

CITY OF COLUMBUS



BUDGET 2006



MICHAEL B. COLEMAN, MAYOR





City of Columbus
Mayor Michael B. Coleman

Office of the Mayor

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November 15, 2005

Dear Members of City Council:

I am pleased to present you with the estimate of the expense of conducting the affairs of the City of Columbus for the year 2006. As must be the case each year, the budget is balanced and continues to reflect our strong commitment to safe, clean, and healthy neighborhoods even in the face of the apparent failure to return to the economic climate existing prior to the 2001 national recession. I am proposing a 2006 general fund budget of \$595.3 million (as part of an overall operating budget of \$1.1 billion). We are proposing some improvements in police services, adding refuse truck drivers to keep up with growth, and adding services for the new Americans arriving in our community. Essential city services like snow and ice removal, protection of public health, and provision of recreational opportunities remain a priority.

It has been difficult to maintain these vital services over the last four years given reduced general fund revenues. In 2005, they are projected to exceed 2001 revenues for the first time in four years, but only by 3.6 percent. We have been able to avoid any reductions in police and fire services over this time frame, despite escalating costs, only by following the 2001 recommendations of my Economic Advisory Committee to control spending, adopt best financial practices, and seek limited new revenue sources. Best financial practices such as a three-year financial plan and written financial policies have imposed financial discipline, and new revenues such as reimbursement of Emergency Medical Services costs by third party providers have increased the resources available.

However, the greatest strides have come in controlling costs. Although we have maintained the levels of police officers and firefighters, hiring discipline had reduced the number of civilian employees in our general fund budget by 25 percent by the beginning of this year. Operations have been re-organized and consolidated to allow greater efficiency. Performance management and budgeting have been instituted to assure that our reduced spending was targeted at creating the outcomes we desired from our operations. Wage increases have been held below those of a decade ago, and our employees have cooperated in agreeing to share a greater burden in funding health benefits. Had spending increases continued at the annual 7.4 percent growth level experienced in the 1990's, the general fund budget for 2006 would have been \$195 million higher than the \$595.3 million budget I propose today.

Our highest priority is the protection of our citizens in their homes and on the streets of their neighborhoods. To that end, the budget funds the largest police class we have had in several years by adding 75 new police officers in December of this year. We will also be utilizing resources outside the general fund before the end of this year to purchase the largest number of police cruisers and other police vehicles since I assumed office, with the intention that they will be delivered earlier than usual in 2006. The budget proposes enhanced funding for the Police Summer Strike Force which was so effective this year in targeting high crime areas for special enforcement. The Safety Staffing Contingency Fund I established this year will remain in effect in 2006 to help cover any costs associated with unanticipated increased retirements resulting from the Deferred Retirement Option Plan (DROP). We are prepared to proceed with a mid-year police class in 2006 if necessary to address DROP retirements. Finally, a pilot home incarceration program proposed by the Municipal Court is funded in an effort to provide alternatives to jail for offenders not posing any threat to the community.

Neighborhoods must not only be safe but provide a clean, healthy, and supportive environment for our citizens. To that end, the budget proposes the addition of four refuse truck drivers to account for geographic and population growth in the City. It adds \$100,000 to allow additional demolition of any unsafe structures acquired as part of our Land Bank program. The budget includes several new after-school programs operated in conjunction with our private partners. Funds budgeted to assist the new Americans arriving in our City from other countries will be used to provide services, including translation services, training programs, and health and food safety programs. Funds are proposed to add four public health nurses and an epidemiologist in the Health Department for the New Americans health programs and for an emergency preparedness program. Health also proposes a new rodent control program. We propose using our new Jobs Fund to increase the number of part-time employees available to assist with programs in our recreation centers and for a new summer youth jobs program in targeted areas.

The provision of essential city services to our neighborhoods must be accompanied by attention to our infrastructure and economic development. Design work for a new fire station and a new health center on the West Side will commence, as will the design work for a new Police substation in the Ohio State University area in cooperation with the university. Improvements will continue in the Gowdy Field and Rickenbacker areas in connection with the planned development underway in these areas. Ongoing efforts to develop the King Lincoln district and Whittier Peninsula will remain a priority. A space needs study for city government will be completed and provide the basis for determining the best use of the long-vacant old Police building as we proceed to extend Gay Street to the river and allow two-way traffic to provide a downtown neighborhood atmosphere. We expect to complete our analysis of the best ways to maintain a clean and scenic environment in connection with any further development on the

far West Side which would impact the Darby Scenic River area. Finally, we will consolidate, in the City's Carolyn Avenue facility, all activities of the Development, Public Service, and Public Utilities Departments related to platting and plan review so as to provide a true "One-Stop" location for these development-related activities.

Better customer service to our citizens is always a major goal. In January, two initiatives will reach fruition. We will begin providing to our citizens a 311 telephone service which will provide a single, simple telephone number for citizens to call to make inquiries about any of the city services provided. A data base will exist to enable tracking of our responses to telephoned requests for service and their status. We will also begin weekly Columbus*Stat sessions in which a panel chaired by me will work with all of our departments to ensure achievement of the desired outcomes we have set for ourselves in rendering services. This is performance management in action.

As the foregoing indicates, we have continued to work ambitiously to improve services to our citizens even in the face of several years of the weakest economic climate the City has experienced in the last half-century. The ability to provide services for much of city government is heavily dependent upon city income tax receipts which represent two-thirds of general fund revenue. Annual income tax growth fell below four percent in 2001 for the first time in forty years, and it is not projected to return to that level even by 2006. Average annual growth in the 1990's had been 6.25 percent. Had that level of growth continued through 2006, we would have had another \$93.5 million for the 2006 budget.

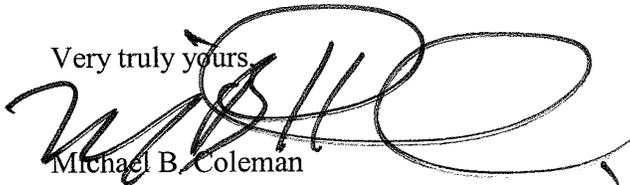
Faced with this kind of revenue loss since 2001, we have not only had to cut costs as I have described above, but we have had to rely upon many one-time measures that we will not be able to repeat. We moved a number of expenses off the general fund, we transferred a surplus from our employee benefits fund, and by the end of 2006 we will have transferred moneys from our rainy day fund for four successive years. The latter was only possible because of a one-time payment into the rainy day fund in 2004 by the Solid Waste Authority of \$55 million of its debt to the City. For 2006, we rely upon three more one-time measures. We are switching to a new basis upon which to determine our workers compensation premiums which will lower premiums for general fund divisions by \$10 million but entail some increased risk on claims payment. We also propose making the cable fund a general fund revenue source and beginning payment of its debt service from our Special Income Tax fund. This results in a one-time pickup of \$1 million for the general fund. Finally, we have cut most (\$5 million) of the vehicle purchase money from the general fund budget but we are prepared now, as stated above, to make a substantial one-time purchase of Police vehicles from another fund.

Without a return of income tax growth to pre-2001 levels by 2007, there is serious question as to whether we can continue to provide all of the services our citizens expect. By 2007, the rainy day fund will be back to the level required by the

City's financial policy---five percent of general fund expenses. Unless it receives a further infusion of revenue, its continued use would jeopardize the AAA bond rating which has made our city the most credit-worthy in the country among large cities. Until income tax growth returns to its historic level, it would be prudent to take advantage of any further significant unexpected revenue by depositing it in the rainy day fund. The 2006 budget proposes reducing the contemplated transfer from the rainy day fund by \$1 million. Late in the year, the City has often received a dividend from the Bureau of Workers' Compensation against its premium. Last year the dividend was 20 percent. A similar dividend for 2005 would produce \$4.4 million in general fund savings. Should we receive such, my recommendation is to deposit it in the rainy day fund.

I have proposed a budget that even in these economically challenging times allows us to do much to enhance the lives of our citizens. It remains our mission to make Columbus the best city in the nation in which to live, work, and raise a family.

Very truly yours



Michael B. Coleman
Mayor



CITY OF COLUMBUS

PROPOSED 2006 BUDGET

Mayor Michael B. Coleman

Presented to
Columbus City Council
November 15, 2005

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Introduction

The 2006 Budget Document

The 2006 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 2006 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 2006 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 2006, and 2006 budget issues. Budget and performance measures summary charts are presented, listing department financial and personnel data, including information by program.

Accounting and Organizational Structure

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

General Fund Summary

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

Community Development Block Grant

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

Special Revenue, Internal Service, and Enterprise Funds

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

All Funds Summary

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

Capital Summary

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



Mayor's Goals and Initiatives for 2006

The 2006 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

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

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

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

Some of the city's major innovations and undertakings in 2006 are also presented below, organized by goal area.

Neighborhoods

- Maintain existing high quality **clinical health care services** to children and families including dental, prenatal, sexual health and immunization services. Continue to work with the Columbus Neighborhood Health Centers and Access Health Columbus to provide primary care to underserved areas.
- Implement the Mayor's "**new Americans initiative**" by coordinating resources with the city, county, state and community in a culturally sensitive manner including support for immigrant and refugee needs for language translation services.
- Provide increased **primary health care services for the city's immigrant and refugee populations.**
- Identify and secure the site for the **new Westside health center** and initiate the design phase of the project with construction expected in 2007.
- Increase **rodent control efforts** in the downtown area, The Ohio State University area, as well as other areas experiencing rat problems.
- Serve an estimated 5,660 more households in 2006 than in 2005 by adding **additional refuse drivers.**
- Improve neighborhood safety, community participation and police responsiveness by working with other city agencies and community leaders to continue two neighborhood safety initiatives. Increase the number of participants and graduates of the new **neighborhood safety academies** and through the **neighborhood safety-working group** implement strategies to address gun violence and gang activity.
- Continue funding for **collective action for youth and neighborhood development** (CAYND) a program providing positive alternatives for youth who reside in the model zone.
- Provide consistent **public services** such as refuse collection, bulk collection, and street maintenance activities including pothole repair, snow and ice removal and street cleaning. Coordinate hazardous waste drop-off collections.
- Develop a five-year **roadway-resurfacing** program, allowing the flexibility to respond to emergency needs.
- Continue the **neighborhood pride program** with up to six new neighborhoods and implement neighborhood priorities and partnership arrangements in previous pride areas to institutionalize neighborhood pride in the community.
- Continue innovative **vacant housing efforts** through enhanced land-banking efforts, targeted acquisition, and identification of new resources.
- 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.
- Bring to a conclusion the **Big Darby accord** watershed plan and initiative through implementation of key plan recommendations.

- Continue the neighborhood focused stormwater program to mitigate flooding in residential areas through planned, **localized stormwater capital improvement projects**.
- Install 1,200 streetlights as part of the Division of Electricity **street lighting program** known as "Project 2020".
- In cooperation with Metro Parks and Audubon Ohio, continue the process of developing the **Whittier peninsula** as an innovative green development.
- Develop plans and design for potential **regional recreation center(s)**.

Safety

- Continue to focus on the most effective and efficient **deployment** of police and fire personnel, making staffing adjustments when necessary.
- The largest **police recruit class** in several years is budgeted in December 2005 for 75 new police officers. These officers will be available for full deployment in 2006.
- Utilizing non-general fund resources, the city will purchase the largest number of **police cruisers and other police vehicles** in several years. The plan is to order in late 2005 so delivery will be earlier than usual in 2006.
- Continue the **safety staffing contingency fund** and review police and fire retirements after the first quarter of 2006 to plan for police and/or fire recruit class needs due to any unexpected, high numbers of retirements in our safety forces attributable to the deferred retirement option plan (DROP) offered through the Police and Fire Retirement Board.
- Utilize \$750,000 in police overtime dollars to target "**hot spots**" crime areas and continue the **police neighborhood strike force** during the summer of 2006.
- Construct a **neighborhood policing center** in conjunction with The Ohio State University, which will also house the campus area community crime patrol and could incorporate a neighborhood pride center.
- Design and construct **new fire stations** on West Broad Street in Franklinton (#10) and on Waggoner Road on the far-east side (#35) and complete construction of the Cleveland Avenue station in South Linden (#18).
- Work on the relocation of the **city impound lot** from its current location on the Whittier peninsula. The new location will have additional space for possible relocation of the Division of Police Strategic Response Bureau, crime lab and property room.
- Relocate the Division of Police **internal affairs bureau** and **accident investigation squad** and the Division of Fire **professional standards unit** to a more accessible location east of downtown.
- Reduce non-emergency calls to 645-4545 and 911 by ensuring the availability of the **311 call center** number.
- Implement a **photo red light traffic enforcement system** designed to promote maximum vehicular and pedestrian safety at targeted locations in the city.

- Continue planning to prepare and respond to a range of disasters or emergencies including bio-terrorism and a potential Avian influenza outbreak by providing the highest level of **public health protection and emergency preparedness**.
- The **Columbus Youth Commission** will establish more positive relationships with the Columbus Division of Police and other law enforcement agencies, distribute brochures providing guidelines for youth in interactions with law enforcement, and translate the guidelines into Spanish and Somali.

Economic Development and Technology

- Implement the various components of the **Mayor's green initiative**.
- Employ computer system **connectivity to fire stations** to provide firefighters opportunities to better access information regarding fire and emergency medical services and promote distance learning programs which allow firefighters to remain in stations ready for emergency calls while reducing overtime.
- Complete the upgrade of the police/fire **emergency call center's computerized aided dispatch (CAD)** to improve emergency response, incident management, calls for service, and police officer and firefighter communications.
- Facilitate the growth of the **Rickenbacker multimodal hub** by establishing a multi-jurisdictional joint economic development district (JEDD) to help fund needed infrastructure costs.
- Coordinate the economic and recreational redevelopment of the property known as **Gowdy Field**.
- Develop a **citywide connectivity plan** outlining the most efficient means to connect city facilities for data exchange and telephone purposes. Determine how connectivity can be used as an incentive for economic development and explore means to connect previously unconnected neighborhoods.
- Work with regional economic development partners to address **transportation challenges** such as traffic congestion, highway construction, airports and transit.
- Continue to pursue design of the up-ground reservoir and the south well field to ensure an **adequate water supply** for growing populations in the central city and outlying areas.
- Complete the Division of Electricity's Italian Village substation, to enhance the **electrical distribution infrastructure** and provide back-up power to customers within the Interstate-670 innerbelt and to serve new customers.

Education

- In partnership with the Columbus Public Schools, maintain a presence of **police officers and firefighters in the schools**, including 17 school resource officers in high schools, 19 community liaison officers in middle and elementary schools, and the firefighters against drugs program.
- Develop sustainable **out of school initiatives** that expand the educational opportunities available to the children of Columbus.

- Find resources to support **summer workforce development strategies for youth**.
- Teach child care providers, parents and others about effective weight management through the **healthy children/healthy weights** initiative.
- Through a pilot program, bring **health and social services** on-site to a local elementary school to service students and their families beyond traditional school hours.
- Continue to coordinate with Columbus Public Schools on joint renovation projects related to **city parks and playgrounds**.
- Enhance safety and infrastructure through the installation of **sidewalks, signage and flashing signals** near and around schools.

Downtown Development

- Continue to implement the **comprehensive business plan for downtown development** including strategies for housing, retail, parking, transportation, recreation, and arts and cultural events. Continue the city's partnership with the **Downtown Development Corporation** to implement the plan.
- In collaboration with **Capitol South**, implement target programs to encourage development and redevelopment of downtown properties.
- Increase the number of **downtown employees** through partnerships with the State of Ohio and other public and private employers.
- Continue to partner with the State of Ohio and key stakeholders on the **Interstate-70/71** planning process.
- Support projects that increase **downtown residential and commercial development**.
- Relocate Department of Recreation and Parks administrative offices to a **new downtown location** at 400 East Town Street.
- Create and implement a new plan for **downtown beautification** efforts.
- Identify funding and work on development for the first phase of the **Scioto Mile**.

Customer Service

- Finalize implementation of the **citywide 311 system** including the publication of one access three-digit number (311) as well as one local seven-digit number for accessing all city services.
- In partnership with Franklin County Emergency Management Agency and The Ohio State University, continue to work on developing a **reverse 911 operation**.
- Continue software implementation to all Department of Recreation and Parks participants to **register and pay for classes and activities via the internet**.
- **Water and sewer bills** can be paid through the internet and the Water Division will reinstate the ability for customers to also pay their bill at remote neighborhood locations.

Mayor's Goals

- Improve the “**one-stop-shop**” concept for building services by improving the allocation of resources and personnel, including the establishment of the co-located one stop shop and refining financial and tracking reports.
- In conjunction with the Department of Technology and EBOCO, implement the city's V-Gov initiative which will enable a **web-based procurement process** that includes a **contract compliance registration** “one stop shop” for city contractors.
- Plan for renovations to the south dormitory to support **improved clinical operations** and customer services for Department of Health clinical programs.
- Continue the “**water-in-basement**” **program** for a third year to cover the cost of approved backflow prevention devices for single and two-family homes prone to sewer backups during wet weather and from blockages.

Peak Performance

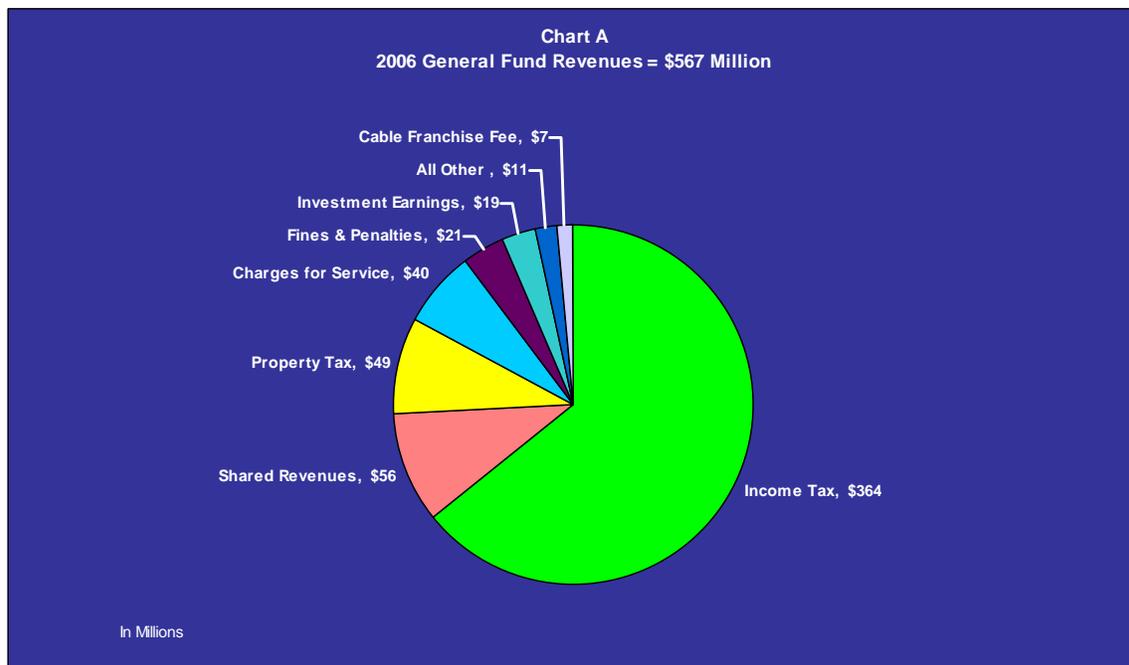
- Improve methods of data collection, maintenance and reporting of information about city employees who are members of the National Guard or Reserve. The citywide database will allow for tracking the departure and return of city employees called to serve on active duty and track the **veteran's status** of city employees who have served in the past.
- Launch **Columbus*Stat**, a forum for the Mayor and his chief administrators to meet with departmental managers to examine performance trends across all city services. The process includes performance analysis, achievement recognition and accountability for all city services.
- Use **continuous improvement methods** such as labor/management “Kaizen” principles to improve services and work processes.
- Develop an effective **project management system** to incorporate solid project scoping, effective project cost accounting, timely project completion, communication with all stakeholders, and project manager accountability.
- The city's asset management group has engaged a consultant to design and populate a **comprehensive municipal capital planning and asset management system** to evaluate and plan for capital asset needs and replacement schedules for buildings and components owned and maintained by the city.
- Implement a **space needs assessment/master plan** focusing on core city buildings with recommendations for effective use of existing space and additional space needs for the next ten years.
- Continue to offer “**E-government**” providing citizens with increased access to local government services and information.
- Continue to support the increased utilization of **minority and female owned business** by city departments by creating citywide policies that encourage a diverse supplier population. Monitor and review city contracts for compliance.
- Expand the number of scheduled and completed site-specific **occupational safety** surveys and assist departments in the identification and remediation of deficiencies, reducing the risk of exposure to workplace injuries.

- Partner with health care providers and labor organizations to identify and encourage city employee participation in targeted **wellness and disease management programs**.

Financial Overview

Income tax revenue growth has stagnated at levels significantly below those that existed during the forty years which preceded the 2001 national economic recession and is a major contributor to overall minimal general fund revenue growth.

As Chart A below indicates, city income tax revenue 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. By contrast, the second largest revenue source is revenue sharing (state revenue from various taxes that is shared with local governments), which represents less than ten percent of the general fund revenue total. For the 40 years prior to 2001, annual growth in the income tax never fell below 4 percent and indeed averaged 6.25 percent throughout the 1990's. Significant annual growth in income tax receipts supported not only annual growth in expenditures over which the city has little control (collectively bargained wage increases, inflation in goods and services, and increases for health benefits and workers compensation) but also new efforts such as a greatly expanded emergency medical services (EMS) program.



Financial Overview

As one can see from Chart B, below, the growth rate for 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, albeit to the same historically low growth rate as occurred in 2001, and the City Auditor is projecting that it will remain at approximately that same rate in 2005 and 2006. This is especially disappointing since in the spring of this year, income tax growth rates appeared to be returning to the levels enjoyed prior to 2001. However, the summer witnessed a reduction in the growth rate back to that experienced in 2001.

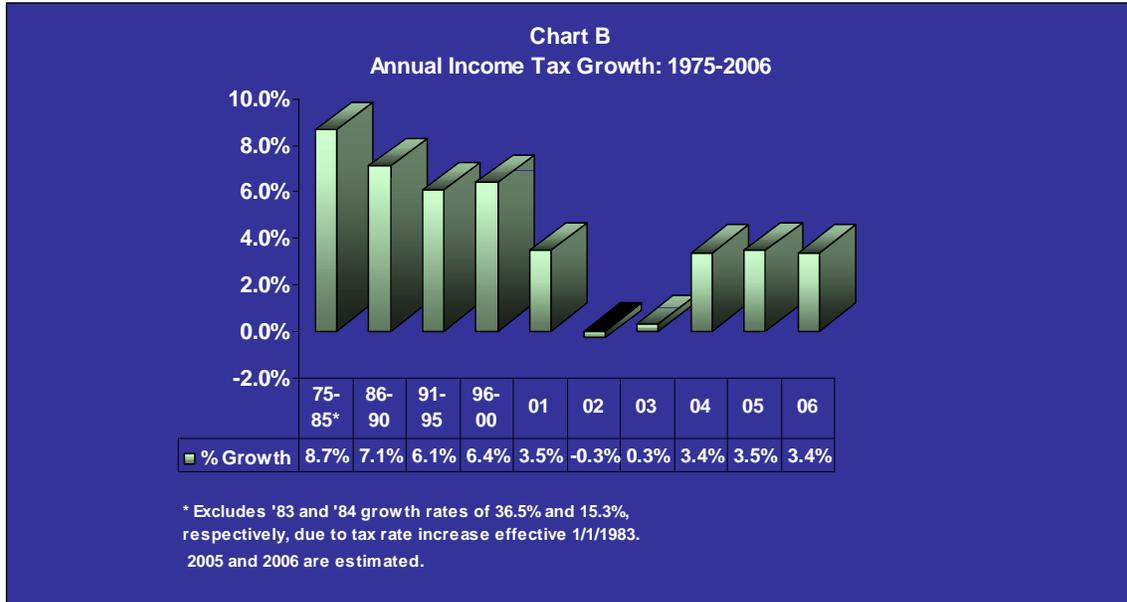
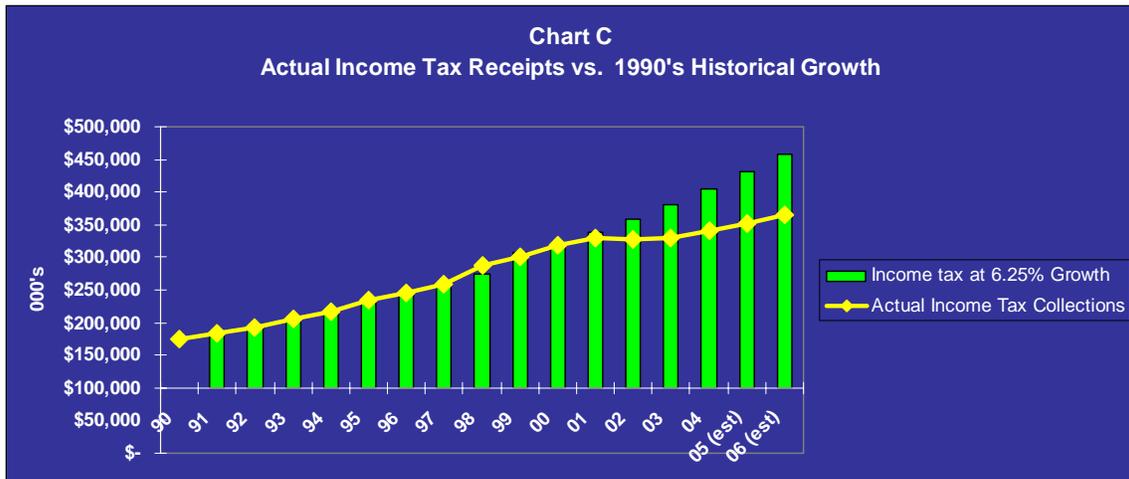
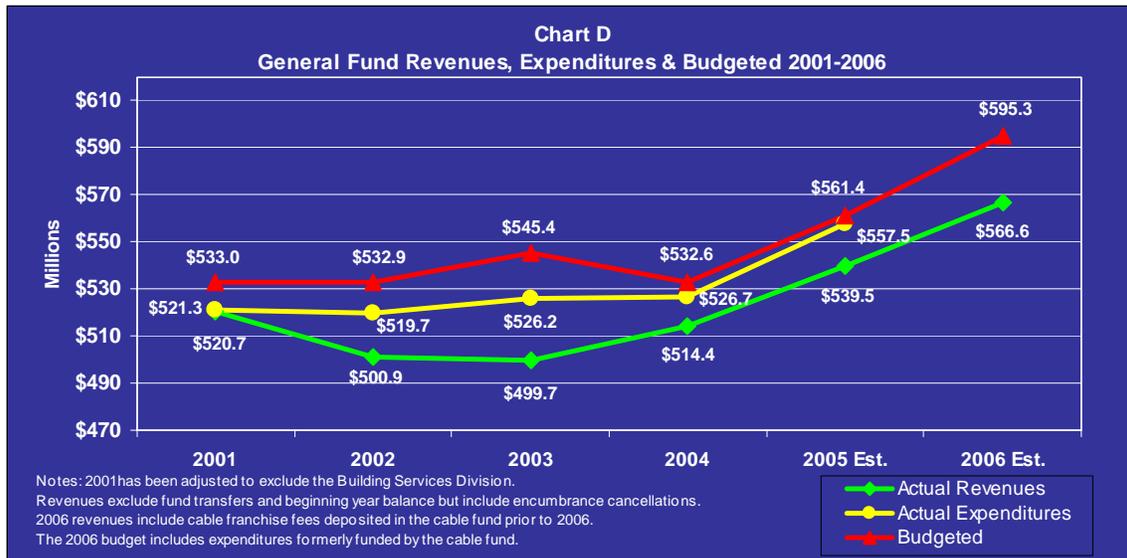


Chart C below graphs actual income tax receipts from 1990 through the 2006 projection. In 2006, we expect only \$35 million more in receipts than we had five years earlier—10.6 percent **five-year** growth in contrast to the 6.25 percent **annual** increase that we experienced in the 1990's. Had the 1990's growth rate continued through 2006, we would receive \$457.7 million in 2006, an astonishing \$93.5 million more than the City Auditor's current projection.



The decline in income tax growth rates has been accompanied by reduced revenues from some of the smaller general fund revenue sources as well, adding to budget challenges in recent years. As a result of budget difficulties in state government, in the last three successive budgets the state has frozen the distribution of a portion of state revenues it shares with local governments. The result to the city has been a relatively flat \$47 million or so in receipts per year since 2002 and the loss of what had been an annual growth of \$3 million per year that would have put 2006 receipts at \$60 million or more. Further, a climate of lower interest rates and less cash in the city treasury (from reduced bond sales) over the last several years has resulted in city investment returns being significantly below the \$29 million realized in 2001.

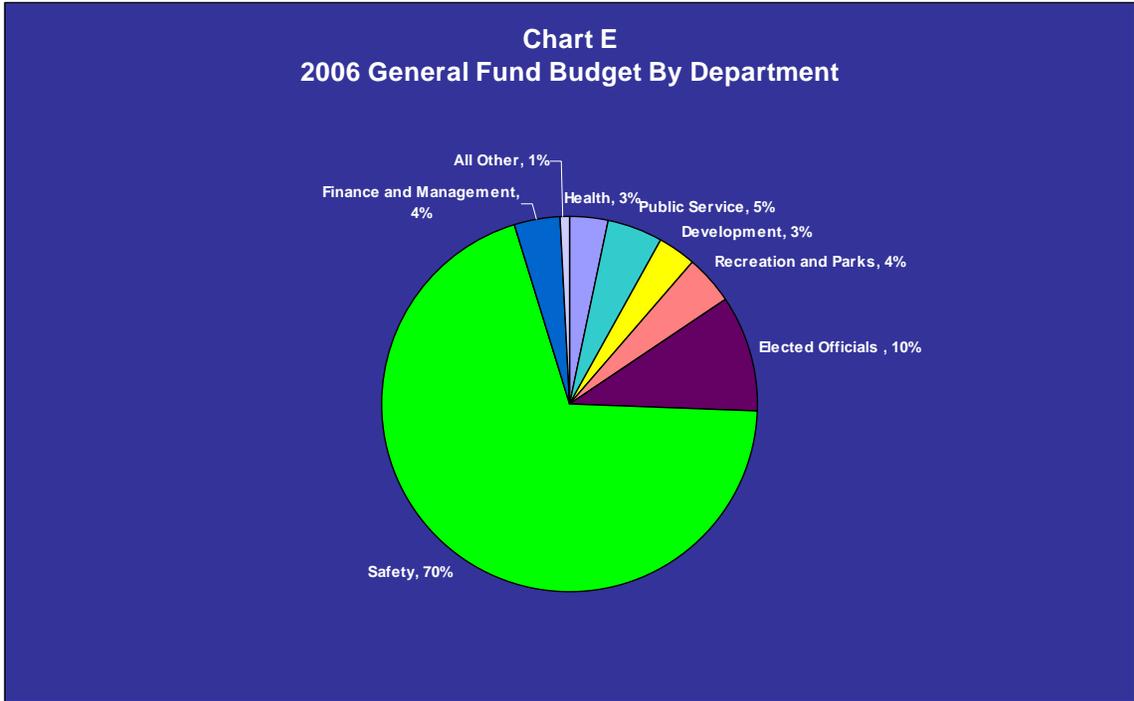
Chart D below graphs general fund revenues in total, budget amounts, and actual expenditures since 2001. Several things are striking: spending was held virtually flat for the four years beginning in 2001; total revenues in 2004 remained 1.2 percent **below** those in 2001; and revenues since 2001 have remained below expenditures, leaving “gaps” in those years. Those gaps have been filled by a spend-down of a substantial general fund balance at the end of 2001, the transfer of surplus dollars in the employee benefits fund, and transfers from the economic stabilization (or rainy day) fund for the first time since it was established. The gap narrowed considerably to \$12.3 million in 2004, the result of holding spending down to 2003 levels while experiencing a modest revenue increase of nearly 3 percent.



Recognizing in 2001 that the city faced a challenging economic climate, the Mayor appointed an Economic Advisory Committee which recommended spending controls, revenue enhancements, and the adoption of best financial practices. The city has been implementing these recommendations over the last four years. Best financial practices such as a three-year financial plan and written financial policies have imposed financial discipline. Various fees and charges have been increased, and reimbursement of EMS charges by third party providers is adding \$7 million in annual general fund revenue, which has helped to partially offset reduced income tax, revenue sharing, and investment earnings receipts.

However, because the city has limited options to increase general fund revenue, we have been compelled to meet the challenge posed by a weak economic climate by implementing significant spending reductions. Although public safety has been given a high priority, with the numbers of police officers and firefighters being held constant, virtually every other city service dependent upon the general fund has faced reductions. Hiring controls had reduced the civilian general fund workforce by 25 percent by the beginning of 2005. Spending on goods and services has been slashed. Employees have been required to bear a greater share of their health insurance costs and wage increases have been reduced from those seen in the 1990's. Operations have been re-organized and consolidated to allow greater efficiency, and some operations have been removed from the general fund and made self-sufficient or shifted to other funds. Performance management was instituted to assure that the city is optimizing the use of limited funding to achieve the outcomes we desire from our operations. The spending authorized in each year's budget was further reduced such that there is a cumulative difference of \$50 million between budgets and actual spending in 2001-2004, as shown in Chart D. All of this resulted in a phenomenal reduction in general fund spending growth from 2001-2004. Indeed, spending in 2004 was only one percent higher than in 2001.

General fund spending in the 1990's grew **annually** at a rate of 7.4 percent. Had it continued to grow at such a rate from 2000 forward, the general fund budget for 2006 would be over \$790 million, nearly \$195 million higher than the budget being proposed for 2006. This represents a 25 percent cut in general fund spending, a reduction made all the more difficult by the fact that, as Chart E below shows, The Department of Public Safety, which represents 70 percent of the general fund budget, has been largely immune from cuts. Reductions in other general fund operations have resulted in Public Safety's share of the general fund budget increasing from 64.5 percent in 2000 to 70 percent today.



With general fund operations other than police and fire protection having been reduced to the bone over the four years preceding 2005, continuation of these reduced services at 2004 levels in 2005 inevitably will result in increased spending this year with no further reductions in the civilian workforce. Collectively bargained wage increases and increased health insurance costs alone result in nearly \$20 million in increased costs in 2005. Increased fleet and fuel costs add nearly another \$3 million. Operating costs for the new Dodge and Lazelle recreation centers add \$700,000. Providing for possible unanticipated costs associated with the Deferred Retirement Option Plan (DROP) for Police and Fire adds \$1 million, and providing money to promote job growth has added \$2 million. All of this explains the first significant growth in general fund spending in 2005 (Chart D) we have seen in four years. In 2005, for the first time in four years, we have not reduced further the level of city services provided in 2004, and there is an additional cost to maintaining existing services from one year to the next. However, after four years of cutting, further reductions would have severely limited basic city services such as refuse collection, parks and recreation center operations, and the provision of basic public health services.

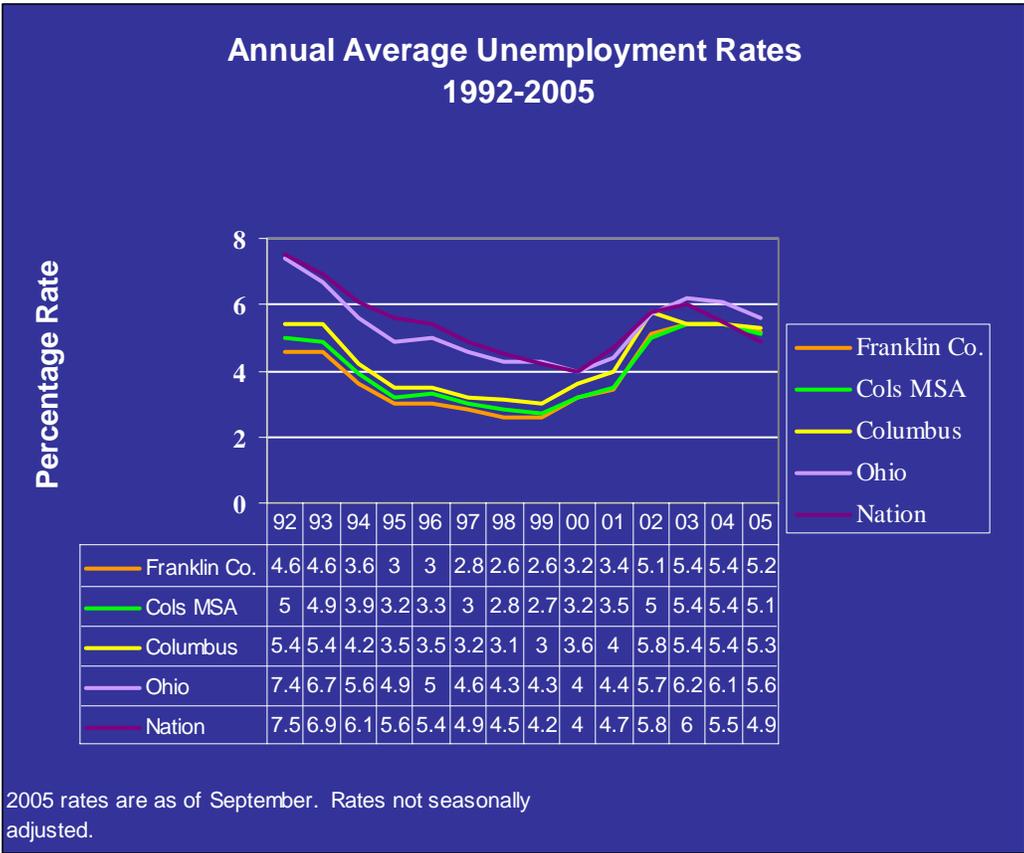
Unfortunately, gaps remain between current revenues and spending in 2005 and in 2006, gaps which in both years are being filled with use of the rainy day fund and a spend-down of the year-end general fund balance. The presence of a balance at the end of the year is dependent upon a combination of revenue growth greater than projected by the City Auditor and spending below that authorized in the budget. It is not a consistent or dependable building base for a budget. Use of the rainy day fund must end in 2006 if we are to meet the city's policy on maintenance of a five percent reserve and satisfy our bond rating agencies of our financial responsibility. If we do not see a return in 2006 of the normal revenue growth we experienced prior to 2001, we may have to revisit the mix of services we currently provide and/or look for new or increased revenue in 2007.

