

CITY OF COLUMBUS

2008 BUDGET



PHOTO COURTESY OF RETIRED ASSISTANT CHIEF JOHN REES



MICHAEL B. COLEMAN, MAYOR



City of Columbus
Mayor Michael B. Coleman

Office of the Mayor

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November 15, 2007

Dear President Mentel 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 2008. I am pleased to present my eighth balanced budget which for the second successive year does not use the City's rainy day fund. The City is facing increasing challenges for 2008 as a result of reduced general fund revenue growth in 2007, but nevertheless, our 2008 general fund operating budget of \$650.3 million reflects a strong commitment to safety, neighborhood services, public health assistance to families, and economic development.

Even through the lean years of the national economic recession in 2002-2003, preservation and growth of our uniformed safety forces has always been our highest budget priority. Although economic conditions dictated a 25% reduction in the civilian workforce in our departments in 2001-2004, we have grown the safety forces. We anticipate having 117 more police officers by the end of this year than we had at the end of 2001, and I am committed to doing everything necessary to continue to provide all the police protection that is needed in our growing city. We also anticipate having 32 more firefighters by the end of the year than we had six years ago. This is in addition to freeing up firefighters for fire protection/EMS duties by hiring civilians to perform certain jobs not requiring fire fighting skills. That process will continue in 2008 in partnership with Chief Pettus and the IAFF.

The city will continue to combat violent crime in 2008 through the successful police "strike force" program. For the fourth straight year, police efforts will be stepped up during the warmer weather months, when crime tends to spike. By extending the regular work of the division of police with a focused effort to prevent crime, reduce violence, and get firearms off our streets, the strike force has contributed to 2,187 arrests, and the confiscation of 447 guns and significant amounts of marijuana, heroin, and crack cocaine.

Two new neighborhood policing centers will be operational in 2008, as the city completes the construction of a neighborhood policing center in conjunction with The Ohio State University, as well as a new neighborhood policing center on the far-east side. Fire and EMS services will also be enhanced with the completion of the West Broad Street fire station in Franklinton and the beginning of construction on the Waggoner Road fire station on the far-east side. Finally, we will purchase \$4.5 million worth of vehicles for the Police Division, the largest purchase in many years.

In addition to public safety, protecting the health of Columbus residents will remain a top priority in 2008. Public health programs such as communicable disease control, immunizations, mosquito control, water protection, hazardous materials surveillance and response, food safety inspections and emergency preparedness are all continued in 2008. Direct care services are also continued, including prenatal care for low income pregnant women, and continued funding for six Columbus Neighborhood Health centers, which provide primary care to individuals who are uninsured or without adequate health care coverage. In addition to contributing \$5.4 million in operating costs to the health centers, the city is also funding the construction of a new Westside neighborhood family health center on the Hilltop, and, in collaboration with residents and community partners on the South Side, is working to secure funding and find a permanent location for a new Maloney family health center, which will provide much needed health services for families and help spur economic development in the area.

Our commitment to essential neighborhood services also continues. Residential refuse collection and yard waste collection services will continue to be provided at the same level as in 2007 and free of charge to our citizens. Our snow removal operations will be continued and improved, through the implementation of an automatic vehicle locator program (global positioning) for use in response to snow and ice events. We will maintain the programs in our Recreation Centers, and the closure of two underutilized pools will allow us to offer free admission to the other seven.

Following through on our commitment to neighborhood revitalization, the Home Again initiative continues in 2008, focusing on preserving housing stock, creating new home ownership opportunities, and allowing low income families to stay in their homes. Through this program, the city acquires and rehabilitates residential structures in defined strategy areas, fixes up homes, or demolishes structures that are too deteriorated to be rehabilitated.

The city will continue to assist immigrant and refugee families in 2008 by addressing cultural awareness, educational activities, affordable housing, health services and assistance with job and business ownership opportunities, through the New Americans Initiative.

With the belief that education doesn't end when the school bell rings, we will continue funding the nationally recognized after-school program, Capital Kids (CK), as well as 17 other community-based, after-school programs. The city will also continue to support workforce employment opportunities for youth, including the summer jobs program that employed 2000 students in 2007.

As part of a long-term effort to break the cycle of homelessness in Columbus, city support to the Community Shelter Board will continue in 2008, with a commitment of over \$2.4 million for homelessness prevention, emergency shelter services, housing support and supportive housing.

Although we continue to work creatively and efficiently to provide essential city services to our neighborhoods, as outlined above, a word of caution is appropriate. General fund revenue growth slowed considerably in 2007 from that in 2006, and the City Auditor predicts no improvement in 2008. The city income tax, which provides nearly two-thirds of our general fund revenue, is projected to grow this year at only a 4% rate, after increasing 6.6% in 2006. The Auditor projects only 3.75% growth in 2008. Revenue sharing from the State, including estate taxes, represents a declining share of our general fund revenues. As interest rates begin to go back down, the earnings on our city treasury investments are correspondingly reduced. These reduced revenues forced us to budget for the general fund in 2008 around available resources that are only 2.5% higher than 2007 resources.

While job creation continues to be robust in Columbus in comparison with the rest of the State, one possible reason for lower revenues may be the national foreclosure crisis and the decline of the home construction industry that has also impacted Columbus.

Such a small increase in 2008 resources is insufficient to support the same level of city services in 2008 that we have this year. As a result, preparation of the 2008 budget required cutbacks in many areas apart from our uniformed safety forces. Fairness dictated that these cutbacks be taken in all thirteen departments and my own office. The cutbacks include a reduction of the civilian workforce by nearly 90 fulltime positions, with the possibility of as many as 26 layoffs depending upon the attrition rate over the next several months. Difficult cuts were made to many programs outside of city government which have been subsidized by the city. Some general fund spending was shifted to other funds, which may create challenges for those funds in the future.

As we did in 2001, I believe it is time to look seriously again at our resources and needs. We may face a long-term structural imbalance between available general fund revenues and the growing needs of operations funded from the general fund, especially public safety. General fund revenues have been insufficient to support general fund spending each year since 2001 despite the fact that extensive efforts to control spending have kept this year's budget only 22%, or 3% per year, higher than the budget seven years ago. Had spending continued to grow at the 7.4% annual rate of the 1990's, the 2008 budget would be over \$900 million, \$250 million higher than the one I propose. Our prudent management of public funds has allowed us to remain the only major city in the nation to retain the highest possible credit rating from the three major bond rating agencies.

We have had to close these gaps between revenues and spending by use of the rainy day fund during the years impacted by the recession, by the transfer of a surplus in the employee benefits fund, and by the spend-down of the general fund balance by \$24 million from what it was prior to 2001. As the gap between revenues and spending declined from its recession high of \$26.5 million in 2003 to only \$7.1 million in 2006, it appeared that we might be on our way out of the woods. However, that gap is projected to be back up to \$12 million for 2007 just to continue our basic services. This movement

certainly suggests that it is time to examine carefully our spending needs and available revenues to support them.

Although we have faced challenges in putting together the 2008 budget that all of us had hoped were behind us, I remain committed to spending our tax dollars wisely and efficiently to promote public safety and essential neighborhood services with the goal of keeping Columbus the best city in the nation in which to live, work, and raise a family.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'MBC', with a large, sweeping flourish extending to the right.

Michael B. Coleman
Mayor



CITY OF COLUMBUS

PROPOSED 2008 BUDGET

Mayor Michael B. Coleman

Presented to
Columbus City Council
November 15, 2007

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Introduction

The 2008 Budget Document

The 2008 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 2008 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 2008 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 2008, and 2008 budget notes. Budget and performance measures summary charts are presented, listing department financial and personnel data, including information by program.

Accounting and Organizational Structure

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

General Fund Summary

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

Community Development Block Grant

This section contains an operating summary of the community development block grant (CDBG) funds. Because CDBG funds are appropriated in several departments, 2008 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 2008

The 2008 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

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

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

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

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

Some of the city's major innovations and undertakings in 2008 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. Home Again is also an opportunity to bring green building standards to our inner-city homes, by making all of these rehabilitations into high-performing, energy efficient homes.
- Continue work with Metro Parks and Audubon Ohio on the development of approximately one-half of the **Whittier Peninsula** into a large downtown park natural area; this site will be divided into two major parts - an urban park with an Audubon Society facility and a natural area. The remaining portion of the Whittier Peninsula will be assessed for possible recreational uses.
- Continue 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.
- Design will be completed in 2007 and construction is expected to begin in early 2008 on the new **Westside neighborhood family health center** to serve residents of Franklinton, the Hilltop, and Westland. This center will be a certified green building, as measure by the Leadership in Energy and Environmental Design (LEED).
- 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.
- Assist immigrant and refugee families by addressing cultural awareness, educational activities, affordable housing, health services and assistance with job and business ownership opportunities through the **New Americans Initiative**.
- The Mayor's Office, along with support from all city departments, will continue planning for Columbus' **2012 Bicentennial Commission** using focus groups and neighborhood regional meetings.
- Continue to make our neighborhoods more connected through **the Bicentennial Bikeways Master Plan**. This plan will identify, evaluate, prioritize, and recommend future connecting links to create a complete section of bikeways within, and connecting to, the City of Columbus.

Safety

- The 2008 budget funds a **police recruit class** of 50 beginning December 2007, a class of 30 in July 2008 and a class of 50 in December 2008. For **Fire**, the budget funds a class of 35 in December 2007 and 20 in December 2008. Police and Fire class sizes are related to projected police and fire retirements and to the

Deferred Retirement Option Plan (DROP) and could be adjusted based upon the number of retirements.

- 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 in 2008 to enhance and extend efforts to prevent crime, reduce violence, and remove illegal firearms from our streets.
- Complete the construction of a **neighborhood-policing center** in conjunction with The Ohio State University, and a new neighborhood-policing center on the Far East side for the relocation of Police sub-station #14. Both centers will be green, LEED certified buildings.
- 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.
- Complete construction of a fire station on West Broad Street in Franklinton and begin construction of a fire station on Waggoner Road on the far-east side, **Stations #10 and #35**, respectively. Both stations will be green, LEED certified buildings.
- Relocate and begin construction of a **new heliport** to include an apparatus bay to house police helicopters.
- 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.
- 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 2008 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

Economic Development and Technology

- Coordinate and **support key economic development projects** including Northland Village, Gowdy Field, Parsons Avenue, West Broad Street, Port Columbus Joint Development Area, and the King-Lincoln District.
- 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 primary jobs and investment.
- Continue implementation of the **Get Green Columbus** initiative by focusing on green development, green business incentives, and encouraging green

- residential development. Continue implementation of the city's environmentally preferable purchasing.
- Continue to support **regional economic development strategies** of advanced logistics, small business development, and technology-based companies.
- Create an **economic development website**.

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 through "operation sidewalks".
- Encourage an increase in recycling efforts by promoting **free drop-off recycling** containers at every Columbus City School.

Downtown Development

- Support the Ohio Department of Transportation (ODOT) during construction of the **Main Street bridge**, and in planning for the **Rich Street bridge**.
- 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**.

Customer Service

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

Peak Performance

- Begin year three 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.
- 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.
- 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.
- Continue to implement the recommendations in the **space needs study/master plan**, including the move of the Recreation and Parks Department, the Department of Technology, and the city's 311 operation to the Jerry Hammond Center located at 1111 East Broad Street, and the design and commencement of construction of a renovated 120 West Gay Street (Old Police Building).
- Complete construction of the **new fleet maintenance facility** which will consolidate current maintenance operations and the administrative offices into one location. The facility will increase the space to service vehicles and provide adequate parking and improved security, thereby improving customer service.

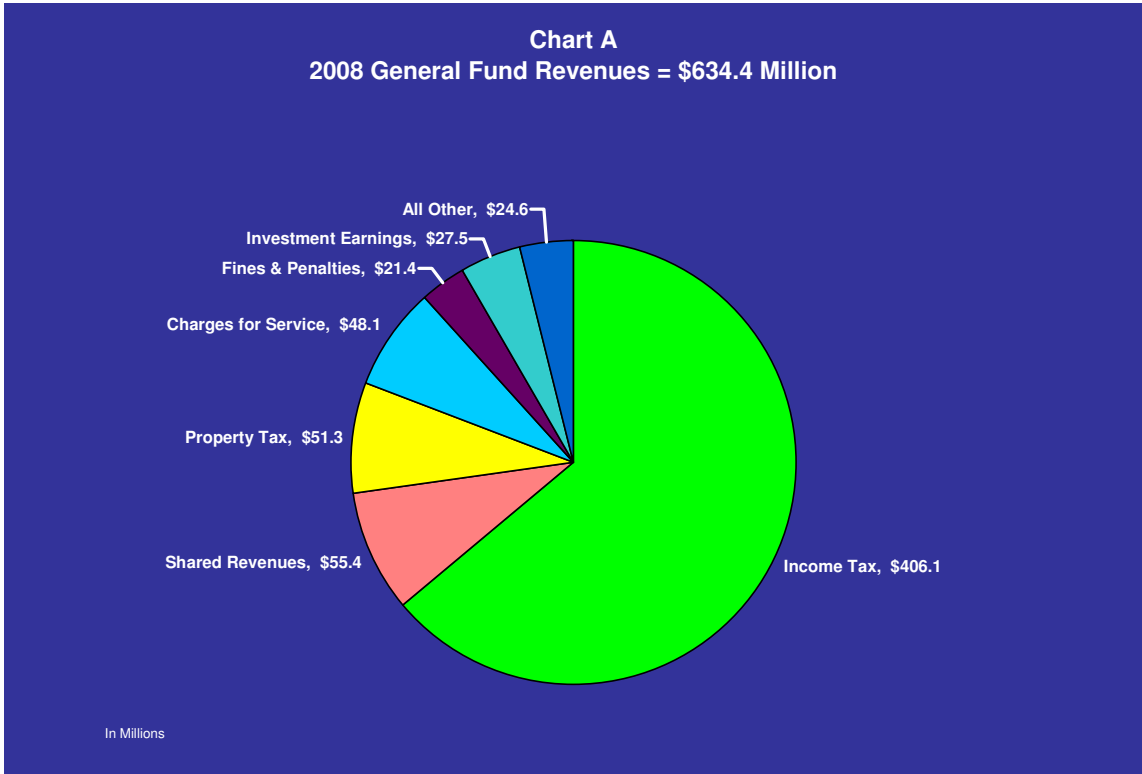
Financial Overview

The city's return in 2007 to a very modest growth rate of 4 percent in income tax revenue, after a robust growth rate of 6.6 percent in 2006, has led to challenges in preparing the 2008 general fund budget. These challenges have been compounded by essentially flat property tax receipts, reduced state revenue sharing funds in major part attributable to a decline this year in estate tax receipts, and a projected decline next year in investment earnings.

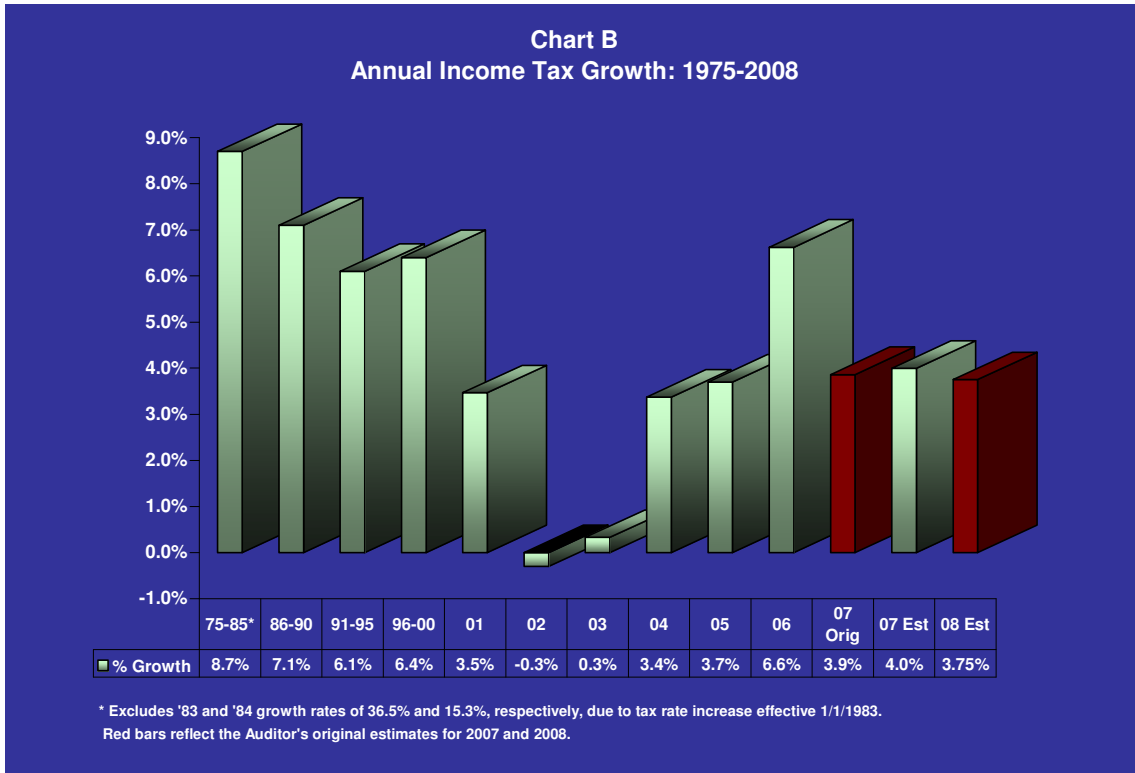
The city's most important revenue source, the income tax, represents nearly two-thirds of the revenue supporting the general fund operating budget. It is by far the main driver of the condition of the general fund budget. For the 40 years prior to 2001, annual growth in the income tax never fell below 4 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 nearly 9 percent and property taxes which represent just over 8 percent of the general fund revenue total. Investment earnings in 2008 represent 4.34 percent of general fund revenues.

As can be seen in Chart A below, these four revenue sources account for 85.2 percent of all general fund revenues available in 2008 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 saw a significant rebound in growth to 6.6 percent. Unfortunately, income tax growth in 2007 since the end of the first quarter has been running between four and five percent and is currently projected to be four percent at year-end. Each one percent decline from 2006 represents \$4 million in lost revenue.

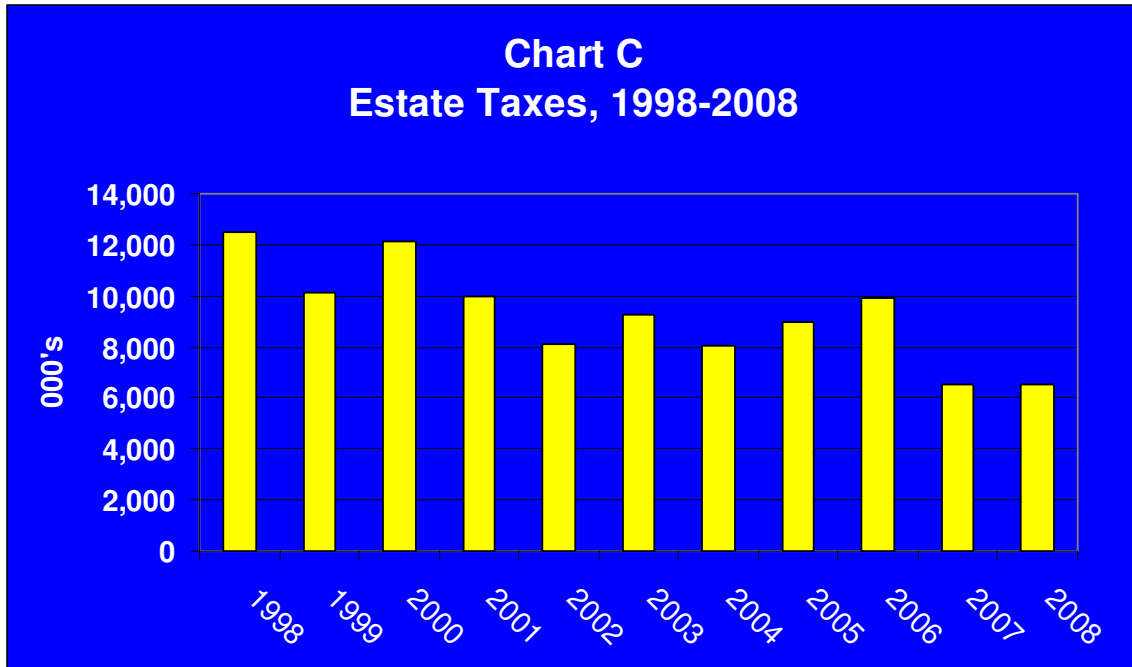


The estimated income tax growth rate for 2008 is a conservative 3.75 percent, which would yield a total of \$406.1 million.

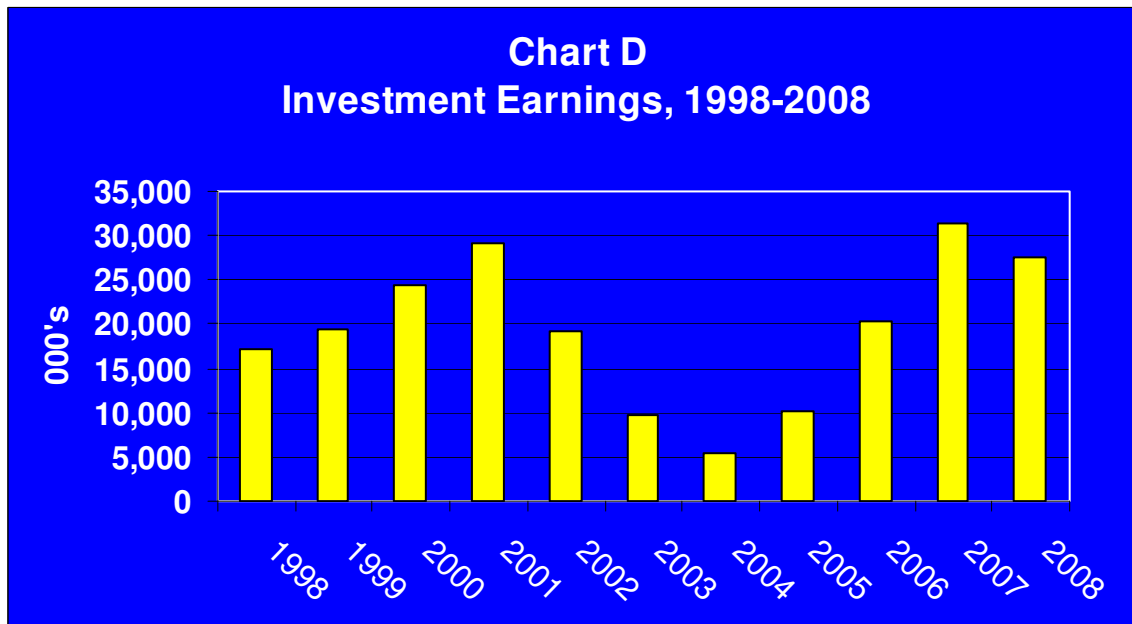
Relative to the other important revenue sources discussed above, namely state revenue sharing funds (including estate tax), investment earnings and property tax, the situation has varied.

Due to state budget difficulties, the portions of state revenue sharing funds known as local government funds were reduced then frozen for the last six years with the city receiving about \$47 million per year since 2002 (after a high of \$51 million in 2001). The freeze continued through mid-2007 with the biennial state budget now providing for an end to the freeze and a new system of distributing a portion of state revenues to local governments that may result in a slight increase in funds in 2008.

However, a significant part of state revenue sharing has been estate tax receipts which in some years have contributed as much as \$12 million to general fund revenues. Receipts have declined in recent years, as seen in Chart C below, with these revenues projected to be as little as \$6.5 million both this year and next.



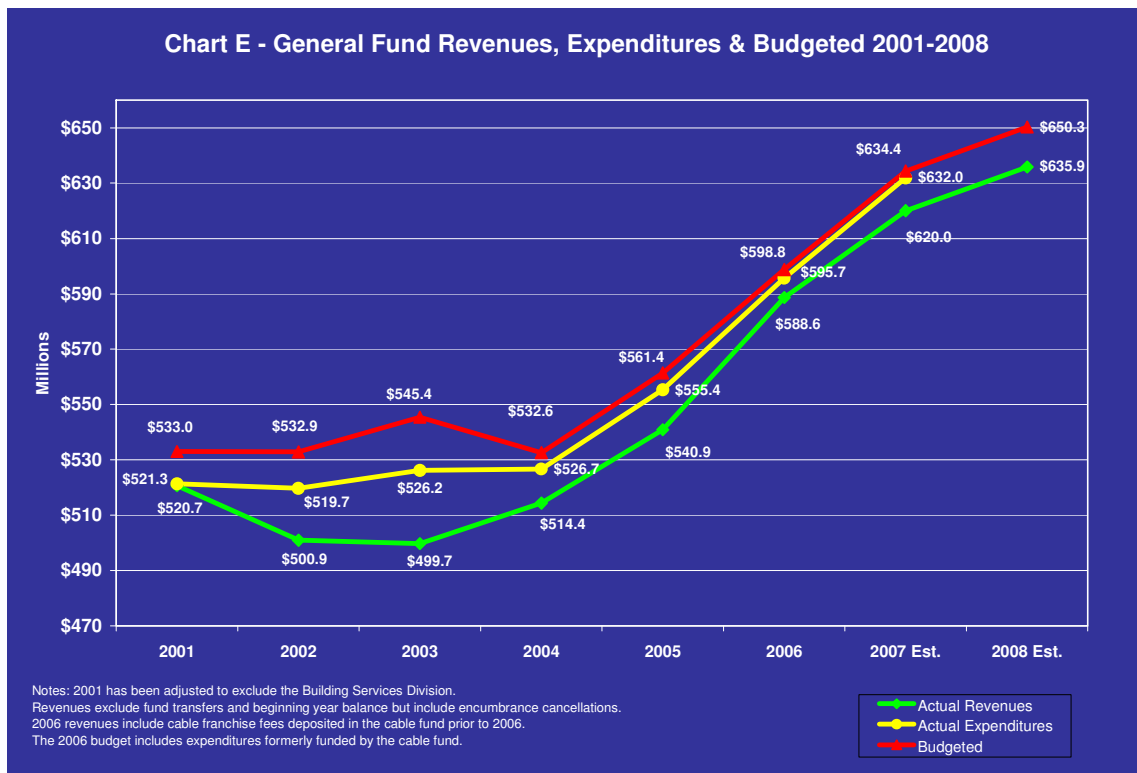
Receipts from investment earnings were as high as \$29 million in 2001 but declined to a low of \$5.5 million in 2004 after the recession. Since the 2004 low, earnings rebounded to \$10.2 million in 2005 and then \$20.4 million in 2006. They are expected to reach \$31.3 million in 2007, a new high. However, the projection for 2008 is a decline back to \$27.5 million, removing \$3.8 million from the pot of general fund revenues supporting the 2007 budget. This source is dependent on interest rates and cash levels in the city treasury, and its significant fluctuations (see Chart D below) can cause problems in providing reliable and consistent support for the general fund budget.



The third highest revenue source, property tax receipts, has also provided inconsistent support to growth in the general fund budget. In property reappraisal years, growth is normally substantial but in the intervening years it is often less than one percent. Projected property tax revenue in 2008 is barely changed from that projected for this year, and revenues as projected next year would be less than 14 percent higher than they were four years earlier in 2004. During that same time frame general fund spending will have grown by 23.5 percent.

The fundamental problem with general fund budgeting since the 2001 recession has been that annual revenues have been insufficient to support annual spending even in the face of rigorous spending controls that have kept spending over \$61 million below budgeted levels during this time frame. The reason for this gap has been a failure to return to the revenue growth levels of the 1990's. These growth levels would have supported a budget today which would be over \$250 million higher than the one being proposed. The gap has been closed each year through temporary measures such as use of transfer of a surplus in the employee benefits fund, the transfer of over \$60 million of economic stabilization funds ("rainy day" funds) in post-recession years, and a spend-down of year-end balances in the general operating fund which had been up to nearly \$38 million in 1998 and 1999. However, the city may well soon reach the point where either substantial additional revenue must be identified or it must eliminate one or more major areas of government activity.

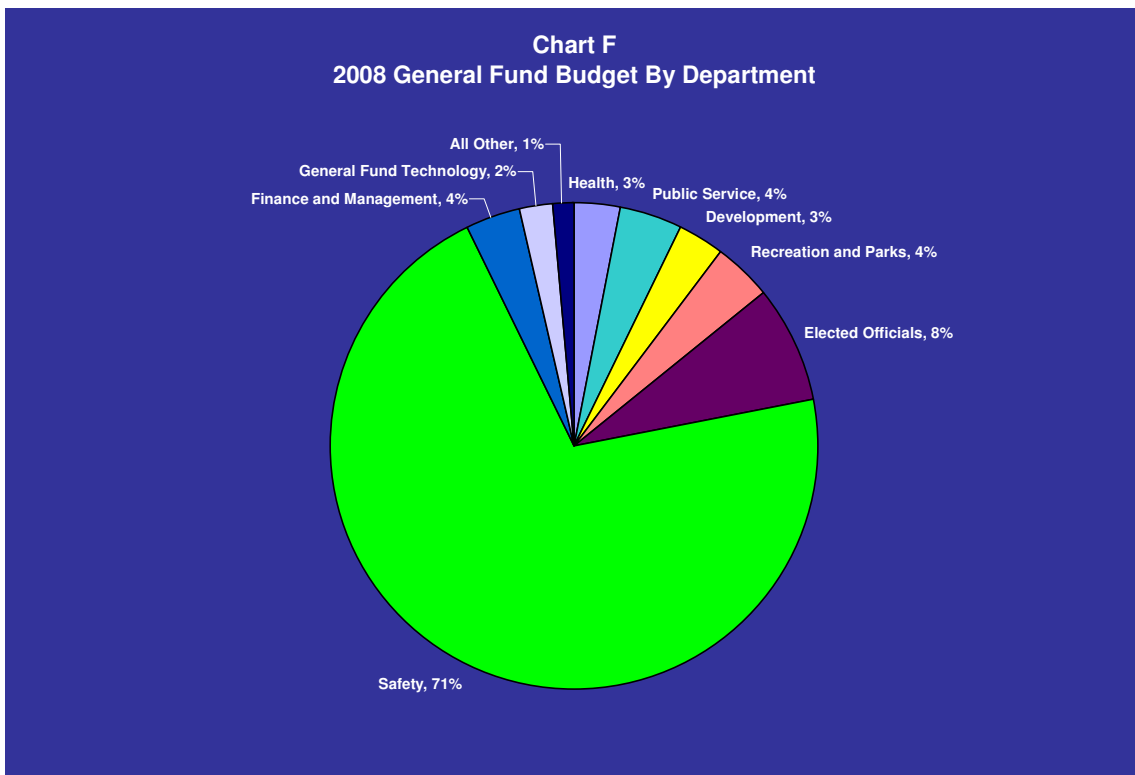
Chart E below shows general fund revenues, budgeted totals, and actual expenditures since 2001. Several things are worth noting: spending was held virtually flat for four years (2001-2004); total revenues in 2004 remained 1.2 percent **below** those in 2001; expenditures have been below budgeted appropriations; and revenues since 2001 have remained below expenditures, leaving the "gaps" in those years referenced above



Actual revenues compared to actual expenditures have shown consistent, large gaps since 2001 when revenues first began to falter. The gap started at under \$1.0 million in 2001, grew to \$26.5 million in 2003, and had dropped to \$7.1 million in 2006 but continues to plague city budgeting efforts. With revenue growth slowing in 2007, the gap is projected to increase by the end of this year to \$12 million. While the city's goal is to return structural balance to the budget, it has been a difficult one and one we have yet to achieve.

Chart E also shows how in each of the last five 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.

While annual general fund spending growth in the 1990's averaged 7.4 percent, the projected spending for this year will be only a little more than 21 percent higher than it was in 2001--six years ago. These severely restrained general fund spending levels are even more striking in light of the fact the Department of Public Safety, which comprises approximately 71 percent of the total general fund operating budget, (see Chart F below), has generally been protected from any significant reductions.



Reductions in other general fund operations have resulted in Public Safety's share of the general fund budget increasing from 64.5 percent in 2000 to 71 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. With the Police and Fire classes scheduled to begin in December, we expect to have 1,927 police officers and 1,550 firefighters in January 2008 in contrast to 1,793 police officers and 1,524 firefighters at the end of 1999.

As planned, dependence on the city's rainy day fund ended in 2006. No transfers are planned for the 2008 budget. However, the city will continue to work to close the structural gap between current revenues and spending, much of which will be dependent on income tax growth significantly above the 3.75 percent growth currently projected for 2008. 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 the slowed general fund revenue growth over the last several years, as described above, Columbus continues to have a strong, stable economy.

Attesting to that, POLICOM Corporation ranked the Columbus Metropolitan Statistical Area (MSA) as the 20th strongest economy in the nation (out of 576 MSA's) in 2007. POLICOM defines economic strength as "the long term tendency for an area to consistently grow in both size and quality".

Employment in the greater Columbus area continues to be service oriented. The city has a broad and diverse employment base, 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. Columbus has enjoyed steady growth over the years due to its economic diversity and the fact that no single activity dominates the economy. The following table summarizes the ten largest employers in the City of Columbus.

Ten Largest Employers Ranked by Number of Full-Time Employees		
1	State of Ohio	26,613
2	The Ohio State University	19,919
3	Federal Government	15,146
4	JPMorgan Chase & Co.	14,276
5	Nationwide	11,834
6	OhioHealth	9,413
7	Columbus Public Schools	8,106
8	City of Columbus	7,432
9	Limited Brands	7,200
10	Honda of America	6,900

Source: Business First of Columbus, Inc.
December 2006

Columbus is headquarters to several major national and multinational corporations, including Cardinal Health, Nationwide Insurance, American Electric Power, the Limited Brands and Big Lots. Battelle Memorial Institute, a research center for government and private industry, has its world headquarters in Columbus and several leading information

providers are also based in Columbus, including Chemical Abstracts Service and the Online Computer Library Center. In recent years, the health care industry has emerged as a predominant new growth sector, with the city boasting four nationally-recognized health systems employers which employ 3,100 health care workers and contribute over \$4 billion to the local economy.

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. The downtown area continues to be the economic heart of the region, and after suffering through office vacancy rates reaching upwards of 25 percent, the market is beginning to stabilize. The downtown office incentive program has been a factor in inducing downtown employers to retain over 600 jobs and create over 2,500 new jobs.

An indicator that downtown is still considered a prime real estate development opportunity is the redevelopment of the northeast corner at Broad and High into high-rise residential and office space. The development plans include luxury condominiums overlooking the State Capitol building, street-level retail shops, "Class A" offices in the new, rebuilt former Roy's Jewelers building, a glass-walled, local network news live broadcast studio, and lighted, strolling digital ticker tapes, billboards and gardens atop the four-story building that fronts this major intersection. The development also envisions a renovation of the 16-story high-rise at 8 East Broad Street, to be called "8 on the Square", with 11 to 22 penthouse and mid-rise luxury condominium homes.

Other major downtown area projects underway include a \$740 million investment in Nationwide Children's Hospital, which is expected to create 1,160 new jobs at the facility and 1,000 new jobs in related fields, as well as the redevelopment of the River South District into a major urban project. The former Lazarus Department Store is being renovated to house various government and private sector tenants, along with 60,000 square feet of retail space. Also planned for River South are 1,200-1,500 residential units, 500,000 square feet of office space, 70,000 square feet of retail space and 2,500 underground/structured parking spaces. Finally, construction has begun on a state of the art \$105 million, 300,000 square feet Franklin County Courthouse, also in the River South District.

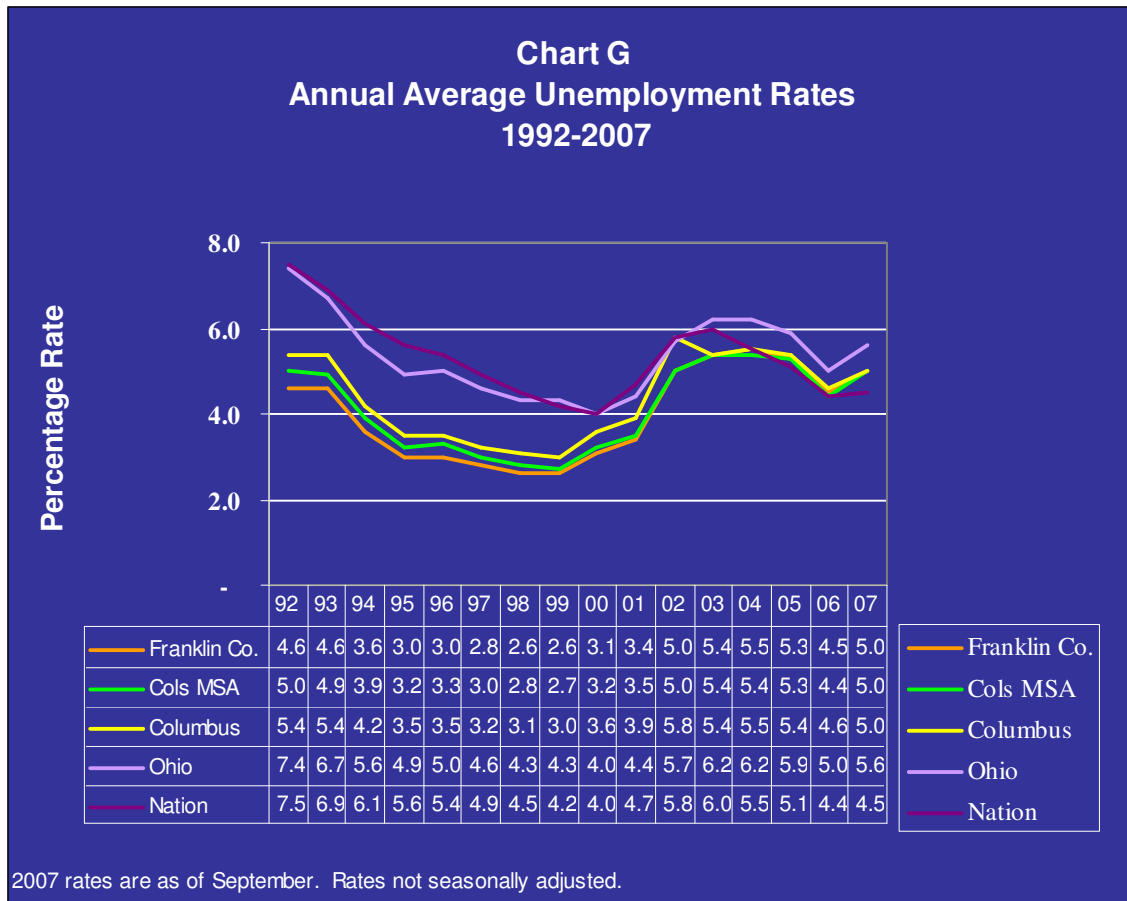
Additional commercial and residential development is also occurring in the 75-acre Nationwide Arena District. This \$500 million development, home to the National Hockey League's Columbus Blue Jackets, is a mixed-use residential, office and entertainment district, anchored by Nationwide Arena. The Eye Center, a \$20 million, five story medical office building was recently completed and opened. And a new \$65 million baseball stadium is also in the works, scheduled to be completed in time for opening day, 2009.

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.

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 January 1, 2008 to be 773,277, an increase of nearly 8.7 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.

Columbus traditionally outperforms state patterns as well as similarly-sized cities with respect to employment levels. As the following graph shows (Chart G), at September 2007, the unemployment rates for Columbus, the Columbus MSA and Franklin County were all 5 percent, while the rate for the State of Ohio was 5.6 percent.



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 an 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, enabled 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 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.

Economic Stabilization Fund Recommended Future Deposits (000's Omitted)					
Year	Deposit	Investment Earnings*	Expended	Year-End Balance	% of GF Budget
1999		\$ 1,224		\$ 23,807	5.11%
2000		1,442		25,249	5.00%
2001		1,621		26,870	5.06%
2002		1,136		28,006	5.39%
2003		608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005		1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,000		44,160	6.99%
2008		-		44,160	6.79%
2009		1,766		45,926	6.64%
2010		1,837		47,763	6.62%
2011		1,911		49,674	6.56%
2012		1,987		51,661	6.52%

In 2008, investment earnings will be deposited to the Anticipated Expenditures Fund. Assumes four percent investment rate in 2009-2012.

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)			
Year	Deposit	Expended	Year-End Balance
2001	750	83	10,552
2002	750		11,302
2003	750		12,052
2004	750		12,802
2005	750		13,552
2006	1,850		15,402
2007	1,850		17,252
2008	2,000	17,250	2,002
2009	1,751		3,753
2010	1,821		5,574
2011	1,894		7,468
2012	1,970		9,438

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

2008 Budget Scenario

The 2008 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 2008 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 2008 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 2009 and beyond are based upon an historical ten-year average.

Expenditure Assumptions

- The standard inflation rate for non-personnel items is three percent in 2009 and thereafter.
- Personnel costs (excluding insurance costs) are projected at either the rate in effect per current collective bargaining agreements or, for those units that have contracts that are currently under negotiation or expiring in 2007 or 2008, 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 replace retiring uniformed staff, and allow for modest growth.

Revenue Assumptions

- Income tax receipts will grow by 3.75 percent in 2008, and 5 percent in 2009 and thereafter.
- Property taxes will increase by 0.3 percent in 2008, by 10 percent in 2009 (a six year reappraisal year), and then by 3.4 percent, except in triennial update years, when it will increase by 9 percent.
- Local government fund revenue is projected to increase by 1.1 percent in 2008 and then by 1 percent thereafter.
- Estate taxes are projected to remain flat in 2008 and then grow by one percent through the rest of the period.

- Investment earnings will be \$27.5 million in 2008 and then grow by 12.5 percent thereafter.
- Hotel/motel tax revenue is projected to grow by 6.7 percent in 2008 and 5.5 percent in 2009 and beyond.
- Charges for services are expected to grow by 4.9 percent in 2008. The source will then grow by ten percent thereafter.
- The kilowatt hour tax will grow by 1.9 percent in 2008 and then grow by 2 percent thereafter.
- Fines and penalties will be 0.3 less than in 2007, and then will increase by 6.4 percent.
- Licenses and permits are projected to increase 3.2 percent in 2008, and 3 percent thereafter.

Division Specific Assumptions

- Two police recruit classes of 80 total officers are funded in 2008. Thereafter, recruit classes sufficient to replace retiring uniformed staff, and allow for modest growth, are projected.
- A fire recruit class of 20 recruits is funded in 2008. Thereafter, recruit classes sufficient to replace retiring uniformed staff, and allow for modest growth, are projected.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Beginning Balance	\$ 26,359,753	\$ 14,445,812	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,632,373	\$ 24,000,434
Income Tax	391,400,000	406,100,000	426,405,000	447,725,000	470,111,000	493,617,000	518,298,000	544,213,000	571,424,000	599,995,000	629,995,000
Property Tax	51,185,000	51,336,000	56,470,000	58,390,000	60,375,000	65,809,000	68,047,000	70,361,000	77,397,000	80,028,000	82,749,000
Kilowatt Hour Tax	3,435,000	3,500,000	3,570,000	3,641,000	3,714,000	3,788,000	3,864,000	3,941,000	4,020,000	4,100,000	4,182,000
Hotel/Motel Tax	3,750,000	4,000,000	4,220,000	4,452,000	4,697,000	4,955,000	5,228,000	5,516,000	5,819,000	6,139,000	6,477,000
Shared Revenues	54,906,000	55,439,000	55,993,000	56,553,000	57,119,000	57,690,000	58,267,000	58,850,000	59,439,000	60,033,000	60,633,000
License and Permit Fees	8,495,000	8,765,000	9,028,000	9,299,000	9,578,000	9,865,000	10,161,000	10,466,000	10,780,000	11,103,000	11,436,000
Fines and Penalties	21,425,000	21,366,000	22,733,000	24,188,000	25,736,000	27,383,000	29,136,000	31,001,000	32,985,000	35,096,000	37,342,000
Investment Earnings	31,300,000	27,500,000	30,938,000	34,805,000	39,156,000	44,051,000	49,557,000	55,752,000	62,721,000	70,561,000	79,381,000
Charges for Service	45,911,000	48,143,000	52,957,000	58,253,000	64,078,000	70,486,000	77,535,000	85,289,000	93,818,000	103,200,000	113,520,000
All Other Revenue	8,233,247	9,705,188	4,405,188	4,523,468	4,646,479	4,774,411	4,907,460	5,045,831	5,189,736	5,339,398	5,495,047
Total Revenues	620,040,247	635,854,188	666,719,188	701,829,468	739,210,479	782,418,411	825,000,460	870,434,831	923,592,736	975,594,398	1,031,210,047
Fund Transfers	-	-	-	-	-	-	-	-	-	-	-
Total Available Resources	646,400,000	650,300,000	671,719,188	701,829,468	739,210,479	782,418,411	825,000,460	870,434,831	923,592,736	982,226,771	1,055,210,481
% Change in Total Revenues from Prior Yr.	5.41%	2.55%	4.85%	5.27%	5.33%	5.85%	5.44%	5.51%	6.11%	5.63%	5.70%
% Change in Total Resources from Prior Yr.	3.91%	0.60%	3.29%	4.48%	5.33%	5.85%	5.44%	5.51%	6.11%	6.35%	7.43%
Expenditures:	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Development	24,353,055	21,227,191	22,578,359	23,547,205	24,665,324	25,854,030	27,270,453	28,463,814	29,905,564	31,441,780	33,129,605
Fire	184,270,549	191,198,369	203,368,664	212,095,285	222,166,448	232,873,412	245,631,474	256,380,355	269,366,540	283,203,605	306,460,874
Governmental Services	70,948,706	77,803,501	82,755,905	86,306,990	90,405,204	94,762,141	99,953,722	104,327,716	109,612,127	115,242,782	118,726,957
Health	20,689,532	19,303,319	20,532,028	21,413,064	22,429,845	23,510,816	24,798,866	25,884,069	27,195,150	28,592,135	29,645,292
Judicial Services	23,079,262	24,069,751	25,601,856	26,700,441	27,968,288	29,316,176	30,922,274	32,275,439	33,910,256	35,652,188	38,153,053
Other Safety	8,540,936	16,410,944	17,455,545	18,204,569	19,068,997	19,987,997	21,083,048	22,005,646	23,120,277	24,307,940	23,064,454
Police	243,106,274	253,417,594	269,548,312	281,114,725	294,463,217	308,654,410	325,564,164	339,810,915	357,023,028	375,362,911	395,887,633
Recreation and Parks	28,038,283	25,697,587	27,333,308	28,506,190	29,859,782	31,298,827	33,013,546	34,458,225	36,203,604	38,063,344	27,068,307
Refuse Collection	25,436,199	21,171,744	22,519,383	23,485,698	24,600,896	25,786,497	27,199,221	28,389,464	29,827,448	31,359,652	31,016,312
Fleet-Vehicles	3,491,392	-	5,000,000	5,150,000	5,150,000	5,304,500	5,463,635	5,627,544	5,796,370	-	5,970,261
Operating Expenditures	631,954,188	650,300,000	696,693,361	726,524,167	760,778,000	797,348,807	840,900,403	877,623,188	921,960,364	963,226,337	1,009,122,746
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)
Projected Operating Expenditures	631,954,188	645,300,000	691,693,361	721,524,167	755,778,000	792,348,807	835,900,403	872,623,188	916,960,364	958,226,337	1,004,122,746
% Change/Previous Year	6.09%	2.90%	7.13%	4.28%	4.71%	4.81%	5.46%	4.37%	5.05%	4.48%	4.76%
% Change/Previous Year With Projected \$5 million Lapses	6.09%	2.11%	7.19%	4.31%	4.75%	4.84%	5.50%	4.39%	5.08%	4.50%	4.79%
Required Expenditure Reductions and/or Revenue Increases	-	-	(19,974,173)	(19,694,699)	(16,567,521)	(9,930,396)	(10,899,944)	(2,188,357)	-	-	-
Annual Surplus/Deficit:	(11,913,941)	(9,445,812)	(5,000,000)	-	-	-	-	-	6,632,373	17,368,062	27,087,301
Cumulative Surplus/Deficit:	\$ 14,445,812	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,632,373	\$ 24,000,434	\$ 51,087,735

Footnotes:
 Revenue estimates for 2009 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 27th pay period which occurs every twelve years or so. It was then expanded to receive deposits earmarked for specific future expenditures that would otherwise be funded from the general operating fund and whose cost is unknown, such as the Y2K problem.
2. This fund should have deposited to it, at a minimum each year from the general operating fund, those moneys necessary, on an annualized basis, to fund the 27th pay period in the years in which it occurs. It may receive additional deposits to the extent not needed for current general fund operating expenses or to the extent not needed in the economic stabilization fund.
3. To the extent not being accrued for the 27th pay period, moneys in this fund may support non-recurring expenditures from the general operating fund. Any moneys in this fund being accrued for the 27th pay period, as determined by the Department of Finance and Management, may be used to support general fund operating expenses only under the circumstances provided for use of the economic stabilization fund, including those related to replacement of moneys so used.

D. Financial Accountability

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

E. Investment of City Funds

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and the Finance and Management Director, charged with compliance and the creation of guidelines. The commission embodies a checks and balances process in that each official represents a separately elected official of city government. Pursuant to the above code sections, the following policies exist.
2. The city will not invest in any form of derivatives, except STAROhio (an investment pool managed by the State Treasurer's Office that allows governments within the State to pool their funds for investment purposes).
3. The city is prohibited from entering into reverse repurchase agreements and does not leverage its investment portfolio in any manner.
4. Only eligible investments with final maturities not greater than two years from the time of purchase are permitted.

5. The city purchases investments only through member banks of the Federal Reserve System or broker dealers licensed by the State of Ohio and members of the National Association of Securities Dealers (NASD).
6. Investments permitted by Chapter 325 of the Columbus City Code are limited to the following:
 - a. Bonds, notes, or other obligations of the United States government or its Agencies for which the faith of the United States is pledged for the payment of principal and interest.
 - b. Bonds, notes, debentures, or other obligations issued by any of the federal government-sponsored enterprises listed below:
 - Federal Farm Credit System
 - Federal Home Loan Bank
 - Federal Home Loan Mortgage Corporation
 - Federal National Mortgage Association
 - c. The Ohio State Treasurer's Asset Reserve Funds (STAROhio) pursuant to Ohio Revised Code 135:45.
 - d. Bonds or other obligations of the City of Columbus, Ohio.
 - e. Obligations of the State of Ohio or any municipal corporation, village, township or other political subdivision of the State of Ohio, as to which there is no default of principal or interest and which have been approved as to their validity by nationally recognized bond counsel.
 - f. Certificates of deposit in eligible institutions applying for moneys as provided in Chapter 321 of the Columbus City Codes.
 - g. Repurchase agreements that are collateralized with legally authorized securities as defined in Chapter 321.08 of Columbus City Code and held in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.

F. Income Tax and Special Income Tax Fund

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

G. Allocation of Investment Earnings

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

H. Pro-Rata Assessment for General Fund Support

1. The Attorney General of the State of Ohio has ruled that the cost of administrative services provided by general fund agencies for independent fund agencies may be pro-rated to the independent fund agencies on an equitable basis.
2. The charge, commonly referred to as “pro-rata,” represents an approximation of the cost incurred for certain services performed by administrative agencies of the general fund for enterprise, special revenue, grant and internal service divisions, and for which no specific charge is assessed. Services include, but are not limited to, debt administration and budget preparation, legal counsel, financial reporting, procurement assistance, and building maintenance.
3. Generally accepted accounting practices as contained in Government Auditing Standards, issued by the Comptroller General of the United States, require reasonable justification for the assessed amount.
4. The most recent cost evaluation study performed by the Department of Finance and Management and confirmed by the City Auditor resulted in a pro-rata rate of 4.5 percent of revenues to be charged to appropriate funds.
5. The most recent city ordinance assesses an administrative service charge upon funds other than the general fund, equal to 4.5 percent of revenues, the proceeds of which are deposited in the general fund.
6. A triennial review and update of the pro-rata calculation shall be conducted by the Department of Finance and Management.

I. Fees and Charge-Setting

1. Fee-setting authority for non-enterprise divisions rests among several different entities, including the City Council, the Board of Health, the Recreation and Parks Commission, the Ohio Legislature, and various other elected and appointed officials.
2. A semi-annual fee review should be conducted by the Department of Finance and Management. Within this review, consideration should be given to the community-wide versus special service nature of the program or activity, the extent to which the service is specifically targeted to low income individuals or groups and the intended relationship between the amount paid and the benefit received.
3. This review should list the major fees and charges along with the following:

- a. Current fee or charge rates
 - b. Date of the most recent increase
 - c. Market rates and charges levied by other public and private entities for similar services
 - d. The action needed to change the fee
4. The Director of Finance and Management will recommend fee and charge increases based upon the above review to the Mayor's office.
 5. With Mayoral approval, the proposed changes shall be presented to the appropriate fee-setting authority for approval.
 6. The goal of the rate setting process for the water and sewer enterprise funds shall be to avoid steep increases in rates, while at the same time fully meeting the needs of the system. Ten-year pro-forma operating statements for these funds shall be utilized to assist the divisions in achieving this goal.

J. Revenue Diversification

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

K. Debt-Issuance and Management

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

5. Periodic reviews of outstanding debt will be undertaken to determine refunding opportunities.
6. Refunding will be considered if and when there is a positive net economic benefit or the refunding is essential to modernize covenants to improve operations and management.

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

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

M. Revenue Bond Reserve Ratios

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

N. Operating Reserves for Funds Other Than the General Fund

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

- when revenues have been temporarily lowered, whether from economic recession or otherwise
- where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures

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

O. Long-Range Financial Planning

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

City Council

Department Description

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

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

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

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

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

Department Mission

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

Strategic Priorities for 2008

City Council's 2008 strategic priorities will be met by its continued focus on three areas: working to better serve the needs of all Columbus families, including keeping public safety as the city's top priority; job creation efforts through fostering effective partnerships; and continued belt tightening to maintain fiscal health.

- Council believes that creating and maintaining jobs is essential to a vibrant city. Council will continue to work with the administration to develop innovative collaborations to incentivize significant private investment in what traditionally would have been primarily publicly funded projects. Prime examples include ongoing development of the State Route 315 Research and Technology Corridor, revitalization of the Northland corridor, and continued investment in the downtown at the RiverSouth district. Project partners include the Ohio State University, Battelle, the Columbus Chamber of Commerce, and Tech Columbus, among others. The implementation of a new growth policy that calls on developers and suburbs to share in the cost of needed infrastructure and services such as roads and safety services exemplifies this new approach, commonly called "sustainable growth." These efforts will continue and be expanded elsewhere.
- Other key points of an overall job creation strategy include working to keep homegrown talent through investments that support entrepreneurial startups; making targeted capital investments to bring idle properties back into production; and providing seed money for targeted economic development initiatives such as traffic studies and retail studies, to improve job growth prospects.
- To enhance citizen safety, in addition to working with the administration to better equip police officers and firefighters, Council has funded expansions of the Community Crime Patrol (citizen patrollers who supplement police efforts) in 2006 and 2007. Expanded duties include assisting in code enforcement matters.
- Council continues to identify and implement better business practices to make government more effective and accessible to the public. Council 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.
- Council continues to work with the administration to secure downtown stability through the creation of greater downtown and neighborhood housing opportunities. City assistance may include various incentives for developers, such as tax abatements or targeted use of city capital monies to leverage private investments.
- Council will also continue working with the administration to encourage other political jurisdictions to practice "responsible development" within the Big Darby watershed. To protect this important natural resource, Council imposed a moratorium on city sewer and water line extensions in the watershed through June 2006. This allowed for completion of a comprehensive, intergovernmental planning accord (the Big Darby Accord Watershed Master Plan) which Columbus approved in July 2006 along with other jurisdictions. The accord allows for the

exercise of personal property rights while being sensitive to preservation and environmental protection objectives.

- The city's most vulnerable citizens will continue to receive Council attention as it works with community advocates such as the Columbus Medical Association, the United Way, the Community Shelter Board, the Neighborhood Health Center System, and the YWCA. These organizations and others bring needed social services and accessible health care to low-income families and populations within the community. To bring added focus and more effective response to homelessness, Council worked with the administration in 2007 to create an Office of Homeless Advocacy.

2008 Budget Notes

- The recommended general fund budget for City Council includes continuation of funding for contracts with the Greater Columbus Chamber of Commerce, and Experience Columbus.
- An internship program with the John Glenn School of Public Affairs in the amount of \$64,092 will provide internship opportunities for graduate students interested in careers in municipal government.

Budget and Program Summary

CITY COUNCIL FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
City Council	\$ 11,646,855	\$ 12,915,177	\$ 12,480,732	\$ 12,767,988	\$ 13,481,434
TOTAL	\$ 11,646,855	\$ 12,915,177	\$ 12,480,732	\$ 12,767,988	\$ 13,481,434

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

DIVISION SUMMARY BY CHARACTER					
CITY COUNCIL GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 2,343,939	\$ 2,594,570	\$ 2,941,678	\$ 2,634,025	\$ 2,958,270
Materials & Supplies	66,400	19,219	50,000	50,000	42,000
Services	1,881,661	1,784,359	1,089,054	1,083,963	901,164
TOTAL	\$ 4,292,000	\$ 4,398,148	\$ 4,080,732	\$ 3,767,988	\$ 3,901,434
CITY COUNCIL HOTEL/MOTEL EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Services	\$ 7,249,555	\$ 7,972,329	\$ 8,400,000	\$ 9,000,000	\$ 9,580,000
Transfers	105,300	544,700	-	-	-
TOTAL	\$ 7,354,855	\$ 8,517,029	\$ 8,400,000	\$ 9,000,000	\$ 9,580,000

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 4,292,000	\$ 4,398,148	\$ 4,080,732	\$ 3,767,988	\$ 3,901,434
Hotel/Motel Tax	7,354,855	8,517,029	8,400,000	9,000,000	9,580,000
TOTAL	\$ 11,646,855	\$ 12,915,177	\$ 12,480,732	\$ 12,767,988	\$ 13,481,434

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Authorized	2008 Authorized
City Council	FT	33	31	38	38
	PT	3	1	1	1
TOTAL		36	32	39	39

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
City Council**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Administration	To approve all appropriations and laws for Columbus, and to provide a public forum for the discussion of issues by the citizenry.	\$4,553,720	\$4,734,852	\$4,080,732	\$3,901,434	33	35	34	36
Hotel/Motel Tax	To provide support for Experience Columbus and for expanding cultural services.	7,019,944	8,405,000	8,400,000	9,580,000	-	-	-	-
		\$11,573,664	\$13,139,852	\$12,480,732	\$13,481,434	33	35	34	36

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

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

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 27 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 2008

- 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.

