</b>	<b>\$ 45,452,000</b>	<b>\$ 310,263,000</b>		
PUBLIC UTILITIES / SEWERS 60-05								Total	FUNDING
PROJECT NAME	2007	2008	2009	2010	2011	2012	Budget	SOURCE	
<b>SANITARY PROJECTS:</b>									
Sanitary Sewer Construction	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,000,000	Sewer Enterprise	
Blacklick Sanitary Inceptor, Part 6C		1,000,000		40,000,000			41,000,000	Sewer Enterprise	
Alum Creek Sanitary Relief Sewer				130,000,000			130,000,000	Sewer Enterprise	
Sanitary Sewer Contingencies	150,000	150,000	150,000	150,000	150,000	150,000	900,000	Sewer Enterprise	
Big Walnut Subtrunk Sewer, Williams Road Area West	300,000						300,000	Sewer Enterprise	
Shadeville Sanitary Interceptor					875,000	200,000	1,075,000	Sewer Enterprise	
Whittier Street Tanks Upgrade	23,725,000						23,725,000	Sewer Enterprise	
Wastewater Treatment Plants Upgrade Project 88	5,000,000						5,000,000	Sewer Enterprise	
WWTF Renovations & Rehabilitation	3,121,000	3,121,000	3,183,000	3,183,000	3,247,000	3,247,000	19,102,000	Sewer Enterprise	
Wastewater Treatment Plants Constuction & Cont	1,561,000	1,561,000	1,592,000	1,592,000	1,624,000	1,624,000	9,554,000	Sewer Enterprise	
SWWTP New Headworks		855,000	1,776,000				2,631,000	Sewer Enterprise	
SWWTP Effluent Disinfection Improvements						667,000	667,000	Sewer Enterprise	
SWWTP Center Train Concrete Rehabilitation		18,425,000					18,425,000	Sewer Enterprise	
WWTF Upgrade -General Program	2,194,000	2,194,000	2,194,000	2,194,000	2,194,000	2,194,000	13,164,000	Sewer Enterprise	
SWWTP Other Real Needs					553,000	994,000	1,547,000	Sewer Enterprise	
Wet Weather Mgt Plan Prof Program Mgt	12,000,000	12,000,000	12,000,000	12,000,000			48,000,000	Sewer Enterprise	
Sanitary System Rehabilitation	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	11,000,000	Sewer Enterprise	
Clinton No. 2 Aerial Sewer Rehabilitation	368,000						368,000	Sewer Enterprise	
Westside Sewer Section B Rehabilitation	375,000						375,000	Sewer Enterprise	
NCR 2 Sewer Separation - High from Lane - Arcadia	900,000						900,000	Sewer Enterprise	
Annual Lining Contact	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,000,000	Sewer Enterprise	
Sanitary System Rehab-Gay Street Combined Sewer	3,150,000						3,150,000	Sewer Enterprise	
Sewer System Capacity Model Update	1,000,000	1,000,000		1,500,000			3,500,000	Sewer Enterprise	
Big Run Subtrunk, Big Run South Road	2,100,000						2,100,000	Sewer Enterprise	

# Capital Summary

PUBLIC UTILITIES / SEWERS 60-05 Projects Continued PROJECT NAME	2007	2008	2009	2010	2011	2012	Total	FUNDING
							Budget	SOURCE
Kerr Street Sewer Separation North Central		\$ 200,000		\$ 800,000			\$ 1,000,000	Sewer Enterprise
Olentangy Trunk Mt. Air		2,067,000					2,067,000	Sewer Enterprise
Upper Scioto West, Hayden Run Area, West of Cosgray	\$ 4,000,000						4,000,000	Sewer Enterprise
Scioto-Main Sanitary Subtrunk					\$ 2,900,000		2,900,000	Sewer Enterprise
Utilities Complex Improvements, Customer Service Center		4,549,000					4,549,000	Sewer Enterprise
Hillock/Lewis Road Assessments	800,000						800,000	Sewer Enterprise
Lockbourne Road Area Sewer Assessment		700,000					700,000	Sewer Enterprise
Bill Moose Run Area Sanitary Improvements	1,950,000						1,950,000	Sewer Enterprise
Broad Meadows Area Sanitary Improvements	1,800,000						1,800,000	Sewer Enterprise
Skyline Drive Area Assessment Sewer		700,000					700,000	Sewer Enterprise
Sanitary System Overflow Elimination	2,200,000	1,500,000	\$ 900,000				4,600,000	Sewer Enterprise