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

Columbus is working both aggressively and creatively to attract new businesses, jobs, and private investment into growth corridors and the downtown area. There have been 57 tax incentive and infrastructure projects legislated since January 1, 2000, resulting in 1,984 jobs being created and 3,998 jobs being retained in Columbus. A total of 4,662 jobs are expected to be created and another 5,291 retained, as a result of these 57 projects by the year 2009. The city has also used income tax incentives to bring 1,400 jobs downtown to-date, as part of the downtown business plan.

A study published by the U.S. Conference of Mayors in August 2004, forecasts a six percent growth in employment in the Columbus Metropolitan Statistical Area (MSA) over the years 2004-2008, primarily due to projected employment expansion in the services sector, which is expected to grow by an annual rate of 1.3 percent. The report predicts that total employment will return to its peak pre-recession level of over 900,000 by mid-2006.

Columbus area unemployment continues to be low when compared with the state and similarly-sized cities. Historically, the Columbus area has had consistently lower rates of unemployment than state and national levels, as illustrated in the graph below. As of September 2005, the unemployment rate for Franklin County was 5.2 percent, the Columbus MSA rate was 5.1 percent, and the Columbus rate was 5.3 percent. The rate for the State of Ohio was 5.6 percent, and the national rate, in contrast to historical patterns, was lower, at 4.9 percent.



A balance among manufacturing, technology, research, and financial activities has helped Columbus' economy continue to grow. Services, including government, finance, and transportation and utilities account for almost 60 percent of all employment. Seven of the 10 largest employers in the city are governmental or government-oriented: the State of Ohio, The Ohio State University, the United States Postal Service, the Defense Supply Center, the Defense Finance and Accounting Service, the Columbus Public Schools, and the City of Columbus.

On the private sector side, Columbus is the headquarters of Nationwide Insurance Company, American Electric Power, the Limited Brands and Wendy's International. Battelle Memorial Institute, a research center for government and private industry, has its world headquarters in Columbus. Several leading information providers are also based in Columbus, including Chemical Abstracts Service and the Online Computer Library Center.

Columbus' population continues to grow. The Mid Ohio Regional Planning Commission estimates the population of Columbus at December 31, 2005 to be 754,937, an increase of 6.1 percent since the last census estimate of 711,470 in 2000. It is expected to grow another 1.1 percent in 2006. Columbus has generous city boundaries with large tracts of open land that are still being developed, which aid in population growth. 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 in the Polaris area and the Rickenbacker International Airport, which houses a growing air cargo facility and industrial park.

Additional commercial and residential development is also occurring in the area surrounding Nationwide Arena, home to the National Hockey League's Columbus Blue Jackets. And significant redevelopment efforts are underway in the downtown area, fueled by efforts of the RiverSouth Authority. Within the downtown core, 499 residential units opened within the past two years, 398 housing units are under construction and an additional 545 units are planned. In the entire downtown effective marketing area, a total of 978 housing units opened in the last two years, and 2,373 more are moving through some stage of the development process. Downtown housing starts increased 800 percent in 2004, as compared to 8 percent for the county as a whole.

Stability in the business, residential, and political environments, a low cost of living, a high quality labor force and an emphasis on education further ensure a strong and stable economic outlook despite the current short-term challenges. The presence in Columbus and its immediate suburbs of 13 educational institutions, ranging from technical and design institutes to liberal arts colleges and a major research university, assure a continuous pool of well-educated and trained job candidates.

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. These ratings represent the highest achievable for long-term debt, making Columbus the largest city in the nation currently holding this dual distinction. These ratings afford Columbus the opportunity to realize savings in the cost of long-term financing, affirm investor's confidence in investment in Columbus, and help attract new businesses to the area.

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

The rainy day fund was created in 1988 with an initial deposit of \$4 million to create a reserve for unforeseen future events that could disrupt basic city services. The goal of the fund was to reach five percent of general fund expenditures. Until 1998, annual deposits of \$1 million were made to the fund. In 1998, the fund received an infusion of \$7 million from a refund from the Ohio Bureau of Workers Compensation. In order to balance the general fund budget, \$10.2 million was used in 2003, the first use of the fund since its establishment. An additional \$25 million was used in 2004. On May 4, 2004, the city deposited \$55.1 million from the Solid Waste Authority of Central Ohio into this fund. These monies resulted from a bond issue by SWACO and were paid to the city in partial satisfaction of lease rental payments due the city. The proposed use of \$12 million from this fund in the 2006 general fund budget should leave the fund just above the five percent level at the end of 2006.

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 balance in the fund at year-end 2005, estimated at \$13.6 million, will be appropriated and encumbered at year-end to largely meet the 27th pay period obligation. The actual expenditure, which will not occur until 2008, may exceed this amount by approximately \$400,000. The obligations for the Health Special Revenue Fund and the Recreation and Parks Operation and Extension Fund will be available at the time of the payout in 2008. Additional deposits into the fund will continue in 2006 and beyond to ensure that there are sufficient funds to pay the 2008 obligations mentioned above, as well as build the fund back up for the next occurrence, which is estimated to be in 2017.

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		1,607	13,000	42,175	7.57%
2006		974	12,000	31,149	5.28%
2007		934	-	32,084	5.15%
2008		1,283	-	33,367	5.18%
2009		1,335		34,702	5.19%
2010		1,735		36,437	5.24%
2011		1,822		38,259	5.28%
2012		1,913		40,172	5.33%

* Assumes investment rates of three percent in 2006-2007, four percent in 2008-2009, and five percent in 2010 and beyond

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)			
Year	Deposit	Expended	Year-End Balance
2000			9,886
2001	750	83	10,552
2002	750		11,302
2003	750		12,052
2004	750		12,802
2005	750	14,200	-648
2006	1,850	1,000	202
2007	1,850		2,052
2008	1,850		3,902
The Finance Department estimates the cost of encumbering the 27 th pay period in the year 2005 at \$14.2 million.			

2006 Budget Scenario

The 2006 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 2006 spending at the lowest level necessary to provide essential services to the citizens of Columbus

- The safety staffing contingency fund will remain at \$1 million and be available within any given budget year in connection with staffing issues in the Police and Fire Divisions associated with anticipated retirements attributable to the Deferred Retirement Option Plan.

General Fund Pro Forma

A general fund pro forma operating statement is provided herein, which projects the city's future general fund financial outlook. The pro forma bases year 2006 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 2007 and beyond are based upon an historical ten-year average.

Expenditure Assumptions

- The standard inflation rate for non-personnel items is three percent in 2007 and thereafter.
- Personnel costs (excluding insurance costs) are projected at either the rate in effect per current collective bargaining agreements or, for those units that have contracts that are currently under negotiation or expiring in 2005 or 2006, a rate of three percent.
- Insurance costs will grow by 12 percent annually in 2007 and beyond.
- The Divisions of Police and Fire reflect the costs of new and planned recruit classes sufficient to maintain existing staff levels.
- Deposits of \$1.85 million will be made to the anticipated expenditure fund in 2006 and thereafter.

Revenue Assumptions

- Income tax receipts will grow by 3.4 percent in 2006, and 4 percent in 2007 and thereafter.
- Property taxes will increase by 8.2 percent in 2006, and then grow by 4 percent thereafter, except in the six year reappraisal year, when it will increase by 10 percent.
- Local government fund revenue is projected to continue to be frozen at current levels.
- Estate taxes are projected to decline by 11.8 percent in 2006 and then grow by 7.2 percent through the rest of the period.
- Investment earnings will be \$18.5 million in 2006 and then grow by 12.5 percent thereafter.
- Hotel/motel tax revenue is projected to grow by 3.9 percent in 2006 and 2.7 percent in 2007 and beyond.
- Charges for services are expected to grow by three percent in 2006. The source will then grow by 4.2 percent thereafter.
- The kilowatt hour tax will grow by .31 percent in 2006, and 2.1 percent thereafter.
- The cable franchise fee will grow by 2 percent in 2006 and 3 percent thereafter.

Division Specific Assumptions

- One police recruit class of 65 recruits is funded in 2006. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected, such that existing staff levels are maintained.
- One fire recruit class of 35 recruits is funded in 2006. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected, such that existing staff levels are maintained.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Beginning Balance	\$ 21,678,293	\$ 16,688,173	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income Tax	352,300,000	364,200,000	378,768,000	393,919,000	409,676,000	426,063,000	443,106,000	460,830,000	479,263,000	498,434,000	518,371,000
Property Tax	45,245,000	48,967,000	50,926,000	52,963,000	55,082,000	57,285,000	59,576,000	65,534,000	68,155,000	70,881,000	73,716,000
Kilowatt Hour Tax	3,265,000	3,275,000	3,344,000	3,414,000	3,486,000	3,559,000	3,634,000	3,710,000	3,788,000	3,868,000	3,949,000
Hotel/Motel Tax	3,200,000	3,325,000	3,415,000	3,507,000	3,602,000	3,699,000	3,799,000	3,902,000	4,007,000	4,115,000	4,226,000
Shared Revenues	56,371,000	55,678,000	56,240,000	56,808,000	57,382,000	57,962,000	58,547,000	59,138,000	59,735,000	60,338,000	60,947,000
License and Permit Fees	1,992,000	2,560,000	2,637,000	2,716,000	2,797,000	2,881,000	2,967,000	3,066,000	3,148,000	3,242,000	3,339,000
Fines and Penalties	20,510,000	21,150,000	22,148,000	22,702,000	23,270,000	23,852,000	24,448,000	25,059,000	25,685,000	26,327,000	26,985,000
Investment Earnings	11,500,000	18,500,000	20,813,000	23,415,000	26,342,000	29,635,000	33,339,000	37,506,000	42,194,000	47,468,000	53,402,000
Charges for Service	38,583,000	39,770,000	41,440,000	43,180,000	44,994,000	46,884,000	48,853,000	50,905,000	53,043,000	55,271,000	57,592,000
Cable Franchise Fees	-	7,180,000	6,521,960	6,718,000	6,920,000	7,128,000	7,342,000	7,562,000	7,789,000	8,023,000	8,264,000
All Other Revenue	6,506,000	2,031,827	2,061,280	2,091,731	2,123,400	2,156,336	2,190,590	2,226,214	2,263,262	2,301,793	2,341,864
Total Revenues	539,472,000	566,636,827	588,314,240	611,433,731	635,674,400	661,104,336	687,801,590	719,428,214	749,070,262	780,268,793	813,132,864
Fund Transfers	13,000,000	12,000,000	-	-	-	-	-	-	-	-	-
Total Available Resources	574,150,293	595,325,000	593,314,240	611,433,731	635,674,400	661,104,336	687,801,590	719,428,214	749,070,262	780,268,793	813,132,864
% Change in Total Revenues from Prior Yr.	3.50%	5.04%	3.83%	3.93%	3.96%	4.00%	4.04%	4.60%	4.12%	4.16%	4.21%
% Change in Total Resources from Prior Yr	3.30%	3.69%	-0.34%	3.05%	3.96%	4.00%	4.04%	4.60%	4.12%	4.16%	4.21%
Expenditures:	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Development	17,802,747	20,179,125	20,991,649	21,752,236	22,606,887	23,514,988	24,471,076	25,484,463	26,565,444	27,697,955	29,581,773
Fire	163,196,140	170,372,462	177,232,610	183,654,249	190,870,070	198,537,169	206,609,424	215,165,460	224,292,192	233,853,986	246,351,587
Governmental Services	58,538,559	64,693,536	69,222,951	71,731,094	74,549,427	77,544,018	80,696,854	84,038,643	87,603,333	91,337,949	91,750,100
Health	18,313,429	19,729,916	20,524,353	21,268,008	22,103,633	22,991,519	23,926,323	24,917,152	25,974,069	27,081,369	30,281,194
Judicial Services	20,798,759	22,575,735	23,484,760	24,335,680	25,291,835	26,307,787	27,377,427	28,511,171	29,720,537	30,987,553	33,809,578
Other Safety	12,756,341	18,303,774	19,040,786	19,730,688	20,505,911	21,329,618	22,196,851	23,116,059	24,096,580	25,123,840	24,799,572
Police	215,371,559	226,840,435	235,974,300	244,524,316	254,131,737	264,340,007	275,087,717	286,479,552	298,631,232	311,362,173	325,655,036
Recreation and Parks	24,684,754	25,551,910	26,580,773	27,543,869	28,626,075	29,775,962	30,986,612	32,269,819	33,638,616	35,072,663	35,842,778
Refuse Collection	22,547,337	24,298,107	25,276,485	26,192,323	27,221,426	28,314,889	29,466,135	30,686,376	31,988,008	33,351,688	34,498,943
Fleet-Vehicles	2,702,495	930,000	7,300,000	6,000,000	6,180,000	6,365,400	6,365,400	6,556,362	6,753,053	6,955,644	7,164,314
Operating Expenditures	556,712,120	593,475,000	625,628,667	646,732,464	672,087,000	699,021,357	727,183,818	757,225,057	789,263,065	822,824,821	859,734,875
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	556,712,120	588,475,000	620,628,667	641,732,464	667,087,000	694,021,357	722,183,818	752,225,057	784,263,065	817,824,821	854,734,875
Percent Change/Previous Year	5.50%	5.71%	5.46%	3.37%	3.92%	4.01%	4.03%	4.13%	4.23%	4.25%	4.49%
Rainy Day Fund Deposits	-	-	-	-	-	-	-	-	-	-	-
Anticipated Expenditure Fund Transfer	750,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Total Expenditures/Transfers	557,462,120	590,325,000	622,478,667	643,582,464	668,937,000	695,871,357	724,033,818	754,075,057	786,113,065	819,674,821	856,584,875
Percent Change/Previous Year	5.85%	5.90%	5.45%	3.39%	3.94%	4.03%	4.05%	4.15%	4.25%	4.27%	4.50%
Required Expenditure Reductions and/or Revenue Increases	-	-	(29,164,427)	(32,148,733)	(33,262,600)	(34,767,021)	(36,232,228)	(34,646,843)	(37,042,802)	(39,406,028)	(43,452,011)
Annual Surplus/Deficit:	(4,990,120)	(11,688,173)	(5,000,000)	-							
Cumulative Surplus/Deficit:	\$ 16,688,173	\$ 5,000,000	\$ -								

Footnotes:
 Revenue estimates for 2007 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.
 2006 Fund Transfer of \$12 million will be from the Economic Stabilization Fund.

City of Columbus Financial Policies

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

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

A. Balanced Budget

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

B. Economic Stabilization Fund

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

C. Anticipated Expenditure Fund

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

D. Financial Accountability

1. It is the policy of the city that all departments and offices should manage operations such that expenditures for a given year will not exceed the original appropriations except to the extent supplemental appropriations authorize increased expenditures. Fourth quarter transfers of one department's unused general fund appropriation authority to a department or office otherwise exceeding its expenditure authority are normally a reflection of a failure to comply with this policy except in the case of reasonably unforeseen events or cost increases. Supplemental appropriations must be supported by additional revenues, the existence of which must be verified by the Department of Finance 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 Finance and Management Department shall review quarterly actual and projected expenditures for all departments and offices and report to the Mayor and Council thereon. Any departments or offices projected to exceed their appropriation authority for the year shall work with the Finance and Management Department to reduce expenditures. This may include the deferral of hiring and major expenses for goods and services.
3. Responsible stewardship of public funds requires that expenditures be clearly justified as serving a public purpose. An effort to expend all appropriation authority in the fourth quarter simply in order to avoid a lapse of appropriated funds does not serve a public purpose.

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

E. Investment of City Funds

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and Finance 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 Finance and Management Department.

H. Pro-Rata Assessment for General Fund Support

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

3. Generally accepted accounting practices as contained in Government Auditing Standards, issued by the Comptroller General of the United States, require reasonable justification for the assessed amount.
4. The most recent cost evaluation study performed by the Department of Finance and 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 Finance and Management Department.

I. Fees and Charge-Setting

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

J. Revenue Diversification

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

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

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

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

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

Department Mission

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

Strategic Priorities for 2006

Council's strategic priorities for 2006 will continue to focus on three areas: working to better serve the needs of all Columbus families, including keeping public safety as the city's top priority; job creation efforts; and continued belt tightening to maintain fiscal health.

Council believes that creating and maintaining jobs is essential to a vibrant city. 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. The on-going revitalization of the Northland corridor and downtown are two prime examples. The implementation of a new growth policy in 2004—first reflected in the northwest growth corridor on Hayden Run Road—that calls on developers and suburbs to share in the cost of needed infrastructure and services, such as roads and safety services, exemplifies this new approach, commonly called “sustainable growth.” These efforts will continue and be expanded elsewhere.

Other key points of an overall job creation strategy include: 1) continuing to push development of the high-tech research corridor along state route 315 with The Ohio State University, Battelle, the Columbus Chamber of Commerce, and the Columbus Technology Leadership Council, 2) working to keep homegrown talent through investments that support entrepreneurial startups, 3) making targeted capital investments to help bring idle properties back into production.

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

Past years' reductions in other miscellaneous expenses continue, as do revenue enhancement efforts in Parking Violations Bureau operations. Efforts to make the agency more user-friendly through an E-payment option have succeeded; such payments now account for about 31 percent of all parking ticket revenue.

Council continues working with the administration to create greater downtown and neighborhood housing opportunities as a primary tool to secure downtown stability. City assistance may include various incentives for developers, such as tax abatements, or targeted use of city capital monies to leverage private investments.

Council will 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 extended its moratorium on city sewer and water line extensions in the watershed through at least the end of 2005, until a comprehensive, intergovernmental planning accord is complete. Council hopes such an accord allows for the exercise of personal property rights, being sensitive to preservation and environmental protection objectives.

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

2006 Budget Issues

- The recommended general fund budget for City Council includes funding for contracts with the Greater Columbus Chamber of Commerce and Experience Columbus (FKA the Greater Columbus Convention and Visitors Bureau). In addition to general fund support, Experience Columbus will receive over 29 percent of hotel/motel tax receipts, or approximately \$3.99 million.

Budget and Program Summary

CITY COUNCIL FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
City Council	\$ 10,224,676	\$ 10,864,487	\$ 11,487,664	\$ 11,525,184	\$ 12,564,852
TOTAL	\$ 10,224,676	\$ 10,864,487	\$ 11,487,664	\$ 11,525,184	\$ 12,564,852

DIVISION SUMMARY BY CHARACTER					
CITY COUNCIL GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 2,313,872	\$ 2,171,835	\$ 2,304,523	\$ 2,304,523	\$ 2,540,839
Materials & Supplies	28,669	12,949	30,000	30,000	75,822
Services	1,177,838	1,666,339	2,133,197	2,170,717	1,968,191
Other	-	-	-	-	-
TOTAL	\$ 3,520,379	\$ 3,851,123	\$ 4,467,720	\$ 4,505,240	\$ 4,584,852
CITY COUNCIL HOTEL/MOTEL EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Services	\$ 6,704,297	\$ 7,013,364	\$ 7,019,944	\$ 7,019,944	\$ 7,980,000
TOTAL	\$ 6,704,297	\$ 7,013,364	\$ 7,019,944	\$ 7,019,944	\$ 7,980,000

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 3,520,379	\$ 3,851,123	\$ 4,467,720	\$ 4,505,240	\$ 4,584,852
Hotel/Motel Tax	6,704,297	7,013,364	7,019,944	7,019,944	7,980,000
TOTAL	\$ 10,224,676	\$ 10,864,487	\$ 11,487,664	\$ 11,525,184	\$ 12,564,852

DEPARTMENT PERSONNEL SUMMARY

DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Authorized	2006 Authorized
City Council	FT	30	31	33	33
	PT	1	1	3	3
TOTAL		31	32	36	36

*FT=Full-Time PT=Part-Time

City Council				
Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	To approve all appropriations and laws for Columbus, and to provide a public forum for the discussion of issues by the citizenry.	Expenditures	\$ 4,467,720	\$ 4,584,852
		Full-Time	33	33
		Part-Time	3	3
<hr/>				
Program:	Hotel/Motel Tax			
Program Mission:	To provide support for Experience Columbus and for expanding cultural services.	Expenditures	\$ 7,019,944	\$ 7,980,000
		Full-Time	0	0
		Part-Time	0	0

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.

The City Auditor has received for the last 25 years a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. This certificate is the highest form of recognition for excellence in state and local government financial reporting.

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

Columbus Income Tax Division

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

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

Department Mission

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

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

Department Goals and Objectives

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

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

Strategic Priorities for 2006

- 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.

2006 Budget Issues

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

Budget and Program Summary

AUDITOR FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
City Auditor	\$ 2,673,403	\$ 4,402,564	\$ 4,330,377	\$ 4,182,713	\$ 4,245,611
Income Tax	5,139,418	6,127,522	6,736,551	6,606,227	7,590,219
TOTAL	\$ 7,812,821	\$ 10,530,086	\$ 11,066,928	\$ 10,788,940	\$ 11,835,830

DIVISION SUMMARY BY CHARACTER					
CITY AUDITOR GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 1,943,475	\$ 1,833,911	\$ 1,964,795	\$ 1,864,368	\$ 2,077,589
Materials & Supplies	25,259	25,805	34,060	34,060	34,340
Services	700,669	2,225,443	2,331,522	2,284,285	2,133,682
Other	-	317,405	-	-	-
Capital	4,000	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 2,673,403	\$ 4,402,564	\$ 4,330,377	\$ 4,182,713	\$ 4,245,611
INCOME TAX GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 4,540,670	\$ 4,695,529	\$ 5,093,893	\$ 4,947,599	\$ 5,330,765
Materials & Supplies	25,394	44,291	58,000	57,468	58,570
Services	573,354	1,387,702	1,584,658	1,599,160	2,200,884
Capital	-	-	-	2,000	-
TOTAL	\$ 5,139,418	\$ 6,127,522	\$ 6,736,551	\$ 6,606,227	\$ 7,590,219

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 7,812,821	\$ 10,530,086	\$ 11,066,928	\$ 10,788,940	\$ 11,835,830
TOTAL	\$ 7,812,821	\$ 10,530,086	\$ 11,066,928	\$ 10,788,940	\$ 11,835,830

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Authorized	2006 Authorized
City Auditor	FT	26	22	34	34
	PT	2	2	4	4
Income Tax	FT	79	76	82	82
	PT	1	1	1	1
TOTAL		108	101	121	121

*FT=Full-Time PT=Part-Time

City Auditor				
Program:	Administration		2005 Appropriated	2006 Budget
Program Mission:	To administer the City Auditor's Office and Income Tax Division.	Expenditures	\$ 476,546	\$ 441,716
		Full-Time	4	4
		Part-Time	0	0
Program:	Accounting and Financial Reporting			
Program Mission:	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.	Expenditures	\$ 2,837,940	\$ 2,861,268
		Full-Time	6	7
		Part-Time	0	0
Program:	Auditing			
Program Mission:	To pre-audit all city financial transactions.	Expenditures	\$ 766,099	\$ 686,639
		Full-Time	12	11
		Part-Time	1	1
Program:	Payroll Auditing			
Program Mission:	To process all city payrolls and insurance programs.	Expenditures	\$ 249,792	\$ 255,988
		Full-Time	3	3
		Part-Time	1	1

Income Tax				
Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 2,587,364	\$ 3,209,045
		Full-Time	10	10
		Part-Time	0	0
Program:	Collection			
Program Mission:	To collect, audit, enforce and process various types of income tax documents.	Expenditures	\$ 2,837,237	\$ 2,976,453
		Full-Time	42	42
		Part-Time	0	0
Program:	Record Maintenance			
Program Mission:	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.	Expenditures	\$ 1,311,950	\$ 1,404,721
		Full-Time	23	23
		Part-Time	1	1

City Treasurer's Office

Department Description

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

Specifically, the City Treasurer's responsibilities include:

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

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

Department Mission

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

Strategic Priorities For 2006

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

2006 Budget Issues

- The 2006 budget for the Parking Violations Bureau includes funding of \$609,200 for the parking ticket processing and collection contract. This contract provides for hand-held ticket writing units that allow information about each ticket to be downloaded into the system overnight. Payments are accepted by telephone and over the Internet.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
City Treasurer	\$ 867,648	\$ 846,274	\$ 872,728	\$ 880,139	\$ 949,013
Parking Violations Bureau	2,654,904	2,631,733	2,989,083	2,971,938	3,292,825
TOTAL	\$ 3,522,552	\$ 3,478,007	\$ 3,861,811	\$ 3,852,077	\$ 4,241,838

DIVISION SUMMARY BY CHARACTER					
CITY TREASURER	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 742,176	\$ 686,379	\$ 706,960	\$ 691,719	\$ 764,262
Materials & Supplies	5,000	17,617	4,000	19,000	4,142
Services	120,472	142,228	161,768	169,420	180,609
Other Disbursements	-	50	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 867,648	\$ 846,274	\$ 872,728	\$ 880,139	\$ 949,013

DIVISION SUMMARY BY CHARACTER					
PARKING VIOLATIONS	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 1,971,055	\$ 2,009,276	\$ 2,158,539	\$ 2,095,299	\$ 2,381,563
Materials & Supplies	22,997	20,352	26,555	30,790	26,555
Services	646,852	591,128	791,989	823,523	872,707
Other Disbursements	14,000	10,977	12,000	12,000	12,000
Capital	-	-	-	10,326	-
TOTAL	\$ 2,654,904	\$ 2,631,733	\$ 2,989,083	\$ 2,971,938	\$ 3,292,825

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General Fund	\$ 3,522,552	\$ 3,478,007	\$ 3,861,811	\$ 3,852,077	\$ 4,241,838
TOTAL	\$ 3,522,552	\$ 3,478,007	\$ 3,861,811	\$ 3,852,077	\$ 4,241,838

DEPARTMENT PERSONNEL SUMMARY					
DEPARTMENT	FT/PT*	2003 Actual	2004 Actual	2005 Authorized	2006 Authorized
City Treasurer	FT	11	10	12	12
	PT	0	0	1	1
Parking Violations	FT	35	34	38	38
	PT	1	1	2	2
TOTAL		47	45	53	53
*FT=Full-Time PT=Part-Time					

City Treasurer				
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Program:	Treasurer's Office		2005 Appropriated	2006 Budget
Program Mission:	To act as a custodian of all funds, which includes the receipt of tax assessments, disbursement, accounting, deposit, and investment.	Expenditures	\$ 872,728	\$ 949,013
		Full-Time	12	10
		Part-Time	1	1

Program:	Parking Violations Bureau		2005 Appropriated	2006 Budget
Program Mission:	To promote an orderly turnover of on-street parking, process funds from parking meters and fines, and ensure expedient releases of impounded vehicles in accordance with the Columbus City Code.	Expenditures	\$ 2,989,083	\$ 3,292,825
		Full-Time	37	38
		Part-Time	2	1

City Attorney

Department Description

In the words of the Columbus City Charter, the City Attorney is "...the legal adviser of and attorney and counsel for the city, and for all officers and departments thereof in matters relating to their official duties."

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

The City Attorney's Office is staffed with 125 full-time employees (58 of whom are attorneys) and 40 part-time employees. While most of the employees are paid out of the general fund, 2 are 100 percent funded from grants, 12 are partially funded from grants, 3 are 100 percent funded from the land acquisition fund, 12 are partially funded from the land acquisition fund and 1 employee is 100 percent funded from collected bad check fees.

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

Department Mission

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

To carry out those duties and responsibilities in a professional and competent manner so that the office's clients and the public are well and fairly served.

Department Goals and Objectives

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

Strategic Priorities for 2006

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

Prosecution Division

Outcome: All cases are efficiently and effectively prosecuted.

Each prosecutor in the City Attorney's Office prosecutes between 45-50 criminal matters daily with case totals consistently reaching as high as 70 in some courtrooms. To continue to effectively prosecute these cases, our goal is to maintain experienced and quality prosecutors. We are hoping to accomplish this by evaluating performance in a manner that allows for salary restructuring for prosecutors who have been in the office for significant years and have performed well. This will hopefully help avoid excessive turnover with prosecutors and maintain more continuity. The goal of the City Attorney is to continue the successful prosecution of misdemeanor offenses within Franklin County.

Domestic Violence Unit

Outcome: Advocacy services are provided to each domestic violence and stalking victim in compliance with the Victims' Rights Act.

In 2004, 5,515 cases of domestic violence, stalking and violation of protection order cases were filed in Municipal Court. In addition, the Stalking Unit investigated 434 allegations of stalking behavior. The Domestic Violence Unit of the City Attorney's Office works with victims, prosecutors, and judges. They provide victims with legislatively mandated resources and assistance at court appearances, provide valuable criminal background information to the court for bond purposes, and link families in crisis to available community resources. This work is vital for our courts and our community to address the issue of domestic violence and stalking.

Telecommunications Harassment Unit

Outcome: Specialized personnel investigate and assist in prosecuting misdemeanor crimes of harassment, stalking, and identity theft, which occur through computers, telephones and other telecommunication devices.

Since it began operating in November of 2001, the Telecommunications Unit has processed over 4,400 cases resulting in 21 felony and 391 misdemeanor charges with over 40 cases currently under investigation. Furthermore, victim consultation has risen by 500 percent. In addition to these services, existing personnel are trained to specialize in assisting citizens who are victims of fraud and identity theft. In 2004, City Attorney employees were able to resolve 1,783 cases.

Environmental Unit

Outcome: Neighborhoods are cleaner and safer.

The Environmental Unit will continue to have an attorney stationed on a weekly basis at code enforcement to work directly with code enforcement to achieve voluntary compliance on code issues and decrease unnecessary court filings. In 2004, 50 percent of complaints through the efforts of the City Attorney's Office were resolved without the need of court filings. All of the Environmental Unit continues to work together on the 17th floor of the Municipal Court building including the Neighborhood Legal Advocates Program. The Neighborhood Legal Advocates Program is aggressively working with the communities of the Hilltop, Franklinton and the Southside of Columbus. The program is actively targeting problem properties on Innis Avenue on the Southside and is working to more aggressively place problem properties into the hands of responsible owners.

Intake Unit

Outcome: To continue to provide efficient service to citizens on a timely basis.

In 2004, the intake unit processed 8,033 complaints. The unit continues to search for ways to provide service without requiring a formal complaint. Complaint forms are also now provided on the internet. The unit strives to be more efficient by making referrals at the intake window and by asking questions prior to the intake process. To be efficient at this requires two well-trained knowledgeable intake officers to always be posted at the intake window during peak hours of operation. The unit is fully authorized to maintain a staff of 20 part-time positions. A total of 1,997 charges were filed out of the unit for 2004. Those complaints not filed upon were often referred for mediation, civil protection orders, or to other resources that could assist citizens with their issues.

Civil and Real Estate Divisions

Outcome: With fewer attorneys and staff we continue to provide high quality legal representation for the city, prevail in court actions, and pay less money for lawsuits.

Litigation Section

In 2004, the city closed a total of 60 litigation matters. The section's attorneys prevailed in two out of three cases taken to trial, settled 19 cases, and had 29 of 38 cases dismissed in the city's favor through motions and pleadings.

Business and Regulations Section

With eight attorneys including the Chief Counsel, the Business and Regulations Section is being called upon to assist city officials and departments in an ever broadening spectrum of legal issues from compliance with numerous federal and state environmental laws and regulations, economic development of downtown, expanding contract document, and legislation drafting and review to litigation related to all the above.

In 2006, priorities will focus upon legal representation in the Short North arches lighting project, environmental upgrades of the city's water and wastewater treatment systems, transactional activities related to the River South, Big Darby and Rickenbacker intermodal multi-jurisdiction developments, as well as continued enforcement activities in liquor control, licensing, permitting, and zoning controls.

Labor and Employment Section

Three attorneys are currently responsible for 114 employment cases including federal and state court cases, labor arbitrations, and administrative hearings. At the beginning of 2004, Labor Section attorneys were handling 88 cases. Over the course of the year, 91 new employment-related lawsuits and/or administrative charges were filed against the City of Columbus and/or its employees. During 2004, the Labor Section resolved 62 cases.

In addition to defending the city in litigation matters, the Labor Section provided frequent legal advice to city officials on labor and employment matters. Labor attorneys assisted the city in labor negotiations with the International Association of Fire Fighters (IAFF) and the Ohio Labor Council (OLC) and in mediating grievances with the American Federation of State, County and Municipal Employees (AFSCME) and the Columbus Municipal Association of Government Employees (CMAGE). The Labor Section also provided training. Labor attorneys participated in city training on the Family and Medical Leave Act (FMLA) and spoke at the Citywide Human Resources Conference and the Ohio Municipal Attorneys Association Conference.

Police Legal Bureau

This unit provides advice to police personnel to assist in the critical decisions that police officers face in the course of doing their jobs. Attorneys receive several daily requests for legal opinions from officers, detectives and various supervisors. These opinions sometimes involve questions that need only a short verbal opinion, while sometimes the questions require in-depth legal research and lengthy legal memorandums. The attorneys also provide training on a range of topical issues facing police officers, such as crowd control, executing search warrants, search and seizure issues in general, probable cause and use of force. The attorney's also prepare a newsletter providing sworn personnel with updates on legal issues. These updates are done on at least a monthly basis and whenever a new legal issue emerges that must be immediately addressed.

Asset Recovery Section

Outcome: City revenues are increased through the Asset Recovery Section while expanding their efforts into recovery of delinquent business loans and emergency medical technician (EMT) transport fees.

This section handles all collection matters for the city. In 2004, the City Attorney collected \$1.4 million in delinquent income taxes owed to the city. Additionally, the section recovered \$83,161 in outstanding non-tax debt owed to the city and collected over \$244,000 in foreclosure and bankruptcy actions. The focus of our efforts this fiscal year will be to computerize our non-tax and claims case-management systems, increase the number of foreclosure suits, and better assist our clients with proper documentation of debts, so that collection efforts at both the division level and within our office will be more successful.

Real Estate

Outcome: To complete all projects under budget and on time.

This division acquires property rights for city projects such as the widening and improvement of city streets. In 2004, the division acquired 634 parcels of land and provided legal advice on all real estate matters including the sale and leasing of property and real estate tax issues.

2006 Budget Issues

- In the 2006 budget, costs for both outside counsel and legal settlements are budgeted in Finance's citywide account.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
City Attorney	\$ 9,265,707	\$ 8,989,836	\$ 9,589,966	\$ 9,234,537	\$ 10,048,076
Real Estate	381,699	331,647	342,368	341,521	369,827
Land Acquisition	650,747	686,890	782,895	730,625	792,424
Special Litigation	295,451	-	-	-	-
TOTAL	\$ 10,593,604	\$ 10,008,373	\$ 10,715,229	\$ 10,306,683	\$ 11,210,327

DIVISION SUMMARY BY CHARACTER					
CITY ATTORNEY GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 8,205,889	\$ 8,020,806	\$ 8,844,727	\$ 8,400,311	\$ 9,398,760
Materials & Supplies	82,918	163,099	152,873	151,592	124,750
Services	976,900	611,278	592,366	578,183	524,566
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	194,653	-	104,451	-
TOTAL	\$ 9,265,707	\$ 8,989,836	\$ 9,589,966	\$ 9,234,537	\$ 10,048,076
REAL ESTATE GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 360,077	\$ 323,205	\$ 328,129	\$ 323,862	\$ 351,908
Materials & Supplies	7,082	4,891	5,373	2,515	17,919
Services	14,540	3,551	8,866	15,144	-
TOTAL	\$ 381,699	\$ 331,647	\$ 342,368	\$ 341,521	\$ 369,827

DIVISION SUMMARY BY CHARACTER					
LAND ACQUISITION LAND ACQUISITION FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 579,897	\$ 621,108	\$ 694,484	\$ 654,486	\$ 707,515
Materials & Supplies	17,562	596	9,978	9,652	10,150
Services	43,760	65,186	78,433	66,487	74,759
Capital	9,528	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 650,747	\$ 686,890	\$ 782,895	\$ 730,625	\$ 792,424
SPECIAL LITIGATION GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 295,451	\$ -			\$ -
Materials & Supplies	-	-			-
Services	-	-			-
TOTAL	\$ 295,451	\$ -	\$ -	\$ -	\$ -

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 9,942,857	\$ 9,321,483	\$ 9,932,334	\$ 9,576,058	\$ 10,417,903
Land Acquisition	650,747	686,890	782,895	730,625	792,424
TOTAL	\$ 10,593,604	\$ 10,008,373	\$ 10,715,229	\$ 10,306,683	\$ 11,210,327

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Authorized	2006 Authorized
City Attorney	FT	102	112	119	119
	PT	46	46	46	46
Real Estate	FT	7	7	7	7
Land Acquisition	FT	4	4	7	7
	PT	0	1	1	1
Special Litigation	FT	0	0	0	0
TOTAL		159	170	180	180

*FT=Full-Time PT=Part-Time

City Attorney				
Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	To provides management and support through the offices of the City Attorney.	Expenditures	\$ 1,520,143	\$ 1,137,633
		Full-Time	8	7
		Part-Time	1	2
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Program:	Civil Prosecution			
Program Mission:	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.	Expenditures	\$ 274,067	\$ 290,467
		Full-Time	5	5
		Part-Time	0	0
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Program:	Civil Part-Time			
Program Mission:	To provide law student interns who perform legal research for the attorneys in the civil division.	Expenditures	\$ 132,827	\$ 103,758
		Full-Time	0	0
		Part-Time	6	4
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Program:	Appellate			
Program Mission:	To appeal misdemeanor prosecutions to the Franklin County Court of Appeals, and defend misdemeanor criminal appeals filed against the city.	Expenditures	\$ 266,961	\$ 362,336
		Full-Time	2	2
		Part-Time	6	8

City Attorney - continued

Program:	Intake		2005 Appropriated	2006 Budget
Program Mission:	To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising and making appropriate referrals.	Expenditures	\$ 597,374	\$ 614,193
		Full-Time	2	2
		Part-Time	23	21
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Program:	Victim-Witness Assistance			
Program Mission:	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.	Expenditures	\$ 783,023	\$ 983,407
		Full-Time	10	15
		Part-Time	0	0
<hr/>				
Program:	Business			
Program Mission:	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.	Expenditures	\$ 822,520	\$ 927,969
		Full-Time	8	9
		Part-Time	0	0

City Attorney - continued				
Program:	Litigation		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 671,076	\$ 719,439
		Full-Time	6	6
		Part-Time	0	0
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Program:	Labor			
Program Mission:	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.	Expenditures	\$ 562,772	\$ 564,570
		Full-Time	5	5
		Part-Time	0	0
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Program:	Police Legal Bureau			
Program Mission:	To advise the Division of Police on legal and policy matters, serve as liaison for civil and criminal litigation involving police, and provide training on legal topics associated law enforcement.	Expenditures	\$ 270,008	\$ 323,668
		Full-Time	3	4
		Part-Time	2	0

City Attorney - continued

Program:	Claims		2005 Appropriated	2006 Budget
Program Mission:	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.	Expenditures	\$ 472,521	\$ 602,767
		Full-Time	7	7
		Part-Time	0	1
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Program:	Legal Assistance			
Program Mission:	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.	Expenditures	\$ 840,661	\$ 876,789
		Full-Time	16	15
		Part-Time	0	0
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Program:	Dispute Resolution			
Program Mission:	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.	Expenditures	\$ 77,194	\$ 55,128
		Full-Time	1	1
		Part-Time	0	0
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Program:	Environmental			
Program Mission:	To handle cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.	Expenditures	\$ 364,737	\$ 322,457
		Full-Time	5	5
		Part-Time	0	0

City Attorney - continued				
Program:	Criminal Prosecution		2005	2006
			Appropriated	Budget
Program Mission:	To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI and assault cases.	Expenditures	\$ 1,934,082	\$ 2,163,495
		Full-Time	23	26
		Part-Time	0	0

Real Estate				
Program:	Real Estate Administration		2005	2006
			Appropriated	Budget
Program Mission:	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	Expenditures	\$ 342,368	\$ 369,827
		Full-Time	4	4
		Part-Time	0	0

Program:	Land Acquisition			
Program Mission:	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	Expenditures	\$ 782,895	\$ 792,424
		Full-Time	7	7
		Part-Time	1	1

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, cognovits 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 the Court Administration Office 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, and the small claims/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 2006

- Engage in an operational and administrative review of current court structure and commit to implement recommended changes.
- Meet the ever-increasing challenge of providing interpreting, translating, and liaison services to the growing number of those who have business with the court for whom English is not their primary language.
- Create a functional human resources program.
- Review and overhaul the payroll, purchasing, and finance operations and commit to staffing these functions appropriately.
- Assess short-term and long-term space needs; find funding to address short-term needs; and formulate strategies to address long-term needs.
- Place emphasis on the importance of attracting, retaining, training, and rewarding qualified staff.
- Secure funding for courtroom renovations.