2008 Budget Notes

- The 2008 budget for the City Auditor includes over \$360,000 for outside audit services, including audits for sub-recipients.
- Two annual software maintenance contracts, for the accounting, budgeting and purchasing system and the new Human Resources Information System (HRIS) are funded from the general permanent improvement fund in 2008.
- Major non-personnel expenses in the Income Tax Division include banking services (\$385,000), postage (\$200,000), subscriptions (\$89,000), and printing (\$60,000).
- The Income Tax Division is in the process of digitally imaging income tax records. The 2008 budget includes \$90,000 to purchase scanners out of the general permanent improvement fund and the general fund budget includes \$67,500 for temporary employees to assist in this effort.

Budget and Program Summary

AUDITOR FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
City Auditor	\$ 4,030,136	\$ 4,211,433	\$ 4,349,207	\$ 4,004,093	\$ 3,359,475
Income Tax	6,532,497	6,959,481	7,857,450	7,887,439	7,356,991
TOTAL	\$ 10,562,633	\$ 11,170,914	\$ 12,206,657	\$ 11,891,532	\$ 10,716,466

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

DIVISION SUMMARY BY CHARACTER					
CITY AUDITOR GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,839,445	\$ 2,384,339	\$ 2,332,966	\$ 2,167,852	\$ 2,414,611
Materials & Supplies	33,170	50,390	36,600	36,600	34,100
Services	2,157,521	1,776,704	1,979,641	1,798,911	626,547
Other	-	-	-	730	-
TOTAL	\$ 4,030,136	\$ 4,211,433	\$ 4,349,207	\$ 4,004,093	\$ 3,075,258
INCOME TAX GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 4,898,935	\$ 5,262,961	\$ 5,694,117	\$ 5,760,114	\$ 6,123,271
Materials & Supplies	51,144	77,178	71,000	71,000	64,500
Services	1,580,418	1,619,342	2,092,333	2,056,325	1,079,220
Capital	2,000	-	-	-	-
TOTAL	\$ 6,532,497	\$ 6,959,481	\$ 7,857,450	\$ 7,887,439	\$ 7,266,991

DIVISION SUMMARY BY CHARACTER

CITY AUDITOR PERMANENT IMPROVEMENT FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Services	\$ -	\$ -	\$ -	\$ -	\$ 284,217
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 284,217
INCOME TAX PERMANENT IMPROVEMENT FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ 90,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 90,000

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 10,562,633	\$ 11,170,914	\$ 12,206,657	\$ 11,891,532	\$ 10,342,249
Permanent Improvement	-	-	-	-	374,217
TOTAL	\$ 10,562,633	\$ 11,170,914	\$ 12,206,657	\$ 11,891,532	\$ 10,716,466

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Authorized	2008 Authorized
City Auditor	FT	24	25	34	34
	PT	4	1	4	4
Income Tax	FT	75	77	82	82
	PT	1	1	1	1
TOTAL		104	104	121	121

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
City Auditor**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Administration	To administer the City Auditor's Office and Income Tax Division.	\$476,546	\$441,716	\$488,438	\$437,523	4	4	5	3
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.	2,837,940	2,861,268	2,618,952	1,785,593	6	6	5	8
Auditing	To pre-audit all city financial transactions.	766,099	686,639	922,536	785,887	12	13	12	10
Payroll Auditing	To process all city payrolls and insurance programs.	249,792	255,988	319,281	350,472	3	4	4	4
Income Tax Administration	To direct all administrative and operating functions of the division, including the fiscal duties, to enforce the collection of the two percent municipal income tax pursuant to Chapter 361 of the Columbus City Code, to ensure the collection and enforcement of the hotel/motel tax for the City of Columbus and Franklin County Convention Facilities Authority.	2,587,364	3,209,045	2,841,500	2,032,414	10	10	10	10

2008 Operating Budget City Auditor

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Collections, Audits	To collect, audit, enforce and process various types of income tax documents.	2,837,237	2,976,453	3,404,899	3,582,185	42	42	42	46
Record Maintenance	To perform account maintenance; to provide support functions for the audit staff; to sort and file all income tax returns and tax correspondence for quick retrieval, and to skip trace addresses for delinquent accounts and non-filers.	1,311,950	1,404,721	1,611,051	1,742,392	23	23	23	26
		\$11,066,928	\$11,835,830	\$12,206,657	\$10,716,466	100	102	101	107

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

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

City Treasurer's Office

Department Description

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

Specifically, the City Treasurer's responsibilities include:

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

Department Mission

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

Strategic Priorities For 2008

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

2008 Budget Notes

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

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
City Treasurer	\$ 877,134	\$ 879,184	\$ 1,015,757	\$ 920,450	\$ 893,140
TOTAL	\$ 877,134	\$ 879,184	\$ 1,015,757	\$ 920,450	\$ 893,140

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

DIVISION SUMMARY BY CHARACTER					
CITY TREASURER	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 693,066	\$ 723,216	\$ 799,287	\$ 790,803	\$ 843,000
Materials & Supplies	18,492	5,088	5,000	7,000	5,000
Services	165,576	150,880	211,470	122,647	45,140
TOTAL	\$ 877,134	\$ 879,184	\$ 1,015,757	\$ 920,450	\$ 893,140

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General Fund	\$ 877,134	\$ 879,184	\$ 1,015,757	\$ 920,450	\$ 893,140
TOTAL	\$ 877,134	\$ 879,184	\$ 1,015,757	\$ 920,450	\$ 893,140

DEPARTMENT PERSONNEL SUMMARY					
DEPARTMENT	FT/PT*	2005 Actual	2006 Actual	2007 Authorized	2008 Authorized
City Treasurer	FT	10	9	12	12
	PT	1	2	2	2
TOTAL		11	11	14	14
*FT=Full-Time PT=Part-Time					

**2008 Operating Budget
City Treasurer**

<u>Program</u>	<u>Mission</u>	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		<u>2005 Budget</u>	<u>2006 Budget</u>	<u>2007 Budget</u>	<u>2008 Proposed</u>	<u>2005 FTEs</u>	<u>2006 FTEs</u>	<u>2007 FTEs</u>	<u>2008 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.	\$872,728	\$949,013	\$1,015,757	\$893,140	12	12	12	10
		\$872,728	\$949,013	\$1,015,757	\$893,140	12	12	12	10

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

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

City Attorney

Department Description

The best description for the City Attorney's Office may be found in the words of the Columbus City Charter.

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

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

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

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

Table of Organization

To fulfill the obligations placed on this office by the Charter, Columbus City Council has authorized (Ordinance # 1241-2007) up to 134 full time positions from "general fund" and "other city" sanctioned sources, in addition to 14 full time positions from "grant" sanctioned sources, for a possible total of 148 full time positions. For purposes of the 2007 budget, 131 full-time positions have been filled and funded. Of the 131 positions 61 are occupied by attorneys.

The same authorized strength ordinance authorizes the office up to 46 part-time positions from the "general fund" sanctioned source and 1 part-time position from the "grant" sanctioned source. For purposes of the 2007 budget, 36 part time positions have been filled and funded.

The table of organization places these positions in various organizational units. There are four divisions within the office: Civil, Claims, Prosecutor and Real Estate. There is also a Police Legal Advisor unit.

Within the Civil Division there are three sections: Business and Regulations, Labor and Employment, and Litigation. Within the civil realm there is also a team of attorneys and support staff that was created in 2007 and referred to as the Zone Initiative. This initiative provides close cooperation among police, code enforcement and neighborhood groups with the goal of resolving persistent public safety issues more quickly.

Within the Prosecutor Division there is an appellate unit, a domestic violence/stalking unit and an intake/mediation/check-resolution unit.

Department Mission

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

Department Goals and Objectives

To handle every matter so that at the conclusion the result will be just and fair both to the City of Columbus and to any other parties involved.

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

Strategic Priorities for 2008

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

Consequently the strategic priorities and budget issues will mirror each other and will reappear each budget year. That is, securing adequate resources so that the right people are in the right place doing the right things so that the law firm representing the City of Columbus is able to carry out the responsibilities assigned to it by the Charter. In short, proper staffing levels and adequate compensation are two major priorities and budget issues.

In 2007 the Zone Initiative (first referred to as the Nuisance Abatement Action Team) was staffed and put in place. Its effectiveness in shortening the lines of communication from where the problem is to where the resolution occurs has been evident in positive comments from patrol officers.

In 2008 the office seeks to create a Diversion/Intake/Mediation/Check Resolution unit in the Prosecutor Division. Presently, while there is an intake unit, a mediation program and a check resolution effort, there is no diversion program since the grant funding for the original effort expired two years ago. This reconstituted unit should result in providing earlier and better analysis of whether criminal charges should or should not be filed, or whether disputes can be resolved through other than judicial action.

2008 Budget Notes

- Costs for both outside counsel and legal settlements for general fund agencies are budgeted in Finance and Management's citywide account.
- A total of \$120,000 is budgeted for subscriptions to various legal research services and publications in 2008.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
City Attorney	\$ 9,073,240	\$ 9,710,456	\$ 10,358,555	\$ 10,373,346	\$ 10,370,529
Real Estate	332,859	344,297	371,339	358,260	390,405
Land Acquisition	680,540	728,379	803,847	710,658	864,143
TOTAL	\$ 10,086,639	\$ 10,783,132	\$ 11,533,741	\$ 11,442,264	\$ 11,625,077

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

DIVISION SUMMARY BY CHARACTER					
CITY ATTORNEY GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 8,246,753	\$ 8,800,554	\$ 9,672,803	\$ 9,481,307	\$ 9,805,534
Materials & Supplies	163,330	124,713	124,750	124,642	146,750
Services	496,423	678,082	561,002	685,402	418,245
Other Disbursements	18,393	-	-	34,590	-
Capital	8,516	-	-	-	-
Transfers	139,825	107,107	-	47,405	-
TOTAL	\$ 9,073,240	\$ 9,710,456	\$ 10,358,555	\$ 10,373,346	\$ 10,370,529
REAL ESTATE GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 322,142	\$ 344,113	\$ 371,339	\$ 358,260	\$ 390,405
Materials & Supplies	2,515	-	-	-	-
Services	8,202	184	-	-	-
TOTAL	\$ 332,859	\$ 344,297	\$ 371,339	\$ 358,260	\$ 390,405

DIVISION SUMMARY BY CHARACTER					
LAND ACQUISITION LAND ACQUISITION FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 628,628	\$ 665,833	\$ 701,748	\$ 647,543	\$ 777,055
Materials & Supplies	1,652	9,111	10,150	7,494	17,300
Services	50,260	53,435	91,949	55,621	69,788
TOTAL	\$ 680,540	\$ 728,379	\$ 803,847	\$ 710,658	\$ 864,143

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 9,406,099	\$ 10,054,753	\$ 10,729,894	\$ 10,731,606	\$ 10,760,934
Land Acquisition	680,540	728,379	803,847	710,658	864,143
TOTAL	\$ 10,086,639	\$ 10,783,132	\$ 11,533,741	\$ 11,442,264	\$ 11,625,077

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Authorized	2008 Authorized
City Attorney	FT	103	104	119	119
	PT	46	29	46	46
Real Estate	FT	7	6	7	7
Land Acquisition	FT	4	5	7	7
	PT	0	0	1	1
TOTAL		160	144	180	180

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
City Attorney**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Administration	To provides management and support through the offices of the City Attorney.	\$1,520,143	\$1,137,633	\$1,360,391	\$958,089	8	7	9	5
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.	274,067	290,467	345,050	452,014	5	6	5	7
Civil Part-Time	To provide law student interns who perform legal research for the attorneys in the civil division.	132,827	103,758	159,239	139,112	-	-	-	-

**2008 Operating Budget
City Attorney**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Appellate	To appeal misdemeanor prosecutions to the Franklin County Court of Appeals, and defend misdemeanor criminal appeals filed against the city.	266,961	362,336	441,720	425,441	2	3	3	3
Intake	To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising and making appropriate referrals.	597,374	614,193	643,775	665,714	2	2	2	4
Victim-Witness Assistance	To prosecute domestic violence offenders and assist victims by providing them with immediate resources, and to educate and train all city and county law enforcement officers on the issue of domestic violence.	783,023	983,407	970,730	1,099,065	10	14	16	16

**2008 Operating Budget
City Attorney**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Business	To assist in the legal review and implementation of vital city development projects, give legal assistance to city officials with respect to city services, legislation, contracts, zoning, and relations with the suburbs, to assist city agencies in complying with state and federal environmental laws, and to take legal action against industrial facilities that fail to comply with water pollution laws and other environmental requirements.	822,520	927,969	963,334	877,280	8	9	9	8
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.	671,076	719,439	726,541	799,177	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.	562,772	564,570	572,672	549,840	5	5	5	5

**2008 Operating Budget
City Attorney**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Police Legal Bureau	To advise the Division of Police on legal and policy matters, serve as liaison for civil and criminal litigation involving police, and provide training on legal topics associated with law enforcement.	270,008	323,668	337,311	343,824	3	4	4	4
Claims	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.	472,521	602,767	574,070	554,517	7	7	7	6
Legal Assistance	To provide clerical support to the prosecutors in the Franklin County Municipal Court, send out subpoenas and ensure that all case files have necessary paperwork for each prosecutor's daily docket.	840,661	876,789	849,143	888,719	16	15	15	15
Dispute Resolution	To solve problems and conflicts outside of the judicial process through the use of trained mediators, to bring students, parents, and educators together to develop a specific plan to keep children in school, and to assist in the collection of money lost to merchants due to the passing of bad checks.	77,194	55,128	57,897	-	1	1	1	-
Zone Initiative	To handle cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.	364,737	322,457	135,956	539,800	5	3	2	7

**2008 Operating Budget
City Attorney**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Criminal Prosecution	To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI and assault cases.	1,934,082	2,163,495	2,220,726	2,077,937	23	26	26	24
Real Estate Administration	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	342,368	369,827	371,339	390,405	4	4	4	4
Land Acquisition	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	782,895	792,424	803,847	864,143	7	7	7	7
		\$10,715,229	\$11,210,327	\$11,533,741	\$11,625,077	112	119	121	121

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

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

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 2008

- Increase usage of the new electronic monitored home confinement program in the Department of Probation Services that was introduced in 2007.
- Seek ways to address the ever-increasing challenge of providing interpretation and translation services to the growing number of those who have business with the Court for whom English is not their primary language.
- Develop plans for major projects such as additional employee policies, employee training programs, and improved recruitment, screening, and hiring procedures.
- Prepare and issue bids and award new contracts for forensic psychological examinations, security services, interpreter services, and court reporting services.
- Develop methods and forms to create detailed periodic financial reports so that hiring and purchasing decisions can be more accurately made.
- Formalize a work group to explore ways to improve the Court's mail service.
- Work with the City's Facilities Management Division and organize a users committee to develop priorities, plans, and schedules for Courthouse repairs and renovations.
- Undertake limited remodeling to enhance the Duty Room, create a small meeting space, and provide several new office spaces.
- Provide increased training for financial and administrative staff on budgeting, bidding, and purchasing.

- Evaluate the efficiency and cost-effectiveness of audio recording equipment installed in magistrate courtrooms in 2007.
- Prepare and issue a Request for Qualifications seeking potential vendors to update the Court's job classifications and salary ranges, and to develop an employee evaluation system.
- Prepare the first draft of a Request for Qualifications seeking potential vendors to engage in a complete review of Court structure and operations.

2008 Budget Notes

- The 2008 budget for professional services includes \$130,000 for court-appointed counsel in cases in which the public defender's office has a conflict; \$100,000 for foreign language (other than Spanish) and deaf interpreters; and \$70,000 for forensic psychological evaluations.
- Court costs and fees fund core Court functions that would otherwise require general fund support. The security fund, which is budgeted at \$1,597,670, pays for all Court security, including a 16-person security department, contracted evening and weekend services, and equipment. The Court's computer fund is budgeted at \$608,056 and pays the salaries of legal research staff and all technology needs.
- The computer fund budget includes funding to add audio recording capability to four additional magistrate courtrooms, for which \$60,000 is budgeted.
- \$68,000 is included to continue the program to replace public-area and courtroom furniture that is original to the building.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Municipal Court Judges	\$ 12,167,639	\$ 13,088,546	\$ 14,261,278	\$ 13,746,805	\$ 14,592,491
TOTAL	\$ 12,167,639	\$ 13,088,546	\$ 14,261,278	\$ 13,746,805	\$ 14,592,491

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

DEPARTMENT SUMMARY BY CHARACTER					
MUNICIPAL CT JUDGES GENERAL FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 10,364,265	\$ 11,241,269	\$ 12,096,682	\$ 12,009,033	\$ 12,821,821
Materials & Supplies	86,943	133,996	139,850	137,214	119,750
Services	1,415,359	1,234,801	1,483,834	1,049,983	1,042,864
Other	-	-	-	7,500	-
Transfer	12,500	-	-	-	-
TOTAL	\$ 11,879,067	\$ 12,610,066	\$ 13,720,366	\$ 13,203,730	\$ 13,984,435
MUNICIPAL CT JUDGES COMPUTER FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 114,789	\$ 160,945	\$ 199,562	\$ 192,285	\$ 243,406
Materials & Supplies	58,924	154,700	86,200	75,525	93,200
Services	114,859	162,835	255,150	275,265	271,450
TOTAL	\$ 288,572	\$ 478,480	\$ 540,912	\$ 543,075	\$ 608,056

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 11,879,067	\$ 12,610,066	\$ 13,720,366	\$ 13,203,730	\$ 13,984,435
Municipal Court Computer Fund	288,572	478,480	540,912	543,075	608,056
TOTAL	\$ 12,167,639	\$ 13,088,546	\$ 14,261,278	\$ 13,746,805	\$ 14,592,491

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2005 Actual	2006 Actual	2007 Authorized	2008 Authorized
General Fund	FT	173	178	181	184
	PT	11	8	7	8
Computer Fund	FT	2	2	2	2
	PT	4	3	4	4
TOTAL		190	191	194	198

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
Municipal Court Judges**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$3,903,010	\$4,412,776	\$4,588,953	\$4,327,380	44	45	50	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.	719,447	772,380	776,702	854,488	14	14	14	14
Service Bailiffs	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.	1,046,544	1,077,779	1,159,501	1,210,626	18	18	18	18
Courtroom Bailiffs	To coordinate activities in the courtrooms of judges and magistrates including scheduling cases and providing information to the public regarding the status of pending cases.	1,583,509	1,580,594	1,312,530	1,380,956	22	22	17	17

Municipal Court Judges

2008 Operating Budget
Municipal Court Judges

Financial History by Program

Personnel by Program

Program	Mission	2005	2006	2007	2008	2005	2006	2007	2008
		Budget	Budget	Budget	Proposed	FTEs	FTEs	FTEs	FTEs
Probation	To provide administration, regular supervision, non-reporting probation, domestic violence program, chemical abuse program, multiple OMVI offender program, sex offender program, investigation services, community service program, restitution program and provided no convictions program.	3,244,977	3,425,144	3,539,112	3,948,649	54	56	56	56
Small Claims	To provide citizens with a simplified procedure for bringing civil suits for sums of \$3,000 or less by providing forms and assistance to individuals wishing to file claims, motions and writs of execution.	259,104	305,887	305,187	336,520	5	5	5	5
Court Reporters	To provide a verbatim record of all court proceedings, to read back any and all portions of court proceedings, to prepare verbatim transcripts of court proceedings and to maintain records on court exhibits.	1,003,372	1,005,718	1,079,227	1,178,274	14	14	14	14
Jury Office	To summon citizens to serve as jurors, randomly select jurors for panels, postpone and reschedule jury service, and maintain information on prospective jurors.	364,193	384,594	425,902	420,858	2	2	2	2
Home Incarceration/ Work Release	To provide a cost-effective alternative sentencing option to traditional jail incarceration, consistent with public safety. To provide for the court's acquisition of software, technology-related equipment, internal technology billings and on-line services.	-	295,000	411,424	198,695	-	3	3	3

**2008 Operating Budget
Municipal Court Judges**

Financial History by Program

Personnel by Program

Program	Mission	2005	2006	2007	2008	2005	2006	2007	2008
		Budget	Budget	Budget	Proposed	FTEs	FTEs	FTEs	FTEs
Mental Health Program Docket	To provide a cost-effective alternative sentencing option to traditional jail incarceration for prisoners with mental illnesses.	-	-	121,828	127,989	-	-	2	2
Computer Services	To research and prepare memoranda of issues pending before the court; maintain the law library; review new case law to ensure the court's compliance with the decisions; review pending legislation that may affect the court; advise the judges and employees regarding new legal developments and applications of current law to court procedures; and update local court rules.	428,082	580,313	540,912	608,056	-	2	2	2
		\$12,552,238	\$13,840,185	\$14,261,278	\$14,592,491	173	181	183	183

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

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

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 2008

- 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.

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.

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 Reinstatement 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’s transportation, building security and logistical problems associated with the movement of high risk prisoners.

Remote Clerking/Remote Bonding – Continued Expansion

Provide the capability for law enforcement to arrest, fingerprint, photograph, formally charge and in certain cases bond out nonviolent misdemeanor defendants from an off-site police station without having to transport the defendant to jail (“Jail or Bail”).

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

2008 Budget Notes

- Funding for such basic items as file folders, envelopes, paper, postage, and printing make up the majority of the Municipal Court Clerk’s non-personnel general fund budget, amounting to over \$786,000.
- The general fund budget includes \$17,500 for banking fees and \$45,000 for witness fees.
- The Municipal Court Clerk’s 2008 computer fund budget of \$1,834,981 includes 8 full-time positions.
- The computer fund budget also includes funding for supplies, maintenance and support, and equipment related to the continued development and maintenance of the case management software system.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Municipal Court Clerk	\$ 11,165,459	\$ 11,337,545	\$ 11,421,115	\$ 12,057,821	\$ 11,920,297
TOTAL	\$ 11,165,459	\$ 11,337,545	\$ 11,421,115	\$ 12,057,821	\$ 11,920,297

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

DEPARTMENT SUMMARY BY CHARACTER					
MUNICIPAL CT CLERK GENERAL FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 8,007,517	\$ 8,631,520	\$ 8,980,705	\$ 8,956,196	\$ 9,121,128
Materials & Supplies	154,789	165,342	124,850	144,850	150,050
Services	632,041	729,414	731,609	774,486	814,138
Other Disbursements	-	979	-	-	-
TOTAL	\$ 8,794,347	\$ 9,527,255	\$ 9,837,164	\$ 9,875,532	\$ 10,085,316
MUNICIPAL CT CLERK COMPUTER FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 886,095	\$ 808,788	\$ 735,846	\$ 616,143	\$ 726,329
Materials & Supplies	269,740	169,261	66,800	54,277	47,250
Services	989,372	599,625	550,905	885,787	648,702
Other Disbursements	-	-	-	36,947	-
Capital	225,905	182,077	10,000	355,421	90,000
Interest	-	-	100,400	-	-
Transfers	-	50,539	120,000	233,714	322,700
TOTAL	\$ 2,371,112	\$ 1,810,290	\$ 1,583,951	\$ 2,182,289	\$ 1,834,981

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 8,794,347	\$ 9,527,255	\$ 9,837,164	\$ 9,875,532	\$ 10,085,316
Municipal Court Computer Fund	2,371,112	1,810,290	1,583,951	2,182,289	1,834,981
TOTAL	\$ 11,165,459	\$ 11,337,545	\$ 11,421,115	\$ 12,057,821	\$ 11,920,297

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2005 Actual	2006 Actual	2007 Authorized	2008 Authorized
Municipal Court Clerk	FT	153	146	172	172
	PT	0	6	0	0
Computer Fund	FT	12	11	12	12
TOTAL		165	163	184	184

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
Municipal Court Clerk**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$1,007,038	\$847,549	\$1,117,873	\$1,353,857	4	4	9	8
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.	1,391,036	1,759,685	1,719,327	1,674,798	22	27	27	25
Civil	To accept dockets and maintain records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction.	1,606,567	1,793,019	1,823,672	2,243,604	29	30	30	36

**2008 Operating Budget
Municipal Court Clerk**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Criminal/Traffic	To accept and process all documents related to criminal and traffic charges in which citations are issued within the jurisdiction of the Franklin County Municipal Court and to process and report all applicable records to the Ohio Bureau of Motor Vehicles.	4,379,142	4,479,109	4,349,275	3,956,613	105	79	70	66
Office of Information Services	To support the Clerk and the Court with data processing needs of all divisions.	3,650,427	2,350,378	1,583,951	1,834,981	12	12	9	8
Traffic Violations Bureau	To record and process all traffic citations issued by the Columbus Police, the Ohio State Highway Patrol, the Franklin County Sheriff and other law enforcement agencies throughout Franklin County.	641,394	656,501	827,017	856,444	12	11	14	14
		\$12,675,604	\$11,886,241	\$11,421,115	\$11,920,297	184	163	159	157

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

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

Civil Service Commission

Department Description

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

Department Mission

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

Strategic Priorities for 2008

From the Columbus Covenant:

Safety

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

Peak Performance

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

2008 Budget Notes

- The Civil Service Commission will continue to be open to the public three days a week.
- Promotional testing for police lieutenant, commander, and if necessary, deputy chief will be conducted. For Fire, the lieutenant, captain, battalion chief, and deputy chief promotion tests will be offered in 2008.
- Continued funding is included for monthly testing for all four phases of the police officer exam, which will help the city to keep a sufficient number of applicants in the selection process, as well as address the goal of having the police force reflect the Columbus community. The Division of Police minority recruiting unit uses this approach to target-recruit females and minority candidates. These monthly tests will take place in Columbus and other locations.
- Funding of \$44,000 for pre-employment psychological screenings is included in the Civil Service budget in 2008. It had previously been budgeted in the Division of Police.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Civil Service Commission	\$ 2,705,648	\$ 2,952,161	\$ 3,708,889	\$ 3,458,696	\$ 3,381,560
TOTAL	\$ 2,705,648	\$ 2,952,161	\$ 3,708,889	\$ 3,458,696	\$ 3,381,560

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

DIVISION SUMMARY BY CHARACTER					
CIVIL SERVICE COMMISSION EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 2,265,412	\$ 2,510,049	\$ 2,911,190	\$ 2,823,927	\$ 2,970,147
Materials & Supplies	22,116	87,295	41,753	105,253	56,394
Services	418,120	349,190	755,946	524,946	355,019
Capital	-	5,627	-	4,570	-
TOTAL	\$ 2,705,648	\$ 2,952,161	\$ 3,708,889	\$ 3,458,696	\$ 3,381,560

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General Fund	\$ 2,705,648	\$ 2,952,161	\$ 3,708,889	\$ 3,458,696	\$ 3,381,560
TOTAL	\$ 2,705,648	\$ 2,952,161	\$ 3,708,889	\$ 3,458,696	\$ 3,381,560

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Civil Service Commission	FT	30	33	35	33
	PT	18	26	18	16
TOTAL		48	59	53	49

*FT=Full-Time PT=Part-Time

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

2008 Operating Budget Civil Service
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Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$1,666,645	\$1,613,665	\$1,945,889	\$1,801,724	19	17	15	19
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.	711,735	1,080,724	1,225,568	1,167,188	7	8	8	9
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.	348,887	432,499	537,432	412,648	6	7	7	5
		\$2,727,267	\$3,126,888	\$3,708,889	\$3,381,560	32	32	30	33

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

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

**2008 Operating Budget
Civil Service**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Administration, Classification and Payroll Verification	Percentage of job classes up-to-date	98.6%	96.7%	97.5%	95%
	Percentage resolved misclassifications	66%	85%	100%	95%
	Average number of days to complete classification request	46	59	54	90
	Average number of days to complete position audit requests	56	53	32	60
	Percentage of personnel files in compliance	99%	100%	100%	95%
Public Safety Testing	Percentage of uniformed classifications with a current eligible list	100%	100%	100%	100%
Non-Uniformed Testing	Percentage of competitive & QNC exams conducted	n/a	61%	78%	95%
	Percentage of full-time provisional employees	0.10%	0.10%	0.09%	<2%

Department of Public Safety

Department Description

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

Department Mission

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

Strategic Priorities for 2008

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 2008 budget funds a police recruit class of 50 beginning December 2007, a class of 30 in July 2008, and a class of 50 in December 2008. For Fire, the budget funds a class of 35 in December 2007 and a class of 20 in December 2008. Police and fire class sizes are related to projected retirements and the Deferred Retirement Option Plan (DROP) and could be adjusted based upon the number of retirements.
- Enhance and extend efforts to prevent crime, reduce violence, and remove illegal firearms from our streets through the Police Strike Force during spring, summer, and fall months.
- Administer the second anti-gang grant for the WMPR area (Whittier, Mooberry, Parsons, and Rhoads) to continue to reduce violence and blight.
- Complete construction of a neighborhood policing center in conjunction with The Ohio State University.
- Complete construction of a new neighborhood policing center on the Far East side for the relocation of police sub-station #14.
- Complete construction of the canine building at the McKinley Avenue Police Complex.
- Begin construction of a new heliport to include an apparatus bay to house police helicopters.
- Identify site for, and complete the design of, a new city impound lot.
- Complete construction of Fire Station #10 in Franklinton.

- Complete design and begin construction of Fire Station #35 on the Far East side.
- Complete construction of new Fire Training Academy (Phase I).
- 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.

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 continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.
- Continue to research surveillance cameras for neighborhood pilots, develop a citywide RFP, identify funding, and work with community members.

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.
- Implement a new EMS billing program with enhanced features for patient care reporting and maximizing revenue.

Education

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

Technology and Equipment

- Implement the first phase of distance learning to enhance training efforts in the Fire Division. This program will employ computer system connectivity to provide

firefighters opportunities to better access information regarding fire and emergency medical services, as well as promote training that reduces the need for a physical presence in the classroom. This approach allows firefighters to remain in fire stations, ready for emergency calls while reducing overtime demands.

- Complete design and begin implementation of the new police/fire emergency call center's computer aided dispatch (CAD) to augment the city's ability to carry out emergency response, incident management, calls for service, and police officer/firefighter communication needs.
- Implement a computer-based staffing and overtime management 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.
- Work with the Technology, Recreation and Parks, and Public Service Departments to equip recreation centers with surveillance cameras and purchase additional graffiti cameras.
- As part of the newly enacted legislation, implement a scrap metal technology solution to facilitate data exchange review in order to combat property crime.

2008 Budget Notes

- 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 2008 budget ensures that the number of uniformed police and fire personnel on the streets in city neighborhoods will be maintained.

Safety Administration

- Support to the Emergency Management Agency of Columbus and Franklin County is budgeted at \$500,000, which represents the city's proportionate share of the maintenance and administrative support of the area's emergency siren system.
- 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.
- Ongoing funding of \$40,000 is provided for the minority recruitment program for the Police and Fire Divisions.
- The purchase of all police cruisers and other light-duty safety vehicles will be funded out of the special income tax fund (SIT) in 2008, in which \$5 million has been earmarked for these purchases.

Support Services

- The 2008 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 2008 budget provides funding for a beginning year contingent of 1,927 police officers. This includes the December 2007 class of 50 recruits. The division will continue to work towards maximizing the number of officers on the streets through redeployment efforts.
- In 2008, recruit classes of 30 in July and 50 in December are budgeted. Police class sizes are related to projected retirements and the Deferred Retirement Option Plan (DROP), and could be adjusted based upon the number of retirements.
- Major non-personnel budget items include over \$8.2 million in internal charges for the fleet (including fuel), nearly \$3 million for uniforms and clothing allowance, \$1.8 million for the towing contract, \$732,819 for helicopter maintenance, \$375,000 for prisoner medical expenses, \$300,000 for evidence funds, \$320,000 for helicopter fuel, and over \$250,000 for ammunition.

- The city has entered into a \$700,000 contract with the Columbus City School District for school resource officers for the 2007/2008 school year. These police officers provide a secure learning environment for students within the district and also serve as mentors and positive role models.
- For the fourth straight year, the “strike force” program will continue to enhance the division’s efforts to combat violent crime. In 2008, a portion of funding for this effort will come from the photo red light fund.
- The SIT fund will continue to assume the debt associated with the police pension liability. It will also be used to fund all police leases, projected at nearly \$1.7 million.

Fire

- The Fire Division's 2008 budget provides funding for a beginning year contingent of 1,550 firefighters, including the December 2007 class of 35 recruits. In addition, funds in the budget are provided for the hiring of 20 new recruits in December 2008. 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 for each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies.
- Major non-personnel budget items include over \$4.8 million in internal charges for the fleet (including fuel), over \$1.9 million for uniforms, helmets, boots, and gloves, and the clothing allowance, \$1.05 million for the physical fitness program for firefighters, \$837,000 for medical supplies, and \$400,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$9 million in 2008. The 2008 EMS billing contract is budgeted at \$1.8 million.
- The division, in conjunction with IAFF Local 67, will continue the quartermaster system initiated in 2004. This system provides a more cost effective uniform replacement policy for the division.
- The SIT fund will continue to assume the debt associated with the fire pension liability and will also fund the \$103,000 Williams Road Fire warehouse lease.
- The division will identify positions, with assistance from IAFF Local 67, which are currently held on a temporary transfer basis by firefighters who will be relieved back to their stations and the positions filled by civilians. The budget has allowed for \$200,000 to be spent on this effort.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Administration	\$ 12,365,115	\$ 12,174,782	\$ 5,788,106	\$ 2,248,010	\$ 10,563,060
Police	214,392,500	229,654,807	239,545,364	243,106,276	253,917,594
Fire	163,572,961	171,392,377	181,834,067	184,730,548	191,198,369
Support Services	5,092,275	5,519,251	6,375,260	6,292,926	5,987,884
TOTAL	\$ 395,422,851	\$ 418,741,217	\$ 433,542,797	\$ 436,377,760	\$ 461,666,907

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

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 892,019	\$ 996,229	\$ 1,174,572	\$ 1,132,537	\$ 1,226,560
Materials & Supplies	83,173	12,101	6,242	7,410	6,367
Services	11,383,923	11,166,452	4,352,292	1,079,767	9,330,133
Other Disbursements	-	-	-	-	-
Capital	6,000	-	-	28,296	-
Transfers	-	-	255,000	-	-
TOTAL	\$ 12,365,115	\$ 12,174,782	\$ 5,788,106	\$ 2,248,010	\$ 10,563,060

DIVISION SUMMARY BY CHARACTER					
POLICE GENERAL FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 195,158,080	\$ 208,955,699	\$ 216,580,303	\$ 222,890,930	\$ 233,469,190
Materials & Supplies	4,192,149	4,925,779	4,260,373	4,933,335	4,382,480
Services	14,428,021	14,621,452	15,201,735	14,862,584	13,687,567
Other Disbursements	488,499	671,800	225,000	376,432	225,000
Capital	97,200	480,077	97,200	42,995	-
Transfers	28,551	-	3,180,753	-	1,653,357
TOTAL	\$ 214,392,500	\$ 229,654,807	\$ 239,545,364	\$ 243,106,276	\$ 253,417,594
POLICE PHOTO RED LIGHT	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Transfers	\$ -	\$ -	\$ -	\$ -	\$ 500,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 500,000

DIVISION SUMMARY BY CHARACTER					
FIRE GENERAL FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 151,696,268	\$ 158,559,737	\$ 167,877,058	\$ 170,300,944	\$ 177,954,061
Materials & Supplies	3,683,201	3,760,542	3,891,026	4,041,232	3,933,387
Services	8,077,645	8,918,889	9,438,198	9,871,886	9,005,401
Other Disbursements	69,025	128,668	22,500	39,324	22,500
Capital	22,189	-	-	-	-
Transfers	24,633	24,541	145,285	17,162	283,020
TOTAL	\$ 163,572,961	\$ 171,392,377	\$ 181,374,067	\$ 184,270,548	\$ 191,198,369
FIRE SAFETY INITIATIVES FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ -	\$ -	\$ 428,879	\$ 428,879	\$ -
Materials & Supplies	-	-	23,421	23,421	-
Services	-	-	7,700	7,700	-
TOTAL	\$ -	\$ -	\$ 460,000	\$ 460,000	\$ -
TOTAL DEPARTMENT	\$ 395,422,851	\$ 418,741,217	\$ 433,542,797	\$ 436,377,760	\$ 461,026,907

DIVISION SUMMARY BY CHARACTER					
SUPPORT SERVICES GENERAL FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 429,890	\$ 3,839,083	\$ 4,198,870	\$ 4,160,669	\$ 4,462,526
Materials & Supplies	-	570,071	589,386	568,423	589,386
Services	-	1,109,856	1,586,004	1,562,834	794,972
Other Disbursements	-	241	1,000	1,000	1,000
TOTAL	\$ 429,890	\$ 5,519,251	\$ 6,375,260	\$ 6,292,926	\$ 5,847,884
SUPPORT SERVICES CABLE FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 3,018,633	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	552,700	-	-	-	-
Services	1,088,417	-	-	-	-
Other Disbursements	2,635	-	-	-	-
TOTAL	\$ 4,662,385	\$ -	\$ -	\$ -	\$ -
SUPPORT SERVICES PERMANENT IMPROVEMENT FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Services	\$ -	\$ -	\$ -	\$ -	\$ 140,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 140,000

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General Fund	\$ 390,760,466	\$ 418,741,217	\$ 433,082,797	\$ 435,917,760	\$ 461,026,907
Safety Initiatives Fund	-	-	460,000	460,000	-
Cable Fund	4,662,385	-	-	-	-
Permanent Improvement Fund	-	-	-	-	140,000
Photo Red Light Fund	-	-	-	-	500,000
TOTAL	\$ 395,422,851	\$ 418,741,217	\$ 433,542,797	\$ 436,377,760	\$ 461,666,907

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Administration	FT	8	10	10	10
	PT	0	0	1	3
Police					
Uniformed	FT	1,860	1,873	1,874	1,927
Civilian	FT	329	342	360	368
	PT	16	12	21	25
Fire					
Uniformed	FT	1,532	1,540	1,540	1,550
Civilian	FT	43	46	48	51
	PT	0	0	0	1
Support Services	FT	6	55	56	56
General Fund	PT	0	6	7	7
Support Services	FT	47	0	0	0
Cable Fund	PT	8	0	0	0
TOTAL		<u>3,849</u>	<u>3,884</u>	<u>3,917</u>	<u>3,998</u>
*FT=Full-Time PT=Part-Time					

**2008 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Safety Administration	To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.	\$12,678,904	\$12,443,912	\$5,788,106	\$10,563,060	9	10	10	10
Support Services - Operation Support	To provide an effective public safety communications system by ensuring the reliability of the police and fire radio, telephone, and dispatching systems.	3,088,896	3,391,586	3,589,319	3,845,866	25	31	31	31
Support Services - License and Permit Regulations	To provide, administer, and enforce all laws and rules and regulations relating to licensing requirements.	1,089,388	960,667	968,669	956,422	13	13	11	11
Support Services - Weights and Measures	To assure "equity in the marketplace".	593,531	542,648	538,333	543,332	7	7	7	7

2008 Operating Budget									
Department of Public Safety									

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Support Services - Administration	To manage the division and ensure compliance with federal, state, and local regulations and standards pertaining to division operations.	504,612	964,961	1,278,939	642,264	5	5	7	7
Police - Specialized Services	To increase arrests and responses by the helicopter unit and maintain zero injuries related to hostage/barricade situations.	11,008,171	10,860,391	10,875,344	11,945,690	94	91	90	93
Police - Training	To increase pride, professionalism and service to the public by providing quality training with quality staffing and facilities.	10,022,539	11,700,900	19,371,094	15,588,984	133	160	175	172
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	16,800,320	130	126	134	126

**2008 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Police - Technical Services	To provide quality service and to improve the efficiency and effectiveness of the division, including fingerprinting, criminal record checks, computer expertise, fleet, and facilities.	17,284,645	19,030,003	19,487,213	18,251,022	114	126	113	110
Police - Traffic	To reduce injuries and property damage caused by vehicle accidents through enforcement.	7,617,642	7,925,633	8,116,271	8,475,253	76	77	75	74
Police - Strategic Response	To establish and maintain partnerships with the community and reduce crime through intelligence based directed tactics.	7,443,794	7,739,716	11,221,219	11,856,634	76	74	105	105
Police-Juvenile	To thoroughly investigate reported cases of violence and abuse against children.	6,933,173	7,311,641	-	-	75	76	-	-

2008 Operating Budget									
Department of Public Safety									

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Police - Intelligence	To reduce illegal economic, computer, and organized crime in Columbus through case solving and conviction of offenders.	5,982,907	6,173,537	-	-	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.	4,268,729	4,140,143	4,371,725	4,617,366	39	37	38	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.	23,263,221	22,985,822	-	-	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	35,287,251	-	-	304	317

**2008 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Police - Narcotics	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).	8,598,956	8,443,610	12,002,928	11,780,581	80	78	107	99
Police - Patrol	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.	88,532,103	96,354,275	96,546,749	108,958,449	959	975	973	1,035
Police - Communications	To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.	10,073,326	8,751,172	9,901,978	10,356,044	129	108	120	126
Fire - Emergency Services Bureau	To minimize injury, death, and property loss related to fires, medical emergencies, and other disasters through the delivery of effective fire suppression, pre-hospital treatment, and patient transportation.	136,600,676	143,958,106	154,834,187	163,787,160	1,364	1,370	1,396	1,408

2008 Operating Budget									
Department of Public Safety									

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Fire - Fire Prevention Bureau	To minimize injuries, deaths, and property loss through public education, enforcement of the fire codes, and investigation of fire causes.	3,683,041	3,610,290	4,545,625	5,346,118	46	43	50	53
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.	8,897,584	11,160,580	11,654,913	10,447,273	27	31	32	31
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.	3,586,826	3,045,928	1,757,688	1,892,215	50	39	15	18
Fire - Office of the Chief	To ensure that the division's resources are utilized efficiently and effectively, thus providing the best possible fire safety and related services to the citizens of Columbus.	2,143,096	2,520,857	2,556,119	2,574,666	22	25	27	23

**2008 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Fire - Bureau of Administration	To provide a wide variety of financial and record keeping services for the Division of Fire.	2,537,726	1,837,882	1,973,154	2,467,680	24	18	19	19
Fire - Alarm Office	To receive calls for fire, medical, or other emergencies and dispatch the appropriate resources to the emergency.	4,174,845	4,238,819	4,512,381	4,683,257	50	49	49	49
		\$395,390,154	\$415,516,671	\$433,542,797	\$461,666,907	3,847	3,865	3,888	3,962

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

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

**2008 Operating Budget
Department of Public Safety**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Safety Administration	Non-emergency police overtime hours	169,454	194,684	112,618	<215,000
	Non-emergency police overtime expenditures	\$4,775,945	\$5,649,458	\$3,364,389	<\$6,400,000
	Overtime expenditures in the Division of Fire	\$3,229,046	\$3,278,699	\$2,436,596	<\$4,800,000
Support Services - License and Permit Regulations	Total transactions for all categories	43,942	52,212	19,306	38,000
Support Services - Weights and Measures	Percentage of gas pumps that passed inspection	98%	99%	98%	98%
	Percentage of scales, devices and meters that passed inspection	98%	98%	98%	98%
POLICE DIVISION					
Internal Affairs	Percent of citizen complaint investigations completed within 90 days	98.4%	99.3%	100%	>95%
Crimes Against Persons Bureau	Number crimes reported-Homicide	104	104	41	<100
	Number of crimes reported-Robbery	3,958	3,788	1,865	<3,750
	Number of crimes reported-Aggravated Assault	1,340	1,655	563	<1,600
Property Crimes Bureau	Number of crimes reported-Auto Thefts	7,608	6,310	2,888	<6,000
	Number of crimes reported-Burglaries	14,760	14,630	6,453	<14,000

**2008 Operating Budget
Department of Public Safety**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Narcotics Bureau	Number of narcotics arrests	630	592	311	610
	Percent of drug-related complaints investigated	85.8%	83.1%	83.1%	>85%
Special Victims Bureau	Number of crimes investigated-sexual-adult	838	820	325	<750
	Number of crimes investigated-sexual-juvenile	1,037	757	533	<1,000
	Number of crimes investigated-assault-child victim	1,580	1,544	935	<1,800
	Number of crimes investigated-domestic violence	528	426	248	<500
Patrol Subdivisions	Total number of Patrol Bureau runs	925,434	951,101	509,593	1,000,000
	Total number of Traffic Bureau runs	93,011	87,982	45,296	90,000
Communications Bureau	Percent of 911 calls abandoned	2.0%	1.8%	1.2%	<1.7%
	Percent of 645-4545 calls abandoned	6.9%	7.8%	7.6%	<7%
	Percent Priority 1 calls dispatched within 90 seconds	72.9%	74.6%	79.6%	>70%
FIRE DIVISION					
Office of the Chief and Administration Bureau	Number of civilian fire deaths per 100,000 residents	1.3	1.9	0.4	1.6
	Percent fire incident responses within 8 minutes of call	n/a	n/a	88.8%	80%
	Percent EMS responses provided within 8 minutes of call	n/a	n/a	85.3%	80%
	Fire Division operational expenditures per resident	\$216.70	\$224.53	\$129.62	\$244.60
Emergency Services Bureau	Percent structure fires contained to room or object of origin	65%	64.9%	61.6%	55%
	Number of fire and EMS runs per emergency service FTE	86.1	88.7	44.1	93.4

**2008 Operating Budget
Department of Public Safety**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Fire Prevention Bureau	Number of total fires per 1,000 residents	1.8	4.4	2.6	3.9
	Fire prevention expenditure per capita	\$6.26	\$7.13	\$4.02	\$7.44
Support Service Bureau	Percent emergency calls dispatched within 90 seconds	n/a	92%	93%	99%
	Percent firefighters fit tested annually	n/a	96%	36%	100%
	Percent turnout gear inspected twice every 12 months	n/a	92%	84%	100%
Training Bureau	Percent of available class seats filled (all classes)				80%

Mayor

Department Description

The Mayor provides leadership and vision for the City of Columbus through the formulation of policies, delivery of city services, communication and outreach to citizens and the greater community. As head of the executive branch of government, the Mayor establishes priorities for the departments 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 2008

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

2008 Budget Notes

- The recommended budget for the Mayor's Office provides for continued operation of the office.

Budget and Program Summary

MAYOR'S OFFICE FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Mayor's Office	\$ 1,982,447	\$ 2,209,684	\$ 2,422,096	\$ 2,261,876	\$ 2,085,524
TOTAL	\$ 1,982,447	\$ 2,209,684	\$ 2,422,096	\$ 2,261,876	\$ 2,085,524

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

DIVISION SUMMARIES BY CHARACTER					
MAYOR'S OFFICE EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,795,095	\$ 2,001,064	\$ 2,135,814	\$ 1,999,611	\$ 1,979,002
Materials & Supplies	4,436	7,937	11,757	11,757	11,842
Services	182,916	200,683	274,525	250,508	94,680
TOTAL	\$ 1,982,447	\$ 2,209,684	\$ 2,422,096	\$ 2,261,876	\$ 2,085,524

MAYOR'S OFFICE SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 1,982,447	\$ 2,209,684	\$ 2,422,096	\$ 2,261,876	\$ 2,085,524
TOTAL	\$ 1,982,447	\$ 2,209,684	\$ 2,422,096	\$ 2,261,876	\$ 2,085,524

MAYOR'S OFFICE PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Mayor's Office	FT	19	19	22	19
	PT	0	0	0	0
TOTAL		19	19	22	19
*FT=Full-Time PT=Part-Time					

**2008 Operating Budget
Mayor's Office**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Mayor's Office Administration	To advance the priorities of the Mayor to departments and to citizens through the formulation of strategies and by monitoring the implementation of policies and programs designed to meet the goals.	\$1,094,213	\$1,418,519	\$1,520,744	\$1,037,197	7	10	9	8
Community Affairs	To provide quality customer service assistance to the citizens of Columbus and serve as the operational and administrative support team for the Mayor's Office employees.	415,661	353,258	329,703	410,508	6	4	6	5
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.	257,691	108,736	113,281	213,751	3	1	2	2

**2008 Operating Budget
Mayor's Office**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Policy and Government Affairs Office	To initiate and coordinate key Mayoral initiatives, by conducting research, assisting in legislative matters and intergovernmental affairs, and working to assure that departments are working together to meet administration goals.	187,717	431,317	458,368	424,068	2	4	5	4
		\$1,955,282	\$2,311,830	\$2,422,096	\$2,085,524	18	19	22	19

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

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

Office of Education

Department Description:

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

Department Mission:

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

Strategic Priorities for 2008

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 2008 via the piloting and implementation of an in-school violence prevention project with one Columbus City 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.

2008 Budget Notes

- In 2008, the Office of Education will continue contract and program management of the four original Capital Kids demonstration programs, as well as 17 other community-based, after-school programs. General fund support for after-school programs is \$370,000 in 2008. The community development block grant (CDBG) will provide \$264,771 for the Capital Kids program, while other grant and trust fund dollars contribute another \$58,520.
- The summer youth employment initiative will be funded through the jobs growth fund in 2008, in the amount of \$600,000, the same funding level as 2007.
- The clean teams program is a summer employment training program for low-income youth that provides blight abatement activities in Columbus neighborhoods. The program is funded through CDBG for \$141,229 in 2008.

Budget and Performance Measure Summary

OFFICE OF EDUCATION FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Office of Education	\$ 923,820	\$ 1,803,497	\$ 2,237,572	\$ 2,075,399	\$ 1,987,085
TOTAL	\$ 923,820	\$ 1,803,497	\$ 2,237,572	\$ 2,075,399	\$ 1,987,085

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

OFFICE OF EDUCATION SUMMARY BY CHARACTER

OFFICE OF EDUCATION GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 338,619	\$ 361,440	\$ 655,414	\$ 605,935	\$ 582,129
Materials & Supplies	1,399	6,444	4,000	6,832	2,150
Services	333,805	432,378	1,171,908	1,056,403	396,556
Other	-	160	250	250	250
TOTAL	\$ 673,823	\$ 800,422	\$ 1,831,572	\$ 1,669,420	\$ 981,085
OFFICE OF EDUCATION JOBS GROWTH FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ -	\$ 51,133	\$ -	\$ -	\$ -
Materials & Supplies	-	4,415	-	-	-
Services	-	542,517	-	-	600,000
TOTAL	\$ -	\$ 598,065	\$ -	\$ -	\$ 600,000
OFFICE OF EDUCATION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 249,997	\$ 283,473	\$ 290,000	\$ 249,979	\$ 264,771
Materials & Supplies	-	4,500	3,000	-	-
Services	-	117,037	113,000	156,000	141,229
TOTAL	\$ 249,997	\$ 405,010	\$ 406,000	\$ 405,979	\$ 406,000

OFFICE OF EDUCATION SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 673,823	\$ 800,422	\$ 1,831,572	\$ 1,669,420	\$ 981,085
Jobs Growth	-	598,065	-	-	600,000
Community Dev. Block Grant	249,997	405,010	406,000	405,979	406,000
TOTAL	\$ 923,820	\$ 1,803,497	\$ 2,237,572	\$ 2,075,399	\$ 1,987,085

OFFICE OF EDUCATION PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
General Fund	FT	4	4	7	6
	PT	0	0	0	8
CDBG	FT	4	4	4	4
	PT	8	8	8	0
TOTAL		16	16	19	18

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
Office of Education**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$887,896	\$954,384	\$1,398,337	\$1,179,265	8	8	10	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.	-	155,287	156,000	141,229	-	-	-	-
Summer Youth Employment	To provide youth with summer work opportunities with local businesses to help them gain valuable work experience and basic job skills training.	-	600,000	600,000	600,000	-	-	-	-

**2008 Operating Budget
Office of Education**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Youth Commission	To provide youth input into decision making and policy for city government and youth events.	68,798	79,941	83,235	66,591	1	1	1	-
		\$956,694	\$1,789,612	\$2,237,572	\$1,987,085	9	9	11	10

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

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

**2008 Operating Budget
Office of Education**

		<u>Performance History by Program</u>			
<u>Program</u>	<u>Measure</u>	<u>2005</u>	<u>2006</u>	<u>2007 Mid-Year</u>	<u>2008 Target</u>
Capital Kids	Percentage of students satisfied or very satisfied with programs	100%	97%	n/a	90%
	Percentage of parents satisfied or very satisfied with programs	100%	100%	n/a	90%
	Percentage of school personnel satisfied or very satisfied with program	73%	76%	n/a	80%
	Percentage of young persons who report having high self-esteem	90%	88%	n/a	90%
	Percentage of young persons who exhibit social development skills	n/a	n/a	n/a	80%
	Percentage of young persons receiving support from three or more nonparent adults	n/a	n/a	n/a	80%
Youth Commission	Percentage of youth commissioners supported that complete their term of service	n/a	n/a	n/a	80%
	Percentage of youth commissioners supported satisfied with support services	n/a	n/a	n/a	80%
	Percentage of council meetings where a youth commissioner addresses a youth related issue	n/a	n/a	n/a	25%
	Percentage of youth commissioners completing monthly meeting assignments	n/a	n/a	n/a	75%
Summer Youth Employment	Percentage of youth applying for jobs that are placed	n/a	100%	TBD	90%
	Percentage of youth completing the term of their employment	n/a	99%	TBD	98%
	Percentage of youth employers satisfied or very satisfied with youth workers	n/a	91%	TBD	90%
	Expenditure per youth employed (city expenditure only)	n/a	\$695	TBD	\$500

Community Relations Commission Office

Department Description

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

Department Mission

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

Strategic Priorities for 2008

From the Columbus Covenant:

Neighborhoods

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

Economic Development and Technology

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

Safety

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

Education

- 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

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

2008 Budget Notes

- Funding for the New Americans initiative continues in 2008, to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services as well as training for police and fire personnel.

Budget and Performance Measure Summary

COMMUNITY RELATIONS COMMISSION FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Community Relations	\$ 815,674	\$ 881,646	\$ 1,061,525	\$ 1,057,649	\$ 860,240
TOTAL	\$ 815,674	\$ 881,646	\$ 1,061,525	\$ 1,057,649	\$ 860,240

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

COMMUNITY RELATIONS COMMISSION SUMMARY BY CHARACTER					
COMMUNITY RELATIONS EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 591,684	\$ 696,300	\$ 723,544	\$ 724,668	\$ 703,960
Materials & Supplies	6,062	12,482	9,307	9,307	6,194
Services	217,928	172,864	328,674	323,674	150,086
Capital	-	-	-	-	-
TOTAL	\$ 815,674	\$ 881,646	\$ 1,061,525	\$ 1,057,649	\$ 860,240

COMMUNITY RELATIONS COMMISSION SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 815,674	\$ 881,646	\$ 1,061,525	\$ 1,057,649	\$ 860,240
TOTAL	\$ 815,674	\$ 881,646	\$ 1,061,525	\$ 1,057,649	\$ 860,240

COMMUNITY RELATIONS COMMISSION PERSONNEL SUMMARY					
DIVISION	FT/PT	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Community Relations	FT	8	8	8	7
	PT	0	0	0	0
TOTAL		8	8	8	7
*FT=Full-Time PT=Part-Time					

2008 Operating Budget Community Relations Commission

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$587,851	\$601,684	\$751,915	\$617,661	6	6	6	5
Special Events	To promote cultural diversity, awareness and education through CRC sponsored public events.	49,426	60,591	90,591	32,811	-	-	-	-
New Americans Initiative	To provide coordination and resources to 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	209,768	1	2	2	2
		\$711,427	\$854,226	\$1,061,525	\$860,240	7	8	8	7

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

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

**2008 Operating Budget
Community Relations Commission**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Community Relations Office	Percentage of community relations complaints resolved w/in 7 days of complaint	n/a	68%	80%	68%
	Number of community outreach contacts	n/a	13,978	7,401	10,000
	Number of service requests handled per community relations staff person	n/a	145	61	145
Civil Rights	Number of discrimination complaint calls received	192	418	140	250
	Number of discrimination complaints closed by the director and/or commissioners	13	9	1	75
	Percentage of discrimination complaints resolved	23%	15%	8%	50%
Special Events	Percentage of special event participants reporting increased knowledge of other cultures	n/a	n/a	n/a	90%
	Percentage of participants that rate event as being good or excellent	n/a	n/a	n/a	90%
New Americans Initiative	Percentage of participants who are connected with a service w/in 7 days after requesting service	n/a	n/a	n/a	85%

<p>2008 Operating Budget Community Relations Commission</p>
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Performance History by Program

Program	Measure	Performance History			
		2005	2006	2007 Mid-Year	2008 Target
	Percentage of frontline city employees that have received New Americans cultural diversity training	n/a	n/a	n/a	10%
	Number of participants trained per New Americans training held	n/a	n/a	n/a	40
	Percentage of training participants rating training as good or excellent	n/a	n/a	n/a	90%
	Percentage of event participants rating event as good or excellent	n/a	n/a	n/a	90%

Equal Business Opportunity Commission Office

Department Description

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

In addition, EBOCO develops and implements race and gender-neutral programs that encourage 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 2008

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 college 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 and special projects (i.e. Huntington Park, Rickenbacker Intermodal, and King Lincoln). EBOCO will continue the publication and dissemination of a minority/female business enterprise directory, the ACCESS newsletter, the "Access to Opportunities" television program and the EBOCO annual report.

- Periodically recommend and implement additional efforts necessary to further develop inclusiveness in the city's contracting practices, i.e., the EBOCO bi-monthly roundtables (internal), Director's Quarterly Business Forums (external), partnering with agencies and/or organizations to reach targeted groups.
- Continue to market expertise to industry peers and to expand strategic partnerships, allowing pooling of services to have the greatest impact.

2008 Budget Notes

- The office is budgeted for one fewer position in 2008 than 2007.