OSIS Downtown Odor Control			3,543,000				3,543,000	Sewer Enterprise
Scioto Main/West Side Relief Sewer Rehabilitation	5,000,000						5,000,000	Sewer Enterprise
Merwin Hill Area Assessment Sewer	50,000		300,000				350,000	Sewer Enterprise
Portage Grove Area Assessment Sewer	150,000		800,000				950,000	Sewer Enterprise
OSIS Augmentation and Relief Sewer Project	2,250,000	75,775,000					78,025,000	Sewer Enterprise
Northwest Alum Creek Area Sanitary Wet Weather Renovation		7,000	65,000				72,000	Sewer Enterprise
Large Diameter Sewer Rehabilitation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	\$ 2,000,000	12,000,000	Sewer Enterprise
JPWWTP, WAS Concentrator Building Renovation			329,000		3,781,000		4,110,000	WPCLF/OWDA
JPWWTP, Support Facilities			649,000		7,465,000		8,114,000	WPCLF/OWDA
JPWWTP, B-Plant Final Clarifier Upgrade		25,100,000					25,100,000	WPCLF/OWDA
JPWWTP Sludge Handling and Dewatering Improvements	1,421,000						1,421,000	WPCLF/OWDA
JPWWTP, A-Plant Wet Weather Hydraulic Improvements	9,396,000						9,396,000	WPCLF/OWDA
JPWWTP, New Headworks	10,877,000	6,945,000					17,822,000	WPCLF/OWDA
JPWWTP, Disinfection Chemical Handling Facility		15,269,000					15,269,000	WPCLF/OWDA
JPWWTP, Ash Handling System Rehabilitation	116,000		1,336,000				1,452,000	WPCLF/OWDA
JPWWTP, Skimmings Concentrator System Improvements	3,393,000						3,393,000	WPCLF/OWDA
JPWWTP B-Plant Aeration Concrete Rehabilitation			503,000		5,776,000		6,279,000	WPCLF/OWDA
JPWWTP Digester Rehabilitation			930,000		10,702,000		11,632,000	WPCLF/OWDA
SWWTP, Incinerator Ash Handling System Renovation				1,033,000		11,883,000	12,916,000	WPCLF/OWDA
SWWTP, Major Incineration Rehabilitation	1,041,000	2,428,000		39,891,000			43,360,000	WPCLF/OWDA
SWWTP, Support Facilities	1,292,000		21,218,000				22,510,000	WPCLF/OWDA
CSO Reduction Improvements at Plants			97,000		1,122,000		1,219,000	WPCLF/OWDA
SWWTP, Sludge Dewatering and Miscellaneous Improvements	807,000						807,000	WPCLF/OWDA
SWWTP, Sludge Thickening Improvements & Renovations		14,393,000					14,393,000	WPCLF/OWDA
SWWTP, New Effluent Pump Station and Outfall		32,597,000					32,597,000	WPCLF/OWDA
SWWTP, Headworks, Part 2	20,570,000						20,570,000	WPCLF/OWDA
SWWTP, West Train Concrete Rehabilitation		328,000	765,000	12,570,000			13,663,000	WPCLF/OWDA
SWWTP, Final Clarifier Additions and Improvements	56,112,000						56,112,000	WPCLF/OWDA
Sewer System Remediation I/I-NW Alum Creek Area		3,450,000	2,150,000		1,848,000	230,000	7,678,000	WPCLF/OWDA
Sewer System Remediation I/I-Early Ditch Relief Area		1,255,000	230,000		1,230,000	5,750,000	8,465,000	WPCLF/OWDA
Sewer System Remediation I/I-West Fifth Area		1,119,000	138,000		3,450,000		4,707,000	WPCLF/OWDA
Sewer System Remediation I/I-Barthman/Parsons Area	3,500,000		1,385,000			5,750,000	10,635,000	WPCLF/OWDA
Sewer System Remediation I/I-Livingston/James Area		1,540,000		1,000,000	230,000	5,750,000	8,520,000	WPCLF/OWDA
Sewer System Remediation I/I-Miller-Kelton Area		460,000					460,000	WPCLF/OWDA
Sewer System Remediation I/I-Plum Ridge Area			340,000	80,000		590,000	1,010,000	WPCLF/OWDA
Sewer System Remediation I/I-Sullivant Avenue Area				160,000			160,000	WPCLF/OWDA

PUBLIC UTILITIES / SEWERS 60-05 Projects Continued PROJECT NAME	2007	2008	2009	2010	2011	2012	Total Budget	FUNDING SOURCE
	Air Quality Control Facility	\$ 4,000,000						\$ 4,000,000
Big Walnut Augmentation/Rickenbacker Sanitary	4,100,000	\$ 3,000,000					7,100,000	WPCLF/OWDA
Big Walnut/Rickenbacker Sanitary Interceptor		1,750,000	\$ 30,650,000	\$ 600,000	\$ 350,000		33,350,000	WPCLF/OWDA