2006 Budget Issues

- The work release and home incarceration programs that the court previously utilized were operated by the Franklin County Common Pleas Court. Those programs are being closed down. The 2006 budget includes funding for a pilot home incarceration program proposed by the Municipal Court in an effort to provide alternatives to jail for offenders not posing any threat to the community.
- Fees for professional services continue to be a significant cost and efforts must be ongoing to monitor those expenses. These fees include \$500,000 for court-appointed counsel in cases where the Public Defender's Office has a conflict; \$150,000 for foreign language interpreter fees; \$13,000 for interpreters for the deaf; and \$80,000 for forensic psychological examinations.
- Court costs and fees fund core court functions such as security (approximately \$1.5 million for 2006) and technology (\$585,000).

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Municipal Court Judges	\$ 12,579,008	\$ 12,206,091	\$ 12,552,238	\$ 12,293,828	\$ 13,740,185
TOTAL	\$ 12,579,008	\$ 12,206,091	\$ 12,552,238	\$ 12,293,828	\$ 13,740,185

DEPARTMENT SUMMARY BY CHARACTER

MUNICIPAL CT JUDGES GENERAL FUND	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 10,364,888	\$ 10,261,003	\$ 10,656,115	\$ 10,394,486	\$ 11,574,646
Materials & Supplies	61,731	49,391	59,976	102,158	147,100
Services	1,430,287	1,409,316	1,408,065	1,436,961	1,438,126
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfer				12,500	
TOTAL	\$ 11,856,906	\$ 11,719,710	\$ 12,124,156	\$ 11,946,105	\$ 13,159,872
MUNICIPAL CT JUDGES COMPUTER FUND	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 113,440	\$ 174,805	\$ 127,932	\$ 126,136	\$ 194,013
Materials & Supplies	285,788	72,574	100,450	100,192	154,700
Services	317,225	201,696	199,700	121,395	231,600
Capital	5,649	37,306	-	-	-
TOTAL	\$ 722,102	\$ 486,381	\$ 428,082	\$ 347,723	\$ 580,313

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 11,856,906	\$ 11,719,710	\$ 12,124,156	\$ 11,946,105	\$ 13,159,872
Municipal Court Computer Fund	722,102	486,381	428,082	347,723	580,313
TOTAL	\$ 12,579,008	\$ 12,206,091	\$ 12,552,238	\$ 12,293,828	\$ 13,740,185

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2003 Actual	2004 Actual	2005 Authorized	2006 Authorized
Municipal Court Judges	FT	167	165	173	177
	PT	14	7	11	11
Computer Fund	FT	2	2	2	2
	PT	0	0	4	4
TOTAL		183	174	190	194

*FT=Full-Time PT=Part-Time

Municipal Court Judges				
Program:	Administration		2005	2006
Program Mission:	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.	Expenditures	Appropriated \$ 3,903,010	Budget \$ 4,472,776
		Full-Time	44	45
		Part-Time	7	7
Program:	Assignment			
Program Mission:	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.	Expenditures	\$ 719,447	\$ 772,380
		Full-Time	14	14
		Part-Time	0	0
Program:	Service Bailiffs			
Program Mission:	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.	Expenditures	\$ 1,046,544	\$ 1,077,779
		Full-Time	18	18
		Part-Time	0	0

Municipal Court Judges - continued

Program:	Courtroom Bailiffs		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 1,583,509	\$ 1,580,594
		Full-Time	22	22
		Part-Time	0	0

Program:	Probation			
Program Mission:	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.	Expenditures	\$ 3,244,977	\$ 3,325,144
		Full-Time	54	54
		Part-Time	1	1

Program:	Small Claims			
Program Mission:	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.	Expenditures	\$ 259,104	\$ 305,887
		Full-Time	5	5
		Part-Time	1	1

Municipal Court Judges - continued				
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Program:			2005 Appropriated	2006 Budget
Program:	Court Reporters			
Program Mission:	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.	Expenditures	\$ 1,003,372	\$ 1,005,718
		Full-Time	14	14
		Part-Time	2	2
Program:	Jury Office			
Program Mission:	To summon citizens to serve as jurors, randomly select jurors for panels, postpone and reschedule jury service, and maintain information on prospective jurors.	Expenditures	\$ 364,193	\$ 384,594
		Full-Time	2	2
		Part-Time	0	0
Program:	Home Incarceration/Work Release			
Program Mission:	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.	Expenditures	\$ -	\$ 235,000
		Full-Time	0	3
		Part-Time	0	0

Municipal Court Judges - continued

Program:	Computer Services		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 428,082	\$ 580,313
		Full-Time	0	2
		Part-Time	4	4

Municipal Court Clerk

Department Description

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

Mission

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

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

Strategic Priorities for 2006

- Continue the enhancement of service delivery by further developing technological advancements regarding e-clerk practices, including the following:
 - **E-arrest bond** - ability for an individual to post bail on-line, 24 hours a day, 7 days a week, 365 days per year.
 - **E-attorney** - ability for an attorney to search their case (criminal, traffic, or civil).
 - **E-filing** - ability to file documents via the Municipal Court website.
 - **E-pay** - ability for the public to pay fine and court costs on-line. This is yet another option for the public to pay their financial obligation on the case.
 - **E-search warrant** - ability for law enforcement to submit a search warrant request to a judge for review and approval.

- **E-slating** - ability for law enforcement to submit their criminal complaints electronically through a remote kiosk connected to the Clerk's office.
 - **E-subpoena** - ability for police departments to receive subpoena for their agency and direct subpoena via e-mail to the arresting officer(s). This eliminates the paper subpoena and improves efficiency.
 - **E-ticket** - ability for law enforcement to generate tickets from the cruiser and transmit data directly to the Municipal Court.
 - **Imaging** - ability to electronically view the court docket and associated case paperwork for enhanced efficiency and effectiveness.
 - **Interactive Voice Response (IVR) solution** - ability for the public to call a toll-free number (i.e. 1-800-Ticket) to determine the cost of payable traffic tickets, and provide the option to pay by phone. In addition, this machine will be utilized for basic court and clerk information.
 - **Mail - postage solution** - ability to print to a machine that has the capability to print, fold, and insert a document into an envelope, sort for other (same address) documents, group document insertion, sort mail for postal discount, and apply postage. Another option is to e-mail the document as an attachment when pre-approved e-mail delivery has been sanctioned.
- Continue vigilantly to collect all monies owed to the court from fines, court costs and fees which include pursuing the feasibility of establishing new programs like mediation.
 - Continue leadership initiatives to further develop deputy clerk team building, effective communications, empowerment and unity by striving to attain our mission.

2006 Budget Issues

- The Municipal Court Clerk's 2006 general fund budget of \$9,415,863 includes funding, with an allowance for vacancies, for 151 full-time employee positions.
- Efforts to collect unpaid fines and costs will continue in 2006. The Clerk estimates the total collections to approach \$1.5 million in 2006.
- The Municipal Court Clerk will continue to explore opportunities to use technology to improve service and communications to the public.
- The Municipal Court Clerk's 2006 computer fund budget of \$2,350,378 includes 12 full-time employee positions.
- The Municipal Court Clerk's 2006 computer fund budget includes funding for supplies, professional services, and equipment related to various technology projects necessary for the continued development of e-clerk practices.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Municipal Court Clerk	\$ 10,445,173	\$ 10,349,341	\$ 12,675,604	\$ 11,505,109	\$ 11,766,241
TOTAL	\$ 10,445,173	\$ 10,349,341	\$ 12,675,604	\$ 11,505,109	\$ 11,766,241

DEPARTMENT SUMMARY BY CHARACTER					
MUNICIPAL CT CLERK GENERAL FUND	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 8,532,348	\$ 8,048,551	\$ 8,136,180	\$ 8,044,743	\$ 8,519,959
Materials & Supplies	162,780	150,975	175,500	158,934	169,250
Services	174,102	645,981	713,497	648,977	726,654
TOTAL	\$ 8,869,230	\$ 8,845,507	\$ 9,025,177	\$ 8,852,654	\$ 9,415,863
MUNICIPAL CT CLERK COMPUTER FUND	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 632,855	\$ 730,669	\$ 940,090	\$ 917,427	\$ 980,831
Materials & Supplies	357,478	105,115	583,200	270,288	176,500
Services	549,880	647,344	1,575,137	1,238,835	801,047
Capital	35,729	20,706	552,000	225,905	344,000
Interest	-	-	-	-	48,000
TOTAL	\$ 1,575,942	\$ 1,503,834	\$ 3,650,427	\$ 2,652,455	\$ 2,350,378

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 8,869,230	\$ 8,845,507	\$ 9,025,177	\$ 8,852,654	\$ 9,415,863
Municipal Court Computer Fund	1,575,943	1,503,834	3,650,427	2,652,455	2,350,378
TOTAL	\$ 10,445,173	\$ 10,349,341	\$ 12,675,604	\$ 11,505,109	\$ 11,766,241

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2003 Actual	2004 Actual	2005 Authorized	2006 Authorized
Municipal Court Clerk	FT	157	149	172	172
	PT	0	0	0	0
Computer Fund	FT	10	12	12	12
TOTAL		167	161	184	184

*FT=Full-Time PT=Part-Time

Municipal Court Clerk				
Program:	Administration		2005 Appropriated	2006 Budget
Program Mission:	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.	Expenditures	\$ 1,007,038	\$ 727,154
		Full-Time	4	4
		Part-Time	0	0
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Program:	Accounting/Finance			
Program Mission:	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.	Expenditures	\$ 1,391,036	\$ 1,759,685
		Full-Time	22	27
		Part-Time	0	0
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Program:	Civil			
Program Mission:	To accept dockets and maintain records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction.	Expenditures	\$ 1,606,567	\$ 1,793,019
		Full-Time	29	30
		Part-Time	0	0

Municipal Court Clerk- continued				
Program:	Criminal/Traffic		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 4,379,142	\$ 4,479,504
		Full-Time	105	100
		Part-Time	0	0
Program:	Office of Information Services			
Program Mission:	To support the Clerk and the Court with data processing needs of all divisions.	Expenditures	\$ 3,650,427	\$ 2,350,378
		Full-Time	12	12
		Part-Time	0	0
Program:	Traffic Violations Bureau			
Program Mission:	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.	Expenditures	\$ 641,394	\$ 656,501
		Full-Time	12	11
		Part-Time	0	0

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 2006

From the Columbus Covenant:

Customer Service

- Integrate customer services competencies into all aspects of employment for 311 Call Center employees.

Safety

- Conduct both police officer and firefighter testing and continue to provide support necessary to promote police and fire personnel into the higher ranks.

Peak Performance

- Collaborate with the Human Resources Department to enhance the city's human resources information system (HRIS).

2006 Budget Issues

- The Civil Service Commission's budget provides for 32 full-time positions. Due to the Commission's staffing level, it will continue to carry out its responsibilities in 2006 at its reduced office hours (i.e. open to the public three days a week).
- Promotional testing for fire deputy chief, fire battalion chief, police lieutenant and police captain will be conducted. Also, firefighter testing will be conducted.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Civil Service Commission	\$ 2,570,245	\$ 2,612,960	\$ 2,727,267	\$ 2,751,237	\$ 3,126,888
TOTAL	\$ 2,570,245	\$ 2,612,960	\$ 2,727,267	\$ 2,751,237	\$ 3,126,888

DIVISION SUMMARY BY CHARACTER					
CIVIL SERVICE COMMISSION EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 2,431,439	\$ 2,256,353	\$ 2,214,586	\$ 2,267,293	\$ 2,462,276
Materials & Supplies	13,488	24,114	25,500	25,500	26,010
Services	124,106	332,493	487,181	458,444	638,602
Other Disbursements	1,212	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 2,570,245	\$ 2,612,960	\$ 2,727,267	\$ 2,751,237	\$ 3,126,888

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General Fund	\$ 2,570,245	\$ 2,612,960	\$ 2,727,267	\$ 2,751,237	\$ 3,126,888
TOTAL	\$ 2,570,245	\$ 2,612,960	\$ 2,727,267	\$ 2,751,237	\$ 3,126,888

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Civil Service Commission	FT	35	30	32	32
	PT	11	12	18	18
TOTAL		46	42	50	50

*FT=Full-Time PT=Part-Time

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

Civil Service					
Program:	Administration/Classification/Payroll Verification			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 1,666,645	\$ 1,607,665
			Full-Time	19	17
			Part-Time	0	1
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of full-time provisional employees	0.7%	0.4%	0.2%	0.2%	2% or lower
Total number of class specifications	618	631	637	652	n/a
Number of misclassifications identified via audit	0	6	7	9	n/a
Percentage of misclassifications resolved	0.0%	0.0%	100.0%	100.0%	100.0%

Civil Service - Administration/Classification/Payroll Verification continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of classification requests completed	15	7	8	6	n/a
Average number of days to complete classification request	89	52	90	28	n/a
Percentage of classification requests responded to within 90 days	n/a	n/a	62.5%	100.0%	100.0%
Number of position audit requests completed	24	2	15	14	n/a
Average number of days to complete position audit requests	33	46	18	25	n/a

Civil Service - Administration/Classification/Payroll Verification continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of position audit requests completed within 60 days	n/a	n/a	86.7%	n/a	100.0%
Number of randomly audited personnel files	120	120	120	60	n/a
Percentage of randomly audited personnel files in compliance	99.2%	100.0%	100.0%	98.3%	100.0%

Civil Service					
Program:	Public Safety Testing			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 711,735	\$ 1,086,724
			Full-Time	7	8
			Part-Time	18	16
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of uniformed classifications	11	11	11	10	n/a
Percentage of uniformed classifications with a current eligible list	100%	100%	100%	100%	100%
Number of firefighter analyses completed	n/a	3	3	annual	n/a
Percentage of firefighter job analyses reviewed and updated within the last 4 years	n/a	100%	100%	annual	100%

Civil Service - Public Safety Testing continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of police officer analyses completed	n/a	1	3	annual	n/a
Percentage of police officer job analyses reviewed and updated w/in the last 4 years	n/a	33%	100%	annual	100%
Number of uniformed promotional classifications	n/a	7	8	annual	n/a
Number of uniformed promotional job analyses reviewed	n/a	3	7	annual	n/a
Percentage of firefighter examinations reviewed and updated within four years	n/a	100%	100%	annual	50%

Civil Service - Public Safety Testing continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of police officer examinations reviewed and updated within four years	n/a	50%	74%	annual	50%

Civil Service					
Program:	Non-Uniformed Testing			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 348,887	\$ 432,499
			Full-Time	6	7
			Part-Time	0	1
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of new non-uniformed job analyses conducted	n/a	14	67	annual	n/a
Number of non-uniform job examinations reviewed	n/a	17	35	annual	n/a

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 2006

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.
- While the 2006 budget funds a police recruit class of 75, beginning December 2005 and another class of 75 in December 2006, the administration intends to review police and fire retirements after the first quarter of 2006 as a result of the deferred retirement option plan (DROP). Based on this analysis, we may add an additional spring/summer police and/or fire class to address a large number of retirements. Savings from any unanticipated DROP retirements will be used to fund any additional classes.
- Sustain and refine crime-mapping strategies in order to assign resources based on "real-time" crime data and intelligence.
- Utilize \$750,000 in overtime dollars to target "hot spots" crime areas and continue the police neighborhood strike force during the summer of 2006.
- Construct a neighborhood-policing center in conjunction with The Ohio State University.
- Continue with the purchase and distribution of portable radios to police and fire personnel to ensure that all sworn personnel have radios when needed.
- Implement the photo red light traffic enforcement system designed to promote maximum vehicular and pedestrian safety at targeted locations in the city.
- Begin construction of fire stations in Franklinton and on Waggoner Road on the far-east side, Stations #10 and #35 respectively.

- Relocate the internal affairs bureau and the accident investigation squad from police headquarters and the Division of Fire Professional Standards Unit to a more accessible location east of downtown.
- Work to develop a terrorism early warning and rapid deployment group within the Public Safety Department.
- Initiate and implement a plan to seek reimbursement from property and casualty insurance companies whenever fire or emergency medical personnel and equipment respond to motor vehicle accidents.

Neighborhoods

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

Customer Service

- Promote concepts of community involvement in crime awareness and crime reduction programs and efforts. A new focus will be centered on individual participation and achievement in neighborhood crime reduction and organizational efforts. Traditional, community group activities will also be supported with a renewed emphasis on community policing partnerships to provide crime-fighting support to the Division of Police.
- Enhance patient care, improve administration of the most effective medicines and expand professional knowledge of on-scene patient needs through collaboration with the vendor of third party emergency medical services program. Strengthen collaboration with the Columbus Health Department to identify important health trends based on the patient data collected by paramedics and area hospitals.
- In partnership with Franklin County Emergency Management Agency and the Ohio State University, the department will continue to work on developing a reverse 911 operation.

Education

- Continue to work with the Office of Education to facilitate education activities including drug education programs and provide coordination between the schools' programs and a continued safety personnel presence.
- In partnership with the Columbus Public Schools, maintain a presence of police officers and firefighters in the schools, including the 17 school resource officers in Columbus high schools, the 19 community liaison officers who present public safety programs in the elementary and middle schools, and the firefighters against drugs program.

Technology and Equipment

- Employ computer system connectivity to provide firefighters opportunities to better access information regarding fire and emergency medical services and promote distance learning programs that reduce the need for a physical presence in the classroom. This approach allows firefighters to remain in fire stations, ready for emergency calls while reducing overtime demands.
- Implement the new, technology-based case management system to give police officers and specifically, detectives, better access to shared case files in order to better solve crimes. Use the national incident based reporting system (NIBRS) to provide police with more accurate crime data in crime-mapping strategies to prevent and solve crimes.
- Complete the upgrade of the police/fire emergency call center's computerized aided dispatch (CAD) to augment the city's ability to carry out emergency response, incident management, calls for service, and police officer/firefighter communication needs. CAD also has the added benefit of achieving "real-time" data replication, joined with geographic information systems to make safety data more useful for crime and medical/fire strategies.
- Replace antiquated software to enable the Support Services Division's license and weights and measures sections to document and track transactions that generate user-based revenue, such as peddler's permits and fees from various inspections. The upgraded software automates the revenue tracking process, thus reducing the reliance on more labor-intensive processes.

2006 Budget Issues

- Providing basic police and fire protection in the city's neighborhoods continues to be the highest priority of the administration and the core mission of the Department of Public Safety. The 2006 budget ensures that the number of uniformed police and fire personnel on the streets in city neighborhoods will be maintained.
- In an effort to control costs in the general fund and enable the purchase of safety vehicles, especially police cruisers, the city will be using non-general fund sources to purchase police cruisers and other safety vehicles, totaling \$4 million. These essential vehicles will be delivered earlier in 2006 than is normally the case.

Safety Administration

- The Safety Administration Division's 2006 recommended budget funds ten full-time personnel.
- A total of \$10.3 million is budgeted for a contract with the Franklin County Correctional System for the housing, transportation and medical treatment of city prisoners. The Franklin County Board of Commissioners will continue the daily rate for housing of prisoners at \$70 for 2006.
- The city provides support to the Emergency Management Agency of Columbus and Franklin County in the amount of \$430,000. This constitutes the city's proportionate share of the maintenance and administrative support of the area's emergency siren system.
- Approximately \$91,000 in salaries, services and supplies are budgeted to support the neighborhood safety academy. The academy will train citizens on safety and problem solving issues. Graduates of an academy will join block watches, mentor neighbors and promote neighborhood pride.
- A total of \$350,000 is budgeted for the community crime patrol, which patrols the university district, the Hilltop/Franklinton area and the Merion-Southwood neighborhood as well as the Recreation and Parks multi-use trail along the Olentangy River.
- A total of \$100,000 is budgeted for the collective action for youth and neighborhood development (CAYND). This program provides positive alternatives for youth in target areas.

Support Services

- The 2006 budget for the Support Services Division continues funding for 56 full-time positions. This includes 13 full-time positions in the licensing and regulations section as well as 7 full-time positions in the weights and measures section.
- The administration and operational support sections act as the central purchasing agents for the Police and Fire Divisions' communications equipment and services. Over \$700,000 is provided in the division's budget for the purchase of communications equipment and services to support operations in the Public Safety Department as well as other city divisions.
- The 2006 budget for Support Services proposes a shift in funding from the 2005 budget. The 2006 budget assumes that the general fund will support all Support Service operations. In recent years, the general fund supported 7 employees in the weights and measurers section, while the cable fund supported the remaining expenses for the division.

Police

- The Division of Police's 2006 budget provides funding for a beginning year contingent of 1,864 police officers. The division will continue to work towards maximizing the number of officers on the streets through redeployment efforts.
- One recruit class of 75 is budgeted in December 2005. These officers will be available for full deployment in 2006. The impact of recent changes in state law affecting uniformed retirements, properly known as the deferred retirement option plan (DROP), is currently unknown; therefore, flexibility in the timing and sizing of classes is crucial if the division's expenditures are to remain within budgeted levels. Regardless of the number of retirements in 2006, the administration and the department are committed to maintain the number of patrol officers on the streets and in city neighborhoods.
- Funding of approximately \$24.4 million is provided for 360 full-time and 14 part-time civilian personnel. This includes a five percent vacancy credit on civilian personnel.
- Approximately \$4.26 million is budgeted in the Police Division for the purchase of materials and supplies. The largest expenditure within this category is \$2.85 million for uniforms and clothing allowance. Other major expenditures include ammunition, helicopter fuel, lab supplies and evidence money.
- The budget includes approximately \$14.3 million for contractual services. Major expenditures include \$7.6 million for vehicle maintenance, \$1.4 million for data processing charges, \$732,819 for helicopter maintenance, \$1.8 million for the towing contract, and \$377,000 for maintenance of equipment.
- During 2003, it was determined that the special income tax fund (SIT) would assume the debt associated with the police pension liability. This practice will continue in 2006.

- The city has entered into a \$700,000 contract with the Columbus City School District for school resource officers for the 2005/2006 school year. These police officers provide not only a secure learning environment for students within the district, but also serve as mentors and positive role models.

Fire

- The Fire Division's 2006 budget provides funding for a beginning year contingent of 1,527 firefighters. In addition, funds are provided for the hiring of 35 new recruits in December 2006. Taking into account projected retirements, this additional class will provide sufficient personnel for all fire and medical companies currently in service and all programs of the division. The division currently provides fire suppression and EMS service with 34 engine companies, 15 ladder companies and 5 heavy rescue units. Thirty-four medics, one in each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies. As is the case with the Division of Police, the impact of recent changes in state laws affecting uniformed retirements, properly known as the deferred retirement option plan (DROP), is unknown; therefore, flexibility in the timing and sizing of classes is crucial if the division's expenditures are to remain within budgeted levels.
- Funding of approximately \$3.5 million is provided for 48 full-time civilian positions in the Division of Fire. During 2005, the division hired more administrative support staff members to permit the assignment of firefighting personnel to direct safety duties. During 2006, the division will continue to identify additional positions that could be assigned in this manner.
- A total of \$3.6 million is budgeted in the Fire Division for the purchase of materials and supplies. The largest expenditure is \$1.5 million for uniforms and clothing allowance. Other large expenditures include medical supplies (\$817,000), repair parts for fire fighting equipment (\$338,000), and \$400,000 for turnout gear, helmets, boots, and gloves.
- The Fire Division's budget includes approximately \$9.0 million for contractual services. This includes \$3.5 million for vehicle maintenance, \$900,000 for the EMS billing contract, \$2.4 million for data processing charges, and approximately \$1 million for the physical fitness program for firefighters.
- The EMS third party reimbursement program began in January 2003 and is expected to bring in over \$6.9 million for fiscal year 2005. The 2006 projected revenue is estimated at \$ 7.0 million.
- Three hundred (300) sets of fire turnout gear are budgeted, at a cost of \$360,000. This brings the total number of sets purchased in 2002, 2003, 2004 and 2005 to 1,175, or approximately 70 percent of the total stock.
- The division, in conjunction with IAFF Local 67, will continue the quartermaster system initiated in 2004. This system provides a more cost effective uniform replacement policy for the division.
- During 2003, it was determined that the special income tax fund would assume the debt associated with the fire pension liability. This practice will continue in 2006.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Administration	\$ 14,826,305	\$ 12,383,267	\$ 12,678,904	\$ 12,325,740	\$ 12,443,912
Communications	3,092,813	-	-	-	-
Police	197,507,948	206,992,481	215,811,029	215,371,560	226,840,435
Fire	150,168,566	156,890,544	161,623,794	163,196,140	170,372,462
Support Services	-	4,965,743	5,276,427	5,246,047	5,859,862
TOTAL	\$ 365,595,632	\$ 381,232,035	\$ 395,390,154	\$ 396,139,487	\$ 415,516,671

DIVISION SUMMARY BY CHARACTER					
	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
ADMINISTRATION					
Personnel	\$ 2,018,601	\$ 817,195	\$ 897,377	\$ 882,537	\$ 1,095,192
Materials & Supplies	20,909	4,200	6,000	6,744	6,120
Services	12,786,765	11,555,290	11,775,527	11,430,459	11,342,600
Other Disbursements	30	-	-	-	-
Capital	-	6,582	-	6,000	-
Transfers	-	-	-	-	-
TOTAL	\$ 14,826,305	\$ 12,383,267	\$ 12,678,904	\$ 12,325,740	\$ 12,443,912
COMMUNICATIONS					
Personnel	\$ 2,258,068	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	512,058	-	-	-	-
Services	322,687	-	-	-	-
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 3,092,813	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER - continued					
	2003	2004	2005	2005	2006
POLICE	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 183,065,930	\$ 189,103,227	\$ 198,164,570	\$ 195,977,755	\$ 206,875,479
Materials & Supplies	4,183,009	3,916,900	3,969,873	4,192,486	4,260,373
Services	9,295,703	13,002,340	13,193,125	14,586,813	14,129,926
Other Disbursements	284,773	826,369	225,000	488,755	225,000
Capital	31,895	74,532	97,200	97,200	97,200
Transfers	646,638	69,113	161,261	28,551	1,252,457
TOTAL	\$ 197,507,948	\$ 206,992,481	\$ 215,811,029	\$ 215,371,560	\$ 226,840,435
FIRE	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 141,011,353	\$ 145,827,766	\$ 150,527,526	\$ 151,485,296	\$ 157,684,499
Materials & Supplies	3,903,292	3,434,808	3,463,637	3,434,004	3,582,253
Services	5,206,123	7,360,837	7,457,090	8,170,517	8,976,664
Other Disbursements	10,588	246,833	22,500	59,500	22,500
Capital	25,560	-	-	22,190	-
Transfers	11,650	20,300	153,041	24,633	106,546
TOTAL	\$ 150,168,566	\$ 156,890,544	\$ 161,623,794	\$ 163,196,140	\$ 170,372,462

DIVISION SUMMARY BY CHARACTER - continued					
SUPPORT SERVICES GENERAL FUND	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ -	\$ 365,535	\$ 457,236	\$ 430,600	\$ 3,937,109
Materials & Supplies	-	-	-	-	589,386
Services	-	-	-	-	1,332,367
Other Disbursements	-	-	-	-	1,000
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ 365,535	\$ 457,236	\$ 430,600	\$ 5,859,862
SUPPORT SERVICES CABLE FUND	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ -	\$ 2,943,997	\$ 3,233,989	\$ 3,170,521	\$ -
Materials & Supplies	-	477,987	547,421	567,421	-
Services	-	1,177,699	1,036,781	1,073,870	-
Other Disbursements	-	525	1,000	3,635	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ 4,600,208	\$ 4,819,191	\$ 4,815,447	\$ -
TOTAL DEPARTMENT	\$ 365,595,632	\$ 381,232,035	\$ 395,390,154	\$ 396,139,487	\$ 415,516,671

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 365,595,632	\$ 376,631,827	\$ 390,570,963	\$ 391,324,039	\$ 415,516,671
Cable Fund	-	4,600,208	4,819,191	4,815,448	-
TOTAL	\$ 365,595,632	\$ 381,232,035	\$ 395,390,154	\$ 396,139,487	\$ 415,516,671

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Administration	FT	25	9	9	10
	PT	6	0	0	0
Communications	FT	33	0	0	0
	PT	0	0	0	0
Police					
Uniformed	FT	1,843	1,842	1,827	1,864
Civilian	FT	352	342	378	360
	PT	14	14	16	14
Fire					
Uniformed	FT	1,539	1,546	1,535	1,527
Civilian	FT	37	36	48	48
	PT	0	0	0	0
Support Services	FT	0	7	7	56
General Fund	PT	0	0	0	8
Support Services	FT	0	41	43	0
Cable Fund	PT	0	7	7	0
TOTAL		<u>3,849</u>	<u>3,844</u>	<u>3,870</u>	<u>3,887</u>
*FT=Full-Time PT=Part-Time					

Safety Director					
Program:	Safety Administration			2005	2006
				Appropriated	Budget
Program Mission:	To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death and property destruction		Expenditures	\$ 12,678,904	\$ 12,443,912
			Full-Time	9	10
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Reduce non-emergency police overtime hours	3.31%	-21.07%	14.56%	-4.55%	-5.00%
Reduce non-emergency police overtime expenditures	10.67%	-22.01%	28.85%	1.63%	-5.00%
Reduce overtime expenditures in the Division of Fire	New	-19.34%	1.50%	-1.06%	-5.00%

Support Services					
Program:	Operation Support			2005	2006
				Appropriated	Budget
Program Mission:	To maintain and provide reliable communications systems for the police and fire divisions.		Expenditures	\$ 3,088,896	\$ 3,391,586
			Full-Time	25	31
			Part-Time	0	1
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of time 800 MHz radio system is available	99.90%	99.90%	99.90%	99.10%	99.90%
Percentage of time E911 system is available	99.90%	99.90%	99.90%	99.90%	99.90%

Support Services					
Program:	License and Permit Regulations			2005	2006
				Appropriated	Budget
Program Mission:	To enforce all laws, rules and regulations relating to licensing requirements.		Expenditures	\$ 1,089,388	\$ 960,667
			Full-Time	13	13
			Part-Time	7	7
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of license inspections performed by license officers	n/a	n/a	98%	99%	100%

Support Services					
Program:	Weights and Measures			2005	2006
				Appropriated	Budget
Program Mission:	To assure "equity in the marketplace".			Expenditures	
				\$ 593,531	\$ 542,648
				Full-Time 7	7
				Part-Time 0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of gas pumps that passed inspection	98.15%	96.60%	96.90%	98.30%	95%
Percentage of scales that passed inspection	96.15%	97.10%	94.10%	97%	95%

Support Services - All Other					
Program:	Administration			2005	2006
				Appropriated	Budget
Program Mission:	To manage the division and ensure compliance with federal, state and local regulations and standards pertaining to division operations.			Expenditures	
				\$ 504,612	\$ 964,961
				Full-Time 5	5
				Part-Time 0	0

Police					
Program:	Detective			2005	2006
				Appropriated	Budget
Program Mission:	To conduct specialized investigations of crimes against properties and/or persons that are or may become felonies and to ensure that all investigative efforts are coordinated to achieve the successful identification, apprehension and prosecution of offenders.		Expenditures	\$ 23,263,221	\$ 22,985,822
			Full-Time	238	234
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of cases received - drug identification	n/a	5,541	5,674	2,965	n/a
Number of cases reported - drug identification	n/a	5,905	5,916	2,554	n/a
Number of cases received - firearms	n/a	2,860	3,294	1,885	n/a
Number of cases reported - Firearms	n/a	2,631	2,941	1,012	n/a
Number of cases received - questioned documents	n/a	n/a	n/a	130	n/a

Police - Detective continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of cases reported - questioned documents	n/a	n/a	n/a	102	n/a
Number of cases received - forensic biology	n/a	1,138	1,305	608	n/a
Number of cases reported - forensic biology	n/a	1,175	1,363	598	n/a
Total number of overtime hours-criminalists	n/a	1,092	1,042	703	n/a

Police					
Program:	Narcotics			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 8,598,956	\$ 8,443,610
			Full-Time	80	78
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of narcotic interdiction cases	n/a	820	804	464	n/a
Percent of narcotic interdiction cases cleared by arrests	n/a	68%	80%	64%	n/a
Number of drug related complaints investigated	n/a	221	216	171	n/a
Percent of drug related complaints investigated	n/a	78%	80%	75%	90%
Number of landlord letters sent regarding drug trafficking activity	n/a	314	344	251	n/a

Police - Narcotics continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of investigative cases	n/a	820	804	464	n/a
Percent of investigative cases resulting in search or seizure warrants	n/a	42%	45%	51%	n/a

Police					
Program:	Patrol			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 88,532,103	\$ 96,354,275
			Full-Time	959	975
			Part-Time	1	1
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of priority 1 calls	n/a	n/a	3,143	2,207	n/a
% of priority 1 calls averaging 6 minutes or less response time	n/a	n/a	54%	54%	n/a
Number of priority 2 calls	n/a	n/a	85,04	54,507	n/a
% of priority 2 calls averaging 10 minutes or less response time	n/a	n/a	26%	27%	n/a
Number of priority 3 calls	n/a	n/a	116,339	76,071	n/a

Police - Patrol continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
% of priority 3 calls averaging 30 minutes or less response time	n/a	n/a	43%	41%	n/a
Number of priority 4 calls	n/a	n/a	180,626	120,807	n/a
% of priority 4 calls averaging 60 minutes or less response time	n/a	n/a	83%	83%	n/a
Number of priority 5 calls	n/a	n/a	180,626	120,807	n/a
% of priority 5 calls averaging 120 minutes or less response time	n/a	n/a	83%	83%	n/a

Police					
Program:	Communications			2005	2006
				Appropriated	Budget
Program Mission:	To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.	Expenditures		\$ 10,073,326	\$ 8,751,172
		Full-Time		129	108
		Part-Time		8	6
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of 911 calls received	n/a	484,563	333,321	249,323	n/a
Percent of 911 calls dropped	n/a	n/a	2%	2%	n/a
Number of 645-4545 calls received	n/a	1,033,554	624,938	462,568	n/a
Percent of 645-4545 calls dropped	n/a	n/a	13%	9%	n/a

Police						
Program:	Internal Affairs			2005	2006	
				Appropriated	Budget	
Program Mission:	To provide the citizens of Columbus and the members of the Division of Police with the most accurate, objective and fair investigations.		Expenditures	\$ 4,268,729	\$ 4,140,143	
			Full-Time	39	37	
			Part-Time	0	0	
Program Measure:	2002	2003	2004	Mid-Year 2005	Target	
Number of citizen complaint investigations	n/a	1,002	from 9-04 300	340	n/a	
Number of citizen complaint investigations completed within 90 days	n/a	n/a	from 9-04 291	338	n/a	
Percent of citizen complaint investigations completed within 90 days	n/a	n/a	from 9-04 98%	99.50%	n/a	
Number of calls received by the Internal Affairs Bureau	n/a	3,510	4,606	2,767	n/a	

Police - All Other				
Program:	Specialized Services		2005	2006
			Appropriated	Budget
Program Mission:	To increase arrests and responses by the helicopter unit and maintain zero injuries related to hostage/barricade situations.	Expenditures	\$ 11,008,171	\$ 10,860,391
		Full-Time	94	91
		Part-Time	0	0
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Program:	Training			
Program Mission:	To increase pride, professionalism and service to the public by providing quality training with quality staffing and facilities.	Expenditures	\$ 10,022,539	\$ 11,700,900
		Full-Time	133	160
		Part-Time		
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Program:	Administrative			
Program Mission:	To provide timely and effective performance of administrative functions such that units can perform their duties efficiently and effectively.	Expenditures	\$ 14,781,823	\$ 15,423,592
		Full-Time	130	126
		Part-Time	3	3
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Program:	Technical Services			
Program Mission:	To provide quality service and to improve the efficiency and effectiveness of the division.	Expenditures	\$ 17,284,645	\$ 19,030,003
		Full-Time	114	126
		Part-Time	3	3

Police - All Other					
Program:	Traffic		2005		2006
Program Mission:	To reduce injuries and property damage caused by vehicle accidents through enforcement.		Appropriated		Budget
		Expenditures	\$ 7,617,642	\$	7,925,633
		Full-Time	76		77
		Part-Time	0		0
Program:	Strategic Response				
Program Mission:	To establish and maintain partnerships with the community and reduce crime through intelligence based directed tactics.				
		Expenditures	\$ 7,443,794	\$	7,739,716
		Full-Time	76		74
		Part-Time	0		0
Program:	Juvenile				
Program Mission:	To thoroughly investigate reported cases of violence and abuse against children.				
		Expenditures	\$ 6,933,173	\$	7,311,641
		Full-Time	75		76
		Part-Time	1		1
Program:	Intelligence				
Program Mission:	To reduce illegal economic, computer and organized crime in Columbus through case solving and conviction of offenders.				
		Expenditures	\$ 5,982,907	\$	6,173,537
		Full-Time	62		62
		Part-Time	0		0

Division of Fire					
Program:	Emergency Services Bureau			2005	2006
				Appropriated	Budget
Program Mission:	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		Expenditures	\$ 136,600,676	\$ 143,958,106
			Full-Time	1364	1370
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Fire Suppression Incidents	New	New	8,203	2,998	n/a
Average Response Time for Fire Units	New	New	4:11	4:08	5:00
Five minutes or less response time achieved %	New	New	75%	75%	90%
Five minutes or less response time % by battalion					
Battalion 1	New	New	95%	95%	90%
Battalion 2	New	New	60%	57%	90%
Battalion 3	New	New	88%	89%	90%
Battalion 4	New	New	75%	74%	90%
Battalion 5	New	New	76%	75%	90%
Battalion 6	New	New	71%	72%	90%
Battalion 7	New	New	52%	54%	90%

Division of Fire - Emergency Services Bureau continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of ALS responses	New	New	76,125	42,764	n/a
Average ALS response time for emergency medical units	New	New	5:46	5:56	5:00
% of times that EMS units achieve a response time of 5 minutes or less	New	New	47%	47%	90%
% of times that EMS units achieve a response time of five minutes or less by battalion					
Battalion 1	New	New	62%	63%	90%
Battalion 2	New	New	37%	35%	90%
Battalion 3	New	New	58%	55%	90%
Battalion 4	New	New	44%	42%	90%
Battalion 5	New	New	51%	50%	90%
Battalion 6	New	New	43%	43%	90%
Battalion 7	New	New	30%	29%	90%

Division of Fire - Emergency Services Bureau continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of structure fires	1,205	1,387	1,149	521	n/a
Number of structure fires contained to the rooms of origin	789	957	859	341	n/a
Number of structure fires contained to the building of origin	1,157	1,345	970	495	n/a
% of times fire is contained to the rooms of origin	65%	69%	75%	65%	75%
% of times fire is contained to the building of origin	96%	97%	84%	95%	95%

Division of Fire					
Program:	Fire Prevention Bureau			2005 Appropriated	2006 Budget
Program Mission:	To minimize injuries, deaths and property loss through public education, enforcement of the fire codes and investigation of fire causes		Expenditures	\$ 3,683,041	\$ 3,610,290
			Full-Time	46	43
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Safety House program participants	New	New	25,470	23,989	20,000
Behavior program participating students	New	New	143	32	n/a
Fire Fighter Against Drugs program participating students	New	New	34,000	2,690	4500
Number of high-rise buildings inspected	New	New	243	130	n/a
% of high-rise buildings inspected	New	New	82.00%	90.00%	100.00%
Number of schools inspected	New	New	230	60	n/a
% of schools inspected	New	New	34.40%	30.40%	100.00%

Division of Fire					
Program:	Support Service Bureau			2005 Appropriated	2006 Budget
Program Mission:	To provide and maintain facilities, apparatus, and supplies of the Division of Fire, to receive emergency and non-emergency calls and dispatch necessary alarms, provide infectious disease prevention/intervention for firefighters		Expenditures	\$ 8,897,584	\$ 11,160,580
			Full-Time	27	31
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Total number of emergency calls	New	New	New	71,054	n/a
Average number of minutes from E911 call to dispatch	New	New	New	1.52	1.50
Hours used for preventative vehicle maintenance (6 mos)	8,635	8,050	8,646	1,953	n/a
Vehicles receiving preventative maintenance	400	390	408	400	n/a
Average monthly downtime in minutes in shop per vehicle	3.60	3.40	3.50	4.88	4.00

Division of Fire - Support Services Bureau continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of fire fighters	New	New	1,534	1,534	n/a
% of fire fighters fit tested	New	New	76.90%	12.60%	100.00%

Division of Fire					
Program:	Training Bureau			2005 Appropriated	2006 Budget
Program Mission:	To assure that all fire personnel have the knowledge and skills necessary to safely and effectively fulfill the mission of the Fire Division		Expenditures	\$ 3,586,826	\$ 3,045,928
			Full-Time	50	39
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of students taking state EMT-basic exam	New	26	26	18	n/a
% of students passing state EMT-basic exam	New	96%	100%	100%	100%
Number of students taking state EMT-paramedic exam	75	72	38	n/a	n/a
% of students passing state EMT-paramedic exam	59%	64%	71%	n/a	80%
Number of students taking state fire fighter II exam	25	24	25	25	n/a

Division of Fire - Training Bureau continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
% of students passing State fire fighter II exam	100%	100%	100%	100%	100%
Number of students taking State fire safety inspector exam	25	35	32	25	n/a
% of students passing State fire safety inspector exam	88%	94%	100%	92%	100%
Number of students taking practical journeyman exam	47	23	36	N/A	n/a
% of students passing practical journeyman exam	55%	57%	64%	N/A	80%

Division of Fire - Training Bureau continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of students submitting assignments	403	460	403	301	n/a
% of students submitting assignments on time	92%	96%	92%	98%	99%

Division of Fire				
Program:	Office of the Chief		2005	2006
			Appropriated	Budget
Program Mission:	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	Expenditures	\$ 2,143,096	\$ 2,520,857
		Full-Time	22	25
		Part-Time	0	0
Program:	Bureau of Administration			
Program Mission:	To provide a wide variety of financial and record keeping services for the Division of Fire	Expenditures	\$ 2,537,726	\$ 1,837,882
		Full-Time	24	18
		Part-Time	0	0
Program:	Fire Alarm Office			
Program Mission:	To receive calls for fire, medical or other emergencies and dispatch the appropriate resources to the emergency	Expenditures	\$ 4,174,845	\$ 4,238,819
		Full-Time	50	49
		Part-Time	0	0

Mayor

Department Description

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

Department Mission

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

Strategic Priorities for 2006

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.”