Budget and Performance Measure Summary

EBOCO FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Equal Business Opportunity	\$ 899,290	\$ 962,940	\$ 1,118,636	\$ 977,088	\$ 750,689
TOTAL	\$ 899,290	\$ 962,940	\$ 1,118,636	\$ 977,088	\$ 750,689

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

EBOCO SUMMARY BY CHARACTER					
EBO COMMISSION EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 822,747	\$ 842,749	\$ 825,075	\$ 808,568	\$ 724,293
Materials & Supplies	3,769	5,329	5,430	5,430	5,430
Services	72,774	114,862	288,131	163,089	20,966
TOTAL	\$ 899,290	\$ 962,940	\$ 1,118,636	\$ 977,087	\$ 750,689

EBOCO SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 899,290	\$ 962,940	\$ 1,118,636	\$ 977,088	\$ 750,689
TOTAL	\$ 899,290	\$ 962,940	\$ 1,118,636	\$ 977,088	\$ 750,689

EBOCO PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Equal Business Opportunity	FT	11	11	10	9
	PT	0	0	0	0
TOTAL		11	11	10	9

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
Equal Business Opportunity Commission Office**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Equal Business Opportunity Commission Office	To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.	\$929,477	\$982,855	\$1,118,636	\$750,689	11	11	10	9
		\$929,477	\$982,855	\$1,118,636	\$750,689	11	11	10	9

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

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

2008 Operating Budget Equal Business Opportunity Commission Office

Performance History by Program

Program	Measure	2007				2008
		2005	2006	Mid-Year	Target	
Equal Business Opportunity Commission Office	Percentage of legislation reviewed within 2 days	92%	94%	97%	96%	
	Percentage of contracts reviewed within 2 days	86%	91%	95%	92%	
	Evaluation committees served	n/a	n/a	15	27	

Department of Development

Department Description

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

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

Department Mission

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

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

Strategic Priorities for 2008

From the Columbus Covenant:

Neighborhoods

- Implement the 21st Century Neighborhood initiative that will focus on targeting city and non-city resources to a designated neighborhood.
- Open a new Neighborhood Pride Center in the Weinland Park community.
- Work toward increasing the number of Neighborhood Pride Centers that will be operating in the city.
- 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 2008.
- 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 houses as a pilot program and incorporate green standards for all future housing rehabilitation activities.
- Continue to implement key recommendations of the 21st Century Growth Policy initiative (including its four components: Pay-As-We-Grow, joint facilities, job growth, and regional growth and intergovernmental cooperation).
- Continue with staffing of the Darby Accord Panel and provide support to the Town Center planning process, adoption and implementation for the Darby Overlay, and finalization of recommended funding mechanisms.
- Undertake and complete five area/neighborhood plans.
- Facilitate the implementation of recommended actions from four adopted area/neighborhood plans.
- Undertake and complete up to four design charrettes concurrent with ongoing area and neighborhood planning that solve physical planning, urban design, and economic issues.
- Provide assistance to Recreation and Parks, as well as Whittier stakeholders, in completing various initiatives related to the redevelopment of the Whittier peninsula into a regional recreation and education complex.
- Provide support to the Mayor's Office with the staffing and management of the Columbus 2012 Bicentennial Commission, 13 focus groups, neighborhood regional meetings, and the conclusion of the process and delivery of the *Blueprint for the Bicentennial*.
- Continue staffing of the Public Art Commission, including development of the commission's focus and charge, and undertaking the management of public art as required in city code.

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.
- Support development in the King Lincoln and Parsons Avenue districts through the use of small business grants and loans.
- Implement a global initiative designed to promote job creation and investment through international development opportunities.
- Continue to support 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, and our NCR districts.
- Continue implementation of a Green Economic Development policy to encourage investment in environmentally sustainable business growth.

Downtown Development

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

Peak Performance

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

Customer Service

- Transition the department to the citywide 311 and performance management programs.
- Institute an ongoing communication mechanism that shares “best practices” among all departments.
- Continue implementing the One-Stop-Shop (OSS) initiative by improving the allocation of resources and providing better customer service.

2008 Budget Notes

Administration

- The general fund budget includes \$150,000 for the Columbus Franklin County Finance Authority.
- The division supports downtown development through two contracts with outside organizations. Support of \$114,810 is included for the Columbus Downtown Development Corporation through Urban Development Action Grant (UDAG) funds and \$150,000 in general fund support is provided to the Capital Crossroads Special Improvement District (SID).
- The downtown development office budget includes \$883,283 for the downtown office incentive program, with the SIT providing \$220,000, and the general fund budget including the balance.

Economic Development

- Support of economic development efforts are partially accomplished through contracts with the Columbus Urban Growth Corporation (\$172,000) and Sister Cities (\$60,000). Columbus Urban Growth Corporation also receives \$203,062 from the community development block grant fund.
- The business development office budget includes \$3.9 million for the city’s share of school district revenue sharing, of which \$1.1 million is provided through the SIT. The balance is funded by the general fund.
- The division supports economic development through loans from the economic development loan fund and through contracts with 13 economic development-oriented agencies. The budget for this effort in 2008 is approximately \$1.8 million in CDBG funds.

Neighborhood Services

- Total support for social service agencies in 2008 is \$3.2 million. This is made up of \$1.9 million in general fund support, \$1.2 million in emergency human services funds, and \$135,879 in CDBG funding.

- Funding of \$117,000 is provided from the general fund for the student intern program, which provides support to the area commissions.
- The 2008 budget includes funding for 64 full-time code enforcement staff, 56 of which are funded through the general fund and eight of which are funded through CDBG monies.
- Funding of \$150,000 is provided from the general fund for the demolition of unsafe structures acquired through the land bank.
- Weed cutting services are budgeted in the amount of \$137,390. Environmental nuisance abatement receives \$296,160 from CDBG.

Planning

- The general fund supports 13 full-time equivalent positions in 2008, a reduction of two positions from 2007. One full-time position is funded through CDBG, down from 2 positions in 2007.

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 \$20 million. Hotel/motel revenues are estimated at \$1.38 million in 2008, while general fund support will total \$100,000.
- Support for the Community Shelter Board and the rebuilding lives program will total \$3.3 million. This is made up of \$2.7 million in general fund, \$325,000 in HOME funding; the balance is funded by the emergency shelter grant.
- The 2008 budget includes \$1.3 million in CDBG and \$3.5 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 totaling \$358,000 will be used for three outside contracts through the homebuyer counseling and housing development program and one contract for the homeless prevention and crisis transition program.
- HOME funds totaling \$1 million 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					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Administration	\$ 3,817,514	\$ 4,640,862	\$ 6,086,210	\$ 5,554,258	\$ 5,174,028
Economic Development	6,212,286	6,148,377	7,535,842	6,827,621	6,619,175
Building Services	13,133,690	12,997,643	13,839,974	13,907,439	16,881,659
Neighborhood Services	10,683,460	11,538,368	12,695,906	12,994,005	11,827,127
Planning	1,233,924	1,160,709	1,659,538	1,785,497	1,349,166
Housing	7,214,827	6,942,972	7,714,858	7,852,903	7,571,051
TOTAL	\$ 42,295,701	\$ 43,428,931	\$ 49,532,328	\$ 48,921,723	\$ 49,422,206

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

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,637,836	\$ 1,841,550	\$ 2,698,812	\$ 2,399,369	\$ 2,449,661
Materials & Supplies	19,418	27,650	36,637	132,637	54,187
Services	802,467	1,062,673	1,286,168	1,405,933	598,576
Other	58,209	435,485	610,675	419,041	663,283
Transfers			150,000	-	
TOTAL	\$ 2,517,930	\$ 3,367,358	\$ 4,782,292	\$ 4,356,980	\$ 3,765,707
ECONOMIC DEVELOPMENT GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 128,126	\$ 111,217	\$ 425,589	\$ 308,420	\$ 340,973
Materials & Supplies	2,838	4,421	16,050	9,850	78,375
Services	434,402	626,336	715,505	658,167	538,201
Other	2,218,567	2,284,134	3,320,514	2,973,244	2,870,574
TOTAL	\$ 2,783,933	\$ 3,026,108	\$ 4,477,658	\$ 3,949,681	\$ 3,828,123

DIVISION SUMMARY BY CHARACTER
**NEIGHBORHOOD SERVICES
GENERAL FUND
EXPENDITURES
SUMMARY**

	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 5,434,129	\$ 5,654,000	\$ 6,212,182	\$ 6,061,615	\$ 6,230,760
Materials & Supplies	57,787	69,572	76,428	190,075	76,428
Services	3,828,164	4,341,482	4,895,166	4,721,728	2,729,139
Other	7,376	2,492	10,000	10,000	10,000
Capital	-	-	-	18,000	-
Transfers	8,000	36,000	-	115,000	21,800
				\$	
TOTAL	\$ 9,335,456	\$ 10,103,546	\$ 11,193,776	11,116,418	\$ 9,068,127

DIVISION SUMMARY BY CHARACTER
**PLANNING
GENERAL FUND
EXPENDITURES
SUMMARY**

	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 685,837	\$ 862,438	\$ 1,282,865	\$ 1,191,470	\$ 1,151,834
Materials & Supplies	7,572	7,273	15,734	15,734	15,734
Services	132,858	168,406	206,135	443,975	77,227
TOTAL	\$ 826,267	\$ 1,038,117	\$ 1,504,734	\$ 1,651,179	\$ 1,244,795

DIVISION SUMMARY BY CHARACTER					
HOUSING GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 183,059	\$ 202,524	\$ 337,425	\$ 284,355	\$ 388,125
Materials & Supplies	839	695	7,000	7,000	2,000
Services	2,109,194	2,396,373	3,044,129	2,987,442	2,930,314
TOTAL	\$ 2,293,092	\$ 2,599,592	\$ 3,388,554	\$ 3,278,797	\$ 3,320,439

DIVISION SUMMARY BY CHARACTER

ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 657,315	\$ 599,629	\$ 516,325	\$ 494,649	\$ 653,862
Materials & Supplies	490	-	-	-	-
TOTAL	\$ 657,805	\$ 599,629	\$ 516,325	\$ 494,649	\$ 653,862
BUILDING SERVICES DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 11,004,020	\$ 11,091,597	\$ 11,548,178	\$ 11,134,076	\$ 12,853,707
Materials & Supplies	54,605	50,710	87,225	264,182	113,030
Services	2,067,385	1,846,216	2,142,771	2,500,767	3,297,522
Other Disbursements	7,680	9,120	61,800	8,414	11,800
Capital	-	-	-	-	605,600
TOTAL	\$ 13,133,690	\$ 12,997,643	\$ 13,839,974	\$ 13,907,439	\$ 16,881,659

DIVISION SUMMARY BY CHARACTER					
PLANNING DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 269,483	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 269,483	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION					
CDBG FUND					
EXPENDITURES	2005	2006	2007	2007	2008
SUMMARY	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 640,069	\$ 673,426	\$ 780,843	\$ 700,179	\$ 747,709
Materials & Supplies	603	35	3,000	1,200	3,000
Services	1,107	414	3,750	1,250	3,750
TOTAL	\$ 641,779	\$ 673,875	\$ 787,593	\$ 702,629	\$ 754,459
ECONOMIC					
DEVELOPMENT					
CDBG FUND					
EXPENDITURES	2005	2006	2007	2007	2008
SUMMARY	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 835,785	\$ 865,496	\$ 865,370	\$ 702,126	\$ 796,085
Materials & Supplies	3,744	3,000	5,200	3,200	4,750
Services	2,588,824	2,253,773	2,187,614	2,172,614	1,990,217
TOTAL	\$ 3,428,353	\$ 3,122,269	\$ 3,058,184	\$ 2,877,940	\$ 2,791,052

DIVISION SUMMARY BY CHARACTER

**NEIGHBORHOOD
SERVICES
CDBG FUND
EXPENDITURES
SUMMARY**

	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 969,160	\$ 1,041,876	\$ 1,163,204	\$ 1,156,291	\$ 1,281,121
Materials & Supplies	-	-	2,000	1,000	2,000
Services	378,844	392,946	336,926	336,922	275,879
TOTAL	\$ 1,348,004	\$ 1,434,822	\$ 1,502,130	\$ 1,494,213	\$ 1,559,000

DIVISION SUMMARY BY CHARACTER

**PLANNING
CDBG FUND
EXPENDITURES
SUMMARY**

	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 137,957	\$ 122,500	\$ 153,004	\$ 133,718	\$ 103,371
Materials & Supplies	-	-	600	200	400
Services	217	92	1,200	400	600
TOTAL	\$ 138,174	\$ 122,592	\$ 154,804	\$ 134,318	\$ 104,371

DIVISION SUMMARY BY CHARACTER

HOUSING CDBG FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,687,891	\$ 1,860,464	\$ 1,960,693	\$ 1,985,124	\$ 2,093,072
Materials & Supplies	23,262	20,706	20,733	26,733	26,450
Services	1,667,341	1,344,544	1,336,637	1,512,008	1,122,849
Other Disbursements	1,543,241	1,117,666	1,008,241	1,050,241	1,008,241
TOTAL	\$ 4,921,735	\$ 4,343,380	\$ 4,326,304	\$ 4,574,106	\$ 4,250,612

DIVISION SUMMARY BY CHARACTER

NEIGHBORHOOD SERVICES EMERGENCY HUMAN SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-	-
Services	554,786	820,273	-	383,374	1,200,000
TOTAL	\$ 554,786	\$ 820,273	\$ -	\$ 383,374	\$ 1,200,000

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 17,756,678	\$ 20,134,721	\$ 25,347,014	\$ 24,353,055	\$ 21,227,191
Community Dev. Block Grant	10,478,045	9,696,938	9,829,015	9,783,206	9,459,494
Development Services Fund	14,060,978	13,597,272	14,356,299	14,402,088	17,535,521
Emergency Human Services	554,786	820,273	-	383,374	1,200,000
TOTAL	\$ 42,850,487	\$ 44,249,204	\$ 49,532,328	\$ 48,921,723	\$ 49,422,206

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Administration					
General Fund	FT	20	20	30	24
	PT	0		0	0
CDBG Fund	FT	9	8	9	8
	PT	1	2	1	1
Development Services Fund	FT	6	6	5	5
Economic Development					
General Fund	FT	1	1	5	3
CDBG Fund	FT	11	8	11	9
Building Services					
Development Services Fund	FT	142	138	149	147
	PT	3	3	0	1
Neighborhood Services					
General Fund	FT	81	81	83	79
	PT	0	0	0	0
CDBG Fund	FT	14	16	14	14
Planning					
General Fund	FT	7	7	15	13
	PT	1	1	1	1
CDBG Fund	FT	2	2	2	1
Development Services Fund	FT	2	0	0	0
Housing					
General Fund	FT	4	4	6	6
CDBG Fund	FT	26	27	22	21
TOTAL		330	324	353	333
*FT=Full-Time PT=Part-Time					

**2008 Operating Budget
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$633,734	\$770,605	\$1,072,599	\$1,234,975	4	5	4	3
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.	508,692	625,127	753,968	799,213	6	6	8	7
Executive Office	To set policy and provide leadership to the department's offices and divisions.	\$214,059	\$537,482	\$930,623	\$600,320	3	5	7	5
Administrative Services	To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts and administrative support.	1,936,401	2,584,593	2,812,695	1,885,658	21	17	20	17

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Development Services Fund Administrative Offices	Oversees the fiscal and HR activities for the fund.	699,207	351,036	516,325	653,862	-	4	5	5
Economic Development Administration	To set policy and provide leadership, to administer various economic development contracts and to maintain the city's share of the school district revenue sharing.	3,017,639	3,068,632	4,477,658	3,828,123	1	2	5	3
CDBG Economic Development Programs	To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.	3,702,287	3,260,656	3,058,184	2,791,052	12	12	11	9
Permit Issuance	To issue building and mechanical permits in a timely and accurate manner.	-	329,802	341,796	254,256	-	1	1	4

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Building Services Division Administration	To ensure all sections of the Building Services Division operate at maximum capacity to ensure prompt delivery of services to the citizens of Columbus.	2,112,104	3,375,270	1,819,172	2,825,384	3	2	2	2
Building Services Division Support	Provides various support functions for the division including clerical support to boards, telephone coverage, maintenance of databases, web page, zoning maps and records center, staffs the customer service center, and drafts new and revised code.	2,050,180	1,287,193	736,879	1,122,729	30	14	13	12
Cashier	To collect and process revenues and maintain daily accounting of all monies received by the Building Services Division.	547,721	183,124	213,713	374,168	8	5	3	2
Platting	To ensure all applications for platting are processed quickly and efficiently while complying with all the conditions of the Columbus City Codes and any legislated land use restrictions.	-	105,148	107,371	73,143	-	1	1	-

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Construction Administration	Oversees the operations of the plan examiners and the inspection section, coordinates activities, information and training of the sections to ensure compliance with city and state codes and the time table set forth in the MOU with the building industry.	604,319	512,025	552,313	707,617	6	5	5	6
Licensing and Registration	Review and process all applications for licenses and/or registration, issue licenses and maintain accurate records of all contractors who are licensed or registered by the division.	197,121	420,312	495,113	632,292	3	6	6	7
Refrigeration/HVAC Inspection	To ensure the health and safety of the citizens of Columbus by inspecting refrigeration, heating, ventilation and air conditioning installations to ensure they meet basic building codes and to deliver next day service.	1,306,325	1,302,053	1,401,828	1,655,133	16	16	16	16
Plumbing Inspection	To ensure the health and safety of the citizens of Columbus by inspecting plumbing installations to ensure they meet basic building codes and to deliver next day service.	1,030,346	1,019,871	1,092,450	1,299,292	12	12	12	12

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Electrical Inspections	To ensure the health and safety of the citizens of Columbus by inspecting electrical installations to ensure they meet basic building codes and to deliver next day service.	1,467,701	1,471,924	1,583,826	1,771,377	17	17	17	16
Structural Inspections	To ensure the health and safety of the citizens of Columbus by inspecting structural work and installations to ensure they meet basic building codes and to deliver next day service.	2,162,557	2,157,882	2,263,063	2,302,686	26	26	26	24
Building Services Customer Service Center	To provide prompt, accurate service to walk-in and telephone customers, to handle intake of all plans, to answer questions and/or direct inquiries to the appropriate staff, and to provide forms, literature and other information as needed.	-	506,680	310,071	313,600	-	7	9	5
Zoning Administration	To coordinate the activities of the zoning unit, oversee personnel activities, make determinations when conflicts arise, and represent the administration in meetings with developers and the community.	181,164	186,453	190,617	204,046	2	2	2	2

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Zoning Clearance - Residential	To review all drawings, site plans, plats and lot split requests for residential projects presented for compliance with existing Columbus City Code and other legislated requirements.	-	137,326	140,800	184,588	-	2	2	3
Zoning Clearance - Commercial	To review all drawings, site plans, graphics permits and lot split requests of commercial and multifamily projects presented for compliance with existing Columbus City Code and other legislated requirements.	687,675	303,630	239,397	257,436	9	4	5	3
Zoning - BZA and Graphics Board	To review, present and approve Board of Zoning Adjustment and Board of Graphics requests to ensure all meet with the Columbus City Code standards.	224,949	233,069	236,759	247,246	3	3	3	3
Council Activities	To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.	433,209	453,914	464,730	418,894	6	6	6	5

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Demolition	To ensure the health and safety of the citizens by removing structures that present a health or safety hazard to the city and its occupants.	50,000	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	234,175	4	3	4	4
Plan Review - Commercial	To ensure all multifamily and commercial structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.	1,072,522	908,201	1,019,442	1,161,414	11	10	11	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	290,129	4	4	3	3

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Engineering Plan Review	To provide for the efficient review of private development projects while ensuring compliance to city engineering and code requirements.	-	-	129,813	295,343	-	-	2	3
Building Investigations Team	To provide for the health and safety of the citizens of Columbus by ensuring any construction undertaken meets the standards of the Building Code through compliance with the plan review and inspection processes.	-	-	-	256,711	-	-	-	4
Code Enforcement	To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus Codes.	4,552,626	4,703,977	5,261,994	5,436,414	65	65	66	64
Environmental Unit	To maintain safe vacant properties through the removal of weeds and solid waste, demolition of unsafe structures, inspecting for solid waste violations and the abatement of other environmental hazards.	979,947	1,111,262	1,187,240	1,238,946	10	11	11	11

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Neighborhood Services Administration	To set policy and provide leadership to the division's offices.	712,400	852,629	625,290	224,707	3	2	2	1
Agency, Community and Neighborhoods	To oversee social service programs, work with area commissions and civic associations and act as neighborhood liaisons to the community.	614,907	636,987	660,290	717,014	8	8	8	8
Social Service Contracts	To provide support in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.	3,035,041	3,581,072	3,966,359	3,233,139	-	-	-	-
Area Commissions	To provide support to cover administrative costs of area commission and architectural review commissions and the student intern program.	108,000	162,000	124,000	138,800	-	-	-	-

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Neighborhood Pride Centers	To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.	400,488	503,712	493,336	509,856	4	5	5	5
Historic Preservation	To provide guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.	335,543	365,487	377,397	328,251	5	5	5	4
Planning Administration	To provide for the efficient and effective operation of the Planning Division in service to the people of Columbus and to make Columbus the best place to live, work and raise a family.	415,724	519,757	609,016	510,354	3	4	4	4
Long Range Planning	To examine planning and development issues in order to respond to the challenges of growth and change, including citywide development policy, research and analysis, plans for portions of the city experiencing territorial growth, and updates to existing area plans.	149,940	305,129	308,837	168,509	2	4	4	2

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Neighborhood Planning	To work in partnership with the community to enhance and sustain neighborhoods.	611,243	461,487	470,562	408,370	7	6	6	5
Urban Design	To provide design solutions and alternatives on issues concerning streetscape, public spaces, the built environment and infrastructure.	80,434	186,524	271,123	261,933	1	3	3	3
Housing Development and Finance Staff	To implement the homeownership development program, American dream down payment initiative, rental housing production/preservation, and to manage loan assets.	166,102	169,797	178,668	201,349	4	4	1	1
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.	180,064	189,311	195,140	211,796	3	3	1	1

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Relocation	To provide technical review to evaluate each project or program under various federal programs to determine if the proposed activities meet both the acquisition and relocation requirements.	366,057	344,656	423,877	339,825	4	3	4	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.	450,000	230,000	149,600	103,220	-	-	-	-
Homebuyer Counseling and Housing Development	To provide funding for programs that offer assistance to chronically homeless individuals to rebuild their lives and become productive citizens through the Rebuilding Lives and Community Shelter Board contracts.	2,000,581	2,320,581	3,022,239	3,046,915	-	-	2	2
Homeowner Servicing Center	To assist homeowners to remain in their homes and live independently in a safe and sound environment.	3,538,870	3,366,928	3,375,734	3,224,107	20	25	20	19

**2008 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Homeless Prevention	To provide a grant to the Community Shelter Board, a nonprofit organization, to assist with preventing individuals from becoming homeless.	420,000	420,000	369,600	255,025	-	-	-	-
Fair Housing	To provide fair housing services to the residents of Columbus including an increase in the awareness of fair housing issues, fair housing barrier elimination, housing discrimination redress and preparation and implementation of the Fair Housing Action Plan	-	-	-	188,814	-	-	-	-
		\$44,544,850	\$47,075,896	\$49,532,328	\$49,422,206	346	345	351	330

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

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

**2008 Operating Budget
Department of Development**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Pride Centers and Neighborhood Liaisons	Number of service requests fielded by Pride Center Managers and Liaisons	3,140*	34,678	16,523	35,000
	City expenditure per pride center	\$100,122	\$125,928	\$123,334	TBD
Land Redevelopment	<i>Land Bank</i>				
	Percentage of properties in land bank maintained to code	n/a	n/a	60.0%	100.0%
	Percent increase in average Rehab Investment per rehab project	27.0%	27.0%	30.0%	32.0%
	Percentage of increase in Property Value of Land Bank Projects (pre-construction appraisal verse post-construction appraisal)	n/a	900.0%	n/a	1000.0%
	<i>Home Again</i>				
	Number of homeowners assisted through Roof Repair Plus	n/a	n/a	80	84
	Percent of homes acquired through Housing Trust for rehab less than \$30,000 each for rehab	n/a	n/a	75.0%	75.0%
	Average cost per house acquisition	n/a	n/a	\$26,050	\$30,000
	Average cost per house rehab	n/a	n/a	\$101,609	\$115,00.00
	Number of rehabs and new builds completed and in construction	n/a	n/a	16	35
Planning Division	Percentage of plans completed and adopted within fourteen months	n/a	n/a	n/a	100.0%
	Number of new plans, amendments, and updates adopted within the year	3	3	2	4
	Percentage corporate boundary covered by an adopted plan	71.3%	71.1%	71.6%	78.3%
	Percentage of plans older than ten years	26.5%	24.3%	27.5%	20.9%
Downtown Development	Percentage of 10,000 units goal achieved	33.1%	36.4%	48.9%	50.0%
	Percentage projected incentivized jobs created by firms locating from outside the Columbus MSA	n/a	n/a	n/a	80.0%
	Downtown office vacancy rate	19.7%	18.3%	16.2%	15.9%

**2008 Operating Budget
Department of Development**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
Economic Development	Percentage incentive project job creation/retention goal attained	104%	105%	100%	106%
	Percentage projected incentivized jobs created by firms locating from outside the Columbus MSA	n/a	n/a	62%	25%
	Percentage economic development deals pursued that are won	n/a	n/a	70%	75%
	Number of business outreach visits	180	195	111	200
Historic Preservation	Percentage of Architectural Review Commission meetings with 100% commissioner attendance	n/a	n/a	53.00%	100.00%
	Percentage of certificates of appropriateness granted on first review	n/a	n/a	86.00%	90.00%
	Number of Applications reviewed by ARC, including Staff Approvals per month	n/a	n/a	100	>100
	Number of Certificates of Appropriateness issued per month	n/a	n/a	75	>75
	Number of historic buildings substantially rehabilitated or returned to a useful, economic function per year	n/a	n/a	18	60
	Percentage of city land area in square miles covered by a historic district	n/a	n/a	0.80%	0.80%
	Number of Section 106 federally-funded projects reviewed per month	n/a	n/a	55	>55
	Number of public presentations to neighborhood groups	n/a	n/a	8	10
	Number of neighborhoods participating in Neighborhood Conservation District program	n/a	n/a	n/a	3
	Number of Certified Local Government Grant-Funded Projects	n/a	n/a	1	2
Building Services Division	<i>Administration and Customer Satisfaction</i>				
	Percentage of total permit and plan review applications processed within MOU time standards	n/a	n/a	n/a	95.0%
	Residential Applications	99.9%	99.8%	99.9%	n/a
	Commercial Applications	86.9%	93.2%	94.2%	n/a
	Percentage of building service customers rating overall services as good or excellent	n/a	n/a	n/a	67.0%

**2008 Operating Budget
Department of Development**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
	Percentage of residents satisfied or very satisfied with the City's planning and regulation of development	n/a	n/a	n/a	85.0%
	<i>Intake/Counter</i>				
	Average wait time per customer transaction	n/a	n/a	n/a	<12 minutes
	Number of transactions (e.g. permits processed) per cashier/intake consultant, per year	7,648	7,122	3,491	6,000
	<i>Licensing and Registration</i>				
	Percentage of contractor license applications processed within 10 working days of application	n/a	n/a	n/a	95.0%
	<i>Platting</i>				
	Percentage of preliminary plats reviewed within 22 working days of submission	100.0%	100.0%	0.0%	95.0%
	Percentage of final plats reviewed within 39 working days of submission	100.0%	0.0%	0.0%	95.0%
	<i>Permit Issuance</i>				
	Percentage of residential building permits issued within 7 working days of application	99.9%	99.8%	99.9%	95.0%
	Percentage of other commercial building permits issued within 20 working days of application	86.9%	93.2%	94.2%	95.0%
	Number of residential permit applications reviewed per residential plan reviewer, per year	1,383	862	407	700
	Number of commercial permit applications reviewed per commercial plan reviewer, per year	n/a	n/a	n/a	180
	Percentage of total permit and plan review applications returned to applicant	41.0%	44.6%	46.5%	<40%
	Percentage of permits issued within one working day following approval	n/a	n/a	n/a	95.0%

2008 Operating Budget
Department of Development

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
	<i>Residential and Commercial Plan Review</i>				
	Percentage of private water line plans approved within 5 working days of plan filing	84.1%	93.2%	99.3%	95.0%
	Percentage of sanitary and stormwater engineering plans approved within 25 days of plan filing	92.0%	80.6%	94.4%	95.0%
	Percentage of drawer D and E engineering plans approved within 25 days of plan filing	88.8%	44.7%	90.3%	95.0%
	<i>Inspections</i>				
	Percentage of total construction inspections completed by the next working day following service request	n/a	99.0%	n/a	95.0%
	Number of inspections completed per inspector (all types) per year	2,273	1,687	693	1,200
	Percentage of residential zoning clearance reviews completed within 4 working days of application (per MOU)	n/a	n/a	n/a	95.0%
	<i>Zoning, Rezoning and Variances</i>				
	Percentage of small scale commercial zoning clearance reviews completed within 3 working days of application (per MOU)	n/a	n/a	n/a	95.0%
	Percentage of other commercial zoning clearance reviews completed within 19 working days of application (per MOU)	n/a	n/a	n/a	95.0%
	Percentage of zoning adjustment applications where a decision is provided within 3 months of application filing	n/a	n/a	n/a	95.0%
	Percentage of rezoning applications where a decision is provided within 120 days of application filing	n/a	n/a	n/a	95.0%
	Percentage of zoning variance applications where a decision is provided within 10 weeks of application filing	n/a	n/a	n/a	95.0%

**2008 Operating Budget
Department of Development**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Code Enforcement	Percentage of non-emergency service requests responded to within 10 business days	78.6%	82.7%	80.3%	85.0%
	Percentage of emergency service requests responded to within 2 business days	76.8%	78.6%	77.3%	85.0%
Environmental Unit	Percentage of properties abated of weeds and/or solid waste within 30 days	98.0%	98.8%	97.4%	100.0%
	Average cost of weed/solid waste abatement per property abated	\$1,792	\$2,133	\$1,108	n/a
	Percentage of properties secured within 48 hours of receiving request	100.0%	100.0%	100.0%	100.0%
	Percentage of solid waste complaints investigated within 72 hours of complaint	n/a	72.4%	65.8%	75.0%
Housing Development and Finance Staff	<i>Down payment Assistance Program</i>				
	Number of first time homebuyers assisted in buying a home	n/a	88	47	98
	Average city dollars for down payment assistance program	\$4,291	\$4,666	\$4,621	\$4,700
	Total city expenditure for down payment assistance program	n/a	\$410,635	\$217,180	\$460,600
	Total sale price of homes in down payment assistance program	n/a	\$8,431,599	\$4,374,999	\$8,232,000
	Average sale price of homes purchased in the down payment assistance program	\$88,769	\$95,814	\$93,085	\$90,000
	Percent of Covenants and/or Mortgages filed that are released for 2002	n/a	n/a	n/a	90%
	<i>Housing Development Program</i>				
	Number of units sold to owner-occupant buyers in homeownership development program	n/a	33	13	35
	Number of units completed for owner-occupant homebuyers in homeownership development program	n/a	n/a	18	35
	City development dollars in housing development program for sold units only	\$1,298,100	\$746,368	\$380,000	\$1,137,500
	Other development dollars in housing development program for sold units only	n/a	\$3,124,280	\$1,418,999	\$4,200,000
	Total dollars spent on unit development (for sold units only) in housing development program	n/a	\$3,870,648	\$1,798,999	\$5,337,500

**2008 Operating Budget
Department of Development**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
	Percentage of city dollars in total project (for sold units only) in housing development program	28.0%	19.3%	21.1%	21.3%
	Average city expenditures per unit	n/a	\$22,617	\$29,231	\$32,500
	Average other expenditures per unit	n/a	\$94,675	\$109,154	\$120,000
	Average total expenditures per unit	n/a	\$117,292	\$138,385	\$152,500
	<i>Rental Housing Production/Preservation Program</i>				
	Number of rental units completed	n/a	609	166	250
	City expenditures for rental housing development	\$1,279,000	\$5,484,568	\$1,496,600	\$5,085,000
	Other expenditures for rental housing development	n/a	\$41,881,199	\$11,733,644	\$43,000,000
	Total dollars spent on rental housing development	n/a	\$47,365,767	\$13,230,244	\$48,085,000
	Percentage of city rental dollars in rental housing production/preservation program	7.8%	12.0%	11.0%	11.0%
	Average city dollars for rental development in rental housing production/preservation program per unit	\$7,847	\$9,006	\$9,016	\$11,300
	Average other dollars for rental development in rental housing production/preservation program per unit	\$93,003	\$68,770	\$70,685	\$95,556
	Average total dollars spent per unit	\$100,850	\$77,776	\$79,700	\$106,856
	Number of rental projects monitored	n/a	n/a	n/a	80
	Number of city assisted units for households at 60% of Average Median Income	n/a	n/a	n/a	225
	<i>Residential Tax Incentive Program</i>				
	Number of new housing units for homebuyers approved for residential tax abatement (new construction and rehabilitation)	n/a	n/a	4	35
	Number of rehabilitated owner-housing units for homebuyers approved for residential tax abatement	n/a	n/a	2	4
	<i>Home Rehabilitation and Repair</i>				
	Number of homes completed	n/a	n/a	544	825
	Total city assistance expenditures	n/a	n/a	\$798,966	\$2,224,800
	Number of tools loaned through Mobile Tool Library	n/a	n/a	3,804	6,500

**2008 Operating Budget
Department of Development**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
	<i>Supportive Housing Program</i>				
	Number of persons served in shelter programs	n/a	n/a	n/a	5,929
Neighborhood Pride	Number of Pride Week Sites	6	6	6	6
	Number of returning Pride Partners	17	31	49	35
	Number of new Pride Partners	103	133	141	130
	Number of residents attending pride community nights only	1,033	1,070	1,025	1,000
	Number of children participating in bike safety festivals	1,981	1,688	2,162	1,800
	Number of Neighborhood Safety Academy graduates	153	318	311	350
	Number of Neighborhood Safety Academy Modules presented	19	19	26	24
	Total value of donated goods	\$54,800	\$85,488	\$148,953	\$100,000
	Number of participants in Mini-Pride events	n/a	n/a	2,118	2,000

**began collecting this info. in November of 2005*

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

Strategic Priorities for 2008

Peak Performance

- Columbus*Stat, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, will continue in 2008, focusing on accountability using performance management dashboards to review performance.
- 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. As part of the upgrade to the city's accounting system, the department will examine the best way to more effectively link performance information with expenditure and revenue information, thus enabling better estimates of productivity, efficiency and cost-effectiveness. 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.
- 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 that is fully integrated with the accounting system and GIS. 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.
- Implement, in cooperation with the City Auditor's office, WebProcure, a tool that will enable city vendors to perform a full range of procurement functions online. This system will integrate fully with the city's accounting system and offer online vendor registration.
- Continue to implement the city's environmentally preferable purchasing program by incorporating language in appropriate bid documents, adding website information regarding environmentally preferable purchasing, researching environmentally friendly products and communicating and educating vendors and city agency staff on the program.
- Operate within adopted and capital budgets, and continue to integrate performance measures into the budget process.
- Develop and promote citywide policies that will govern acquisition, maintenance, use and disposal of vehicles. Work with city departments/divisions to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the fleet.
- Provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited, but productive capacity.
- Work with partners within the city and community to identify green opportunities, new fleet technological developments, and training.
- Continue to emphasize and make available, opportunities for employees to continue Automotive Service Excellence (ASE) training, Emergency Vehicle Technician (EVT) training, and similar certifications.
- Continue to implement the recommendations in the space needs study/master plan. This will include the move of the Recreation and Parks Department, the Department of Technology, and the City's 311 operation to the Jerry Hammond Center located at 1111 East Broad Street.
- Design will be completed in 2007 and construction is expected to begin in early 2008 on the new Westside neighborhood family health center to serve residents of Franklinton, the Hilltop and Westland.

- The Real Estate Management Office will work with the Mayor's Office, the Columbus Public Health Department, Columbus Neighborhood Health Centers, Inc. and community partners on the south side to find a permanent location for a new Southside 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. Funds are budgeted for both site acquisition and facility design. Once a location is secured, the Construction Management Office will begin the design process.
- The Real Estate Management Office will continue to review and update various city leases many of which have not been updated for many years. The Office continues to work toward standardizing these documents to ensure that the proper terms and protections are included in all city leases. In addition, the Office will assist other city departments and divisions with the acquisition of land and facilities, either for purchase or lease in order to meet operational needs.
- The Office of Construction Management will begin renovations in two major city facilities, City Hall and the Municipal Court Building. City Hall renovations will include new exterior benches, planters, landscaping and way finding. Interior projects will include renovations to men's and women's restrooms, including the installation of "green" waterless urinals, new interior signage and a study of the existing heating and cooling systems in the building. The new systems will be designed to improve overall comfort in the building and will greatly increase energy efficiency. Municipal Court projects will include new flooring, wall repair, pilot public and private restroom renovations, door repairs, plumbing renovations and a code review of the existing facility.
- The Facilities Management Division will institute new preventative maintenance programs for heating and cooling systems and roofs for the facilities under their purview. These programs will reduce overall maintenance costs, help prevent major equipment failures and extend the life of existing building systems.

Safety

- The Office of Construction Management will begin construction on numerous major public safety projects in 2008 including: the Police Heliport, a new city impound lot, and Fire Station 35 on Waggoner Road. In addition, design will be completed on a new property room for the Division of Police.
- Complete the construction of a neighborhood-policing center in conjunction with The Ohio State University, a new neighborhood-policing center on the Far East side for the relocation of Police sub-station #14 and the West Broad Street Fire Station.
- Under the leadership of the new Security Manager, the Facilities Management Division will begin upgrading security protocols at various locations. These upgrades will include new training regimes, new standard operating procedures, changes in facility layouts and equipment upgrades.

Finance and Management

- Continue to monitor the strength levels of the city's safety forces in light of the Deferred Retirement Option Plan (DROP) and its potential impact of staffing levels and develop contingency plans to address various scenarios.
- Prepare for possible public emergencies and make facilities safer for citizens and city employees.

Downtown Development

- Design will also be completed, and construction begun, on the renovation and reuse of 120 West Gay Street, the Old Police Headquarters. Various city departments and divisions will be relocated from obsolete, high maintenance buildings to this facility upon project completion. The design for 120 West Gay Street will include a tunnel to connect city hall to the renovated facility as well as new green space within the downtown municipal campus.

Customer Service

- Work with Fleet Management Division customers to implement service level agreements and continue scheduled consumer panel meetings as a means to identify and resolve customer service issues.
- Complete construction of the new fleet maintenance facility which will consolidate current maintenance operations and the administrative offices into one location. The facility will increase the space to service vehicles and provide adequate parking and improved security, thereby improving customer service.

Neighborhoods

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

Education

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

2008 Budget Notes

Director's Office

- In 2008, the responsibility of overseeing the management and payment of the city's boiler and property insurance contracts, funded within the employee benefits fund at \$365,000, will be transferred from the Human Resources Department- risk management office to the Finance and Management Department- real estate management office.

Financial Management

- In 2008, \$1.23 million is budgeted for the city's contract with the public defender, which provides legal counsel to indigent persons charged with criminal offenses. In 2007, City Council transferred the responsibility for this contract from its own budget to the Financial Management Division.
- Various expenditure items are initially budgeted in the Finance and Management Department and, as necessary, transferred to other departments throughout the year. In 2008, this includes projected legal expenses and \$800,000 for a portion of the city's commitment of \$1 million to COSI. The balance will be funded through an in-kind payment of \$50,000 for property insurance on the COSI facility from the employee benefits fund and \$150,000 from funds given from the city to the Greater Columbus Arts Council.
- In 2008, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division. This will reduce the volatility of projections for the general fund and eliminate the need to transfer funds from one agency to another at year-end to match projected billings.
- As a result of the transfer of mailroom services, the 2008 budget for Financial Management includes over \$1.1 million and two staff positions to cover operating costs.

Facilities Management

- Due to financial constraints, the payment of almost \$1.9 million in real estate leases will be funded out of the special income tax fund in 2008. The majority of the leases are for the Department of Public Safety.
- Facilities Management's 2008 budget includes over \$6.4 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$857,000 is budgeted for custodial and maintenance supplies and service contracts for the Franklin County Municipal Court building, a continuation of increased services that began in 2007. Approximately \$521,000 is budgeted for custodial contracts and on-staff maintenance for the Police and Fire Academies, and \$422,000 for the Public Health Department facility.
- In 2007, a special revenue fund entitled the "1111 East Broad Street Operations Fund" was established in order for the Facilities Management Division to deposit rental payments from the non-city occupants of the building as well as Facilities Management funds necessary for the operation of the facility. Lease payments for 2008 are projected at \$1,124,420. Total expenses in 2008 are projected to be just over \$1.6 million. The difference is budgeted in the general fund for transfer into the 1111 East Broad Street Operations Fund.

Fleet Management

- The Division of Fleet Management's hourly labor charge is \$69 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 \$6 million set aside in the Special Income Tax fund for 2008 vehicle purchases.
- Fuel prices are budgeted at a wholesale cost of \$2.55 per gallon. If fuel prices escalate in 2008, 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					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Administration	\$ 2,469,845	\$ 3,196,272	\$ 3,371,042	\$ 3,302,005	\$ 3,574,523
Finance Citywide	3,933,270	4,679,480	6,804,805	3,790,000	1,570,000
Citywide Technology Billings	-	-	-	-	13,122,473
Financial Management	2,401,241	2,639,862	4,162,301	5,325,712	6,474,161
Facilities Management	12,814,294	14,313,320	18,000,693	17,210,929	17,117,245
Fleet Management	25,716,282	25,295,734	31,527,305	32,356,072	28,726,059
TOTAL	\$ 47,334,932	\$ 50,124,668	\$ 63,866,146	\$ 61,984,718	\$ 70,584,461

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

NOTE: The 2008 proposed budget figures for Finance and Management include mailroom services, which will transfer from the Department of Technology in 2008.

DIVISION SUMMARY BY CHARACTER

ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,797,009	\$ 2,547,759	\$ 2,597,898	\$ 2,495,906	\$ 2,116,668
Materials & Supplies	15,810	25,299	16,645	14,854	15,250
Services	186,544	167,141	154,305	285,236	119,215
Transfers	35,524	-	-	-	-
TOTAL	\$ 2,034,887	\$ 2,740,199	\$ 2,768,848	\$ 2,795,996	\$ 2,251,133
EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Services	\$ -	\$ -	\$ -	\$ -	\$ 365,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 365,000

DIVISION SUMMARY BY CHARACTER					
FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 944,493	\$ 1,174,876	\$ 2,312,409	\$ 2,048,280	\$ 2,618,698
Materials & Supplies	31,849	8,351	29,980	9,955	31,075
Services	295,891	257,738	469,505	1,946,806	1,487,793
Transfers	3,933,270	4,679,480	6,804,805	3,790,000	1,570,000
Citywide Technology Billings	-	-	-	-	13,122,473
TOTAL	\$ 5,205,503	\$ 6,120,445	\$ 9,616,699	\$ 7,795,041	\$ 18,830,039
FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 414,362	\$ 462,461	\$ 486,622	\$ 483,951	\$ 543,662
Materials & Supplies	3,684	3,036	3,250	1,250	3,250
Services	450,881	392,764	453,014	453,014	233,950
Other Disbursements	47,238	108,448	158,786	158,786	165,000
TOTAL	\$ 916,165	\$ 966,709	\$ 1,101,672	\$ 1,097,001	\$ 945,862

DIVISION SUMMARY BY CHARACTER					
FINANCIAL MANAGEMENT PRINT SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 114,810	\$ 120,805	\$ 129,485	\$ 125,676	\$ 143,548
Materials & Supplies	28,793	35,194	37,500	25,189	37,500
Services	69,240	76,189	81,750	72,805	81,750
TOTAL	\$ 212,843	\$ 232,188	\$ 248,735	\$ 223,670	\$ 262,798
FINANCIAL MANAGEMENT MAILROOM SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 159,800
Materials & Supplies	-	-	-	-	4,000
Services	-	-	-	-	964,135
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 1,127,935

DIVISION SUMMARY BY CHARACTER

FACILITIES MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 4,878,867	\$ 5,024,297	\$ 5,122,117	\$ 5,082,118	\$ 4,966,842
Materials & Supplies	403,006	424,815	420,067	420,067	478,543
Services	7,513,921	8,838,849	10,520,729	10,002,365	9,548,286
Other Disbursements	18,500	6,010	15,750	5,250	15,750
Capital	-	19,349	-	-	-
Transfers	-	-	250,000	250,000	491,702
TOTAL	\$ 12,814,294	\$ 14,313,320	\$ 16,328,663	\$ 15,759,800	\$ 15,501,123

FACILITIES MANAGEMENT 1111 E. Broad St. Operation SPECIAL REVENUE FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Materials & Supplies	\$ -	\$ -	\$ 54,000	\$ 4,184	\$ 29,200
Services	-	-	1,618,030	1,446,945	1,586,922
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ 1,672,030	\$ 1,451,129	\$ 1,616,122

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2005	2006	2007	2007	2008
	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Capital	\$ 2,702,495	\$ -	\$ 4,000,000	\$ 3,491,392	\$ -
TOTAL	\$ 2,702,495	\$ -	\$ 4,000,000	\$ 3,491,392	\$ -

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2005	2006	2007	2007	2008
	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 422,276	\$ 435,125	\$ 567,651	\$ 504,224	\$ 958,390
Services	12,682	20,948	34,543	1,785	-
TOTAL	\$ 434,958	\$ 456,073	\$ 602,194	\$ 506,009	\$ 958,390

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 7,197,140	\$ 7,668,429	\$ 8,220,359	\$ 8,071,445	\$ 9,090,615
Materials & Supplies	12,185,963	13,256,674	13,231,290	14,749,804	13,248,290
Services	3,291,537	3,453,971	3,778,240	3,773,273	3,878,800
Principal	255,285	30,000	1,030,000	1,030,000	1,380,000
Other Disbursements	58,464	44,688	5,000	5,000	5,000
Capital	7,260	69,925	80,000	84,967	-
Interest	18,138	772,047	1,182,416	1,150,191	1,123,354
TOTAL	\$ 23,013,787	\$ 25,295,734	\$ 27,527,305	\$ 28,864,680	\$ 28,726,059

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General Fund	\$ 22,757,179	\$ 23,173,964	\$ 32,714,210	\$ 29,842,229	\$ 36,582,295
Employee Benefits Fund	-	-	-	-	365,000
Print Services Fund	212,843	232,188	248,735	223,670	262,798
Mailroom Services Fund	-	-	-	-	1,127,935
Special Revenue Fund	-	-	1,672,030	1,451,129	1,616,122
Fleet Management	23,448,745	25,751,807	28,129,499	29,370,689	29,684,449
CDBG Fund	916,165	966,709	1,101,672	1,097,001	945,862
TOTAL	\$ 47,334,932	\$ 50,124,668	\$ 63,866,146	\$ 61,984,718	\$ 70,584,461

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Administration					
General Fund	FT	31	34	23	24
Fleet Management Fund	FT	6	6	7	9
Financial Management					
General Fund	FT	13	11	30	27
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	2
Community Dev. Block Grant	FT	5	5	5	5
Facilities Management					
General Fund	FT	79	80	81	77
	PT	11	10	16	15
Fleet Management					
Fleet Management Fund	FT	119	120	122	130
	PT	0	1	1	1
TOTAL		<u>268</u>	<u>271</u>	<u>289</u>	<u>292</u>
*FT=Full-Time PT=Part-Time					

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$752,088	\$1,132,218	\$1,044,490	\$1,960,829	9	10	10	21
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	954,547	6	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	659,147	-	6	7	6

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	276,038	240,528	248,735	262,798	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	1,542,625	1,726,285	1,744,352	1,127,935	2	2	2	2
Purchasing	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.	1,346,238	1,469,454	1,526,502	1,234,546	16	16	16	14

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
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.	883,402	957,476	1,131,580	2,211,348	8	8	8	7
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	451,833	4	4	4	4
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.	100,129	103,976	215,624	239,839	1	1	2	2

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Grants Management	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG and HOPWA grant programs.	947,735	989,280	1,101,672	945,862	5	5	5	5
Financial Management Administration- Citywide Account	A holding account for later transfer to general fund divisions.	7,905,270	5,771,000	3,650,000	1,570,000	-	-	-	-
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	-	-	-	13,122,473	-	-	-	-

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	12,385,643	16,122,560	13,623,537	15,857,887	8	8	8	7
Tire Shop	To provide assorted sizes of tires for City autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.	-	-	383,068	199,972	-	-	6	3
Body Shop	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for City use in the application of any special decals or effects.	-	-	321,979	356,424	-	-	5	5

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Transportation	To provide on-site vehicle repairs and preventive maintenance to all Transportation vehicles in a timely and cost efficient manner.	-	-	1,036,394	999,568	-	-	16	14
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	-	-	4,195,209	2,321,950	-	-	22	30
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	-	-	616,323	827,026	-	-	9	13

**2008 Operating Budget
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Alum Creek	To provide on-site vehicle repairs and preventive maintenance to refuse collection vehicles in a timely and cost efficient manner.	-	-	607,752	450,466	-	-	9	8
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to refuse collection vehicles in a timely and cost efficient manner.	-	-	841,821	491,167	-	-	12	9
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to refuse collection vehicles in a timely and cost efficient manner.	-	-	614,470	593,134	-	-	9	10

**2008 Operating Budget
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Small Engine Shop	To provide small engine repairs and preventive maintenance on Recreation & Parks equipment in a timely and cost efficient manner. Also to provide boat and motorcycle repairs and preventive maintenance as requested in a timely and cost efficient manner.	-	-	346,335	350,263	-	-	5	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	1,011,639	-	-	13	16
Fleet Maintenance	To provide timely and effective repairs to the automotive, light and heavy equipment that are brought into the shops by our customers.	6,463,309	7,248,692	-	-	107	107	-	-

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	2,005,762	2,565,775	4,070,408	5,266,563	8	8	8	10
Vehicle Purchases	To provide the city's agencies with new vehicles.	3,000,000	930,000	5,000,000	-	-	-	-	-
Building Maintenance Services	To provide efficient and effective customer service in the area of building maintenance.	2,314,746	2,237,532	2,781,066	2,826,998	37	36	35	32

**2008 Operating Budget
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	3,098,413	3,083,268	3,404,965	3,526,185	34	31	36	35
Security	To efficiently and effectively secure buildings under the purview of the Facilities Management Division.	499,640	603,790	561,562	638,998	7	7	5	6
Energy Management	To create more energy efficiencies in buildings under Facilities Management's purview.	4,278,954	5,811,253	7,720,327	6,912,440	1	-	-	-
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	1,472,403	1,465,753	2,642,074	2,567,841	5	2	2	2

2008 Operating Budget	
Department of Finance and Management	

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	579,078	833,031	890,699	644,783	2	3	3	2
		\$50,502,699	\$54,605,587	\$62,853,499	\$70,584,461	262	262	265	276

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

NOTE: The 2005-2008 budget figures for Finance and Management include mailroom services, which will transfer from the Department of Technology in 2008. Although the transfer will not occur until 2008, for comparison purposes, the history is shown here.

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

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Finance and Management Administration	General Obligation Bond Ratings				
	<i>Bond rating: Moody's</i>	Aaa	Aaa	Aaa	Aaa
	<i>Bond rating: Fitch</i>	AAA	AAA	AAA	AAA
	<i>Bond rating: Standard and Poor's</i>	AAA	AAA	AAA	AAA
	Percentage economic stabilization fund balance to prior year operating expenditures*	7.5%	7.0%	6.8%	6.6%
	Operating expenditures per capita*	\$739	\$780	\$840	\$850
	Percentage of operating expenditures to City personal income	3.3%	3.6%	3.8%	3.8%
	<i>*Total General Fund operating expenditures used in calculations; City income estimates from US Census Bureau, American Community Survey.</i>				
Purchasing	Average number of days for informal bid turnaround citywide	28.5	24.5	23.5	24
	Average number of days in Purchasing-informal bid	22.4	19.6	19.7	19
	Average number of days for formal bid turnaround citywide	157.6	141.4	138.3	140
	Average number of days in Purchasing-formal bid	n/a	119.6	122.4	115
	Average expenditure per contract processed	n/a	n/a	n/a	\$170.00
	Estimated administrative savings per universal term contract established	n/a	n/a	n/a	\$9,000.00
Print Shop/Copy Center	Average number of days to complete print/copy job	n/a	5.5	n/a	5.0

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
	Percentage of print/copy jobs completed to customer satisfaction (having a rating on average of 8 or better out of 10)	n/a	95.0%	n/a	90.0%
	Percentage of print/copy jobs that were outsourced by city departments that were not offered to Print/Copy Center	n/a	n/a	n/a	<5.0%
	Percentage of print/copy job requests fulfilled	n/a	n/a	n/a	100.0%
	Percentage of print/copy jobs printed on recycled content paper	n/a	n/a	n/a	50.0%
	Net revenue per copy/print job completed	n/a	n/a	n/a	\$165.00
Budget Management	Average satisfaction rating with budget process (5= strongly satisfied)	4.3	4.23	n/a	4
	Percentage of city staff satisfied with information provided by budget staff	100.0%	100.0%	n/a	100.0%
	Percentage accuracy of third quarter general fund expenditure projections	99.6%	99.7%	n/a	99.5%
	Percentage accuracy of three year plan revenue forecast for current year	-0.79%	-1.02%	n/a	+/- 1.5%
	Percentage accuracy of three year plan revenue forecast for second year of plan	-5.56%	n/a	n/a	+/- 6.0%
Performance Management	Overall satisfaction rating with Columbus.Stat performance management process (by C.Stat Panel and Mayor's Office)	n/a	4.1	3.9	4.0
Debt Management	Total debt per capita	\$2,985.00	\$3,195.00	n/a	<\$5000.00
	City general obligation debt per capita	\$2,124.00	\$2,322.00	n/a	<\$3000.00
	Percentage of unvoted general obligation debt to assessed property value	0.61%	0.76%	n/a	<5.5%

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
	Percentage of general obligation debt to assessed property value	4.10%	4.64%	n/a	<10.5%
Grants Management	Percentage of grant-funded expenditures monitored by the city that are in compliance with federal and local regulation	100.0%	100.0%	100.0%	100.0%
	Percentage of CDBG grant benefits to low and moderate income persons (defined as 80% or below of area median income)	81.0%	84.8%	n/a	70.0%
	Percentage of HUD grant expenditures in compliance with fiscal and program requirements	100.0%	100.0%	100.0%	100.0%
Building Maintenance Services	Number of building maintenance work orders received per 100,000 square feet maintained	379	427	464	<475
	Percentage of building maintenance work orders closed within three days of request	88.0%	74.0%	78.0%	80.0%
	Percentage of preventative maintenance work orders completed on schedule	n/a	n/a	78.0%	85.0%
	Building maintenance expenditures per square foot maintained	n/a	\$7.68	\$8.05	\$7.19
	Number of total work orders closed per building maintenance employee, per year	188.4	183.5	194.1	200.0
Construction Management	Percentage of new construction and renovation projects that are officially LEED certified	n/a	n/a	n/a	40.0%
	Percentage of design projects proceeding within original schedule	n/a	n/a	n/a	80.0%
	Percentage of design projects proceeding within original budget	n/a	n/a	n/a	90.0%

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
	Percentage of construction, renovation and repair projects proceeding on schedule	n/a	n/a	n/a	80.0%
	Percentage of construction, renovation and repair projects proceeding within original budget	n/a	n/a	n/a	90.0%
	Change order cost per million dollars of construction, renovation projects managed	n/a	n/a	n/a	<\$50,000.0 (5%)
	Percentage of construction management overhead cost	n/a	n/a	n/a	<1.5%
	Construction/renovation dollars managed per Project Manager per year	n/a	n/a	n/a	\$10,805,250.00
	Number of projects managed per Project Manager per year	n/a	n/a	n/a	20
Custodial Services	Percentage of custodial customers rating restroom cleanliness as good or better	n/a	65.0%	71.0%	80.0%
	Percentage of custodial customers rating floor cleanliness as good or better	n/a	59.0%	64.0%	70.0%
	Percentage of custodial customers rating common area cleanliness as good or better	n/a	60.0%	73.0%	80.0%
	Custodial service expenditures per square foot of facilities cleaned	\$2.53	\$2.59	\$2.60	\$2.36
	Number of square feet of facilities cleaned per custodial labor hour	452	478	564	582
Energy Management	Number of kilowatt hours of electricity used per square foot of facilities occupied	n/a	n/a	n/a	17.1
	Number of cubic feet of gas used per square foot of facilities occupied	n/a	n/a	n/a	87.7
	Energy expenditure per square foot of facilities occupied	n/a	n/a	n/a	\$2.53
	Dollars in energy savings	n/a	n/a	n/a	\$50,000.00

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
Security Management	Number of security incidents reported per building per month	10	8	4	<10
	Percentage of City buildings that receive security tours five times per week	72.0%	81.0%	85.0%	90.0%
	Security management expenditure per square foot of facilities managed	n/a	\$2.59	\$2.61	\$2.71
Fleet Management Administration	Percentage of fleet maintenance revenues to fleet maintenance expenditures	100.1%	97.8%	73.8%	100.0%
	Average revenue earned per city vehicle auctioned	\$1,858.28	\$1,824.00	\$1,263.00	\$1,000.00
Fleet Maintenance	Percentage of fleet maintenance customers rating service as satisfactory or better	95.9%	92.5%	91.9%	85.0%
	Percentage of fleet units within preventative maintenance service schedule	n/a	88.1%	88.5%	90.0%
	Percentage of fleet maintenance work orders with re-works	n/a	n/a	n/a	<5.0%
	Percentage of available fleet mechanic hours billed	67.4%	68.8%	73.9%	70.0%
	Inventory in parts room greater than 730 days	\$87,913.3	\$91,212.0	\$104,188.0	\$0.0
	Total parts \$ in inventory	\$757,976	\$896,029	\$899,370	<\$750,000.00
Real Estate Management	Percentage of leases renewed prior to expiration	n/a	n/a	100.0%	95.0%
	Percentage of leases negotiated at market rate	n/a	n/a	n/a	95.0%

Department of Human Resources

Department Description

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

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

Department Mission

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

Strategic Priorities for 2008

From the Columbus Covenant:

Customer Service/Peak Performance

- The citywide occupational safety and health program (COSHP) will assist departments in conducting various safety audits, indoor air quality investigations, safety training and other safety and environmental programming aimed at reducing the risk of work related injuries and illnesses. COSHP will continue to work collaboratively with appointing authorities, City Council, the Ohio Bureau of Workers Compensation (BWC) and the Capital Area Safety Council to achieve the objectives required to obtain premium discounts and rebates.
- In 2008 Human Resources will further explore the feasibility of delivering occupational health clinical services through a direct services contract model.
- Targeted efforts to reduce workers' compensation costs will continue to be a priority. The employee benefits/risk management (EBRM) section will participate in the BWC's retrospective rating program and work collaboratively with our managed care organization, actuarial consultant, the BWC and city departments to aggressively manage workers' compensation and injury leave claims. Efforts to improve injured workers' medical treatment and return employees safely to work will include employee accident and injury reporting procedure training as well as comprehensive claims management and transitional work programs.