Franklin Main Interceptor Rehabilitation, Sec. 8	250,000			4,600,000			4,850,000	WPCLF/OWDA
Chestnut Street Combined Sewer Rehabilitation	7,066,000						7,066,000	WPCLF/OWDA
Beulah Road Trunk Sewer Rehabilitation		4,500,000					4,500,000	WPCLF/OWDA
Stanton Area Sanitary Improvements		1,449,000					1,449,000	WPCLF/OWDA
Chase/High Area Sanitary Improvements		608,000					608,000	WPCLF/OWDA
Como/Milton Area Sanitary Improvements	4,056,000						4,056,000	WPCLF/OWDA
Fulton/Mound/Noble Sewer Rehabilitation	100,000		2,825,000				2,925,000	WPCLF/OWDA
Franklin #1 Sewer Rehabilitation	50,000		3,000,000				3,050,000	WPCLF/OWDA
Big Walnut Outfall Rehabilitation		500,000	200,000	10,000,000			10,700,000	WPCLF/OWDA
Cherry and 4th Combined Sewer Separation		1,521,000				\$ 11,658,000	13,179,000	WPCLF/OWDA
First Avenue Sewer Separation		319,000				2,442,000	2,761,000	WPCLF/OWDA
Mound E/O 1-71 Sewer Separation		200,000				1,533,000	1,733,000	WPCLF/OWDA
Noble & Grant Area Combined Sewer Inflow Redirection		93,000				713,000	806,000	WPCLF/OWDA
Plum Ridge Sewer Separation			77,000		592,000		669,000	WPCLF/OWDA
Town & 4th Sewer Separation		1,144,000				8,770,000	9,914,000	WPCLF/OWDA
Sullivant Avenue Sewer Rehabilitation				300,000			300,000	WPCLF/OWDA
Richards/Granden/Torrence Area Relief				230,000			230,000	WPCLF/OWDA
Bulen/Gaul/Livingston Area Sanitary Relief Sewer					700,000		700,000	WPCLF/OWDA
Whittier Street Overflow Extension				428,000			428,000	WPCLF/OWDA
Downtown System Renovation, Phase 1	127,000						127,000	WPCLF/OWDA
Downtown System Renovation, Phase 2	131,000						131,000	WPCLF/OWDA
Downtown System Renovation, Phase 3	112,000						112,000	WPCLF/OWDA
Downtown System Renovation, Phase 4	171,000						171,000	WPCLF/OWDA
<b>Subtotal - Sanitary Sewers</b>	<b>\$ 211,332,000</b>	<b>\$ 255,272,000</b>	<b>\$ 102,825,000</b>	<b>\$ 271,811,000</b>	<b>\$ 58,289,000</b>	<b>\$ 73,645,000</b>	<b>\$ 973,174,000</b>	
<b>PUBLIC UTILITIES / ELECTRICITY 60-07</b>							<b>Total</b>	<b>FUNDING</b>
<b>PROJECT NAME</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Budget</b>	<b>SOURCE</b>
Street Lighting	\$ 1,355,000	\$ 1,000,000	\$ 802,000				\$ 3,157,000	Voted 2004 Electricity
			598,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	4,798,000	Electricity Enterprise
Distribution Improvements		1,029,000	602,000				1,631,000	Voted 2004 Electricity
				652,000	650,000	1,802,000	3,104,000	Electricity Enterprise
Morse Road Phase 2	1,146,000		400,000				1,546,000	Voted 2004 Electricity
				1,150,000			1,150,000	Electricity Enterprise
Alternate 69KV Feed to West Substation	100,000	700,000	800,000				1,600,000	Voted 2004 Electricity
					900,000		900,000	Electricity Enterprise
South Hamilton Road	188,000						188,000	Voted 2004 Electricity
Broad Meadows	75,000						75,000	Voted 2004 Electricity
South Westgate/Sylvan Street Lighting	285,000						285,000	Voted 2004 Electricity
North High Street Circuit	350,000						350,000	Voted 2004 Electricity
North High Street Circuit Improvement		350,000					350,000	Voted 2004 Electricity
Urban Infrastructure Recovery	348,000	505,000	505,000				1,358,000	Voted 2004 Electricity
				505,000	505,000	505,000	1,515,000	Electricity Enterprise
<b>Subtotal - Electricity</b>	<b>\$ 3,847,000</b>	<b>\$ 3,584,000</b>	<b>\$ 3,707,000</b>	<b>\$ 3,707,000</b>	<b>\$ 3,455,000</b>	<b>\$ 3,707,000</b>	<b>\$ 22,007,000</b>	
Note: Urban Infrastructure projects will be issued using electricity authority, but will be supported by the special income tax fund.								