This year, the Mayor will lead the new Columbus*Stat process, a forum in which each department's progress in achieving the outcomes related to the seven program goal areas will be examined. 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

2006 Budget Issues

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

Budget and Program Summary

MAYOR'S OFFICE FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Mayor's Office	\$ 1,558,628	\$ 1,526,884	\$ 1,955,282	\$ 2,006,584	\$ 2,311,830
TOTAL	\$ 1,558,628	\$ 1,526,884	\$ 1,955,282	\$ 2,006,584	\$ 2,311,830

DIVISION SUMMARIES BY CHARACTER					
MAYOR'S OFFICE EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 1,477,289	\$ 1,379,648	\$ 1,771,365	\$ 1,793,667	\$ 2,036,472
Materials & Supplies	2,546	3,105	6,000	5,000	6,000
Services	78,793	144,131	177,917	207,917	269,358
TOTAL	\$ 1,558,628	\$ 1,526,884	\$ 1,955,282	\$ 2,006,584	\$ 2,311,830

MAYOR'S OFFICE SUMMARY BY FUND

FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 1,558,628	\$ 1,526,884	\$ 1,955,282	\$ 2,006,584	\$ 2,311,830
TOTAL	\$ 1,558,628	\$ 1,526,884	\$ 1,955,282	\$ 2,006,584	\$ 2,311,830

MAYOR'S OFFICE PERSONNEL SUMMARY

DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Authorized	2006 Authorized
Mayor's Office	FT	14	17	20	20
	PT	0	0	0	0
TOTAL		14	17	20	20

*FT=Full-Time PT=Part-Time

Mayor's Office				
Program:	Mayor's Office Administration		2005	2006
Program Mission:			Appropriated	Budget
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.	Expenditures	\$	1,094,213	\$ 1,418,519
	Full-Time		7	10
	Part-Time		0	0
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Program:	Community Affairs			
Program Mission:				
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.	Expenditures	\$	415,661	\$ 353,258
	Full-Time		6	4
	Part-Time		0	0
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Program:	Communications			
Program Mission:				
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.	Expenditures	\$	257,691	\$ 108,736
	Full-Time		3	1
	Part-Time		0	0
<hr/>				
Program:	Policy Office			
Program Mission:				
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.	Expenditures	\$	187,717	\$ 431,317
	Full-Time		2	4
	Part-Time		0	0

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 children in their education and in their transition to higher education, work, family and adulthood.

Strategic Priorities for 2006

From the Columbus Covenant:

Education

- Develop sustainable out of school time initiatives that expand the educational opportunities available to the children within the City of Columbus.
- Decrease the disparity in the use of technology by increasing the availability of computer technology in neighborhoods.
- Support a successful transition of student 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.
- Find resources to support summer workforce development strategies for youth.

Safety

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

2006 Budget Issues

- In 2006, the Office of Education will continue contract and program management of the four original Capital Kids (CK) demonstration programs, as well as 14 other community-based, after-school programs.
- Currently, the office is in the process of securing private support to continue the operation of its programs in 2006. Due to the five months that the office was without a director, the fundraising efforts have been delayed. The office's goal is to secure at least \$100,000 from private sources.
- The office has reapplied for funds from Franklin County that will fund five additional after-school sites in the amount of \$365,047. These federal funds, disbursed through the Temporary Assistance for Needy Families (TANF) will be used to serve approximately 300 youth.
- \$25,000 is provided for CAPAcity, an after-school arts program for middle and high school students in the neighborhood model zone and \$16,800 is provided for the transportation portion of an after-school collaboration between the city, the Center of Science and Industry (COSI) and Scotts Miracle Grow.

Budget and Performance Measure Summary

OFFICE OF EDUCATION FINANCIAL SUMMARY					
<u>DIVISION SUMMARY</u>	<u>2003 Actual</u>	<u>2004 Actual</u>	<u>2005 Original Appropriation</u>	<u>2005 Estimated Expenditures</u>	<u>2006 Proposed</u>
Office of Education	\$ 1,063,376	\$ 948,243	\$ 956,694	\$ 912,707	\$ 1,034,325
TOTAL	\$ 1,063,376	\$ 948,243	\$ 956,694	\$ 912,707	\$ 1,034,325

OFFICE OF EDUCATION SUMMARY BY CHARACTER					
OFFICE OF EDUCATION GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 307,006	\$ 327,809	\$ 336,356	\$ 325,124	\$ 347,163
Materials & Supplies	1,318	1,376	1,200	1,399	1,200
Services	504,780	369,115	368,888	336,184	435,712
Other Disbursements	250	-	250	-	250
TOTAL	\$ 813,354	\$ 698,300	\$ 706,694	\$ 662,707	\$ 784,325
OFFICE OF EDUCATION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 249,992	\$ 249,943	\$ 250,000	\$ 250,000	\$ 250,000
Materials & Supplies	-	-	-	-	-
Services	30	-	-	-	-
TOTAL	\$ 250,022	\$ 249,943	\$ 250,000	\$ 250,000	\$ 250,000

OFFICE OF EDUCATION SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 813,354	\$ 698,300	\$ 706,694	\$ 662,707	\$ 784,325
Community Dev. Block Grant	250,022	249,943	250,000	250,000	250,000
TOTAL	\$ 1,063,376	\$ 948,243	\$ 956,694	\$ 912,707	\$ 1,034,325

OFFICE OF EDUCATION PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
General Fund	FT	4	4	4	4
	PT	0	0	0	0
CDBG	FT	4	4	4	4
	PT	6	8	8	8
TOTAL		14	16	16	16
*FT=Full-Time PT=Part-Time					

Office of Education					
Program:	Capital Kids			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 956,694	\$ 1,034,325
			Full-Time	8	8
			Part-Time	8	8
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
New spaces created in Capital Kids Programs	380	185	0	35	n/a
Percent increase in new spaces created in Capital Kids Programs	n/a	49%	0	13%	40%
Total number of volunteers in Capital Kids Programs	191	190	n/a	60	75
Percentage increase in volunteers in Capital Kids programs	n/a	<1%	n/a	n/a	30%

Office of Education - Capital Kids continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of children participating in Capital Kids programs	n/a	457	n/a	490	470
Percentage of children maintaining or improving reading grade	n/a	76%	n/a	75%	75%
Percentage of children improving reading grade when starting year below average	n/a	60%	n/a	60%	60%
Percentage of children maintaining or improving math grade	n/a	77%	n/a	60%	70%
Percentage of children improving math grade when starting year below average	n/a	48%	n/a	53%	50%

Office of Education - Capital Kids continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of youth satisfied with Capital Kids programs	n/a	89%	n/a	92%	90%
Percentage of parents/guardians satisfied with Capital Kids programs	n/a	99%	n/a	98%	90%
Percentage of teachers satisfied with Capital Kids programs	n/a	64%	n/a	73%	60%

Community Relations Commission Office

Department Description

In 1990, the Community Relations Commission (CRC) was established to help bring civic leaders, business leaders, citizens and elected officials together on issues of ethnic, racial and cultural diversity. Mayor Michael B. Coleman and CRC Executive Director James L. Stowe are committed to opening doors and neighborhoods of Columbus to all of our residents. Through the work of the CRC, our vision of "Building a Community For All" can become a reality.

Department Mission

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

Strategic Priorities for 2006

From the Columbus Covenant:

Neighborhoods

- The commission will work with area commissions on conflict resolution within the various communities, provide technical training and offer additional support as requested. In addition, the commission will continue its work with community residents, institutions and area businesses to develop good neighbor agreements, as conflicting issues based on growth and changes occur.
- Implementation of the Mayor's "new Americans initiative" will provide coordination of resources with the city, county, state and community in a culturally sensitive manner. Fully implemented this initiative will address the needs of our growing immigrant and refugee populations and maximize the impact of existing City of Columbus and Franklin County services. Working together as one Columbus, we can help empower new arrivals toward self-sufficiency and transition our city into a world community.
- Work with area commissions, civic and neighborhood groups to develop community relations outreach and inclusion guidelines to ensure community awareness of neighborhood development and redevelopment activities.

Economic Development and Technology

- Respond to requests for training and technical assistance on diversity, cultural awareness, civil rights compliance, changing demographics, non-discrimination practices and cultural sensitivity.

Safety

- The Columbus Youth Commission will enhance its efforts to establish more positive relationships with the Columbus Division of Police and other law enforcement agencies. The commission will continue to distribute brochures targeted toward youth, providing guidelines for interaction with law enforcement in the event of a traffic stop. In addition, the commission will translate the guidelines into the Spanish and Somali languages.

Education

- Present a series of public forums that will feature a dialogue 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 ongoing development, through the Department of Technology, of a new complaint status program that will track the CRC staff's performance on complaints and offer a real time status on each charge and complaint initiated through the complaint system.

Additional Departmental Priorities:

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

The Community Relations Commission will continue to provide cultural sensitivity training to all city departments.

Violence in schools and communities is an ongoing issue in the greater Columbus community. The Columbus Youth Commission will prioritize work on this issue with youth and young adults in 2006 via three main activities: follow up on the "Enough! Student Leadership for Safe Schools and Communities" action plans, the February youth/young adult summit and youth town meetings. The Youth Commission will submit reports to the Mayor and City Council on progress on this issue. The Youth Commission will also continue to support the efforts of the Office of Education in developing summer youth employment and positive summer activity programming options.

2006 Budget Issues

- Nine full-time positions are funded in 2006, including one position for the Youth Commission.
- Funding for the new Americans initiative continues in 2006, to assist with the assimilation of new Americans arriving in Columbus from other countries. A community relations coordinator position will coordinate this effort, which will provide translation services, training programs, and health and food safety program assistance for this population.

Budget and Performance Measure Summary

COMMUNITY RELATIONS COMMISSION FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Community Relations	\$ 584,582	\$ 562,275	\$ 780,255	\$ 892,703	\$ 984,167
TOTAL	\$ 584,582	\$ 562,275	\$ 780,255	\$ 892,703	\$ 984,167

COMMUNITY RELATIONS COMMISSION SUMMARY BY CHARACTER					
COMMUNITY RELATIONS EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 537,642	\$ 501,531	\$ 659,422	\$ 602,027	\$ 764,745
Materials & Supplies	6,322	4,912	10,000	10,000	10,500
Services	40,618	55,832	110,833	280,676	208,922
Capital	-	-	-	-	-
TOTAL	\$ 584,582	\$ 562,275	\$ 780,255	\$ 892,703	\$ 984,167

COMMUNITY RELATIONS COMMISSION SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 584,582	\$ 562,275	\$ 780,255	\$ 892,703	\$ 984,167
TOTAL	\$ 584,582	\$ 562,275	\$ 780,255	\$ 892,703	\$ 984,167

COMMUNITY RELATIONS COMMISSION PERSONNEL SUMMARY					
DIVISION	FT/PT	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Community Relations	FT	7	6	8	9
	PT	0	0	0	0
TOTAL		7	6	8	9
*FT=Full-Time PT=Part-Time					

Community Relations Commission					
Program:	Community Relations Office			2005	2006
				Appropriated	Budget
Program Mission:	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.	Expenditures		\$ 587,851	\$ 611,684
		Full-Time		6	6
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of services provided to the immigrant community	n/a	n/a	85	85	n/a
Number of contacts made in the immigrant community	n/a	n/a	240	240	n/a
Percentage of dispute calls resolved	98%	100%	100%	100%	100%
Percentage of dispute calls resolved by the CRC in 5 - 7 days	n/a	n/a	100%	99%	100%

Community Relations Commission - Community Relations Office continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of CRC contacts made in the community	n/a	n/a	n/a	110	5
Number of discrimination complaint calls received	n/a	n/a	n/a	n/a	n/a
Number of discrimination complaints filed with CRC	31	25	21	22	n/a
Average amount of time for discrimination complaint investigation	n/a	n/a	10 months	6 months	n/a
Percentage of discrimination complaints that are resolved through mediation	n/a	n/a	10%	23%	n/a

Community Relations Commission - Community Relations Office continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of discrimination complaints that result in admin. hearing	3%	28%	7%	0%	n/a
Percentage of solicitations made that lead to actual diversity trainings by CRC	n/a	n/a	92%	94%	n/a
Number of diversity trainings	n/a	n/a	42	11	n/a
Number of participants in diversity trainings	1,196	1,080	1,340	220	n/a

Community Relations Commission					
Program:	Youth Commission			2005	2006
				Appropriated	Budget
Program Mission:	To provide youth input into decision making and policy for city government and youth events.			Expenditures	
				\$ 68,798	\$ 79,941
				Full-Time 1	1
				Part-Time 0	0
				Mid-Year	
Program Measure:	2002	2003	2004	2005	Target
Number of youth participating in Youth Commission sponsored events	450+	1,084	1,202	542	n/a
Number of Youth Commission calendar contacts made	n/a	n/a	4,800	4,000	9,600
Number of community contacts made	n/a	n/a	130	102	150
Number of consultations with Columbus City Council	n/a	n/a	15	38	70

Community Relations Commission					
Program:	Special Events			2005	2006
				Appropriated	Budget
Program Mission:	To promote cultural diversity, awareness and education through CRC sponsored public events.		Expenditures	\$ 49,426	\$ 50,591
			Full-Time	0	0
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of participants in the MLK Celebration (including the march)	n/a	n/a	1,500	2,000	n/a
Percentage of MLK Celebration participants reporting increased knowledge	n/a	97%	97%	96%	90%
Number of attendees at the Culture Festival	1,800	2,200	3,000	3,000	n/a
Number of cultures participating in Culture Festival	42	56	56	70	n/a

Community Relations Commission				
Program:	New Americans Initiative		2005	2006
			Appropriated	Budget
Program Mission:	To provide coordination and resources with the city, county, state and community in a culturally sensitive manner and address the needs of our growing immigrant and refugee population and maximize the impact of existing City of Columbus and Franklin County services.	Expenditures	\$ 74,150	\$ 241,951
		Full-Time	1	2
		Part-Time	0	0

Equal Business Opportunity Commission Office

Department Description

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

In addition, EBOCO develops and implements race and gender-neutral programs that encourage a diverse pool of qualified suppliers. In 2006, these initiatives will include an aggressive outreach program, developing a training curriculum to assist city departments in developing non-restrictive bid specifications and creating uniformity in the evaluation of professional service proposals. EBOCO will continue to review informal purchasing policies and provide technical assistance to the minority, female and small business community.

Periodically, the office will recommend and implement additional efforts necessary to further develop inclusiveness in the City's contracting practices, i.e., the EBOCO bi-monthly roundtables (internal), director's quarterly business forums (external), partnering with agencies and/or organizations to reach targeted groups, expansion of the City of Columbus tracking of utilization of minority groups and the creation of specialized reports on request.

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 2006

From the Columbus Covenant:

Peak Performance

- Continue to encourage the increased utilization of minority and female owned business enterprises (M/FBE) by city agencies and departments. This will be realized by continuing to implement the recommendations of the 2003 Availability Study as well as the ongoing creation of citywide policies that encourage a diverse supplier population, thereby positively impacting minority and female utilization.

- Monitor and review city contracts for compliance with city, state, and federal requirements as well as the citywide bid specification review process. In addition to developing outreach activities that will inform customers (internal and external) about the importance of a diverse vendor base, EBOCO will continue to monitor and report M/FBEs' utilization and availability and establish procedures and policies to assure that available M/FBEs are included in bid solicitations.
- Conduct internal and external roundtable forums and other educational training sessions as well as host a city procurement college to encourage communication among city agencies, EBOCO, and the business community to assist M/FBEs in securing opportunities with the City of Columbus. EBOCO will continue the facilitation of targeted outreach programs for city departments. EBOCO will continue the publication and dissemination of a minority/female business enterprise directory, the ACCESS newsletter, and the EBOCO annual report.
- Continue to market EBOCOs' services to industry peers. In 2005, EBOCO continued to solidify strategic partnerships by the creation of the Minority Business Collaborative. The Minority Business Collaborative (MBC) is comprised of minority, female and disadvantaged business enterprises (M/F/DBE) and small business agency leaders. Through collaboration, the MBC seeks to share resources and information among the public and private sectors. Examples include the creation of a joint certification program, an MBC website, and joint outreach programming to the business community.

2006 Budget Issues

- Eleven full-time positions are funded in 2006.
- EBOCO is exploring the potential of charging a fee for contract compliance certification applications, which would help reduce the number of inactive vendors in the office's database, and provide revenue to the city.

Budget and Performance Measure Summary

EBOCO FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Equal Business Opportunity	\$ 879,441	\$ 891,518	\$ 929,477	\$ 909,177	\$ 982,855
TOTAL	\$ 879,441	\$ 891,518	\$ 929,477	\$ 909,177	\$ 982,855

EBOCO SUMMARY BY CHARACTER					
EBO COMMISSION EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 839,246	\$ 809,497	\$ 827,910	\$ 823,646	\$ 866,681
Materials & Supplies	4,190	5,000	5,500	4,500	5,500
Services	36,005	77,021	96,067	81,031	110,674
TOTAL	\$ 879,441	\$ 891,518	\$ 929,477	\$ 909,177	\$ 982,855

EBOCO SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 879,441	\$ 891,518	\$ 929,477	\$ 909,177	\$ 982,855
TOTAL	\$ 879,441	\$ 891,518	\$ 929,477	\$ 909,177	\$ 982,855

EBOCO PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Equal Business Opportunity	FT	12	11	11	11
	PT	0	0	0	0
TOTAL		12	11	11	11

*FT=Full-Time PT=Part-Time

Equal Business Opportunity Commission Office					
Program:	Equal Business Opportunity Commission Office			2005 Appropriated	2006 Budget
Program Mission:	To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.		Expenditures	\$ 929,477	\$ 982,855
			Full-Time	11	11
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of new FBE firms	15	22	6	9	n/a
Number of new MBE firms	20	20	23	5	n/a
Number of new MBR firms	n/a	120	60	22	n/a
Number of bids reviewed in the targeted area	17	15	19	13	n/a
Percentage of bids reviewed in the targeted area	n/a	n/a	52.6%	61.9%	n/a
Number of pieces of legislation reviewed	896	626	691	480	n/a
Number of contracts	241	296	246	102	n/a

Equal Business Opportunity Commission Office - continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of outreach and in-reach programs sponsored	n/a	n/a	68	317	n/a
Number of M/FBE/MBR's reached	839	921	65	315	n/a

Department of Development

Department Mission and Description

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

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

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

Strategic Priorities for 2006

From the Columbus Covenant:

Neighborhoods

- Continue innovative vacant housing efforts through enhanced land-banking efforts, targeted acquisition, and identification of new resources.
- Focus on site selection for another urban living Columbus project (Greenview Estates).
- Continue the neighborhood pride program with up to six new neighborhoods, and continue to implement neighborhood priorities and partnership arrangements in previous pride areas to institutionalize the neighborhood pride program in the community.
- Implement the conservation district legislation and program in 2006.
- Explore and implement measures to promote environmental stewardship in city operations and development efforts.
- Implement the green initiative in all of our divisions by focusing on green development, business incentives, green residential development, and leveraging the Columbus Building and Zoning Codes.
- 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).
- Bring to a conclusion the Big Darby accord watershed plan and initiative by implementing key plan recommendations.

- Continue the process to develop the Whittier peninsula as an innovative green development, in coordination with the Mayor's office, Metro Parks, Audubon Ohio, the community and the private sector.

Economic Development and Technology

- Continue to implement and support the regional economic development strategies of advanced logistics, small business development, existing business expansion, and technology-based companies.
- Establish a new incentive plan, which supports the strategic mission of the Mayor's 21st century growth policy and facilitates growth in targeted geographic areas identified in a "greenfield/grayfield". As part of this plan, specifically explore the use of income tax inducements for major job retention, expansion and relocation opportunities.
- Facilitate the growth of the Rickenbacker multimodal hub by establishing a multi-jurisdictional joint economic development district (JEDD) to help fund needed infrastructure costs.
- Coordination of the economic and recreational redevelopment of the property known as **Gowdy Field**.

Downtown Development

- Continue to implement the comprehensive business plan for downtown development including strategies for housing, retail, parking, transportation, recreation, and arts and cultural events.
- Implement, in collaboration with Capitol South, target programs to encourage development and redevelopment of downtown properties.
- Continue partnering with the Downtown Development Corporation, which will implement the downtown business plan.
- Increase the number of downtown employees by strengthening partnerships with the State of Ohio and other public and private employers, as well as by implementing target programs.

Peak Performance

- Implement strategic opportunities on time and on budget.
- Implement performance management by refining performance measures, and collecting and tracking relevant data with links to the budget and employee performance evaluation.
- Implement the comprehensive asset management program strategies assigned to the Office of Land Management for cost effective management of the city's real estate portfolio.
- Implement the efforts by the Mayor and the administration to continue to improve upon the "one stop shop" concept and work on delivering the concept of a true one-stop shop by improving the allocation of resources and personnel.

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.
- Transition the “one stop shop” (OSS) initiative, including the establishment of the co-located OSS, refining financial and tracking reports for the one stop shop.
- Continue to explore and share “best practices” for both the land bank program.
- Update, promote, and increase usage of the INFObase web site as a repository of plans, demographic data, and other neighborhood and citywide information in order to improve customer access, while reducing publishing and mailing costs.

2006 Budget Issues

Administration

- The 2006 budget provides \$625,127 for the land bank program, which returns underutilized or abandoned properties to productive use. There is also a \$348,302 balance in the land management fund. The focus of land-banking efforts in 2006 will be in neighborhood investment districts and neighborhood pride areas.
- Funding of \$100,000 for demolition of unsafe structures acquired through the land bank is also provided. Priority demolitions include vacant houses in neighborhoods and structures in the King-Lincoln district.
- The general fund will now cover 80 percent (up from 59 percent in 2005) of the costs of seven positions in Development Administration.

Economic Development

- Support of economic development efforts will continue through contracts with several outside agencies totaling \$1.1 million in general fund and CDBG monies. These contracts include the Columbus Urban Growth Corporation, Sister Cities, the Northland Alliance and the North Market.
- The business development office budget includes \$2,372,358 for the city’s share of school district revenue sharing.
- This division supports economic development through loans from the economic development loan fund and for contracts with 14 economic development-oriented agencies. The budget for this effort in 2006 is approximately \$2.0 million in Community Development Block Grant (CDBG) funds.

Planning

- Three full time positions previously funded in the development services fund will be funded under the general fund in 2006.
- The 2006 budget provides \$40,000 for services related to the development of the Big Darby accord in order to conclude the Big Darby accord watershed plan and initiative.

Neighborhood Services

- General fund support of social service agencies in 2006 exceeds \$3.3 million.
- Code enforcement efforts within neighborhoods will continue in 2006. The number of full-time property maintenance inspectors funded is 66, including 8 funded through CDBG funds and 1 funded with development services funds. Three solid waste inspector positions are also funded.
- Four Neighborhood Pride Centers will continue to be operated in 2006, bringing the services of city government to the people and providing a site for community members to meet and interact with city staff. These centers address neighborhood concerns, including solid waste, weeds, trash, junk cars, safety concerns and infrastructure problems.
- Funding of \$162,000 is provided to cover administrative costs of the area commissions and architectural review commissions, as well as the student intern program.
- A new summer youth jobs program in targeted areas is funded, using \$100,000 from the jobs growth fund. Seasonal workers will assist neighborhood liaisons, pride center managers and other city staff with programs associated with the safe neighborhood target zone.

Housing

- The Columbus housing trust fund was formed in 2000, and administered by the Columbus Housing Trust Corporation, to provide affordable housing and promote home ownership. The fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments. Annual deposits of approximately \$1 million from hotel/motel tax fund revenues have been made and will continue, with the ultimate goal of building the fund to a \$20 million level.
- City support of the Community Shelter Board exceeds \$2.3 million in 2006 (\$1,631,000 in general fund, \$420,000 in CDBG funds, and \$286,028 in emergency shelter grant funds). Support for the Rebuilding Lives program will be \$694,581 (\$325,000 in HOME funds and \$369,581 in general fund resources).
- The 2006 budget includes \$1.3 million in CDBG and \$3.8 million in HOME funds for the affordable housing opportunity fund. This fund provides for the rehabilitation and creation of housing for the benefit of low- and moderate-income households.

- \$1.05 million in CDBG funds will be used for the emergency repair program, the homebuyer counseling and housing development program which will fund six outside contracts, and the homeless prevention and crisis transition program.
- \$1.04 million in HOME funds will be used to provide community housing development organizations with operating grants and support for an estimated 25 housing construction or rehabilitation projects.

Building and Development Services

- The One Stop Shop (OSS) for building plans, permitting and inspection is an interdepartmental effort involving the Development Department and the Public Service Department. The operations of the OSS are funded through fees generated from the users of these services through a special revenue fund. The OSS initiative includes service standards, adequate staffing to meet those standards, enhanced technology capability, and active involvement of both the customers of these services and the city staff involved in delivery of services.
- A new fee schedule is being proposed for the fund. The new fees should be before Columbus City Council this year and be implemented as of January 1, 2006. The 2006 budget reflects the increased revenue from the new fees. Several changes were made to the 2006 budget. Three full time and three partially funded positions in the Planning Division will be moved to the general fund and the fund will now only be charged 20 percent (down from 41 percent) of the administration and human resource expenses of the Development Director's Office. Also, in 2006, plan review activities will be consolidated into one location to make the plan review process more efficient.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Administration	\$ 3,099,016	\$ 3,262,732	\$ 3,992,093	\$ 3,839,326	\$ 4,771,343
Economic Development	6,368,009	7,289,078	6,719,926	6,292,070	6,317,288
Building Services	12,997,160	13,328,220	14,714,864	13,623,826	15,446,469
Neighborhood Services	10,419,579	10,315,011	10,738,952	10,768,808	11,534,346
Planning	1,186,186	1,129,453	1,257,341	1,258,261	1,345,397
Housing	7,771,675	7,100,812	7,121,674	7,267,553	6,721,273
TOTAL	\$ 41,841,625	\$ 42,425,306	\$ 44,544,850	\$ 43,049,844	\$ 46,136,116

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 1,645,721	\$ 1,528,861	\$ 1,472,688	\$ 1,646,693	\$ 1,942,217
Materials & Supplies	22,549	20,402	33,887	24,100	32,887
Services	269,332	433,192	809,537	739,000	1,241,898
Other	-	22,428	246,608	86,704	282,678
Capital	-	-	-	-	-
TOTAL	\$ 1,937,602	\$ 2,004,883	\$ 2,562,720	\$ 2,496,497	\$ 3,499,680
ECONOMIC DEVELOPMENT GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 255,927	\$ 145,673	\$ 124,296	\$ 126,178	\$ 208,778
Materials & Supplies	6,373	2,989	9,279	5,150	8,650
Services	553,639	539,336	435,409	441,058	466,846
Other	2,302,762	2,259,265	2,448,655	2,218,567	2,372,358
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 3,118,701	\$ 2,947,263	\$ 3,017,639	\$ 2,790,953	\$ 3,056,632

DIVISION SUMMARY BY CHARACTER - continued

NEIGHBORHOOD SERVICES GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 5,375,341	\$ 5,302,920	\$ 5,587,990	\$ 5,452,771	\$ 5,668,121
Materials & Supplies	61,898	59,097	88,366	61,041	82,108
Services	3,518,192	3,291,856	3,318,080	3,851,246	4,343,440
Other	12,753	127,500	10,000	7,400	10,000
Transfers	54,000	8,000	250,819	8,000	38,000
TOTAL	\$ 9,022,184	\$ 8,789,373	\$ 9,255,255	\$ 9,380,458	\$ 10,141,669

DIVISION SUMMARY BY CHARACTER - continued					
PLANNING GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 876,368	\$ 642,185	\$ 696,881	\$ 688,424	\$ 1,043,240
Materials & Supplies	10,866	8,728	17,234	11,264	17,234
Services	39,153	61,877	95,061	133,080	131,986
Other	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 926,387	\$ 712,790	\$ 809,176	\$ 832,768	\$ 1,192,460

DIVISION SUMMARY BY CHARACTER - continued					
HOUSING GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 215,149	\$ 169,984	\$ 191,977	\$ 191,787	\$ 229,090
Materials & Supplies	-	-	1,000	1,000	1,000
Services	1,338,027	1,821,313	2,117,590	2,109,283	2,058,594
TOTAL	\$ 1,553,176	\$ 1,991,297	\$ 2,310,567	\$ 2,302,070	\$ 2,288,684

DIVISION SUMMARY BY CHARACTER - continued					
ADMINISTRATION					
DEVELOPMENT					
SERVICES FUND					
EXPENDITURES					
SUMMARY	2003	2004	2005	2005	2006
	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 418,626	\$ 626,916	\$ 696,707	\$ 666,136	\$ 514,603
Materials & Supplies	-	-	1,500	490	-
Services	-	-	1,000	-	-
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 418,626	\$ 626,916	\$ 699,207	\$ 666,626	\$ 514,603
BUILDING					
SERVICES					
DEVELOPMENT					
SERVICES FUND					
EXPENDITURES					
SUMMARY	2003	2004	2005	2005	2006
	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 10,617,801	\$ 11,074,171	\$ 12,336,817	\$ 11,475,923	\$ 12,079,737
Materials & Supplies	117,241	49,804	93,025	42,500	84,025
Services	2,161,041	2,198,449	2,268,222	2,097,153	2,364,907
Other Disbursements	72,181	5,796	16,800	8,250	61,800
Capital	28,896	-	-	-	856,000
Transfers	-	-	-	-	-
TOTAL	\$ 12,997,160	\$ 13,328,220	\$ 14,714,864	\$ 13,623,826	\$ 15,446,469

DIVISION SUMMARY BY CHARACTER - continued

PLANNING DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 60,005	\$ 263,316	\$ 293,413	\$ 281,172	\$ -
Materials & Supplies	30,634	-	6,000	-	-
Services	-	-	2,000	-	-
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 90,639	\$ 263,316	\$ 301,413	\$ 281,172	\$ -

DIVISION SUMMARY BY CHARACTER - continued					
ADMINISTRATION					
CDBG FUND					
EXPENDITURES	2003	2004	2005	2005	2006
SUMMARY	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 728,188	\$ 618,118	\$ 722,420	\$ 669,457	\$ 749,810
Materials & Supplies	1,500	3,073	3,146	3,146	2,750
Services	13,100	9,742	4,600	3,600	4,500
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 742,788	\$ 630,933	\$ 730,166	\$ 676,203	\$ 757,060
ECONOMIC					
DEVELOPMENT					
CDBG FUND					
EXPENDITURES	2003	2004	2005	2005	2006
SUMMARY	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 925,855	\$ 960,440	\$ 972,187	\$ 872,017	\$ 990,781
Materials & Supplies	6,234	3,070	7,750	6,750	5,450
Services	2,022,026	2,528,305	2,722,350	2,622,350	2,264,425
Other Disbursements	285,000	850,000	-	-	-
Capital	-	-	-	-	-
Transfers	10,193	-	-	-	-
TOTAL	\$ 3,249,308	\$ 4,341,815	\$ 3,702,287	\$ 3,501,117	\$ 3,260,656

DIVISION SUMMARY BY CHARACTER - continued					
NEIGHBORHOOD SERVICES CDBG FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 822,693	\$ 1,093,305	\$ 1,099,767	\$ 1,007,506	\$ 1,150,677
Materials & Supplies	-	-	5,000	2,000	2,000
Services	453,894	432,333	378,930	378,844	140,000
Other Disbursements	120,808	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 1,397,395	\$ 1,525,638	\$ 1,483,697	\$ 1,388,350	\$ 1,292,677

DIVISION SUMMARY BY CHARACTER - continued					
PLANNING CDBG FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 165,939	\$ 152,383	\$ 141,952	\$ 142,571	\$ 149,737
Materials & Supplies	1,500	-	1,000	500	600
Services	1,721	964	3,800	1,250	2,600
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 169,160	\$ 153,347	\$ 146,752	\$ 144,321	\$ 152,937

DIVISION SUMMARY BY CHARACTER - continued					
HOUSING					
CDBG FUND					
EXPENDITURES	2003	2004	2005	2005	2006
SUMMARY	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ 1,783,719	\$ 1,662,488	\$ 1,794,696	\$ 1,755,072	\$ 1,884,178
Materials & Supplies	42,328	26,661	26,233	20,233	20,733
Services	2,162,504	1,773,305	1,646,937	1,646,937	1,424,437
Other Disbursements	2,229,948	1,647,061	1,343,241	1,543,241	1,103,241
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 6,218,499	\$ 5,109,515	\$ 4,811,107	\$ 4,965,483	\$ 4,432,589
NEIGHBORHOOD					
SERVICES					
JOBS GROWTH FUND					
EXPENDITURES	2003	2004	2005	2005	2006
SUMMARY	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	-
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 100,000

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 16,558,050	\$ 16,445,606	\$ 17,955,357	\$ 17,802,746	\$ 20,179,125
Community Dev. Block Grant	11,777,150	11,761,248	10,874,009	10,675,474	9,895,919
Development Services Fund	13,506,425	14,218,452	15,715,484	14,571,624	15,961,072
Jobs Growth Fund	-	-	-	-	100,000
TOTAL	\$ 41,841,625	\$ 42,425,306	\$ 44,544,850	\$ 43,049,844	\$ 46,136,116