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

- In 2008, the “Healthy Columbus” program initiative will continue to focus on weight control, physical fitness and healthy lifestyle habits. Disease management programs will be offered to coordinate health care treatment and education for employees with chronic diseases in order to improve the employee’s overall health condition while reducing medical costs.
- In 2008, EBRM will initiate the competitive bid process for the city’s two largest lines of insurance: medical and prescription drug.
- Collective bargaining negotiations with AFSCME Locals 1632 and 2191, CMAGE/CWA Local 4502, and FOP Capital City Lodge No. 9 will be priorities for the labor relations section in 2008. Through these negotiations, the Human Resources Department will continue to work toward full implementation of the Mayor’s Economic Advisory Committee recommendations and any other projects which continue through the duration of the existing collective bargaining agreements.
- A major priority for FY 2008 will be to work toward a successful implementation of the Columbus Human Resources Information System (CHRIS). This will be accomplished as part of an interdepartmental project team that includes Civil Service, the City Auditor, Technology and Human Resources.
- The MCP/ASR Performance Excellence Program (PEP) continues to be a priority in terms of ensuring its successful use as a departmental management tool. The AFSCME market analyses for locals 1632 and 2191 will continue and the compensation section will continue to work with the labor relations section and the union leadership as part of 2008 contract negotiations.
- The employee resources program area will work collaboratively with city departments and union leadership to enhance participation in city sponsored charitable campaigns.
- 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 training needs of each department and incorporate those needs in training plans, to ensure that training is provided in the most cost-effective and efficient manner.
- COTD will continue to identify and create partnerships with external organizations that will maximize service delivery opportunities for training products and services rendered by COTD.
- The Equal Employment Opportunity office will continue to focus on fair and equitable treatment of employees and applicants consistent with city policies and executive orders.

- Consistent administration of collective bargaining agreements and consistent application of HR policies citywide will be a priority for 2008. 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.

2008 Budget Notes

- The Department of Human Resources will continue to provide professional development opportunities for the city workforce. Various employee training contracts are budgeted at a total of \$48,800 in 2008.
- The employee benefits fund includes \$100,000 in contractual services to assist departments in conducting safety audits, asbestos and mold assessment and abatement, safety training, and other environmental and occupational programming aimed at reducing risk exposure and work related injuries.
- The employee benefits fund includes funding for outside counsel to act as the city’s chief negotiator in upcoming AFSCME and FOP/OLC negotiations.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Human Resources	\$ 3,375,856	\$ 3,714,977	\$ 4,596,631	\$ 4,418,780	\$ 4,308,271
TOTAL	\$ 3,375,856	\$ 3,714,977	\$ 4,596,631	\$ 4,418,780	\$ 4,308,271

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

FUND SUMMARY BY CHARACTER					
GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,131,816	\$ 1,302,655	\$ 1,428,529	\$ 1,374,467	\$ 1,421,981
Materials & Supplies	65,082	23,547	22,750	45,650	30,257
Services	485,862	626,190	800,643	785,409	201,063
TOTAL	\$ 1,682,760	\$ 1,952,392	\$ 2,251,922	\$ 2,205,526	\$ 1,653,301
EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,118,275	\$ 1,250,998	\$ 1,539,366	\$ 1,411,314	\$ 1,727,815
Materials & Supplies	33,437	44,719	39,000	38,782	44,000
Services	541,384	466,868	766,343	763,158	883,155
TOTAL	\$ 1,693,096	\$ 1,762,585	\$ 2,344,709	\$ 2,213,254	\$ 2,654,970

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General Fund	\$ 1,682,760	\$ 1,952,392	\$ 2,251,922	\$ 2,205,526	\$ 1,653,301
Employee Benefits Fund	1,693,096	1,762,585	2,344,709	2,213,254	2,654,970
TOTAL	\$ 3,375,856	\$ 3,714,977	\$ 4,596,631	\$ 4,418,780	\$ 4,308,271

DEPARTMENT PERSONNEL SUMMARY					
FUND	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
General Fund	FT	16	16	15	13
	PT	0	0	3	3
Employee Benefits Fund	FT	15	14	18	19
	PT	0	0	1	1
TOTAL		31	30	37	36

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
Department of Human Resources**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Occupational Health and Safety	To provide leadership and policy development to ensure and improve the safety of all employees.	\$91,718	\$103,333	\$311,144	\$394,840	1	1	3	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.	1,688,851	1,643,060	2,033,565	1,968,130	14	15	15	16
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.	79,720	87,592	103,633	110,694	1	1	1	1
Compensation	To develop, implement, and maintain compensation and performance management policies, procedures and programs in a manner that meets the needs of the citizens of Columbus for a qualified and motivated workforce, while also ensuring the fair and equitable treatment of our employees.	107,587	141,086	240,784	225,128	1	1	2	2
Citywide Office of Training and Development	To provide workforce educational opportunities that enhance employee skills and maximize workplace potential and provide quality and affordable training and development opportunities to external agencies.	307,509	355,738	341,227	379,479	3	3	3	2

2008 Operating Budget Department of Human Resources
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Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Labor Relations	To support the collective bargaining activity with each of the bargaining units and ensure, to the extent possible, consistent application of the provisions of the various collective bargaining contracts.	423,957	504,642	565,175	746,346	3	4	4	4
Human Resources Administration	To provide leadership and direction for the department and to provide related administrative functions for senior management.	720,002	741,670	876,027	351,457	6	5	4	3
Equal Employment Opportunity	To secure equal employment opportunity and fair treatment of the city's workforce.	107,316	115,628	125,076	132,197	1	1	1	1
		\$3,526,660	\$3,692,749	\$4,596,631	\$4,308,271	30	30	33	32

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

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

**2008 Operating Budget
Department of Human Resources**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
Administration	Average annual HR conference rating (1-5)	4.6	4.6	n/a	4.5
Equal Employment Opportunity	Number of EEO complaints per 1,000 City employees	1.8	3.3	2.8	<3
	Number of EEO training hours provided per EEO trainer	26	50	25	37
	Number of City employees provided EEO training per training hour provided	16.4	25	10.5	18
Employee Benefits/Risk Management	Average medical care expenditure per covered employee	\$5,870	\$6,935	\$3,585	\$8,700
	Average prescription drug expenditure per covered employee	\$2,064	\$2,095	\$1,181	\$2,600
	Number of lost days due to BWC accident claims	38,763	23,584	12,971	<26,000
Occupational Safety and Health	Number of workers' compensation accident claims	1,218	1,057	531	1,000
	Percent change from prior year in accident claims	-1.8%	-13.2%	n/a	<5%
	Percent of Industrial Hygiene and Safety Services completed	100%	100%	n/a	80%
Labor Relations	Number of random drug and alcohol tests conducted within established parameters	1,950	1,460	756	1,550
	Number of grievances received per month	14	10	6	10
	Percent of non-uniformed grievances resolved without arbitration	97%	98%	n/a	95%

2008 Operating Budget Department of Human Resources
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Performance History by Program

Program	Measure	2007				2008
		2005	2006	Mid-Year	Target	
Citywide Office of Training and Development	Average training class evaluation score (1-5)	4.1	4	4.3	>4	
Compensation	Percent of City job classifications reviewed for compensation	31.6%	17.8%	15.4%	18%	
	Number of Merit PRIs reviewed	1,363	1,047	671	1,300	
Employee Resources	Average savings from implemented cost savings suggestions	\$32,110	\$20,488	\$753,901	\$35,500	
	Return on investment for cost savings awards	1557%	1521%	16838%	1550%	
	Average charitable contributions received	\$106.08	\$116.96	\$46.12	\$118	
	Percentage of workforce that contributes to citywide charitable campaigns	37%	36%	12.9%	38%	
	Percent of city workforce recognized for length of service	13.4%	16.9%	15.9%	17%	
	Average cost of external Web site job-posting hits	\$0.06	\$0.10	\$0.08	\$0.07	
	Number of offers/discounts/coupons available to employees per pay month	4	6	4	4	

Department of Technology

Department Description

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems. The department institutes information management policies and procedures, maintains the city's information management systems and provides citywide telephone support. The Department of Technology is also responsible for designing and maintaining the city's website, providing desktop and help desk support, operating the government access television channel, providing systems and applications support to the city's 311 call center and managing the city's telecommunication network, the metronet.

Department Mission

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

Strategic Priorities for 2008

In 2008, 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 residents 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

- Review and identify selected software applications that have a cash/payment function. Work with the relevant departments to install a generic "forms and payment engine" by which payment to the city can be automated. With this service, payment for various city services can be sent directly to the respective department or City Treasurer via the internet, increasing the reliability and frequency of payments.
- Working with the Department of Public Utilities (DPU) and Indus, implement the latest version of their "Banner" software package which provides billing and customer service functions to DPU. The Division of Power and Water will also convert their obsolete electricity billing system to this system, which will centralize billing in the Water and Sewer Information Management System (WASIMS), thus reducing risk and increasing cost savings to the city.

Technology

- Continue the support of the Recreation and Parks Department in its implementation of the “CLASS” software implementation project. This project will allow residents to register and pay for classes and activities sponsored by Recreation and Parks remotely, via the internet.
- Deploy new inserter equipment in the newly renovated data center replacing old and obsolete equipment, thereby increasing the service level of envelope mailing distribution. The city annually mails 1.5 million water bills and 234,000 quarterly tax statements. The new equipment will ensure the timeliness of these mailings and the resultant revenues that are received by the city.

Neighborhoods

- Support the Accela “One-Stop-Shop” permitting center system upgrade. This upgrade will integrate and build upon the city’s Geographical Information System (GIS), the city’s 311 system, and a common citywide telephone service system. With the implementation of this upgrade, mobile computing will be introduced allowing city personnel who work in field locations to perform their duties at remote locations. This will provide significant savings in personnel time and fuel costs.

Safety

- Partner with the Department of Public Safety to implement an automated staffing system utilizing state-of-the-art information technology and telephony technology.
- Along with the Division of Fire, implement a new distance learning area within each fire station, enabling firefighters to maintain their certifications by taking mandatory courses at individual firehouses via the internet. This should result in firefighters remaining in the station, ready for emergency calls.

Economic Development

- Continue to refine the development of and implement portions of a citywide connectivity plan that will outline the most efficient means by which to connect, 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. As a next step, 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 Auditor’s Office and several other departments to implement a new state-of-the-art payroll and human resource system (CHRIS).
- Work with the Auditor’s Office to successfully upgrade the Performance Series financial system.

- The Technology Director's Office and Information Services Division are scheduled to move and be consolidated into a new facility (Jerry Hammond Center) located at 1111 E. Broad Street within the first quarter of 2008. Currently, several sections of the department are spread over multiple locations causing inefficiencies. Consolidating staff within a facility will improve productivity and communications.
- Partner with the Finance and Management Department to design and develop a standard citywide system for data gathering, analyses and publication of the city's Capital Improvement Budget and Program (CIB and CIP). This system will be capable of publishing information on the internet for all residents to view.
- Continue to support the city's performance management initiative by the implementation of function enhancement modifications to the 311 Customer 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 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, such as "E-Government", providing local citizenry with increased access to local government services and information. In 2008, 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. Additionally, DoT will continue to support and assist city departments in their efforts to reach out to their customers via the internet.
- The department's Centrex replacement project will migrate portions of the city's central telephone switching system (Centrex), provided by AT&T, 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 telephony service.
- Complete the first year of major renovations to the data center facility. This facility and its systems are over ten years old and beginning to deteriorate and become obsolete. Major systems to be replaced or upgraded in 2008 include the fire suppression system, and the computer room and office HVAC cooling system.
- Continue to expand geographic information system (GIS) capabilities with a greater focus on assisting city agencies to integrate graphical information from the GIS Central Repository. This repository contains the underlying geographic location information (e.g. street center lines, building and parcel locations), which is or will be utilized by many mission critical applications such as the Computer

Aided Dispatch (CAD), 311 Call Center, Accela One-Stop-Shop and the Water and Sewer Information Management Systems (WASIMS).

- In 2008, DoT will update and maintain all service level agreements with all departments that have existing agreements.
- DoT will expand its security initiatives to maintain compliance with industry standards and Federal requirements and regulations in the areas of enterprise policy, intrusion detection and prevention systems, and annual vulnerability assessments.

2008 Budget Notes

- The recommended budget for the Department of Technology's internal service fund of \$29,069,694 includes funding, with an allowance for vacancies, for 10 full-time staff in the Technology Director's Office, 134 full-time positions, and 5 part-time positions 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.
- Mailroom services along with two full-time positions will be shifted from the Department of Technology to the Department of Finance and Management.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Technology - Administration	\$ 4,085,836	\$ 4,879,548	\$ 11,378,657	\$ 8,189,387	\$ 6,583,118
Information Services	13,576,706	17,137,324	19,365,776	18,001,129	22,486,576
Telecommunications	3,170,480	-	-	-	-
TOTAL	\$ 20,833,022	\$ 22,016,872	\$ 30,744,433	\$ 26,190,516	\$ 29,069,694

Figures for the Information Services Division do not include bond expenditures. Figures for 2006 and 2007 include Government Television Channel (GTC), Interconnect, telephone and mailroom services. Information Services Division 2008 proposed budget figure do not include mailroom services. Mailroom services 2008 budget figure is under the Finance and Management Department.

DIVISION SUMMARY BY CHARACTER					
TELECOMMUNICATIONS GENERAL FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 391,803	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	743	-	-	-	-
Services	5,091	-	-	-	-
TOTAL	\$ 397,637	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION INTERNAL SERVICE FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 829,360	\$ 907,137	\$ 3,107,460	\$ 1,700,235	\$ 1,445,418
Materials & Supplies	874,847	1,185,543	1,909,637	1,545,677	1,078,603
Services	2,364,109	2,055,009	5,529,480	4,356,939	4,059,097
Capital	17,520	731,859	832,080	586,536	-
TOTAL	\$ 4,085,836	\$ 4,879,548	\$ 11,378,657	\$ 8,189,387	\$ 6,583,118
INFORMATION SERVICES INTERNAL SERVICE FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 8,182,971	\$ 9,703,232	\$ 10,816,495	\$ 10,634,761	\$ 13,425,638
Materials & Supplies	327,618	363,479	389,648	352,847	341,252
Services	4,247,124	4,806,412	5,555,355	4,448,781	5,522,188
Principal	667,845	1,292,628	1,795,660	1,795,660	2,308,016
Other	3,812	25,298	-	-	-
Capital	79,451	526,583	222,856	184,872	167,100
Interest	67,885	417,492	585,762	584,208	722,382
Transfers	-	2,200	-	-	-
TOTAL	\$ 13,576,706	\$ 17,137,324	\$ 19,365,776	\$ 18,001,129	\$ 22,486,576
<p>Figures for the Information Services Division do not include bond expenditures. Figures for 2006 and 2007 include Government Television Channel (GTC), Interconnect, telephone and mailroom services. Proposed 2008 budget figures do not include mailroom services, which are reflected under the Finance and Management Department.</p>					

DIVISION SUMMARY BY CHARACTER						
TELECOMMUNICATIONS CABLE FUND	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed	
Personnel	\$ 863,555	\$ -	\$ -	\$ -	\$ -	-
Materials & Supplies	23,813	-	-	-	-	-
Services	483,777	-	-	-	-	-
Capital	54,745	-	-	-	-	-
Transfers	1,346,953	-	-	-	-	-
TOTAL	\$ 2,772,843	\$ -	\$ -	\$ -	\$ -	-

Note: Services category actual expenditures include \$40,000 attributable to the City Attorney's office. Post 2005, Telecommunications figures are included in Information Services Division - Internal Service Fund.

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 397,637	\$ -	\$ -	\$ -	\$ -
Information Services	17,662,543	22,016,876	30,744,433	26,190,516	29,069,694
Cable Communications	2,772,843	-	-	-	-
TOTAL	\$ 20,833,022	\$ 22,016,876	\$ 30,744,433	\$ 26,190,516	\$ 29,069,694
<p>Figures for the Information Services Fund do not include bond expenditures.</p>					

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Admin General Fund	FT	0	0	0	0
Admin IS Fund	FT	8	8	39	10
Information Services	FT	97	110	122	134
	PT	0	1	1	5
Telecom General Fund	FT	5	0	0	0
	PT	0	0	0	0
Telecom Cable Fund	FT	10	0	0	0
	PT	1	0	0	0
TOTAL		123	119	162	149

*FT=Full-Time PT=Part-Time

FT positions for the Information Services Division do not include two mailroom employees, who are transferred to the Finance and Management Department in 2008. Those positions are reflected in the Finance and Management personnel summary table in all years.

**2008 Operating Budget
Department of Technology**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$902,589	\$918,663	\$983,875	\$1,445,418	8	8	8	10
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.	3,745,070	4,302,705	4,554,404	5,569,810	10	10	13	12
Citywide Technology Purchases	Funding for customer-specific technology-related supplies, equipment and services.	4,520,202	5,279,038	9,721,522	5,137,700	-	-	31	-
Desktop Support	To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees.	1,490,408	1,774,653	1,961,958	2,803,669	17	21	21	24

2008 Operating Budget Department of Technology

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Help Desk	To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges.	499,766	504,085	631,501	673,130	6	8	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.	2,031,292	1,922,740	1,335,930	1,480,150	12	11	10	11
Applications Programming	To develop and/or maintain various information technology systems and applications that facilitate business practices throughout the city.	2,300,183	2,038,253	2,436,994	3,632,082	27	23	21	32
Government Television Channel	To coordinate contracts for video programming services, prepare scripts and provide editing services for production programs.	1,059,942	770,130	712,122	743,876	5	5	5	4

**2008 Operating Budget
Department of Technology**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Interconnect	To design and install city-owned fiber optic cabling plant, provide preventive maintenance and repair of outside fiber optic and coaxial cable plant, and to design, install and maintain inside building cabling.	569,787	752,691	725,305	790,816	5	5	5	5
Metronet	To coordinate the design, installation, maintenance and repair of the city's metronet infrastructure.	901,288	994,376	1,037,423	1,201,539	4	5	6	6
Security	To provide enterprise security management through infrastructure security and intrusion detection in the Windows environment.	304,971	367,292	250,688	260,933	2	2	2	2
Account Management	To provide information technology account management services to customer agencies.	446,657	598,910	588,815	585,369	5	7	6	5

Technology

2008 Operating Budget Department of Technology

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Operations	To provide the services of data and application storage on enterprise disk system and magnetic tapes, microfiche and printing of reports, mailing and CPU usage calculation.	1,415,386	1,512,486	1,404,055	2,407,232	13	14	13	13
311 Support	To maintain systems and applications for the city's 311 call center.	388,265	298,924	270,487	116,849	3	2	3	2
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	932,083	3	4	4	5
GIS Systems	To provide project management and database administration for the citywide GIS project.	313,766	293,079	413,246	675,357	3	2	3	3
Telephone Services	To provide telephone services, training and consulting to city agencies.	305,503	132,678	137,559	147,431	3	2	2	2

2008 Operating Budget Department of Technology	
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Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Data Center Facility	To provide maintenance services to the city's data center facility.	323,710	465,810	431,602	466,250	-	-	-	-
		\$22,050,660	\$23,551,369	\$28,326,821	\$29,069,694	126	129	161	144

2007 budget figures for Citywide Technology Purchases include funding for transition of the Department of Public Utilities technology staff, supplies, services, and equipment to the Department of Technology. In 2008, Mailroom services is budgeted under Finance and Management, and financial history figures for year 2005 - 2007 have been shifted as well.

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

**2008 Operating Budget
Department of Technology**

		<u>Performance History by Program</u>			
Program	Measure			2007	2008
		2005	2006	Mid-Year	Target
Technology Administration	Percentage of customer priority 1 and 2 incidents resolved within 8 hours	49%	72%	73%	80%
	Percentage of City Department customers rating services as good/excellent	n/a	n/a	85%	90%
Desktop Support	Percentage of customer requests resolved within 30 days	94%	96%	97%	96%
Help Desk	Percentage of customer Help Desk calls resolved during the call	54%	61%	64%	65%
	Percentage of customer Help Desk calls answered within 30 seconds	58%	90%	100%	90%
Telephone Services	Percentage of telephone line outages repaired within 48 hours	70%	71%	76%	80%
	Percentage of telephone modifications completed within 24 hours	69%	69%	66%	75%
	Percentage of installations/moves completed in 5 business days (downtown)	70%	72%	82%	90%
	Percentage of installations/moves completed in 10 business days (other)	89%	99%	82%	90%

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 for citizens, establishing policy to address health issues and emerging health threats, and 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 2008

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. Through the New Americans Initiative, we will reach out to Somali and Latino communities to assist them in accessing public health services. The department will also continue to work with groups such as Columbus Neighborhood Health Centers, Inc. (CNHC) and others to provide primary care for as many as possible.
- Provide public health services for immigrants and refugees and other vulnerable residents, such as 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 consideration of the future permanent facility for a 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.
- Maintain staff nurses and social workers in neighborhood pride centers and other venues to assist vulnerable residents. The goal will be to protect their health and

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

- As part of the Get Green Columbus Initiative, 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 2008 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.
- Continue school inspection services and collaborative efforts with Columbus City School nurses to respond to children’s pressing health needs.
- Improve health in minority communities, primarily African American and Latino populations, through faith based initiatives.

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 at 240 Parsons Avenue, to support improved emergency and clinical operations and customer service.
- Continue the community education for Columbus SIGNS, the system to better inform the public of restaurants and other venues inspected by the Environmental Health Division.

Peak Performance

- Expand the email notification system to provide important public health information to subscribers through Columbus Public Health’s website.

- Enhance technology in the vital statistics area to allow for computer scanning and storage of birth and death certificates and regular access to data reports, including real time analysis of Franklin County residents.
- Develop and implement an expanded orientation and training process for all new employees.

2008 Budget Notes

- The 2008 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.
- Public Health will continue support programs such as communicable disease control, immunizations, mosquito control, water protection, hazardous materials surveillance and response, food safety inspections and emergency preparedness at the same level as 2007.
- Direct care services are also continued, including maternal and child health home visits and prenatal care for low income pregnant women at three clinic sites.
- A total of \$343,954 is provided for translation services for non-English speaking clients attending the tuberculosis clinic, prenatal clinic and dental clinic. Translation is also available as needed for food inspection operations.
- Continued funding for six Columbus Neighborhood Health Centers, which provide primary care to individuals who are uninsured or without adequate health care coverage is provided in the amount of \$5.4 million. The city is also funding the construction of a new Westside neighborhood family health center, and, in collaboration with residents and community partners, is working to secure funding and find a permanent location for a new Maloney family health center, which will provide much needed health services for south side families and help spur economic development in that area.
- 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, the Capital Area Humane Society and Access Health Columbus.
- 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	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Health	\$ 23,972,152	\$ 26,390,545	\$ 28,055,149	\$ 28,375,056	\$ 25,905,544
TOTAL	\$ 23,972,152	\$ 26,390,545	\$ 28,055,149	\$ 28,375,056	\$ 25,905,544

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

DIVISION SUMMARY BY CHARACTER

HEALTH SPECIAL REVENUE EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 13,734,378	\$ 15,540,991	\$ 16,565,953	\$ 16,898,888	\$ 17,112,011
Materials & Supplies	528,615	531,187	530,530	523,997	635,325
Services	9,241,641	9,786,323	10,413,766	10,201,771	7,602,308
Other Disbursements	9,293	14,433	8,900	24,400	19,900
Capital	-	34,268	-	-	-
Transfers	180,000	180,000	180,000	370,000	180,000
TOTAL	\$ 23,693,927	\$ 26,087,202	\$ 27,699,149	\$ 28,019,056	\$ 25,549,544
CDBG EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 278,900	\$ 303,343	\$ 350,228	\$ 350,228	\$ 350,078
Services	(675)	-	5,772	5,772	5,922
TOTAL	\$ 278,225	\$ 303,343	\$ 356,000	\$ 356,000	\$ 356,000

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Health Special Revenue	\$ 23,693,927	\$ 26,087,202	\$ 27,699,149	\$ 28,019,056	\$ 25,549,544
Community Dev. Block Grant	278,225	303,343	356,000	356,000	356,000
TOTAL	\$ 23,972,152	\$ 26,390,545	\$ 28,055,149	\$ 28,375,056	\$ 25,905,544

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Health	FT	201	216	232	217
	PT	39	44	61	50
Community Dev. Block Grant	FT	5	6	6	5
	PT	0	3	1	3
TOTAL		245	269	300	275

*FT=Full-Time PT=Part-Time

**2008 Operating Budget
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Community Dental Services	To provide basic and preventive services to Franklin county families who are unable to access dental service due to cost.	\$554,582	\$567,569	\$621,244	\$754,649	6	6	6	7
Dental Sealants	To prevent tooth decay in children in low income families in Columbus.	201,035	219,911	238,989	196,217	1	1	2	1
Food Safety	To reduce the number of food borne illnesses in Columbus and Franklin County.	1,547,443	1,427,916	1,680,252	1,893,248	21	21	24	25

2008 Operating Budget Department of Public Health	
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Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Perinatal Program	To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.	1,243,150	1,184,664	1,263,454	1,278,936	17	13	14	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.	174,284	196,498	211,246	300,543	2	2	2	3
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.	714,971	773,269	799,477	752,615	11	11	11	10
Healthy Schools	To protect the health and safety of community school children through elimination of environmental hazards in school facilities.	128,396	121,175	133,123	138,403	2	2	2	2

**2008 Operating Budget
Department of Public Health**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
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.	5,585,329	5,659,582	5,540,990	5,394,473	2	1	1	1
Occupational Health and Safety	To identify workplace hazards in city divisions and facilities, evaluate the identified hazards and implement strategies to control them, and develop employee exposure monitoring requirements and written programs for specified OSHA standards.	352,260	371,444	347,379	263,131	3	3	3	2
Health Administration	To provide leadership and direction for the department and to provide related administrative and clerical functions in the areas of fiscal, human resources, information systems, and facilities management.	4,666,431	5,317,491	5,518,161	3,350,019	35	40	40	37
Employee Assistance Program	To provide voluntary, confidential, professional and short-term counseling to city employees and their families experiencing personal problems that affect their job performance; to make referrals to community resources if appropriate, and to provide education and training on related topic	344,120	364,690	378,868	401,829	5	5	5	5

2008 Operating Budget									
Department of Public Health									

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Community Health Administration	To provide the administrative and clerical support functions for the community health division and to provide staff development services department-wide.	785,069	637,299	647,401	653,118	12	8	8	8
Community Health	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.	1,089,435	1,124,515	1,106,523	1,169,092	15	15	14	14
Alcohol and Drug Abuse	To provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and EAP referred clients in a clinic setting, and to provide education and prevention services to students in public schools.	391,531	417,274	397,590	366,571	3	4	3	2
MCH Home Visiting	To provide interdisciplinary home visits (public health, social worker, paraprofessional) for the assessment of health status, home environment, parenting skills and social support; to provide education and training to families; and to make linkages with community resources.	650,378	672,483	655,963	695,588	9	8	8	8

**2008 Operating Budget
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	2005	2006	2007	2008	2005	2006	2007	2008
		Budget	Budget	Budget	Proposed	FTEs	FTEs	FTEs	FTEs
Injury Prevention	To attempt to reduce death and preventable injuries to children 14 and under by developing public awareness and education programs, and to advocate for more comprehensive public policy regarding safety issues.	74,276	70,176	84,280	93,747	1	1	1	1
Infectious Disease Administration	To provide the administration and clerical support for the infectious disease division.	110,434	125,756	501,496	466,629	1	1	6	5
Sexual Health	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.	1,859,014	1,780,783	1,920,068	1,966,340	25	22	23	21
Immunization and Communicable Disease	To provide immunization services to residents of all ages, to provide outreach services and educate providers and parents to immunize against preventable disease, to provide prevention/control services through investigation and testing.	995,679	1,052,605	1,079,035	1,077,694	12	12	12	10

2008 Operating Budget									
Department of Public Health									

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Laboratory Services	To provide laboratory services for the department.	498,843	512,598	495,508	601,617	4	4	3	3
Planning and Preparedness Administration	To provide administrative and clerical support for the division.	107,043	248,938	276,103	184,794	1	3	3	2
Health Promotion	To facilitate requests from the media, other agencies and individuals, to research and prepare reports, presentations and other written materials and to provide education, individual assessment and opportunities to participate in physical activity classes.	32,021	42,722	121,491	84,490	-	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.	147,833	240,890	251,537	271,749	2	3	3	3

**2008 Operating Budget
Department of Public Health**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Minority Health	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.	374,459	747,742	481,796	480,259	2	8	3	2
Environmental Health Administration	To provide the administrative and clerical support functions for the division.	546,475	619,032	832,024	857,396	7	8	10	10
Vector Control	To monitor and control mosquito populations in Columbus through counts, treatment and environmental control.	169,734	201,731	185,802	184,376	1	1	1	1
Dangerous Animal and Rabies	To conduct animal investigations for all bites and dangerous animals, and to conduct seven rabies clinics annually.	171,957	439,057	474,233	358,254	2	7	7	3

2008 Operating Budget Department of Public Health
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Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Hazardous Waste/Chemical Hazards	To provide inspections for hazardous waste, underground storage tanks, etc., to monitor compliance with various rules and regulations, and to act as a clearinghouse for information about chemical hazards to be used by various organizations such as the Franklin County Emergency Management Agency.	534,899	559,524	425,057	400,970	6	6	4	5
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.	577,824	601,734	673,159	560,854	8	8	9	7
Environmental Health Promotion	To provide community environmental education and outreach efforts.	314,575	431,162	321,851	353,553	5	5	4	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.	289,513	298,655	340,519	298,646	4	4	4	4

**2008 Operating Budget
Department of Public Health**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
AIDS Housing	To provide community project sponsors with the resources and incentives to devise and implement long-term comprehensive strategies for meeting the array of housing needs of low income persons infected with HIV/AIDS and related diseases.	49,961	54,504	50,530	55,744	-	-	1	1
		\$25,282,954	\$27,083,389	\$28,055,149	\$25,905,544	225	234	238	222

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

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

**2008 Operating Budget
Department of Public Health**

Performance History by Program

Program	Measure	Performance History			
		2005	2006	2007 Mid-Year	2008 Target
Employee Assistance Program	Number of active EAP clients	446	452	252	400
	Number of supervisory coaching/consultations provided	n/a	n/a	260	120
	Percentage of clients reporting counseling was beneficial	n/a	n/a	100.0%	80.0%
Child Fatality Review	Annualized child fatality rate per 100,000 people (under 18 yrs)	74	n/a	n/a	<74
	Number of preventable child fatalities	16	n/a	n/a	<16
Public Health Standards	Percentage of internal customers rating quality improvement/performance measurement process as good or excellent	90.0%	n/a	n/a	96.0%
Vital Statistics	Number of certificates issued per FTE	11,097	11,125	5,896	15,000
	City expenditure per certificate provided	\$5.86	\$6.32	\$6.16	\$6.50
Healthy Children, Healthy Weights	Percentage of centers who finish all four components of the program	n/a	80.0%	85.0%	100.0%
	Percentage of care centers using ideas on follow-up	n/a	100.0%	100.0%	100.0%
	Percentage of children in CCS classified as overweight	40.0%	40.0%	n/a	30.0%
Food Safety	Number of food safety inspections per FTE	720.3	509.4	186.4	600.0
Healthy Schools	Number of schools and institutions inspected per FTE	154.5	173	153	160
	Percentage of schools inspected in compliance with environmental health and safety standards	n/a	n/a	24.0%	25.0%

**2008 Operating Budget
Department of Public Health**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Rat Control	Percentage of designated areas free of rat signs	n/a	96.9%	95.7%	98.0%
Vector Control Program (June-Sept)	Number of mosquito pools testing positive for disease	n/a	60	126	<126
Rabies and Dangerous Animals	Number of zoonotic diseases reported	0	0	0	0
CEPAC	Number of consultations provided	441	954	339	450
Asthma/Smoke Free Compliance	Number of facilities receiving warning letter	n/a	n/a	0	45
	Number of facilities receiving fine letter	n/a	n/a	0	8
Chemical and Physical Hazards	Percentage of environmental health complaints investigated/referred	100.0%	100.0%	100.0%	100.0%
Infectious Waste	Percentage of infectious waste treatment facilities inspected per year	34.60%	54.40%	27.80%	60%
Body Art	Percentage body art establishments free of critical violations	95.0%	99.8%	100.0%	>95%
Childhood Lead Screening and Prevention	Number of children with Elevated Blood Lead (EBL) levels	n/a	48	25	<49

2008 Operating Budget Department of Public Health
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Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Dental Clinic	Percentage of eligible patients receiving preventative care	n/a	n/a	28.0%	30.0%
Dental Sealants	Percentage of dental sealants retained after one year	84.8%	87.0%	n/a	87.0%
Alcohol and Drug Prevention and Treatment	Percentage of clients rating services as good or excellent	91.0%	94.0%	93.0%	97.0%
	Percentage of treatment clients demonstrating abstinence of substance abuse for 60 continuous days	n/a	n/a	35.0%	38.0%
	Percentage of children exhibiting new coping skills	n/a	53.0%	51.0%	77.0%
	Percentage of customers demonstrating knowledge and intention to follow low risk guidelines for alcohol/drug use	n/a	n/a	67.0%	67.5%
Injury Prevention	Percentage of trainees reporting increased knowledge after a car seat class	n/a	90.0%	90.0%	90.0%
	Number of injury related child fatalities (ages 0-15)	5	3	3	<5
Women's Health	Number of early stage cervical cancers detected	n/a	n/a	106	200
	Number of unduplicated perinatal clients	1,144	1,400	991	1,500
Sexual Health	Number of new cases of syphilis and HIV	n/a	258	170	<227
Communicable Disease Prevention	Percentage patients under 3 years old up-to-date on immunizations	38.0%	78.0%	80.0%	83.0%

Department of Recreation and Parks

Department Description

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

Department Mission

To enrich the lives of citizens and visitors to Columbus.

Strategic Priorities for 2008

From the Columbus Covenant:

Neighborhoods

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

Customer Service

- Continue to work on training and updating the CLASS online registration project.

Economic Development and Technology

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

Education

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

Downtown Development

- Continue work with the Mayor's Office and the Downtown Development Office to identify additional 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 measurement data for all programs within the department.
- Continue to implement the department's ten-year master plan when possible, based on funding availability.

2008 Budget Notes

- Recreational facilities including recreation centers, multi-generational centers, pools, athletic complexes, specialized facilities, golf courses and parks will remain operational in 2008.
- Due to limited financial resources, reductions were taken in recreation part-time staff hours and some vacant positions will remain unfilled in 2008. As a result, the hours of operation of various recreation facilities may be adjusted with the goal of meeting community needs while maximizing the use of recreation staff.
- Park maintenance and building maintenance part-time hours are reduced in 2008. As a result, there will be a decrease in mowing frequency, trash pick-up and other maintenance services in the city's parks, as well as the maintenance of recreation centers.
- The city will waive the entry fee for all pools for the summer outdoor season. Two of the smaller swimming pools and the indoor swim center will remain closed for the summer of 2008, allowing the department to focus staff and resources at those pools that serve the most participants. Geographical considerations will be taken into account, so that no one area is without service.
- The subsidies to the Franklin Park Conservatory and the King Arts Complex will be reduced by 50 percent. To offset the impact of these reductions, the city will commit to assist these agencies with capital improvements needs using capital funds in 2008.
- 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	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Recreation and Parks	\$ 29,787,897	\$ 32,627,752	\$ 34,107,436	\$ 34,890,017	\$ 32,294,124
Golf	4,653,552	4,952,685	5,343,850	5,125,271	5,316,949
TOTAL	\$ 34,441,449	\$ 37,580,437	\$ 39,451,286	\$ 40,015,288	\$ 37,611,073

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

FUND SUMMARIES BY CHARACTER					
	2005	2006	2007	2007	2008
OPERATION & EXTENSION	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 21,073,850	\$ 23,480,445	\$ 25,103,496	\$ 24,730,918	\$ 23,937,016
Materials & Supplies	1,014,247	851,203	906,810	860,245	847,612
Services	7,130,562	7,768,410	7,463,630	8,755,132	6,976,496
Other Disbursements	111,201	114,518	106,500	106,500	106,000
Capital	44,045	-	-	10,454	-
Transfers	189,312	189,312	282,000	182,000	182,000
TOTAL	\$ 29,563,217	\$ 32,403,888	\$ 33,862,436	\$ 34,645,249	\$ 32,049,124
COMM. DEV. BLOCK GRANT	2005	2006	2007	2007	2008
	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 177,455	\$ 177,966	\$ 175,405	\$ 198,849	\$ 210,308
Materials & Supplies	3,687	1,124	1,807	1,423	1,286
Services	42,211	43,324	66,288	43,796	32,841
Other Disbursements	1,327	1,450	1,500	700	565
TOTAL	\$ 224,680	\$ 223,864	\$ 245,000	\$ 244,768	\$ 245,000

FUND SUMMARIES BY CHARACTER					
GOLF OPERATION	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 3,041,815	\$ 3,257,094	\$ 3,647,732	\$ 3,460,184	\$ 3,722,742
Materials & Supplies	373,765	351,599	385,000	314,500	315,000
Services	1,230,692	1,340,992	1,278,118	1,333,587	1,276,207
Other Disbursements	2,340	3,000	3,000	17,000	3,000
Capital	4,940	-	30,000	-	-
TOTAL	\$ 4,653,552	\$ 4,952,685	\$ 5,343,850	\$ 5,125,271	\$ 5,316,949

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Operation and Extension	\$ 29,563,217	\$ 32,403,888	\$ 33,862,436	\$ 34,645,249	\$ 32,049,124
CDBG	224,680	223,864	245,000	244,768	245,000
Golf Operations	4,653,552	4,952,685	5,343,850	5,125,271	5,316,949
TOTAL	\$ 34,441,449	\$ 37,580,437	\$ 39,451,286	\$ 40,015,288	\$ 37,611,073

DEPARTMENT PERSONNEL SUMMARY					
FUND	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Operation and Extension Fund	FT	299	299	309	301
	PT	775	1,250	1,250	1,250
CDBG	FT	-	-	-	-
	PT	28	28	29	28
Golf Operations Fund	FT	36	36	38	36
	PT	200	200	200	200
TOTAL		1,338	1,813	1,826	1,815

*FT=Full-Time PT=Part-Time

Recreation and Parks

**2008 Operating Budget
Department of Recreation and Parks**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Administration	To provide management and support through the offices of the director, fiscal management, personnel administration and general administration.	\$4,524,247	\$4,997,993	\$5,104,117	\$3,062,511	19	19	19	16
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.	709,209	787,401	795,525	740,972	8	9	9	9
Natural Resources and Outdoor Education	To provide environmental education for all ages and act as a steward of the parks and natural resources.	335,094	421,792	464,631	393,304	3	5	5	5
Development and Marketing	To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.	337,029	426,043	358,389	350,022	4	4	4	4

**2008 Operating Budget
Department of Recreation and Parks**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Arts & General Recreation	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 and to provide financial support to outside community agencies for programs and services that benefit the citizens of Columbus.	13,960,644	13,999,875	14,723,667	14,085,789	140	134	134	132
Special Events	To provide specialized recreation programs in adult and youth sports, aquatics and special events.	275,547	560,425	563,320	545,045	3	5	5	5
Aquatics	To provide specialized recreation programs in aquatics.	775,524	812,249	771,242	628,522	2	2	2	2
Permits	To provide special events that present a unique opportunity to invigorate community spirit and contribute substantial economic and social benefits to our community.	1,053,979	1,246,669	1,334,080	1,344,006	6	9	11	11

Recreation and Parks

2008 Operating Budget Department of Recreation and Parks

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Sports	To provide specialized recreation programs in adult and youth sports.	1,042,580	1,328,049	1,471,386	1,530,672	7	9	10	11
Forestry and Horticulture	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.	2,009,400	2,271,457	2,394,525	2,514,310	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.	4,576,134	3,965,708	4,424,873	5,388,079	53	54	54	51
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.	1,558,229	1,671,880	1,701,681	1,710,892	20	21	21	20

**2008 Operating Budget
Department of Recreation and Parks**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Golf	To enrich the lives of central Ohio golfers.	5,171,719	5,166,459	5,343,850	5,316,949	38	38	38	36
		\$36,329,335	\$37,656,000	\$39,451,286	\$37,611,073	338	344	347	337

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

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

**2008 Operating Budget
Department of Recreation and Parks**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Development & Marketing	Total value of volunteer hours for the department	\$2,400,000	\$2,981,778	\$1,438,909	\$2,600,000
Golf	Number of rounds played for Golf Division	269,208	268,622	129,255	300,000
	Revenues for Golf Division	\$4,522,739	\$4,519,036	\$2,185,146	\$4,600,000
Park Maintenance	Percentage of parkland mowed every 16-21 days	n/a	86%	88%	100%
	Average number of days for resolution (311 comments)	0	8.7	5.4	10
Planning & Design	Number of properties Inspected	n/a	207	136	240
Forestry and Horticulture	Average number of trees planted per man hour	n/a	1.0	1.0	1.0
Aquatics	Number of participants	n/a	23,588	20,428	24,000
Building Maintenance	Percentage of department customers satisfied with overall service	97%	98%	96%	90%

Department of Public Service

Department Description

The Public Service Department is comprised of the Director's Office, three operating divisions -- Transportation, Refuse and the Parking Violations Bureau -- 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 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 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 2008

From the Columbus Covenant:

Customer Service

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

Neighborhoods

- Actively support and participate in the Neighborhood Pride program.
- Coordinate with other departments the Operation Urban Face-Lift program to identify maintenance issues on streets scheduled to be resurfaced, such as trimming trees and bushes, painting fire hydrants, and replacing defective traffic signs, and to track progress of work to correct deficiencies.
- Provide timely and consistent services – particularly in the areas of refuse collection, bulk collection, and street-maintenance activities, including pothole repair, snow and ice removal, and street sweeping.
- Initiate traffic-calming measures and construct sidewalks to provide safe access for pedestrians, especially school children.
- Adopt the Franklinton Area community mobility plan and initiate community plans for the Hilltop and Weinland Park neighborhoods.
- Cooperate with the Solid Waste Authority of Central Ohio (SWACO) to expand drop-off recycling options, establish a permanent household hazardous waste (HHW) drop off center, and host HHW weekend events.
- Implement a comprehensive policy for conservation of brick streets and alleys within established historic districts.
- Construct Alum Creek Transfer Station improvements to improve site drainage, removing the former refuse pulverizer, and integrating green space to the site.
- Implement a comprehensive plan and best practices for bikeway paths and facilities, known as the Bicentennial Bikeways Plan.
- Make pavement-management information available to the public using the City of Columbus' website and the 311 Service Center.
- Develop a five-year roadway resurfacing program that allows flexibility to respond to emergency needs.
- Participate on the 2012 Commission.
- Promote orderly turnover of on-street parking in the downtown business district and surrounding neighborhoods, participate and cooperate in reviews of valet and high-traffic and pedestrian zones, and evaluate alternative parking meter technologies.

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 in the city right-of-way.
- Correct safety deficiencies at dangerous intersections in the city to improve both vehicular and pedestrian safety.
- Prepare for possible public emergencies by ensuring Public Service facilities are readied and functional under adverse conditions.

- Continue to pursue installation of crosswalk countdown timers in areas with high pedestrian traffic and to evaluate their effectiveness.

Economic Development and Technology

- Promote policies and procedures that ensure the department conducts business with responsible firms and encourages development of emerging businesses.
- Support the development and implementation of regional economic-development strategies.
- Work with regional economic-development partners to address transportation challenges such as traffic congestion, highway construction, airports and transit.
- Coordinate and leverage compatibilities between two technologically related city initiatives; the city-wide Connectivity Plan under development by the Department of Technology, and Columbus Traffic Signal System upgrade by the Department of Public Service.
- Streamline procedures for processing permits and approvals through the One Stop Shop.
- Identify and promote “green” business opportunities and practices to ensure a sustainable, responsible, and safe working environment for employees and residents.
- Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts such as King-Lincoln and Children’s Hospital.
- Support high profile economic development such as SciTech (Kinnear Road), Rickenbacker Multimodal Hub, Huntington Park (new baseball stadium) Northland Area, Parsons Avenue and RiverSouth.
- Support economic development through infrastructure planning and improvements.

Education

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

Downtown Development

- Support projects that increase downtown residential and commercial development.
- Support the Ohio Department of Transportation (ODOT) during construction of the Main Street Bridge, and in planning for the Rich Street Bridge in conjunction with the Scioto Mile.
- Continue to collaborate with the ODOT, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County and key stakeholders in the Interstate-70/71 planning process.
- Support the streetcar plan development and assist with the exploration of funding mechanisms.
- Work with government partners (ODOT, MORPC, and the Franklin County Engineer's Office) on downtown circulation and mobility efforts.
- 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.
- Explore ways to make downtown more environmentally welcoming by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.
- Work in conjunction with other city departments in the effort to relocate the Division of Police impound lot and Parking Violations Bureau off the Whittier Peninsula to ready the peninsula for development and recreational use.

Peak Performance

- Operate within adopted operating and capital budgets, and meet or exceed established performance measures.
- Develop an effective project-management system to incorporate all project phases including planning, design, and construction. This system would promote solid scoping and tracking of project milestones to ensure timely project delivery, effective project cost accounting, communications with all stakeholders, and project manager accountability.
- Continue to collect and update right-of-way asset management data. Data collected for the asset management database will be utilized by the Transportation Division to prioritize streets for resurfacing, maintenance projects, and scheduling replacement and repair of signs, wheelchair ramps, curbs, among other things.
- Implement COMBAT, an automatic vehicle locator program (global positioning) for use in snow and ice operations. This is a joint program between the city and the Franklin County Engineer and is supported by up to 80 percent reimbursement by the federal government.
- Cooperate with the SWACO in planning and upgrading refuse transfer facilities.
- Use continuous-improvement methods to improve services and work processes.

- Provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited but productive capacity.
- Support and develop methods to recruit, develop, and retain highly motivated, qualified, and productive employees and develop and communicate expectations of employee performance at all levels of the organization.
- Implement a work order management system that will track work orders, outputs and materials used within the Transportation Division.
- Effective and fiscally prudent processing of parking meter collections, ticket issuance, and storage fees.

2008 Budget Notes

Director's Office

- Funding of \$1,510,239 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 24 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.

Parking Violations

- The 2008 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, and notice, collection processing, and supplies. Payments are accepted by mail, in person, by telephone and over the internet.

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, KCB and bulk refuse collection will be funded through the street construction, maintenance and repair fund in 2008.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided at a cost of \$14 million from the special income tax fund (SIT).
- The curbside recycling subscription service will continue to be handled by contract, at the homeowner's option.
- SWACO agreed in 2002 to take over the responsibility to fund and manage the drop-off recycling program, offering another option to citizens who wish to reduce the size of the waste stream through recycling. There are a total of 190 drop-off sites in Franklin County, 121 of which were recently made available to the public

as part of a partnership between the city, SWACO and the Columbus City Schools.

Transportation

- 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 \$4 million for these costs.
- A total of \$527,732 is budgeted in the SCMR fund and \$219,198 in the development services fund in 2008 for the replacement of light duty vehicles.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Administration	\$ 3,284,605	\$ 4,541,087	\$ 5,539,505	\$ 5,007,650	\$ 5,522,304
Parking Violations	2,952,693	3,303,744	3,432,985	3,094,101	3,347,622
Refuse Collection	22,810,950	24,872,448	26,336,040	26,815,235	27,032,779
Transportation	43,529,695	44,519,362	52,970,481	48,946,585	55,037,790
TOTAL	\$ 72,577,943	\$ 77,236,641	\$ 88,279,011	\$ 83,863,571	\$ 90,940,495

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

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,069,320	\$ 2,117,389	\$ 2,361,362	\$ 2,308,314	\$ 2,238,448
Materials & Supplies	2,817	6,284	8,500	8,463	4,788
Services	109,635	118,639	268,072	245,160	20,192
TOTAL	\$ 1,181,772	\$ 2,242,312	\$ 2,637,934	\$ 2,561,937	\$ 2,263,428

DIVISION SUMMARY BY CHARACTER					
PARKING VIOLATIONS	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 2,091,559	\$ 2,219,811	\$ 2,453,259	\$ 2,382,934	\$ 2,559,678
Materials & Supplies	27,422	26,549	26,555	37,235	25,205
Services	811,396	972,064	933,671	654,432	743,239
Other Disbursements	11,990	18,500	19,500	19,500	19,500
Capital	10,326	66,820	-	-	-
TOTAL	\$ 2,952,693	\$ 3,303,744	\$ 3,432,985	\$ 3,094,101	\$ 3,347,622

DIVISION SUMMARY BY CHARACTER					
REFUSE COLLECTION GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 12,190,337	\$ 12,609,125	\$ 13,225,655	\$ 13,183,422	\$ 11,168,623
Materials & Supplies	99,344	118,454	115,770	140,740	146,603
Services	9,591,597	11,064,281	11,484,423	11,910,537	9,754,518
Other Disbursements	96,980	105,903	102,000	201,500	102,000
TOTAL	\$ 21,978,258	\$ 23,897,763	\$ 24,927,848	\$ 25,436,199	\$ 21,171,744

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,680,427	\$ 1,839,573	\$ 2,265,179	\$ 1,915,756	\$ 2,552,935
Materials & Supplies	-	-	-	-	2,807
Services	84,643	104,006	207,263	141,895	227,415
TOTAL	\$ 1,765,070	\$ 1,943,579	\$ 2,472,442	\$ 2,057,651	\$ 2,783,157

DIVISION SUMMARY BY CHARACTER					
REFUSE STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 672,630	\$ 967,300	\$ 1,401,692	\$ 1,372,536	\$ 4,428,615
Materials & Supplies	3,375	534	1,500	1,500	1,530
Services	1,400	6,851	5,000	5,000	1,430,890
TOTAL	\$ 677,405	\$ 974,685	\$ 1,408,192	\$ 1,379,036	\$ 5,861,035

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 21,731,769	\$ 22,174,497	\$ 25,254,145	\$ 24,581,665	\$ 26,910,242
Materials & Supplies	1,059,777	726,564	550,952	547,229	519,301
Services	11,151,095	12,331,019	13,944,187	13,889,675	14,333,348
Other	20,607	227,883	89,100	89,100	83,600
Capital	76,452	208,878	943,900	694,339	620,000
Transfers	182,229	-	200,000	-	-
TOTAL	\$ 34,221,929	\$ 35,668,841	\$ 40,982,284	\$ 39,802,008	\$ 42,466,491

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 317,841	\$ 331,570	\$ 374,845	\$ 359,578	\$ 416,218
Materials & Supplies	-	-	-	-	507
Services	19,922	23,626	54,284	28,484	58,994
TOTAL	\$ 337,763	\$ 355,196	\$ 429,129	\$ 388,062	\$ 475,719

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 8,165,358	\$ 7,555,322	\$ 9,400,502	\$ 7,759,656	\$ 9,900,993
Materials & Supplies	50,287	24,575	106,500	56,500	108,340
Services	938,758	1,104,924	2,234,195	1,290,421	2,304,268
Other Disbursements	300	-	3,000	3,000	3,500
Capital	-	-	244,000	35,000	254,198
TOTAL	\$ 9,154,703	\$ 8,684,821	\$ 11,988,197	\$ 9,144,577	\$ 12,571,299

DIVISION SUMMARY BY CHARACTER					
REFUSE COLLECTION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Services	\$ 155,287	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 155,287	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION CDBG EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 153,063	\$ 165,700	\$ -	\$ -	\$ -
TOTAL	\$ 153,063	\$ 165,700	\$ -	\$ -	\$ -

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General	\$ 26,112,723	\$ 29,443,819	\$ 30,998,767	\$ 31,092,237	\$ 26,782,794
Street Construction	36,664,404	38,587,105	44,862,918	43,238,695	51,110,683
Development Services	9,492,466	9,040,017	12,417,326	9,532,639	13,047,018
Community Development Block Grant	308,350	165,700	-	-	-
TOTAL	\$ 72,577,943	\$ 77,236,641	\$ 88,279,011	\$ 83,863,571	\$ 90,940,495

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Administration					
General Fund	FT	15	38	32	30
	PT	0	3	2	2
Street Construction Fund	FT	17	21	31	31
Development Services Fund	FT	3	4	4	4
Parking Violations					
	FT	35	35	38	37
	PT	1	1	1	0
Refuse Collection					
General Fund	FT	217	206	212	170
Street Construction Fund	FT	12	26	24	66
Transportation					
Street Construction Fund	FT	336	341	362	358
	PT	2	2	4	4
Development Services Fund	FT	123	115	167	166
	PT	2	1	1	2
Community Dev Block Grant	FT	2	0	0	0
TOTAL		765	793	878	870
*FT=Full-Time PT=Part-Time					

**2008 Operating Budget
Department of Public Service**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Service Administration	To provide leadership, administrative and operational management and supervisory and clerical support for the divisions within the department.	\$667,822	\$548,501	\$426,572	\$1,480,784	5	8	1	8
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.	1,658,712	1,671,891	2,010,895	1,269,099	12	13	21	17
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.	1,249,850	1,255,334	1,384,076	1,262,182	24	24	19	16

**2008 Operating Budget
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
311 Call Center	To provide a single point of contact for residents to submit service requests and to receive information regarding non-emergency city services.	-	1,564,187	1,717,962	1,510,239	-	26	26	24
Refuse Collection Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the division.	8,424,972	8,848,778	9,866,575	8,363,924	34	22	23	24
90-Gallon Residential Collection Program	To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.	4,005,904	4,882,275	4,548,826	5,623,448	72	81	87	89

**2008 Operating Budget
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
300-Gallon Residential Collection	To provide weekly refuse collection service to 300-gallon customers, primarily single family homes.	2,042,705	2,044,130	1,877,048	1,845,596	33	30	30	31
Multi-Family Residential Collection	To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.	1,278,470	1,648,284	1,431,864	1,553,106	22	25	22	26
Scheduled Bulk Collection Program	To provide the collection of large household items, excluding construction and demolition debris.	3,725,459	3,408,103	4,156,795	5,338,785	70	63	68	59

**2008 Operating Budget
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Waste Stream Reduction & Recycling	To divert yard waste and recyclable materials from the waste stream in order to prolong landfill life and promote optimal use of natural resources.	3,242,300	3,925,906	4,052,314	3,785,670	-	-	-	-
Dead Animal Collection	To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.	57,895	58,672	62,143	69,220	1	1	1	1
Litter Collection	To empty sidewalk litter containers on a scheduled basis, predominately located in the downtown area and to promote and coordinate litter cleanups, graffiti prevention, recycling and beautification projects.	108,812	262,367	340,475	453,030	2	4	5	6

2008 Operating Budget Department of Public Service

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Neighborhood Litter Collection-SURF	To promote inner-city neighborhood cleanliness through an outsourced contract that employs youth during the summer.	155,287	155,287	-	-	-	-	-	-
Transportation Division	To provide leadership, management, and support to the Transportation Division programs so they can deliver high performing, customer focused services for those who live, work, and travel in the City of Columbus.	9,579,365	12,505,495	16,191,413	15,883,741	26	28	33	31
Street Maintenance	To provide street maintenance services within the City of Columbus' right-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.	12,272,465	13,241,095	13,107,829	13,544,568	155	158	162	155

**2008 Operating Budget
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Traffic Maintenance	To install and maintain pavement markings, traffic signals, traffic signage, and parking meters in an efficient manner for the purpose of maintaining safe and efficient movement of pedestrians, bicyclists, and vehicular traffic.	6,113,132	5,100,287	5,471,231	5,739,999	76	77	76	76
Planning Services	To provide transportation planning services including traffic engineering studies and community mobility plans to enable the division to design, build, and maintain a safe and efficient transportation system and improve neighborhood livability and safety.	2,503,287	2,219,384	1,809,496	2,166,497	24	29	22	24
Inspection Services	To provide quality and timely construction inspection, surveying, prevailing wage compliance, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.	7,424,071	7,154,986	8,534,837	9,170,051	120	111	137	139

**2008 Operating Budget
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Development Services	To support the successful completion of safe, quality development projects while assuring that the city's right-of-way is restored to its original condition, or improved upon, after construction. Services include zoning review for transportation needs, right-of-way permit review and inspection, construction plan review, and plat reviews.	3,678,978	2,878,712	2,968,152	3,231,987	41	39	40	39
Traffic Services	To provide traffic engineering services including traffic signal design and review, traffic signage investigations, freeway traffic management, and parking management to assure safe and efficient movement of pedestrians, bicyclists, and vehicular traffic.	2,758,264	2,569,368	2,778,904	2,832,593	32	35	33	33
Project Production	To develop quality construction plans, manage design and construction contracts, inspect and monitor bridges and culverts, and assure Americans with Disabilities Act compliance to enable the division to build and maintain a safe and efficient transportation system and improve neighborhood livability and safety.	2,271,049	2,423,041	2,108,619	2,468,354	23	24	26	27

**2008 Operating Budget
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Parking Violations Bureau	To provide parking enforcement, meter collections, residential parking permit sales, and impounded vehicle processing services that enable residents and visitors reasonable access and turnover of regulated parking.	3,109,083	3,304,339	3,432,985	3,347,622	37	36	38	37
		\$76,327,882	\$81,670,422	\$88,279,011	\$90,940,495	809	834	870	862

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

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

**2008 Operating Budget
Department of Public Service**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
TRANSPORTATION DIVISION					
Planning Services	Percentage of 311 service requests completed within time standards	n/a	77%	38%	90%
Inspection Services	Percentage of inspections completed within time standard	n/a	n/a	n/a	90%
	Percentage of inspector time which is billed	n/a	n/a	86%	70%
Traffic Services	Percentage of 311 service requests completed within time standard	n/a	60%	85%	90%
	Percentage of all school crosswalks inspected once per year	n/a	n/a	n/a	90%
Development Services	Percentage of plans reviewed within time standard	90%	90%	90%	90%
	Percentage of zoning applications reviewed within time standard	n/a	n/a	n/a	90%
	Percentage of permits issued within time standard	90%	90%	90%	90%
Traffic Maintenance	Percentage of traffic signal requests responded to within 1 hour	n/a	62%	68%	70%
Street Maintenance	Percentage of weeks when all downtown streets are swept	100%	100%	100%	85%
	Percentage of posted neighborhood street cleaning completed	100%	100%	100%	90%
	Percentage of 311 pothole requests closed within 72 hours.	n/a	63%	60%	80%
REFUSE DIVISION					
Refuse Administration	Number of households served weekly per budgeted collection personnel	1,341	1,360	1,378	1,400
90 Gallon Residential	Percentage of 90 gallon container customers satisfied	94%	96%	95%	95%
	Percentage of days 90 gallon container collection completed on schedule	98%	99%	99%	98%

**2008 Operating Budget
Department of Public Service**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
	Percentage of days collection completed on schedule w/o overtime	78%	94%	97%	90%
	Number of 311 service requests per 10,000 collection opportunities	5.5	5.7	6.9	7.0
	Percentage of 311 service requests closed within 3 days	91%	94%	96%	95%
300 Gallon Residential	Percentage of days 300 gallon container collection completed on schedule	85%	91%	98%	90%
	Percentage of days collection completed on schedule w/o overtime	73%	91%	98%	85%
	Number of 311 service requests per 10,000 collection opportunities	2.2	1.9	1.7	4.0
	Percentage of 311 service requests closed within 3 days	89%	94%	95%	95%
Multi-Family Collection	Percentage of days multi-family collection completed on schedule	73%	90%	94%	95%
	Percentage of days collection completed on schedule w/o overtime	61%	89%	94%	90%
	Number of 311 service requests per 10,000 collection opportunities	1.1	1.2	1.2	3.0
	Percentage of 311 service requests closed within 3 days	87%	92%	88%	90%
Scheduled Bulk Collection	Percentage of 90 gallon container bulk collection customers satisfied	92%	94%	96%	93%
	Percentage of days scheduled bulk collection completed on time	95%	98%	98%	98%
	Percentage of days collection completed on time w/o overtime	97%	97%	99%	95%
	Number of 311 service requests per 100 scheduled pickups	1.4	0.9	1.0	3.0
	Percentage of bulk collection needs service requests closed within 3 days	74%	92%	89%	95%
Waste Stream Reduction & Recycling	Percentage of waste diverted from the landfill	12%	12%	12%	11%
Keep Columbus Beautiful	Number of volunteer hours per KCB project	85	51	73	64

2008 Operating Budget Department of Public Service

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
PARKING VIOLATIONS BUREAU					
Parking Violations Bureau	Percentage variance between audited and actual parking meter collections	-1.05%	-1.86%	-1.64%	<2.00%
	Percentage of parking tickets paid	89.9%	87.6%	86.5%	85%
311 SERVICE CENTER					
311 Service Center	Average wait time (seconds) per call per month	n/a	17	23	30

Department of Public Utilities

Department Description

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

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

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

Department Mission

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

Strategic Priorities for 2008

From the Columbus Covenant:

Customer Service

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

on all remaining wastewater treatment plant capital improvements per OEPA-approved portions of the Wet Weather Management Plan.