# Capital Summary

PUBLIC UTILITIES / WATER 60-09 PROJECT NAME	2007	2008	2009	2010	2011	2012	Total	FUNDING
							Budget	SOURCE
Hoover Reservoir Erosion Control	\$ 200,000	\$ 500,000	\$ 200,000	\$ 500,000	\$ 200,000	\$ 500,000	\$ 2,100,000	Water Enterprise
Miscellaneous Facilities	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000	Water Enterprise
Alkire Road Water Main	150,000	800,000					950,000	Water Enterprise
Galloway Road Water Main	150,000	650,000					800,000	Water Enterprise
Water Main Rehabilitation	895,000						895,000	Voted 2004 Water
	4,105,000	5,000,000	10,000,000	10,000,000	10,000,000	10,000,000	49,105,000	Water Enterprise
O'Shaughnessy Dam Hydroelectric	200,000				200,000		400,000	Water Enterprise
Doherty Road Water Main	500,000						500,000	Water Enterprise
HCWP Raw Water Line		28,000,000					28,000,000	Water Enterprise
DRWP Improvement Facilities	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Water Enterprise
HCWP Improvement Facilities	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Water Enterprise
Distribution Improvements	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Water Enterprise
PAWP Improvements Facilities	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Water Enterprise
North Pressure District Storage Tanks	150,000	125,000	2,500,000				2,775,000	Water Enterprise
HCWP Lagoons #1, #2 & #3 Sludge Removal	4,000,000						4,000,000	Water Enterprise
HCWP Sludge Pump Station	35,000,000						35,000,000	Water Enterprise
DRWP Olentangy Intake		100,000		1,500,000			1,600,000	Water Enterprise
DRWP High Service Pump Rehabilitation			300,000	3,000,000			3,300,000	Water Enterprise
Automatic Meter Reading	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Water Enterprise
South Wellfield-South Expansion			10,200,000				10,200,000	Water Enterprise
Fairwood Avenue Tankyard Pumps	1,000,000						1,000,000	Water Enterprise
Sullivant Avenue Water Line Cleaning	1,000,000						1,000,000	Water Enterprise
Long Street Water Line Cleaning	600,000						600,000	Water Enterprise
Upground Reservoir	24,095,000						24,095,000	Voted 1999 Water
	99,105,000						99,105,000	Voted 2004 Water
						11,600,000	11,600,000	Water Enterprise
Watershed Road Improvements	200,000	200,000	900,000				1,300,000	Water Enterprise
HCWP Basin Concrete Rehabilitation		300,000		1,300,000			1,600,000	Water Enterprise
HCWP Pavement Rehabilitation		150,000	300,000				450,000	Water Enterprise
HCWP "A" & "B" Raw & Finish Water Pump Rehabilitation	200,000						200,000	Water Enterprise
Water Meter Renewal Program	1,450,000	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	9,950,000	Water Enterprise
Valve Renewal Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000	Water Enterprise
Main Street Water Main Cleaning	600,000						600,000	Water Enterprise
Customer Service Center	3,030,000						3,030,000	Water Enterprise
Champion Avenue 20" Water Main	1,500,000						1,500,000	Water Enterprise
Livingston Avenue Force Main	1,500,000						1,500,000	Water Enterprise
Mound Street/Harrisburg Pike 24" Water Line	2,050,000						2,050,000	Water Enterprise
Water Shed Mgt. Misc Improvement Facilities	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Water Enterprise