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Administration					
General Fund	FT	22	22	20	24
	PT	0	0	0	0
CDBG Fund	FT	11	8	9	9
	PT	0	2	1	1
Development Services Fund	FT	3	5	5	5
Economic Development					
General Fund	FT	3	1	1	2
CDBG Fund	FT	13	12	12	12
	PT	0	1	0	0
Building Services					
Development Services Fund	FT	152	152	160	152
	PT	2	2	2	3
Neighborhood Services					
General Fund	FT	86	81	82	80
	PT	2	2	0	0
CDBG Fund	FT	9	14	13	14
Jobs Growth Fund	PT	0	0	0	9
Planning					
General Fund	FT	9	8	8	12
	PT	0	0	1	1
CDBG Fund	FT	3	2	2	2
	PT	0	1	0	0
Development Services Fund	FT	2	3	3	0
Housing					
General Fund	FT	4	4	4	4
CDBG Fund	FT	30	27	27	27
TOTAL		351	347	350	357
*FT=Full-Time PT=Part-Time					

Development Administration					
Program:	Land Reutilization			2005 Appropriated	2006 Budget
Program Mission:	To designate and acquire tax delinquent properties for redevelopment with the goal of returning non-productive land in city neighborhoods into productive assets.		Expenditures	\$ 508,692	\$ 625,127
			Full-Time	6	6
			Part-Time	1	1
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percent annual increase in average rehab investment	n/a	25%	32%	27%	25%
Average percent investment relative to the original appraised value (rehab & new build)	2018%	4606%	3935%	24987%	5000%
Appraised value of completed land bank projects	\$2,896,400	\$1,392,127	\$5,289,200	\$7,125,900	\$1,000,000
Neighborhood commissions and civics level of support for land bank projects	n/a	n/a	94%	87%	100%

Development Administration					
Program:	Downtown Development			2005 Appropriated	2006 Budget
Program Mission:	To develop, in partnership with the private sector, a vibrant and thriving downtown that is recognized as an asset for the region through the use of city incentives, public policy and government ombudsmanship within a customer service-oriented culture.		Expenditures	\$ 633,734	\$ 723,105
			Full-Time	4	4
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage increase in jobs downtown	New	0.8%	0.6%	0.1%	1.0%
Number of jobs in downtown	110,000	110,759	111,404	111,519	n/a
Percentage decrease in vacancy rate	New	1.7%	2.6%	0.8%	1.5%
Vacancy rate	26%	24.3%	21.7%	20.9%	n/a
Number of housing units downtown	2,200	2,670	3,178	3,188	n/a
Increase in housing units downtown	New	470	508	10	n/a

Development Administration - Downtown Development continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Increase in number of people living downtown	New	705	762	15	n/a
Percentage increase in private capital investment	New	14.1%	6.2%	3.6%	5.0%
Dollars of private capital investment (millions)	\$923.9	\$1,053.9	\$1,118.9	\$1,159.2	n/a

Development Administration - All Others					
Program:	Executive Office			2005 Appropriated	2006 Budget
Program Mission:	To set policy and provide leadership to the department's offices and divisions.	Expenditures		\$ 214,059	\$ 373,915
		Full-Time		3	4
		Part-Time		0	0
Program:	Administrative Services				
Program Mission:	To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts and administrative support.	Expenditures		\$ 2,635,608	\$ 3,049,196
		Full-Time		21	24
		Part-Time		0	0

Economic Development - All Others					
Program:	Division Administration		2005		2006
			Appropriated		Budget
Program Mission:	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.	Expenditures	\$ 3,017,639	\$	3,056,632
		Full-Time	1		2
		Part-Time	0		0
Program:	CDBG Economic Development Programs				
Program Mission:	To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.	Expenditures	\$ 3,702,287	\$	3,260,656
		Full-Time	12		12
		Part-Time	0		0

Building Services					
Program:	Permit Issuance			2005	2006
Program Mission:	To issue building and mechanical permits in a timely and accurate manner.			Appropriated	Budget
			Expenditures	\$	\$
			Full-Time	-	329,802
			Part-Time	0	1
				0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of residential permit applications received	659	5,041	4,504	2,200	n/a
Number of residential permit applications processed	659	5,041	4,504	2,200	n/a
Average days per residential permit application	5.0	3.5	3.4	3.3	n/a
Percentage of residential permits issued within 7-12 days	n/a	n/a	n/a	100%	100%
Number of commercial permit applications received	229	2,601	2,812	1,379	n/a

Building Services - Permit Issuance continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of commercial permit applications processed	229	2,560	2,710	1,093	n/a
Average days per commercial permit application	13.2	10.0	11.5	10.6	n/a
Percentage of commercial permits issued within 20 days	100%	100%	99%	94%	100%

Building Services					
Program:	Refrigeration/HVAC Inspection			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 1,306,325	\$ 1,302,053
			Full-Time	16	16
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of HVAC inspection call requests	48,995	54,964	40,439	22,082	n/a
Percentage of HVAC inspections completed same day	87%	96%	98%	100%	90%

Building Services					
Program:	Plumbing Inspection			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 1,030,346	\$ 1,019,871
			Full-Time	12	12
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of plumbing inspection call requests	30,348	30,771	21,226	12,228	n/a
Percentage of plumbing inspections completed same day	100%	79%	100%	100%	90%

Building Services					
Program:	Electrical Inspections			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 1,467,701	\$ 1,471,924
			Full-Time	17	17
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of electrical inspection call requests	35,726	32,659	24,371	12,331	n/a
Percentage of electrical inspections completed same day	99%	100%	100%	100%	90%

Building Services					
Program:	Structural Inspections			2005 Appropriated	2006 Budget
Program Mission:	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.		Expenditures	\$ 2,162,557	\$ 2,157,882
			Full-Time	26	26
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of structural inspection call requests	52,243	53,346	37,083	21,942	n/a
Percentage of structural inspections completed same day	100%	99%	100%	100%	90%

Building Services - All Others				
Program:	Division Administration		2005	2006
			Appropriated	Budget
Program Mission:	To ensure all sections of the division operate at maximum capacity to ensure prompt delivery of services to the citizens of Columbus.	Expenditures	\$ 2,112,104	\$ 3,375,270
		Full-Time	3	9
		Part-Time	0	0
Program:	Division Support			
Program Mission:	To provide various support functions for the division, including clerical support to boards and commissions; telephone coverage; maintenance of data bases, web page, zoning maps and records center; and to draft new and revised code.	Expenditures	\$ 2,050,180	\$ 1,287,193
		Full-Time	30	14
		Part-Time	1	0
Program:	Platting			
Program Mission:	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.	Expenditures	\$ -	\$ 105,148
		Full-Time	0	1
		Part-Time	0	0
Program:	Zoning Administration			
Program Mission:	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.	Expenditures	\$ 181,164	\$ 186,453
		Full-Time	2	2
		Part-Time	0	0

Building Services - All Others continued				
Program:	Construction Administration		2005	2006
			Appropriated	Budget
Program Mission:	To oversee the operations plan examiners and the inspection section, and coordinate activities of the plan exam and inspection units to ensure compliance with Columbus City Code, the State Code and the MOU between the city and the building industry.	Expenditures	\$ 604,319	\$ 512,025
		Full-Time	6	5
		Part-Time	0	0
Program:	Plan Review- Commercial			
Program Mission:	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.	Expenditures	\$ 1,072,522	\$ 908,201
		Full-Time	11	10
		Part-Time	0	0
Program:	License and Registration			
Program Mission:	To review and process all applications for licenses and/or registration, issue licenses and registrations and maintain accurate records of all contractors licensed or registered to perform work in the City of Columbus.	Expenditures	\$ 197,121	\$ 420,312
		Full-Time	3	6
		Part-Time	0	0
Program:	Cashier			
Program Mission:	To collect and process revenues and maintain daily accounting of all monies received by the Building Services Division.	Expenditures	\$ 547,721	\$ 183,124
		Full-Time	8	5
		Part-Time	0	3

Building Services - All Others continued				
Program:	Plan Review-Residential		2005	2006
Program Mission:	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.	Expenditures	<u>Appropriated</u>	<u>Budget</u>
			\$ 379,111	\$ 342,090
		Full-Time	4	3
		Part-Time	1	0
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Program:	Zoning Clearance-Commercial		2005	2006
Program Mission:	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.	Expenditures	<u>Appropriated</u>	<u>Budget</u>
			\$ 687,675	\$ 303,630
		Full-Time	9	4
		Part-Time	0	0
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Program:	Zoning- BZA and Graphics Board		2005	2006
Program Mission:	To review, present and approve Board of Zoning Adjustment and Board of Graphics requests to ensure all meet with the Columbus City Code standards.	Expenditures	<u>Appropriated</u>	<u>Budget</u>
			\$ 224,949	\$ 233,069
		Full-Time	3	3
		Part-Time	0	0
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Program:	Rezoning and Variance		2005	2006
Program Mission:	To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.	Expenditures	<u>Appropriated</u>	<u>Budget</u>
			\$ 433,209	\$ 453,914
		Full-Time	6	6
		Part-Time	0	0

Building Services - All Others continued

Program:	Customer Service Center		2005	2006
Program Mission:	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.	Expenditures	<u>Appropriated</u>	<u>Budget</u>
			\$ -	\$ 506,680
		Full-Time	0	7
		Part-Time	0	0
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Program:	Zoning Clearance - Residential		2005	2006
Program Mission:	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.	Expenditures	<u>Appropriated</u>	<u>Budget</u>
			\$ -	\$ 137,326
		Full-Time	0	2
		Part-Time	0	0
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Program:	Demolition		2005	2006
Program Mission:	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.	Expenditures	<u>Appropriated</u>	<u>Budget</u>
			\$ 50,000	\$ 50,000
		Full-Time	0	0
		Part-Time	0	0
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Program:	Inspection Administration & Support		2005	2006
Program Mission:	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.	Expenditures	<u>Appropriated</u>	<u>Budget</u>
			\$ 207,860	\$ 160,502
		Full-Time	4	3
		Part-Time	0	0

Neighborhood Services					
Program:	Code Enforcement			2005	2006
				Appropriated	Budget
Program Mission:	To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus Codes.		Expenditures	\$ 4,552,626	\$ 4,593,977
			Full-Time	65	63
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of non-emergency service requests received	10,081	22,454	24,115	13,170	n/a
Percentage of non-emergency service requests responded to within 10 business days	81%	82%	84%	87%	85%
Number of emergency service requests received	931	1,860	1,894	930	n/a
Percentage of emergency service requests responded to within 2 business days	71%	73%	82%	83%	85%

Neighborhood Services - Code Enforcement continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of post raid building enforcement team requests received	32	131	207	79	n/a
Percentage of post raid building enforcement team requests completed within 2 days	88%	73%	76%	100%	100%

Neighborhood Services					
Program:	Environmental Unit			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 979,947	\$ 956,262
			Full-Time	10	10
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of properties abated within 30 days	n/a	n/a	536	538	n/a
Percentage of properties abated within 30 days	n/a	n/a	98%	99%	100%
Number of properties secured within 48 hours	n/a	181	753	378	n/a
Percentage of properties secured within 48 hours	n/a	94%	100%	100%	85%
Number of requests to release escrow funds forwarded within 24 hours	n/a	6	40	28	n/a

Neighborhood Services - Environmental Unit continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of requests to release escrow funds forwarded within 24 hours	n/a	100%	95%	100%	100%

Neighborhood Services - All Others				
Program:	Division Administration		2005	2006
Program Mission:	To set policy and provide leadership to the division's offices.		Appropriated	Budget
		Expenditures	\$ 712,400	\$ 912,629
		Full-Time	3	3
		Part-Time	0	0
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Program:	Agency, Community and Neighborhoods			
Program Mission:	To oversee social service programs, work with area commissions and civic associations and act as neighborhood liaisons to the community.			
		Expenditures	\$ 614,907	\$ 636,987
		Full-Time	8	8
		Part-Time	0	0
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Program:	Social Service Contracts			
Program Mission:	To provide support in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.			
		Expenditures	\$ 3,035,041	\$ 3,303,292
		Full-Time	0	0
		Part-Time	0	0
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Program:	Area Commissions			
Program Mission:	To provide support to cover administrative costs of area commission and architectural review commissions and the student intern program.			
		Expenditures	\$ 108,000	\$ 162,000
		Full-Time	0	0
		Part-Time	0	0

Neighborhood Services - All Others continued

Program:	Neighborhood Pride Centers		2005	2006
Program Mission:	To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.		Appropriated	Budget
		Expenditures	\$ 400,488	\$ 503,712
		Full-Time	4	5
		Part-Time	0	0
Program:	Historic Preservation			
Program Mission:	To provide guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.			
		Expenditures	\$ 335,543	\$ 365,487
		Full-Time	5	5
		Part-Time	0	0
Program:	Youth Employment			
Program Mission:	To provide seasonal employment opportunities for young people to support the Safe Neighborhood Target Zone initiative.			
		Expenditures	\$ -	\$ 100,000
		Full-Time	0	0
		Part-Time	0	9

Planning				
Program:	Planning Administration		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 415,724	\$ 519,757
		Full-Time	3	4
		Part-Time	0	0
Program:	Long Range Planning			
Program Mission:	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.	Expenditures	\$ 149,940	\$ 305,129
		Full-Time	2	4
		Part-Time	0	0
Program:	Neighborhood Planning			
Program Mission:	To work in partnership with the community to enhance and sustain neighborhoods.	Expenditures	\$ 611,243	\$ 333,987
		Full-Time	7	4
		Part-Time	1	1
Program:	Urban Design			
Program Mission:	To provide design solutions and alternatives on issues concerning streetscape, public spaces, the built environment and infrastructure.	Expenditures	\$ 80,434	\$ 186,524
		Full-Time	1	2
		Part-Time	0	0

Housing					
Program:	Housing Development and Finance Staff			2005 Appropriated	2006 Budget
Program Mission:	To implement the homeownership development program, American dream down payment initiative, rental housing production/preservation, and to manage loan assets.		Expenditures	\$ 166,102	\$ 169,797
			Full-Time	4	4
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Average city dollars for down payment assistance program	\$4,313.50	\$3,686.50	\$3,709.25	\$4,599.50	n/a
Average sale price of homes purchased in the down payment assistance program	\$87,935.00	\$86,771.50	\$92,280.75	\$96,609.00	n/a
Average total dollars for development in the housing development program	\$96,329.25	\$101,265.00	\$139,313.00	\$136,096.00	n/a
Percentage of city dollars in housing development program	17.3%	22.5%	19.8%	23.5%	n/a

Housing - Housing Development continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
City development dollars in housing development program	\$298,000	\$775,600	\$1,071,945	\$569,700	n/a
Average city dollars for rental development in rental housing production/preservation program	\$4,898	\$8,236	\$6,271	\$3,333	n/a
Average total dollars for rental dev. in rental housing production/preservation program	\$23,558	\$81,052	\$67,788	\$43,333	n/a
Percentage of city rental dollars in rental housing production/preservation program	9.8%	8.8%	6.3%	4.0%	n/a

Housing - Housing Development continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
City rental development dollars in rental housing production/preservation program	\$1,881,642	\$3,234,000	\$5,103,000	\$500,000	n/a

Note: The expenditures and personnel levels presented in this table correspond only to the CDBG funding for this program.

Housing - All Others				
Program:	Housing Administration		2005 Appropriated	2006 Budget
Program Mission:	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.	Expenditures	\$ 180,064	\$ 189,311
		Full-Time	3	3
		Part-Time	0	0
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Program:	Relocation			
Program Mission:	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.	Expenditures	\$ 366,057	\$ 344,656
		Full-Time	4	4
		Part-Time	0	0
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Program:	Homebuyer Counseling and Housing Development			
Program Mission:	To provide grants for activities that are needed for the city to implement its housing programs and revitalize neighborhoods.	Expenditures	\$ 450,000	\$ 230,000
		Full-Time	0	0
		Part-Time	0	0
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Program:	Homebuyer Counseling and Housing Development			
Program Mission:	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.	Expenditures	\$ 2,000,581	\$ 2,000,581
		Full-Time	0	0
		Part-Time	0	0

Housing - All Others continued

Program:	Homeowner Servicing Center		2005	2006
Program Mission:	To assist homeowners to remain in their homes and live independently in a safe and sound environment.	Expenditures	Appropriated	Budget
			\$ 3,538,870	\$ 3,366,928
		Full-Time	20	20
		Part-Time	0	0
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Program:	Homeless Prevention		2005	2006
Program Mission:	To provide a grant to the Community Shelter Board, a nonprofit organization, to assist with preventing individuals from becoming homeless.	Expenditures	Appropriated	Budget
			\$ 420,000	\$ 420,000
		Full-Time	0	0
		Part-Time	0	0

Department of Finance and Management

Department Description

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

Department Mission

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

Strategic Priorities for 2006

From the Columbus Covenant:

Peak Performance and Customer Service

- Support the measurement and management of service delivery performance citywide. The performance management team will coordinate 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 team will also provide consulting services to managers within each of the city's 13 departments, assisting in the identification, definition, and periodic reporting of relevant measures of service performance.
- In conjunction with the Mayor's Office, launch Columbus*Stat, a forum for the Mayor and his chief administrators to meet with departmental managers to examine systematically performance trends across all levels of the city's services. Columbus*Stat will offer a systematic process of performance analysis, achievement recognition, and accountability for all city services.
- Assist with the effort to complete city capital improvement projects on time and on budget by monitoring established departmental timelines for capital projects and developing a citywide database for capital projects reporting. This will involve the implementation of a system to monitor the progress of various capital infrastructure projects throughout the city. The timely completion of these projects ensures that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.

- In conjunction with the Department of Technology and EBOCO, implement the city's V-Gov initiative which will enable a web-based procurement process that includes a contract compliance registration "one stop shop" for city contractors.
- The asset management group, through the Division of Facilities Management, has engaged a consultant to design and populate a comprehensive municipal capital planning and asset management system. The system will capture and establish a detailed asset inventory and a baseline of assessed facility condition across the city's real estate portfolio. The project, once completed, will provide a mechanism to evaluate and plan for capital asset needs and replacement schedules for buildings and building components owned and maintained by the city.
- The asset management group has commissioned a space needs assessment/master plan. The study, focusing on core buildings within the city's portfolio, will provide recommendations for effective use of existing space as well as recommendations to address additional space needs over the course of the next ten years.
- The Real Estate Management Office will assist the Department of Health in securing a site for a new Westside health center with the design completed in 2006 and construction expected in 2007.

Safety

- The asset management group will work with the Department of Public Safety to design Fire Station 10. The station, to be located in the Franklinton area, will be designed to be the city's first "green" and "LEED" (leadership in energy and environmental design) registered fire station. The design will incorporate technologies to increase building system efficiencies and reduce utility costs and environmental impacts.
- Develop contingency plans to address the potential impact of the deferred retirement option plan (DROP) on city safety forces.
- The Real Estate Management Office is working closely with the Department of Public Safety and the Parking Violations Bureau to find a new location for the city's impound lot. The lot will be moved from its current location on the Whittier peninsula to a new location with additional space that will include room for the possible relocation of the Division of Police's Strategic Response Bureau, crime lab and property room.
- The Facilities Management Division and the Real Estate Management Office are assisting the Department of Public Safety and the Division of Police in land acquisition, design and construction of a joint OSU/City of Columbus neighborhood policing center. The substation will also house the campus area community crime patrol and could incorporate a neighborhood pride center.

Downtown Development

- Develop a transition plan for the former police headquarters, consistent with planning for Gay Street development to the Scioto River.

2006 Budget Issues

Financial Management

- Various expenditure items are initially budgeted in the Finance and Management Department and, as necessary, transferred to other departments throughout the year. Examples are termination pay for general fund employees leaving city employment and certain legal expenses. By estimating these costs and appropriating them in Finance and Management's citywide account, the city ensures that it has at least partially accounted for those expenditures and that the funds reserved for those expenses are not diverted to other uses. An annual transfer of \$1,850,000 to the anticipated expenditure fund is also included in the citywide account.

Facilities Management

- Due to financial constraints, the payment of about \$1.1 million in real estate leases will continue to be funded out of the special income tax fund in 2006. The majority of the leases are for the Department of Public Safety.
- Facilities Management's 2006 budget includes over \$5.8 million to pay utility bills on behalf of other city agencies.
- In addition to utility expense, approximately \$620,000 is budgeted for custodial and maintenance supplies and service contracts for the Franklin County Municipal Court building. Likewise, approximately \$534,000 is budgeted for custodial contracts and on-staff maintenance for the Police and Fire Academy.
- Facilities Management's budget includes \$226,000 for utilities, materials and service contracts for security, landscaping and snow removal to maintain the Lincoln Theatre.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Administration	\$ 1,855,990	\$ 1,913,591	\$ 2,780,420	\$ 2,241,416	\$ 3,305,875
Finance Citywide	750,000	750,000	7,905,270	3,933,270	3,700,000
Financial Management	1,750,003	1,953,361	2,176,436	2,237,922	2,358,275
Citywide Technology Billings	7,788,696	-	-	-	-
Facilities Management	11,825,758	11,539,803	12,243,234	12,784,515	14,543,477
TOTAL	\$ 23,970,447	\$ 16,156,755	\$ 25,105,360	\$ 21,197,123	\$ 23,907,627

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 1,499,696	\$ 1,448,559	\$ 2,302,317	\$ 1,798,080	\$ 2,671,070
Materials & Supplies	6,668	12,015	15,772	16,472	22,725
Services	29,380	132,134	186,293	203,593	371,552
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 1,535,744	\$ 1,592,708	\$ 2,504,382	\$ 2,018,145	\$ 3,065,347
PRINT SERVICES EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 193,091	\$ 197,268	\$ 127,038	\$ 118,196	\$ 126,028
Materials & Supplies	45,400	36,239	48,000	32,505	37,500
Services	81,755	87,376	101,000	72,570	77,000
Capital	-	-	-	-	-
TOTAL	\$ 320,246	\$ 320,883	\$ 276,038	\$ 223,271	\$ 240,528

DIVISION SUMMARY BY CHARACTER

FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 782,999	\$ 794,441	\$ 991,769	\$ 942,613	\$ 1,229,825
Materials & Supplies	2,168	2,890	23,665	15,553	9,350
Services	108,084	213,531	213,267	350,422	163,468
Capital	-	-	-	-	-
Transfers	750,000	750,000	7,905,270	3,933,270	3,700,000
TOTAL	\$ 1,643,251	\$ 1,760,862	\$ 9,133,971	\$ 5,241,858	\$ 5,102,643
GENERAL FUND CITYWIDE TECHNOLOGY BILLINGS	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Services	\$ 7,788,696	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 7,788,696	\$ -	\$ -	\$ -	\$ -
FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 395,202	\$ 396,093	\$ 430,345	\$ 424,187	\$ 448,592
Materials & Supplies	420	1,531	10,250	4,205	4,032
Services	399,370	504,986	457,140	453,704	413,008
Other Disbursements	61,760	39,889	50,000	47,238	90,000
TOTAL	\$ 856,752	\$ 942,499	\$ 947,735	\$ 929,334	\$ 955,632

DIVISION SUMMARY BY CHARACTER

FACILITIES MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 5,347,339	\$ 4,965,772	\$ 5,017,191	\$ 4,898,598	\$ 5,349,291
Materials & Supplies	361,693	287,373	411,830	409,045	420,067
Services	6,099,302	6,273,228	6,773,463	7,468,622	8,738,369
Other Disbursements	11,500	5,000	15,750	-	15,750
Capital	-	8,430	25,000	8,250	20,000
Transfers	-	-	-	-	-
TOTAL	\$ 11,819,834	\$ 11,539,803	\$ 12,243,234	\$ 12,784,515	\$ 14,543,477
FACILITIES MANAGEMENT COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Capital	\$ 5,924	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 5,924	\$ -	\$ -	\$ -	\$ -

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General Fund	\$ 22,787,525	\$ 14,893,373	\$ 23,881,587	\$ 20,044,518	\$ 22,711,467
Print Services Fund	320,246	320,883	276,038	223,271	240,528
CDBG Fund	862,676	942,499	947,735	929,334	955,632
Purchasing Stores	-	-	-	-	-
TOTAL	\$ 23,970,447	\$ 16,156,755	\$ 25,105,360	\$ 21,197,123	\$ 23,907,627

DEPARTMENT PERSONNEL SUMMARY						
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted	
Administration						
General Fund	FT	21	18	31	32	
Print Services	FT	3	3	2	2	
Financial Management						
General Fund	FT	9	9	13	13	
Community Dev. Block Grant	FT	5	5	5	5	
Facilities Management						
General Fund	FT	92	82	86	85	
	PT	11	10	12	14	
TOTAL		141	127	149	151	
*FT=Full-Time PT=Part-Time						

Finance and Management Administration					
Program:	Purchasing			2005 Appropriated	2006 Budget
Program Mission:	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.		Expenditures	\$ 1,346,238	\$ 1,469,454
			Full-Time	16	16
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Internal customer satisfaction rating	3.70	3.78	3.50	3.50	3.75
Average number of days for informal bid turnaround	33.0	25.0	25.7	27.2	30.0
Total number of informally bid contracts	1,735	1,381	1,418	715	n/a
Average number of days for formal bid turnaround	157.0	165.0	155.2	152.0	120.0
Total number of formally bid contracts	230	257	207	97	n/a

Finance and Management Administration - Purchasing continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Average number of days for Universal Term Contract turnaround	2.40	1.30	1.10	0.90	3.00
Total number of Universal Term Contract purchase orders	2,623	2,722	2,808	1,877	n/a
External customer satisfaction rating	n/a	n/a	n/a	n/a	3.75
Re-bid rate	0%	0%	6%	16%	10%

Finance and Management Administration					
Program:	Print Shop/Copy Center			2005 Appropriated	2006 Budget
Program Mission:	To provide timely and quality print and copy services to city agencies.		Expenditures	\$ 276,038	\$ 240,528
			Full-Time	2	2
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Internal customer satisfaction rate	n/a	99%	n/a	100%	95%
Average turnaround, in days, for copy jobs	n/a	n/a	n/a	2	3
Average turnaround, in days, for print jobs	n/a	n/a	n/a	4	7

Finance and Management Administration - All Others				
Program:	Finance and Management Administration		2005	2006
Program Mission:	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.		Appropriated	Budget
		Expenditures	\$ 752,088	\$ 1,132,218
		Full-Time	9	10
		Part-Time	0	0
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Program:	Real Estate Management			
Program Mission:	To provide for the management, acquisition, sale and leasing of real property (other than rights-of-way and utility easements) used in city operations.			
		Expenditures	\$ 406,056	\$ 463,675
		Full-Time	6	6
		Part-Time	0	0

Financial Management					
Program:	Budget			2005 Appropriated	2006 Budget
Program Mission:	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.	Expenditures		\$ 883,402	\$ 957,476
		Full-Time		8	8
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Satisfaction with budget process on a 1-5 scale, with 5 being strongly satisfied	New	2.4	3.6	2005 Budget- 4.6	4.5
Percentage of city staff satisfied with information provided by financial management staff	93.0%	90.9%	100.0%	Annual	95.0%
Accuracy of third quarter general fund expenditure projections	99.9%	99.4%	99.7%	Annual	99.5%

Financial Management					
Program:	Performance Management			2005 Appropriated	2006 Budget
Program Mission:	To ensure that city leaders have the information they need to track performance, document success, and identify opportunities for improvement in city services.		Expenditures	\$ 245,170	\$ 341,191
			Full-Time	4	4
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percent of Mayor's Initiatives completed on time	n/a	n/a	n/a	New	100%
Percent of annual budget priorities completed on time	n/a	n/a	n/a	New	100%
Percent of Columbus*Stat action items followed up within two weeks	n/a	n/a	n/a	New	100%
Attendance rate of Columbus*Stat panel members	n/a	n/a	n/a	New	100%

Financial Management - Performance Management continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Attendance rate of Columbus*Stat participants	n/a	n/a	n/a	New	100%
Average panel member satisfaction rate (5=highest)	n/a	n/a	n/a	New	5.0
Average participant satisfaction rate (5=highest)	n/a	n/a	n/a	New	100%
Percent Performance Management staff time on special projects	n/a	n/a	n/a	New	33%
Percent Performance Management staff time spent in field with departments	n/a	n/a	n/a	New	33%
Average management staff satisfaction with Performance Management support (5=highest)	n/a	n/a	n/a	New	4.5

Financial Management					
Program:	Debt Management			2005	2006
				Appropriated	Budget
Program Mission:	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.		Expenditures	\$ 100,129	\$ 103,976
			Full-Time	1	1
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Bond rating: Moody's	AAA	AAA	AAA	AAA	AAA
Bond rating: Standard and Poor's	AAA	AAA	AAA	AAA	AAA

Financial Management					
Program:	Grants Management			2005 Appropriated	2006 Budget
Program Mission:	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG and HOPWA grant programs.		Expenditures	\$ 947,735	\$ 955,632
			Full-Time	5	5
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of grant-funded programs monitored for compliance with federal and local regulation	21	16	20	8	n/a
Number of grant programs complying with federal and local regulation	21	16	20	7	n/a
Number of grant programs complying with federal and local regulation	100%	100%	100%	88%	100%
Number of grant projects reviewed for compliance with environmental regulation	454	755	473	208	n/a

Financial Management - Grants Management continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of grant projects complying with environmental regulation	454	755	473	208	n/a
Percent of grant projects complying with environmental regulation	100%	100%	100%	100%	100%
Number of reviews on CDBG and HOME projects subject to federal prevailing wage regulation	1	4	3	2	n/a
Number of projects complying with prevailing wage regulations	1	4	3	2	n/a
Percent of programs complying with prevailing wage regulation	100%	100%	100%	100%	100%

Financial Management - Grants Management continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Total grant expenditures	\$21,666,848	\$20,726,147	\$22,155,675	\$7,540,379	n/a
Amount of grant expenditures in compliance	\$21,666,848	\$20,726,147	\$22,043,076	\$7,540,379	n/a
Percent of grant expenditures in compliance	100%	100%	99%	100%	100%

Financial Management - All Others					
Program:	Financial Management Administration-Citywide Account			2005 Appropriated	2006 Budget
Program Mission:	A holding account for later transfer to general fund divisions.			Expenditures	
				\$ 7,905,270	\$ 3,700,000
			Full-Time	0	0
			Part-Time	0	0

Facilities Management					
Program:	Building Maintenance Services			2005 Appropriated	2006 Budget
Program Mission:	To provide efficient and effective customer service in the area of building maintenance.		Expenditures	\$ 2,314,746	\$ 2,318,028
			Full-Time	37	37
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of work orders received	n/a	6,000	4,459	4,584	n/a
Percent of work orders closed within 3 business days	n/a	n/a	23%	52%	80%
Percent of time snow is cleared from sidewalks and parking lots before 10:00 am	n/a	n/a	100%	100%	100%

Facilities Management					
Program:	Custodial Services			2005 Appropriated	2006 Budget
Program Mission:	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.		Expenditures	\$ 3,098,413	\$ 3,083,268
			Full-Time	34	31
			Part-Time	5	7
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Average rating of restroom cleanliness	n/a	n/a	n/a	New	Good
Average rating of building common area cleanliness	n/a	n/a	n/a	New	Good
Average rating of custodial staff politeness	n/a	n/a	n/a	New	Good

Facilities Management					
Program:	Security			2005 Appropriated	2006 Budget
Program Mission:	To efficiently and effectively secure buildings under the purview of the Facilities Management Division.		Expenditures	\$ 499,640	\$ 603,790
			Full-Time	7	7
			Part-Time	7	7
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of buildings that receive security tours 5 times a week	n/a	n/a	3.77%	3.81%	n/a
Number of buildings that receive security tours five days a week	n/a	n/a	4	8	n/a
Number of buildings	n/a	n/a	106	210	n/a

Facilities Management					
Program:	Energy Management			2005 Appropriated	2006 Budget
Program Mission:	To create more energy efficiencies in buildings under Facilities Management's purview.	Expenditures		\$ 4,278,954	\$ 5,910,254
		Full-Time		1	1
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage new buildings that follow the guidelines of Energystar	n/a	n/a	100%	100%	100%
Number of new buildings	n/a	n/a	3	1	n/a
Number of new Energystar buildings	n/a	n/a	3	1	n/a
Percentage of fully renovated buildings that are Energystar compliant	n/a	n/a	100%	n/a	100%
Number of fully renovated buildings that are Energystar compliant	n/a	n/a	1	0	n/a
Number of fully renovated buildings	n/a	n/a	1	0	n/a

Facilities Management					
Program:	Building Maintenance Management (Contract Services)			2005 Appropriated	2006 Budget
Program Mission:	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.		Expenditures	\$ 1,472,403	\$ 1,688,655
			Full-Time	5	5
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percent of contracts completed on time	n/a	n/a	100%	annual	100%
Cost per square foot for basic facility maintenance	n/a	\$5.39	\$3.94	\$3.22	n/a

Facilities Management - All Others					
Program:	Administration			2005 Appropriated	2006 Budget
Program Mission:	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.		Expenditures	\$ 579,078	\$ 939,482
			Full-Time	2	4
			Part-Time	0	0

Department of Human Resources

Department Description

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

- Administering employee benefit programs
- Coordinating and delivering citywide training and workforce development opportunities
- Designing and administering a fair, equitable, and market driven compensation management system
- Consistent and uniform administration of collective bargaining agreements
- Development and monitoring of occupational health and safety standards and drug-free workplace programs
- Coordination of citywide recognition and charitable programs
- Ensuring fair and equal treatment of employees and applicants

Department Mission

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

Strategic Priorities for 2006

From the Columbus Covenant:

Customer Service/Peak Performance

- Expand the city's "training enterprise" through the coordinated activities of the newly created citywide office of training and development (COTD). COTD will focus on the design and execution of training partnership agreements (TPA's) for each department and will partner with department/division liaisons to create outcome specific training plans. COTD will begin full utilization of the recently purchased "GYRUS" system as a central source of training data retention; thereby, enhancing outcome measurement capabilities. COTD will continue to contract with external entities to provide course offerings in targeted areas as an additional source of revenue.
- The employee benefits program area will partner with health care providers and labor organizations to identify and encourage employee participation in targeted wellness and disease management programs. The employee benefits program will continue to explore other strategies to reduce the rate of growth of medical costs.

- Full implementation of the Mayor's Economic Advisory Committee recommendations through labor negotiations will be a priority for Labor Relations in 2006. This will contribute significantly to the city's ability to manage the continued growth of health care costs.
- The development of a comprehensive recruitment and retention strategy (Human Capital Strategic Plan) with a particular focus on technical, health care, engineering and law enforcement areas is an administration priority for 2006. To that end, the compensation management program area will partner with the Health Department to facilitate a comprehensive market analysis of the administrative salary resolution (ASR) salary structure. A similar market analysis will be conducted for the management compensation plan (MCP) pay structure. Additionally, the compensation management program area will focus on the full implementation in 2006 of the individual performance management (IPM) system that was designed for MCP and ASR employees in 2005.
- Improve methods of data collection, maintenance and reporting of information on city employees who are members of the National Guard or Reserve. The citywide central database will allow for data entry by each city department, make reports available to track departure and return of city employees called to serve on active duty, and track the veteran's status of city employees who have served in the past and have separated from service under honorable conditions.
- Continue to identify the specific customer service training needs of each department, incorporate those needs in training plans, and ensure the training is provided in the most cost-effective and efficient manner. In 2005 several departments identified a need for project management training and certification. Implementation of this training will be a key priority for 2006.
- The Citywide Office of Training and Development (COTD) will partner with city departments and external entities to ensure that training needs associated with the "new Americans initiative" are met. COTD will also coordinate with asset management and key city departments to ensure optimum scheduling and utilization of all city training facilities. COTD will continue to explore opportunities to generate additional revenue by offering affordable training opportunities to external governmental entities.
- The occupational safety program area, through utilization of the Safex contract, will focus on expanding the number of scheduled and completed site-specific safety surveys. Through this process occupational safety will assist departments in the identification and remediation of deficiencies and thereby reduce the risk of exposure to workplace injuries.
- In 2006 the employee resources program area will begin implementation of the initial recommendations regarding the redesign of the employee recognition program. Additionally, the employee resources program will continue to expand outreach efforts to attract qualified diverse candidates for employment opportunities with the city.
- Fair and equitable treatment of employees and applicants, consistent with the city's policies and executive orders will continue to be the priority of the equal employment opportunity program area.

- Human Resources administration will continue to collaborate with the Department of Technology, the City Auditor and city departments to complete a strategic plan for implementation of a human resources information system (HRIS).