Neighborhoods

- The Division of Sewerage and Drainage will continue its neighborhood-focused stormwater program to mitigate flooding in residential areas. As part of this program, many localized stormwater capital improvements are planned for 2008, a list of which can be found in the capital summary section of this document. In addition, a new, more intense focus will be placed on the water quality aspects of the stormwater capital improvements program.
- The Department will use the Stormwater Drainage manual to promote “green” stormwater management systems. The Division of Sewerage and Drainage will continue to safely and responsibly manage stormwater runoff in the construction, expansion or redevelopment of residential subdivisions, industrial sites, commercial developments and roadway construction.
- The Division of Sewerage and Drainage will continue to rehabilitate and replace aging sanitary and combined sewer infrastructure to increase the level of service in neighborhoods while continuing to reduce overflows in our rivers and streams.
- The Department will continue to work with the Department of Technology to annually update and publish capital improvements program information on the internet in a geographic information systems (GIS) format.
- The Division of Power and Water and The Division of Sewerage and Drainage will improve and refine their respective programs to identify and prioritize projects that are geared towards the maintenance of a solid infrastructure in residential areas.
- The “Downspout Disconnection Pilot Project” will be implemented.
- The Division of Power and Water will continue its neighborhood lighting program to install 1,200 streetlights annually.

Safety

- The Division of Power and Water will continue design and construction of security recommendations arising from a vulnerability assessment to secure a safe drinking water supply.
- The Division of Power and Water will complete streetlight improvements by inspecting the bonding of nearly 1,000 street lights and will fully implement procedures for inspections of street lighting systems. More than 18,000 have been bonded since the program was launched, creating safer steel-based poles across the City.
- The Division of Power and Water will continue to work with neighborhoods that apply for decorative street lights through the petition and assessment process.

Economic Development

- The Department will continue development of sewer, water and power lines through public-private partnerships.
- The Department will continue to be a key partner in major development projects that enhance neighborhoods and downtown.
- The Division of Power and Water will begin construction of the Upground Reservoir Project in 2008. In addition, construction of the first well in the South Wellfield Expansion project will begin in 2008. Both projects will ensure an adequate water supply for growing populations in the central city and outlying areas.
- The Division of Power and Water will renovate a portion of the Dublin Road substation to improve service reliability for the downtown area.
- The Division of Sewerage and Drainage will collaborate with the Solid Waste Authority of Central Ohio (SWACO) to identify and consider implementation of a new process or processes to promote the beneficial reuse of organic wastes, including but not limited to biosolids, livestock manure and yard waste.
- The Division of Power and Water will initiate a pilot plant study for the Dublin Road Water Plant to enhance treatment capacity per the Water Beyond 2000 Report.

Education

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

Peak Performance

- The Department will start implementation of an Asset Management Program (AMP). The AMP will enable the Department to proactively maintain assets through preventive maintenance, best practices and work order history.
- The Division of Power and Water will continue a valve exercise and replacement program to improve distribution system reliability.
- The Department will continue to work to develop leadership among staff members by improving communication throughout the department. The goal is to increase the effectiveness and efficiency of all staff members.

- The Division of Power and Water will implement the recommendations of the Water Audit Implementation Plan. As part of this program, the division will reduce the “unaccounted-for” water, thereby enhancing the revenue stream for the Department.
- The Department will begin an effort to utilize internet and electronic contract bidding of its construction contracts in order to improve existing bid procedures and reduce bid costs.
- The Division of Sewerage and Drainage will leverage its new membership with the Center for Resilience at The Ohio State University in evaluating its wastewater operations to identify and analyze its waste stream options.
- The Division of Power and Water will complete a Power Business Analysis.
- The Department will support the Mayor’s Get Green Columbus initiatives.

2008 Budget Notes

Director’s Office

- The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council water and sanitary sewer rate adjustments that will increase revenue to those funds by 18 and 10 percent, respectively. The board will also recommend a five percent rate increase to the stormwater fee.
- The recommended funding for the Public Utilities Director's Office supports 93 full-time and 10 part-time employees, which represents a decrease from 118 full-time employees in 2007. 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. However, the fleet division, with its 25 positions, will be transferred to Water and Sanitary. The costs associated with operation of this division are allocated to the Water, Sanitary, Stormwater and Electricity operating funds based on the total customer count of each division: Sewer 36 percent, Water 36 percent, Storm 26 percent and Electric 2 percent.

Operational Support (eliminated)

- The Division of Operational Support (DOS) will be eliminated in 2008. Employees of DOS, as well as the funding and activities previously associated with DOS, will be transferred to the Sanitary and Water divisions.

Power and Water-Water

- The recommended funding for the Division of Power and Water-Water funds 553 full-time and 28 part-time employees. A total of 214 full-time positions are being transferred to the division from the former Division of Operational Support in 2008.

- Funding is maintained in the Division of Water's 2008 budget for the maintenance and security of grounds, buildings and dams at Griggs, O'Shaughnessy and Hoover reservoirs.
- Funding is continued for the operation of the division's three water treatment plants in compliance with the Safe Drinking Water Act. Approximately 106 positions are funded to undertake this activity.
- Funding is also continued for the distribution maintenance function. These employees maintain the integrity of the water infrastructure by repairing taps, valve leaks and main line breaks. This section is also responsible for fire hydrant maintenance.
- Debt service estimates are based upon an estimated construction cost of the first upground reservoir of \$139 million.

Power and Water-Power

- The recommended 2008 budget, with an allowance for vacancies, supports 99 full-time and 10 part-time positions in the Division of Power and Water-Power.
- Purchase power is projected to total nearly \$57.4 million in 2008. This projection is based on a cost of \$53.80 per megawatt hour and an estimated cost of \$4.86 million for transmission fees.

Sewerage and Drainage

- Recommended funding in the Division of Sewerage and Drainage, with a total of 522 full-time and 16 part-time budgeted positions, supports continuation of current service levels. A total of 44 full-time positions are being transferred to the division from the former Division of Operational Support in 2008.
- 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 2008 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 2008 for "Project Dry Basement." The intent of this program is to cover the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.
- Debt service estimates are based upon the most recent interpretation of the sequencing and costs of capital projects related to the consent order.

Stormwater

- Twenty three full-time and 2 part-time positions are funded in the Stormwater Management Section. The Stormwater Capital Improvement Program normally has between 90 and 100 active projects in various stages of completion in any calendar year.
- Since its creation in 1994, this division has been involved in many neighborhood storm sewer capital improvement projects which have provided flooding relief for residents. In 2008, over \$13 million in debt service will be spent for capital improvement projects geared towards flooding mitigation throughout the city.
- The stormwater utility fund will continue to pay the cost of street cleaning, since such efforts protect water quality and minimize the burden on the sewer system from ice, snow and surface debris.
- Stormwater's budget includes an additional \$1.66 million to reimburse operating costs relating to Transportation's snow and ice removal program.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Public Utilities Director	\$ 3,296,078	\$ 8,001,780	\$ 16,174,556	\$ 15,413,136	\$ 10,246,073
Operational Support	4,185,523	16,001,904	29,881,620	30,107,586	-
Sanitary Sewers	205,809,652	153,062,628	182,944,150	175,525,694	227,799,343
Electricity	64,997,200	63,529,408	82,201,665	82,144,310	84,259,600
Water	151,370,954	107,016,753	118,074,471	114,682,236	143,444,096
Storm Sewers	51,730,742	32,822,073	28,652,241	28,326,205	35,099,855
TOTAL	<u>\$ 481,390,149</u>	<u>\$ 380,434,546</u>	<u>\$ 457,928,703</u>	<u>\$ 446,199,167</u>	<u>\$ 500,848,967</u>

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 3,146,312	\$ 7,088,545	\$ 9,422,613	\$ 8,913,430	\$ 8,354,864
Materials & Supplies	6,499	132,597	452,144	450,405	332,519
Services	143,267	780,638	1,533,062	1,295,327	1,527,190
Other	-	-	320	600	-
Capital	-	-	50,844	37,800	31,500
Transfers	-	-	4,715,573	4,715,574	-
TOTAL	<u>\$ 3,296,078</u>	<u>\$ 8,001,780</u>	<u>\$ 16,174,556</u>	<u>\$ 15,413,136</u>	<u>\$ 10,246,073</u>

DIVISION SUMMARY BY CHARACTER					
OPERATIONAL SUPPORT EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 942,522	\$ 10,980,080	\$ 15,713,678	\$ 15,832,407	\$ -
Materials & Supplies	451,629	650,501	521,219	592,188	-
Services	2,791,372	4,076,323	12,954,087	12,976,991	-
Debt Principal	-	-	-	-	-
Other	-	-	15,680	16,000	-
Capital	-	295,000	676,956	690,000	-
Interest	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 4,185,523	\$ 16,001,904	\$ 29,881,620	\$ 30,107,586	\$ -

DIVISION SUMMARY BY CHARACTER					
WATER	2005	2006	2007	2007	2008
EXPENDITURES SUMMARY	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 35,063,789	\$ 28,252,131	\$ 26,134,707	\$ 26,453,971	\$ 45,926,955
Materials & Supplies	14,231,175	15,657,764	20,335,723	18,741,554	17,039,096
Services	20,771,315	23,041,592	21,004,339	21,291,562	26,202,692
Debt Principal	62,440,490	18,353,289	27,947,290	27,947,290	27,695,175
Other	434,632	228,148	300,000	60,556	100,000
Capital	568,510	1,750,565	1,465,500	2,034,073	2,839,800
Interest	10,548,724	12,454,980	13,224,662	10,490,980	15,841,128
Transfers	7,312,320	7,278,285	7,662,250	7,662,250	7,799,250
TOTAL	\$ 151,370,954	\$ 107,016,753	\$ 118,074,471	\$ 114,682,236	\$ 143,444,096

DIVISION SUMMARY BY CHARACTER					
SANITARY	2005	2006	2007	2007	2008
EXPENDITURES SUMMARY	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 35,435,908	\$ 33,185,878	\$ 36,261,269	\$ 35,500,368	\$ 44,169,311
Materials & Supplies	4,087,791	6,633,892	6,132,510	6,756,005	6,844,500
Services	32,202,762	39,266,126	42,129,290	43,046,243	47,908,499
Debt Principal	92,774,715	31,752,780	45,668,161	42,562,548	53,300,911
Other	899,098	873,287	755,000	656,476	377,000
Capital	1,672,268	1,189,976	5,363,950	3,462,624	6,598,400
Interest	23,575,497	24,723,539	31,205,660	27,938,720	52,756,012
Transfers	15,161,613	15,437,150	15,428,310	15,602,710	15,844,710
TOTAL	\$ 205,809,652	\$ 153,062,628	\$ 182,944,150	\$ 175,525,694	\$ 227,799,343

DIVISION SUMMARY BY CHARACTER					
STORMWATER EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 2,298,557	\$ 1,695,326	\$ 1,515,134	\$ 1,404,225	\$ 1,817,623
Materials & Supplies	11,621	14,067	14,000	30,382	109,830
Services	13,770,603	15,787,883	13,869,386	14,632,608	19,108,452
Debt Principal	33,205,833	2,241,945	6,911,900	5,900,486	7,547,000
Other	217,805	75,311	137,112	-	110,000
Capital	-	40,053	42,000	36,940	45,000
Interest	2,226,324	5,967,488	6,162,709	6,321,564	6,361,950
Transfers	-	7,000,000	-	-	-
TOTAL	\$ 51,730,742	\$ 32,822,073	\$ 28,652,241	\$ 28,326,205	\$ 35,099,855

DIVISION SUMMARY BY CHARACTER					
ELECTRICITY EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 8,810,355	\$ 7,760,828	\$ 8,407,145	\$ 8,004,784	\$ 9,419,215
Materials & Supplies	41,158,300	41,741,318	57,634,805	57,106,025	58,206,956
Services	5,531,448	5,733,295	6,807,249	7,389,857	7,566,735
Debt Principal	7,725,584	5,072,804	5,546,329	5,011,338	4,725,000
Other	147,832	179,468	191,500	206,500	213,000
Capital	1,273,726	1,300,620	2,057,000	2,741,390	2,290,000
Interest	349,954	1,707,776	1,557,637	1,684,416	1,838,694
Transfers	-	33,300	-	-	-
TOTAL	\$ 64,997,200	\$ 63,529,408	\$ 82,201,665	\$ 82,144,310	\$ 84,259,600

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005	2006	2007	2007	2008
	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Sewer Operations	\$ 209,174,038	\$ 160,456,321	\$ 197,826,787	\$ 190,215,548	\$ 231,577,967
Water Operations	154,246,324	119,603,727	137,672,681	134,087,662	146,972,563
Electricity Operations	66,067,254	67,000,443	83,028,453	82,960,413	84,469,530
Stormwater Management	51,902,533	33,374,058	39,400,782	38,935,544	37,828,907
TOTAL	\$ 481,390,149	\$ 380,434,549	\$ 457,928,703	\$ 446,199,167	\$ 500,848,967

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Public Utilities Director	FT	64	105	118	93
	PT	2	4	5	7
Sanitary Sewers	FT	448	430	462	522
	PT	10	10	16	16
Electricity	FT	108	86	99	99
	PT	6	8	10	10
Water	FT	495	305	339	553
	PT	30	30	28	28
Operational Support	FT	24	230	247	0
	PT	3	4	10	0
Storm Sewers	FT	34	13	23	23
	PT	1	2	2	2
TOTAL		<u>1,225</u>	<u>1,227</u>	<u>1,359</u>	<u>1,353</u>
*FT=Full-Time PT=Part-Time					

**2008 Operating Budget
Department of Public Utilities**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Utilities Administration	To provide administrative support services for the Department of Public Utilities.	\$4,436,213	\$8,134,058	\$16,174,556	\$10,246,073	71	118	118	93
Operational Support	To provide information support services for the Department of Public Utilities.	7,506,073	17,190,974	29,881,620	-	30	245	247	-
Water Supply	To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.	31,293,878	32,597,435	40,315,875	35,917,289	170	161	161	161
Customer Service	To support managers of the other division by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long term strategic planning.	16,517,892	-	-	18,644,157	174	-	-	201

**2008 Operating Budget
Department of Public Utilities**

Financial History by Program

Personnel by Program

Program	Mission	2005	2006	2007	2008	2005	2006	2007	2008
		Budget	Budget	Budget	Proposed	FTEs	FTEs	FTEs	FTEs
Water Administration	To provide administrative support services for the Division of Water.	46,923,256	61,640,116	55,341,394	66,337,915	13	18	18	15
Water Distribution	To ensure the residents of the Columbus Metropolitan Area have an uninterrupted distribution of safe, reliable water, and that the infrastructure of the utility is maintained.	17,522,471	20,613,200	22,417,202	22,544,735	157	160	160	176
Engineering and Maintenance	To ensure the integrity and maintenance of the existing sewer infrastructure and to expand this infrastructure to serve the Columbus Metropolitan Area without detriment to the community.	18,569,164	25,696,358	25,532,569	30,855,434	196	210	210	276
Wastewater Treatment	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.	36,700,629	39,137,489	43,904,912	47,146,116	298	237	237	238

**2008 Operating Budget
Department of Public Utilities**

Program	Mission	Financial History by Program				Personnel by Program			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Sewer Administration	To provide administrative support services for the Division of Sewers and Drains.	104,548,543	100,522,551	113,506,669	149,797,793	-	15	15	24
Stormwater Management	To provide effective stormwater collection services to the community within the corporate limits of Columbus.	23,449,999	27,403,907	28,652,241	35,099,855	36	39	23	23
Electricity Distribution	To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.	46,199,246	7,200,345	7,830,337	7,545,294	62	52	52	52
Street Lighting	To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.	2,726,887	2,242,442	2,677,031	3,056,805	28	20	20	20
Electricity Administration	To support the operations of the Division of Electricity.	14,935,760	55,535,486	71,694,297	73,657,501	56	27	27	27
		\$371,330,011	\$397,914,361	\$457,928,703	\$500,848,967	1,291	1,302	1,288	1,306

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

**2008 Operating Budget
Department of Public Utilities**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Water Supply	Percentage of hydrants out of service	1.0%	0.5%	0.6%	1.0%
	Average response time Fire Dept hydrants (days)	52	28.1	18.1	40.0
	Percentage of gallons lost to underground leaks	10.6%	5.60%	10.5%	11.0%
	Number of line, service & valve leaks repaired	1,699	1,430	968	1,680
	Average response time (days) for water quality complaints	1.8	1.9	1.7	2.5
Customer Service	Percentage of all customer phone calls answered within 30 seconds*	64%	57%	55%	45%**
	Average number of business days to respond to written correspondence*	2.3	2.3	2.2	3.0
	Average response time (days) for service orders	3.9	2.5	2.6	3.5
* 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.					
**Target is based on the number of vacancies					
Wastewater Collection	Percent of water-in-basement complaints that are the City's responsibility	27%	11%	24%	24%
	Number of dry weather sewer overflows (both sanitary and combined)	37	33	11	36

**2008 Operating Budget
Department of Public Utilities**

		<u>Performance History by Program</u>			
Program	Measure	2005	2006	2007 Mid-Year	2008 Target
Wastewater Treatment	Percentage of bio-solids composted	23%	25%	21%	25%
	Percentage of million gallons of wastewater bypassed from treatment plants	n/a	0.4%	0.9%	0%
Electricity Distribution	Number of electricity customers	13,891	13,750	13,708	14,000
	Average duration (minutes) per outage	67	37	37	30
	Percentage of freeway lights out (per ODOT inspections)	n/a	n/a	11%	10%
	Average number of days to respond to street light outages	13	13	11	14

Accounting and Organizational Structure

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

Accounting Structure

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

Governmental Funds

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

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

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

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

Proprietary Funds

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

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

Fiduciary Funds

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

Bases of Accounting

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

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

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

Organizational Structure

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

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

Organization

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

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

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

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

Principal Officials

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

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

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

General Fund Summary

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

Revenues, excluding the unencumbered balance and transfers from other funds, are projected at \$635.4 million, an increase of 3.6 percent over 2007 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary chart.

Income Tax

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

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

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

The income tax is the largest source of revenue for general fund operations. In 2008, income tax revenues are expected to grow by 3.75 percent, yielding \$406.1 million.

Property Tax

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

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

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 0.3 percent in 2008.

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 2008 projection for general fund hotel-motel tax receipts is \$4.0 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 \$3.5 million for 2008.

Shared Revenues

Local government fund (LGF) revenues represent portions of various State of Ohio taxes which are shared with local governments within the state. The local community funds, formerly known as the local government fund and the local government revenue assistance fund via the county are now combined as the local community funds from the State via the county. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at \$55.4 million in 2008; a slight increase of 0.88 percent from projected 2007 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 \$21.37 million in 2008, a 3.3 percent increase over 2007 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 \$48.14 million in 2008.

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

Investment Earnings

Investment earnings are deposited into the fund in which they were earned. The Treasury Investment Board, consisting of the City Treasurer, City Auditor, and the Finance and Management Director, is responsible for investing the city's liquid assets. In order to ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$27.5 million in 2008.

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 \$8.77 million in 2008, of which Cable TV permits are expected to be approximately \$7 million.

Other Revenue

The category includes \$5.3 million in lease rental payments from the Solid Waste Authority of Central Ohio, \$1 million of various unclaimed funds, \$1.6 million in refunds and \$328,000 in miscellaneous revenue.

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 2008 is \$1.45 million.

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2004-2008											
SOURCE	2004 ACTUAL	PERCENT CHANGE	2005 ACTUAL	PERCENT CHANGE	2006 ACTUAL	PERCENT CHANGE	2007 PROJECTED	PERCENT CHANGE	2008 PROJECTED	PERCENT CHANGE	2008 PERCENT OF TOTAL
Income Tax	\$ 340,388,166	3.37%	\$ 352,984,355	3.70%	\$ 376,365,049	6.62%	\$ 391,400,000	3.99%	\$ 406,100,000	3.76%	62.45%
Property Tax	45,135,532	1.20%	45,461,426	0.72%	51,048,472	12.29%	51,185,000	0.27%	51,336,000	0.30%	7.89%
Kilowatt Hour Tax	3,264,685		3,364,132	3.05%	3,334,596	-0.88%	3,435,000	3.01%	3,500,000	1.89%	0.54%
Hotel/Motel Tax	2,875,391	2.54%	3,204,310	11.44%	3,418,590	6.69%	3,750,000	9.69%	4,000,000	6.67%	0.62%
TOTAL TAXES	391,663,774	3.98%	405,014,223	3.41%	434,166,707	7.20%	449,770,000	3.59%	464,936,000	3.37%	71.50%
Local Government Fund	42,979,335	-0.22%	43,557,960	1.35%	43,995,413	1.00%	43,495,000	-1.14%	47,860,000	10.04%	7.36%
Revenue Assistance Fund	3,829,752	-0.01%	3,841,665	0.31%	3,840,772	-0.02%	3,840,000	-0.02%	-	-100.00%	0.00%
Estate Tax	8,031,455	-13.38%	8,941,328	11.33%	9,926,200	11.01%	6,500,000	-34.52%	6,500,000	0.00%	1.00%
Liquor Permit Fee, Other	1,084,048	9.25%	1,124,614	3.74%	1,145,859	1.89%	1,071,000	-6.53%	1,079,000	0.75%	0.17%
TOTAL SHARED REVENUE	55,924,590	-2.18%	57,465,567	2.76%	58,908,244	2.51%	54,906,000	-6.79%	55,439,000	0.97%	8.53%
License and Permit Fees	2,043,753	113.39%	1,882,351	-7.90%	8,473,898	350.18%	8,495,000	0.25%	8,765,000	3.18%	1.35%
Fines and Penalties	17,751,819	3.87%	20,543,981	15.73%	20,669,858	0.61%	21,425,000	3.65%	21,366,000	-0.28%	3.29%
Investment Earnings	5,490,636	-42.93%	10,200,767	85.78%	20,411,101	100.09%	31,300,000	53.35%	27,500,000	-12.14%	4.23%
Charges for Service	37,929,597	15.67%	39,603,856	4.41%	42,447,529	7.18%	45,911,000	8.16%	48,143,000	4.86%	7.40%
All Other	1,559,168	-1.53%	5,159,701	230.93%	2,326,655	-54.91%	1,803,000	-22.51%	8,257,000	357.96%	1.27%
TOTAL OTHER REVENUES	64,774,973	4.40%	77,390,656	19.48%	94,329,041	21.89%	108,934,000	15.48%	114,031,000	4.68%	17.54%
TOTAL ALL REVENUES	512,363,337	3.32%	539,870,446	5.37%	587,403,992	8.80%	613,610,000	4.46%	634,406,000	3.39%	97.56%
Encumbrance Cancellations	2,002,886	-22.86%	1,016,008	-49.27%	1,242,793	22.32%	6,430,246	417.40%	1,448,000	-77.48%	0.22%
Unencumbered Balance	8,958,279	-19.00%	21,678,390	141.99%	20,196,928	-6.83%	26,359,754	30.51%	14,446,000	-45.20%	2.22%
Fund Transfers	25,000,000	2.46%	13,000,000	-48.00%	13,630,895	4.85%	-	-100.00%	-	-	-
Other Misc. Transfers	6,293	-99.47%	-	-100.00%	-	-	-	-	-	-	-
Total Annual Resources	548,330,795	2.47%	575,564,844	4.97%	622,474,608	8.15%	646,400,000	3.84%	650,300,000	0.60%	100.00%
27th Pay Period Reserve Fund	12,802,237	6.22%	13,552,237	5.86%	15,402,237	13.65%	17,252,237	12.01%	2,000,000	-88.41%	-
Economic Stabilization Fund	53,567,921	191.58%	41,737,978	-22.08%	41,812,246	0.18%	43,812,246	4.78%	43,812,246	0.00%	-
TOTAL GENERAL FUND AVAILABLE RESOURCES	\$ 614,700,953	8.69%	\$ 630,855,059	2.63%	\$ 679,689,091	7.74%	\$ 707,464,483	4.09%	\$ 696,112,246	-1.60%	

Expenditures and Personnel

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

General Fund Summary

GENERAL FUND 2008 PROPOSED BUDGET SUMMARY BY CHARACTER							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 2,958,270	\$ 42,000	\$ 901,164	\$ -	\$ -	\$ -	\$ 3,901,434
City Auditor							
City Auditor	2,414,611	34,100	626,547	-	-	-	3,075,258
Income Tax	6,123,271	64,500	1,079,220	-	-	-	7,266,991
Total	8,537,882	98,600	1,705,767	-	-	-	10,342,249
City Treasurer							
City Treasurer	843,000	5,000	45,140	-	-	-	893,140
City Attorney							
City Attorney	9,805,534	146,750	418,245	-	-	-	10,370,529
Real Estate	390,405	-	-	-	-	-	390,405
Total	10,195,939	146,750	418,245	-	-	-	10,760,934
Municipal Court Judges	12,821,821	119,750	1,042,864	-	-	-	13,984,435
Municipal Court Clerk	9,121,128	150,050	814,138	-	-	-	10,085,316
Civil Service	2,970,147	56,394	355,019	-	-	-	3,381,560
Public Safety							
Administration	1,226,560	6,367	9,330,133	-	-	-	10,563,060
Support Services	4,462,526	589,386	794,972	1,000	-	-	5,847,884
Police	233,469,190	4,382,480	13,687,567	225,000	-	1,653,357	253,417,594
Fire	177,954,061	3,933,387	9,005,401	22,500	-	283,020	191,198,369
Total	417,112,337	8,911,620	32,818,073	248,500	-	1,936,377	461,026,907
Mayor's Office							
Mayor	1,979,002	11,842	94,680	-	-	-	2,085,524
Community Relations	703,960	6,194	150,086	-	-	-	860,240
Equal Business Opportunity	724,293	5,430	20,966	-	-	-	750,689
Office of Education	582,129	2,150	396,556	250	-	-	981,085
Total	3,989,384	25,616	662,288	250	-	-	4,677,538
Development							
Administration	2,449,661	54,187	598,576	663,283	-	-	3,765,707
Econ. Development	340,973	78,375	538,201	2,870,574	-	-	3,828,123
Planning	1,151,834	15,734	77,227	-	-	-	1,244,795
Neighborhood Services	6,230,760	76,428	2,729,139	10,000	-	21,800	9,068,127
Housing	388,125	2,000	2,930,314	-	-	-	3,320,439
Total	10,561,353	226,724	6,873,457	3,543,857	-	21,800	21,227,191
Finance and Management							
Finance Administration	2,116,668	15,250	119,215	-	-	-	2,251,133
Financial Management	2,618,698	31,075	1,487,793	-	-	-	4,137,566
Facilities Management	4,966,842	478,543	9,548,286	15,750	-	491,702	15,501,123
Finance City-wide	-	-	-	-	-	1,570,000	1,570,000
Citywide Technology Billings	-	-	13,122,473	-	-	-	13,122,473
Total	9,702,208	524,868	24,277,767	15,750	-	2,061,702	36,582,295
Human Resources	1,421,981	30,257	201,063	-	-	-	1,653,301
Health	-	-	-	-	-	19,303,319	19,303,319
Recreation and Parks	-	-	-	-	-	25,697,587	25,697,587
Public Service							
Administration	2,238,448	4,788	20,192	-	-	-	2,263,428
Refuse Collection	11,168,623	146,603	9,754,518	102,000	-	-	21,171,744
Parking Violations	2,559,678	25,205	743,239	19,500	-	-	3,347,622
Total	15,966,749	176,596	10,517,949	121,500	-	-	26,782,794
Total General Fund	\$ 506,202,199	\$ 10,514,225	\$ 80,632,934	\$ 3,929,857	\$ -	\$ 49,020,785	\$ 650,300,000
Jobs Growth Fund							
Education	-	-	600,000	-	-	-	600,000
Total General-Related Funds	\$ 506,202,199	\$ 10,514,225	\$ 81,232,934	\$ 3,929,857	\$ -	\$ 49,020,785	\$ 650,900,000

General Fund Summary

EXPENDITURE AND BUDGET SUMMARY GENERAL FUND				
	2005 ACTUAL	2006 ACTUAL	2007 PROJECTED	2008 PROPOSED
City Council	\$ 4,292,000	\$ 4,398,148	\$ 3,767,988	\$ 3,901,434
City Auditor				
City Auditor	4,030,136	4,211,433	4,004,093	3,075,258
Income Tax	6,532,497	6,959,481	7,887,439	7,266,991
Total	10,562,633	11,170,914	11,891,532	10,342,249
City Treasurer	877,134	879,184	920,450	893,140
City Attorney				
City Attorney	9,073,240	9,710,450	10,373,346	10,370,529
Real Estate	332,859	344,297	358,260	390,405
Total	9,406,099	10,054,747	10,731,606	10,760,934
Municipal Court Judges	11,879,067	12,610,066	13,203,730	13,984,435
Municipal Court Clerk	8,794,347	9,527,255	9,875,532	10,085,316
Civil Service	2,705,648	2,952,162	3,458,696	3,381,560
Public Safety				
Administration	12,365,115	12,174,782	2,248,010	10,563,060
Support Services	429,890	5,519,251	6,292,926	5,847,884
Police	214,392,500	229,654,807	243,106,275	253,417,594
Fire	163,572,961	171,392,377	184,270,549	191,198,369
Total	390,760,466	418,741,217	435,917,760	461,026,907
Mayor's Office				
Mayor	1,982,447	2,209,683	2,261,875	2,085,524
Community Relations	815,671	881,645	1,057,650	860,240
Equal Business Opportunity	899,290	962,940	977,088	750,689
Office of Education	673,823	800,422	1,669,420	981,085
Total	4,371,231	4,854,690	5,966,033	4,677,538
Development				
Administration	2,517,930	3,367,357	4,356,980	3,765,707
Economic Development	2,783,933	3,026,108	3,949,681	3,828,123
Planning	826,267	1,038,117	1,651,179	1,244,795
Neighborhood Services	9,335,456	10,103,546	11,116,418	9,068,127
Housing	2,293,092	2,599,592	3,278,797	3,320,439
Total	17,756,677	20,134,720	24,353,055	21,227,191
Finance and Management				
Finance Administration	2,034,887	2,740,199	2,795,996	2,251,133
Financial Management	1,272,233	1,440,965	4,005,041	4,137,566
Facilities Management	12,814,294	14,313,321	15,759,800	15,501,123
Finance City-wide	3,933,270	4,679,480	3,790,000	1,570,000
Citywide Technology Billings	-	-	-	13,122,473
Fleet Management GF	2,702,495	275,230	3,491,392	-
Total	22,757,180	23,449,195	29,842,229	36,582,295
Human Resources	1,682,760	1,952,392	2,205,526	1,653,301
Technology				
Telecommunications	397,637	-	-	-
Total	397,637	-	-	-
Health	18,313,429	20,093,916	20,689,532	19,303,319
Recreation and Parks	24,684,754	25,438,910	28,038,283	25,697,587
Public Service				
Administration	1,181,772	2,242,312	2,561,937	2,263,428
Refuse Collection	21,978,257	23,897,762	25,436,199	21,171,744
Parking Violations	2,952,693	3,303,745	3,094,101	3,347,622
Total	26,112,722	29,443,819	31,092,237	26,782,794
Total General Fund	\$ 555,353,784	\$ 595,701,335	\$ 631,954,189	\$ 650,300,000
Safety Initiatives Fund	-	1,102,230	1,317,000	-
Jobs Growth Fund	813,333	1,433,565	684,000	600,000
Safety Staffing Contingency Fund	-	-	1,000,000	-
Total General-Related Funds	\$ 556,167,117	\$ 598,237,130	\$ 634,955,189	\$ 650,900,000

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

General Fund Summary

ADJUSTED* EXPENDITURE AND BUDGET SUMMARY GENERAL FUND WITH DoT COSTS					
	2005 ACTUAL	2006 ACTUAL	2007 PROJECTED	2008 PROPOSED	2008 WITH DoT
City Council	\$ 4,292,000	\$ 4,398,148	\$ 3,767,988	\$ 3,901,434	\$ 4,101,027
City Auditor					
City Auditor	4,030,136	4,211,433	4,004,093	3,075,258	4,038,634
Income Tax	6,532,497	6,959,481	7,887,439	7,266,991	8,364,420
Total	<u>10,562,633</u>	<u>11,170,914</u>	<u>11,891,532</u>	<u>10,342,249</u>	<u>12,403,054</u>
City Treasurer	877,134	879,184	920,450	893,140	985,078
City Attorney					
City Attorney	9,073,240	9,710,450	10,373,346	10,370,529	10,603,719
Real Estate	332,859	344,297	358,260	390,405	390,405
Total	<u>9,406,099</u>	<u>10,054,747</u>	<u>10,731,606</u>	<u>10,760,934</u>	<u>10,994,124</u>
Municipal Court Judges	11,879,067	12,610,066	13,203,730	13,984,435	13,984,435
Municipal Court Clerk	8,794,347	9,527,255	9,875,532	10,085,316	10,085,316
Civil Service	2,705,648	2,952,162	3,458,696	3,381,560	3,651,380
Public Safety					
Administration	12,365,115	12,174,782	2,248,010	10,563,060	10,729,708
Support Services	429,890	5,519,251	6,292,926	5,847,884	6,380,973
Police	214,392,500	229,654,807	243,106,275	253,417,594	255,037,780
Fire	163,572,961	171,392,377	184,270,549	191,198,369	192,795,903
Total	<u>390,760,466</u>	<u>418,741,217</u>	<u>435,917,760</u>	<u>461,026,907</u>	<u>464,944,364</u>
Mayor's Office					
Mayor	1,982,447	2,209,683	2,261,875	2,085,524	2,271,480
Community Relations	815,671	881,645	1,057,650	860,240	981,606
Equal Business Opportunity	899,290	962,940	977,088	750,689	961,758
Office of Education	673,823	800,422	1,669,420	981,085	1,131,306
Total	<u>4,371,231</u>	<u>4,854,690</u>	<u>5,966,033</u>	<u>4,677,538</u>	<u>5,346,150</u>
Development					
Administration	2,517,930	3,367,357	4,356,980	3,765,707	4,644,587
Economic Development	2,783,933	3,026,108	3,949,681	3,828,123	3,913,395
Planning	826,267	1,038,117	1,651,179	1,244,795	1,353,193
Neighborhood Services	9,335,456	10,103,546	11,116,418	9,068,127	9,363,803
Housing	2,293,092	2,599,592	3,278,797	3,320,439	3,434,806
Total	<u>17,756,677</u>	<u>20,134,720</u>	<u>24,353,055</u>	<u>21,227,191</u>	<u>22,709,784</u>
Finance and Management					
Finance Administration	2,034,887	2,740,199	2,795,996	2,251,133	2,251,133
Financial Management	1,272,233	1,440,965	4,005,041	4,137,566	4,536,661
Facilities Management	12,814,294	14,313,321	15,759,800	15,501,123	15,563,640
Finance City-wide	3,933,270	4,679,480	3,790,000	1,570,000	1,570,000
Citywide Technology Billings	-	-	-	13,122,473	-
Fleet Management GF	2,702,495	275,230	3,491,392	-	-
Total	<u>22,757,180</u>	<u>23,449,195</u>	<u>29,842,229</u>	<u>36,582,295</u>	<u>23,921,434</u>
Human Resources	1,682,760	1,952,392	2,205,526	1,653,301	1,906,080
Technology					
Telecommunications	397,637	-	-	-	-
Total	<u>397,637</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Health	18,313,429	20,093,916	20,689,532	19,303,319	21,109,424
Recreation and Parks	24,684,754	25,438,910	28,038,283	25,697,587	26,610,737
Public Service					
Administration	1,181,772	2,242,312	2,561,937	2,263,428	2,458,477
Refuse Collection	21,978,257	23,897,762	25,436,199	21,171,744	21,668,684
Parking Violations	2,952,693	3,303,745	3,094,101	3,347,622	3,420,452
Total	<u>26,112,722</u>	<u>29,443,819</u>	<u>31,092,237</u>	<u>26,782,794</u>	<u>27,547,613</u>
Total General Fund	\$ 555,353,784	\$ 595,701,335	\$ 631,954,189	\$ 650,300,000	\$ 650,300,000
Safety Initiatives Fund	-	1,102,230	1,317,000	-	-
Jobs Growth Fund	813,333	1,433,565	684,000	600,000	600,000
Safety Staffing Contingency Fund	-	-	1,000,000	-	-
Total General-Related Funds	\$ 556,167,117	\$ 598,237,130	\$ 634,955,189	\$ 650,900,000	\$ 650,900,000

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

General Fund Summary

GENERAL FUND PERSONNEL SUMMARY				
	2005	2006	2007	2008
	Actual	Actual	Budgeted	Budgeted
City Council	33	31	38	38
City Auditor				
City Auditor	24	25	34	34
Income Tax	75	77	82	82
Total	99	102	116	116
City Treasurer	10	9	12	12
City Attorney				
City Attorney	103	104	119	119
Real Estate	7	6	7	7
Total	110	110	126	126
Municipal Court Judges	173	178	181	184
Municipal Court Clerk	153	146	172	172
Civil Service	30	33	35	33
Public Safety				
Administration	8	10	10	10
Support Services	6	55	56	56
Police- Non Uniformed	329	342	360	368
Police- Uniformed	1,860	1,873	1,874	1,927
Fire- Non Uniformed	43	46	48	51
Fire- Uniformed	1,532	1,540	1,540	1,550
Total	3,778	3,866	3,888	3,962
Mayor's Office				
Mayor	19	19	22	19
Community Relations	8	8	8	7
Equal Business Opportunity	11	11	10	9
Office of Education	4	4	7	6
Total	42	42	47	41
Development				
Administration	20	20	30	24
Economic Development	1	1	5	3
Neighborhood Services	81	81	83	79
Planning	7	7	15	13
Housing	4	4	6	6
Total	113	113	139	125
Finance and Management				
Administration	31	34	23	24
Financial Management	13	11	30	27
Facilities Management	79	80	81	77
Total	123	125	134	128
Human Resources	16	16	15	13
Technology				
Telecommunications	5	-	-	-
Total	5	-	-	-
Public Service				
Administration	15	38	32	30
Refuse Collection	217	206	212	170
Parking Violations	35	35	38	37
Total	267	279	282	237
Total General Fund	4,952	5,050	5,185	5,187

Notes:

2005 and 2006 are year-end actuals

2007 and 2008 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, 2007

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

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

Available Resources for the City of Columbus General Operating Fund for calendar year 2008 are estimated to be

\$650,300,000.

Included in the above amount is a December 31, 2007 carry over amount estimated at \$14,445,812. It should be noted the actual amount carried over from 2006 into 2007 was \$26,359,753.

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>Job Growth Fund</u>	<u>Public Safety Initiative Fund</u>
	(in millions)			
2007, estimated	\$ 44.200	17.252	.641	.275

*The Anticipated Expenditure Fund is reserved for accumulated payroll costs to be paid in 2008.

This information is intended to assist you in your 2008 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 2008

Taxes:		
Income tax (Note 1)	\$ 406,100,000	
Property tax (Note 2)	51,336,000	
Kilo Watt Hour tax equivalent (Note 3)	3,500,000	
Hotel-Motel Tax (Note 4)	<u>4,000,000</u>	
		464,936,000
Shared revenues:		
Local community funds via County (Note 5)	40,240,000	
Local government funds via State (Note 5)	7,620,000	
Estate tax	6,500,000	
Liquor permit fees and other	<u>1,079,000</u>	
		55,439,000
Investment earnings (Note 6)		27,500,000
Charges for services		
Administrative charges to non-general fund divisions (Note 7)	23,060,000	
Parking meters, lots and permits	3,300,000	
Fire division including EMS fees (Note 8)	11,740,000	
Police division (Note 9)	6,700,000	
All other charges for services (Note 10)	<u>3,343,000</u>	
		48,143,000
Fines, forfeitures, and penalties:		
Municipal court (Note 11)	15,966,000	
Parking violations bureau (Note 11)	<u>5,400,000</u>	
		21,366,000
Licenses and permit fees:		
Safety and others (Note 12)		8,765,000
All other receipts (Note 13)		8,257,000
		<u>634,406,000</u>
Total estimated current revenues for calendar year 2008		634,406,000
Estimated unencumbered fund balance at December 31, 2007 (Note 14)		14,445,812
Estimated prior years' encumbrance cancellations		<u>1,448,188</u>
Total estimated available resources for calendar year 2008		<u>\$ 650,300,000</u>

City of Columbus
 General Fund
 Estimate of Available Resources
 For Calendar Year 2008
 (continued)

Note 1 Income tax collections for 2008, after providing for refunds to taxpayers, are estimated at \$541.475 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 \$406.100 million, will be deposited to the City's General Fund.

Note 2 The City's share of taxes collected in 2008 attributable to real, personal, and public utility properties is estimated at \$51.336 million, net of an estimated \$1.2 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as "rollbacks", are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.

Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City's Division of Electricity. Known as the kilo watt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City's General Fund. The equivalency of the tax; since the tax is not actually levied; is transferred from the City's Electricity enterprise to the General Fund; estimated at \$3.500 million in 2008.

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%	\$ 4,000,000
Experience Columbus	1.50	29.41	4,790,000
Cultural services for community enrichment	1.50	29.41	4,790,000
Emergency Human Services Fund of the City	.42	8.24	1,345,000
Columbus/Franklin County Affordable Housing Trust Corporation	<u>.43</u>	<u>8.43</u>	<u>1,375,000</u>
Total	<u>5.10%</u>	<u>100.00%</u>	<u>\$ 16,300,000</u>

Experience Columbus, formerly the Greater Columbus Convention and Visitors Bureau, has annually sought and received 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. The Local Community funds, formerly known as the Local Government funds and Local Government Revenue Assistance funds via the County are now combined as the Local Community funds from the State via the County. It is estimated that these shared taxes will provide \$40.240 million. Approximately \$7.620 million will be received by the City directly from the state.

Note 6 Investment earnings are initially deposited to the treasury investment-earnings fund. Pursuant to various ordinances and resolutions of Council, portions of these earnings are then allocated to the City's water, sewer, electricity and certain other funds. After such allocations, \$27.500 million is estimated to remain available for the General Fund.

City of Columbus
 General Fund
 Estimate of Available Resources
 For Calendar Year 2008
 (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 \$23.060 million.
- Note 8 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$9.0 million for 2008. Also included and estimated at \$1.555 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$1.1 million and other miscellaneous charges of \$85,000.
- 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 \$6.7 million.
- Note 10 All other charges for services in the total amount of \$3.343 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.0 million), City Auditor (\$325,000), Communications (\$460,000), City Sealer (\$350,000), and miscellaneous other charges (\$1.208 million).
- Note 11 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$15.966 million. The City's Parking Violations Bureau will collect approximately \$5.4 million in parking ticket fines.
- Note 12 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$1.715 million. Cable TV permits will produce approximately \$7.050 million.
- Note 13 All other receipts amounting to \$8.257 million include \$5.3 million lease rental payments from the Solid Waste Authority of Central Ohio; \$1.000 million of various unclaimed funds; \$1.629 million of various refunds received and \$328,000 of miscellaneous revenue.
- Note 14 The estimated unencumbered fund balance at December 31, 2007 is determined as follows:

Estimated available resources for 2007 as of November 1, 2007	\$	646,400,000
Less: 2007 Expenditures estimated by the Department of Finance		631,954,188
Estimated unencumbered fund balance at December 31, 2007	\$	14,445,812

Hugh J. Dorrian
 City Auditor
 November 1, 2007

Community Development Block Grant Operating Fund

2008 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 2006 and 2007 were \$3,098,261 and \$4,896,732, respectively; the 2008 beginning year cash balance is projected to be \$2,233,548. The bulk of the carryover funds is contained within the restricted revolving loan fund.

The following table reflects the 2008 fund balance assumptions:

2008 CDBG FUND BALANCE SUMMARY		
Projected Unencumbered Cash Balance (January 1, 2008)	\$	2,040,303
Plus Reserve for 27th Pay Period		193,245
Plus Estimated 2008 Receipts		9,435,274
Total Estimated Available Resources		11,668,822
Less 2008 Recommended Operating Budget		(11,412,356)
Projected Available Balance (December 31, 2008)	\$	256,466

2008 Revenues

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 56.6 percent of all CDBG revenue in 2008. Entitlement allocations vary by congressional legislative action and have trended downward in recent years: -8.25 percent in 2003, -2.67 percent in 2004, -5.4 percent in 2005, -10.25 percent in 2006 and -.45 percent in 2007. As this document is being printed, Congress has not yet enacted the HUD spending bill for FY2008. The city is projecting level funding for 2008.

Economic development loan repayments account for 8.6 percent of CDBG resources for 2008. Individual large loan payoffs have trended revenues upward in past years; however, the trend appears to be in abeyance.

Housing loan repayments are expected to be 11.8 percent of CDBG resources in 2008. Housing revenues are trending downward, the result of more grants and deferred loans being issued in recent years in lieu of amortized loans.

Miscellaneous revenues include interest earnings on revolving loan funds (which must be remitted to HUD) and program income from activities such as the school's out

program, loan repayments from the discontinued roof repair program, and environmental blight activities. Miscellaneous revenues are expected to account for 3.8 percent of CDBG resources in 2008.

Carryover and reprogrammed funds from prior years will provide 19.2 percent of the 2008 available funding.

The following table summarizes CDBG revenues by type and year:

CDBG REVENUE BY SOURCE AND YEAR				
	2005	2006	2007	2008
REVENUE SUMMARY	Actual	Actual	Estimated	Proposed
Entitlement	\$ 7,397,066	\$ 6,638,811	\$ 6,609,044	\$ 6,609,044
Economic Development Repayments	1,406,862	1,873,018	1,164,464	1,000,000
Housing Loan Repayments	1,329,887	1,479,289	1,011,512	1,378,420
Miscellaneous Receipts	872,451	467,312	438,750	447,810
Carryover, Reprogrammed funds	2,723,801	3,098,262	4,896,732	2,233,548
TOTAL RESOURCES	\$ 13,730,067	\$ 13,556,692	\$ 14,120,502	\$ 11,668,822
PERCENT CHANGE	-2.4%	-1.3%	4.2%	-17.4%

2008 Proposed Operating Budget

In 2008, 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 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 11 activities totaling \$4,605,369, or 40.4 percent of the 2008 CDBG budget.

Neighborhood and Target Area Revitalization

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

Notable activities are the code enforcement program which is responsible for property inspections and is a major participant in the neighborhood pride initiative; the environmental nuisance program, which abates weeds and solid waste within the community development service area; the land reutilization program, which allows the city to designate and acquire certain tax delinquent properties for redevelopment; and the 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 6 activities totaling \$1,903,661, or 16.7 percent of the 2008 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 \$2,791,052, or 24.5 percent of the 2008 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 \$945,906, or 8.3 percent of the 2008 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 \$1,001,368, or 8.7 percent of the 2008 CDBG budget. Interest earnings payable to HUD are also included in the 2008 budget for \$165,000.

The following table summarizes the 2008 community development block grant fund recommended appropriation levels:

2008 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.	\$ 264,771	\$ -	\$ 141,229	\$ -	\$ 406,000
Development - Admin.	747,709	3,000	3,750	-	754,459
Economic Development	796,085	4,750	1,990,217	-	2,791,052
Neighborhood Services	1,281,121	2,000	275,879	-	1,559,000
Planning	103,371	400	600	-	104,371
Housing	2,093,072	26,450	1,122,849	1,008,241	4,250,612
Finance & Management	543,662	3,250	233,950	165,000	945,862
Public Health	350,078	-	5,922	-	356,000
Recreation and Parks	210,308	1,286	32,841	565	245,000
TOTAL	\$ 6,390,177	\$ 41,136	\$ 3,807,237	\$ 1,173,806	\$ 11,412,356

Special Revenue Funds

Municipal Court Computer System Procurement and Maintenance Fund

2008 Cash Balance Statement

The municipal court computer fund is projected to begin 2008 with an unencumbered cash balance of \$1,145,577. 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 2008 is \$516,375; revenue for the Clerk of Courts is \$1,721,250.

2008 MUNICIPAL COURT COMPUTER FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ 1,145,577
Plus Estimated 2008 Receipts	2,237,625
Plus Estimated Encumbrance Cancellations	<u>25,000</u>
Total Estimated Available Resources	\$ 3,408,202
Less 2008 Recommended Operating Budget	(2,443,037)
Projected Available Balance (December 31, 2008)	<u><u>\$ 965,165</u></u>

Street Construction Maintenance and Repair Fund

2008 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund is projected to end 2008 with a fund balance of \$67,544. Revenue for the SCMR fund is expected to increase \$2.2 million over 2007. In 2008, the storm water fund will reimburse the SCMR fund for the \$1.6 million cost of the snow and ice removal program. Capital reimbursements will account for another \$700,000 of the increase which is partially offset by a decline in charges for service. In 2008, 42 Refuse Division employees previously charged to the general fund will be funded in the SCMR fund. Fleet charges of \$1.4 million associated with the drivers will also be funded out of the SCMR fund.

2008 STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ 5,565,531
Plus Estimated 2008 Receipts	45,512,696
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	<u>\$ 51,178,227</u>
Less 2008 Recommended Operating Budget	(51,110,683)
Projected Available Balance (December 31, 2008)	<u><u>\$ 67,544</u></u>

2008 Revenue Summary

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2005 - 2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Charges for Services	\$ 820,838	\$ 442,802	\$ 672,229	\$ 377,696
Motor Vehicle Fuel Tax	20,249,785	23,585,418	24,015,785	23,823,228
Motor Vehicle License Tax	7,679,102	7,836,055	7,873,507	8,218,465
Traffic Signal Installation	2,242,233	2,000,306	2,000,000	2,000,000
Traffic Lane Lining	767,379	807,858	900,000	735,000
Right of Way	860,613	821,290	855,000	829,503
Refunds/ Damages/Sale of Assets	151,696	173,766	168,391	164,746
Street Cleaning	3,559,990	2,820,860	3,883,100	5,622,874
Miscellaneous Revenues	838,220	1,185,236	1,242,353	1,264,948
Capital Reimbursement	1,167,492	288,907	1,742,808	2,476,236
Encumbrance Cancellations	143,679	65,738	100,000	100,000
Unencumbered Cash Balance	2,093,301	3,909,923	5,351,053	5,565,531
TOTAL RESOURCES	\$ 40,574,328	\$ 43,938,159	\$ 48,804,226	\$ 51,178,227
PERCENT CHANGE		8.29%	11.07%	4.86%

Revenue Notes:

- Motor vehicle fuel tax revenues will decline slightly in 2008.
- Right-of-way permit fees are estimated at \$829,503 in 2008.
- Traffic signal installation revenues are estimated at \$2,000,000.
- Traffic lane lining revenues are estimated to be \$735,000 in 2008.
- Motor vehicle license tax revenues will grow by 4.4 percent.
- Capital reimbursements are estimated at \$2,476,236 in 2008.
- Reimbursements from the storm water fund will total \$5,622,874.

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 2008 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues is at 0.35 percent and motor vehicle license tax revenue growth is projected at 0.6 percent per year.
- 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 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 negative in all years after 2008.

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND												
PRO FORMA OPERATING STATEMENT												
REVENUE	Actual 2006	Estimated 2007	Proposed 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Motor Vehicle Fuel Tax	\$ 23,585,418	\$ 24,015,785	\$ 23,823,228	\$ 23,905,666	\$ 23,988,420	\$ 24,071,493	\$ 24,154,885	\$ 24,238,598	\$ 24,322,633	\$ 24,406,992	\$ 24,491,675	\$ 24,576,685
Charges for Services	442,802	672,229	377,696	387,467	397,493	407,779	418,332	429,161	440,271	451,670	463,367	475,367
Motor Vehicle License Tax	7,836,055	7,873,507	8,218,465	8,267,870	8,317,608	8,367,681	8,418,092	8,468,844	8,519,940	8,571,381	8,623,172	8,675,314
Traffic Signal Installation	2,000,306	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	807,858	900,000	735,000	745,290	755,724	766,304	777,032	787,911	798,942	810,127	821,469	832,969
Right of Way Permit Fees	821,290	855,000	829,503	854,388	880,020	906,420	933,613	961,621	990,470	1,020,184	1,050,790	1,082,313
Refunds/Damages/Sale of Assets	173,766	168,391	164,746	169,586	174,572	179,707	184,996	190,444	196,056	201,835	207,788	213,920
Miscellaneous Revenues	1,185,236	1,242,353	1,264,948	1,255,516	1,280,780	1,306,760	1,333,475	1,360,948	1,389,200	1,418,254	1,448,133	1,478,860
Capital Reimbursement	288,907	1,742,808	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236	2,476,236
Street Cleaning Revenue	2,820,860	3,883,100	5,622,874	5,791,560	5,965,307	6,144,266	6,328,594	6,518,452	6,714,006	6,915,426	7,122,889	7,336,575
TOTAL REVENUE	39,962,498	43,353,173	45,512,696	45,881,580	46,292,551	46,711,827	47,139,631	47,576,191	48,021,744	48,476,532	48,940,806	49,414,823
Beginning Fund Balance	3,909,923	5,351,053	5,565,531	67,544	(5,904,252)	(13,330,692)	(22,323,149)	(33,004,030)	(45,508,029)	(59,983,521)	(76,594,130)	(95,520,480)
Encumbrance Cancellations	65,738	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL RESOURCES	43,938,159	48,804,226	51,178,227	46,049,124	40,488,299	33,481,135	24,916,482	14,672,160	2,613,715	(11,406,989)	(27,553,324)	(46,005,657)
OPERATING EXPENSES												
Personnel Services	18,984,959	20,983,712	27,623,121	28,451,815	29,305,369	30,184,530	31,090,066	32,022,768	32,983,451	33,972,955	34,992,143	36,041,908
Health Insurance	3,189,539	3,597,953	5,282,041	5,915,886	6,625,792	7,420,887	8,311,394	9,308,761	10,425,812	11,676,910	13,078,139	14,647,516
Director's Office Charges	1,943,579	2,057,651	-	-	-	-	-	-	-	-	-	-
27th Pay Period	-	-	986,630	-	-	-	-	-	-	-	-	-
Supplies & Materials	726,564	547,229	523,638	539,347	555,528	572,193	589,359	607,040	625,251	644,009	663,329	683,229
Contractual Services	1,109,269	1,444,189	1,553,518	1,600,124	1,648,127	1,697,571	1,748,498	1,800,953	1,854,982	1,910,631	1,967,950	2,026,989
Pro Rata	1,807,451	1,960,081	1,973,284	2,064,671	2,083,165	2,102,032	2,121,283	2,140,929	2,160,978	2,181,444	2,202,336	2,223,667
Technology	909,344	1,056,026	1,401,315	1,401,315	1,401,315	1,401,315	1,401,315	1,401,315	1,401,315	1,401,315	1,401,315	1,401,315
Fleet	3,056,299	3,324,876	4,830,824	4,975,749	5,125,021	5,278,772	5,437,135	5,600,249	5,768,256	5,941,304	6,119,543	6,303,130
Street Lighting	3,253,018	3,883,100	3,960,762	3,960,762	3,960,762	3,960,762	3,960,762	3,960,762	3,960,762	3,960,762	3,960,762	3,960,762
Landscape Services	1,940,000	1,980,000	2,019,600	2,080,188	2,142,594	2,206,871	2,273,078	2,341,270	2,411,508	2,483,853	2,558,369	2,635,120
311 Operations	255,638	241,403	252,350	259,921	267,718	275,750	284,022	292,543	301,319	310,359	319,669	329,260
Equipment	208,878	694,339	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000
Claims	227,883	89,100	83,600	83,600	83,600	83,600	83,600	83,600	83,600	83,600	83,600	83,600
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
Refuse Expenditures	974,685	1,379,036	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	38,587,106	43,238,695	51,110,683	51,953,377	53,818,991	55,804,284	57,920,512	60,180,189	62,597,235	65,187,141	67,967,156	70,956,494
Ending Fund Balance	\$ 5,351,053	\$ 5,565,531	\$ 67,544	\$ (5,904,252)	\$ (13,330,692)	\$ (22,323,149)	\$ (33,004,030)	\$ (45,508,029)	\$ (59,983,521)	\$ (76,594,130)	\$ (95,520,480)	\$ (116,962,151)

Health Special Revenue Fund

2008 Cash Balance Statement

The health special revenue fund is projected to begin the year with a cash balance of \$78,544. 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.