PAWP Sludge Disposal	3,000,000						3,000,000	Water Enterprise
Watershed Protection Easements	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Water Enterprise
Walcutt Road Storage Tank		150,000	2,500,000				2,650,000	Water Enterprise
Highbanks District Storage Tank		150,000	2,500,000				2,650,000	Water Enterprise
Hines Road Storage Tank	150,000	2,500,000					2,650,000	Water Enterprise
Taylor Road Tank	2,500,000						2,500,000	Water Enterprise
DRWP Treatment Capacity Increase	5,300,000		6,000,000	20,000,000	20,000,000		51,300,000	Water Enterprise
HCWP Treatment Improvements	1,500,000		7,500,000				9,000,000	Water Enterprise
PAWP Basin Covers			200,000		1,000,000		1,200,000	Water Enterprise
General Engineering Services-Supply Group	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Water Enterprise
Mound Street Columbian Avenue, Broad Street	150,000	1,700,000					1,850,000	Water Enterprise
Joyce Avenue 16" Water Main		360,000					360,000	Water Enterprise
Mound Street Booster Station	150,000	600,000					750,000	Water Enterprise
Dublin Road 8" and 12" Water Line	150,000	1,000,000					1,150,000	Water Enterprise



PUBLIC UTILITIES / WATER 60-09 Projects Continued PROJECT NAME	2007	2008	2009	2010	2011	2012	Total Budget	FUNDING SOURCE
	West Broad Street Water Line Cleaning	\$ 100,000	\$ 650,000					\$ 750,000
East Corridor Transmission Main Cleaning		100,000	\$ 700,000				800,000	Water Enterprise
East Broad Street Water Main	1,800,000						1,800,000	Water Enterprise
PAWP Electrical Service Upgrade				\$ 1,000,000			1,000,000	Water Enterprise
Miscellaneous Booster Station Improvements	250,000	250,000	250,000	250,000	\$ 250,000	\$ 250,000	1,500,000	Water Enterprise
Morse Road 36" Water Main	1,000,000						1,000,000	Water Enterprise
Taylor/Nelson Water Main Cleaning			150,000	500,000			650,000	Water Enterprise
Livingston Avenue Water Main Cleaning				100,000	700,000		800,000	Water Enterprise
Water Storage Tank Painting	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Water Enterprise
Security Enhancements	2,500,000	2,000,000					4,500,000	Water Enterprise
Morse/Hamilton Booster Station	1,000,000						1,000,000	Water Enterprise
Central College 16" Water Main		175,000	500,000				675,000	Water Enterprise
Airport Drive 12" Water Main	150,000	400,000					550,000	Water Enterprise
Chatterton Road 30" Water Main	150,000	1,700,000					1,850,000	Water Enterprise
Mound/Harmon 20" Water Main Cleaning				150,000	500,000		650,000	Water Enterprise
Technology Resources	675,000	425,000	175,000	50,000	50,000	50,000	1,425,000	Water Enterprise
HCWP Disinfection Improvements		1,000,000		4,000,000			5,000,000	Water Enterprise
PAWP Surface Water Treatment Upgrade	800,000			5,000,000			5,800,000	Water Enterprise
HCWP Window Replacement		250,000					250,000	Water Enterprise
PAWP Automation Upgrade				1,500,000			1,500,000	Water Enterprise
<b>Subtotal - Water</b>	<b>\$ 209,905,000</b>	<b>\$ 57,635,000</b>	<b>\$ 53,375,000</b>	<b>\$ 57,450,000</b>	<b>\$ 41,600,000</b>	<b>\$ 31,200,000</b>	<b>\$ 451,165,000</b>	
<b>PUBLIC UTILITIES / SEWERS 60-15</b>								
PROJECT NAME	2007	2008	2009	2010	2011	2012	Total Budget	FUNDING SOURCE