2006 Budget Issues

- The Department of Human Resources will continue to provide professional development opportunities for the city workforce in 2006. A \$90,000 contract for employee training is budgeted in 2006. The department will continue to market training opportunities to external entities at competitive rates, thereby providing an additional source of revenue.
- The department will continue to keep the position of chief negotiator vacant in 2006. Instead, funding is included for outside counsel to act as the city's chief negotiator.
- The 2006 budget for the compensation section of the Human Resources Department includes \$30,000 for external consulting services. This additional funding will support the program goal of ensuring that all pay plans are market competitive and support the program objective of promoting the recruitment and retention of a high performing city government workforce.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Human Resources	\$ 3,182,282	\$ 3,227,221	\$ 3,531,739	\$ 3,401,462	\$ 3,796,082
TOTAL	\$ 3,182,282	\$ 3,227,221	\$ 3,531,739	\$ 3,401,462	\$ 3,796,082

FUND SUMMARY BY CHARACTER					
GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 1,402,343	\$ 1,103,468	\$ 1,260,925	\$ 1,139,987	\$ 1,351,261
Materials & Supplies	13,438	23,418	22,100	56,200	22,000
Services	192,726	392,028	463,066	435,973	573,095
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 1,608,507	\$ 1,518,914	\$ 1,746,091	\$ 1,632,160	\$ 1,946,356
EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 994,749	\$ 1,058,547	\$ 1,164,444	\$ 1,160,558	\$ 1,243,933
Materials & Supplies	23,988	35,350	45,500	34,937	45,500
Services	555,038	614,410	575,704	573,807	560,293
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 1,573,775	\$ 1,708,307	\$ 1,785,648	\$ 1,769,302	\$ 1,849,726

DEPARTMENT SUMMARY BY FUND					
<u>FUND SUMMARY</u>	<u>2003 Actual</u>	<u>2004 Actual</u>	<u>2005 Original Appropriation</u>	<u>2005 Estimated Expenditures</u>	<u>2006 Proposed</u>
General Fund	\$ 1,608,507	\$ 1,518,914	\$ 1,746,091	\$ 1,632,160	\$ 1,946,356
Employee Benefits Fund	1,573,775	1,708,307	1,785,648	1,769,302	1,849,726
TOTAL	\$ 3,182,282	\$ 3,227,221	\$ 3,531,739	\$ 3,401,462	\$ 3,796,082

DEPARTMENT PERSONNEL SUMMARY					
<u>FUND</u>	<u>FT/PT*</u>	<u>2003 Actual</u>	<u>2004 Actual</u>	<u>2005 Budgeted</u>	<u>2006 Budgeted</u>
General Fund	FT	18	15	15	16
Employee Benefits Fund	FT	14	14	15	15
TOTAL		32	29	30	31

*FT=Full-Time PT=Part-Time

Human Resources					
Program:	Labor Relations			2005	2006
				Appropriated	Budget
Program Mission:	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.	Expenditures		\$ 423,957	\$ 504,642
		Full-Time		3	3
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of quarterly grievance reports	n/a	n/a	4	2	n/a
Percent of grievance reports completed	n/a	n/a	100.0%	25.0%	100.0%
Percent of discipline/grievance hearings completed within time frame	97.3%	97.8%	86.0%	annual	95.0%
Number of drug and alcohol tests conducted in accordance with appropriate laws.	n/a	n/a	1,175	1,143	n/a

Human Resources					
Program:	Citywide Office of Training and Development			2005 Appropriated	2006 Budget
Program Mission:	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.		Expenditures	\$ 307,509	\$ 355,738
			Full-Time	3	3
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percent of mandated trainings provided	100.00%	100.00%	100.00%	100.00%	100.00%
Number of employees in attendance in mandated training	n/a	1,449	731	615	n/a
Number of employees in attendance from external agencies	n/a	n/a	n/a	new	n/a
Number of participants responding to course evaluations	n/a	n/a	n/a	new	n/a

Human Resources - Citywide Office of Training and Development continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Average participant rating of course content (on a scale of 1-5, with 5 being highest)	n/a	n/a	4.1	annual	4.0
Number of training plans submitted by departments	n/a	n/a	4	13	n/a
Percent of departments with training plans	n/a	n/a	50.00%	80.00%	100.00%

Human Resources					
Program:	Compensation			2005 Appropriated	2006 Budget
Program Mission:	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.		Expenditures	\$ 107,587	\$ 141,086
			Full-Time	1	1
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Total number of job classifications	620	620	620	620	n/a
Number of job classifications reviewed	30	111	289	83	n/a
Hours per job classification reviewed	8	8	8	8	n/a
Percentage of job classifications reviewed	5%	18%	47%	13%	n/a

Human Resources					
Program:	Employee Resources			2005	2006
				Appropriated	Budget
Program Mission:	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.	Expenditures		\$ 79,720	\$ 87,592
		Full-Time		1	1
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of job fairs attended annually for targeted recruiting	9	11	10	9	n/a
Number of job interest packs distributed	n/a	n/a	1,384	368	n/a
Percentage of eligible employees recognized for longevity of service	n/a	n/a	100%	100%	100%
Number of eligible employees	n/a	705	973	1,084	n/a

Human Resources						
Program:	Employee Benefits/Risk Management			2005	2006	
Program Mission:	To promote employee development that strives for excellence through efficient, effective services responsive to the needs of the city's employees.			Appropriated	Budget	
				Expenditures	\$ 1,693,930	\$ 1,746,393
				Full-Time	14	14
		Part-Time	0	0		
Program Measure:	2002	2003	2004	Mid-Year 2005	Target	
Number of workers' compensation claims received	n/a	n/a	1,407	594	n/a	
Number of workers' compensation claims certified or rejected within 14 days from the date received	n/a	n/a	1,389	588	n/a	
Percentage of claims adjudicated within 14 days from the received date	n/a	n/a	98.7%	100.0%	99.0%	
Number of injury leave claims received	1,790	1,542	1,682	872	n/a	
Percentage of injury leave claims adjudicated within 14 days from the received date	99.8%	99.0%	98.9%	100.0%	99.0%	

Human Resources - Employee Benefits/Risk Management continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of injury leave claims certified or rejected within 14 days from the received date	1,770	1,534	1,664	859	n/a
Number of lost days for accidents	35,660	27,546	24,992	annual	n/a
Percent change from prior year in lost days due to accidents	n/a	-22.8%	-9.3%	annual	-5.0%
Average medical cost per employee	n/a	n/a	n/a	annual	n/a
Annual rate of change in medical costs	n/a	n/a	n/a	annual	-15.0%
Average prescription drug cost per employee	n/a	n/a	n/a	annual	n/a
Percent change from prior year in prescription drug cost per employee	n/a	n/a	n/a	new	-15.0%

Human Resources					
Program:	Occupational Health and Safety			2005	2006
				Appropriated	Budget
Program Mission:	To provide leadership and policy development to ensure and improve the safety of all employees.	Expenditures		\$ 91,718	\$ 103,333
		Full-Time		1	1
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of employee accident claims	n/a	n/a	n/a	New	n/a
Percent change from prior year in accident claims	n/a	n/a	n/a	New	-5.00%
Number of industrial hygiene and specialized occupational safety services provided from prior year	n/a	n/a	n/a	New	n/a
Percentage change from prior year of industrial hygiene and specialized occupational safety services provided	n/a	n/a	n/a	New	n/a

Human Resources				
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Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	To provide leadership and direction for the department and to provide related administrative functions for senior management.	Expenditures	\$ 720,002	\$ 741,670
		Full-Time	6	7
		Part-Time	0	0

Program:	Equal Employment Opportunity			
Program Mission:	To secure equal employment opportunity and fair treatment of the city's workforce.	Expenditures	\$ 107,316	\$ 115,628
		Full-Time	1	1
		Part-Time	0	0

Department of Technology

Department Description

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

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

Department Mission

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

Strategic Priorities for 2006

In 2006, 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 doing so, the department is an important service provider, not just to other city agencies, but to citizens of the Columbus metropolitan area as well. The department continually strives to provide the best services possible to its customers, and values the partnerships.

From the Columbus Covenant:

Customer Service

- Work with the Public Service Department to finalize implementation of the citywide 311 system to include the publication of one access three-digit number ("311") as well as one local seven-digit number.
- Institute a customer satisfaction survey feedback process for most DoT services, including mail processing, telephone, application development and support, account management and desktop, to name a few.
- Continue the Recreation and Parks Department's "CLASS" software implementation project whereby participants can register and pay for classes and activities sponsored by this department remotely, via the internet.
- Provide continued support to the Department of Health's clinical application, when needed.
- Provide support for the city's "V-Gov" initiative, which, when implemented, will enable a web-based procurement process.
- Review and identify all software applications that have a cash/payment. Once identified, work with the relevant departments to install a standard "forms engine" whereby 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, rather than through the US mail.

Neighborhoods

- Continue to support the "One-Stop Shop" permitting center and Accela database and maintain a system that will track plats, plans and permits throughout the city.

Safety

- Work to reduce non-emergency calls to 645-4545 and 911 by ensuring the availability of the 311 number.
- Install a fire station connectivity infrastructure that will support the Department of Public Safety's distance learning initiative.

Economic Development

- Develop a citywide connectivity plan that will outline the most efficient means by which to connect city facilities for data exchange and telephone purposes. Next, 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. Finally, working with other city agencies as well as outside partners, DoT will explore various means by which previously “unconnected” neighborhoods can become connected.

Peak Performance

- Replace the ClearPath mainframe server with the newer generation LIBRA model, which houses the Police/LEADS and central Payroll applications. This will result in greater reliability and serviceability, a \$500,000 savings in software and hardware licensing, maintenance and support costs over a five-year period, and 50 percent greater processing capacity.
- Continue to support the internet-hosted GIS-based application. This application accurately pinpoints the locations of capital funded projects of the Sanitary Sewer, Storm Water, Water and Transportation Divisions. The Recreation and Parks Department has also expressed a desire to have its projects incorporated into the application. Ultimately DoT would like to implement this application citywide.
- Through the installation of a fiber optic cable link that connects the Health, Refuse Collection, Water and the Piedmont facilities to the city’s Data Center, the city will incur cost savings. These savings will be incurred by transitioning off the Southwest Bell Corporation (SBC) GigaMan lease and T1 circuits, currently used to provide primary and redundant services to these locations. Installation of the fiber optic cable link will also facilitate higher bandwidth communications between these facilities, thereby supporting applications like distance learning, video conferencing, voice over internet protocol (VOIP), and video security.
- The department Centrex replacement project will migrate portions of the city’s central telephone switching system, provided by Southwest Bell Corporation (SBC), to a current system utilizing state-of-the-art, premise-based telephone switching technology. Taking advantage of the city’s current fiber network infrastructure and the latest telephone switching technology, the city will be able to dramatically reduce telephone line costs while providing quality service.
- In 2006, DoT will continue to offer inter- and intra-net services, also known as “E-Government” thus providing local citizenry with increased access to local government services and information. Additionally, DoT will continue to support and assist city departments in their efforts to reach out to their customers via the internet.
- DoT will coordinate enterprise or volume purchasing, the end result being greater discounts and fewer contracts. This is part of the on-going centralization of the Department of Technology that was initiated in 2002.

- The Department will continue to expand its geographic information system (GIS) capabilities with an expansion in 2006 of its spatial data repository offerings and a greater focus on helping city agencies take their business processes to the web using the increased GIS data. The department will also be working closely with other local jurisdictions to improve data coordination and exchange in the area.
- In 2006, DoT will update and maintain all service level agreements with all departments with which they have existing agreements.

2006 Budget Issues

- The recommended budget for the Department of Technology's internal service fund of \$23,815,037 includes funding, with an allowance for vacancies, for 8 full-time staff in the Technology Director's Office and 117 full-time positions, and one part-time position in the Information Services Division.
- The various budgetary components for the Department of Technology reflect the consolidation of all funding for data processing, telecommunications and other information technology assets, and personnel associated therewith, for all executive branch divisions within the department.
- Through a mutual agreement between the Department of Technology and the Public Safety Department, two positions associated with the computer aided dispatching (CAD) system have been shifted to the Division of Support Services. A third position has been transferred to the Division of Police.
- The mail center and telephone services, formerly funded in the general fund, have been shifted to the information services fund in 2006. This shift will more equitably distribute the costs of those functions among all user agencies and funds.
- One general fund position associated with the Mayor's Action Center has been shifted to the city's 311 Call Center, which is located in the Public Service Director's office.
- The costs associated with the government television channel and the interconnect have been shifted to the information services fund in 2006. This shift is in connection with the decision to deposit cable TV permit fees into the general fund. Of the \$1.5 million in debt service, primarily for the city's fiber optic network, approximately \$1.0 million was shifted to the special income tax fund for general fund agencies and the remaining balance will continue to be paid by billing other fund agencies for their respective portion of debt service.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Technology - Administration	\$ 7,925,857	\$ 2,724,755	\$ 5,422,791	\$ 5,152,526	\$ 6,197,701
Information Services	11,613,837	13,354,596	14,796,154	14,489,859	17,617,336
Telecommunications	6,695,751	2,610,391	3,374,340	3,252,986	-
TOTAL	\$ 26,235,445	\$ 18,689,742	\$ 23,593,285	\$ 22,895,371	\$ 23,815,037

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

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION	2003	2004	2005	2005	2006
GENERAL FUND	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 1,834,753	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	32,678	-	-	-	-
Services	776,022	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 2,643,453	\$ -	\$ -	\$ -	\$ -
TELECOMMUNICATIONS	2003	2004	2005	2005	2006
GENERAL FUND	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 376,601	\$ 414,479	\$ 344,434	\$ 371,608	\$ -
Materials & Supplies	2,034	384	3,250	743	-
Services	8,065	29,911	48,451	3,292	-
Capital	-	-	-	-	-
TOTAL	\$ 386,700	\$ 444,774	\$ 396,135	\$ 375,643	\$ -

DIVISION SUMMARY BY CHARACTER - continued					
ADMINISTRATION	2003	2004	2005	2005	2006
INTERNAL SERVICE FUND	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 2,562,755	\$ 727,227	\$ 892,139	\$ 860,077	\$ 907,413
Materials & Supplies	102,250	356,404	1,209,313	1,065,375	1,480,692
Services	2,617,399	1,523,680	2,899,339	2,905,074	3,005,596
Other	-	-	-	-	-
Capital	-	117,444	422,000	322,000	804,000
Transfers	-	-	-	-	-
TOTAL	\$ 5,282,404	\$ 2,724,755	\$ 5,422,791	\$ 5,152,526	\$ 6,197,701
INFORMATION SERVICES	2003	2004	2005	2005	2006
INTERNAL SERVICE FUND	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 5,250,882	\$ 8,189,230	\$ 8,910,715	\$ 8,598,783	\$ 9,793,392
Materials & Supplies	238,795	232,327	364,585	371,064	448,159
Services	5,303,452	4,080,600	4,818,260	4,721,448	5,879,728
Principal	564,805	735,000	615,000	667,845	1,296,777
Other	6,084	2,968	-	256	-
Capital	75,155	34,975	19,000	61,869	199,280
Interest	174,664	79,496	68,594	68,594	-
Transfers	-	-	-	-	-
TOTAL	\$ 11,613,837	\$ 13,354,596	\$ 14,796,154	\$ 14,489,859	\$ 17,617,336
<p>Figures for the Information Services Division do not include bond expenditures. Proposed figures for 2006 include Government Television Channel (GTC), Interconnect, telephone and mailroom services.</p>					

DIVISION SUMMARY BY CHARACTER - continued

TELECOMMUNICATIONS CABLE FUND	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 981,793	\$ 815,626	\$ 903,580	\$ 860,216	\$ -
Materials & Supplies	229,652	28,485	35,396	28,450	-
Services	3,668,460	514,711	619,453	590,481	-
Other Disbursements	-	986	-	-	-
Capital	28,783	24,259	71,300	49,720	-
Transfers	1,400,363	781,550	1,348,476	1,348,476	-
TOTAL	\$ 6,309,051	\$ 2,165,617	\$ 2,978,205	\$ 2,877,343	\$ -

Note: Services category estimated expenditures include \$40,000 attributable to the City Attorney's office. The 2006 proposed budget for Telecommunications is included in Information Services Division - Internal Service Fund.

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003	2004	2005	2005	2006
	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
General	\$ 3,030,153	\$ 444,774	\$ 396,135	\$ 375,643	\$ -
Information Services	16,896,241	16,079,351	20,218,945	19,642,385	23,815,037
Cable Communications	6,309,051	2,165,617	2,978,205	2,877,343	-
TOTAL	\$ 26,235,445	\$ 18,689,743	\$ 23,593,285	\$ 22,895,371	\$ 23,815,037
<p>Figures for the Information Services Fund do not include bond expenditures.</p>					

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Admin General Fund	FT	17	0	0	0
Admin IS Fund	FT	40	6	8	8
Information Services	FT	66	101	105	117
	PT	0	0	0	1
Telecom General Fund	FT	7	6	5	0
	PT	0	0	0	0
Telecom Cable Fund	FT	13	10	10	0
	PT	1	1	1	0
TOTAL		144	124	129	126

*FT=Full-Time PT=Part-Time

Technology Director				
Program:	Technology Administration		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 902,589	\$ 918,663
		Full-Time	8	8
		Part-Time	0	0
Program:	Citywide Technology Purchases			
Program Mission:	Funding for customer-specific technology-related supplies, equipment and services.	Expenditures	\$ 4,520,202	\$ 5,279,038
		Full-Time	0	0
		Part-Time	0	0

Information Services					
Program:	EUC Desktop			2005	2006
				Appropriated	Budget
Program Mission:	To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees.		Expenditures	\$ 1,490,408	\$ 1,774,653
			Full-Time	17	18
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Total number of requests in a month.	n/a	n/a	603	1,031	1,200
Ratio of requests older than 30 days to total number of requests for a month	n/a	n/a	5.50%	5.90%	8.30%

Information Services					
Program:	Help Desk			2005	2006
				Appropriated	Budget
Program Mission:	To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges.	Expenditures		\$ 499,766	\$ 504,085
		Full-Time		6	7
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Total number of calls received	n/a	n/a	4,863	5,596	6,800
Monthly average number of answer delay time in seconds	n/a	n/a	23	47	60

Information Services					
Program:	Server Administration			2005	2006
				Appropriated	Budget
Program Mission:	To design, implement and maintain the city's core information technology data processing server infrastructure.		Expenditures	\$ 1,534,292	\$ 1,425,740
			Full-Time	12	10
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Total number planned production hours system is available	n/a	n/a	2,631	2,633	2,632
Percentage of system availability within planned production hours	n/a	n/a	99.65%	99.73%	99.69%

Information Services					
Program:	Mail Center			2005	2006
				Appropriated	Budget
Program Mission:	To ensure the timely and accurate receipt, processing, and distribution of City of Columbus mail.		Expenditures	\$ 1,431,993	\$ 1,726,285
			Full-Time	0	2
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Total pieces of mail delivered monthly to vendor and Post Office	n/a	n/a	1,965,441	1,164,918	2,694,231
Percentage of outgoing mail accurately delivered to the vendor and the Post Office	n/a	n/a	99.76%	99.80%	95.00%

Information Services - All Others				
Program:	Applications Programming		2005	2006
			Appropriated	Budget
Program Mission:	To develop and/or maintain various information technology systems and applications that facilitate business practices throughout the city.	Expenditures	\$ 2,300,183	\$ 2,038,253
		Full-Time	27	24
		Part-Time	0	0
Program:	Government Television Channel			
Program Mission:	To coordinate contracts for video programming services, prepare scripts and provide editing services for production programs.	Expenditures	\$ -	\$ 770,130
		Full-Time	0	5
		Part-Time	0	1
Program:	Interconnect			
Program Mission:	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.	Expenditures	\$ -	\$ 752,691
		Full-Time	0	5
		Part-Time	0	0
Program:	Administration - DPC			
Program Mission:	To provide administrative, fiscal and human resources leadership support to the Information Services Division and Technology Department.	Expenditures	\$ 2,396,594	\$ 2,840,088
		Full-Time	10	10
		Part-Time	0	0

Information Services - All Others continued				
Program:	Metronet		2005	2006
Program Mission:			Appropriated	Budget
To coordinate the design, installation, maintenance and repair of the city's Metronet infrastructure.	Expenditures	\$	901,288	\$ 994,376
	Full-Time		4	4
	Part-Time		0	0
<hr/>				
Program:	Security			
To provide enterprise security management through infrastructure security and intrusion detection in the Windows environment.	Expenditures	\$	304,971	\$ 367,292
	Full-Time		2	2
	Part-Time		0	0
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Program:	Account Management			
To provide information technology account management services to customer agencies.	Expenditures	\$	446,657	\$ 598,910
	Full-Time		5	6
	Part-Time		0	0
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Program:	Production			
To provide the services of data and application storage on enterprise disk system and magnetic tapes, microfiche and printing of reports, mailing and CPU usage calculation.	Expenditures	\$	1,415,386	\$ 1,512,486
	Full-Time		13	13
	Part-Time		0	0

Information Services - All Others continued				
Program:	311 Support		2005	2006
Program Mission:	To maintain systems and applications for the city's 311 call center.	Expenditures	Appropriated	Budget
			\$ 388,265	\$ 298,924
		Full-Time	3	3
		Part-Time	0	0
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Program:	Web Support			
Program Mission:	To maintain and support citywide internet and intranet web applications, and provide web site links for citizens and citywide departments.	Expenditures	\$	\$
			531,875	624,856
		Full-Time	3	4
		Part-Time	0	0
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Program:	GIS Systems			
Program Mission:	To provide project management and database administration for the citywide GIS project.	Expenditures	\$	\$
			313,766	293,079
		Full-Time	3	2
		Part-Time	0	0
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Program:	Telephone Services			
Program Mission:	To provide telephone services, training and consulting to city agencies.	Expenditures	\$	\$
			20,000	132,678
		Full-Time	0	2
		Part-Time	0	0

Information Services - All Others continued

Program:	Oracle Services		2005	2006
			Appropriated	Budget
Program Mission:	To provide maintenance and support services for the enterprise-wide software licenses.	Expenditures	\$ 497,000	\$ 497,000
		Full-Time	0	0
		Part-Time	0	0

Program:	Arlingate Building			
Program Mission:	To provide maintenance services to the city's data center facility.	Expenditures	\$ 323,710	\$ 465,810
		Full-Time	0	0
		Part-Time	0	0

Telecommunications - All Others				
Program:	MAC		2005 Appropriated	2006 Budget
Program Mission:	Mayor's Action Center	Expenditures	\$ 146,783	\$ -
		Full-Time	1	0
		Part-Time	0	0
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Program:	Telephone Services			
Program Mission:	To provide telephone services, training and consulting to city agencies.	Expenditures	\$ 138,720	\$ -
		Full-Time	2	0
		Part-Time	0	0
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Program:	Mailroom Center			
Program Mission:	To ensure the timely and accurate receipt, processing, and distribution of City of Columbus mail.	Expenditures	\$ 110,632	\$ -
		Full-Time	2	0
		Part-Time	0	0
<hr/>				
Program:	Government Television Channel			
Program Mission:	To coordinate contracts for video programming services, prepare scripts and provide editing services for production programs.	Expenditures	\$ 601,118	\$ -
		Full-Time	5	0
		Part-Time	1	0

Telecommunications - All Others continued

Program:	Interconnect		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 569,787	\$ -
		Full-Time	5	0
		Part-Time	0	0

Program:	Telecommunications Administration			
Program Mission:	To provide funding for administrative cost to the Telecommunications Division.	Expenditures	\$ 458,824	\$ -
		Full-Time	0	0
		Part-Time	0	0

Program:	Cable Debt Service			
Program Mission:	To provide funding for payment of principal and interest on Telecommunications Division cable fund debt service.	Expenditures	\$ 1,348,476	\$ -
		Full-Time	0	0
		Part-Time	0	0

Department of Health

Department Description

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

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

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

Department Mission

The Columbus Health Department 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 2006

From the Columbus Covenant:

Neighborhoods

- Clinical Services – Continue to provide high quality clinical services for children and families including dental, perinatal, sexual health and immunization services. Staff will continue an emphasis on reducing barriers to service including translation and evening hours. The department will also continue to work with groups such as Columbus Neighborhood Health Centers, Inc. (CNHC) and Access Health Columbus (AHC) to provide primary care for as many as possible.
- Immigrant/Refugee Health Initiative - Provide increased public health services for immigrants and refugees including immunizations, prenatal care, tuberculosis testing and other services.
- Identify and secure the site for a new Westside health center and initiate the design phase of the project with construction expected in 2007.
- Neighborhood Collaboration – Continue to assess the health needs of Columbus overall as well as particular neighborhoods. Staff will also work with community residents to prioritize health issues and develop strategies to address them.
- Neighborhood Based Support – Staff nurses and social workers will continue their work through neighborhood pride centers and other venues to assist vulnerable residents. Their goal will be to protect their health and safety primarily by linking them to needed health and social services.

Health

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

Safety

- Continue departmental and community planning to prepare and respond to a range of disasters or emergencies, including bioterrorism and a potential avian influenza outbreak. Community leadership and staff training will continue in 2006 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

Education

- Coordinate with other city departments and agencies to enhance the safety of children near and around schools. A pilot project will be continued with a local elementary school to bring health and social services on site to serve students and their families beyond traditional school hours. The Health Department will also initiate programming to educate local school students about food safety. In addition, child care providers, parents, and other care givers will have the opportunity to learn about effective weight management through the healthy children, healthy weights initiative. The enhanced school inspection program will continue in 2006 along with collaborative efforts with Columbus Public School nurses to respond to children's pressing health needs.

Downtown Development

- Increase rodent control efforts in the downtown area, The Ohio State University area, and other areas experiencing rat problems.

Customer Service

- Plan for the renovation of the south dormitory, to support improved clinical operations and customer service.
- Utilize web technology for automated payments for various Health Department services (e.g. birth certificates, food service licenses).
- Develop a web based food establishment inspection reporting system.

Peak Performance

- The department will complete implementation of the clinical information system. The system enables greater efficiency in operations and maximizes third party billing capabilities.
- Align Health Department performance management system with the expanding citywide initiative.

2006 Budget Issues

- The 2006 budget for the Health Department allows continued provision of public health services that are mandated, services that meet the priorities contained within the Columbus Covenant and a variety of programs that the Board of Health deems essential.
- Sexual health, tuberculosis control, immunization and communicable disease surveillance are critical to the health and well being of the entire population of Columbus and will be continued in 2006.
- The 2006 budget provides continuation funding to the Columbus Neighborhood Health Centers (CNHC). The CNHC provides neighborhood-based primary health care services at five centers to residents unable to obtain these services elsewhere, due to low income, lack of insurance or lack of availability.
- The department continues to support the partnership with Access Health Columbus and other health care providers to address the issue of primary health care services in areas that are underserved, in an attempt to maximize services to the community.
- The department will continue to support compliance, education and response efforts related to the smoke-free indoor air ordinance. The department will maintain a hotline, provide education to businesses and the general public, and respond to complaints regarding non-compliant businesses and food service establishments.
- The department will continue to address increasing public health and community imperatives such as the potential avian influenza outbreak, the infectious disease early warning system, and youth violence reduction.
- The department will eliminate the contracts for Poison Control and the Capital Area Humane Society.
- Additional general fund resources in the amount of \$272,000 are provided for increased services to immigrants/refugees. The department has seen an increased demand from immigrant populations for immunizations, prenatal care, tuberculosis testing and other services. This funding will add 3 nurses, 1 social worker, 1 public health sanitarian, and interpreter service to improve services to health department customers by reducing waiting times and improving quality of care.
- Rodent control has become an increasing need, due to the increased level of demolition and construction, especially in the downtown area. \$192,000 is provided in 2006 to increase rodent control efforts in the downtown area, The Ohio State University area, as well as other areas experiencing rat problems. Funding will add 2 public health sanitarians and 3 sanitarian aides as well as education, enforcement, and abatement services.

- Funding in the amount of \$136,000 is provided for a City of Columbus emergency preparedness program, to assure adequate preparedness as well as effective response and recovery in the event of a public health emergency or crises. City financial support will ensure that local preparedness efforts are emphasized. One public health nurse and one epidemiologist will assist in the development and implementation of the emergency preparedness program.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Health	\$ 24,670,863	\$ 23,150,986	\$ 25,016,467	\$ 23,976,346	\$ 26,833,389
TOTAL	\$ 24,670,863	\$ 23,150,986	\$ 25,016,467	\$ 23,976,346	\$ 26,833,389

DIVISION SUMMARY BY CHARACTER					
HEALTH SPECIAL REVENUE EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 14,620,846	\$ 13,332,953	\$ 14,249,932	\$ 13,759,236	\$ 15,541,394
Materials & Supplies	614,803	570,708	508,250	508,250	555,773
Services	9,017,035	8,770,522	9,412,737	9,215,846	9,836,687
Other Disbursements	19,419	10,562	6,100	11,855	6,100
Capital	-	-	-	-	35,000
Transfers	70,000	180,000	523,000	180,000	523,000
TOTAL	\$ 24,342,103	\$ 22,864,745	\$ 24,700,019	\$ 23,675,187	\$ 26,497,954
CDBG EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 313,071	\$ 279,119	\$ 316,448	\$ 301,159	\$ 335,435
Materials & Supplies	2,355	805	-	-	-
Services	13,334	6,317	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 328,760	\$ 286,241	\$ 316,448	\$ 301,159	\$ 335,435

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Health Special Revenue	\$ 24,342,103	\$ 22,864,745	\$ 24,700,019	\$ 23,675,187	\$ 26,497,954
Community Dev. Block Grant	328,760	286,241	316,448	301,159	335,435
TOTAL	\$ 24,670,863	\$ 23,150,986	\$ 25,016,467	\$ 23,976,346	\$ 26,833,389

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Health	FT	221	196	216	230
	PT	46	29	48	58
Community Dev. Block Grant	FT	7	5	6	6
	PT	0	1	0	0
TOTAL		274	231	270	294
*FT=Full-Time PT=Part-Time					

Health					
Program:	Community Dental Services			2005	2006
				Appropriated	Budget
Program Mission:	To provide basic and preventive dental services to Franklin County families who are unable to access dental services due to cost.		Expenditures	\$ 554,582	\$ 567,569
			Full-Time	6	6
			Part-Time	1	1
Mid-Year					
Program Measure:	2002	2003	2004	2005	Target
Number of broken or unfilled dental appointments	New	New	1,009	290	n/a
Percent of broken or unfilled dental appointments	New	New	18%	20%	<20%
Number of groups contacted for oral health presentations	New	New	9	7	15
Percent of groups scheduling an oral health presentation	New	New	100%	100%	100%

Health					
Program:	Dental Sealants			2005	2006
				Appropriated	Budget
Program Mission:	To prevent tooth decay in children in low income families in Columbus.		Expenditures	\$ 201,035	\$ 219,911
			Full-Time	1	1
			Part-Time	5	5
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of children receiving dental sealants	New	New	2,382	n/a	n/a
Percent of eligible children receiving sealants	New	New	70%	n/a	70%
Number of dental sealants applied	New	New	328	n/a	n/a
Percent of dental sealants retained	New	New	91%	n/a	85%

Health					
Program:	Food Safety			2005	2006
				Appropriated	Budget
Program Mission:	To reduce the number of food borne illnesses in Columbus and Franklin County.		Expenditures	\$ 1,547,443	\$ 1,427,916
			Full-Time	21	21
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of facilities with critical violations of Ohio food safety law	New	New	New	402	n/a
Percent of facilities with critical violations	New	New	New	11.20%	<20%
Percent of annual change in facilities with critical violations	New	New	New	New	New
Number of sanitarians	New	New	14	14	n/a
Number of facilities inspected	New	New	4,873	2,229	n/a
Number of inspections	New	New	10,931	3,905	n/a

Health					
Program:	Perinatal Program			2005	2006
				Appropriated	Budget
Program Mission:	To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.		Expenditures	\$ 1,153,451	\$ 1,184,664
			Full-Time	15	13
			Part-Time	1	5
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of patients receiving care	New	New	712	924	n/a
Number of patients receiving care in the first trimester	New	New	461	529	n/a
Percent receiving care in the first trimester	New	New	65%	57%	60%
Average cost per patient for care	New	New	\$955.00	\$947.00	n/a
Number of women served by the Community Development Block Grant pregnancy support program	42	59	62	n/a	n/a

Health					
Program:	Public Health Standards			2005	2006
				Appropriated	Budget
Program Mission:	To provide direction for the monitoring and documenting of department and community health status regarding state and national public health standards.		Expenditures	\$ 174,284	\$ 196,498
			Full-Time	2	2
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of managers interviewed	New	New	27	15	n/a
Percent of programs providing information for status measurement	New	New	87%	100%	100%
Number of programs completing quarterly surveys	New	New	14	14	16
Percent of programs improving measures	New	New	17%	n/a	25%

Health					
Program:	Vital Statistics			2005	2006
				Appropriated	Budget
Program Mission:	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.		Expenditures	\$ 714,971	\$ 773,269
			Full-Time	11	11
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of vital check orders processed	New	New	2,493	3,342	n/a
Number of birth and death certificates issued	New	New	64,124	70,364	n/a
Number of customers rating timeliness	New	New	354	202	n/a
Percentage of customers rating timeliness as good or excellent	New	New	85%	91%	95%
Number of customers rating quality	New	New	439	203	n/a

Health - Vital Statistics continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of customers rating quality as good or excellent	New	New	92%	86%	95%
Number of customers rating courtesy and helpfulness of staff	New	New	446	203	n/a
Percentage of customers rating courtesy and helpfulness of staff as good or excellent	New	New	91%	86%	95%

Health					
Program:	Healthy Schools			2005	2006
				Appropriated	Budget
Program Mission:	To protect the health and safety of community school children through elimination of environmental hazards in school facilities.	Expenditures		\$ 128,396	\$ 121,175
		Full-Time		2	2
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of schools receiving two scheduled environmental inspections	New	New	272	2	392
Percentage of schools receiving two scheduled environmental inspections	New	New	70%	4%	100%
Number of schools with one missed environmental inspection	New	New	120	234	0

Health - All Others				
Program:	Columbus Neighborhood Health Centers		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 5,585,329	\$ 5,559,582
		Full-Time	2	2
		Part-Time	1	1
Program:	Occupational Health and Safety			
Program Mission:	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.	Expenditures	\$ 352,260	\$ 371,444
		Full-Time	3	3
		Part-Time	0	0
Program:	Health Administration			
Program Mission:	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.	Expenditures	\$ 4,666,431	\$ 5,322,491
		Full-Time	35	39
		Part-Time	1	2
Program:	Employee Assistance Program			
Program Mission:	To provide voluntary, confidential, professional and short-term counseling to city employees and their families experiencing personal problems that affect their job performance; to make referrals to community resources if appropriate, and to provide education and training on related topics.	Expenditures	\$ 344,120	\$ 364,690
		Full-Time	5	5
		Part-Time	0	0

Health - All Others continued				
Program:	Community Health Administration		2005	2006
			Appropriated	Budget
Program Mission:	To provide the administrative and clerical support functions for the community health division and to provide staff development services department-wide.	Expenditures	\$ 785,069	\$ 637,299
		Full-Time	12	8
		Part-Time	0	0
Program:	Community Health			
Program Mission:	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.	Expenditures	\$ 1,089,435	\$ 1,119,515
		Full-Time	15	15
		Part-Time	2	2
Program:	Alcohol and Drug Abuse			
Program Mission:	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.	Expenditures	\$ 391,531	\$ 417,274
		Full-Time	3	4
		Part-Time	1	0
Program:	MCH Home Visiting			
Program Mission:	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.	Expenditures	\$ 650,378	\$ 672,483
		Full-Time	9	8
		Part-Time	3	3

Health - All Others continued				
Program:	Injury Prevention		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 74,276	\$ 70,176
		Full-Time	1	1
		Part-Time	0	1
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Program:	Infectious Disease Administration			
Program Mission:	To provide the administration and clerical support for the infectious disease division.	Expenditures	\$ 110,434	\$ 125,756
		Full-Time	1	1
		Part-Time	0	0
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Program:	Sexual Health			
Program Mission:	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.	Expenditures	\$ 1,682,226	\$ 1,780,783
		Full-Time	23	23
		Part-Time	5	6
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Program:	Immunization and Communicable Disease			
Program Mission:	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.	Expenditures	\$ 995,679	\$ 1,052,605
		Full-Time	12	12
		Part-Time	7	10

Health - All Others continued				
Program:	Laboratory Services		2005	2006
			Appropriated	Budget
Program Mission:	To provide laboratory services for the department.	Expenditures	\$ 498,843	\$ 512,598
		Full-Time	4	4
		Part-Time	0	0
Program:	Planning and Preparedness Administration			
Program Mission:	To provide administrative and clerical support for the division.	Expenditures	\$ 107,043	\$ 248,938
		Full-Time	1	3
		Part-Time	0	1
Program:	Health Promotion			
Program Mission:	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.	Expenditures	\$ 32,021	\$ 42,722
		Full-Time	0	1
		Part-Time	0	0
Program:	Epidemiology			
Program Mission:	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.	Expenditures	\$ 147,833	\$ 240,890
		Full-Time	2	3
		Part-Time	0	0

Health - All Others continued				
Program:	Minority Health		2005	2006
			Appropriated	Budget
Program Mission:	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.	Expenditures	\$ 374,459	\$ 747,742
		Full-Time	2	8
		Part-Time	0	0
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Program:	Environmental Health Administration			
Program Mission:	To provide the administrative and clerical support functions for the division.	Expenditures	\$ 546,475	\$ 619,032
		Full-Time	7	8
		Part-Time	4	4
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Program:	Vector Control			
Program Mission:	To monitor and control mosquito populations in Columbus through counts, treatment and environmental control.	Expenditures	\$ 169,734	\$ 201,731
		Full-Time	1	1
		Part-Time	14	15
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Program:	Dangerous Animal and Rabies			
Program Mission:	To conduct animal investigations for all bites and dangerous animals, and to conduct seven rabies clinics annually.	Expenditures	\$ 171,957	\$ 414,057
		Full-Time	2	7
		Part-Time	0	0

Health - All Others continued					
Program:	Hazardous Waste/Chemical Hazards		2005		2006
			Appropriated		Budget
Program Mission:	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.	Expenditures	\$ 534,899	\$	434,524
		Full-Time	6		6
		Part-Time	0		0
Program:	Lead Poisoning and Indoor Air				
Program Mission:	To evaluate and reduce lead poisoning among Columbus children aged 6 months to 6 years through screening, inspection, and public information.	Expenditures	\$ 577,824	\$	601,734
		Full-Time	8		8
		Part-Time	0		0
Program:	Environmental Health Promotion				
Program Mission:	To provide community environmental education and outreach efforts.	Expenditures	\$ 314,575	\$	431,162
		Full-Time	5		5
		Part-Time	0		0
Program:	Water Protection				
Program Mission:	To inspect all licensed swimming pools and spas, respond to citizens' complaints, and conduct surveys and seminars for pool operators as needed.	Expenditures	\$ 289,513	\$	298,655
		Full-Time	4		4
		Part-Time	3		2

Health - All Others continued				
Program:	AIDS Housing		2005	2006
			<u>Appropriated</u>	<u>Budget</u>
Program Mission:	To promote 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.	Expenditures	\$ 49,961	\$ 54,504
		Full-Time	1	1
		Part-Time	0	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 our citizens.

Strategic Priorities for 2006

From the Columbus Covenant:

Neighborhoods

- Continue to work with Metro Parks and Audubon Ohio on the development of the Whittier peninsula.
- Develop plan/design for regional recreational center(s).
- Plant more trees and make capital improvements that protect the environment.
- Continue to research alternative funding sources.
- Continue development of multi-use trails.
- Begin to incorporate spray features (inter-active spraying systems) in areas of the city where no outdoor pools currently exist.

Customer Service

- Continue to work with Department of Technology to complete the on-line class registration project.

Economic Development and Technology

- Assist with the implementation of the Mayor's "green initiative".
- Continue to work with other city departments toward completion of the Big Darby accord.

Education

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

Downtown Development

- Relocate department administrative offices currently located at City Hall, 420 West Whittier Street, and 200 Greenlawn Avenue to a new location at 400 East Town Street.
- Relocate department maintenance operations to a new location.
- Work with the Public Safety Department to create a police strategy and funding for special events.
- Create and implement a new plan for downtown beautification efforts.
- Work with the Mayor's Office and the Downtown Development Office to identify funding for the first phase of the Scioto Mile and assist with the development of the project.

Peak Performance

- Continue to work with other city departments to determine standardization in professional service award selection process.
- Continue to complete capital improvement projects on time and within budget.
- Implement and enhance performance measures for all programs within the department.