2008 HEALTH SPECIAL REVENUE FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2008)	\$	78,544
Plus Estimated 2008 Receipts		5,946,225
Plus General Fund Transfer		19,303,319
Plus Estimated Encumbrance Cancellations		100,000
Total Estimated Available Resources	\$	25,428,088
Less 2008 Recommended Operating Budget		(25,549,544)
Projected Available Balance (December 31, 2008)	\$	(121,456)

2008 Revenue Summary

HEALTH SPECIAL REVENUE				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
General Fund Transfer	\$ 18,313,429	\$ 20,093,916	\$ 20,689,532	\$ 19,303,319
Weed Mowing Assessments	-	-	-	-
Licenses and Permit Fees	1,989,623	2,087,883	2,208,781	2,364,083
Rental Of Real Estate	12,101	3,510	-	-
Health Inspections	8,340	8,310	8,600	9,500
Vital Statistics	1,153,794	1,310,659	1,342,089	1,360,500
Employee Assist. Program	321,334	353,161	378,800	395,000
Franklin Co. T.B. Clinic	-	-	-	-
CNHC Medical exams	-	-	-	-
Occupational Health & Safety	291,801	211,429	220,000	275,000
Miscellaneous Charges for Services	1,259,180	1,678,324	1,372,160	1,382,142
Miscellaneous Revenues and Refunds	15,926	171,569	11,290	100,000
Home Health Visits	86,329	75,805	60,000	60,000
Encumbrance Cancellations	343,133	377,320	700,000	100,000
Unencumbered Cash Balance	720,600	821,664	1,106,348	78,544
TOTAL RESOURCES	\$ 24,515,590	\$ 27,193,550	\$ 28,097,600	\$ 25,428,088
PERCENT CHANGE		10.92%	3.32%	-9.50%

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 \$19,303,319, representing 76 percent of Health's operating revenues, will decrease by 6.7 percent in 2008. Unlike in preceding years, the 2008 general fund subsidy figure does not include technology expenditures, which are budgeted in Finance and Management.
- Other revenues include license and permit fees, charges for services, birth and death certificate fees and various program fees. Revenues, not including the general fund subsidy, unencumbered balance or encumbrance cancellations, are projected to increase by 6.1 percent.
- In 2008, total revenues, excluding the prior year unencumbered cash balance and estimated encumbrance cancellations, are projected to be \$25,249,544.

Recreation and Parks Operation and Extension Fund

2008 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.

2008 RECREATION AND PARKS OPERATION AND EXTENSION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ (146,879)
Plus Estimated 2008 Receipts	6,091,537
Plus General Fund Transfer	25,697,587
Plus Estimated Encumbrance Cancellations	<u>260,000</u>
Total Estimated Available Resources	\$ 31,902,245
Less 2008 Recommended Operating Budget	(32,049,124)
Projected Available Balance (December 31, 2008)	<u>\$ (146,879)</u>

2008 Revenue Summary

RECREATION AND PARKS OPERATION AND EXTENSION FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Adult Sports	\$ 792,138	\$ 780,920	\$ 850,150	\$ 872,600
Aquatics	87,567	88,966	88,391	90,800
Recreation Centers	630,218	760,653	735,118	775,427
Senior Citizen Centers	80,688	72,616	66,064	67,100
Other	2,748,063	3,245,202	2,957,937	2,765,600
Permits	636,805	765,817	824,637	861,000
Boat Docks and Stakes	174,845	170,630	178,450	187,010
CIP Reimbursement	-	431,494	360,000	425,000
Rent	35,132	36,408	35,000	35,000
Refunds	13,021	25,420	139,852	12,000
General Fund Transfer	24,663,754	25,438,910	28,018,283	25,697,587
Other Funds Transfer In	-	-	-	-
Encumbrance Cancellations	236,951	269,308	257,000	260,000
Unencumbered Cash Balance	(238,865)	297,140	(12,512)	(146,879)
TOTAL RESOURCES	\$ 29,860,317	\$ 32,383,484	\$ 34,498,370	\$ 31,902,245
PERCENT CHANGE		8.45%	6.53%	-7.53%

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 2008 is \$25.7 million, which is 8.3 percent lower than the 2007 amount. Reductions were taken in recreation, park maintenance and building maintenance part-time staff hours, as well as some vacant positions. For the general fund subsidy, the 2008 budget figure, unlike in preceding years, does not include technology expenditures, which are budgeted in Finance and Management.
- Revenues come from adult sports leagues (softball, soccer, basketball, football and volleyball), recreation fees, gymnasium rentals, tree trimming, capital project management, and various other charges. Revenues are expected to be \$6.1 million.
- Tree trimming services in the right-of-way will continue to be billed to the street construction maintenance and repair fund (SCMR) in 2008, generating estimated revenue of \$2 million.
- Other revenues from user fees, permits, and charges are projected at \$4.1 million in 2008.

Golf Course Operations Fund

2008 Cash Balance Statement

The golf course operations fund is projected to begin 2008 with an unencumbered cash balance of \$86,564 and end the year with a deficit balance of \$580,385. 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.

2008 GOLF COURSE OPERATIONS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ 86,564
Plus Estimated 2008 Receipts	4,600,000
Plus Estimated Encumbrance Cancellations	<u>50,000</u>
Total Estimated Available Resources	\$ 4,736,564
Less 2008 Recommended Operating Budget	(5,316,949)
Projected Available Balance (December 31, 2008)	<u><u>\$ (580,385)</u></u>

2008 Revenue Summary

GOLF COURSE OPERATIONS FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Airport Golf Course	\$ 698,173	\$ 724,147	\$ 791,890	\$ 771,500
Mentel Golf Course	857,534	858,082	929,270	913,200
Champions Golf Course	715,052	713,184	689,145	674,300
Raymond/Wilson Road	1,329,042	1,344,920	1,428,260	1,364,000
Turnberry Golf Course	677,345	670,274	524,970	676,000
Walnut Hill Golf Course	232,262	208,183	236,465	201,000
Donations	-	-	-	-
Miscellaneous Revenues	6,248	246	-	-
Insurance Adjustment	7,082	-	-	-
Workers Comp	-	-	-	-
Encumbrance Cancellations	174,839	118,312	93,000	50,000
Unencumbered Cash Balance	790,146	834,173	518,835	86,564
TOTAL RESOURCES	\$ 5,487,723	\$ 5,471,521	\$ 5,211,835	\$ 4,736,564
PERCENT CHANGE		-0.30%	-4.75%	-9.12%

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 2008 are estimated at \$4.6 million. Projected encumbrance cancellations are \$50,000, and the total resources available for 2008 are estimated at \$4.74 million, a 9.12 percent decrease from total resources available in 2007, primarily due to a declining unencumbered cash balance.

Development Services Fund

2008 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. A proposal for 2008 will increase the Development Department's fees by five percent. The proposal also includes an increase of \$7 for the Public Service Department's construction inspection fees. The 2008 budget reflects the increased revenue from the new fees. Transportation has budgeted 81 full-time limited and 58 full-time regular employees to provide construction inspection services. The Development Department's budget includes a new building investigations team program that will increase revenue by \$480,000 through reviews of job sites and contractors who may be working without a permit or license. The fund is projected to end 2008 with an unencumbered cash balance of \$1,207,011.

2008 DEVELOPMENT SERVICES FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2008)	\$	1,198,685
Plus Estimated 2008 Receipts		30,555,865
Plus Estimated Encumbrance Cancellations		35,000
Total Estimated Available Resources	\$	31,789,550
Less 2008 Recommended Operating Budget		(30,582,539)
Projected Available Balance (December 31, 2008)	\$	1,207,011

2008 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.

DEVELOPMENT SERVICES FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Transportation Public Inspections	\$ 1,700,678	\$ 1,785,063	\$ 3,011,000	\$ 4,315,433
Transportation Private Inspections	3,287,201	2,936,394	3,123,000	4,401,500
Transportation Capital Inspections	2,696,629	2,540,356	3,350,000	4,200,141
Transportation Other	580,621	458,936	577,752	512,500
BSD Residential Construction	3,664,040	2,646,267	2,440,241	2,612,124
BSD Multi-Family Construction	2,622,406	1,993,168	2,056,105	2,308,456
BSD Commercial Construction	4,623,596	5,065,024	5,790,645	6,960,740
BSD Platting	412,099	165,989	-	-
BSD Zoning	2,637,316	2,111,669	2,239,625	2,383,871
BSD Application Verification	539,535	478,010	-	-
BSD Address Creation	108,390	54,030	-	-
BSD License/registration	-	-	1,829,822	1,970,030
BSD All Other	-	-	843,981	891,070
BSD Demolition	127,994	117,681	-	-
Unencumbered Cash Balance	2,493,010	2,042,320	(178,759)	1,198,685
Encumbrance Cancellations	102,249	63,622	50,000	35,000
TOTAL RESOURCES	\$ 25,595,764	\$ 22,458,529	\$ 25,133,412	\$ 31,789,550
PERCENT CHANGE		-12.26%	11.91%	26.48%

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 3 percent in the years 2009-2017.
- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at three percent per year. 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 2006	Estimated 2007	Proposed 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
REVENUE SOURCE												
TRANSPORTATION:												
PUBLIC INSPECTIONS	\$ 1,785,063	\$ 3,011,000	\$ 4,315,433	\$ 4,401,742	\$ 4,489,776	\$ 4,579,572	\$ 4,671,163	\$ 4,764,587	\$ 4,859,878	\$ 4,957,076	\$ 5,056,218	\$ 5,157,342
PRIVATE INSPECTIONS	2,936,394	3,123,000	4,401,500	4,489,530	4,579,321	4,670,907	4,764,325	4,859,612	4,956,804	5,055,940	5,157,059	5,260,200
CAPITAL IMPROVEMENT INSPECTIONS	2,540,356	3,350,000	4,200,141	4,284,144	4,369,827	4,457,223	4,546,368	4,637,295	4,730,041	4,824,642	4,921,135	5,019,557
OTHER	458,936	577,752	512,500	522,750	533,205	543,869	554,746	565,841	577,158	588,701	600,475	612,485
BUILDING SERVICES:												
RESIDENTIAL CONSTRUCTION	2,646,267	2,440,241	2,612,124	2,664,366	2,717,654	2,772,007	2,827,447	2,883,996	2,941,676	3,000,509	3,060,520	3,121,730
MULTI-FAMILY CONSTRUCTION	1,993,168	2,056,105	2,308,456	2,354,625	2,401,718	2,449,752	2,498,747	2,548,722	2,599,696	2,651,690	2,704,724	2,758,819
COMMERCIAL CONSTRUCTION	5,065,024	5,790,645	6,960,740	7,099,955	7,241,954	7,386,793	7,534,529	7,685,219	7,838,924	7,995,702	8,155,616	8,318,729
PLATTING	165,989	-	-	-	-	-	-	-	-	-	-	-
ZONING	2,111,669	2,239,625	2,383,871	2,431,548	2,480,179	2,529,783	2,580,379	2,631,986	2,684,626	2,738,318	2,793,085	2,848,947
APPLICATION VERIFICATION	478,010	-	-	-	-	-	-	-	-	-	-	-
MAP ROOM/ ADDRESS CREATION	54,030	-	-	-	-	-	-	-	-	-	-	-
ENGINEERING PLAN REVIEW	-	-	-	-	-	-	-	-	-	-	-	-
LICENSE/REGISTRATION	-	1,829,822	1,970,030	2,009,431	2,049,619	2,090,612	2,132,424	2,175,072	2,218,574	2,262,945	2,308,204	2,354,368
ALL OTHER	-	843,981	891,070	908,891	927,069	945,611	964,523	983,813	1,003,490	1,023,559	1,044,031	1,064,911
DEMOLITION	117,681	-	-	-	-	-	-	-	-	-	-	-
INSURANCE REFUND	-	-	-	-	-	-	-	-	-	-	-	-
FIRE PREVENTION BUREAU	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	20,352,587	25,262,171	30,555,865	31,166,982	31,790,322	32,426,128	33,074,651	33,736,144	34,410,867	35,099,084	35,801,066	36,517,087
BEGINNING FUND BALANCE	2,042,320	(178,759)	1,198,685	1,207,011	1,313,117	723,744	(628,873)	(2,818,888)	(5,927,515)	(10,043,783)	(15,265,376)	(21,699,560)
ENCUMBRANCE CANCELLATIONS	63,622	50,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
TOTAL RESOURCES	22,458,529	25,133,412	31,789,550	32,408,994	33,138,439	33,184,873	32,480,778	30,952,256	28,518,352	25,090,301	20,570,690	14,852,527
EXPENDITURES												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	17,397,173	17,483,056	20,386,666	21,202,133	22,050,218	22,932,227	23,849,516	24,803,496	25,795,636	26,827,462	27,900,560	29,016,583
EMPLOYEE INSURANCE	2,180,944	2,264,903	2,684,127	3,006,222	3,366,969	3,771,005	4,223,526	4,730,349	5,297,991	5,933,750	6,645,800	7,443,296
27th PAY PERIOD	-	-	753,987	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	75,285	320,682	221,877	228,533	235,389	242,451	249,725	257,216	264,933	272,881	281,067	289,499
SERVICES	900,515	1,094,374	1,922,756	1,980,439	2,039,852	2,101,047	2,164,079	2,229,001	2,295,871	2,364,747	2,435,690	2,508,760
PRO RATA	703,406	851,498	992,504	1,402,514	1,430,564	1,459,176	1,488,359	1,518,126	1,548,489	1,579,459	1,611,048	1,643,269
TECHNOLOGY	877,849	1,381,093	2,238,488	2,238,488	2,238,488	2,238,488	2,238,488	2,238,488	2,238,488	2,238,488	2,238,488	2,238,488
FLEET	492,996	492,707	507,036	522,247	537,914	554,052	570,673	587,794	605,428	623,590	642,298	661,567
OTHER	9,120	11,414	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300
CAPITAL OUTLAY	-	35,000	859,798	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	22,637,288	23,934,727	30,582,539	31,095,876	32,414,695	33,813,746	35,299,666	36,879,771	38,562,135	40,355,677	42,270,251	44,316,762
DEBT SERVICE												
PRINCIPAL	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSE	22,637,288	23,934,727	30,582,539	31,095,876	32,414,695	33,813,746	35,299,666	36,879,771	38,562,135	40,355,677	42,270,251	44,316,762
ENDING UNENCUMBERED FUND BAL.	\$ (178,759)	\$ 1,198,685	\$ 1,207,011	\$ 1,313,117	\$ 723,744	\$ (628,873)	\$ (2,818,888)	\$ (5,927,515)	\$ (10,043,783)	\$ (15,265,376)	\$ (21,699,560)	\$ (29,464,235)

1111 East Broad Street Fund

2008 Cash Balance Statement

In 2007, a special revenue fund entitled the “1111 East Broad Street Operations Fund” was established in order for the Facilities Management Division to deposit rental payments from the non-city occupants of the building as well as Facilities Management funds necessary for the operation of the facility. Lease payments for 2008 are projected at \$1,124,420. Total expenses in 2008 are projected to be just over \$1.6 million. The difference is budgeted in the general fund for transfer into the 1111 East Broad Street Operations Fund.

2008 1111 EAST BROAD STREET FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ 15,095
Plus Estimated 2008 Receipts	1,124,420
Plus Estimated 2008 General Fund Transfer	491,702
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,631,217</u>
Less 2008 Recommended Operating Budget	(1,616,122)
Projected Available Balance (December 31, 2008)	<u>\$ 15,095</u>

Internal Service Funds

Employee Benefits Fund

2008 Cash Balance Statement

In 1993, the employee benefits fund was established. A portion of this fund is dedicated to the administration of the risk management section of the Department of Human Resources. This fund's primary source of revenue is the monthly insurance premium paid by each division for all participating employees of the city's insurance program.

2008 EMPLOYEE BENEFITS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ -
Plus Estimated 2008 Receipts	2,576,982
Total Estimated Available Resources	\$ 2,576,982
Less 2008 Recommended Operating Budget	(2,654,970)
Projected Available Balance (December 31, 2008)	\$ (77,988)

Revenue Notes:

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

Print and Mailroom Services Fund

2008 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 mailroom will be transferred from the Department of Technology to the Department of Finance and Management in 2008, and the revenues and expenditures will be accounted for in this fund as well. Charges for the mailroom, including postage charges, will be billed back to user agencies. The fund is projected to begin 2008 with an unencumbered cash balance of \$30,061 and end the year with a balance of \$14,263.

2008 PRINT AND MAILROOM SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ 30,061
Plus Estimated 2008 Print Services Receipts	245,000
Plus Estimated 2008 Mailroom Services Receipts	1,127,935
Plus Estimated Encumbrance Cancellations	2,000
Total Estimated Available Resources	<u>\$ 1,404,996</u>
Less 2008 Recommended Operating Budget - Print	(262,798)
Less 2008 Recommended Operating Budget - Mailroom	(1,127,935)
Projected Available Balance (December 31, 2008)	<u><u>\$ 14,263</u></u>

PRINT/ COPY AND MAILROOM SERVICES REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Resale Printing	\$ 40,864	\$ 60,290	\$ 48,000	\$ 60,500
Copy Services	90,292	100,283	89,000	105,500
Printing Services	83,941	70,315	70,000	79,000
Transfers/Refunds/Misc.	35,524	-	-	-
Unencumbered Cash Balance	(19,127)	37,484	44,213	30,061
Encumbrance Cancellations	18,836	8,028	2,518	2,000
Mailroom Services	-	-	-	1,127,935
TOTAL RESOURCES	<u>\$ 250,330</u>	<u>\$ 276,400</u>	<u>\$ 253,731</u>	<u>\$ 1,404,996</u>
PERCENT CHANGE		10.41%	-8.20%	453.73%
NOTE: Mailroom services revenues for 2005 - 2007 are reflected under Department of Technology.				

Land Acquisition Fund

2008 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2008 revenue estimate is based on a projection of 3,300 hours of services billed at a rate of \$250 per hour. The division reviews its rate periodically and increases it when necessary to fully recover costs. The land acquisition fund is projected to end 2008 with a positive unencumbered cash balance of \$33,189.

2008 LAND ACQUISITION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ 57,332
Plus Estimated 2008 Receipts	825,000
Plus Estimated Encumbrance Cancellations	<u>15,000</u>
Total Estimated Available Resources	\$ 897,332
Less 2008 Recommended Operating Budget	(864,143)
Projected Available Balance (December 31, 2008)	<u><u>\$ 33,189</u></u>

Technology Services Fund

2008 Cash Balance Statement

The technology services fund is projected to begin and end the year with a cash balance of \$1,347,974. Revenues to the fund consist of charges to other city divisions for technology services utilizing a rate model to determine the applicable rate for various operational functions. In addition to this, the Technology Department procures goods, services, and other computer related equipment on the behalf of other city divisions and bills back the cost as a direct charge (pass-through cost).

2008 TECHNOLOGY SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ 1,347,974
Plus Estimated 2008 Receipts	29,069,694
Plus Estimated Encumbrance Cancellations	<u>-</u>
Total Estimated Available Resources	\$ 30,417,668
Less 2008 Recommended Operating Budget	(29,069,694)
Projected Available Balance (December 31, 2008)	<u><u>\$ 1,347,974</u></u>

Technology Services Fund Pro Forma Operating Statement

In order to fully recover the costs of information technology services in 2008, 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 2008, the Department of Technology will 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. This will include a review of the current chargeback model and recommend possible alternatives to facilitate the efficient chargeback of information technology costs to all city agencies.

A pro forma operating statement for the ten-year period beginning in 2008 follows this section. It represents the Technology Director's Office and the Division of Information Services' revenues and expenditures for that period. The major assumptions included are as follows:

- The Department of Technology, Information Services Division's internal service fund incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license, enterprise-wide network management software, data center renovations, hardware

upgrades and mass storage, software upgrades, telephony upgrades, and other projects.

- Operating expenditures for 2008 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 2008 and beyond are as follows:

Administration

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

Applications Programming

Includes funding for enterprise licenses for Oracle software maintenance and support and Microsoft server licensing. Supplies development, design, maintenance and enhancements to computer programs and systems.

Productions Service

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

Help Desk

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

Desktop Support

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

Systems Administration

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

Security

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

311 Support

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

Telephone Services

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

GIS Section

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

Metronet

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

Data Center

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

Account Management

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

Web Support

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

Government Television Channel

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

Interconnect

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

Information Services Division Pro Forma Operating Statement												
	Actual	3rd Quarter	Proposed									
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Operating Revenue:												
Data Center Revenue	\$ 14,497,276	\$ 17,813,734	\$ 23,917,350	\$ 24,071,298	\$ 26,544,265	\$ 27,738,984	\$ 27,517,945	\$ 28,612,728	\$ 29,607,548	\$ 30,308,810	\$ 31,338,646	\$ 31,858,514
Postage Revenue	1,497,992	1,715,747	-	-	-	-	-	-	-	-	-	-
Direct Bill Items	3,945,395	7,282,885	5,137,700	5,332,933	5,535,584	5,745,936	5,964,282	6,190,925	6,426,180	6,670,374	6,923,849	7,186,955
Telephone Services Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	40,279	14,499	14,644	14,790	14,938	15,088	15,239	15,391	15,545	15,700	15,857	16,016
Total Operating Revenue	19,980,942	26,826,865	29,069,694	29,419,021	32,094,787	33,500,008	33,497,465	34,819,044	36,049,272	36,994,885	38,278,352	39,061,485
Worker Comp Refund	-	-	-	-	-	-	-	-	-	-	-	-
Insurance/Postage Refund	-	-	-	-	-	-	-	-	-	-	-	-
Encumbrance Cancellations	162,392	176,154	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Transfer/Non Billings	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	20,143,333	27,003,019	29,069,694	29,469,021	32,144,787	33,550,008	33,547,465	34,869,044	36,099,272	37,044,885	38,328,352	39,111,485
Beginning Fund Balance	2,409,011	535,471	1,347,974	1,347,974	-	-	-	-	-	-	-	-
Total Resources	22,552,344	27,538,490	30,417,668	30,816,995	32,144,787	33,550,008	33,547,465	34,869,044	36,099,272	37,044,885	38,328,352	39,111,485
Operating Expenses												
Personnel	9,703,232	10,634,761	-	-	-	-	-	-	-	-	-	-
Supplies	363,479	352,847	-	-	-	-	-	-	-	-	-	-
Services	4,806,412	4,448,781	-	-	-	-	-	-	-	-	-	-
Other	2,200	-	-	-	-	-	-	-	-	-	-	-
Equipment	526,583	184,872	-	-	-	-	-	-	-	-	-	-
Administration*	-	-	2,539,412	2,635,910	2,736,074	2,840,045	2,947,967	3,059,989	3,176,269	3,296,967	3,422,252	3,552,297
Applications Programming	-	-	3,632,082	3,770,101	3,913,365	4,062,073	4,216,432	4,376,656	4,542,969	4,715,602	4,894,795	5,080,797
Computer Operations	-	-	2,407,232	2,498,707	2,593,658	2,692,217	2,794,521	2,900,713	3,010,940	3,125,355	3,244,119	3,367,396
Security	-	-	260,933	270,848	281,141	291,824	302,913	314,424	326,372	338,774	351,648	365,010
Help Desk	-	-	673,130	698,709	725,260	752,820	781,427	811,121	841,944	873,938	907,147	941,619
Desktop Support	-	-	2,803,669	2,910,208	3,020,796	3,135,587	3,254,739	3,378,419	3,506,799	3,640,057	3,778,379	3,921,958
Systems Administration	-	-	1,480,150	1,536,396	1,594,779	1,655,380	1,718,285	1,783,580	1,851,356	1,921,707	1,994,732	2,070,532
Account Management	-	-	585,369	607,613	630,702	654,669	679,546	705,369	732,173	759,996	788,876	818,853
Arlingate Building	-	-	466,250	483,968	502,358	521,448	541,263	561,831	583,180	605,341	628,344	652,221
Web Support	-	-	932,083	967,502	1,004,267	1,042,429	1,082,042	1,123,159	1,165,839	1,210,141	1,256,127	1,303,859
311 Support	-	-	116,849	121,289	125,898	130,682	135,648	140,803	146,153	151,707	157,472	163,456
Metronet	-	-	1,201,539	1,247,197	1,294,591	1,343,785	1,394,849	1,447,854	1,502,872	1,559,981	1,619,260	1,680,792
Mailroom Services	-	-	-	-	-	-	-	-	-	-	-	-
Telephone Services	-	-	147,431	153,033	158,849	164,885	171,151	177,654	184,405	191,412	198,686	206,236
Interconnect	-	-	790,816	820,867	852,060	884,438	918,047	952,933	989,144	1,026,732	1,065,747	1,106,246
Government Television Channel	-	-	743,876	772,143	801,485	831,941	863,555	896,370	930,432	965,788	1,002,488	1,040,583
GIS Section	-	-	675,357	701,021	727,659	755,310	784,012	813,805	844,729	876,829	910,148	944,734
Technology Director's Office	918,029	906,502	1,445,418	1,500,344	1,557,357	1,616,537	1,677,965	1,741,728	1,807,913	1,876,614	1,947,925	2,021,946
Direct Bill Items to Other Fund Agencies	3,961,519	7,282,885	5,137,700	5,332,933	5,535,584	5,745,936	5,964,282	6,190,925	6,426,180	6,670,374	6,923,849	7,186,955
Net Change in Encumbrances	-	-	-	-	-	-	-	-	-	-	-	-
27th pay period	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	20,281,454	23,810,648	26,039,296	27,028,789	28,055,883	29,122,007	30,228,643	31,377,331	32,569,670	33,807,317	35,091,995	36,425,491
Existing Debt	1,735,418	2,114,818	2,752,398	2,613,581	2,565,529	2,575,001	1,305,948	1,260,338	786,603	6,318	5,106	4,869
New Debt	-	265,050	278,000	1,174,625	1,523,375	1,853,000	2,012,875	2,231,375	2,743,000	3,231,250	3,231,250	2,681,125
Total Expenses	22,016,873	26,190,516	29,069,694	30,816,995	32,144,787	33,550,008	33,547,465	34,869,044	36,099,272	37,044,885	38,328,352	39,111,485
Annual Surplus/Deficit	(1,873,540)	812,503	-	(1,347,974)	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 535,471	\$ 1,347,974	\$ 1,347,974	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fleet Management Fund

2008 Cash Balance Statement

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.

The fleet management services fund is projected to end 2008 with a negative unencumbered cash balance of \$996,506. Fleet is working to reduce this negative balance by examining both the billing rate structure and all future expenditures.

2008 FLEET MANAGEMENT SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2008)	\$ (1,272,534)
Plus Estimated 2008 Receipts	29,860,477
Plus Estimated Encumbrance Cancellations	<u>100,000</u>
Total Estimated Available Resources	\$ 28,687,943
Less 2008 Recommended Operating Budget	(29,684,449)
Projected Available Balance (December 31, 2008)	<u>\$ (996,506)</u>

2008 Revenue Summary

FLEET MANAGEMENT				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Public Safety	\$ 9,866,490	\$ 11,180,320	\$ 12,398,741	\$ 13,140,313
Refuse Collection	5,511,749	6,364,121	7,225,358	5,575,746
Other General Fund	1,239,099	1,427,900	1,652,937	1,685,907
Other Funds	5,695,296	6,923,158	7,086,271	9,373,511
Refunds/Miscellaneous	287,956	75,047	47,440	85,000
Unencumbered Cash Balance	(121,409)	(884,153)	(489,612)	(1,272,534)
Encumbrance Cancellations	85,407	175,801	177,020	100,000
TOTAL RESOURCES	\$ 22,564,588	\$ 25,262,194	\$ 28,098,155	\$ 28,687,943
PERCENT CHANGE		11.96%	11.23%	2.10%

Revenue Notes:

- Revenues, excluding the unencumbered cash balance and encumbrance cancellations, will total \$29,860,477 in 2008, an increase of 5.1 percent over the 2007 projection.

Fleet Management Services Fund Pro Forma Operating Statement

A pro forma operating statement for the ten-year period beginning in 2008 is presented on the following pages. It represents the Division of Fleet Management's projected revenues and expenditures for that period, given certain assumptions. This document is essential in planning recovery rate percentage increases or decreases and for maintaining an acceptable end of year balance. The major assumptions included in this pro forma are as follows:

- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at three percent per annum. Personnel costs will grow at 4 percent, while health insurance costs will grow by 12 percent annually.
- Debt service principal and interest have been broken out separately. The debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued to design and construct the division's new facility.
- The recovery rates in the pro forma are adjusted as necessary in order for the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a 4.8 percent increase in revenues in 2009 and no increase in 2010 as necessary to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

FLEET MANAGEMENT FUND PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2006	Estimated 2007	Proposed 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
				4.80%		3.35%	3.35%	3.45%	3.55%	3.60%	3.65%	3.90%
MAINTENANCE SERVICE CHARGES												
Public Safety	\$ 11,180,320	\$ 12,398,741	\$ 13,140,313	\$ 13,771,048	\$ 13,771,048	\$ 14,232,378	\$ 14,709,163	\$ 15,216,629	\$ 15,756,819	\$ 16,324,065	\$ 16,919,893	\$ 17,579,769
Refuse Collection	6,364,121	7,225,358	5,575,746	5,843,382	5,843,382	6,039,135	6,241,446	6,456,776	6,685,992	6,926,687	7,179,511	7,459,512
Other General Fund Divisions	1,427,900	1,652,937	1,685,907	1,766,831	1,766,831	1,826,019	1,887,191	1,952,299	2,021,606	2,094,384	2,170,829	2,255,491
Other Funds	6,923,158	7,086,271	9,373,511	9,823,440	9,823,440	10,152,525	10,492,634	10,854,630	11,239,970	11,644,608	12,069,637	12,540,353
State Highway Fuel Tax Refund	36,885	27,763	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
Miscellaneous Revenues	38,162	19,677	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619
Insurance Refund												
Bond Proceeds												
TOTAL REVENUE	25,970,546	28,410,747	29,860,477	31,292,250	31,294,876	32,342,939	33,426,103	34,578,873	35,805,881	37,094,283	38,447,545	39,946,030
Beginning Fund Balance	(884,153)	(489,612)	(1,272,534)	(996,506)	7,897	22,475	2,142	12,729	13,885	15,544	12,571	11,032
Encumbrance Cancellations	175,801	177,020	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL RESOURCES	25,262,194	28,098,155	28,687,943	30,395,744	31,402,774	32,465,414	33,528,244	34,691,602	35,919,766	37,209,827	38,560,116	40,057,062
EXPENDITURES												
Operations and Maintenance												
Personnel Services	6,513,734	6,857,441	7,426,270	7,723,321	8,032,254	8,353,544	8,687,686	9,035,193	9,396,601	9,772,465	10,163,363	10,569,898
Health Insurance	1,154,694	1,214,004	1,377,341	1,542,622	1,727,737	1,935,065	2,167,273	2,427,345	2,718,627	3,044,862	3,410,246	3,819,475
Materials & Supplies	13,256,674	14,749,804	13,248,290	13,645,739	14,055,111	14,476,764	14,911,067	15,358,399	15,819,151	16,293,726	16,782,537	17,286,014
Services	3,453,971	3,773,273	3,878,800	3,995,164	4,115,019	4,238,469	4,365,624	4,496,592	4,631,490	4,770,435	4,913,548	5,060,954
Other Disbursements	44,688	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital	69,925	84,967	-	-	-	-	-	-	-	-	-	-
27th Pay Period	-	-	287,004	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
Total Operations & Maintenance	24,493,686	26,684,489	26,222,705	26,911,845	27,935,120	29,008,842	30,136,649	31,322,530	32,570,869	33,886,487	35,274,694	36,741,341
Director's Office	456,073	506,009	958,390	987,142	1,016,756	1,047,259	1,078,676	1,111,037	1,144,368	1,178,699	1,214,060	1,250,482
Debt Service												
Principal	30,000	1,030,000	1,380,000	1,420,000	1,420,000	1,454,800	1,414,300	1,414,300	1,414,300	1,414,300	1,410,250	1,410,250
Interest	772,047	1,150,191	1,123,354	1,068,860	1,008,423	952,371	885,890	829,850	774,685	717,770	650,081	648,381
Total Debt Service	802,047	2,180,191	2,503,354	2,488,860	2,428,423	2,407,171	2,300,190	2,244,150	2,188,985	2,132,070	2,060,331	2,058,631
TOTAL EXPENSES	25,751,806	29,370,689	29,684,449	30,387,847	31,380,299	32,463,272	33,515,515	34,677,716	35,904,222	37,197,256	38,549,085	40,050,453
ENDING FUND BALANCE	\$ (489,612)	\$ (1,272,534)	\$ (996,506)	\$ 7,897	\$ 22,475	\$ 2,142	\$ 12,729	\$ 13,885	\$ 15,544	\$ 12,571	\$ 11,032	\$ 6,609

Enterprise Funds

Sewerage and Drainage Operating Fund

2008 Cash Balance Statement

The fund will begin 2008 with a cash balance of \$77.6 million.

2008 SEWERAGE AND DRAINAGE OPERATING FUND BALANCE SUMMARY		
Cash Balance (January 1, 2008)	\$	77,592,932
Plus Estimated 2008 Receipts		229,832,356
Total Estimated Available Resources	\$	307,425,288
Less 2008 Recommended Operating Budget (Sewers/Drains)		(227,799,343)
Less 2008 Recommended Operating Budget (Administration)		(3,778,624)
Less 2008 Recommended Operating Budget (Operational Support)		-
Projected Available Balance (December 31, 2008)	<u>\$</u>	<u>75,847,321</u>
Note: Cash Balance at January 1, 2008 does not include reserve fund balance of \$10 million		

2008 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.

2008 Revenue Summary

SEWERAGE AND DRAINAGE				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Service Charges:				
Standard Strength	\$ 120,631,673	\$ 129,864,745	\$ 150,678,606	\$ 155,990,027
Extra Strength	7,259,015	7,774,570	9,846,064	10,193,138
Wet Weather Charges	-	8,168,104	22,743,211	40,427,306
System Capacity Charges	9,152,682	9,018,034	8,000,000	8,080,000
Investment Income	1,173,810	4,625,437	8,649,012	2,066,830
Storm Maintenance Reimbursement	7,211,361	10,571,735	10,000,000	10,300,000
Other	2,820,875	2,773,811	2,586,171	2,775,055
Beginning Year Cash Balance	51,778,648	42,157,518	65,305,417	77,592,933
TOTAL RESOURCES	\$ 200,028,064	\$ 214,953,954	\$ 277,808,481	\$ 307,425,289
PERCENT CHANGE		7.46%	29.24%	10.66%

Revenue Notes:

- The Sewer and Water Advisory Board is recommending a ten percent increase in revenues in 2008. With this increase, revenues, excluding the beginning balance, will total nearly \$229.8 million in 2008 or over \$17.3 million more than the 2007 projection. Approximately \$21.4 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 ten percent more revenue for 2008.
- Sanitary sales growth is projected at 1.1 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.)
- The pro-rated costs associated with the Division of Operational Support (DOS) are not included in 2008 and beyond, because of the elimination of DOS.
- 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).
- In 2008, new debt will be issued in the form of revenue bonds to fund various sanitary and wet-weather sewer projects related to the federally mandated projects.
- Debt service for payment of Ohio Water Development Authority (OWDA) low-interest loans has been included within the appropriate debt schedules. Use of these low-interest monies decrease the debt retirement expenses associated with sanitary sewer projects. Unlike municipal bonds, debt service on OWDA-funded construction projects is not paid until construction is complete.

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

Enterprise Funds

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

	ACTUAL												
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
BEGINNING CASH BALANCE	\$ 40,290	\$ 65,305	\$ 77,593	\$ 75,847	\$ 41,971	\$ 33,118	\$ 29,179	\$ 23,675	\$ 34,624	\$ 76,729	\$ 122,588	\$ 176,046	\$ 230,984
UTILITY REVENUES													
Sewer Sales	\$ 137,639	\$ 160,525	\$ 162,130	\$ 168,413	\$ 174,945	\$ 181,736	\$ 213,270	\$ 250,475	\$ 294,381	\$ 313,139	\$ 333,115	\$ 352,759	\$ 356,287
Sewer Sales Increase	-	-	4,053	4,210	4,374	25,746	30,213	35,484	13,492	14,352	13,880	-	-
Wet Weather	8,168	22,743	23,019	40,917	44,401	71,137	71,946	54,686	55,742				
Wet Weather Increase	-	-	17,409	2,953	25,884	(52)	(17,915)	388	10,570	1,017	5,361	276	8,565
Interest Income	4,625	8,649	2,067	1,754	5,425	5,197	2,470	814	4,712				
System Capacity Charge	9,018	8,000	8,080	8,161	8,242	8,325	8,408	8,492	8,577	8,663	8,749	8,837	8,925
Other	2,774	2,586	2,775	2,781	2,831	2,883	2,907	2,962	3,018	3,030	3,091	3,153	3,216
Reimbursement from Stormwater Fund	10,572	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842
Transfer	1,867	-	-	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	174,663	212,503	229,832	239,798	277,030	306,227	322,892	365,243	402,792	352,868	377,244	378,464	390,835
TOTAL RESOURCES	\$ 214,954	\$ 277,808	\$ 307,425	\$ 315,645	\$ 319,000	\$ 339,346	\$ 352,071	\$ 388,918	\$ 437,416	\$ 429,598	\$ 499,832	\$ 554,510	\$ 621,819
UTILITY EXPENSE													
OPERATIONS & MAINTENANCE													
Personnel	28,889	30,771	36,666	37,766	38,899	40,066	41,268	42,506	43,781	45,094	46,447	47,840	49,276
27th Pay Period	-	-	1,260	-	-	-	-	-	-	-	-	-	-
Insurances	4,267	4,730	6,243	6,681	7,148	7,649	8,184	8,757	9,370	10,026	10,727	11,478	12,282
Supplies & Materials	5,377	6,756	6,845	7,050	7,261	7,479	7,704	7,935	8,173	8,418	8,670	8,931	9,198
Pro Rata	7,124	8,529	10,063	10,309	11,971	13,270	14,006	15,896	17,570	18,407	19,559	19,885	20,502
Contractual Services	28,900	34,517	37,845	38,980	40,150	41,354	42,595	43,873	45,189	46,545	47,941	49,379	50,861
Other	1,238	656	377	388	400	412	424	437	450	464	478	492	507
Equipment	2,078	3,463	6,598	6,796	7,000	7,210	7,427	7,649	7,879	8,115	8,359	8,609	8,868
Division of Operational Support Allocation	3,190	10,839	-	-	-	-	-	-	-	-	-	-	-
P/U Director's Allocation	3,804	3,851	3,779	3,892	4,009	4,129	4,253	4,380	4,512	4,647	4,787	4,930	5,078
TOTAL OPERATIONS & MAINTENANCE	\$ 84,868	\$ 104,112	\$ 109,676	\$ 111,863	\$ 116,838	\$ 121,569	\$ 125,860	\$ 131,433	\$ 136,923	\$ 141,716	\$ 146,968	\$ 151,545	\$ 156,571
DEBT SERVICE													
Revenue Bond	\$ 15,437	\$ 15,603	\$ 15,845	\$ 17,779	\$ 18,442	\$ 19,000	\$ 133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Obligation	30,139	38,289	34,100	35,762	31,647	28,071	27,089	25,181	24,368	22,233	21,460	20,733	20,043
Debt Refinancing	(1,564)	(140)	-	-	-	-	-	-	-	-	-	-	-
Proposed New Debt	-	-	20,453	26,149	33,218	41,463	61,845	81,175	83,310	84,550	88,238	91,835	95,562
Proposed New Debt (Wet Weather)	-	-	-	20,180	23,573	37,894	51,340	54,377	56,373	67,691	78,573	77,954	76,751
Less Debt Issuance Premium	-	-	-	-	-	-	-	-	-	-	-	-	-
O.W.D.A. Debt	27,902	31,929	51,366	61,851	62,079	62,087	62,078	62,078	59,665	59,665	58,992	58,319	55,868
Assessments	-	424	137	90	87	84	51	49	48	46	44	42	-
TOTAL DEBT SERVICE	71,913	86,104	121,902	161,812	169,045	188,598	202,536	222,860	223,764	234,185	247,307	248,883	248,223
TOTAL EXPENSE	\$ 156,782	\$ 190,216	\$ 231,578	\$ 273,674	\$ 285,882	\$ 310,167	\$ 328,396	\$ 354,293	\$ 360,687	\$ 375,901	\$ 394,274	\$ 400,428	\$ 404,794
ENDING FUND BALANCE	\$ 58,172	\$ 87,593	\$ 75,847	\$ 41,971	\$ 33,118	\$ 29,179	\$ 23,675	\$ 34,624	\$ 76,729	\$ 53,697	\$ 105,557	\$ 154,082	\$ 217,025

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

	ACTUAL													
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
TOTAL PROJECTED REVENUE INCREASE		0.00%	0.00%	9.94%	3.42%	13.79%	10.16%	4.31%	11.76%	6.87%	4.04%	4.79%	0.06%	1.98%
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	658,626	666,841	
Units Outside	295,888	296,745	300,341	303,980	307,663	311,391	315,163	318,982	322,847	326,759	330,718	334,725	338,781	
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	993,351	1,005,622	
Unit Cost per Yr per ERU Inside	\$15.72	\$28.11	\$50.16	\$54.48	\$96.96	\$96.96	\$67.67	\$68.51	\$85.38	\$86.94	\$95.38	\$96.00	\$107.94	
Unit Cost per Yr Per ERU Outside	\$4.08	\$16.68	\$36.24	\$37.44	\$38.16	\$37.92	\$38.52	\$38.05	\$37.59	\$37.56	\$37.10	\$36.65	\$38.36	
RESERVE REQUIREMENT:														
10% of Operations/Maintenance Costs	\$ 8,487	\$ 10,411	\$ 10,968	\$ 11,186	\$ 11,684	\$ 12,157	\$ 12,586	\$ 13,143	\$ 13,692	\$ 14,172	\$ 14,697	\$ 15,154	\$ 15,657	
CASH BASIS COVERAGE														
REVENUE	\$ 172,796	\$ 212,503	\$ 229,832	\$ 239,798	\$ 277,030	\$ 306,227	\$ 322,892	\$ 365,243	\$ 402,792	\$ 421,759	\$ 447,732	\$ 455,366	\$ 469,440	
GROSS O & M EXPENSES	(84,868)	(104,112)	(109,676)	(111,863)	(116,838)	(121,569)	(125,860)	(131,433)	(136,923)	(141,716)	(146,968)	(151,545)	(156,571)	
NET REVENUE	\$ 87,928	\$ 108,391	\$ 120,156	\$ 127,935	\$ 160,192	\$ 184,659	\$ 197,032	\$ 233,810	\$ 265,869	\$ 280,044	\$ 300,765	\$ 303,821	\$ 312,869	
ACTUAL/EST. BEG. SYSTEM RESERVE FUND	\$ 42,158	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	\$ 38,290	
O&M EXPENSE RESERVE REQUIREMENT	(8,487)	(10,411)	(10,968)	(11,186)	(11,684)	(12,157)	(12,586)	(13,143)	(13,692)	(14,172)	(14,697)	(15,154)	(15,657)	
SYSTEM RESERVE FUND AVAILABLE	33,671	27,879	27,323	27,104	26,607	26,134	25,705	25,147	24,598	24,119	23,594	23,136	22,633	
ADJUSTED NET REVENUE	\$ 121,599	\$ 136,271	\$ 147,479	\$ 155,039	\$ 186,799	\$ 210,792	\$ 222,736	\$ 258,957	\$ 290,467	\$ 304,162	\$ 324,359	\$ 326,957	\$ 335,502	
REVENUE BOND DEBT SERVICE	15,437	15,603	15,845	17,779	18,442	19,000	133	-	-	-	-	-	-	
G.O. DEBT SERVICE (including proposed new debt)	30,139	38,289	54,553	61,911	64,864	69,534	88,934	106,356	107,678	106,783	109,698	112,568	115,604	
OWDA DEBT SERVICE	27,902	31,929	51,366	61,851	62,079	62,087	62,078	62,078	59,665	59,665	58,992	58,319	55,868	
TOTAL DEBT SERVICE	\$ 73,478	\$ 85,820	\$ 121,764	\$ 141,542	\$ 145,385	\$ 150,620	\$ 151,145	\$ 168,434	\$ 167,343	\$ 166,448	\$ 168,690	\$ 170,887	\$ 171,472	
Rate covenant tests:														
COVERAGE RATIO (1.00 REQUIRED)														
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE	1.65	1.59	1.21	1.10	1.28	1.40	1.47	1.54	1.74	1.83	1.92			
COVERAGE RATIO (1.25 REQUIRED)														
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	7.88	8.73	9.31	8.72	10.13	11.09	n/a	n/a	n/a	n/a	n/a			
Bond reserve requirement test:														
COVERAGE RATIO (1.50 REQUIRED)														
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	7.88	8.73	9.31	8.72	10.13	11.09	n/a	n/a	n/a	n/a	n/a			
Assumes 35% availability of OWDA Funding														

Electricity Enterprise Fund

2008 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.

2008 ELECTRICITY ENTERPRISE FUND BALANCE SUMMARY		
Cash Balance (January 1, 2008)	\$	1,677,642
Plus Estimated 2008 Receipts		82,618,000
Plus Kilowatt Hour Tax Revenues		-
Plus Special Income Tax Transfer		-
Total Estimated Available Resources	\$	84,295,642
Less 2008 Recommended Operating Budget (Electricity)		(84,259,600)
Less 2008 Recommended Operating Budget (Administration)		(209,930)
Less 2008 Recommended Operating Budget (Operational Support)		-
Projected Available Balance (December 31, 2008)	\$	(173,888)

2008 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.

2008 Revenue Summary

ELECTRICITY ENTERPRISE FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Charges for Electric Service	\$ 56,477,000	\$ 58,939,000	\$ 73,919,000	\$ 75,747,000
Construction Charges	343,000	598,000	547,000	563,000
Expressway Lighting/Maintenance/Energy	956,000	1,382,000	848,000	848,000
New Customer Installation Revenue	502,000	504,000	504,000	519,000
Investment Income	282,000	403,000	549,000	549,000
Other Revenue	431,000	169,000	726,000	748,000
Street Lighting Charges	311,000	407,000	410,000	342,000
Transportation Street Lighting Revenue	2,833,000	3,253,000	3,206,000	3,302,000
Special Income Tax Transfer	350,000	-	-	-
Beginning Year Cash Balance	495,000	2,081,000	4,944,000	1,677,642
TOTAL RESOURCES	\$ 62,980,000	\$ 67,736,000	\$ 85,653,000	\$ 84,295,642
PERCENT CHANGE		7.55%	26.45%	-1.58%

Revenue Notes:

- Revenues, excluding the beginning year cash balance are expected to be \$82.6 million in 2008, a 2.4 percent increase over 2007 estimates.
- Effective May 2001, changes in state law caused the Division of Electricity to pay the proceeds of a kilowatt hour tax to the general fund. At that time, to avoid a net reduction in revenue to the division, the general fund reimbursed the payments to the electricity operating fund. However, in 2004, legislation was passed that allowed the general fund to keep the kilowatt hour proceeds. In turn, the division 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 expired at the end of 2006. Projections for purchased power in 2007 exceeded that of 2006 by 40 percent, presenting a financial dilemma to the division. In 2007, the division recovered these costs by passing them on to their customers in the form of fuel cost adjustments and rate increases.

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

- The pro forma assumes operating and maintenance and debt service costs for the division's street lighting program through the entire pro forma period. The objective of the program is to install street lighting throughout the city without general fund or special income tax support but rather, to the extent possible, funded with revenues derived from electric retail sales.
- 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.)
- The pro-rated costs associated with the Division of Operational Support (DOS) will be eliminated in 2008 and beyond, because of the elimination of DOS.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of electrical power. In 2008, \$58 million is budgeted for this wholesale power, which in turn is sold to the division's customers. The 2008 budget also includes \$3.9 million for payment of pro rata.
- For purposes of this document, it is assumed that purchase electrical power costs will average \$85.65 per megawatt hour in 2008, a portion of which covers the transmission fees.
- Proposed new bonded debt is conservatively projected. It is assumed that such debt will be directly bonded at 5.0 percent in 2008 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	Actual 2006	2007	2008	2009	2010	2011	2012	2013
REVENUE SUMMARY									
Electricity Sales									
Residential	\$ 5,802	\$ 5,941	\$ 6,880	\$ 7,242	\$ 7,431	\$ 7,624	\$ 7,848	\$ 8,052	\$ 8,261
Commercial	54,684	56,847	68,042	72,516	74,364	77,760	79,516	80,520	82,576
Kilowatt Hour Tax Reduction	(3,364)	(3,335)	(3,284)	(3,473)	(3,563)	(3,654)	(3,748)	(3,845)	(3,943)
Total Electric Sales	57,122	59,453	71,638	76,285	78,232	81,730	83,615	84,727	86,894
Other Revenues									
Investment Earnings	5,488	2,548	3,566	2,482	2,492	2,531	2,568	2,606	2,584
SL Reimb from Transportation	282	403	1,254	549	549	549	549	549	549
	2,833	3,253	3,236	3,302	3,401	3,503	3,608	3,716	3,827
TOTAL REVENUE	\$ 65,725	\$ 65,657	\$ 79,694	\$ 82,618	\$ 84,674	\$ 88,313	\$ 90,340	\$ 91,598	\$ 93,853
EXPENDITURE SUMMARY									
Salaries	\$ 8,810	\$ 7,761	\$ 8,005	\$ 9,419	\$ 9,796	\$ 10,188	\$ 10,595	\$ 11,019	\$ 11,460
Purchase Power	39,054	37,676	56,335	57,966	59,167	60,687	62,247	63,848	65,491
Materials and Supplies	450	557	771	240	247	255	262	270	278
Pro Rata	2,788	2,809	3,928	3,949	3,772	3,937	4,029	4,087	4,192
Services	2,536	2,431	3,462	3,618	3,461	3,562	3,667	3,775	3,885
Other Disbursements	116	204	207	214	212	219	225	232	239
Capital Equipment	1,283	1,312	2,742	2,290	2,359	2,429	2,502	2,577	2,655
Total Distribution Op Exp before Debt Svc	55,037	52,750	75,450	77,696	79,014	81,277	83,528	85,808	88,200
Distribution G.O. Debt	2,317	3,538	3,872	3,795	3,625	2,972	2,473	2,190	1,989
Street Lighting G.O. debt	1,858	2,836	2,383	2,234	2,155	1,661	1,281	994	756
Refinancing of Debt Issuance/Less Premium	3,590	-	-	-	-	-	-	-	-
Street Light Assessments	311	407	441	342	296	279	258	236	152
New Distribution Debt Service	-	-	0	117	464	726	990	1,218	1,387
New Street Lighting Debt Service	-	-	0	76	333	588	822	1,046	1,262
	8,076	6,781	6,696	6,564	6,873	6,227	5,824	5,684	5,545
PU&A Director's Allocation	554	1,287	214	210	213	222	231	240	249
DOS Allocation	471	1,977	600	(0)	(0)	(0)	(0)	(0)	(0)
TOTAL EXPENDITURES	\$ 64,138	\$ 62,794	\$ 82,960	\$ 84,470	\$ 86,100	\$ 87,725	\$ 89,583	\$ 91,731	\$ 93,994
Beginning Year Cash 1/1	494	2,081	4,944	1,678	(173)	(1,600)	(1,012)	(254)	(388)
Transfer from SIT	-	-	-	-	-	-	-	-	-
Ending Year Cash 12/31	\$ 2,081	\$ 4,944	\$ 1,678	\$ (173)	\$ (1,600)	\$ (1,012)	\$ (254)	\$ (388)	\$ (528)
Projected Revenue Increase					0.0%	1.8%	-0.2%	-1.1%	0.0%
Total Debt Svc. By Year		\$ 6,781	\$ 6,696	\$ 6,757	\$ 7,670	\$ 7,542	\$ 7,636	\$ 7,948	\$ 8,193

Water Operating Fund

2008 Cash Balance Statement

The fund will begin 2008 with a cash balance of \$30.5 million.

2008 WATER OPERATING FUND BALANCE SUMMARY		
Cash Balance (January 1, 2008)	\$	30,477,348
Plus Estimated 2008 Receipts		141,200,481
Total Estimated Available Resources	\$	171,677,829
Less 2008 Recommended Operating Budget (Water)		(143,444,096)
Less 2008 Recommended Operating Budget (Administration)		(3,528,467)
Less 2008 Recommended Operating Budget (Operational Support)		-
Projected Available Balance (December 31, 2008)	<u>\$</u>	<u>24,705,266</u>
Note: Cash Balance at January 1, 2008 does not include reserve fund balance of \$10 million		

2008 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.

2008 Revenue Summary

WATER OPERATING FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2005-2008				
REVENUE SUMMARY	2005 Actual	2006 Actual	2007 Estimated	2008 Proposed
Water Sales	\$ 87,737,331	\$ 91,456,128	\$ 104,351,610	\$ 121,204,395
Water Penalty Fees	934,627	1,123,439	1,247,325	1,259,799
System Capacity Charges	12,434,215	8,253,814	5,423,352	5,477,586
Sewer Billings	6,886,000	6,972,197	-	8,500,000
Meter Service Fee	495,193	455,317	316,543	319,708
Investment Income	2,055,713	4,988,246	5,973,341	2,567,011
Other Revenue	1,875,362	1,321,234	1,853,448	1,871,982
Beginning Year Cash Balance	28,687,814	31,198,491	40,683,819	30,477,348
TOTAL RESOURCES	\$ 141,106,255	\$ 145,768,866	\$ 159,849,438	\$ 171,677,829
PERCENT CHANGE		3.30%	9.66%	7.40%

Revenue Notes:

- The Sewer and Water Advisory Board is recommending an 18 percent increase in revenues in 2008, largely funded by rate increases to the various customer classes. With this increase, revenues, excluding the beginning balance, will total over \$141.2 million in 2008, an increase of nearly 18.5 percent over the 2007 projection.
- Sewer billing charges are projected to total \$8.5 million in 2008.
- 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.
- 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 12-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 18 percent more revenue in 2008.
- Water sales growth is projected at one percent per year, based on a recent history of water sales growth.
- The system capacity charge revenue is projected at one percent growth, reflecting growth in the system.
- Interest rates on investments of revenues and reserves are projected to be two percent.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- The pro-rated costs associated with the Division of Operational Support (DOS) will be eliminated in 2008 and beyond, because of the elimination of DOS.
- Included in the operations and maintenance budget is \$6.4 million for payment of pro rata; \$12 million for the purchase of chemicals; and \$2.3 million for payment of electricity.
- Proposed new debt is issued in the form of bonds at an assumed interest rate 4.5 percent in 2008 and 5.0 thereafter.
- The Division of Water's capital improvements budget (CIB) has been discounted by 20 percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.

**WATER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2006 - 2018
IN DOLLARS - 000'S OMITTED**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
BEGINNING CASH BALANCE	\$ 31,198	\$ 40,684	\$ 30,477	\$ 24,705	\$ 33,180	\$ 37,094	\$ 43,312	\$ 43,053	\$ 37,858	\$ 33,163	\$ 31,275	\$ 27,107	\$ 25,075
UTILITY REVENUES													
Water Sales	\$ 91,456	\$ 104,352	\$ 105,395	\$ 125,610	\$ 148,433	\$ 157,413	\$ 162,167	\$ 167,065	\$ 172,110	\$ 177,308	\$ 182,663	\$ 184,489	\$ 186,334
Water Sales Increase	-	-	15,809	17,795	6,185	2,624	2,703	2,784	2,869	2,955	-	-	-
Interest Income	4,988	5,973	2,567	3,190	1,484	2,771	1,137	1,126	1,126	1,126	1,126	1,126	1,126
System Capacity Charges	8,254	5,423	5,478	5,532	5,588	5,644	5,700	5,757	5,815	5,873	5,931	5,991	6,051
Sewer Billing Charges	6,972	-	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768	11,091	11,423
Penalties	1,123	1,247	1,260	1,272	1,285	1,298	1,311	1,324	1,337	1,351	1,364	1,378	1,392
Meter Service Fees	455	317	320	323	326	329	333	336	339	343	346	350	353
Other	1,321	1,853	1,872	1,891	1,910	1,929	1,948	1,967	1,987	2,007	2,027	2,047	2,068
Debt Refinancing													
TOTAL REVENUE	114,570	123,881	141,200	164,368	174,229	181,296	184,866	190,213	195,732	201,416	204,225	206,471	208,746
Actual transfer from/to reserve fund*													
TOTAL RESOURCES	\$ 145,769	\$ 164,565	\$ 171,678	\$ 189,073	\$ 207,409	\$ 218,390	\$ 228,177	\$ 233,266	\$ 233,590	\$ 234,578	\$ 235,499	\$ 233,578	\$ 233,821
UTILITY EXPENSE													
OPERATIONS & MAINTENANCE													
PERSONNEL SERVICES	\$ 23,352	\$ 23,154	\$ 38,031	\$ 39,172	\$ 40,847	\$ 42,072	\$ 43,335	\$ 44,635	\$ 45,974	\$ 47,353	\$ 48,773	\$ 50,237	\$ 51,744
27th Pay Period	-	-	1,295	-	-	-	-	-	-	-	-	-	-
HEALTH INSURANCE	4,875	3,300	6,601	7,063	7,558	8,087	8,653	9,258	9,906	10,600	11,342	12,136	12,985
SUPPLIES & MATERIALS	13,070	18,742	17,039	17,550	18,077	18,619	19,178	19,753	20,346	20,956	21,585	22,232	22,899
PRO RATA	4,928	5,362	6,354	7,397	7,840	8,158	8,319	8,560	8,808	9,064	9,190	9,291	9,394
CONTRACTURAL SERVICES	15,584	15,929	19,849	20,444	21,057	21,689	22,340	23,010	23,700	24,411	25,144	25,898	26,675
OTHER	228	61	100	103	106	109	113	116	119	123	127	130	134
EQUIPMENT	825	2,034	2,840	2,425	2,498	2,573	2,650	2,729	2,811	2,896	2,982	3,072	3,164
DIVISION OF OPERATIONAL SUPPORT	9,443	10,839	-	-	-	-	-	-	-	-	-	-	-
PU/A DIRECTOR'S ALLOCATION	2,716	8,567	3,528	3,634	3,743	3,856	3,971	4,090	4,213	4,340	4,470	4,604	4,742
TOTAL OPERATIONS & MAINTENANCE	\$ 75,020	\$ 87,987	\$ 95,637	\$ 97,788	\$ 101,726	\$ 105,163	\$ 108,557	\$ 112,151	\$ 115,878	\$ 119,742	\$ 123,612	\$ 127,600	\$ 131,737
DEBT SERVICE													
REVENUE BOND	7,278	7,662	7,799	7,989	8,232	-	-	-	-	-	-	-	-
GENERAL OBLIGATION	34,114	41,090	39,556	38,168	35,985	34,239	31,415	29,936	28,913	25,737	24,858	18,974	15,109
DEBT REFINANCING	(3,306)	(2,652)	-	-	-	-	-	-	-	-	-	-	-
PROPOSED NEW DEBT	-	-	3,980	11,948	24,372	35,677	45,152	53,320	55,637	57,825	59,922	61,929	63,846
TOTAL DEBT SERVICE	38,086	46,101	51,336	58,105	68,589	69,916	76,567	83,256	84,550	83,562	84,780	80,903	78,955
TOTAL EXPENSE	\$ 113,106	\$ 134,088	\$ 146,973	\$ 155,893	\$ 170,315	\$ 175,079	\$ 185,125	\$ 195,408	\$ 200,428	\$ 203,304	\$ 208,393	\$ 208,503	\$ 210,692
ENDING FUND BALANCE	\$ 32,663	\$ 30,477	\$ 24,705	\$ 33,180	\$ 37,094	\$ 43,312	\$ 43,053	\$ 37,858	\$ 33,163	\$ 31,275	\$ 27,107	\$ 25,075	\$ 23,130

**WATER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2006 - 2018
IN DOLLARS - 000'S OMITTED**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
PROJECTED REVENUE INCREASE	9.00%	10.00%	18.00%	17.00%	5.00%	2.00%	2.00%	2.00%	2.00%	2.00%	0.00%	0.00%	0.00%
RESERVE REQUIREMENT:													
10% of Operations/Maintenance Costs	\$ 7,502	\$ 8,799	\$ 9,564	\$ 9,779	\$ 10,173	\$ 10,516	\$ 10,856	\$ 11,215	\$ 11,588	\$ 11,974	\$ 12,361	\$ 12,760	\$ 13,174
CASH BASIS COVERAGE													
REVENUES	\$ 114,570,375	\$ 123,881	\$ 141,200	\$ 164,368	\$ 174,229	\$ 181,296	\$ 184,866	\$ 190,213	\$ 195,732	\$ 201,416	\$ 204,225	\$ 206,471	\$ 208,746
CONSTRUCTION FUNDS INTEREST	-	-	-	-	-	-	-	-	-	-	-	-	-
REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GROSS O & M EXPENSES	75,019,695	87,987	95,637	97,788	101,726	105,163	108,557	112,151	115,878	119,742	123,612	127,600	131,737
PAYMENT TO/FOR OHIO WATER RIGHTS	-	-	-	-	-	-	-	-	-	-	-	-	-
O & M EXPENSES	75,019,695	87,987	95,637	97,788	101,726	105,163	108,557	112,151	115,878	119,742	123,612	127,600	131,737
NET REVENUES	\$ 39,156,732	\$ 33,982	\$ 43,796	\$ 63,390	\$ 71,018	\$ 73,362	\$ 75,171	\$ 76,936	\$ 78,729	\$ 80,548	\$ 79,487	\$ 77,745	\$ 75,884
ACTUAL/ESTIMATED SYSTEM RESERVE FUND	\$ 26,263,227	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000
O&M EXPENSE RESERVE REQUIREMENT	(7,501,970)	(8,799)	(9,564)	(9,779)	(10,173)	(10,516)	(10,856)	(11,215)	(11,588)	(11,974)	(12,361)	(12,760)	(13,174)
SYSTEM RESERVE FUND AVAILABLE	18,761,257	30,201	29,436	29,221	28,827	28,484	28,144	27,785	27,412	27,026	26,639	26,240	25,826
ADJUSTED NET REVENUES	\$ 57,917,988	\$ 64,184	\$ 73,233	\$ 92,611	\$ 99,845	\$ 101,845	\$ 103,316	\$ 104,721	\$ 106,141	\$ 107,574	\$ 106,125	\$ 103,985	\$ 101,710
REVENUE BOND DEBT SERVICE	\$ 7,278,285	\$ 7,662	\$ 7,799	\$ 7,989	\$ 8,232	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
G.O. DEBT SERVICE (including proposed new d	34,113,800	41,090	43,536	50,116	60,357	69,916	76,567	83,256	84,550	83,562	84,780	80,903	78,955
PAYMENT TO/FOR OHIO WATER RIGHTS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE REQUIREMENTS	\$ 41,392,085	\$ 48,752	\$ 51,336	\$ 58,105	\$ 68,589	\$ 69,916	\$ 76,567	\$ 83,256	\$ 84,550	\$ 83,562	\$ 84,780	\$ 80,903	\$ 78,955
Rate covenant tests:													
COVERAGE RATIO (1.00 REQUIRED)													
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE (G/O)	1.40	1.32	1.43	1.59	1.46	1.46	1.35	1.26	1.26	1.29	1.25	1.29	1.29
COVERAGE RATIO (1.25 REQUIRED)													
ADJ. NET REVENUES vs. REV. BOND DEBT SERVICE (L/I)	7.96	8.38	9.39	11.59	12.13	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
COVERAGE RATIO (1.50 REQUIRED)													
ADJ. NET REVENUES vs. REV. BOND DEBT SERVICE (L/I)	7.96	8.38	9.39	11.59	12.13	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Storm Sewer Maintenance Fund

2008 Cash Balance Statement

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

The storm sewer maintenance fund will begin 2008 with a cash balance of nearly \$20.3 million, including the \$17 million in the reserve fund. No additional reserve fund transfers are projected at this time. However, the department will request that any surplus revenues, when available, be shifted to that fund.