<b>STORM PROJECTS:</b>								
Sewer System I/I Remediation N/W Alum Creek					\$ 600,000	\$ 60,000	\$ 660,000	Storm Enterprise
Sewer System I/I Remediation Early Ditch		\$ 500,000	\$ 50,000				550,000	Voted 2004 Storm
					1,050,000		1,050,000	Storm Enterprise
Sewer System I/I Remediation W 5th Avenue		120,000					120,000	Voted 2004 Storm
						800,000	800,000	Storm Enterprise
Sewer System I/I Remediation Barthman/Parsons			220,000				220,000	Voted 2004 Storm
						750,000	750,000	Storm Enterprise
Sewer System I/I Remediation Livingston/James		400,000					400,000	Voted 2004 Storm
					550,000		550,000	Storm Enterprise
Cleveland/Lakeview Sewer Improvements		850,000					850,000	Voted 2004 Storm
Linden Ditch Area Wide Storm System Improvements	\$ 100,000	3,000,000					3,100,000	Voted 2004 Storm
ST-28 Williams Road Pump Station Replacement	2,000,000						2,000,000	Voted 2004 Storm
5th Avenue Dam Abutment Rehabilitation			50,000	\$ 100,000			150,000	Voted 2004 Storm
Midland/Eakin Stormwater System Improvements		1,500,000					1,500,000	Voted 2004 Storm
Olentangy Blvd/Amazon Place Stormwater	300,000						300,000	Voted 2004 Storm
Petzinger Road Stormwater System		1,000,000					1,000,000	Voted 2004 Storm
Charleston Avenue Stormwater System		1,000,000					1,000,000	Voted 2004 Storm
Southard/Fornoff Area SSI		1,500,000					1,500,000	Voted 2004 Storm
Oakland Park Avenue SSI	500,000						500,000	Voted 2004 Storm
Canyon Drive/Glenmont Avenue Area SSI		1,000,000					1,000,000	Voted 2004 Storm
Olentangy RR Culvert/Fifth Avenue Underpass	300,000						300,000	Voted 2004 Storm
Parklane Avenue Stormwater System Improvements	25,000			250,000			275,000	Voted 2004 Storm
E. 25th/Joyce Avenues Stormwater System Improvements		100,000		1,000,000			1,100,000	Voted 2004 Storm

# Capital Summary

PUBLIC UTILITIES / SEWERS 60-15 Storm Projects continued PROJECT NAME	2007	2008	2009	2010	2011	2012	Total Budget	FUNDING SOURCE
	Neighborhood Stormwater Projects Phase 10 (Westside)	\$ 75,000		\$ 500,000				\$ 575,000
Neighborhood Stormwater Projects Phase 11 (Eastside)	100,000		700,000				800,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 12 (Northeast)	85,000		500,000				585,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 13 (Northwest)	85,000		500,000				585,000	Voted 2004 Storm
Safford/Union Area SSI	10,000		300,000				310,000	Voted 2004 Storm
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
Snoffer Road at Olen tangy River Road SSI	100,000	25,000		\$ 850,000			975,000	Voted 2004 Storm
Shattuck/Clearview Avenues SSI	50,000		500,000				550,000	Voted 2004 Storm
Moler Road Stormwater System Improvements		700,000					700,000	Voted 2004 Storm
Saddle Run Storm Sewer Improvements	100,000		50,000	65,000			215,000	Voted 2004 Storm
				685,000			685,000	Storm Enterprise
Marion Road Stormwater System Improvements	80,000		825,000				905,000	Voted 2004 Storm
Lockbourne Road Stormwater System Improvements	50,000		530,000				580,000	Voted 2004 Storm
Bulen Avenue Stormwater System Improvements	57,000	25,000					82,000	Voted 2004 Storm
				250,000			250,000	Storm Enterprise
Fairwood Avenue Stormwater System Improvements	61,000	30,000					91,000	Voted 2004 Storm