Additional Departmental Priorities:

- Continue to implement the department's 10-year master plan.
- Continue with the budget team process of developing and submitting a fiscally prudent annual budget to fund priorities while managing resources responsibly.

2006 Budget Issues

- Recreational facilities including recreation centers, multi-generational centers, pools, athletic complexes, specialized facilities, golf courses and parks will remain operational in 2006. The hours of operation of various recreation facilities and pools may be adjusted to meet community needs and maximize the use of recreation staff.
- Efforts to rent facilities to interested groups and partnerships with other agencies for sharing of facilities will continue to be pursued in an effort to enhance revenue possibilities.
- The 2006 budget includes funding for the operation of the Dodge Recreation Center, located in the Franklinton area. This new multi-generational center, to open in January 2006, will serve as a central gathering place for the local community and will provide a wide range of services including after-school activities, fitness programs for adults and seniors, and special summer programs for youth.
- Funding for the operating costs of the Lazelle Woods Community Center is included in the 2006 budget. This center will serve the densely populated north-central area of Columbus, just south of Polaris between Worthington and Dublin. The center, which will open in January 2006, will offer a wide range of services for children, adults and seniors, including sports leagues and instruction, arts opportunities, including dance and music, visual and other creative arts classes, open recreation and family activities.
- Financial support to the Franklin Park Conservatory, the Martin Luther King Center community arts complex, and the Mid-Ohio Regional Planning Commission is continued in 2006.
- Jobs growth funds in the amount of \$100,000 is proposed to support the number of part-time employees available to assist with programs in all of the city's recreation centers.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Recreation and Parks	\$ 29,107,076	\$ 28,717,961	\$ 30,914,186	\$ 29,872,364	\$ 32,142,383
Golf	4,937,258	4,563,498	5,171,719	4,848,968	5,166,459
TOTAL	\$ 34,044,334	\$ 33,281,459	\$ 36,085,905	\$ 34,721,332	\$ 37,308,842

FUND SUMMARIES BY CHARACTER					
	2003	2004	2005	2005	2006
OPERATION & EXTENSION	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 22,490,782	\$ 21,094,145	\$ 22,243,551	\$ 21,238,968	\$ 23,291,083
Materials & Supplies	743,768	719,541	1,158,646	989,601	810,991
Services	5,263,610	6,373,104	7,000,250	7,066,826	7,427,570
Other Disbursements	137,560	79,920	67,000	102,000	80,000
Capital	32,300	18,672	12,000	44,045	-
Transfers	197,200	197,200	189,312	189,312	189,312
TOTAL	\$ 28,865,220	\$ 28,482,582	\$ 30,670,759	\$ 29,630,752	\$ 31,798,956
COMM. DEV. BLOCK GRANT	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 174,063	\$ 187,941	\$ 183,501	\$ 193,524	\$ 183,530
Materials & Supplies	8,544	5,461	5,377	4,550	1,678
Services	58,299	40,977	54,049	42,211	56,719
Other Disbursements	950	1,000	500	1,327	1,500
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ 241,856	\$ 235,379	\$ 243,427	\$ 241,612	\$ 243,427

FUND SUMMARIES BY CHARACTER					
JOB GROWTH FUND	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	-
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 100,000
GOLF OPERATION	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 3,100,518	\$ 2,989,780	\$ 3,469,636	\$ 3,146,885	\$ 3,479,201
Materials & Supplies	435,185	385,227	416,500	416,500	417,000
Services	1,222,600	1,185,291	1,252,383	1,252,383	1,237,758
Other Disbursements	1,814	3,200	3,200	3,200	2,500
Capital	177,141	-	30,000	30,000	30,000
TOTAL	\$ 4,937,258	\$ 4,563,498	\$ 5,171,719	\$ 4,848,968	\$ 5,166,459

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Operation and Extension	\$ 28,865,220	\$ 28,482,582	\$ 30,670,759	\$ 29,630,752	\$ 31,798,956
CDBG	241,856	235,379	243,427	241,612	243,427
Jobs Growth Fund	-	-	-	-	100,000
Golf Operations	4,937,258	4,563,498	5,171,719	4,848,968	5,166,459
TOTAL	\$ 34,044,334	\$ 33,281,459	\$ 36,085,905	\$ 34,721,332	\$ 37,308,842

DEPARTMENT PERSONNEL SUMMARY					
FUND	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Operation and Extension Fund	FT	296	274	300	303
	PT	775	775	775	1250
CDBG	FT	0	0	0	0
	PT	28	28	28	28
Golf Operations Fund	FT	32	35	38	38
	PT	200	200	200	200
TOTAL		1331	1312	1341	1819

*FT=Full-Time PT=Part-Time

Recreation and Parks					
Program:	Development and Marketing			2005	2006
				Appropriated	Budget
Program Mission:	To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.		Expenditures	\$ 337,029	\$ 426,043
			Full-Time	4	5
			Part-Time	1	1
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Amount of financial donations made by individuals	New	New	5,080	5,615	n/a
Percentage increase in financial donations made by individuals	New	New	n/a	10.5%	5.0%

Recreation and Parks					
Program:	Recreation Centers			2005	2006
				Appropriated	Budget
Program Mission:	To efficiently and effectively provide the citizens of Columbus with a wide variety of high quality education, fitness and leisure opportunities that meets their recreational needs.	Expenditures		\$ 12,125,052	\$ 12,389,379
		Full-Time		132	127
		Part-Time		607	839
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Participant satisfaction rating with after school and evening programs for youth	New	New	100%	100%	90%
Number of participants served in after school and evening programs for youth	New	New	10,970	4,809	n/a
Percentage of Columbus elementary age youth served	New	New	25%	15%	15%
Cost per participant for recreation centers during indoor season	New	New	\$2.13	\$2.13	n/a

Recreation and Parks

Recreation and Parks - Recreation Centers continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Participant satisfaction rate with summer programs	New	New	100%	100%	95%
Customer satisfaction rating based on surveys for cleanliness and general conditions	New	New	100%	100%	95%
Number of customer complaints of cleanliness	New	New	6	1	n/a
Number of fitness instructors	New	New	7	7	n/a
Percentage of certified fitness instructors	New	New	85%	86%	100%
Number of children, ages 6-14, who participate in the "Schools Out Program" paid for by CDBG	497	532	577	601	n/a

Recreation and Parks					
Program:	Arts Programs and Facilities			2005	2006
Program Mission:	To provide programs that enrich, challenge, and stimulate individual and community life.			Appropriated	Budget
			Expenditures	\$ 1,038,222	\$ 995,353
			Full-Time	8	8
			Part-Time	34	50
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Customer satisfaction rate for the arts program	New	New	91%	92%	90%
Number of Cultural Arts Center (CAC) classes offered on an annual basis	New	New	55	59	55
CAC student and participant evaluation rating	New	New	93%	94%	90%
Number of volunteer hours	New	New	24,977.50	11,670	n/a
Annual percent change in volunteer hours	New	New	n/a	n/a	n/a

Recreation and Parks					
Program:	Parks Maintenance			2005	2006
				Appropriated	Budget
Program Mission:	To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips.		Expenditures	\$ 4,576,134	\$ 4,913,173
			Full-Time	53	54
			Part-Time	7	60
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Average frequency of mowing for all parks (in days)	New	New	19.5	n/a	16-21 days
Average frequency of mowing for all pools (in days)	New	New	9	n/a	7 days

Recreation and Parks					
Program:	Facilities Maintenance			2005	2006
				Appropriated	Budget
Program Mission:	To maintain the buildings, park facilities and other physical assets in a safe, effective and economical manner to provide quality places and opportunities for the public to recreate.		Expenditures	\$ 1,558,229	\$ 1,671,880
			Full-Time	20	21
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of internal customers agree or strongly agree that they are satisfied with maintenance and repair services	New	New	96%	96%	90%

Recreation and Parks

Recreation and Parks					
Program:	Forestry and Horticulture			2005	2006
				Appropriated	Budget
Program Mission:	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.		Expenditures	\$ 2,009,400	\$ 2,271,457
			Full-Time	35	35
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of trees pruned	New	New	6,658	6,376	6,600
Number of trees removed	New	New	1,606	811	1,400
Number of priority one work orders	New	New	803	4,386	n/a
Percentage of priority one work orders completed in 60 days	New	New	100%	100%	100%

Recreation and Parks					
Program:	Specialized Recreation			2005 Appropriated	2006 Budget
Program Mission:	To provide specialized recreation programs in adult and youth sports, aquatics and special events.	Expenditures		\$ 3,147,630	\$ 3,831,392
		Full-Time		18	23
		Part-Time		130	275
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of permits issued	New	New	12,932	10,414	n/a
Revenue generated from permits	New	New	\$788,706	\$540,524	n/a
Number of department festivals, events, ceremonies and concerts served	New	New	44	60	n/a
Number of special event permits	New	40	51	40	n/a
Number of patrons attending the 11 department swimming pools	New	New	New	5,400	n/a
Number of swimming lessons taught	New	New	New	1,550	n/a

Recreation and Parks					
Program:	Golf			2005 Appropriated	2006 Budget
Program Mission:	To enrich the lives of central Ohio golfers		Expenditures	\$ 5,171,719	\$ 5,166,459
			Full-Time	38	38
			Part-Time	200	200
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of golf courses	New	New	7	7	7
Percentage of courses in good condition based on monthly inspection criteria	New	New	100.0%	100.0%	100.0%
Amount of revenue generated	New	New	\$4,421,407	\$4,400,000	\$4,550,000
Percent change in revenue from prior year	New	New	New	-0.5%	>0

Recreation and Parks - Golf continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Fund balance as a percentage of yearly expenditures (end of prior year)	New	New	14%	17%	n/a
Number of rounds of golf played	New	New	244,867	131,215	n/a
Combined play capacity	New	New	300,000	Annual	n/a
Percentage of combined play capacity	New	New	81.6%	Annual	n/a

Recreation and Parks				
Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	To provide management and support through the offices of the director, fiscal management, personnel administration and general administration.	Expenditures	\$ 4,524,247	\$ 3,949,728
		Full-Time	19	18
		Part-Time	3	2
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Program:	Community Support			
Program Mission:	To provide financial support to outside community agencies for programs and services that benefit the citizens of Columbus.	Expenditures	\$ 553,943	\$ 553,943
		Full-Time	0	0
		Part-Time	0	0
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Program:	Planning and Design			
Program Mission:	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.	Expenditures	\$ 709,206	\$ 787,401
		Full-Time	8	9
		Part-Time	1	1
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Program:	Natural Resources and Outdoor Education			
Program Mission:	To provide environmental education for all ages and act as a steward of the parks and natural resources.	Expenditures	\$ 335,094	\$ 352,634
		Full-Time	3	3
		Part-Time	20	50

Department of Public Service

Department Description

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

The Director's Office provides overall coordination and policy direction for the other three divisions. This office also coordinates fiscal, human resources and legislative processing functions for the department. In addition, the City's 311 Call Center resides within the Public Service Department as part of the Director's Office.

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

The Refuse Collection Division provides residential solid waste collection, disposal and reduction systems, bulk collection, litter container collection, graffiti removal and dead animal pickup on public property, and clean up for major downtown special events.

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

Department Mission

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

Strategic Priorities for 2006

From the Columbus Covenant:

Customer Service

- Effectively communicate with internal and external stakeholders, department employees and the general public.
- Support the deployment of the 311 Customer Call Center support system.
- Work with the Fire Division and Public Safety Department, to implement, where possible, recommendations of the Fire/Fleet Task Force.
- Continue operational improvements that enhance customer service.
- Continue to work with Fleet Management Division customers to implement service level agreements and continue the regularly scheduled consumer panel meetings to discuss customer service issues.

- Continue to work with the Public Utilities Department to develop construction project practices that provide best value for the residents and the respective divisions.

Neighborhoods

- Actively maintain, support, coordinate, and participate in neighborhood pride activities.
- Provide consistent services in refuse collection, bulk collection, and street maintenance activities including pothole repair, snow and ice removal, and street cleaning.
- Install traffic calming measures and sidewalks near schools.
- Coordinate hazardous waste drop-off collections and services.
- Work with other city divisions and adjacent neighbors and businesses during design and construction of the new fleet maintenance facility on Groves Road.
- Utilize the Linden Area Traffic Management Plan as a long-term strategy citywide.
- Continue to improve upon snow removal efforts.
- Develop and implement a comprehensive policy on the conservation of brick streets and alleys within established historic districts.
- Develop a comprehensive plan and best practices for bikeway facilities (bikeway plan).
- Develop and implement a comprehensive curb inspection program with a five-year replacement plan, focused on downtown.
- Make available to the public the pavement management information using the City of Columbus, Public Service Department website.
- Develop a five-year resurfacing program, allowing the flexibility to respond to emergency needs.

Safety

- Correct safety deficiencies at dangerous intersections in the city.
- Prepare for possible public emergencies and make facilities safer for citizens and city employees.
- Develop a citywide policy on addressing known pedestrian safety intersections.

Economic Development and Technology

- Implement policies and procedures to ensure that the department conducts business with responsible firms and encourages emerging business development.
- Support the development and implementation of regional economic development strategies.
- Work with regional economic development partners to address transportation challenges such as traffic congestion, highway construction, airports and transit.
- Streamline the processing and operations for obtaining permits and approvals.
- Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts.
- Support high profile economic development such as SciTech, OSU, Gowdy Field, Northland Park, and the Mt. Carmel hospital expansion.

Education

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

Downtown Development

- Support projects that increase downtown residential and commercial development.
- Support the development of a unified strategy among downtown stakeholders for the use of public sites and facilities.
- Continue to plan for and support construction of the new Main and Town Street bridges.
- Continue to partner with the State of Ohio and key stakeholders in the Interstate-70/71 planning process.
- Work with government partners (ODOT, MORPC, and Franklin County Engineer's Office) on downtown circulation and mobility efforts.
- Develop and implement a street sweeping schedule to accommodate downtown residential parking needs.

Peak Performance

- Operate within adopted operating and capital budgets, and continue to integrate performance measures into the budget process.
- Develop an effective project management system to incorporate solid project scoping, effective project cost accounting, timely project completion, communications with all stakeholders, and project manager accountability.
- Use continuous improvement methods to improve services and work processes.
- Provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited, but productive capacity.
- Support and develop methods to attract, develop, and retain highly motivated and productive employees.
- Work with partners within the city and community such as Columbus State Community College (CSCC) to identify green opportunities, new fleet technological developments, and training.
- Develop and promote citywide policies that will govern acquisition, maintenance, use and disposal of vehicles. Work with city departments/divisions to reduce underutilized vehicles and eliminate older, high maintenance vehicles from the fleet inventory.
- Continue to emphasize and make available opportunities for employees to continue automotive service excellence (ASE) training and similar certifications.
- Implement a Transportation Division “university” curriculum.
- Develop, communicate, and implement the Transportation Division management’s expectations of employee performance at all levels of the organization.
- Develop and implement strategies and processes to expedite less complex construction projects.
- Implement a work order management system that will track work orders, outputs and materials used within the street operations sections of the Transportation Division.
- Explore and procure equipment and technology that maximize outputs and safety.
- Align programs to better meet the needs of the Public Service Department and the residents of the City of Columbus
- Explore and procure equipment and technology that maximize outputs and safety.
- Review and identify department missions and goals – including customer expectations and needs - in the context of the City Code, and recommend changes where appropriate.

2006 Budget Issues

Director's Office

- The Public Service Director's 2006 budget funds 48 full-time positions (not including the 311 Call Center) out of 4 funds. The entire department's fiscal, legislative and human resource functions are consolidated into this division.
- Funding for the new 311 Call Center is included in the budget. The city will institute a single point of contact that residents will call to access services provided by a variety of city agencies. Establishing this single point of contact will provide better service and convenience to residents and customers.

Refuse Collection

- Residential refuse collection and yard waste collection services are provided through the general fund. This includes 300 gallon, 90 gallon, manual collection and multi-family collection methods.
- Bulk collection, graffiti removal, sidewalk litter receptacle, dead animal collection, and the Keep Columbus Beautiful (KCB) program will be funded through the street construction, maintenance and repair fund.
- Funding for four additional refuse drivers is provided in the amount of \$213,560. It is expected that the division will serve 5,660 more households in 2006 than in 2005. These households tend to be in areas that are located away from the existing transfer stations, resulting in increased travel time as well as increased collection time.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided through the special income tax fund (SIT) where \$13.8 million is budgeted.
- The curbside recycling subscription service will continue to be handled by contract, at the homeowner's option and at no cost to the city. The Solid Waste Authority of Central Ohio (SWACO) agreed in 2002 to take over the responsibility to fund and manage the drop-off recycling program, offering another option to citizens who wish to reduce the size of the waste stream through recycling. The city continues to examine comprehensive recycling options.
- The blue bag recycling program is a part of the Mayor's "green initiative" and is a cooperative effort between the city and SWACO. The program began in April 2005 and is offered to approximately 10,000 households in the southeast area of Columbus. Residents place recyclable materials in designated plastic blue bags in their regular trash containers to be separated at a processing facility and sent to be recycled.

Transportation

- The street construction maintenance and repair (SCMR) fund, the primary funding source for the Transportation Division, will continue to experience revenue growth due to the implementation of the third and final gas tax increase that occurred in July 2005.
- 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 \$2.9 million per year.

Fleet Management

- The Division of Fleet Management's hourly labor charge remains at \$54 per hour in 2006. The mark-up on parts remains at 22 percent and the mark-up on professional services and credit card fuel purchases will remain at 5 percent.
- There is \$930,000 budgeted in the general fund in 2006 for non-safety vehicle purchases.
- The fleet budget includes an additional \$2 million for fuel due to national fuel price increases. Approximately \$1.4 million will be borne by general fund agencies.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Administration	\$ 3,366,828	\$ 3,581,055	\$ 3,716,248	\$ 3,964,365	\$ 5,525,535
Refuse Collection	21,004,993	21,472,616	23,152,735	23,402,387	25,332,435
Transportation	36,111,670	41,463,635	46,495,890	45,261,635	47,793,735
Fleet Management	20,608,768	20,936,758	23,854,714	26,180,444	26,867,027
Facilities Management	-	-	-	-	-
TOTAL	\$ 81,092,259	\$ 87,454,064	\$ 97,219,587	\$ 98,808,831	\$ 105,518,732

Note: the Facilities Management Division transferred to the Finance and Management Department during 2005.

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 1,385,516	\$ 1,123,972	\$ 853,631	\$ 1,085,154	\$ 2,465,840
Materials & Supplies	2,004	2,633	3,500	3,500	3,500
Services	11,877	46,243	101,110	202,861	145,885
Capital	-	-	-	-	-
TOTAL	\$ 1,399,397	\$ 1,172,848	\$ 958,241	\$ 1,291,515	\$ 2,615,225

DIVISION SUMMARY BY CHARACTER					
REFUSE COLLECTION GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 12,872,861	\$ 12,023,187	\$ 12,492,666	\$ 12,347,818	\$ 12,958,819
Materials & Supplies	91,699	85,890	112,000	91,299	113,500
Services	7,763,892	8,480,096	9,576,451	10,011,240	11,175,788
Other Disbursements	53,794	66,120	71,400	96,980	50,000
Capital	-	-	-	-	-
Transfers	60,000	28,300	50,000	-	-
TOTAL	\$ 20,842,246	\$ 20,683,593	\$ 22,302,517	\$ 22,547,337	\$ 24,298,107

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
Capital	1,099,936	1,467,630	3,000,000	2,702,495	930,000
TOTAL	\$ 1,099,936	\$ 1,467,630	\$ 3,000,000	\$ 2,702,495	\$ 930,000

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 1,294,017	\$ 1,623,435	\$ 1,832,880	\$ 1,753,139	\$ 1,911,845
Services	-	29,617	76,418	103,860	123,512
TOTAL	\$ 1,294,017	\$ 1,653,052	\$ 1,909,298	\$ 1,856,999	\$ 2,035,357

DIVISION SUMMARY BY CHARACTER					
REFUSE STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ -	\$ 628,491	\$ 694,931	\$ 693,772	\$ 864,820
Materials & Supplies	-	-	-	3,375	3,921
Services	-	1,460	-	2,616	10,300
TOTAL	\$ -	\$ 629,951	\$ 694,931	\$ 699,763	\$ 879,041

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 20,098,876	\$ 20,572,365	\$ 22,720,631	\$ 22,437,848	\$ 22,502,344
Materials & Supplies	1,019,366	1,193,731	1,034,500	899,619	1,139,065
Services	6,116,192	10,445,860	11,270,085	11,537,332	13,145,233
Other	109,644	124,197	80,000	58,921	81,600
Capital	74,847	33,859	300,000	74,877	330,000
Transfers	-	335,183	144,305	212,229	-
TOTAL	\$ 27,418,925	\$ 32,705,195	\$ 35,549,521	\$ 35,220,826	\$ 37,198,242

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 403,397	\$ 422,421	\$ 465,061	\$ 439,336	\$ 465,039
Services	-	5,898	12,737	17,310	20,583
TOTAL	\$ 403,397	\$ 428,319	\$ 477,798	\$ 456,646	\$ 485,622

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 7,248,845	\$ 7,083,660	\$ 8,013,537	\$ 7,544,986	\$ 8,096,397
Materials & Supplies	8,795,139	9,496,906	9,630,865	12,340,480	13,285,616
Services	3,434,249	2,836,899	3,094,399	3,290,320	3,471,601
Principal	7,799	30,000	30,000	255,285	30,000
Other Disbursements	-	250	4,000	19,705	5,000
Capital	-	-	62,000	7,260	130,000
Interest	22,800	21,413	19,913	19,913	918,413
TOTAL	\$ 19,508,832	\$ 19,469,128	\$ 20,854,714	\$ 23,477,949	\$ 25,937,027

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 270,017	\$ 322,382	\$ 350,896	\$ 330,320	\$ 356,986
Services	-	4,454	20,015	28,885	32,345
TOTAL	\$ 270,017	\$ 326,836	\$ 370,911	\$ 359,205	\$ 389,331

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 7,284,866	\$ 7,533,433	\$ 9,286,925	\$ 8,638,264	\$ 8,809,459
Materials & Supplies	50,020	49,914	57,616	47,739	86,000
Services	1,229,033	1,025,928	1,438,146	1,200,824	1,480,637
Other Disbursements	-	1,280	-	300	1,000
Capital	-	-	10,000	-	44,000
TOTAL	\$ 8,563,919	\$ 8,610,555	\$ 10,792,687	\$ 9,887,127	\$ 10,421,096

DIVISION SUMMARY BY CHARACTER					
REFUSE COLLECTION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	4,747	3,000	-	-	-
Services	158,000	156,072	155,287	155,287	155,287
Capital	-	-	-	-	-
TOTAL	\$ 162,747	\$ 159,072	\$ 155,287	\$ 155,287	\$ 155,287

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 128,826	\$ 147,885	\$ 153,682	\$ 153,682	\$ 174,397
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	-
TOTAL	\$ 128,826	\$ 147,885	\$ 153,682	\$ 153,682	\$ 174,397

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
General	\$ 23,341,579	\$ 23,324,071	\$ 26,260,758	\$ 26,541,347	\$ 27,843,332
Street Construction	28,712,942	34,988,198	38,153,750	37,777,588	40,112,640
Fleet Management	19,912,229	19,897,447	21,332,512	23,934,595	26,422,649
Development Services	8,833,936	8,937,391	11,163,598	10,246,332	10,810,427
Community Development Block Grant	291,573	306,957	308,969	308,969	329,684
TOTAL	\$ 81,092,259	\$ 87,454,064	\$ 97,219,587	\$ 98,808,831	\$ 105,518,732

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Administration					
General Fund	FT	18	16	17	43
	PT	0	0	0	2
Street Construction Fund	FT	18	19	20	21
Development Services Fund	FT	4	4	4	4
Fleet Management Fund	FT	6	6	6	6
Refuse Collection					
General Fund	FT	232	206	224	223
	PT	0	0	0	0
Street Construction Fund	FT	0	0	12	15
Transportation					
General Fund	FT	0	0	0	0
Street Construction Fund	FT	327	330	341	349
	PT	2	2	4	2
Development Services Fund	FT	133	112	152	145
	PT	2	2	2	1
Community Dev Block Grant	FT	2	2	2	2
Fleet Management					
Fleet Management Fund	FT	121	118	123	123
TOTAL		865	817	907	936
*FT=Full-Time PT=Part-Time					

Public Service Director				
Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	To provide leadership, administrative and operational management and supervisory and clerical support for the divisions within the department.	Expenditures	\$ 335,394	\$ 400,545
		Full-Time	5	5
		Part-Time	0	0
Program:	Fiscal Operations			
Program Mission:	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.	Expenditures	\$ 1,784,913	\$ 2,021,592
		Full-Time	18	19
		Part-Time	0	0
Program:	Human Resources			
Program Mission:	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.	Expenditures	\$ 1,595,941	\$ 1,539,211
		Full-Time	24	24
		Part-Time	0	0
Program:	311 Call Center			
Program Mission:	To provide better service and convenience to residents and customers through a single point of contact, the 311 number.	Expenditures	\$ -	\$ 1,564,187
		Full-Time	0	26
		Part-Time	0	2

Refuse Collection					
Program:	90-Gallon Residential Collection Program				
Program Mission:	To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.	Expenditures	2005 Appropriated		2006 Budget
		Full-Time	\$ 4,028,904	\$ 4,882,275	
		Part-Time	72	81	
			0	0	
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of days collection was provided on schedule	n/a	99.0%	98.8%	96.5%	98.0%
Percentage of days collection was delivered on schedule without using overtime	n/a	92.0%	80.8%	68.5%	90.0%
Percentage of favorable responses from 90-gallon customers	94.5%	96.3%	93.3%	92.0%	95.0%
Percentage of complaints responded to within three business days	40.0%	65.0%	76.0%	85.0%	95.0%

Refuse Collection					
Program:	Scheduled Bulk Collection Program			2005 Appropriated	2006 Budget
Program Mission:	To provide collection of large bulk refuse items such as mattresses, furniture, non-refrigerant appliances and so forth on a scheduled basis.			Expenditures	
				Full-Time	
				Part-Time	
				\$ 3,725,459	\$ 3,408,103
				70	63
				0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of time bulk service was provided on scheduled date	100%	100%	98%	96%	98%
Percentage of customers satisfied with bulk service	89%	94%	90%	87%	90%
Percentage of on-time alley bulk collection	100%	100%	80%	85%	90%

Refuse Collection					
Program:	Waste Stream Reduction/Recycling			2005 Appropriated	2006 Budget
Program Mission:	To divert yard waste and recyclable materials from the waste stream in order to prolong landfill life and promote optimal use of natural resources.			Expenditures	
				Full-Time	
				Part-Time	
				\$ 3,242,300	\$ 3,925,906
				0	0
				0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of total yard waste and recyclables diverted from landfills	n/a	n/a	16%	11%	11%
Tons of yard waste and recyclables diverted	49,274	46,329	64,732	21,567	n/a
Tonnage for total waste stream	n/a	n/a	401,502	195,517	n/a

Refuse Collection					
Program:	Keep Columbus Beautiful Program			2005 Appropriated	2006 Budget
Program Mission:	To promote and coordinate litter cleanups, graffiti prevention, recycling and beautification projects.		Expenditures	\$ -	\$ 149,167
			Full-Time	0	2
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of residents reached (participants in meetings and presentations)	5,156	36,812	26,846	7,149	n/a
Number of volunteers in cleanup and beautification projects	n/a	1,956	2,306	1,543	n/a

Refuse Collection - All Others				
Program:	Administration		2005 Appropriated	2006 Budget
Program Mission:	To provide management and leadership, short-term and long-term planning and other critical support services to the division.	Expenditures	\$ 8,401,972	\$ 8,848,778
		Full-Time	34	32
		Part-Time	0	0
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Program:	300-Gallon Residential Collection			
Program Mission:	To provide weekly refuse collection service to 300-gallon customers consisting of a mix of single and multi-family residences.	Expenditures	\$ 2,042,705	\$ 2,044,130
		Full-Time	33	30
		Part-Time	0	0
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Program:	Multi-Family Residential Collection			
Program Mission:	To provide weekly refuse collection service to residences having collection box (dumpster) service, primarily to large apartment and condominium complexes.	Expenditures	\$ 1,278,470	\$ 1,648,284
		Full-Time	22	25
		Part-Time	0	0
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Program:	Dead Animal Collection			
Program Mission:	To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.	Expenditures	\$ 57,895	\$ 58,672
		Full-Time	1	1
		Part-Time	0	0

Refuse Collection - All Others continued				
Program:	Graffiti Removal		2005 Appropriated	2006 Budget
Program Mission:	To expeditiously remove graffiti from structures within the city's rights-of-way.	Expenditures	\$ 110,931	\$ 98,633
		Full-Time	2	2
		Part-Time	0	0
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Program:	Sidewalk Litter Collection			
Program Mission:	To empty sidewalk litter containers on a scheduled basis, predominately located in the downtown area.	Expenditures	\$ 108,812	\$ 113,200
		Full-Time	2	2
		Part-Time	0	0
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Program:	Neighborhood Litter Collection-SURF			
Program Mission:	To promote inner-city neighborhood cleanliness through an outsourced contract that employs youth during the summer.	Expenditures	\$ 155,287	\$ 155,287
		Full-Time	0	0
		Part-Time	0	0

Transportation (Fund 240)					
Program:	Private Improvement Inspection			2005	2006
				Appropriated	Budget
Program Mission:	To provide inspection services on construction sites funded by private developers for infrastructure through the activities of education, inspection, and specification enforcement.	Expenditures		\$ 2,750,332	\$ 2,010,042
		Full-Time		40	28
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percent of inspectors trained	n/a	n/a	96%	97%	95%

Transportation (Fund 265)					
Program:	Traffic Signal Management			2005	2006
				Appropriated	Budget
Program Mission:	To provide timely and effective traffic signal maintenance services within Columbus' right-of-ways.	Expenditures		\$ 3,614,935	\$ 2,894,082
		Full-Time		42	41
		Part-Time		0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percent of traffic maintenance calls completed within one hour	n/a	67.3%	68.5%	66.9%	90.0%
Average hours per new signal installation	n/a	n/a	116	190	n/a

Transportation (Fund 265)						
Program:	Street Maintenance			2005	2006	
Program Mission:	To provide timely and effective street maintenance services within the city's right-of-ways.			Appropriated	Budget	
				Expenditures	\$ 3,841,661	\$ 6,515,680
				Full-Time	45	79
	Part-Time	0	0			
Program Measure:	2002	2003	2004	Mid-Year 2005	Target	
Number of non-emergency potholes repaired	n/a	n/a	46,533	2,906	n/a	
Percentage of non-emergency pothole repairs completed within 6 months	n/a	100%	90%	99%	80%	
Percentage of emergency pothole repairs completed within 4 hours	n/a	n/a	29%	80%	100%	
Number of emergency potholes repaired within 4 hours	n/a	n/a	53	120	n/a	
Percentage of service requests responded to within 3 working days	n/a	n/a	95%	90%	100%	

Transportation (Fund 265) - Street Maintenance continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of roadway lane miles inspected	n/a	n/a	79%	80%	85%
Percentage of favorable responses by citizens of roadway maintenance	n/a	n/a	82%	73%	n/a

Transportation (Fund 265)					
Program:	Pavement Management			2005 Appropriated	2006 Budget
Program Mission:	To provide a safe and well maintained traffic system.		Expenditures	\$ 1,123,986	\$ 965,659
			Full-Time	13	13
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of lane miles surfaced	n/a	63	63	88	n/a

Transportation (Fund 240) - All Other				
Program:	Administration		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 1,015,438	\$ 929,334
		Full-Time	1	3
		Part-Time	0	0
Program:	Survey			
Program Mission:	Not yet established.			
		Expenditures	\$ 440,557	\$ 685,775
		Full-Time	6	7
		Part-Time	1	1
Program:	Materials Testing			
Program Mission:	Not yet established.			
		Expenditures	\$ 1,075,851	\$ 987,035
		Full-Time	11	9
		Part-Time	0	0
Program:	CIP-Public Service			
Program Mission:	Not yet established.			
		Expenditures	\$ 2,647,652	\$ 2,363,846
		Full-Time	54	44
		Part-Time	0	0

Transportation (Fund 240) - All Other continued				
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Program:	Prevailing Wage		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 76,953	\$ 81,956
		Full-Time	1	1
		Part-Time	0	0
Program:	CIP-Public Utilities			
Program Mission:	Not yet established.	Expenditures	\$ 950,236	\$ 1,794,063
		Full-Time	15	33
		Part-Time	0	0
Program:	Zoning			
Program Mission:	Not yet established.	Expenditures	\$ 498,765	\$ 184,929
		Full-Time	7	2
		Part-Time	0	0
Program:	ADA Services			
Program Mission:	Not yet established.	Expenditures	\$ 5,236	\$ 15,443
		Full-Time	0	0
		Part-Time	0	0

Transportation (Fund 240) - All Other continued				
Program:	Engineering Plan Review		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 628,950	\$ 661,393
		Full-Time	8	8
		Part-Time	0	0
Program:	Sidewalk/Driveway Permits			
Program Mission:	Not yet established.			
		Expenditures	\$ 279,512	\$ 298,272
		Full-Time	3	4
		Part-Time	1	0
Program:	Address Creation			
Program Mission:	Not yet established.			
		Expenditures	\$ 344,534	\$ 347,717
		Full-Time	5	5
		Part-Time	0	0
Program:	Platting			
Program Mission:	Not yet established.			
		Expenditures	\$ 78,671	\$ 61,291
		Full-Time	1	1
		Part-Time	0	0

Transportation (Fund 248) - All Other				
Program:	NCR Engineering		2005	2006
Program Mission:	To coordinate the design and legislation for neighborhood commercial revitalization and urban infrastructure recovery fund projects that address needed capital improvements in central city neighborhoods.	Expenditures	Appropriated	Budget
			\$ 153,682	\$ 174,397
		Full-Time	2	2
		Part-Time	0	0

Transportation (Fund 265) - All Other				
Program:	Administration		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 2,273,389	\$ 5,120,728
		Full-Time	7	9
		Part-Time	0	0
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Program:	Customer Service - 311 Call Center			
Program Mission:	Not yet established.			
		Expenditures	\$ 294,881	\$ 268,127
		Full-Time	3	0
		Part-Time	0	0
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Program:	Temporary Traffic Control			
Program Mission:	Not yet established.			
		Expenditures	\$ 163,239	\$ 159,041
		Full-Time	2	2
		Part-Time	0	0
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Program:	Fed-State Highway Projects			
Program Mission:	Not yet established.			
		Expenditures	\$ 240,991	\$ 209,569
		Full-Time	1	1
		Part-Time	1	0
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Program:	Occupancy/Excavation Permits			
Program Mission:	Not yet established.			
		Expenditures	\$ 621,686	\$ 345,163
		Full-Time	6	6
		Part-Time	0	0

Transportation (Fund 265) - All Other continued
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Program:	Perm. Pavement Markings		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 1,307,419	\$ 1,053,258
		Full-Time	19	22
		Part-Time	0	0
Program:	Plan Review			
Program Mission:	Not yet established.			
		Expenditures	\$ 655,282	\$ 367,008
		Full-Time	6	6
		Part-Time	0	0
Program:	Sign Install & Repair			
Program Mission:	Not yet established.			
		Expenditures	\$ 902,478	\$ 876,355
		Full-Time	11	10
		Part-Time	0	0
Program:	Street Cleaning			
Program Mission:	Not yet established.			
		Expenditures	\$ 2,833,468	\$ 4,523,719
		Full-Time	35	50
		Part-Time	0	0
Program:	Snow & Ice Removal			
Program Mission:	Not yet established.			
		Expenditures	\$ 3,012,376	\$ 1,270,207
		Full-Time	38	15
		Part-Time	0	0

Transportation (Fund 265) - All Other continued				
Program:	Transportation Planning & Programming		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 748,425	\$ 556,962
		Full-Time	6	8
		Part-Time	2	2
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Program:	Right-of-Way Services			
Program Mission:	Not yet established.			
		Expenditures	\$ 677,782	\$ 491,158
		Full-Time	6	6
		Part-Time	0	0
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Program:	Studies & Analysis			
Program Mission:	Not yet established.			
		Expenditures	\$ 624,114	\$ 393,562
		Full-Time	5	5
		Part-Time	0	0
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Program:	Sign Fabrication			
Program Mission:	Not yet established.			
		Expenditures	\$ 317,459	\$ 279,570
		Full-Time	4	4
		Part-Time	0	0
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Program:	Bridge Deck Repair			
Program Mission:	Not yet established.			
		Expenditures	\$ 467,062	\$ 70,756
		Full-Time	6	1
		Part-Time	0	0

Transportation (Fund 265) - All Other continued				
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Program:	ADA Services		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 548,898	\$ 363,269
		Full-Time	4	5
		Part-Time	0	0
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Program:	CIP Management			
Program Mission:	Not yet established.	Expenditures	\$ 832,570	\$ 1,175,554
		Full-Time	8	9
		Part-Time	1	0
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Program:	Traffic Signal & Freeway Mgmt.			
Program Mission:	Not yet established.	Expenditures	\$ 1,168,155	\$ 1,149,982
		Full-Time	14	16
		Part-Time	0	0
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Program:	Neighborhood Mobility			
Program Mission:	Not yet established.	Expenditures	\$ 348,116	\$ 233,070
		Full-Time	3	3
		Part-Time	0	0
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Program:	Bridge Inspection			
Program Mission:	Not yet established.	Expenditures	\$ 73,502	\$ 72,259
		Full-Time	1	1
		Part-Time	0	0

Transportation (Fund 265) - All Other continued				
Program:	Mowing		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 188,497	\$ 271,824
		Full-Time	3	4
		Part-Time	0	0
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Program:	Landscaping			
Program Mission:	Not yet established.			
		Expenditures	\$ 526,523	\$ 490,276
		Full-Time	7	7
		Part-Time	0	0
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Program:	Operations - Administration			
Program Mission:	Not yet established.			
		Expenditures	\$ 1,238,791	\$ 1,260,306
		Full-Time	15	16
		Part-Time	0	0
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Program:	Traffic Signage & Parking Mgmt			
Program Mission:	Not yet established.			
		Expenditures	\$ 560,513	\$ 617,506
		Full-Time	8	8
		Part-Time	0	0
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Program:	Parking Meter Operations			
Program Mission:	Not yet established.			
		Expenditures	\$ 288,300	\$ 276,592
		Full-Time	4	4
		Part-Time	0	0

Transportation (Fund 265) - All Other continued				
Program:	Street Lighting		2005	2006
Program Mission:	Not yet established.		Appropriated	Budget
		Expenditures	\$ 2,833,468	\$ 2,987,000
		Full-Time	0	0
		Part-Time	0	0
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Program:	Arborist Services			
Program Mission:	Not yet established.			
		Expenditures	\$ 1,929,608	\$ 1,940,000
		Full-Time	0	0
		Part-Time	0	0
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Program:	Alley Resurfacing			
Program Mission:	Not yet established.			
		Expenditures	\$ 1,291,947	\$ -
		Full-Time	19	0
		Part-Time	0	0

Fleet Management					
Program:	Parts Room Operation			2005	2006
				Appropriated	Budget
Program Mission:	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.		Expenditures	\$ 12,385,643	\$ 16,122,560
			Full-Time	8	8
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of parts in stock	n/a	86%	84%	83%	85%

Fleet Management					
Program:	Fleet Maintenance			2005	2006
				Appropriated	Budget
Program Mission:	To provide timely and effective repairs to the automotive, light and heavy equipment that are brought into the shops by our customers.		Expenditures	\$ 6,463,309	\$ 7,248,692
			Full-Time	107	107
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of units repaired in house in less than 10 days	93.00%	93.00%	44.00%	77.00%	90.00%
Number of labor hours billed	2,152	2,544	6,477	4,679	n/a
Percentage of labor hours billed	66.00%	66.00%	71.00%	75.00%	70.00%
Percentage of customers satisfied	n/a	n/a	n/a	95.90%	85.00%

Fleet Management				
Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	Expenditures	\$ 2,005,762	\$ 2,565,775
		Full-Time	8	8
		Part-Time	0	0
<hr/>				
Program:	Vehicle Purchases			
Program Mission:	To provide the city's agencies with new vehicles.	Expenditures	\$ 3,000,000	\$ 930,000
		Full-Time	0	0
		Part-Time	0	0

Department of Public Utilities

Department Description

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

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

Department Mission

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

Strategic Priorities for 2006

From the Columbus Covenant:

Customer Service

- The Division of Operational Support will implement the department's enterprise asset management system (EAM) in the Divisions of Electricity and Water. The EAM will enable the department to effectively track and respond to calls for service. Based on the data collected by the CMMS, each division will be able to proactively undertake sewer repairs, as the data will help accurately identify problem areas.
- The Division of Operational Support will offer, on the city website, the ability to access water customer account information, and water quality monitoring data.
- The Division of Operational Support will offer its customers a variety of methods to pay their utility bill. Currently, customers can pay their water and sewer bill via the internet. The Water Division will reinstate a process whereby customers can pay this bill at remote neighborhood locations.