2008 STORM SEWER MAINTENANCE FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2008)	\$	20,297,867
Plus Estimated 2008 Receipts		35,016,957
Total Estimated Available Resources	\$	55,314,824
Less 2008 Recommended Operating Budget		(35,099,855)
Less 2008 Recommended Operating Budget (Administration)		(2,729,052)
Less 2008 Recommended Operating Budget (Operational Support)		-
Projected Available Balance (December 31, 2008)	\$	<u>17,485,917</u>
Note: Balance at January 1, 2008 includes reserve fund balance		

2008 Revenue Summary

Storm sewer maintenance fees provide the vast majority of revenues to this fund. In August 1995, the Division of Sewerage and Drainage implemented a new fee structure based on the impervious area of a given property, which directly relates to stormwater runoff into the storm drainage system. The stormwater service fee is based upon an equitable and consistent rate system, defined in equivalent residential units (ERU), where one ERU equals 2,000 square feet of impervious area. The fee, as recommended by the Sewer and Water Advisory Board and approved by Columbus City Council, was \$2.44/ERU per month for 1995. During 1995, however, revenues exceeded original projections by nearly 50 percent; a result of higher than projected ERU's, and lower than projected credit applications. For that reason, the sewer and water advisory board recommended a rate decrease for 1996, to \$1.64/ERU per month. In 2000, the stormwater rate increased by 35 percent, after 5 years of remaining static. It was again increased in 2001 by 12.5 percent, by 9.5 percent in 2002, and by 5 percent in 2003.

The Sewer and Water Advisory Board has recommended an increase of 5 percent to the storm sewer maintenance fee in 2008.

Statements relative to this fund are made on a cash basis, which do not account for outstanding end of year encumbrances.

2008 Revenue Summary

STORM SEWER MAINTENANCE FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2005-2008				
REVENUE SUMMARY	2005	2006	2007	2008
	Actual	Actual	Estimated	Proposed
Storm Maintenance Fees	\$ 24,340,770	\$ 26,169,001	\$ 27,942,311	\$ 30,541,239
Investment Earnings	1,278,154	3,649,565	4,058,259	4,180,006
Other Revenues	253,486	293,135	292,550	295,712
Beginning Year Cash Balance	17,356,459	22,313,868	26,351,723	20,297,867
TOTAL RESOURCES	\$ 43,228,869	\$ 52,425,569	\$ 58,644,842	\$ 55,314,824
PERCENT CHANGE		21.27%	11.86%	-5.68%

Revenue Notes:

- 2008 revenues are based on a charge of \$3.84 per ERU, per month.

Storm Sewer Maintenance Pro Forma Operating Statement

- The Storm Sewer Maintenance pro forma operating statement assumes that the storm sewer maintenance fee will increase by five percent to \$3.84/ERU in 2008.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- The pro-rated costs associated with the Division of Operational Support (DOS) will be eliminated in 2008 and beyond, because of the elimination of DOS.
- The division's capital improvements plan has been discounted by 15 percent throughout the pro forma period. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- In 2005, for the first time, the storm sewer pro forma included costs associated with the street cleaning function. These costs were transferred from the Public Service Department. In 2008, snow removal costs totaling \$1,662,112, will be added to the storm sewer budget.

STORMWATER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2006 - 2017
 IN DOLLARS - 000'S OMITTED

	ACTUAL 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2017
Total Beginning Balance:	\$ 22,314	\$ 26,352	\$ 20,298	\$ 17,486	\$ 16,290	\$ 16,817	\$ 19,776	\$ 25,667	\$ 34,921	\$ 44,746	\$ 54,844	\$ 65,211	\$ 75,844
UTILITY REVENUE													
Storm Maintenance Service Charges	\$ 26,169	\$ 27,942	\$ 29,203	\$ 30,948	\$ 33,459	\$ 37,168	\$ 40,949	\$ 45,055	\$ 49,154	\$ 49,650	\$ 50,152	\$ 50,658	\$ 51,170
Rate Increase (Decrease)	-	-	1,338	1,986	3,067	3,066	3,378	3,304	-	-	-	-	-
Investment Earnings	3,650	4,058	4,180	4,305	4,435	4,568	4,705	4,846	4,991	5,141	5,295	5,454	5,618
Storm Sewer Maintenance Penalties	279	282	285	288	291	294	297	300	303	306	309	312	315
Other Revenues	14	10	11	11	11	12	12	12	13	13	14	14	14
Debt Refinancing													
TOTAL REVENUE	30,112	32,293	35,017	37,539	41,263	45,108	49,341	53,516	54,460	55,110	55,769	56,438	57,117
TOTAL RESOURCES	\$ 52,426	\$ 58,645	\$ 55,315	\$ 55,025	\$ 57,553	\$ 61,925	\$ 69,117	\$ 79,184	\$ 89,381	\$ 99,857	\$ 110,614	\$ 121,650	\$ 132,961
UTILITY EXPENSE													
Personnel	\$ 1,491	\$ 1,274	\$ 1,481	\$ 1,525	\$ 1,571	\$ 1,618	\$ 1,667	\$ 1,717	\$ 1,768	\$ 1,821	\$ 1,876	\$ 1,932	\$ 1,990
27th pay period	0	0	59	0	0	0	0	0	0	0	0	0	0
Insurances	204	180	277	297	317	340	363	389	416	445	476	510	545
Supplies and Materials	7	39	110	113	117	120	124	127	131	135	139	143	148
Contractual Services	3,633	1,189	4,348	4,479	4,613	4,752	4,894	5,041	5,192	5,348	5,508	5,674	5,844
Pro Rata	1,218	1,347	1,576	1,689	1,857	2,030	2,220	2,408	2,451	2,480	2,510	2,540	2,570
Equipment	40	37	45	46	48	49	51	52	54	55	57	59	60
Other	75	137	110	113	117	120	124	128	131	135	139	144	148
Reimbursement to Sanitary Enterprise	7,283	7,575	7,651	7,727	7,804	7,882	7,961	8,041	8,121	8,202	8,284	8,367	8,451
Department of Public Utilities Allocation	0	2,775	2,729	2,811	2,895	2,982	3,072	3,164	3,259	3,356	3,457	3,561	3,668
Division of Operational Support Allocation	506	7,814	0	0	0	0	0	0	0	0	0	0	0
Street Cleaning (transferred from Public Servi	3,406	3,759	5,534	5,700	5,871	6,047	6,228	6,415	6,608	6,806	7,010	7,220	7,437
Subtotal Operations and Maintenance	\$ 17,864	\$ 26,125	\$ 23,920	\$ 24,501	\$ 25,210	\$ 25,940	\$ 26,704	\$ 27,482	\$ 28,131	\$ 28,785	\$ 29,457	\$ 30,149	\$ 30,861
Debt Service:													
General Obligation Debt	\$ 10,684	\$ 13,233	\$ 13,909	\$ 13,116	\$ 12,722	\$ 12,233	\$ 11,751	\$ 11,363	\$ 10,982	\$ 10,610	\$ 10,237	\$ 9,865	\$ 9,865
Less Premium from '04 Issuance													
Debt Refinancing	(2,475)	(1,011)	0	0	0	0	0	0	0	0	0	0	0
Cash Transfer to Bond Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
Proposed New Debt	0	0	0	1,118	2,804	3,976	4,995	5,419	5,521	5,618	5,708	5,791	5,791
Total Debt Service:	\$ 8,209	\$ 12,222	\$ 13,909	\$ 14,234	\$ 15,526	\$ 16,209	\$ 16,746	\$ 16,781	\$ 16,504	\$ 16,227	\$ 15,945	\$ 15,656	\$ 15,656
Transfer to Reserve Fund	7,000	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSE	\$ 33,074	\$ 38,347	\$ 37,829	\$ 38,734	\$ 40,736	\$ 42,149	\$ 43,450	\$ 44,263	\$ 44,635	\$ 45,012	\$ 45,402	\$ 45,806	\$ 46,517
ENDING FUND BALANCE	\$ 26,352	\$ 20,298	\$ 17,486	\$ 16,290	\$ 16,817	\$ 19,776	\$ 25,667	\$ 34,921	\$ 44,746	\$ 54,844	\$ 65,211	\$ 75,844	\$ 86,444
RATE CHANGE	5.00%	8.50%	5.00%	7.00%	10.00%	9.00%	9.00%	8.00%	0.00%	0.00%	0.00%	0.00%	0.00%
10% of Operations/Maintenance Costs	\$ 1,539	\$ 2,511	\$ 2,392	\$ 2,562	\$ 2,801	\$ 2,992	\$ 3,170	\$ 3,290	\$ 3,365	\$ 3,440	\$ 3,517	\$ 3,594	\$ 3,665
COST/MONTH/ERU	\$3.37	\$3.66	\$3.84	\$4.11	\$4.52	\$4.93	\$5.37	\$5.80	\$5.80	\$5.80	\$5.80	\$5.80	\$5.80
ASSUMES base of 555,500 ERU'S, with annual growth per year as follows:	1.01%												
10% of O&M	\$ 1,786	\$ 2,612	\$ 2,392	\$ 2,450	\$ 2,521	\$ 2,594	\$ 2,670	\$ 2,748	\$ 2,813	\$ 2,878	\$ 2,946	\$ 3,015	\$ 3,086
Fund balance less 10% requirement	\$ 24,566	\$ 17,686	\$ 15,094	\$ 13,840	\$ 14,296	\$ 17,182	\$ 22,997	\$ 32,173	\$ 41,933	\$ 51,966	\$ 62,266	\$ 72,829	\$ 83,357

All Funds Summary

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

All Funds Summary

2008 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY CHARACTER								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	\$ 506,202,199	\$ 10,514,225	\$ 80,632,934	\$ 3,929,857	\$ -	\$ -	\$ 49,020,785	\$ 650,300,000
GENERAL-RELATED FUNDS								
Jobs Growth Fund								
Education	-	-	600,000	-	-	-	-	600,000
General Permanent Improvement Fund								
City Auditor	-	-	284,217	-	-	-	-	284,217
Income Tax	-	-	90,000	-	-	-	-	90,000
Safety Support Services	-	-	-	-	140,000	-	-	140,000
Total Permanent Improvement	-	-	374,217	-	140,000	-	-	514,217
SPECIAL REVENUE FUNDS								
Municipal Court Computer Fund								
Judges	243,406	93,200	271,450	-	-	-	-	608,056
Clerk	726,329	47,250	648,702	-	90,000	-	322,700	1,834,981
Total Court Computer	969,735	140,450	920,152	-	90,000	-	322,700	2,443,037
Street Construction, Main. & Repair								
Administration	2,552,935	2,807	227,415	-	-	-	-	2,783,157
Refuse Collection	4,428,615	1,530	1,430,890	-	-	-	-	5,861,035
Transportation	26,910,242	519,301	14,333,348	83,600	620,000	-	-	42,466,491
Total SCMR	33,891,792	523,638	15,991,653	83,600	620,000	-	-	51,110,683
Development Services Fund								
Development Administration	653,862	-	-	-	-	-	-	653,862
Service Administration	416,218	507	58,994	-	-	-	-	475,719
Transportation	9,900,993	108,340	2,304,268	3,500	254,198	-	-	12,571,299
Building Services	12,853,707	113,030	3,297,522	11,800	605,600	-	-	16,881,659
Total Development Services	23,824,780	221,877	5,660,784	15,300	859,798	-	-	30,582,539
Health Special Revenue								
Department of Public Health	17,112,011	635,325	7,602,308	19,900	-	-	180,000	25,549,544
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	23,937,016	847,612	6,976,496	106,000	-	-	182,000	32,049,124
Golf Operations								
Division of Golf	3,722,742	315,000	1,276,207	3,000	-	-	-	5,316,949
Broad Street Operations Fund								
Division of Facilities Management	-	29,200	1,586,922	-	-	-	-	1,616,122
Photo Red Light Fund								
Division of Police	-	-	-	-	-	-	500,000	500,000
Emergency Human Services Fund								
Division of Neighborhood Services	-	-	1,200,000	-	-	-	-	1,200,000
INTERNAL SERVICE FUNDS								
Print and Mailroom Services Fund								
Print Services	143,548	37,500	81,750	-	-	-	-	262,798
Mailroom Services	159,800	4,000	964,135	-	-	-	-	1,127,935
Total Print and Mailroom Services	303,348	41,500	1,045,885	-	-	-	-	1,390,733
Land Acquisition								
Division of Land Acquisition	777,055	17,300	69,788	-	-	-	-	864,143
Technology Services								
Administration	1,445,418	1,078,603	4,059,097	-	-	-	-	6,583,118
Information Services	13,425,638	341,252	5,522,188	-	167,100	3,030,398	-	22,486,576
Total Technology Services	14,871,056	1,419,855	9,581,285	-	167,100	3,030,398	-	29,069,694
Fleet Management Services								
Division of Fleet Management	9,090,615	13,248,290	3,878,800	5,000	-	2,503,354	-	28,726,059
Finance and Management Administration	958,390	-	-	-	-	-	-	958,390
Total Fleet Management Services	10,049,005	13,248,290	3,878,800	5,000	-	2,503,354	-	29,684,449
Employee Benefits								
Department of Human Resources	1,727,815	44,000	883,155	-	-	-	-	2,654,970
Department of Finance and Management	-	-	365,000	-	-	-	-	365,000
Total Employee Benefits	1,727,815	44,000	1,248,155	-	-	-	-	3,019,970
ENTERPRISE FUNDS								
Various Enterprise Funds								
Public Utilities Director's Office	8,354,864	332,519	1,527,190	-	31,500	-	-	10,246,073
Various Enterprise Funds								
Operation Support	-	-	-	-	-	-	-	-
Water System Enterprise								
Division of Water	45,926,955	17,039,096	26,202,692	100,000	2,839,800	43,536,303	7,799,250	143,444,096
Sewerage System Enterprise								
Division of Sewers and Drains	44,169,311	6,844,500	47,908,499	377,000	6,598,400	106,056,923	15,844,710	227,799,343
Storm System Enterprise								
Division of Sewers and Drains	1,817,623	109,830	19,108,452	110,000	45,000	13,908,950	-	35,099,855
Electricity Enterprise								
Division of Electricity	9,419,215	58,206,956	7,566,735	213,000	2,290,000	6,563,694	-	84,259,600
COMMUNITY DEVELOPMENT BLOCK GRANT								
Education	264,771	-	141,229	-	-	-	-	406,000
Dept of Development - Administration	747,709	3,000	3,750	-	-	-	-	754,459
Economic Development	796,085	4,750	1,990,217	-	-	-	-	2,791,052
Neighborhood Services	1,281,121	2,000	275,879	-	-	-	-	1,559,000
Planning	103,371	400	600	-	-	-	-	104,371
Housing	2,093,072	26,450	1,122,849	1,008,241	-	-	-	4,250,612
Department of Finance and Management	543,662	3,250	233,950	165,000	-	-	-	945,862
Department of Public Health	350,078	-	5,922	-	-	-	-	356,000
Department of Recreation and Parks	210,308	1,286	32,841	565	-	-	-	245,000
	6,390,177	41,136	3,807,237	1,173,806	-	-	-	11,412,356
Grand Total All Funds	\$ 753,466,699	\$ 110,572,309	\$ 244,392,174	\$ 6,136,463	\$ 13,681,598	\$ 175,599,622	\$ 73,849,445	\$ 1,378,072,527

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS 2005 - 2008				
	2005	2006	2007	2008
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
GENERAL FUND	\$ 555,353,784	\$ 595,701,335	\$ 631,954,189	\$ 650,300,000
GENERAL-RELATED FUNDS				
Safety Initiatives Fund	-	1,102,230	1,317,000	-
Jobs Growth Fund	813,333	1,433,565	684,000	600,000
Safety Staffing Contingency Fund	-	-	1,000,000	-
General Permanent Improvement Fund	-	-	-	514,217
SPECIAL REVENUE FUNDS				
Municipal Court Computer				
Judges	288,572	478,480	543,075	608,056
Clerk	2,371,112	2,120,290	2,182,289	1,834,981
Total Municipal Court Computer	2,659,684	2,598,770	2,725,364	2,443,037
Street Construction, Maint. & Repair				
Administration	1,765,070	1,943,579	2,057,651	2,783,157
Refuse Collection	677,405	974,685	1,379,036	5,861,035
Transportation	34,221,929	35,668,840	39,802,008	42,466,491
Total SCMR	36,664,404	38,587,104	43,238,695	51,110,683
Development Services Fund				
Development Administration	657,805	599,629	494,649	653,862
Service Administration	337,763	355,196	388,062	475,719
Transportation	9,154,703	8,684,821	9,144,577	12,571,299
Planning	269,482	-	-	-
Building Services	13,133,690	12,997,643	13,907,440	16,881,659
Total Development Services	23,553,443	22,637,289	23,934,728	30,582,539
Health Special Revenue				
Department of Public Health	23,693,927	28,087,202	28,019,056	25,549,544
Rec. & Parks Oper. & Extension				
Department of Recreation & Parks	29,563,216	32,403,887	34,645,249	32,049,124
Golf Operations				
Division of Golf	4,653,551	4,952,685	5,125,271	5,316,949
Cable Communications				
Division of Telecommunications	2,772,843	-	-	-
Safety Support Services	4,662,385	-	-	-
Total Cable Communications	7,435,228	-	-	-
Broad Street Operations Fund				
Division of Facilities Management	-	-	1,451,129	1,616,122
Photo Red Light Fund				
Division of Police	-	-	-	500,000
Emergency Humna Services Fund				
Various	697,419	1,295,273	606,312	1,200,000
INTERNAL SERVICE FUNDS				
Print Services Fund				
Print Services	212,843	232,187	223,670	262,798
Mailroom Services	-	-	-	1,127,935
Total Print and Mailroom Services	212,843	232,187	223,670	1,390,733
Land Acquisition				
Division of Land Acquisition	680,541	728,379	710,658	864,143
Technology Services				
Administration	4,085,836	4,879,548	8,189,387	6,583,118
Division of Information Services	13,576,706	17,137,324	18,001,129	22,486,576
Total Technology Services	17,662,542	22,016,872	26,190,516	29,069,694
Fleet Management Services				
Division of Fleet Management	23,013,787	25,295,734	28,864,680	28,726,059
Service Administration	434,955	456,073	506,009	-
Finance and Management Administration	-	-	-	958,390
Total Fleet Management Services	23,448,742	25,751,807	29,370,689	29,684,449
Employee Benefits				
Department of Human Resources	1,693,096	1,762,584	2,213,254	2,654,970
Department of Finance and Management	-	-	-	865,000
	1,693,096	1,762,584	2,213,254	3,019,970
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	3,296,078	8,417,843	15,413,136	10,246,073
Various Enterprise Funds				
Operation Support	4,185,523	16,001,904	30,107,586	-
Water System Enterprise				
Division of Water	151,370,954	107,016,753	114,682,236	143,444,096
Sewerage System Enterprise				
Division of Sewers and Drains	205,809,652	153,062,628	175,525,694	227,799,343
Storm System Enterprise				
Division of Sewers and Drains	51,730,742	32,822,073	28,326,205	35,099,855
Electricity Enterprise				
Division of Electricity	64,997,200	63,529,408	82,144,310	84,259,600
CDBG				
Office of Education	249,997	405,010	405,979	406,000
Development Administration	641,779	673,875	702,628	754,459
Economic Development	3,428,353	3,122,269	2,877,940	2,791,052
Neighborhood Services	1,348,003	1,434,822	1,494,213	1,559,000
Planning	138,174	122,592	134,318	104,371
Housing	4,921,735	4,343,380	4,574,106	4,250,612
Department of Finance and Management	916,165	966,709	1,097,001	945,862
Department of Public Health	278,225	303,343	356,000	356,000
Department of Recreation and Parks	224,679	223,864	244,768	245,000
Refuse Collection	155,287	-	-	-
Transportation	153,063	165,700	-	-
Total CDBG	12,455,461	11,761,564	11,886,954	11,412,356
Grand Total All Funds	\$ 1,222,631,363	\$ 1,171,903,342	\$ 1,291,495,901	\$ 1,378,072,527

All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S) 2005 - 2008				
Fund Name Division or Department	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
GENERAL FUND	4,952	5,050	5,185	5,187
<u>SPECIAL REVENUE FUNDS</u>				
Street Construction, Main. & Repair				
Administration	17	21	31	31
Refuse Collection	12	26	24	66
Transportation	336	341	362	358
Total SCMR	365	388	417	455
Development Services Fund				
Development Administration	6	6	5	5
Service Administration	3	4	4	4
Transportation	123	115	167	166
Building Services	142	138	149	147
Planning	2	-	-	-
Total Development Services	276	263	325	322
Health Special Revenue				
Department of Public Health	201	216	232	217
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	299	299	309	301
Golf Operations				
Division of Golf	36	36	38	36
Cable Communications				
Telecommunications	10	-	-	-
Safety Support Services	47	-	-	-
Total Cable Communications	57	-	-	-
Municipal Court Computer Fund				
Judges	2	2	2	2
Clerk	13	11	12	12
Total Municipal Court Computer	15	13	14	14
<u>INTERNAL SERVICE FUNDS</u>				
Print and Mail Services				
Mailroom Services	2	2	2	2
Print Services	2	2	2	2
Total Print and Mail Services	4	4	4	4
Land Acquisition				
Division of Land Acquisition	4	5	7	7
Technology Services				
Technology Administration	8	8	39	10
Division of Information Services	99	112	122	134
Fleet Management Services				
Finance and Management Administration	6	6	7	9
Division of Fleet Management	119	120	122	130
Employee Benefits				
Department of Human Resources	15	14	18	19
<u>ENTERPRISE FUNDS</u>				
Water System Enterprise				
Division of Water	495	305	339	553
Sewerage System Enterprise				
Division of Sewers and Drains	448	430	452	522
Storm System Enterprise				
Division of Sewers and Drains	34	13	23	23
Electricity Enterprise				
Division of Electricity	108	86	99	99
Various Enterprise Funds				
Public Utilities Director's Office	64	105	118	93
Various Enterprise Funds				
Operational Support	24	230	247	-
<u>COMMUNITY DEVELOPMENT BLOCK GRANT</u>				
Office of Education	4	4	4	4
Development Administration	9	8	9	8
Economic Development	11	8	11	9
Planning	2	2	2	1
Housing	26	27	22	21
Neighborhood Services	14	16	14	14
Department of Finance and Management	5	5	5	5
Department of Public Health	5	6	6	5
Transportation	2	-	-	-
Total CDBG	78	76	73	67
Grand Total All Funds	7,707	7,779	8,190	8,202

Notes:
2005 and 2006 are year-end actuals; 2007 and 2008 are budgeted

Capital Summary

To be eligible for capital improvements funding (i.e., from issuance of debt), an asset must have a useful life of at least five years and be considered non-operational. Some examples of capital improvements projects include the purchase of major equipment items, street lighting improvements, street improvements, land acquisition for recreational needs, building construction, and facility rehabilitation.

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

Voted debt typically carries lower interest expense than non-voted debt. Moreover, because it is good public policy to solicit voter input and participation in the capital prioritization process, the city typically requests voter approval of bond packages. On November 2, 2004, voters approved eight separate bond issues totaling \$605 million, generally intended to accommodate planned capital improvements mainly through 2008. Currently, the city plans to seek voter approval for future bond sales in November 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 this document, the city is preparing for a planned November 14, 2007 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 \$228.4 million. This is the third issuance of debt from the 2004 voted bond package.

The capital improvements program (CIP) provides approximately \$2.9 billion in funding for various capital improvements for the 2008-2013 period. Of this amount, \$501.3 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 2013 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 2008, SIT income tax deposits are projected at nearly \$134.1 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 \$14.3 million in 2008. 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 2007 to 2016. 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 30 percent surplus capacity (a 1.3 total coverage factor).

FIGURE ONE
2008 - 2013 CAPITAL IMPROVEMENTS PLAN
PERCENT BY DIVISION - \$2.9 BILLION

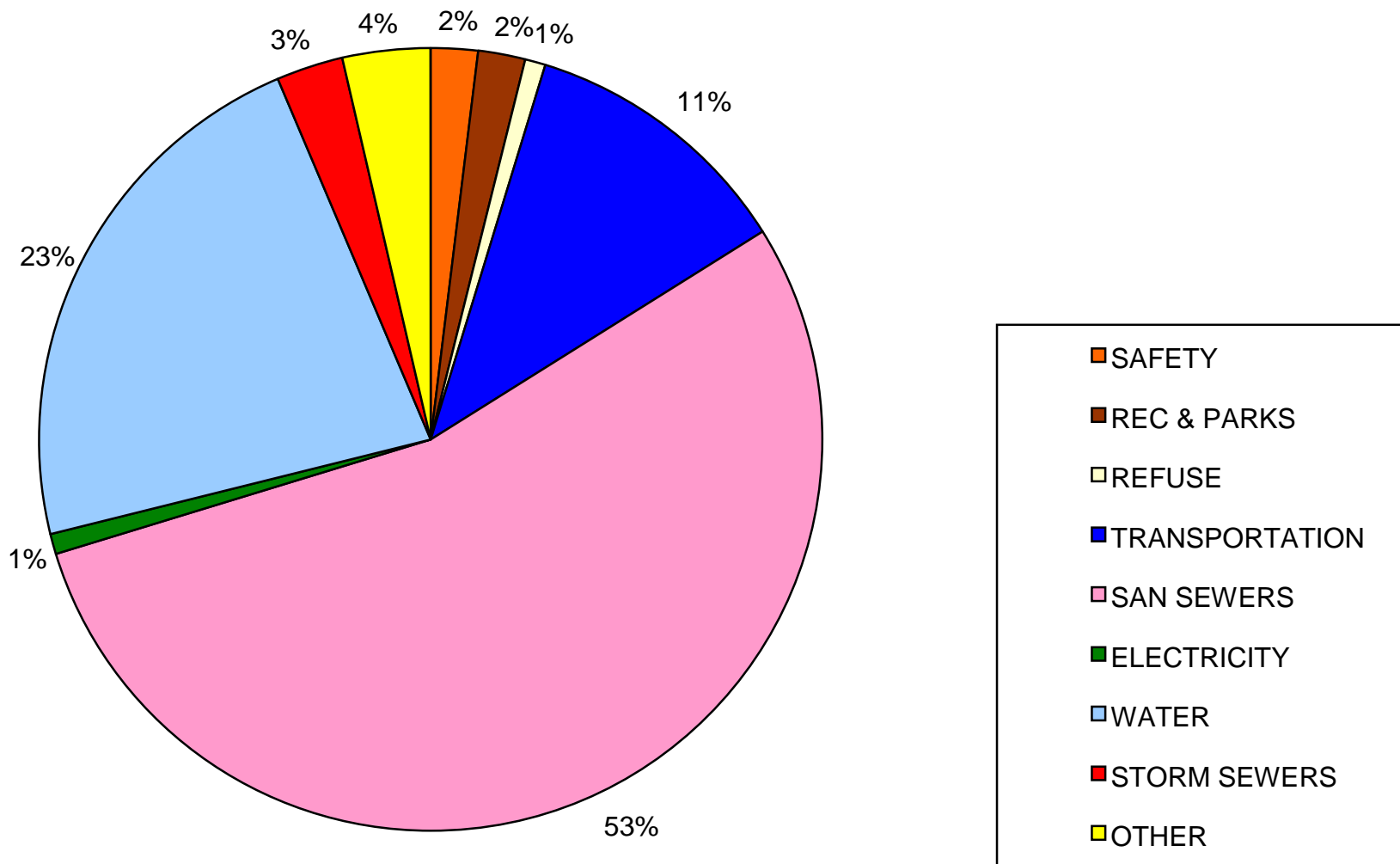
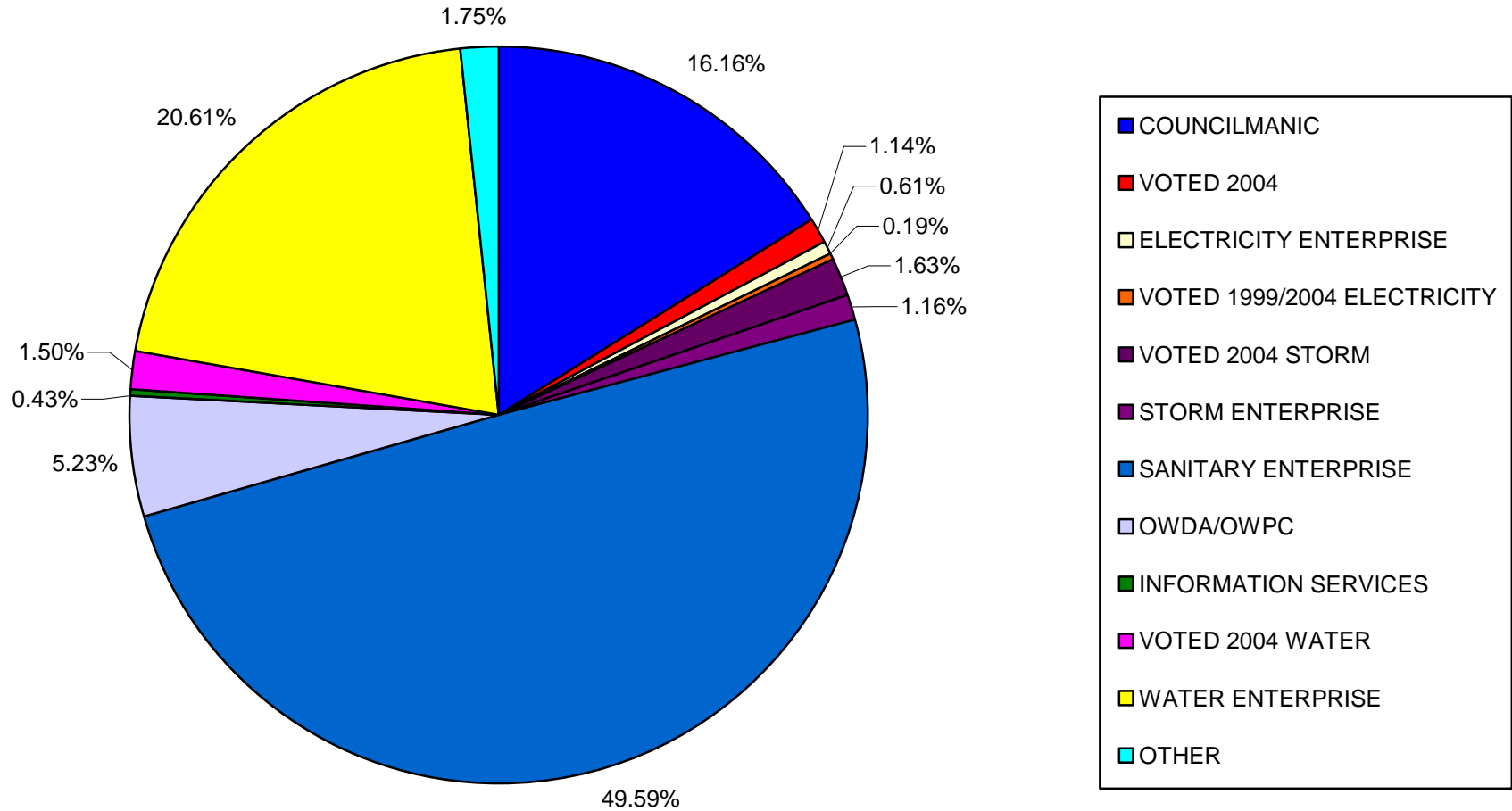


FIGURE TWO
2008 - 2013 CAPITAL IMPROVEMENTS PLAN
PERCENT BY FUNDING SOURCE - \$2.9 BILLION



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 UPDATED ON: 31-Oct-07

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

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EXPENDITURES																						
YEAR	EXISTING DEBT SERVICE VOTED				EXISTING DEBT SERVICE UNVOTED				NEW DEBT TO BE ISSUED			MAIN ST. BRIDGE & RIVERSOUTH	REC & PARKS LEASES	POLICE HELICOPTER	OTHER EXPENSES	TIPPING FEES	POLICE FIRE PEN.	SAFETY LEASES	SIB LOAN ROBERTS RD. & 70/71 CAP LOANS	2008 EXPENSES TO THE SIT	HOUSING REVOLVING PROGRAM	TOTAL EXPENDITURES
	STORM DEBT 1991& BEFORE	NON-ENTERPRISE	G.O POWER PLANT	N'TIONWIDE DEBT SERV	NON-ENTERPRISE	POWER PLT. REV. RFDG.	ST ISSUE II LOANS	N'TIONWIDE DEBT SERV	NON-ENTERPRISE	NON-ENTERPRISE	UNVOTED DEBT SERV.											
2007	\$ 2,193	\$ 73,775	\$ 7,540	\$ 63	\$ 40,353	\$ 6,388	\$ 606	3,389	\$ -	\$ -	\$ -	\$ -	\$ 148	\$ 4,068	\$ 4,065	\$ 14,000	\$ 1,934	\$ 1,828	\$ -	\$ -	\$ 1,000	\$ 161,351
2008	1,933	74,201	6,780	61	40,409	1,195	606	3,277	4,050	5,178	90	72	148	1,356	331	14,250	1,931	1,781	-	7,455	0	165,104
2009	1,779	69,282	3,651	58	35,357	-	606	3,162	9,362	14,119	215	426	148	1,356	348	14,535	1,936	571	-	0	0	156,911
2010	1,620	64,968	3,253	56	31,573	-	606	3,052	11,214	23,954	209	1,046	162	1,424	365	14,826	1,926	571	1,522	0	0	162,348
2011	1,536	61,839	-	54	26,659	-	606	2,943	10,919	32,938	204	4,066	162	1,495	383	15,122	1,924	571	1,522	0	0	162,942
2012	1,478	56,805	-	52	24,339	-	606	2,833	10,614	41,452	198	5,027	162	1,570	402	15,425	1,918	571	1,522	0	0	164,974
2013	1,374	53,531	-	50	22,256	-	606	2,600	10,309	50,021	193	13,458	162	1,648	422	15,733	1,915	571	1,522	0	0	176,370
2014	881	48,575	-	47	21,122	-	579	2,362	10,003	55,734	187	14,091	162	1,731	444	16,048	1,912	571	1,522	0	0	175,970
2015	844	43,885	-	45	18,211	-	551	2,381	9,698	58,708	181	14,425	176	1,817	466	16,369	1,911	571	-	0	0	170,240
2016	553	37,502	-	-	15,707	-	551	1,650	9,393	56,686	176	14,259	176	1,908	489	16,696	1,906	571	1,544	0	0	159,768
	\$ 14,191	\$ 584,364	\$ 21,224	\$ 486	\$ 275,986	\$ 7,584	\$ 5,923	\$ 27,649	\$ 85,562	\$ 338,789	\$ 1,653	\$ 66,871	\$ 1,606	\$ 18,373	\$ 7,715	\$ 153,003	\$ 19,213	\$ 8,177	\$ 9,154	\$ 7,455	\$ 1,000	\$ 1,655,977

REVENUES															COVERAGE					
YEAR	INCOME TAX	TUTTLE TIF	REC & PARKS FEES	POLICE HELICOPTER REIMBURSE	LINCOLN THEATRE REIMBURSE	MUNI CT RECEIPTS	INFORM SERVICES	CABLE RECEIPTS	CAPITOL SOUTH	TIF PAYMENTS & N'TIONWIDE REIMBURSE	FLEET MGT. SUPPORTED	COAAA RECEIPTS	MORPC RECEIPTS	TOTAL REVENUES	ANNUAL VARIANCE EXP V. REV	CASH BALANCE	CURRENT YEAR COVERAGE	TOTAL COVERAGE		
																			\$ 155,719	2007
2007	\$ 130,473	\$ 650	\$ 458	\$ 896	\$ 1,000	\$ 211	\$ 1,852	\$ 471	\$ 1,376	\$ 2,043	\$ 2,180	\$ 253	\$ -	\$ 141,864	\$ (19,487)	136,232	2007	0.88	1.8443	
2008	134,061	650	469	600	1,000	307	2,757	325	1,336	1,975	2,504	252	-	146,236	(18,867)	117,365	2008	0.89	1.7109	
2009	138,083	650	472	630	1,000	298	3,106	187	1,292	1,906	2,480	252	1,498	151,853	(5,057)	112,308	2009	0.97	1.7157	
2010	142,225	650	476	658	1,000	328	3,088	139	1,241	1,840	2,420	256	1,498	155,819	(6,529)	105,779	2010	0.96	1.6516	
2011	146,492	650	482	691	-	279	2,693	148	1,199	1,774	2,399	255	1,498	158,560	(4,383)	101,396	2011	0.97	1.6223	
2012	150,887	650	458	571	-	270	2,803	-	1,073	1,708	2,292	253	1,498	162,464	(2,511)	98,886	2012	0.98	1.5994	
2013	150,887	650	470	600	-	261	2,960	-	806	1,568	2,237	252	1,498	162,188	(14,182)	84,704	2013	0.92	1.4803	
2014	155,413	650	483	629	-	253	2,623	-	768	1,444	2,182	255	-	164,700	(11,270)	73,434	2014	0.94	1.4173	
2015	160,076	650	496	657	-	244	2,032	-	728	1,436	2,125	258	-	168,702	(1,538)	71,896	2015	0.99	1.4223	
2016	164,878	650	509	659	-	234	1,963	-	505	1,033	2,054	256	-	172,740	12,973	84,869	2016	1.08	1.5312	
	\$ 1,473,475	\$ 6,500	\$ 4,773	\$ 6,591	\$ 4,000	\$ 2,685	\$ 25,877	\$ 1,270	\$ 10,324	\$ 16,727	\$ 22,873	\$ 2,542	\$ 7,490	\$ 1,585,127	\$ (70,851)					

NEW DEBT TO BE ISSUED - PROPOSED CIB/CIP			ADDITIONAL CAPACITY SUMMARY			REVENUE ASSUMPTIONS											
YEAR	VOTED 2004	UNVOTED	TOTAL	YEAR	AMOUNT	RATIO											
2007	\$ 71,780	\$ 70,615	\$ 142,395	2007	\$ -	1.8443	(1) INCOME TAX - ESTIMATE FOR 2007 (2006 ACTUALS: (\$125,455) INCREASED BY 4.0%), 2.75% FOR 2008, 3.0% FOR 2009-2012, 0% IN 2013 & 3.0% FOR 2014-2016.										
2008	32,778	86,550	119,328	2008	28,000	1.7036	(2) REC FEES - REPRESENTS RECREATION, GOLF COURSE FEES PLEDGED FOR DEBT.										
2009	97	77,703	77,800	2009	-	1.6961	(3) POLICE HELICOPTER REIMBURSEMENT - REPRESENTS MONIES FROM SALE OF HELICOPTERS.										
2010	-	75,573	75,573	2010	-	1.6074	(4) CABLE RECEIPTS- MONIES RECEIVED FROM NON-SIT SUPPORTED AGENCIES.										
2011	-	79,576	79,576	2011	-	1.5607	EXPENDITURE ASSUMPTIONS										
2012	-	79,225	79,225	2012	-	1.5216	(1) EXISTING DEBT SERVICE - DEBT PAID FROM 4-430. ASSUMES VARIABLE RATE G.O. DEBT IS 4.5%.										
2013	-	82,225	82,225	2013	-	1.3934	(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 2007, 5% IN 2008 & 7% THEREAFTER.										
	\$ 104,655	\$ 551,467	\$ 656,122	2014	-	1.3158	(3) MAIN STREET BRIDGE/ RIVERSOUTH - MAIN ST. BRIDGE INCLUDES \$2,186,000 STARTING IN 2011 THROUGH 2016 FOR A STATE LOAN. RIVERSOUTH ASSUMES THE CITY ISSUING DEBT FROM 2007 TO 2012. IN 2013, CASH PAYMENTS OF \$7.5 MILLION ARE BUDGETED THROUGH 2016.										
				2015	-	1.3019	(4) G.O. PWR PLT- DEBT SERVICE ON THE POWER PLANT & SHREDDER STATIONS.										
				2016	-	1.3852											
					\$ 28,000												
SIT Supported Debt Summary			BEGINNING SIT UNENCUMBERED CASH BALANCE:														
Year	Voted Debt	Unvoted Debt	Total	FUND 430	\$162,609	CASH BALANCE					FUND 430	(18,840)	ENCUMBRANCES				
2007	\$ 71,780	\$ 64,285	\$ 136,045	FUND 430 <td></td> <td></td> <td colspan="4"></td> <td>FUND 430 <td>11,899</td> <td>ADJUSTMENTS</td> <td colspan="4"></td> </td>							FUND 430 <td>11,899</td> <td>ADJUSTMENTS</td> <td colspan="4"></td>	11,899	ADJUSTMENTS				
2008	32,778	84,055	116,833	FUND 411 <td></td> <td>51</td> <td colspan="4"></td> <td></td> <td></td> <td>UNENC. CASH BALANCE</td> <td colspan="4"></td>		51							UNENC. CASH BALANCE				
2009	97	75,778	75,875														
2010	-	73,418	73,418														
2011	-	78,376	78,376														
2012	-	78,375	78,375														
2013	-	78,375	78,375														
Total	\$ 104,655	\$ 532,642	\$ 637,297									\$155,719	BEG. UNENC. CASH BALANCE				

PREPARED BY: FINANCE & MANAGEMENT DEPARTMENT

Capital Summary

TABLE TWO 2008 - 2013 CAPITAL IMPROVEMENTS PROGRAM								
PUBLIC SAFETY/POLICE 30- 03								
PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
30-03 Police Facility Renovation	1,440,000	1,440,000	1,440,000	1,440,000	1,440,000	1,440,000	8,640,000	Councilmanic (Unvoted) Debt
Subtotal - PUBLIC SAFETY/POLICE 30- 03	\$1,440,000	\$1,440,000	\$1,440,000	\$1,440,000	\$1,440,000	\$1,440,000	\$8,640,000	
PUBLIC SAFETY/FIRE 30- 04								
PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
New Fire Station Acquisition		4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000	Councilmanic (Unvoted) Debt
30-04 Fire Apparatus Replacement	3,800,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,800,000	Councilmanic (Unvoted) Debt
30-04 Fire Facility Renovation	935,000	935,000	935,000	935,000	935,000	935,000	5,610,000	Councilmanic (Unvoted) Debt
Subtotal - PUBLIC SAFETY/FIRE 30- 04	\$4,735,000	\$7,935,000	\$7,935,000	\$7,935,000	\$7,935,000	\$7,935,000	\$44,410,000	
DEVELOPMENT/DEV ADMINISTRATION 44- 01								
PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
59-09 Economic & Community Development	1,144,000	500,000	500,000	500,000	500,000	500,000	3,644,000	Councilmanic (Unvoted) Debt
44-01 Cols Downtown Dev Corp	2,890,000	5,155,000	7,501,000	7,504,000	7,503,000	7,503,000	38,056,000	Councilmanic (Unvoted) Debt
Subtotal - DEVELOPMENT/DEV ADMINISTRATION 44- 01	\$4,034,000	\$5,655,000	\$8,001,000	\$8,004,000	\$8,003,000	\$8,003,000	\$41,700,000	
FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27								
PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Beacon Bldg. - Exterior Walls	1,900,000						1,900,000	Councilmanic (Unvoted) Debt
Beacon Bldg. - Windows	1,900,000						1,900,000	Councilmanic (Unvoted) Debt
Southside Health Project	1,500,000						1,500,000	Councilmanic (Unvoted) Debt
Facility Renovations - Various	423,000	100,000	80,000	155,000	728,000	728,000	2,214,000	Councilmanic (Unvoted) Debt
City Hall Renovations - HVAC	915,109						915,109	Councilmanic (Unvoted) Debt
City Hall Renovations" - Various		195,000	1,241,000	1,005,000	342,000	342,000	3,125,000	Councilmanic (Unvoted) Debt
Pen Site Remediation	2,000,000						2,000,000	Councilmanic (Unvoted) Debt
Impound Lot Relocation	10,200,000						10,200,000	Councilmanic (Unvoted) Debt
Municipal Court Renovations - Various	5,007,891	1,145,000	119,000	280,000	370,000	370,000	7,291,891	Councilmanic (Unvoted) Debt
Old Police Headquarters	17,000,000						17,000,000	Councilmanic (Unvoted) Debt
Subtotal - FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27	\$40,846,000	\$1,440,000	\$1,440,000	\$1,440,000	\$1,440,000	\$1,440,000	\$48,046,000	
TECHNOLOGY/DOT ADMINISTRATION 47- 01								
PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Routing Equipment Upgrade	225,000						225,000	Information Services
Unix Systems Upgrade	600,000						600,000	Information Services
47-02 Operations Equipment Upgrade	250,000	200,000	200,000			250,000	900,000	Information Services
47-02 Data Center Facility Upgrades		550,000	480,000			450,000	1,480,000	Information Services
47-02 Disaster Recovery Project	600,000	350,000					950,000	Information Services
47-02 Network Replacement Phase III	120,000						120,000	Information Services
47-02 Connectivity Project		475,000	1,125,000	850,000	500,000	500,000	3,450,000	Information Services
47-02 Enterprise System Upgrades	700,000	350,000	350,000	350,000	350,000	2,650,000	4,750,000	Information Services
Subtotal - TECHNOLOGY/DOT ADMINISTRATION 47- 01	\$2,495,000	\$1,925,000	\$2,155,000	\$1,200,000	\$850,000	\$3,850,000	\$12,475,000	

HEALTH/HEALTH 50- 01 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
59-07 Blind School Renovation	75,000	75,000	45,000				195,000	Councilmanic (Unvoted) Debt
Subtotal - HEALTH/HEALTH 50- 01	\$75,000	\$75,000	\$45,000	\$0	\$0	\$0	\$195,000	
RECREATION AND PARKS/RECREATION AND PARKS 51- 01 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
51 Urban Infra.- Rec & Parks	1,295,000	1,295,000	1,295,000	1,295,000	1,295,000	1,295,000	7,770,000	Councilmanic (Unvoted) Debt
51-01 Swimming Facilities	318,000	318,000	318,000	318,000	318,000	318,000	1,908,000	Councilmanic (Unvoted) Debt
Park and Playground auditors certificate-undetermined projects under \$20,000	106,000	106,000	106,000	106,000	106,000	106,000	636,000	Councilmanic (Unvoted) Debt
Hard Surface Improvements: yearly improvements	660,000	660,000	660,000	660,000	660,000	660,000	3,960,000	Councilmanic (Unvoted) Debt
Tennis and Basketball court improvements: yearly improvements	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Councilmanic (Unvoted) Debt
neighborhood park renovations	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (Unvoted) Debt
New Park Development	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000	Councilmanic (Unvoted) Debt
51-01 Facility Renovations		2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	14,400,000	Councilmanic (Unvoted) Debt
Roof Improvements- Big Run Maintenance Building and Shelterhouse	300,000						300,000	Councilmanic (Unvoted) Debt
Roof Improvements- Cultural Arts Center	350,000						350,000	Councilmanic (Unvoted) Debt
Roof Improvements-Performing Arts Center	350,000						350,000	Councilmanic (Unvoted) Debt
Facility Improvements, auditor's certificate for under \$20,000 projects	200,000						200,000	Councilmanic (Unvoted) Debt
Roof assessments	50,000						50,000	Councilmanic (Unvoted) Debt
Milo Grogan Recreation Center Expansion	300,000						300,000	Councilmanic (Unvoted) Debt
Spindler Rd Maintenance Facility: Utilities	150,000						150,000	Councilmanic (Unvoted) Debt
Blackburn Recreation Center Improvements	300,000						300,000	Councilmanic (Unvoted) Debt
Whetstone Gazebo Replacement	200,000						200,000	Councilmanic (Unvoted) Debt
HVAC Improvements: various facilities	500,000						500,000	Councilmanic (Unvoted) Debt
Floor Improvements: Various Facilities	180,000						180,000	Councilmanic (Unvoted) Debt
51-01 Park Acquisition	864,000	864,000	864,000	864,000	864,000	864,000	5,184,000	Councilmanic (Unvoted) Debt
Bikeway Trail Safety	432,000	432,000	432,000	432,000	432,000	432,000	2,592,000	Councilmanic (Unvoted) Debt
Scioto Mile Development	5,000,000						5,000,000	Councilmanic (Unvoted) Debt
Subtotal - RECREATION AND PARKS/RECREATION AND PARKS 51- 01	\$12,805,000	\$7,805,000	\$7,805,000	\$7,805,000	\$7,805,000	\$7,805,000	\$51,830,000	
RECREATION AND PARKS/GOLF DIVISION 51- 03 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Golf- equipment replacements	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic (Unvoted) Debt
golf: drainage improvements	50,000	150,000					200,000	Councilmanic (Unvoted) Debt
golf: bunker improvements	100,000	70,000					170,000	Councilmanic (Unvoted) Debt
golf: hard surface improvements	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Councilmanic (Unvoted) Debt
golf: carpet replacements	70,000				100,000		170,000	Councilmanic (Unvoted) Debt
golf: raymond clubhouse roof			220,000				220,000	Councilmanic (Unvoted) Debt
golf: security cameras				220,000			220,000	Councilmanic (Unvoted) Debt
golf: course enhancements					20,000	120,000	140,000	Councilmanic (Unvoted) Debt

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RECREATION AND PARKS/GOLF DIVISION 51- 03 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
golf: painting					100,000	100,000	200,000	Councilmanic (Unvoted) Debt
Subtotal - RECREATION AND PARKS/GOLF DIVISION 51- 03	\$720,000	\$720,000	\$720,000	\$720,000	\$720,000	\$720,000	\$4,320,000	
PUBLIC SERVICE/REFUSE COLLECTION 59- 02 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
59-02 Mechanized Collection Equipment		4,978,000	5,075,000	5,075,000	5,075,000	5,075,000	25,278,000	Councilmanic (Unvoted) Debt
59-02 Mechanized Collection Equipment	5,078,000	97,000					5,175,000	Voted 2004 Debt SIT Supported
Subtotal - PUBLIC SERVICE/REFUSE COLLECTION 59- 02	\$5,078,000	\$5,075,000	\$5,075,000	\$5,075,000	\$5,075,000	\$5,075,000	\$30,453,000	
PUBLIC SERVICE/TRANSPORTATION 59- 09 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Short North Streetscape		50,000					50,000	Councilmanic (Unvoted) Debt
59 Urban Infra.-Eng&Constr/Traffic	1,307,000	4,300,000	4,430,000	4,700,000	4,700,000	5,400,000	24,837,000	Councilmanic (Unvoted) Debt
18th, 20th St. Clair Sts Corridor	900,000						900,000	Voted 2004 Debt SIT Supported
7th St-4th Ave to 6th Ave	800,000						800,000	Voted 2004 Debt SIT Supported
Calumet Traffic Calming	350,000						350,000	Councilmanic (Unvoted) Debt
Clintonville	4,000						4,000	Councilmanic (Unvoted) Debt
Clintonville	11,000						11,000	Voted 2004 Debt SIT Supported
Franklinton RR Overpass		100,000					100,000	Councilmanic (Unvoted) Debt
Gen Eng Services		600,000	700,000	700,000	700,000		2,700,000	Councilmanic (Unvoted) Debt
Gen Eng Services	500,000						500,000	Voted 2004 Debt SIT Supported
Fremont/Leonard Traffic Calming			270,000				270,000	Councilmanic (Unvoted) Debt
High St/Clintonville Improv	150,000	400,000					550,000	Councilmanic (Unvoted) Debt
Holtzman/Main	420,000						420,000	Voted 2004 Debt SIT Supported
Italian Village Crosswalks	50,000						50,000	Voted 2004 Debt SIT Supported
Livingston Park Intersec.	450,000						450,000	Councilmanic (Unvoted) Debt
Neighborhood signs	200,000						200,000	Voted 2004 Debt SIT Supported
N Eureka-Steel to N Corp Line	420,000						420,000	Voted 2004 Debt SIT Supported
Taylor Avenue	400,000						400,000	Voted 2004 Debt SIT Supported
W. Broad St	500,000						500,000	Voted 2004 Debt SIT Supported
59-03 Street Equipment		27,625					27,625	Councilmanic (Unvoted) Debt
59-03 Street Equipment	171,480						171,480	Voted 2004 Debt SIT Supported
Bucket Line Trucs						149,257	149,257	Councilmanic (Unvoted) Debt
Bucket Line Trucs	128,750						128,750	Voted 2004 Debt SIT Supported
Bucket Signal Maint Trks				139,563		148,062	287,625	Councilmanic (Unvoted) Debt
Bucket Signal Maint Trks	127,720						127,720	Voted 2004 Debt SIT Supported
Bucket Van						101,494	101,494	Councilmanic (Unvoted) Debt
Digger-Street Names				103,809			103,809	Councilmanic (Unvoted) Debt
Distributor		143,222		151,944			295,166	Councilmanic (Unvoted) Debt
Single Axle Dump Truck		403,142	519,045	427,693	440,524	567,175	2,357,579	Councilmanic (Unvoted) Debt
Single Axle Dump Truck	391,400						391,400	Voted 2004 Debt SIT Supported