				290,000			290,000	Storm Enterprise
Evergreen/Dewberry Roads SSI	30,000		290,000				320,000	Voted 2004 Storm
Champion Avenue Stormwater System Improvements	86,000	30,000					116,000	Voted 2004 Storm
				325,000			325,000	Storm Enterprise
Champion Avenue Reconstruction	600,000						600,000	Voted 2004 Storm
Oakwood Avenue Stormwater System Improvements	36,000	20,000					56,000	Voted 2004 Storm
				190,000			190,000	Storm Enterprise
Marion Road Area Neighborhood Proj. 1	100,000	25,000					125,000	Voted 2004 Storm
				250,000			250,000	Storm Enterprise
Marion Road Area Neighborhood Proj. 2	50,000	25,000					75,000	Voted 2004 Storm
				250,000			250,000	Storm Enterprise
Marion Road Area Neighborhood Proj. 3		50,000	25,000				75,000	Voted 2004 Storm
					\$ 250,000		250,000	Storm Enterprise
Linworth Rd./Meeklynn Dr. Storm Sewer Improvements	150,000	50,000					200,000	Voted 2004 Storm
				1,000,000			1,000,000	Storm Enterprise
Olen tangy Blvd @ Schreyer			650,000				650,000	Voted 2004 Storm
Manchester Avenue Alley/Hiawatha Street			170,000				170,000	Voted 2004 Storm
Belvidere Avenue Stormwater System Improvements	120,000	65,000					185,000	Voted 2004 Storm
				1,000,000			1,000,000	Storm Enterprise
Linden Neighborhood SSI Phase II	100,000		750,000				850,000	Voted 2004 Storm
Clintonville Neighborhood SSI Phase II	100,000						100,000	Voted 2004 Storm
				750,000			750,000	Storm Enterprise
West Fifth Avenue Underpass Stormwater System	20,000	1,750,000					1,770,000	Voted 2004 Storm
Storm Sewer Contingency	1,200,000	1,200,000	1,200,000				3,600,000	Voted 2004 Storm
				1,200,000	1,200,000	\$ 1,200,000	3,600,000	Storm Enterprise
West Columbus Local Protection Project	150,000						150,000	Voted 2004 Storm
Fairwood Avenue/Koebel Road Drainage	50,000	600,000					650,000	Voted 2004 Storm
Walnut Hills Area Drainage	200,000						200,000	Voted 2004 Storm
Lockbourne Road Drainage	1,900,000						1,900,000	Voted 2004 Storm
Third Avenue Underpass Stormwater System		85,000	50,000				135,000	Voted 2004 Storm
				1,500,000			1,500,000	Storm Enterprise

PUBLIC UTILITIES / SEWERS 60-15 Storm Projects continued PROJECT NAME	2007	2008	2009	2010	2011	2012	Total	FUNDING
							Budget	SOURCE
Idlewild Drive Storm Sewer		\$ 4,000,000					\$ 4,000,000	Voted 2004 Storm
Maryland Avenue Drainage	\$ 100,000	50,000	\$ 800,000				950,000	Voted 2004 Storm
Ashburton/Mayfair Drainage		25,000	700,000				725,000	Voted 2004 Storm
Ashburton/Dale Avenue Drainage		25,000	550,000				575,000	Voted 2004 Storm
Skyline Drive Stormwater System	100,000	1,800,000					1,900,000	Voted 2004 Storm
North Central Areawide Storm System	250,000	250,000					500,000	Voted 2004 Storm
				\$ 3,000,000			3,000,000	Storm Enterprise
Woodland/Wildwood/Woodnell Avenue Storm System	345,000	250,000					595,000	Voted 2004 Storm
				3,000,000			3,000,000	Storm Enterprise
Seventeenth Avenue Improvements	345,000	250,000					595,000	Voted 2004 Storm
				3,000,000			3,000,000	Storm Enterprise
Twenty-Sixth Avenue Improvements	60,000	250,000					310,000	Voted 2004 Storm
Leonard Avenue Storm Sewer	80,000	450,000					530,000	Voted 2004 Storm
<b>Subtotal - Storm Sewers</b>	<b>\$ 10,250,000</b>	<b>\$ 24,650,000</b>	<b>\$ 9,910,000</b>	<b>\$ 18,955,000</b>	<b>\$ 3,650,000</b>	<b>\$ 2,810,000</b>	<b>\$ 70,225,000</b>	
<b>GRAND TOTAL</b>	<b>\$ 531,053,000</b>	<b>\$ 417,545,000</b>	<b>\$ 294,494,000</b>	<b>\$ 425,991,000</b>	<b>\$ 185,715,000</b>	<b>\$ 193,082,000</b>	<b>\$ 2,047,880,000</b>	

# Capital Summary

FUNDING SUMMARY BY SOURCE	2007	2008	2009	2010	2011	2012	Total
							Budget
COUNCILMANIC (Need to include UIRF)	\$ 35,345,000	\$ 19,305,000	\$ 69,345,000	\$ 72,868,000	\$ 77,871,000	\$ 77,870,000	\$ 352,604,000
VOTED 2004	51,454,000	48,294,000	4,557,000	-	-	-	104,305,000
INFORMATION SERVICES	7,440,000	1,925,000	2,155,000	1,200,000	850,000	3,850,000	17,420,000
SANITARY ENTERPRISE	82,644,000	135,304,000	36,003,000	200,919,000	21,043,000	18,576,000	494,489,000
WPCLF/OWDA	128,688,000	119,968,000	66,822,000	70,892,000	37,246,000	55,069,000	478,685,000
VOTED 2004 STORM	10,250,000	24,650,000	9,910,000	2,265,000	-	-	47,075,000
STORM ENTERPRISE	-	-	-	16,690,000	3,650,000	2,810,000	23,150,000
VOTED 1999 WATER	24,095,000	-	-	-	-	-	24,095,000
VOTED 2004 WATER	100,000,000	-	-	-	-	-	100,000,000
WATER ENTERPRISE	85,810,000	57,635,000	53,375,000	57,450,000	41,600,000	31,200,000	327,070,000
VOTED 2004 ELECTRICITY (Includes UIRF)	3,847,000	3,584,000	3,109,000	-	-	-	10,540,000
ELECTRICITY ENTERPRISE (Includes UIRF)	-	-	598,000	3,707,000	3,455,000	3,707,000	11,467,000
FEDERAL	1,480,000	-	1,800,000	-	-	-	3,280,000
OPWC	-	-	5,000,000	-	-	-	5,000,000
ODOT	-	6,880,000	29,320,000	-	-	-	36,200,000
FEDERAL/OTHER	-	-	12,500,000	-	-	-	12,500,000
<b>TOTAL</b>	<b>\$ 531,053,000</b>	<b>\$ 417,545,000</b>	<b>\$ 294,494,000</b>	<b>\$ 425,991,000</b>	<b>\$ 185,715,000</b>	<b>\$ 193,082,000</b>	<b>\$ 2,047,880,000</b>
FUNDING SUMMARY BY DIVISION	2007	2008	2009	2010	2011	2012	Total
							Budget
SAFETY ADMINISTRATION	\$ 7,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,600,000
POLICE	8,561,000	1,440,000	1,440,000	1,440,000	1,440,000	1,440,000	15,761,000
FIRE	6,724,000	4,735,000	7,935,000	7,935,000	7,935,000	7,935,000	43,199,000
DEVELOPMENT	2,664,000	3,390,000	5,655,000	8,001,000	8,004,000	8,003,000	35,717,000
FACILITIES MANAGEMENT	16,326,000	1,440,000	1,440,000	1,440,000	1,440,000	1,440,000	23,526,000
INFORMATION SERVICES	7,440,000	1,925,000	2,155,000	1,200,000	850,000	3,850,000	17,420,000
HEALTH	75,000	75,000	45,000	-	-	-	195,000
RECREATION AND PARKS	6,115,000	8,525,000	8,525,000	8,525,000	8,525,000	8,525,000	48,740,000
REFUSE COLLECTION	3,513,000	5,075,000	5,075,000	5,075,000	5,075,000	5,075,000	28,888,000
TRANSPORTATION	36,701,000	49,799,000	92,407,000	40,452,000	45,452,000	45,452,000	310,263,000
SANITARY SEWERS	211,332,000	255,272,000	102,825,000	271,811,000	58,289,000	73,645,000	973,174,000
ELECTRICITY	3,847,000	3,584,000	3,707,000	3,707,000	3,455,000	3,707,000	22,007,000
WATER	209,905,000	57,635,000	53,375,000	57,450,000	41,600,000	31,200,000	451,165,000
STORM SEWERS	10,250,000	24,650,000	9,910,000	18,955,000	3,650,000	2,810,000	70,225,000
<b>TOTAL</b>	<b>\$ 531,053,000</b>	<b>\$ 417,545,000</b>	<b>\$ 294,494,000</b>	<b>\$ 425,991,000</b>	<b>\$ 185,715,000</b>	<b>\$ 193,082,000</b>	<b>\$ 2,047,880,000</b>