PUBLIC SERVICE/TRANSPORTATION 59- 09 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Tandem Axle Dump Trucks		366,011	376,991	388,301	399,950	411,948	1,943,201	Councilmanic (Unvoted) Debt
Tandem Axle Dump Trucks	236,900						236,900	Voted 2004 Debt SIT Supported
Flusher Trucks			136,591		144,909		281,500	Councilmanic (Unvoted) Debt
Flusher Trucks	128,750						128,750	Voted 2004 Debt SIT Supported
3 & 4 Wheel Sweepers			686,233	509,855	728,024	497,920	2,422,032	Councilmanic (Unvoted) Debt
Front end Loaders			131,127		139,113		270,240	Councilmanic (Unvoted) Debt
Graders					100,131		100,131	Councilmanic (Unvoted) Debt
Line Trucks			135,498		143,750		279,248	Councilmanic (Unvoted) Debt
Loop Truck				112,551			112,551	Councilmanic (Unvoted) Debt
Pothole Patchers			136,591		144,909	149,257	430,757	Councilmanic (Unvoted) Debt
Rubber Tire rollers			76,491		81,149		157,640	Councilmanic (Unvoted) Debt
Rubber Tire rollers	70,000						70,000	Voted 2004 Debt SIT Supported
Sign Trucks				140,689	144,909	149,257	434,855	Councilmanic (Unvoted) Debt
Skid Steer Loader w/Trailer				135,061			135,061	Councilmanic (Unvoted) Debt
Stake Body				54,636	56,275		110,911	Councilmanic (Unvoted) Debt
Tow Behind Rollers			76,491	78,786	81,149	83,584	320,010	Councilmanic (Unvoted) Debt
Tractors			71,027	73,158	75,353	77,613	297,151	Councilmanic (Unvoted) Debt
59-03 Morse Road Area Investment	1,384,772						1,384,772	Councilmanic (Unvoted) Debt
Milo Grogan		3,294,000	3,456,000				6,750,000	Councilmanic (Unvoted) Debt
Short North 7th to 9th	300,000	1,500,000					1,800,000	Councilmanic (Unvoted) Debt
Short North	100,000						100,000	Voted 2004 Debt SIT Supported
NCR-TBD	1,556,000			3,456,000	3,456,000	3,456,000	11,924,000	Councilmanic (Unvoted) Debt
Intersec Impr-Transp-Alkire & Holt	500,000						500,000	Voted 2004 Debt SIT Supported
Intersec-Impr-Transp-Cooper Rd@Blendon/Forest Hills			100,000	2,500,000			2,600,000	Councilmanic (Unvoted) Debt
Intersec-Impr-Transp-Cooper Rd@Blendon/Forest Hills	100,000						100,000	Voted 2004 Debt SIT Supported
Intersec-Improv-Transp-Group 9-Livingston/Lockbourne	600,000						600,000	Voted 2004 Debt SIT Supported
ADA Ramp Project- W Broad St	500,000						500,000	Voted 2004 Debt SIT Supported
ADA Ramps project-311 requests		500,000	500,000	500,000	500,000	500,000	2,500,000	Councilmanic (Unvoted) Debt
ADA Ramps project-311 requests	500,000						500,000	Voted 2004 Debt SIT Supported
Concrete Island Rehab	250,000		250,000	250,000	250,000	250,000	1,250,000	Councilmanic (Unvoted) Debt
Concrete Street Rehab			600,000	1,000,000	1,000,000	1,000,000	3,600,000	Councilmanic (Unvoted) Debt
Concrete Street Rehab	456,000						456,000	Voted 2004 Debt SIT Supported
Fairwood Ave Improv	100,000						100,000	Voted 2004 Debt SIT Supported
Grandview Ave	150,000						150,000	Voted 2004 Debt SIT Supported
Indianola Ave			400,000				400,000	Councilmanic (Unvoted) Debt
Minor Rdwy Rehab			300,000	300,000	300,000	300,000	1,200,000	Councilmanic (Unvoted) Debt
Arterial Street Rehabilitation - Grandview Avenue								Councilmanic (Unvoted) Debt
59-03 Alley Rehabilitation		100,000	280,000				380,000	Councilmanic (Unvoted) Debt
Brick Rehabilitation-Transportation - Brick Rehab		200,000		400,000		196,165	796,165	Councilmanic (Unvoted) Debt
Brick Rehabilitation - Transportation - Pearl St.	500,000						500,000	Voted 2004 Debt SIT Supported

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PUBLIC SERVICE/TRANSPORTATION 59- 09 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
59-03 Roadway Improvements	989,228						989,228	Councilmanic (Unvoted) Debt
Britton Parkway		300,000					300,000	Councilmanic (Unvoted) Debt
Downtown-Quick-to-construct-program			500,000	500,000			1,000,000	Councilmanic (Unvoted) Debt
Downtown-Quick-to-construct-program	305,000						305,000	Voted 2004 Debt SIT Supported
Emerald Parkway			300,000				300,000	Councilmanic (Unvoted) Debt
GE-CIP		150,000		250,000		250,000	650,000	Councilmanic (Unvoted) Debt
GE Roadways		150,000		250,000		250,000	650,000	Councilmanic (Unvoted) Debt
High Street Maintenance	750,000						750,000	Voted 2004 Debt SIT Supported
Hines Road			518,411				518,411	Councilmanic (Unvoted) Debt
Holt Road	350,000		400,000	250,000			1,000,000	Councilmanic (Unvoted) Debt
GE Prelim Design				250,000		250,000	500,000	Councilmanic (Unvoted) Debt
Short Street Roadway	150,000						150,000	Councilmanic (Unvoted) Debt
SR161-Sawmill-SR315	250,000						250,000	Voted 2004 Debt SIT Supported
Sunbury Rd Phase A	100,000						100,000	Voted 2004 Debt SIT Supported
Fed/State Match-Transp-Hard Rd-Ph A						1,200,000	1,200,000	Councilmanic (Unvoted) Debt
Fed/State Match-Transp-MORPC Admin Costs	60,000	44,569	60,000	60,000	60,000	60,000	344,569	Councilmanic (Unvoted) Debt
Fed/State Match-Transp-Roberts Rd		1,498,431	1,415,504	1,415,504	1,415,504	1,415,504	7,160,447	Councilmanic (Unvoted) Debt
Curb Reconstruction - Transportation - Curb Reimbursement		100,000		100,000			200,000	Councilmanic (Unvoted) Debt
Curb Reconstruction - Transportation - Qwik Curb	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic (Unvoted) Debt
Curb Reconst-Transp-Curb Replacement		200,000	300,000	200,000	300,000	300,000	1,300,000	Councilmanic (Unvoted) Debt
Curb Reconst-Transp-Curb Replacement	250,000						250,000	Voted 2004 Debt SIT Supported
Curb Reconst-Transp-Citywide Req/Downtown		250,000	250,000	250,000	250,000	250,000	1,250,000	Councilmanic (Unvoted) Debt
Curb Reconst-Transp-Citywide Req/Downtown	250,000						250,000	Voted 2004 Debt SIT Supported
Pavement/Asset Mgmt			250,000		250,000		500,000	Councilmanic (Unvoted) Debt
Pavement/Asset Mgmt	250,000						250,000	Voted 2004 Debt SIT Supported
Pavement Recycling & Overlay			500,000		500,000		1,000,000	Councilmanic (Unvoted) Debt
Resurfacing Project 1	5,065,000	2,000,000	4,334,000	5,000,000	5,000,000	5,000,000	26,399,000	Councilmanic (Unvoted) Debt
Resurfacing Project 1	1,435,000						1,435,000	Voted 2004 Debt SIT Supported
Resurfacing Project 2			4,000,000	4,323,450	5,000,000	5,000,000	18,323,450	Councilmanic (Unvoted) Debt
Resurfacing-Project 3				4,402,236	5,161,587	5,000,000	14,563,823	Councilmanic (Unvoted) Debt
GE Curb Ramp Design (Consultant contracts)		250,000	250,000	250,000	250,000	250,000	1,250,000	Councilmanic (Unvoted) Debt
GE Curb Ramp Design (Consultant contracts)	250,000						250,000	Voted 2004 Debt SIT Supported
Preventive Maint-Crack seal		500,000	750,000	750,000	750,000	750,000	3,500,000	Councilmanic (Unvoted) Debt
Preventive Maint-Crack seal	500,000						500,000	Voted 2004 Debt SIT Supported
Preventive Maint. Slurry seal		250,000	250,000	250,000	250,000	250,000	1,250,000	Councilmanic (Unvoted) Debt
Preventive Maint. Slurry seal	250,000						250,000	Voted 2004 Debt SIT Supported
Winter staff reimburse			250,000	250,000	250,000	250,000	1,000,000	Councilmanic (Unvoted) Debt
Winter staff reimburse	150,000						150,000	Voted 2004 Debt SIT Supported
Staff Reimburse-Plan Prep			400,000	400,000	400,000	400,000	1,600,000	Councilmanic (Unvoted) Debt

PUBLIC SERVICE/TRANSPORTATION 59- 09 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Resurfacing-PROJECT 4						1,500,000	1,500,000	Councilmanic (Unvoted) Debt
Bridge Rehabilitation - Transportation - Arcadia over Glen Echo	300,000						300,000	Voted 2004 Debt SIT Supported
Bridge Rehabilitation - Transportation - Cleaning & Sealing		50,000		75,000			125,000	Councilmanic (Unvoted) Debt
Town St Bridge-ODOT funding		17,000,000					17,000,000	ODOT (Ohio Dept of Transportation)
Bridge Rehabilitation - Transportation - Town St Bridge		12,000,000					12,000,000	Councilmanic (Unvoted) Debt
Bridge Rehabilitation - Transportation - Town St Br OPWC		5,000,000					5,000,000	OPWC (Ohio Public Works Comm)
Bridge Rehabilitation - Transportation - Town St. Fed Earmark		1,800,000					1,800,000	Federal Match Projects
Bridge Rehabilitation - Transportation - Town St. Other funding source		12,500,000					12,500,000	Federal Match Projects
Bridge Rehab-Transp-On-call Maintenance			350,000	350,000	400,000		1,100,000	Councilmanic (Unvoted) Debt
Bridge Rehab-Transp-On-call Maintenance	300,000						300,000	Voted 2004 Debt SIT Supported
Bridge Rehab-Transp-Bridge Painting			400,000				400,000	Councilmanic (Unvoted) Debt
Bridge Rehab-Transp-N Broadway O RR				400,000			400,000	Councilmanic (Unvoted) Debt
Bridge Rehab-Transp-Nationwide O RR	100,000						100,000	Voted 2004 Debt SIT Supported
Bridge Rehab-Transp-Main St Br				2,186,764	2,186,764	2,186,764	6,560,292	Councilmanic (Unvoted) Debt
Bridge Rehab-Transp-Longview Ret.Wall	200,000						200,000	Voted 2004 Debt SIT Supported
Bridge Rehab-Transp-James Rd O RR		275,000					275,000	Councilmanic (Unvoted) Debt
Bridge Rehab-Transp-Indianola Ave			125,000		500,000		625,000	Councilmanic (Unvoted) Debt
Bridge Rehab-Transp-GE Bridges		115,000	250,000	300,000	250,000	300,000	1,215,000	Councilmanic (Unvoted) Debt
Bridge Rehab-Transp-Eureka O Stream	225,000						225,000	Voted 2004 Debt SIT Supported
Bridge Rehab-Transp-Cooke Rd O Adena Brook		300,000					300,000	Councilmanic (Unvoted) Debt
Bridge Rehab-Transp-Cooke Rd O Adena Brook	125,000						125,000	Voted 2004 Debt SIT Supported
Bridge Rehab-Transp-Broad St. Maint.	15,000	15,000	15,000	15,000	15,000		75,000	Councilmanic (Unvoted) Debt
Housing Initiatives-Roadway	1,152,000	1,152,000	1,152,000	1,152,000	1,152,000	1,152,000	6,912,000	Councilmanic (Unvoted) Debt
59-04 Parking Meters		100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic (Unvoted) Debt
59-04 Parking Meters	200,000						200,000	Voted 2004 Debt SIT Supported
Bikeway Development-Transportation-Misc Improvements						300,000	300,000	Councilmanic (Unvoted) Debt
Bikeway Development-Transportation-GE Projects		150,000			325,000		475,000	Councilmanic (Unvoted) Debt
Computer-Signals-Transp-Comp. Signals		150,000	250,000	250,000	250,000	250,000	1,150,000	Councilmanic (Unvoted) Debt
Computer-Signals-Transp-Comp. Signals	250,000						250,000	Voted 2004 Debt SIT Supported
Comput Signals-Transp-Surveillance Cam Upgrades		200,000					200,000	Councilmanic (Unvoted) Debt
Comput Signals-Transp-Surveillance Cam Upgrades	200,000						200,000	Voted 2004 Debt SIT Supported
School Flashers-Transp-20 MPH		150,000	150,000	150,000	150,000	150,000	750,000	Councilmanic (Unvoted) Debt
School Flashers-Transp-20 MPH	150,000						150,000	Voted 2004 Debt SIT Supported
Traffic Sig Install-Transp-Installations		500,000	750,000	750,000	750,000	750,000	3,500,000	Councilmanic (Unvoted) Debt
Traffic Sig Install-Transp-Installations	750,000						750,000	Voted 2004 Debt SIT Supported
Traffic Sign Install-Transp-Staff Reimb			300,000	300,000	300,000	300,000	1,200,000	Councilmanic (Unvoted) Debt
Traffic Sign Install-Transp-Equipment		300,000	300,000	300,000	300,000	300,000	1,500,000	Councilmanic (Unvoted) Debt
Traffic Sign Install-Transp-Equipment	300,000						300,000	Voted 2004 Debt SIT Supported

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PUBLIC SERVICE/TRANSPORTATION 59- 09 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Traffic Sign Install-Transp-CTSS Phase B			4,000,000				4,000,000	Councilmanic (Unvoted) Debt
Traffic Sign Install-Transp-CTSS Phase C					1,500,000		1,500,000	Councilmanic (Unvoted) Debt
59-04 Sign Upgradings/Streetname Signs		350,000	350,000	350,000	350,000	350,000	1,750,000	Councilmanic (Unvoted) Debt
59-04 Sign Upgradings/Streetname Signs	350,000						350,000	Voted 2004 Debt SIT Supported
59-04 Raised Pavement Markings		250,000	250,000	250,000	250,000	250,000	1,250,000	Councilmanic (Unvoted) Debt
59-04 Raised Pavement Markings	250,000						250,000	Voted 2004 Debt SIT Supported
59-04 Permanent Pavement Markings		250,000	500,000	500,000	500,000	500,000	2,250,000	Councilmanic (Unvoted) Debt
59-04 Permanent Pavement Markings	500,000						500,000	Voted 2004 Debt SIT Supported
59-09 Pedestrian Safety Improvements				1,800,000	2,200,000	2,200,000	6,200,000	Councilmanic (Unvoted) Debt
Community Mobility Pgm		300,000	300,000	300,000			900,000	Councilmanic (Unvoted) Debt
Community Mobility Pgm	300,000						300,000	Voted 2004 Debt SIT Supported
Cols. Public Schools	100,000	100,000	100,000	100,000			400,000	Councilmanic (Unvoted) Debt
Crosswoods Sidewalks		478,000	1,000,000				1,478,000	Councilmanic (Unvoted) Debt
Crosswoods Sidewalks	250,000						250,000	Voted 2004 Debt SIT Supported
Linden Area Traffic Mgmt Plan		500,000					500,000	Councilmanic (Unvoted) Debt
Linden Area Traffic Mgmt Plan	500,000						500,000	Voted 2004 Debt SIT Supported
Sidewalk Pgm Acquisition	100,000						100,000	Voted 2004 Debt SIT Supported
Sidewalk Pgm Constr		1,607,000					1,607,000	Councilmanic (Unvoted) Debt
Sidewalk Pgm Constr	970,000						970,000	Voted 2004 Debt SIT Supported
Sidewalk Install-GE		200,000	200,000				400,000	Councilmanic (Unvoted) Debt
Strawberry Farms TC	700,000						700,000	Councilmanic (Unvoted) Debt
Traffic Calming thru-out City	250,000		600,000				850,000	Councilmanic (Unvoted) Debt
Inters. Impr-Transp-I670/4th Improv.		485,000					485,000	Councilmanic (Unvoted) Debt
Inters. Impr-Transp-I670/4th Improv.	815,000						815,000	Voted 2004 Debt SIT Supported
Utility relocation reimburse		100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic (Unvoted) Debt
Utility relocation reimburse	100,000						100,000	Voted 2004 Debt SIT Supported
SSI-OTMP	500,000						500,000	Voted 2004 Debt SIT Supported
Facilities-Transp-Groves Rd Outpost	500,000						500,000	Councilmanic (Unvoted) Debt
Misc Development	1,069,000						1,069,000	Councilmanic (Unvoted) Debt
59-09 Columbus School Coordination	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic (Unvoted) Debt
59-09 Signal Ramp Improvements		250,000	250,000	250,000	250,000	250,000	1,250,000	Councilmanic (Unvoted) Debt
59-09 17th Ave Widening	600,000						600,000	Councilmanic (Unvoted) Debt
Alum Creek Dr-Phase B		4,621,000					4,621,000	Councilmanic (Unvoted) Debt
ALUM CREEK ODOT		12,320,000					12,320,000	ODOT (Ohio Dept of Transportation)
Hilliard-Rome Rd-Roberts Rd South	5,463,000						5,463,000	Voted 2004 Debt SIT Supported
Hilliard Rome ODOT fundign	6,880,000						6,880,000	ODOT (Ohio Dept of Transportation)
E Broad St Urban Paving		100,000					100,000	Councilmanic (Unvoted) Debt
Indianola Ave Urban Paving	350,000						350,000	Voted 2004 Debt SIT Supported
S. High St Urban Paving	250,000						250,000	Voted 2004 Debt SIT Supported
W Broad St Urban Paving	200,000						200,000	Voted 2004 Debt SIT Supported

PUBLIC SERVICE/TRANSPORTATION 59- 09								Total	Funding Source
PROJECT NAME	2008	2009	2010	2011	2012	2013	Budget		
US 62, Central, Town & Rich Urban Paving			100,000				100,000	Councilmanic (Unvoted) Debt	
Kinnear Rdwy	2,100,000	2,200,000					4,300,000	Councilmanic (Unvoted) Debt	
Subtotal - PUBLIC SERVICE/TRANSPORTATION 59- 09	\$53,632,000	\$93,745,000	\$40,452,000	\$45,452,000	\$45,452,000	\$45,452,000	\$324,185,000		
PUBLIC UTILITIES/STORM SEWER 60-15								Total	Funding Source
PROJECT NAME	2008	2009	2010	2011	2012	2013	Budget		
Stormwater Infrastructure Upgrades in the Northwest Alum Creek Area				660,000			660,000	Storm Sewer Enterprise (Unvoted)	
Stormwater Infrastructure Upgrades in the Early Ditch Relief Area					5,250,000		5,250,000	Storm Sewer Enterprise (Unvoted)	
Stormwater Infrastructure Upgrades in the Early Ditch Relief Area		2,750,000					2,750,000	Voted 2004 Debt-Storm Sewer	
Stormwater Infrastructure Upgrades in the West Fifth Avenue Area					800,000		800,000	Storm Sewer Enterprise (Unvoted)	
Stormwater Infrastructure Upgrades in the West Fifth Avenue Area		120,000					120,000	Voted 2004 Debt-Storm Sewer	
Stormwater Infrastructure Upgrades in the Barthman/Parsons Area						750,000	750,000	Storm Sewer Enterprise (Unvoted)	
Stormwater Infrastructure Upgrades in the Barthman/Parsons Area			220,000				220,000	Voted 2004 Debt-Storm Sewer	
Stormwater Infrastructure Upgrades in the Livingston/James Area				50,000	500,000		550,000	Storm Sewer Enterprise (Unvoted)	
Stormwater Infrastructure Upgrades in the Livingston/James Area	400,000						400,000	Voted 2004 Debt-Storm Sewer	
60-15 Cleveland/Lakeview Ave Sewer Imps	850,000						850,000	Voted 2004 Debt-Storm Sewer	
60-15 Linden Area Wide Storm System	3,000,000						3,000,000	Voted 2004 Debt-Storm Sewer	
60-15 Pump Station St-28 Williams Rd	2,200,000						2,200,000	Voted 2004 Debt-Storm Sewer	
Fifth Avenue Dam Abutment Rehab		50,000	100,000				150,000	Voted 2004 Debt-Storm Sewer	
60-15 Olentangy Blvd/Amazon Pl		300,000					300,000	Voted 2004 Debt-Storm Sewer	
60-15 Petzinger Rd Stormwater Imps		1,000,000					1,000,000	Voted 2004 Debt-Storm Sewer	
60-15 Charleston Ave Stormwater System	1,000,000						1,000,000	Voted 2004 Debt-Storm Sewer	
60-15 Southard/Fornoff Area Stormwater		1,500,000					1,500,000	Voted 2004 Debt-Storm Sewer	
60-15 Canyon Drive/Glenmont Ave SSI	1,000,000						1,000,000	Voted 2004 Debt-Storm Sewer	
Parklane Avenue SSI	25,000		250,000				275,000	Voted 2004 Debt-Storm Sewer	
East 25th/Joyce Avenue Stormwater Systems Improvement	160,000	1,250,000					1,410,000	Voted 2004 Debt-Storm Sewer	
Westside Neighborhood Stormwater System Improvements		500,000					500,000	Voted 2004 Debt-Storm Sewer	
Eastside Neighborhood Stormwater System Improvements	100,000	700,000					800,000	Voted 2004 Debt-Storm Sewer	
Northeast Neighborhood Stormwater System Improvements		500,000					500,000	Voted 2004 Debt-Storm Sewer	
60-15 Safford/Union Area Storm Sewer	10,000		300,000				310,000	Voted 2004 Debt-Storm Sewer	
60-15 Minnesota Ave Street Reconstruct	475,000						475,000	Voted 2004 Debt-Storm Sewer	
60-15 Riverview Drive Street Reconstruct	1,100,000						1,100,000	Voted 2004 Debt-Storm Sewer	
60-15 Elmore Ave Stormwater Imps		100,000					100,000	Voted 2004 Debt-Storm Sewer	
60-15 Snuffer Road Storm Sewer	25,000		850,000				875,000	Voted 2004 Debt-Storm Sewer	
60-15 Shattuck/Clearview Storm Sewer		575,000					575,000	Voted 2004 Debt-Storm Sewer	

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PUBLIC UTILITIES/STORM SEWER 60-15 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Saddle Run Storm Sewer Improvements				750,000			750,000	Storm Sewer Enterprise (Unvoted)
Saddle Run Storm Sewer Improvements	100,000	50,000					150,000	Voted 2004 Debt-Storm Sewer
60-15 Marion Road Storm Sewer	80,000		825,000				905,000	Voted 2004 Debt-Storm Sewer
60-15 Lockbourne Road Storm Sewer	50,000		530,000				580,000	Voted 2004 Debt-Storm Sewer
Bulen Avenue Stormwater System Improvements	85,000		250,000				335,000	Voted 2004 Debt-Storm Sewer
Fairwood Avenue Stormwater System Improvements	97,000		300,000				397,000	Voted 2004 Debt-Storm Sewer
60-15 Evergreen & Dewberry Storm Sewer	290,000						290,000	Voted 2004 Debt-Storm Sewer
Champion Avenue Stormwater System Improvements				325,000			325,000	Storm Sewer Enterprise (Unvoted)
Champion Avenue Stormwater System Improvements	86,000	30,000					116,000	Voted 2004 Debt-Storm Sewer
Oakwood Avenue Stormwater System Improvements				190,000			190,000	Storm Sewer Enterprise (Unvoted)
Oakwood Avenue Stormwater System Improvements	36,000	20,000					56,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Project No. 1				250,000			250,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Project No. 1	100,000	25,000					125,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Projects No. 2				250,000			250,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Projects No. 2	50,000	25,000					75,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Project No. 3				250,000			250,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Project No. 3	50,000	25,000					75,000	Voted 2004 Debt-Storm Sewer
60-15 Linworth Rd/Meeklyn Dr Storm Sewer	50,000		1,000,000				1,050,000	Voted 2004 Debt-Storm Sewer
Belvidere Avenue Stormwater System Improvements				1,000,000			1,000,000	Storm Sewer Enterprise (Unvoted)
Belvidere Avenue Stormwater System Improvements	120,000	65,000					185,000	Voted 2004 Debt-Storm Sewer
Olentangy Blvd @ Schreyer Pl/Annadale Martindale Stormwater System Improvements	100,000	50,000	750,000				900,000	Voted 2004 Debt-Storm Sewer
Linden Neighborhood Stormwater System Improvements Phase 2				750,000			750,000	Storm Sewer Enterprise (Unvoted)
Linden Neighborhood Stormwater System Improvements Phase 2	100,000						100,000	Voted 2004 Debt-Storm Sewer
Clintonville Neighborhood Stormwater System Improvements Phase 2				750,000			750,000	Storm Sewer Enterprise (Unvoted)
Clintonville Neighborhood Stormwater System Improvements Phase 2	100,000						100,000	Voted 2004 Debt-Storm Sewer
60-15 Storm Sewer Contingencies			1,200,000	1,200,000	1,200,000	2,000,000	5,600,000	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies	1,200,000	1,200,000					2,400,000	Voted 2004 Debt-Storm Sewer
West Columbus Local Protection Project	500,000						500,000	Voted 2004 Debt-Storm Sewer
60-15 Fairwood Ave/Koebel Road Drainage	600,000						600,000	Voted 2004 Debt-Storm Sewer
60-15 Lockbourne Rd. Drainage Improv	2,100,000						2,100,000	Voted 2004 Debt-Storm Sewer
Third Avenue Underpass Stormwater System Improvements	200,000	50,000	1,725,000				1,975,000	Voted 2004 Debt-Storm Sewer
60-15 Idlewild Dr. Storm Sewer	4,500,000						4,500,000	Voted 2004 Debt-Storm Sewer
60-15 Maryland Ave Storm Sewer Drainage	50,000	1,380,000					1,430,000	Voted 2004 Debt-Storm Sewer
60-15 Ashburton/Mayfair SSI	80,000	700,000					780,000	Voted 2004 Debt-Storm Sewer
60-15 Ashburton/Dale SSI	80,000	550,000					630,000	Voted 2004 Debt-Storm Sewer
60-15 Skyline Dr Stormwater Imps			2,070,000				2,070,000	Storm Sewer Enterprise (Unvoted)

PUBLIC UTILITIES/STORM SEWER 60-15		2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
PROJECT NAME									
60-15 North Central Area Wide Strm Sys					3,200,000			3,200,000	Storm Sewer Enterprise (Unvoted)
60-15 North Central Area Wide Strm Sys		250,000	250,000					500,000	Voted 2004 Debt-Storm Sewer
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements				3,200,000				3,200,000	Storm Sewer Enterprise (Unvoted)
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements		595,000						595,000	Voted 2004 Debt-Storm Sewer
17th Avenue Improvements				3,200,000				3,200,000	Storm Sewer Enterprise (Unvoted)
17th Avenue Improvements		595,000						595,000	Voted 2004 Debt-Storm Sewer
Leonard Avenue Storm Sewer Improvements		555,000						555,000	Voted 2004 Debt-Storm Sewer
60-15 McDannald Estates Stormwater System Improvements		2,200,000						2,200,000	Voted 2004 Debt-Storm Sewer
Terrace Avenue / Broad Street Stormwater System Improvements					50,000	1,000,000		1,050,000	Storm Sewer Enterprise (Unvoted)
Terrace Avenue / Broad Street Stormwater System Improvements			200,000					200,000	Voted 2004 Debt-Storm Sewer
Holt Avenue / Somersworth Drive Stormwater System Improvements					50,000	1,000,000		1,050,000	Storm Sewer Enterprise (Unvoted)
Holt Avenue / Somersworth Drive Stormwater System Improvements			200,000					200,000	Voted 2004 Debt-Storm Sewer
Cooper Park Stormwater System Improvements					50,000	1,000,000		1,050,000	Storm Sewer Enterprise (Unvoted)
Cooper Park Stormwater System Improvements			200,000					200,000	Voted 2004 Debt-Storm Sewer
Stormwater Green Initiative				34,000	100,000	100,000	100,000	334,000	Storm Sewer Enterprise (Unvoted)
Stormwater Green Initiative		100,000	100,000	66,000				266,000	Voted 2004 Debt-Storm Sewer
Subtotal - PUBLIC UTILITIES/STORM SEWER 60-15		\$25,444,000	\$14,465,000	\$16,870,000	\$9,875,000	\$10,850,000	\$2,850,000	\$80,354,000	
PUBLIC UTILITIES/SANITARY SEWERS 60- 05		2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
PROJECT NAME									
60-05 Sanitary Sewer Construction		500,000	500,000	500,000	500,000	500,000		2,500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Big Walnut Trunk, Central College Road Subtrunk F1B		2,500,000						2,500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Blacklick Creek Interceptor		3,043,000	1,000,000					4,043,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Alum Creek Subtrunk		2,000,000			250,800,000			252,800,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Contingency		150,000	150,000	150,000	150,000	150,000		750,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Big Walnut Subtrunk Sewer, Williams Road Area West		300,000						300,000	Sanitary Sewer Enterprise (Unvoted)
Shadeville Sanitary Interceptor					875,000	200,000		1,075,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP, WAS Concentrator Building Renovation			592,000		6,806,000			7,398,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP, Support Facilities			1,168,000		1,753,000			2,921,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP, Support Facilities					11,684,000			11,684,000	WPCLF/OWDA
60-05 JPWWTP B-Plant Secondary Clarifier Upgrade		59,520,252						59,520,252	Sanitary Sewer Enterprise (Unvoted)
60-05 JPWWTP Sludge Handling and Dewatering Improvements		1,287,057						1,287,057	Sanitary Sewer Enterprise (Unvoted)
6005 JPWWTP A-Plant Wet Weather Hydraulic Improvements		26,783,000						26,783,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Solids Handling Improvements			1,386,000		12,474,000			13,860,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Digester Cover Rehabilitation		3,200,000						3,200,000	Sanitary Sewer Enterprise (Unvoted)

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PUBLIC UTILITIES/SANITARY SEWERS 60- 05 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
JPWWP Digester Cover Rehabilitation	3,500,000	500,000	3,500,000				7,500,000	Sanitary Sewer Enterprise (Unvoted)
JPWWP Digester Cover Rehabilitation		3,000,000					3,000,000	WPCLF/OWDA
60-05 JPWWTP Headworks	3,274,000				12,501,000		15,775,000	Sanitary Sewer Enterprise (Unvoted)
60-05 JPWWTP Disinfection Chemical Handling Facility Improvements	3,525,800						3,525,800	Sanitary Sewer Enterprise (Unvoted)
60-05 JPWWTP Disinfection Chemical Handling Facility Improvements	22,793,120						22,793,120	WPCLF/OWDA
JPWWTP Skimmings Concentrator	1,079,993						1,079,993	Sanitary Sewer Enterprise (Unvoted)
6005 Facilities & Equip Upgrade for WSST			660,000	1,540,000	19,805,000		22,005,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP B - Plant Aeration Concrete Rehabilitation		905,000		10,397,000			11,302,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Digester Rehabilitaiton						502,000	502,000	Sanitary Sewer Enterprise (Unvoted)
Wastewater Plants Upgrade Project "88"				9,000,000			9,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP Support Facilities	1,292,000	33,210,000					34,502,000	Sanitary Sewer Enterprise (Unvoted)
Combined Sewer Overflow (CSO) Reduction Improvements at the Wastewater Treatment Plants		175,000		2,020,000			2,195,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTF Instrumentation And Control (I&C) System Upgrade		7,000,000		7,000,000			14,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTFs Renovations and Rehabilitations	3,121,000	3,183,000	3,183,000	3,247,000	3,247,000	3,312,000	19,293,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Wastewater Treatment Facilities Construction and Contingencies	1,561,000	1,592,000	1,592,000	1,624,000	1,624,000	1,656,000	9,649,000	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP, New Headworks	2,034,000	3,197,000					5,231,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Effluent Disinfection Improvements					1,201,000		1,201,000	Sanitary Sewer Enterprise (Unvoted)
6005 SWWTP, Sludge Thickening Improvements and Additional Renovations	65,270,000						65,270,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTF Upgrade General Program	4,388,000	2,194,000	2,194,000	2,194,000	2,194,000	2,194,000	15,358,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP New Effluent Pump Station and Effluent Conduit (CO)	33,310,409						33,310,409	Sanitary Sewer Enterprise (Unvoted)
SWWTP New Effluent Pump Station and Effluent Conduit (CO)	17,400,000						17,400,000	WPCLF/OWDA
6005 SWWTP, New Headworks, Part 2	27,180,000						27,180,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP, West Train Concrete Rehabilitation	328,000	765,000	12,570,000				13,663,000	Sanitary Sewer Enterprise (Unvoted)
6005 SWWTP, Final Clarifier Add & Imp	55,342,095						55,342,095	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP Primary Clarifier & Aeration Tank Improvements	46,556,000						46,556,000	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP Primary Clarifier & Aeration Tank Improvements	25,000,000						25,000,000	WPCLF/OWDA
SWWTP, Other Real Needs					672,000	7,728,000	8,400,000	Sanitary Sewer Enterprise (Unvoted)
Compost Facility and Other Real Needs	3,700,000						3,700,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Professional Program Management Services, DOSD	28,500,000	14,000,000	12,000,000				54,500,000	Sanitary Sewer Enterprise (Unvoted)
2006-2010 Capital Improvements Program Sanitary Sewers Rehabilitation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		10,000,000	Sanitary Sewer Enterprise (Unvoted)
Sanitary Sys. Rehab - Downtown Small Diameter	15,709						15,709	Sanitary Sewer Enterprise (Unvoted)
NCR 2 Sew. Sep. High from Lane - Arcadia	4,300,000						4,300,000	Sanitary Sewer Enterprise (Unvoted)
2008 Annual Lining Contract	2,500,000						2,500,000	Sanitary Sewer Enterprise (Unvoted)
2009 Annual Lining Contract		2,100,000					2,100,000	Sanitary Sewer Enterprise (Unvoted)

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
2010 Annual Lining Contract			100,000				100,000	Sanitary Sewer Enterprise (Unvoted)
2010 Annual Lining Contract			2,000,000				2,000,000	WPCLF/OWDA
2011 Annual Lining Contract				2,100,000			2,100,000	Sanitary Sewer Enterprise (Unvoted)
2012 Annual Lining Contract					2,100,000		2,100,000	Sanitary Sewer Enterprise (Unvoted)
2013 Annual Lining Contract						2,100,000	2,100,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sewer System/I/I Remediation			1,385,000			5,750,000	7,135,000	Sanitary Sewer Enterprise (Unvoted)
Sanitary System Remediation I/I-Livingston/James Area	1,870,000		1,000,000	230,000	12,650,000		15,750,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I&I - Miller-Kelton Area	460,000	50,000	70,000	696,000			1,276,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I&I - Plum Ridge Area	477,000			790,000			1,267,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I/I-Sullivant Avenue Area		250,000	55,000		250,000		555,000	Sanitary Sewer Enterprise (Unvoted)
Clintonville Private Source I/I Identif. Pilot Program (CO)	1,000,000						1,000,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I/I-NW Alum Creek Area	8,800,000			2,078,000			10,878,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I/I-Early Ditch Relief Area		1,485,000		1,000,000	5,980,000		8,465,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I&I - West Fifth Area		1,257,000		3,795,000			5,052,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Capacity Model update 2006	2,000,000	1,500,000					3,500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Big Run Subtrunk, Big Run South Road	1,800,000						1,800,000	Sanitary Sewer Enterprise (Unvoted)
Kerr Street Sew. Sep. N. Central District 2	200,000		800,000				1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Big Walnut Augmentation/Rickenbacker Sanitary Interceptor	3,250,000						3,250,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut/Rickenbacker Sanitary Interceptor	70,800,000						70,800,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut/Rickenbacker Interceptor Alum Creek Dr. Extension	1,044,000						1,044,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	860,000						860,000	Sanitary Sewer Enterprise (Unvoted)
Olentangy Main Trunk-Mt. Air		2,500,000					2,500,000	Sanitary Sewer Enterprise (Unvoted)
Upper Scioto West Subtrunk, hayden Run Area, West of Cosgray Rd	4,000,000						4,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Scioto-Main Sanitary Subtrunk				2,900,000			2,900,000	WPCLF/OWDA
Sewer Maintenance Operations Center (SMOC)	150,000	1,200,000					1,350,000	Sanitary Sewer Enterprise (Unvoted)
Utilities Complex Improvements, Customer Service Center	300,000	4,549,000					4,849,000	Sanitary Sewer Enterprise (Unvoted)
Franklin-Main Int.	900,000						900,000	Sanitary Sewer Enterprise (Unvoted)
Franklin Main Interceptor Rehabilitation, Sec. 8	625,000		2,875,000				3,500,000	Sanitary Sewer Enterprise (Unvoted)
Franklin Main Interceptor Rehabilitation, Sec. 8	2,500,000						2,500,000	WPCLF/OWDA
60-05 Big Run/Hellbranch Subtrunk	2,175,000						2,175,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Chestnut St Combined Sewer Rehab	994,000						994,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Chestnut St Combined Sewer Rehab	6,266,000						6,266,000	WPCLF/OWDA
60-05 Lockbourne Rd Sanitary Sewer	1,000,000						1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Beulah Road Trunk Sewer Rehab	5,750,000						5,750,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Bill Moose Run Sanitary Sewer Imps	20,000						20,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Stanton Area Sanitary Imps, Construction	1,260,000						1,260,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Clintonville Main Rehab	63,000						63,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Chase/High Sanitary Imps	530,000						530,000	Sanitary Sewer Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
60-05 Como/Milton Area Sanitary, CA Services	125,000						125,000	Sanitary Sewer Enterprise (Unvoted)
Skyline Drive Area Assessment Sewer	1,320,000						1,320,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Overflow Elimination	1,500,000	900,000					2,400,000	Sanitary Sewer Enterprise (Unvoted)
60-05 OSIS Downtown Odor Control		550,000					550,000	Sanitary Sewer Enterprise (Unvoted)
60-05 OSIS Downtown Odor Control		5,000,000					5,000,000	WPCLF/OWDA
6005 Fulton/Mound/Noble Sewer Rehab	201,750	3,534,000					3,735,750	Sanitary Sewer Enterprise (Unvoted)
6005 Scioto Main/West Side Relief Rehab		3,500,000					3,500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Merwin Hill Area Assessment	87,000		644,000				731,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Portage Grove Area Assessment	150,000		2,068,000				2,218,000	Sanitary Sewer Enterprise (Unvoted)
Franklin #1 Sewer Rehabilitation	50,000						50,000	Sanitary Sewer Enterprise (Unvoted)
Franklin #1 Sewer Rehabilitation			3,000,000				3,000,000	WPCLF/OWDA
Big Walnut Outfall Rehabilitation	500,000	200,000					700,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Outfall Rehabilitation			11,000,000				11,000,000	WPCLF/OWDA
60-05 Sanitary Pump Station Instrumentat	1,000,000						1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Pump Station Instrumentat		7,000,000					7,000,000	WPCLF/OWDA
60-05 OSIS Augment Sewer, Henry St.-JPWWTP	9,725,510	500,000	288,852,000				299,077,510	Sanitary Sewer Enterprise (Unvoted)
Cherry and 4th Combined Sewer Separation	1,709,000				16,537,000		18,246,000	Sanitary Sewer Enterprise (Unvoted)
First Avenue Inflow Redirection Project	1,150,000	6,924,000					8,074,000	Sanitary Sewer Enterprise (Unvoted)
Mound e/o I-71 Sewer Separation	200,000						200,000	Sanitary Sewer Enterprise (Unvoted)
Mound e/o I-71 Sewer Separation					1,533,000		1,533,000	WPCLF/OWDA
Town & 4th Inflow Redirection	1,285,000				1,320,000		2,605,000	Sanitary Sewer Enterprise (Unvoted)
Town & 4th Inflow Redirection					13,187,000		13,187,000	WPCLF/OWDA
Richards/Granden/Torrence Area Relief			230,000				230,000	Sanitary Sewer Enterprise (Unvoted)
Bulen/Gault/Livingston Area Sanitary Relief Sewer				700,000			700,000	Sanitary Sewer Enterprise (Unvoted)
Whittier St. Regulator near Surface Conduit			428,000				428,000	Sanitary Sewer Enterprise (Unvoted)
6005 Downtown Comb. Area Sys Renov Pt 1	262,462						262,462	Sanitary Sewer Enterprise (Unvoted)
6005 Downtown Comb. Area Sys Renov Pt 2	112,472						112,472	Sanitary Sewer Enterprise (Unvoted)
6005 Downtown Comb. Area Sys Renov Pt 3	278,633						278,633	Sanitary Sewer Enterprise (Unvoted)
6005 Downtown Comb. Area Sys Renov Pt 4	323,722						323,722	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Olentangy Main Trunk Sewer	3,984,111	2,000,000					5,984,111	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer	450,000	3,450,000	2,000,000				5,900,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer		650,000		3,650,000	3,000,000		7,300,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer				500,000	3,500,000	2,000,000	6,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Large Diameter Pipe Cleaning					600,000	3,000,000	3,600,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section Sewer						400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
Northwest Alum Creek Area Sanitary Wet Weather Renovations	50,000	65,000					115,000	Sanitary Sewer Enterprise (Unvoted)

PUBLIC UTILITIES/SANITARY SEWERS 60- 05		2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
PROJECT NAME									
Asset Management Program Development		1,000,000						1,000,000	Sanitary Sewer Enterprise (Unvoted)
Markison Avenue Relief Sewer Increased Capture (Section 2)				50,000		285,000		335,000	Sanitary Sewer Enterprise (Unvoted)
King Avenue Local Storage						95,000		95,000	Sanitary Sewer Enterprise (Unvoted)
Town Street Sewer Improvements		1,400,000						1,400,000	Sanitary Sewer Enterprise (Unvoted)
River South Inflow Redirection			1,000,000					1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Petzinger Road Sanitary Imps			1,000,000					1,000,000	Sanitary Sewer Enterprise (Unvoted)
Subtotal - PUBLIC UTILITIES/SANITARY SEWERS 60- 05		\$603,213,095	\$127,681,000	\$354,906,000	\$342,503,000	\$105,131,000	\$28,642,000	\$1,562,076,095	
PUBLIC UTILITIES/ELECTRICITY 60- 07		2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
PROJECT NAME									
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)			605,000	505,000	505,000	505,000	505,000	2,625,000	Electricity Enterprise (Unvoted)
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)		348,000						348,000	Voted 2004 Debt-Electricity
Project 2020 Street Lighting Plan				800,000	900,000	900,000	771,000	3,371,000	Electricity Enterprise (Unvoted)
Street Light Force Account			350,000	350,000	350,000	350,000	350,000	1,750,000	Electricity Enterprise (Unvoted)
Street Light Force Account		350,000						350,000	Voted 2004 Debt-Electricity
Unidentified Assessment Projects - Various Locations			350,000	350,000	350,000	350,000	350,000	1,750,000	Electricity Enterprise (Unvoted)
Street Light Grounding & Bonding		100,000						100,000	Voted 2004 Debt-Electricity
Morse Rd. (Ph. II) System Improvements					450,000			450,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. II) System Improvements		150,000						150,000	Voted 2004 Debt-Electricity
Morse Rd. (Ph. III) System Improvements				400,000	700,000	900,000		2,000,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. IV) System Improvements			300,000					300,000	Electricity Enterprise (Unvoted)
60-07 Distribution System Improvements			29,000					29,000	Electricity Enterprise (Unvoted)
Customer Service Building				200,000				200,000	Electricity Enterprise (Unvoted)
Customer Service Building		20,000						20,000	Voted 2004 Debt-Electricity
Dublin Ave. Control Building			500,000	500,000				1,000,000	Electricity Enterprise (Unvoted)
Dublin Ave. Control Building		1,250,000						1,250,000	Voted 2004 Debt-Electricity
Dublin Ave. Plant Smoke Stack Demolition						300,000		300,000	Electricity Enterprise (Unvoted)
Agler Road Street Lighting			57,000					57,000	Voted 2004 Debt-Electricity
Renner Rd. Street Lighting			11,000					11,000	Electricity Enterprise (Unvoted)
Renner Rd. Street Lighting			3,000					3,000	Voted 2004 Debt-Electricity
S. Hamilton Rd. Street Lighting			188,000					188,000	Electricity Enterprise (Unvoted)
69 KV Line Relocation to W. Substation		200,000						200,000	Voted 2004 Debt-Electricity
Alternate 69 KV Feed to W Substat				800,000				800,000	Electricity Enterprise (Unvoted)
Alternate 69 KV Feed to W Substat		20,000	800,000					820,000	Voted 2004 Debt-Electricity
Case Road Street Lighting		12,000						12,000	Voted 2004 Debt-Electricity
Walnut Bluffs Street Lighting		147,000						147,000	Voted 2004 Debt-Electricity
Broad Meadows Street Lighting			75,000					75,000	Electricity Enterprise (Unvoted)
Forest Hills Street Lighting		238,000						238,000	Voted 2004 Debt-Electricity
South Westgate/Sylvan Street Lighting			285,000					285,000	Electricity Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/ELECTRICITY 60-07 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
Valleyview Street Lighting		153,000					153,000	Electricity Enterprise (Unvoted)
Winchester Lakes Street Lighting		26,000					26,000	Electricity Enterprise (Unvoted)
North High Street Circuit Improvement		350,000					350,000	Electricity Enterprise (Unvoted)
North High Street Circuit Improvement	200,000						200,000	Voted 2004 Debt-Electricity
Laurel Canyon Street Lighting	60,000						60,000	Voted 2004 Debt-Electricity
Willow Creek Street Lighting		319,000					319,000	Electricity Enterprise (Unvoted)
Willow Creek Street Lighting	40,000						40,000	Voted 2004 Debt-Electricity
Greenlawn Bridge	40,000						40,000	Voted 2004 Debt-Electricity
Town Street	150,000						150,000	Voted 2004 Debt-Electricity
Front St.	600,000						600,000	Voted 2004 Debt-Electricity
New County Courthouse	420,000						420,000	Voted 2004 Debt-Electricity
West Side Health Center	400,000						400,000	Voted 2004 Debt-Electricity
New Substation Transformer						1,729,000	1,729,000	Electricity Enterprise (Unvoted)
Subtotal - PUBLIC UTILITIES/ELECTRICITY 60-07	\$4,745,000	\$4,401,000	\$3,905,000	\$3,255,000	\$3,305,000	\$3,705,000	\$23,316,000	
PUBLIC UTILITIES/WATER 60-09 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
60-09 Hoover Reservoir Erosion Control	500,000	500,000	500,000			500,000	2,000,000	Water Enterprise (Unvoted)
60-09 Miscellaneous Water Facilities	350,000	800,000	800,000	800,000	800,000	800,000	4,350,000	Water Enterprise (Unvoted)
60-09 Water Main Rehabilitation	12,200,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	87,200,000	Water Enterprise (Unvoted)
Far East Part 2 Water Line Rehab.	3,000,000						3,000,000	WPCLF/OWDA
University Area W.L.	4,000,000						4,000,000	WPCLF/OWDA
O'Shaughnessy Hydroelectric - FERC	4,750			200,000			204,750	Water Enterprise (Unvoted)
60-09 Doherty Rd 12" Water Line Imps			1,500,000				1,500,000	Water Enterprise (Unvoted)
60-09 Hap Cremean Water Plant Raw Water Line	19,754,750						19,754,750	Voted 2004 Debt-Water
60-09 Hap Cremean Water Plant Raw Water Line	8,245,250						8,245,250	Water Enterprise (Unvoted)
60-09 DRWP Miscellaneous Improvements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
60-09 HAP Cremean Water Plant Mis		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
60-09 Distribution Improvements	885,000	400,000	400,000	400,000	400,000	400,000	2,885,000	Water Enterprise (Unvoted)
60-09 PAWP Facility Misc. Improvements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
60-09 HCWP Sludge Pump Station		2,500,000					2,500,000	Water Enterprise (Unvoted)
DRWP Olentangy River Intake	2,000,000						2,000,000	Voted 2004 Debt-Water
DRWP Olentangy River Intake			10,000,000				10,000,000	Water Enterprise (Unvoted)
DRWP High Service Pumps			800,000		6,000,000		6,800,000	Water Enterprise (Unvoted)
Automatic Meter Reading				1,000,000			1,000,000	Water Enterprise (Unvoted)
60-09 South Wellfield Expansion		15,000,000					15,000,000	Water Enterprise (Unvoted)
60-09 Fairwood Ave. Tanks Raising			5,000,000				5,000,000	Water Enterprise (Unvoted)
Sullivant Ave. Water Line Cleaning			2,000,000				2,000,000	Water Enterprise (Unvoted)
60-09 Long Street Water Line Cleaning	1,000,000						1,000,000	Voted 2004 Debt-Water
60-09 Upground Reservoir		128,200,000				11,600,000	139,800,000	Water Enterprise (Unvoted)
60-09 Watershed Road Improvements		1,100,000					1,100,000	Water Enterprise (Unvoted)

PUBLIC UTILITIES/WATER 60-09 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
HCWP Basin Concrete Rehab.	500,000						500,000	Voted 2004 Debt-Water
HCWP Basin Concrete Rehab.			2,000,000				2,000,000	Water Enterprise (Unvoted)
HCWP A & B Raw & Fin. Water		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
60-09 Water Meter Renewal	1,600,000	1,600,000	1,700,000	1,800,000	1,900,000	2,000,000	10,600,000	Water Enterprise (Unvoted)
60-09 Valve Renewal Program		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	Water Enterprise (Unvoted)
60-09 Public Office Facility			5,000,000				5,000,000	Water Enterprise (Unvoted)
60-09 Main St. Water Main Cleaning		1,500,000					1,500,000	Water Enterprise (Unvoted)
60-09 Champion Ave 24" Water Main	2,000,000						2,000,000	WPCLF/OWDA
60-09 Livingston Ave 24" Water Main	2,500,000						2,500,000	WPCLF/OWDA
60-09 Mound/Harrisburg Pike 24" Water Line	150,000						150,000	Voted 2004 Debt-Water
60-09 Mound/Harrisburg Pike 24" Water Line		2,500,000					2,500,000	Water Enterprise (Unvoted)
60-09 W.M.S. Misc Improv. Facilities	200,000						200,000	Voted 2004 Debt-Water
60-09 W.M.S. Misc Improv. Facilities		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
PAWP Sludge Disposal		6,000,000					6,000,000	Water Enterprise (Unvoted)
60-09 Watershed Protection Easements	200,000						200,000	Voted 2004 Debt-Water
60-09 Watershed Protection Easements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
60-09 Fisher District Storage Tank	500,000			200,000	5,500,000		6,200,000	Water Enterprise (Unvoted)
60-09 Lazelle Rd. Storage Tank	150,000						150,000	Voted 2004 Debt-Water
60-09 Lazelle Rd. Storage Tank		5,000,000					5,000,000	Water Enterprise (Unvoted)
60-09 Hines Road Storage Tank		150,000	5,000,000				5,150,000	Water Enterprise (Unvoted)
60-09 DRWP Treatment Capacity Increase		6,000,000		130,000,000			136,000,000	Water Enterprise (Unvoted)
60-09 HCWP Treatment Imps		3,000,000		18,000,000			21,000,000	Water Enterprise (Unvoted)
PAWP Basin Covers			200,000		1,000,000		1,200,000	Water Enterprise (Unvoted)
60-09 General Engineering Svcs - Supply Group	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Water Enterprise (Unvoted)
60-09 McKinley Ave 36" Water Main		8,000,000					8,000,000	Water Enterprise (Unvoted)
60-09 Dublin Road 36" Water Main	8,000,000						8,000,000	Voted 2004 Debt-Water
60-09 Griggs Booster Station			3,000,000				3,000,000	Water Enterprise (Unvoted)
West Broad St. Water Main					150,000	3,000,000	3,150,000	Water Enterprise (Unvoted)
60-09 Joyce Ave 16" Water Main					5,000,000		5,000,000	Water Enterprise (Unvoted)
Mound District Booster Station			150,000	2,000,000			2,150,000	Water Enterprise (Unvoted)
Dublin Rd. 8" and 12" Water Main		2,000,000					2,000,000	Water Enterprise (Unvoted)
East Corridor Trans. Main Cleaning (Voted 2004)	100,000						100,000	Voted 2004 Debt-Water
East Corridor Trans. Main Cleaning (Voted 2004)		1,500,000					1,500,000	Water Enterprise (Unvoted)
PAWP Electrical Service Upgrade			1,000,000				1,000,000	Water Enterprise (Unvoted)
Misc. Booster Station and Water Tank Imp's		250,000	250,000	250,000	250,000	250,000	1,250,000	Water Enterprise (Unvoted)
60-09 Morse Road 36" Water Main	2,500,000						2,500,000	Voted 2004 Debt-Water
Taylor/Nelson Water Main Cleaning		150,000	1,500,000				1,650,000	Water Enterprise (Unvoted)
Livingston Ave. Water Main Cleaning			100,000	1,500,000			1,600,000	Water Enterprise (Unvoted)
60-09 Water Storage Tank Painting		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Water Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/WATER 60- 09 PROJECT NAME	2008	2009	2010	2011	2012	2013	Total Budget	Funding Source
60-09 Security Enhancements	2,260,983						2,260,983	Voted 2004 Debt-Water
60-09 Security Enhancements		2,000,000					2,000,000	Water Enterprise (Unvoted)
60-09 Morse/Hamilton Booster Station					150,000	2,000,000	2,150,000	Water Enterprise (Unvoted)
Airport Drive 12" Water Main	29,267						29,267	Voted 2004 Debt-Water
60-09 Airport Drive 12" Water Main	120,733	1,000,000					1,120,733	Water Enterprise (Unvoted)
Chatterton Road 30" Water Main		3,500,000					3,500,000	Water Enterprise (Unvoted)
Mound/Harmon 20" Water Main Cleaning			150,000	1,000,000			1,150,000	Water Enterprise (Unvoted)
Technology Resources	1,000,000	175,000	50,000	50,000	50,000		1,325,000	Water Enterprise (Unvoted)
HCWP Disinfection Improvements		1,000,000			4,500,000		5,500,000	Water Enterprise (Unvoted)
PAWP Surface Water Treatment Upgrade	5,000,000						5,000,000	Voted 2004 Debt-Water
PAWP Surface Water Treatment Upgrade			11,000,000				11,000,000	Water Enterprise (Unvoted)
HCWP Window Replacement	250,000						250,000	Voted 2004 Debt-Water
PAWP Automation Upgrade			1,500,000				1,500,000	Water Enterprise (Unvoted)
DRWP New Low Service Pumps	2,500,000	2,500,000					5,000,000	Water Enterprise (Unvoted)
Proposed Water Plant Location Evaluation & Land Acquisition		500,000			1,000,000	500,000	2,000,000	Water Enterprise (Unvoted)
Water Supply Facilities Elevator Replacement	500,000						500,000	Voted 2004 Debt-Water
HCWP & DRWP Coating Projects		250,000	1,650,000				1,900,000	Water Enterprise (Unvoted)
DRWP Fluoride Storage Expansion			250,000				250,000	Water Enterprise (Unvoted)
HCWP Roof Restoration		1,000,000					1,000,000	Water Enterprise (Unvoted)
Hague Ave. 24" Water Main			150,000	2,000,000			2,150,000	Water Enterprise (Unvoted)
Dublin Rd. 36" Water Main, Pt. II			300,000	4,000,000			4,300,000	Water Enterprise (Unvoted)
Frebis Ave. 20" Water Main					150,000	2,000,000	2,150,000	Water Enterprise (Unvoted)
Cleveland Ave. Booster Station Expansion	500,000						500,000	Voted 2004 Debt-Water
Cleveland Ave. Booster Station Expansion					150,000	3,000,000	3,150,000	Water Enterprise (Unvoted)
Subtotal - PUBLIC UTILITIES/WATER 60- 09	\$82,800,733	\$217,075,000	\$74,950,000	\$182,200,000	\$46,000,000	\$45,050,000	\$648,075,733	
Grand Total	\$842,062,828	\$489,437,000	\$525,699,000	\$616,904,000	\$244,006,000	\$161,967,000	\$2,880,075,828	

FUNDING SUMMARY BY SOURCE	2008	2009	2010	2011	2012	2013	Total Budget
Information Services	2,495,000	1,925,000	2,155,000	1,200,000	850,000	3,850,000	12,475,000
Councilmanic (Unvoted) Debt	83,707,000	75,173,000	72,913,000	77,871,000	77,870,000	77,870,000	465,404,000
Electricity Enterprise (Unvoted)		3,541,000	3,905,000	3,255,000	3,305,000	3,705,000	17,711,000
Storm Sewer Enterprise (Unvoted)			9,704,000	9,875,000	10,850,000	2,850,000	33,279,000
Voted 2004 Debt-Water	43,095,000						43,095,000
ODOT (Ohio Dept of Transportation)	6,880,000	29,320,000					36,200,000
Federal Match Projects		14,300,000					14,300,000
OPWC (Ohio Public Works Comm)		5,000,000					5,000,000
Voted 2004 Debt-Electricity	4,745,000	860,000					5,605,000
Voted 2004 Debt SIT Supported	32,778,000	97,000					32,875,000
Water Enterprise (Unvoted)	28,205,733	217,075,000	74,950,000	182,200,000	46,000,000	45,050,000	593,480,733
WPCLF/OWDA	85,459,120	15,000,000	16,000,000	14,584,000	14,720,000		145,763,120
Voted 2004 Debt-Storm Sewer	25,444,000	14,465,000	7,166,000				47,075,000
Sanitary Sewer Enterprise (Unvoted)	529,253,975	112,681,000	338,906,000	327,919,000	90,411,000	28,642,000	1,427,812,975
TOTAL	\$842,062,828	\$489,437,000	\$525,699,000	\$616,904,000	\$244,006,000	\$161,967,000	\$2,880,075,828

FUNDING SUMMARY BY DIVISION	2008	2009	2010	2011	2012	2013	Total Budget
1 - Dev Administration	4,034,000	5,655,000	8,001,000	8,004,000	8,003,000	8,003,000	41,700,000
27 - Construction Management	40,846,000	1,440,000	1,440,000	1,440,000	1,440,000	1,440,000	48,046,000
1 - Health	75,000	75,000	45,000				195,000
3 - Police	1,440,000	1,440,000	1,440,000	1,440,000	1,440,000	1,440,000	8,640,000
4 - Fire	4,735,000	7,935,000	7,935,000	7,935,000	7,935,000	7,935,000	44,410,000
2 - Refuse Collection	5,078,000	5,075,000	5,075,000	5,075,000	5,075,000	5,075,000	30,453,000
9 - Transportation	53,632,000	93,745,000	40,452,000	45,452,000	45,452,000	45,452,000	324,185,000
15 - Storm Sewer	25,444,000	14,465,000	16,870,000	9,875,000	10,850,000	2,850,000	80,354,000
5 - Sanitary Sewers	603,213,095	127,681,000	354,906,000	342,503,000	105,131,000	28,642,000	1,562,076,095
7 - Electricity	4,745,000	4,401,000	3,905,000	3,255,000	3,305,000	3,705,000	23,316,000
9 - Water	82,800,733	217,075,000	74,950,000	182,200,000	46,000,000	45,050,000	648,075,733
1 - Recreation and Parks	12,805,000	7,805,000	7,805,000	7,805,000	7,805,000	7,805,000	51,830,000
3 - Golf Division	720,000	720,000	720,000	720,000	720,000	720,000	4,320,000
1 - DoT Administration	2,495,000	1,925,000	2,155,000	1,200,000	850,000	3,850,000	12,475,000
TOTAL	\$842,062,828	\$489,437,000	\$525,699,000	\$616,904,000	\$244,006,000	\$161,967,000	\$2,880,075,828