Utilities

- The “water-in-basement” program will continue for a third year. The intent of this program is to cover the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.
- All three divisions will continuously update their portion of city’s website to provide residents with timely important information on capital projects, such as status, location, and projected completion date.

Neighborhoods

- The Division of Sewerage and Drainage will continue its neighborhood-focused stormwater program to mitigate flooding in residential areas. As part of this program, many localized stormwater capital improvements are planned for 2006. This list can be found in the Capital Summary Section of this document.
- The Division of Operational Support will work with the Department of Technology to publish capital improvements program information on the internet in a geographic information systems (GIS) format.
- The Water and Sewer Divisions will improve and refine their respective programs to identify and prioritize projects geared to maintain a solid infrastructure in residential areas.
- The “downspout disconnection program” will be implemented.
- The Division of Sewerage and Drainage will continue implementation of a “fats-oils-grease reduction” program. The goal of this program is to reduce the amounts of the aforementioned substances in the city’s sewer system, which can cause serious overflows when put into the system in large amounts.
- The Division of Electricity will install 1,200 streetlights as part of their street lighting program known as “Project 2020.”

Safety

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

Economic Development

- The Division of Sewerage and Drainage will continue development of sewer lines through public-private partnerships.
- The Division of Water will continue design of the up-ground reservoir and the south wellfield to ensure an adequate water supply for growing populations in the central city and outlying areas.
- The Division of Electricity will consider extending high-speed internet access via electricity lines to other service areas.

- The department will seek federal funding to support infrastructure investment.
- Completion of the Division of Electricity's Italian Village Substation will enhance the division's electrical distribution infrastructure and provide it with the ability to provide back-up power to customers within the I-670 innerbelt area as well as serve new customers.
- The Division of Sewerage and Drainage will collaborate with the Solid Waste Authority of Central Ohio (SWACO) to identify and implement a new process or processes to promote the beneficial reuse of organic wastes, including but not limited to biosolids, livestock manure, and yard waste.

Education

- The Division of Water in concert with the Director's Office, will initiate a conservation program, whereby consumers are educated on the methods and benefits of conserving water, with visits to local schools to promote water conservation among school-age children.
- The Division of Sewerage and Drainage will continue its public meetings to educate and solicit input on wet-weather initiatives.
- The Division of Sewerage and Drainage will continue public education programs on reducing fats, oils and grease in the sewers, thereby helping to reduce sewer blockages.
- The Division of Sewerage and Drainage will notify the public about overflow events through local newspaper ads, signs, and its website.
- The department will begin to effectively link professional development and merit to compensation starting in Water Maintenance, Electricity Distribution, and Sewerage and Drainage Plant Operations.

Peak Performance

- The Division of Water will continue implementation of competitiveness and efficiency projects including: implementation of a valve exercise and replacement program and institution of a career development program.
- The Division of Sewerage and Drainage will continue realignment of the organization to promote teamwork and efficiency and implement cost-saving measures.
- The department will select two people annually for the departmental leadership development program.
- The Division of Electricity will upgrade its technology for improved processes and communication.
- The department will participate in the development of a Scioto River conservation reserve enhancement program (CREP).

- The Division of Water will complete analysis of its water audit pilot program and commence development of recommended programs. As part of this program, the division will reduce its “unaccounted-for” water, thereby reducing costs and enhancing the revenue stream for the Division of Water and the Division of Sewerage and Drainage.
- The Division of Water will complete analysis of a genetic algorithm pilot project and implement the results of that analysis.
- The department will update its “department project management” document and evaluate the role of value engineering.
- In 2006, the department will continue its summer intern program, implemented during the summer of 2004 and continued in 2005.
- The Division of Operational Support will utilize the EAM product for helpdesk request tracking and reporting as well as for all technology inventories in the Department of Public Utilities.

2006 Budget Issues

- For 2006, the Sewer and Water Advisory Board (SWAB) will be recommending to Columbus City Council water and sanitary sewer rates sufficient to generate 9 percent additional revenue in the water enterprise fund and 20 percent additional revenue in the sanitary sewer enterprise fund. Stormwater rates are recommended to increase by five percent.

Director’s Office

- The recommended funding for the Public Utilities Director's Office supports 71 full-time and 4 part-time employees. Authorized strength is 79 full-time and 2 part-time as of the October 3, 2005 ordinance. As has been the case since 1990, the costs associated with operation of this division are allocated to the Water, Sanitary and Electricity operating funds based on the total revenues of each.

Operational Support

- The Division of Operational Support was created in 2005 to support the managers of the other three divisions of the Department of Public Utilities (DPU) by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long-term strategic planning. It serves as an internal business analyst to the other divisions, using the combination of the data that it houses and specialized utility operations knowledge, to generate concepts for operational re-engineering and to facilitate such change. It also houses and manages cross-departmental field personnel whose functions are integrated into the information systems managed by this division.

- This division is supported by funding allocated to the Water, Sanitary, Stormwater, and Electricity operating funds based on the total revenues of each.
- The allocated funds will support 40 full-time and 4 part-time positions. Authorized strength is 42 full-time and 5 part-time as of the October 3, 2005 ordinance.

Water

- The Water Division will continue to provide its services at current levels, with the funding of 514 full-time and 30 part-time employees. Authorized Strength is 514 full-time and 30 part-time as of the October 3, 2005 ordinance.
- Funding is maintained in the Division of Water's 2006 budget for the maintenance and security of grounds, buildings and dams at Griggs, O'Shaughnessy and Hoover reservoirs.
- Funding is continued for the efficient operation of the division's three water treatment plants in compliance with the Safe Drinking Water Act. Approximately 106 positions are funded to undertake this activity.
- Funding is also continued for the 121 employees assigned to the distribution maintenance function. These employees maintain the integrity of the water infrastructure by repairing taps, valve leaks and main line breaks. This section is also responsible for fire hydrant maintenance.
- Finally, funding is continued for the division's customer service functions. Employees of the Customer Call Center take an estimated 1,300 calls daily, while those in the Water Service Group complete approximately 84,000 service orders annually.

Sewerage and Drainage

- Recommended funding in the Division of Sewerage and Drainage, with a total of 478 full-time and 10 part-time budgeted positions, supports continuation of current service levels. Authorized strength is 490 full-time and 16 part-time as of the October 3, 2005 ordinance.
- 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 2006 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 2006 for "project dry basement." The intent of this program is to cover the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.

Electricity

- The recommended 2006 budget, with an allowance for vacancies, supports 120 full-time and 8 part-time positions in the Division of Electricity. Authorized strength is 126 full-time and 16 part-time as of the October 3, 2005 ordinance. This employee strength level will allow the division to continue all current programs.
- In 2006, the division will continue to pursue new customers, especially in the near-north area with the planned completion of the Italian Village Substation.
- Purchase power is projected to total nearly \$40.1 million in 2006. This projection is based on the city absorbing 100 percent of the newly imposed transmission fees to produce an average price of \$42.46 per megawatt hour. The city is currently working with its consultants and attorneys to determine its relative responsibility for the new transmission fees under the terms of the current purchase power agreement, which may result in some downward adjustment to these transmission fee costs.
- The Division of Electricity's 2006 budget provides funding to continue the city's comprehensive plan to install streetlights on 100 percent of the city's streets. At present, the central city is "lighted" or complete. Neighborhoods to receive street lighting in 2006 include Alger Road; Renner Road; South Hamilton; Cooper Road; Case Road; Walnut Bluffs; Valley View Heights; and various street lighting assessment projects.
- The Division of Electricity will be reimbursed approximately \$2.9 million per year from the Division of Transportation's street construction, maintenance and repair fund to recognize their shared responsibility for the cost of street lighting.

Stormwater

- Thirty-seven full-time and 2 part-time positions are funded in the Stormwater Management Section. Authorized strength is 39 full-time and 2 part-time as of the October 3, 2005 ordinance. The Stormwater Capital Improvement program normally has between 90 and 100 active projects in various stages of completion in any calendar year.
- Since its creation in 1994, this office has been involved in many neighborhood storm sewer capital improvement projects. For example, projects in the Clintonville and the Krumm Park areas have provided flooding relief for many residents in these areas. Upcoming or ongoing projects, including the Eastmoor/Bliss Run and the Maize-Morse/Northland areas will further alleviate flooding for many more Columbus residents. In 2006, nearly \$10.2 million in debt service will be spent for capital improvement projects geared towards flooding mitigation throughout the city, including the Jasonway Avenue, Bliss Run, Briggs Ditch, McKinley Avenue, and McDannald Subdivision projects.
- The stormwater utility fund will pay the cost of street cleaning (\$2.9 million per year) since such efforts protect water quality and minimize the burden on the sewer system from surface debris.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Public Utilities Director	\$ 954,386	\$ 1,120,836	\$ 1,134,948	\$ 3,414,542	\$ 5,963,306
Operational Support	-	-	7,506,073	6,975,810	8,683,630
Sanitary Sewers	141,541,930	151,159,658	159,818,336	155,766,845	166,391,411
Electricity	60,271,309	60,603,022	63,861,893	65,865,729	65,946,590
Water	101,771,659	104,713,238	112,257,497	111,633,342	123,052,614
Storm Sewers	29,333,464	20,381,591	23,449,999	20,673,264	27,876,795
TOTAL	<u>\$ 333,872,749</u>	<u>\$ 337,978,346</u>	<u>\$ 368,028,746</u>	<u>\$ 364,329,532</u>	<u>\$ 397,914,346</u>
<p>Figures provided for the storm special revenue fund includes approximately \$8 million for storm sewer maintenance and design costs. These expenditures are also included within the sewer enterprise fund, since the sewer enterprise fund is reimbursed for these expenditures. Historical data provided for 2003 and 2004 is cash basis.</p>					

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 860,635	\$ 1,034,134	\$ 1,047,091	\$ 3,147,187	\$ 5,385,519
Materials & Supplies	4,379	4,491	6,259	18,906	76,761
Services	72,025	79,895	81,598	248,449	501,026
Other	310	-	-	-	-
Capital	11,756	-	-	-	-
Transfers	5,281	2,316	-	-	-
TOTAL	\$ 954,386	\$ 1,120,836	\$ 1,134,948	\$ 3,414,542	\$ 5,963,306

DIVISION SUMMARY BY CHARACTER					
OPERATIONAL SUPPORT EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ -	\$ -	\$ 1,775,635	\$ 1,115,978	\$ 3,183,088
Materials & Supplies	-	-	457,638	491,558	671,384
Services	-	-	5,272,800	5,368,274	4,502,158
Debt Principal	-	-	-	-	327,000
Other	-	-	-	-	-
Capital	-	-	-	-	-
Interest	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ 7,506,073	\$ 6,975,810	\$ 8,683,630

DIVISION SUMMARY BY CHARACTER					
WATER	2003	2004	2005	2005	2006
EXPENDITURES SUMMARY	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 33,216,243	\$ 34,641,905	\$ 38,596,078	\$ 36,836,704	\$ 38,259,037
Materials & Supplies	10,016,145	13,175,869	13,393,999	14,152,748	14,013,718
Services	20,916,153	21,112,835	20,641,208	21,108,277	24,407,456
Debt Principal	19,537,880	20,441,900	20,183,740	19,984,616	24,793,820
Other	424,920	121,324	116,000	316,353	116,000
Capital	1,517,659	1,297,783	850,600	758,771	1,755,400
Interest	9,173,070	6,758,442	11,197,872	11,197,873	12,220,183
Transfers	6,969,589	7,163,180	7,278,000	7,278,000	7,487,000
TOTAL	\$ 101,771,659	\$ 104,713,238	\$ 112,257,497	\$ 111,633,342	\$ 123,052,614

DIVISION SUMMARY BY CHARACTER					
SANITARY	2003	2004	2005	2005	2006
EXPENDITURES SUMMARY	Actual	Actual	Original	Estimated	Proposed
	Actual	Actual	Appropriation	Expenditures	Proposed
Personnel	\$ 32,238,209	\$ 33,670,415	\$ 37,029,123	\$ 35,435,131	\$ 36,603,167
Materials & Supplies	4,351,176	5,752,079	5,199,254	6,680,635	5,732,100
Services	33,236,484	37,140,617	38,907,879	38,990,941	39,364,906
Debt Principal	33,131,578	35,272,667	32,800,234	32,800,235	37,142,034
Other	423,182	562,968	880,000	349,713	790,000
Capital	2,289,231	3,700,286	5,354,600	1,881,927	5,470,000
Interest	21,002,047	19,202,126	24,216,586	24,198,503	26,071,544
Transfers	14,870,023	15,858,500	15,430,660	15,429,760	15,217,660
TOTAL	\$ 141,541,930	\$ 151,159,658	\$ 159,818,336	\$ 155,766,845	\$ 166,391,411

DIVISION SUMMARY BY CHARACTER					
STORMWATER EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 2,239,131	\$ 2,218,945	\$ 2,576,658	\$ 2,375,370	\$ 2,689,527
Materials & Supplies	9,911	14,860	13,000	11,000	16,000
Services	11,013,450	13,673,112	13,753,601	13,734,828	14,554,000
Debt Principal	2,737,600	3,006,800	3,001,800	2,115,051	4,676,800
Other	176,072	43,734	210,000	210,782	110,000
Capital	-	16,478	-	-	80,000
Interest	2,576,218	1,407,662	3,894,940	2,226,233	5,750,468
Transfers	10,581,081	-	-	-	-
TOTAL	\$ 29,333,464	\$ 20,381,591	\$ 23,449,999	\$ 20,673,264	\$ 27,876,795

DIVISION SUMMARY BY CHARACTER					
ELECTRICITY EXPENDITURES SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Personnel	\$ 8,952,443	\$ 9,075,902	\$ 9,882,989	\$ 9,264,750	\$ 9,888,796
Materials & Supplies	35,187,156	37,588,687	41,373,803	41,200,875	40,906,405
Services	5,237,974	6,017,650	5,706,334	5,526,568	6,027,365
Debt Principal	4,621,111	4,541,101	4,115,156	7,729,379	6,839,000
Other	254,390	1,124,399	146,000	139,314	171,500
Capital	1,611,594	1,498,163	2,034,500	1,604,344	2,113,524
Interest	1,258,617	654,965	603,111	400,499	-
Transfers	3,148,023	102,155	-	-	-
TOTAL	\$ 60,271,309	\$ 60,603,022	\$ 63,861,893	\$ 65,865,729	\$ 65,946,590
2006 figures do not include the payment of the kwh tax as appropriations for this payment are made at time of payment.					

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2003 Actual	2004 Actual	2005 Original Appropriation	2005 Estimated Expenditures	2006 Proposed
Sewer Operations	\$ 142,120,304	\$ 151,708,868	\$ 163,602,072	\$ 160,439,569	\$ 172,639,008
Water Operations	102,030,375	105,071,906	114,947,563	114,888,497	128,088,232
Electricity Operations	60,388,605	60,815,981	65,503,687	67,839,896	68,694,793
Stormwater Management	29,333,464	20,381,591	23,975,424	21,161,571	28,492,313
TOTAL	\$ 333,872,748	\$ 337,978,346	\$ 368,028,746	\$ 364,329,532	\$ 397,914,346

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
Public Utilities Director	FT	8	10	71	71
	PT	0	0	2	4
Sanitary Sewers	FT	498	498	474	478
	PT	18	18	10	10
Electricity	FT	121	120	146	120
	PT	6	6	6	8
Water	FT	521	515	514	514
	PT	30	30	30	30
Operational Support	FT	0	0	30	40
	PT	0	0	3	4
Storm Sewers	FT	34	34	36	37
	PT	4	4	1	2
TOTAL		<u>1,240</u>	<u>1,235</u>	<u>1,323</u>	<u>1,318</u>
*FT=Full-Time PT=Part-Time					

Public Utilities Director

Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	To provide administrative support services for the Department of Public Utilities.	Expenditures	\$ 4,436,213	\$ 5,963,306
		Full-Time	71	71
		Part-Time	2	4

Public Utilities Division of Operational Support

Program:	Operational Support		2005	2006
			Appropriated	Budget
Program Mission:	To provide information support services for the Department of Public Utilities.	Expenditures	\$ 7,506,073	\$ 8,683,630
		Full-Time	30	40
		Part-Time	3	4

Division of Water					
Program:	Supply			2005	2006
				Appropriated	Budget
Program Mission:	To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.	Expenditures		\$ 31,293,878	\$ 32,597,435
		Full-Time		170	168
		Part-Time		14	14
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
# of notifications of Ohio Environmental Protection Agency compliance failures	0	0	0	0	0
# of notifications of US Federal compliance failures	0	0	0	0	0
# days exceeding maximum contaminate level	0	0	0	0	0
Percentage of Safe Drinking Water Act Standards met	100%	100%	100%	100%	100%
Number of complaints about water quality: taste, color, odor	938	894	770	355	n/a

Division of Water - Supply continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Average number of days to resolve complaints that require taking a sample	2.1	2.2	2.0	2.0	2.5

Division of Water					
Program:	Customer Service			2005	2006
				Appropriated	Budget
Program Mission:	To provide courteous and dependable service to the customers of the Columbus Division of Water.		Expenditures	\$ 16,517,892	\$ 17,236,624
			Full-Time	174	176
			Part-Time	3	5
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of all customer phone calls answered within 30 seconds	78.2%	86.0%	83.4%	72.3%	80.0%
Average number of business days to respond to written correspondence	1.57	1.97	2.70	2.31	2.00
Number of service complaints to call center	1,090	1,395	1,152	1,130	n/a
Number of customer accounts	257,697	260,875	264,341	264,341	n/a
Percentage of unbilled water consumption	New	23.1%	24.2%	23.1%	25.0%

Division of Water - All Others				
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Program:	Administration		2005	2006
			Appropriated	Budget
Program Mission:	To provide administrative support services for the Division of Water.	Expenditures	\$ 46,923,256	\$ 53,895,650
		Full-Time	13	13
		Part-Time	2	3

Program:	Distribution			
Program Mission:	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.	Expenditures	\$ 17,522,471	\$ 19,322,905
		Full-Time	157	157
		Part-Time	11	8

Sanitary Sewer Division					
Program:	Wastewater Collections			2005	2006
				Appropriated	Budget
Program Mission:	To ensure the integrity and maintenance of the existing sewer infrastructure and to expand this infrastructure to serve the Columbus Metropolitan Area without detriment to the community.		Expenditures	\$ 18,569,164	\$ 26,538,925
			Full-Time	196	216
			Part-Time	8	1
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of water-in-basement incidences	394	371	390	265	n/a
Percentage reduction of water-in-basement occurrences	New	New	5%	n/a	>10%
Number of separate sewer system dry weather overflows	New	35	51	6	n/a
Gallons bypassed through bypass pipe at Southerly WWTP	New	New	262 MG	368 MG	n/a

Sanitary Sewer Division					
Program:	Wastewater Treatment			2005	2006
				Appropriated	Budget
Program Mission:	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.		Expenditures	\$ 36,700,629	\$ 39,137,489
			Full-Time	298	252
			Part-Time	10	2
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of NPDES effluent permit violations	New	New	0	0	0
Number of EPA violations related to bio-solids	New	New	1	0	0
Percentage of bio-solids composted	New	18%	17%	18%	25%
Percentage of bio-solids land-applied	New	5%	7%	4%	25%
Percentage of bio-solids converted to energy	New	10%	9%	11%	25%

Sanitary Sewer Division - Wastewater Treatment continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Total hours of maintenance	New	New	70,045	42,524	n/a
Total hours of planned maintenance	New	New	38,323	31,782	n/a
Planned maintenance hours as a percentage of total maintenance	New	New	55%	75%	80%

Sanitary Sewer Division - All Other				
Program:	Administration		2005	2006
Program Mission:	To provide administrative support services for the Division of Sewers and Drains.		<u>Appropriated</u>	<u>Budget</u>
		Expenditures	\$ 104,548,543	\$ 100,714,997
		Full-Time	0	10
		Part-Time	0	7

Sanitary Sewer Division					
Program:	Stormwater Management			2005	2006
				Appropriated	Budget
Program Mission:	To provide effective stormwater collection services to the community within the corporate limits of Columbus.		Expenditures	\$ 23,449,999	\$ 27,876,795
			Full-Time	36	37
			Part-Time	1	2
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of flooding complaints investigated by Storm Water Management Section (SWMS)	New	670	550	344	n/a
Number of flooding complaints attributed to public stormwater infrastructure	New	New	21	21	n/a
Percentage of new projects commenced to address flooding complaints	New	New	100%	100%	75%

Sanitary Sewer Division - Stormwater Management continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Number of construction site inspections for erosion and sediment control	New	New	2,646	1,134	n/a
Number of construction sites in repeat non-compliance	New	New	4	2	0
Number of private stormwater plans reviewed for city design criteria	New	New	n/a	144	n/a
Number of private stormwater plans outside of delivery dates set by Memorandum of Understanding	New	New	n/a	6	0

Division of Electricity					
Program:	Distribution			2005	2006
				Appropriated	Budget
Program Mission:	To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.		Expenditures	\$ 46,199,246	\$ 7,102,077
			Full-Time	62	51
			Part-Time	0	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percentage of system losses to total system load	3.5%	2.7%	3.5%	6.8%	3.0%
Number of electricity customers	13,269	13,449	13,562	13,975	
Number of power outages in the city's electric service distribution system	214	200	207	109	
Average duration per outage in minutes	56	51	73	27	>180

Division of Electricity - Distribution continued					
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Average number of freeway lights out (per ODOT inspections)	320	487	465	401	n/a
Average percentage of freeway lights out (per ODOT inspections)	7.1%	10.9%	11.0%	10.0%	>15%
Total number of freeway lights	4,477	4,477	4,087	4,081	n/a
Number of street lights repaired	2,116	4,137	6,313	2,617	n/a
Average number of days to respond to reported neighborhood street light outages	6	14	23	13	3

Division of Electricity					
Program:	Street Lighting			2005	2006
				Appropriated	Budget
Program Mission:	To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.		Expenditures	\$ 2,726,887	\$ 2,242,443
			Full-Time	28	14
			Part-Time	1	0
Program Measure:	2002	2003	2004	Mid-Year 2005	Target
Percent of street miles lit	58.0%	59.0%	61.0%	62.0%	<1%
Percentage of revenue growth from sale of electricity	4.1%	4.7%	6.2%	10.7%	>2.5%

Division of Electricity - All Other					
Program:	Administration			2005	2006
				Appropriated	Budget
Program Mission:	To support the operations of the Division of Electricity.		Expenditures	\$ 14,935,760	\$ 56,602,070
			Full-Time	56	55
			Part-Time	5	8

Accounting and Organizational Structure

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

Accounting Structure

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

Governmental Funds

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

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

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

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

Proprietary Funds

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

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

Fiduciary Funds

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

Bases of Accounting

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

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

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

Organizational Structure

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

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

Organization

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

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

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

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

Principal Officials

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

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

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

General Fund Summary

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

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

Revenues, excluding the unencumbered balance and transfers from other funds, are projected at \$566.6 million, an increase of 5.04 percent over 2005 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary chart.

Income Tax

The City of Columbus levies a two percent income tax on all wages, salaries, commissions, and other compensation paid to employees and on the net proceeds of business operations in the city. The most recent tax increase of a half percent was approved by the voters on November 2, 1982, and became effective January 1, 1983. Pursuant to Columbus City Codes, Section 361.36, 75 percent of all income tax collections are deposited in the general fund for general fund operations and 25 percent of collections are deposited in a separate fund to service debt on capital improvements.

The city acts as the collection agent and administrator for several other municipalities and villages in central Ohio. Fees for this service are included in the "charges for services" category. Approximately 85 percent of income taxes are collected through employer withholdings. Payments are made to the city on a statutorily prescribed basis.

The income tax is the largest source of revenue for general fund operations. In 2006, income tax revenues are expected to grow by 3.38 percent, yielding \$364.2 million.

Property Tax

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

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

Property tax collections have steadily increased over the past ten years. Large increases typically occur every six years due to comprehensive reappraisals. Less formal triennial updates that occur the third year in between the six-year appraisals produce more modest growth. A comprehensive reappraisal took place in 2005, the effect of which will be felt in 2006, since real property taxes are collected in arrears. Therefore, the estimate for growth in property tax collections is 8.23 percent.

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. 2006 projected hotel-motel general fund receipts are \$3.325 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 \$3.275 million for 2006.

Shared Revenues

Local government fund (LGF) revenues represent portions of the State of Ohio sales tax, income tax, corporate franchise tax and public utility tax, which are shared with local governments within the state. The state legislature has frozen the local government fund and the local government revenue assistance fund through June 30, 2007; therefore, no growth will be experienced in either of these funds. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at \$55.68 million in 2006; a decrease of 1.23 percent over projected 2005 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 \$21.15 million in 2006, an increase of 3.12 percent over 2005 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 \$39.77 million in 2006.

Pursuant to Ordinance 2956-96, all independent funds are assessed an administrative service charge based on percent of revenues, the proceeds of which are deposited into the general fund. This charge, commonly referred to as "pro-rata", represents an uncalculated fee for certain services performed by administrative divisions for enterprise, special revenue, grant and internal service divisions, and for which no specific service charge is assessed. Services include, but are not limited to, debt administration and budget preparation provided by the Finance and Management Department, legal services provided by the City Attorney, financial reporting and assistance provided by the City Auditor, and maintenance and cleaning services provided by the Division of Facilities Management. This rate was increased in 1997 to 4.5 percent of revenues, up from the 4.0 percent rate that had existed since 1974.

Investment Earnings

All investment earnings are deposited into the fund in which they were earned. The Treasury Investment Board, consisting of the City Treasurer, City Auditor, and the Finance and Management Director, is responsible for investing the city's liquid assets. In order to ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$18.5 million in 2006.

License and Permit Fees

This category consists primarily of fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. Fees in this category are estimated at \$2.56 million in 2006.

Cable Communications Fees

These fees are generated by charging cable companies a service permit fee for the ability to operate a cable system in the City of Columbus. This fee is generated from a charge of five percent on cable operator gross revenues that include basic and premium service revenues, equipment rental and pay-per-view. Revenues are paid to the city on a quarterly basis. Cable revenue receipts for 2006 are estimated at \$6.33 million.

Encumbrance Cancellations

These funds represent monies set aside in prior fiscal years for expenditures that subsequently were not made. Funds then can be made available for use through the cancellation of encumbrances. The estimate for 2006 is \$1.3 million.

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2002-2006											
SOURCE	2002 ACTUAL	PERCENT CHANGE	2003 ACTUAL	PERCENT CHANGE	2004 ACTUAL	PERCENT CHANGE	2005 PROJECTED	PERCENT CHANGE	2006 PROJECTED	PERCENT CHANGE	2006 PERCENT OF TOTAL
Income Tax	\$ 328,205,162	-0.31%	\$ 329,281,861	0.33%	\$ 340,388,166	3.37%	\$ 352,300,000	3.50%	\$ 364,200,000	3.38%	61.18%
Property Tax	40,432,533	1.06%	44,600,544	10.31%	45,135,532	1.20%	45,245,000	0.24%	48,967,000	8.23%	8.23%
Kilowatt Hour Tax	-	-	-	-	3,264,685	-	3,265,000	0.01%	3,275,000	0.31%	0.55%
Hotel/Motel Tax	2,707,202	-1.03%	2,804,081	3.58%	2,875,391	2.54%	3,200,000	11.29%	3,325,000	3.91%	0.56%
TOTAL TAXES	371,344,897	-0.16%	376,686,486	1.44%	391,663,774	3.98%	404,010,000	3.15%	419,767,000	3.90%	70.51%
Local Government Fund	43,677,693	-6.83%	43,075,786	-1.38%	42,979,335	-0.22%	42,978,000	0.00%	43,343,000	0.85%	7.28%
Revenue Assistance Fund	3,879,160	-4.93%	3,830,272	-1.26%	3,829,752	-0.01%	3,830,000	0.01%	3,830,000	0.00%	0.64%
Estate Tax	8,104,603	-18.73%	9,272,155	14.41%	8,031,455	-13.38%	8,500,000	5.83%	7,500,000	-11.76%	1.26%
Liquor Permit Fee, Other	1,017,296	1.85%	992,278	-2.46%	1,084,048	9.25%	1,063,000	-1.94%	1,005,000	-5.46%	0.17%
TOTAL SHARED REVENUE	56,678,752	-8.48%	57,170,491	0.87%	55,924,590	-2.18%	56,371,000	0.80%	55,678,000	-1.23%	9.35%
License and Permit Fees	1,321,226	-88.47%	957,766	-27.51%	2,043,753	113.39%	1,992,000	-2.53%	2,560,000	28.51%	0.43%
Fines and Penalties	15,522,165	20.10%	17,091,034	10.11%	17,751,819	3.87%	20,510,000	15.54%	21,150,000	3.12%	3.55%
Investment Earnings	19,123,295	-34.37%	9,620,208	-49.69%	5,490,636	-42.93%	11,500,000	109.45%	18,500,000	60.87%	3.11%
Charges for Service	29,555,433	11.78%	32,791,269	10.95%	37,929,597	15.67%	38,583,000	1.72%	39,770,000	3.08%	6.68%
All Other	5,821,847	-43.57%	1,583,418	-72.80%	1,559,168	-1.53%	5,158,000	230.82%	732,000	-85.81%	0.12%
TOTAL OTHER REVENUES	71,343,966	-20.98%	62,043,695	-13.04%	64,774,973	4.40%	77,743,000	20.02%	82,712,000	6.39%	13.89%
TOTAL ALL REVENUES	499,367,615	-4.73%	495,900,672	-0.69%	512,363,337	3.32%	538,124,000	5.03%	558,157,000	3.72%	93.76%
Encumbrance Cancellations	1,557,604	-74.65%	2,596,307	66.69%	2,002,886	-22.86%	1,348,000	-32.70%	1,300,000	-3.56%	0.22%
Unencumbered Balance	29,794,232	-3.30%	11,059,769	-62.88%	8,958,279	-19.00%	21,678,293	141.99%	16,688,000	-23.02%	2.80%
Fund Transfers	-	-	24,400,000	-	25,000,000	2.46%	13,000,000	-48.00%	12,000,000	-7.69%	2.02%
Other Misc. Transfers	-	-	1,179,942	-	6,293	-99.47%	-	-100.00%	7,180,000	-	1.21%
Total Annual Resources	530,719,451	-5.42%	535,136,690	0.83%	548,330,795	2.47%	574,150,293	4.71%	595,325,000	3.69%	100.00%
27th Pay Period Reserve Fund	11,302,237	7.11%	12,052,237	6.64%	12,802,237	6.22%	13,552,237	5.86%	-	-100.00%	-
Economic Stabilization Fund	28,006,257	4.82%	18,371,391	-34.40%	53,567,921	191.58%	42,169,921	-21.28%	30,169,921	-28.46%	-
TOTAL GENERAL FUND AVAILABLE RESOURCES	\$ 570,027,945	-4.74%	\$ 565,560,318	-0.78%	\$ 614,700,953	8.69%	\$ 629,872,451	2.47%	\$ 625,494,921	-0.69%	-

Expenditures and Personnel

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

General Fund Summary

GENERAL FUND 2006 PROPOSED BUDGET SUMMARY BY CHARACTER							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 2,540,839	\$ 75,822	\$ 1,968,191				\$ 4,584,852
<u>City Auditor</u>							
City Auditor	2,077,589	34,340	2,133,682				4,245,611
Income Tax	5,330,765	58,570	2,200,884				7,590,219
Total	7,408,354	92,910	4,334,566	-	-	-	11,835,830
<u>City Treasurer</u>							
City Treasurer	764,262	4,142	180,609				949,013
Parking Violations Bureau	2,381,563	26,555	872,707	12,000			3,292,825
Total	3,145,825	30,697	1,053,316	12,000	-	-	4,241,838
<u>City Attorney</u>							
City Attorney	9,398,760	124,750	524,566				10,048,076
Real Estate	351,908	17,919					369,827
Total	9,750,668	142,669	524,566	-	-	-	10,417,903
Municipal Court Judges	11,574,646	147,100	1,438,126				13,159,872
Municipal Court Clerk	8,519,959	169,250	726,654				9,415,863
Civil Service	2,462,276	26,010	638,602				3,126,888
<u>Public Safety</u>							
Administration	1,095,192	6,120	11,342,600				12,443,912
Support Services	3,937,109	589,386	1,332,367	1,000			5,859,862
Police	206,875,479	4,260,373	14,129,926	225,000	97,200	1,252,457	226,840,435
Fire	157,684,499	3,582,253	8,976,664	22,500		106,546	170,372,462
Total	369,592,279	8,438,132	35,781,557	248,500	97,200	1,359,003	415,516,671
<u>Mayor's Office</u>							
Mayor	2,036,472	6,000	269,358				2,311,830
Community Relations	764,745	10,500	208,922				984,167
Equal Business Opportunity	866,681	5,500	110,674				982,855
Office of Education	347,163	1,200	435,712	250			784,325
Total	4,015,061	23,200	1,024,666	250	-	-	5,063,177
<u>Development</u>							
Administration	1,942,217	32,887	1,241,898	282,678			3,499,680
Econ. Development	208,778	8,650	466,846	2,372,358			3,056,632
Planning	1,043,240	17,234	131,986				1,192,460
Neighborhood Services	5,668,121	82,108	4,343,440	10,000		38,000	10,141,669
Housing	229,090	1,000	2,058,594				2,288,684
Total	9,091,446	141,879	8,242,764	2,665,036	-	38,000	20,179,125
<u>Finance and Management</u>							
Finance Administration	2,671,070	22,725	371,552				3,065,347
Financial Management	1,229,825	9,350	163,468				1,402,643
Facilities Management	5,349,291	420,067	8,738,369	15,750	20,000		14,543,477
Finance City-wide						3,700,000	3,700,000
Total	9,250,186	452,142	9,273,389	15,750	20,000	3,700,000	22,711,467
Human Resources	1,351,261	22,000	573,095				1,946,356
Telecommunications							-
Health						19,729,916	19,729,916
Recreation and Parks						25,551,910	25,551,910
<u>Public Service</u>							
Administration	2,465,840	3,500	145,885				2,615,225
Refuse Collection	12,958,819	113,500	11,175,788	50,000			24,298,107
Fleet Management					930,000		930,000
Total	15,424,659	117,000	11,321,673	50,000	930,000	-	27,843,332
Subtotal	454,127,459	9,878,811	76,901,165	2,991,536	1,047,200	50,378,829	595,325,000
Unallocated Balance							
Grand Total:	\$ 454,127,459	\$ 9,878,811	\$ 76,901,165	\$ 2,991,536	\$ 1,047,200	\$ 50,378,829	\$ 595,325,000

General Fund Summary

EXPENDITURE AND BUDGET SUMMARY GENERAL FUND 2003 - 2006				
	2003 ACTUAL	2004 ACTUAL	2005 PROJECTED	2006 PROPOSED
City Council	\$ 3,520,380	\$ 3,851,123	\$ 4,505,240	\$ 4,584,852
City Auditor				
City Auditor	2,673,403	4,402,564	4,182,713	4,245,611
Income Tax	5,139,418	6,127,522	6,606,227	7,590,219
Total	7,812,821	10,530,086	10,788,941	11,835,830
City Treasurer				
City Treasurer	867,648	846,274	880,138	949,013
Parking Violations Bureau	2,654,904	2,631,733	2,971,938	3,292,825
Total	3,522,552	3,478,007	3,852,077	4,241,838
City Attorney				
City Attorney	9,265,707	8,989,837	9,234,537	10,048,076
Real Estate	381,699	331,646	341,521	369,827
Special Litigation	295,451	n/a	n/a	n/a
Total	9,942,857	9,321,483	9,576,058	10,417,903
Municipal Court Judges	11,856,904	11,719,710	11,946,105	13,159,872
Municipal Court Clerk	8,869,230	8,845,507	8,852,654	9,415,863
Civil Service	2,570,245	2,612,960	2,751,237	3,126,888
Public Safety				
Administration	14,826,305	12,383,267	12,325,741	12,443,912
Communications	3,092,813	n/a	n/a	n/a
Support Services	n/a	365,535	430,600	5,859,862
Police	197,507,948	206,992,481	215,371,559	226,840,435
Fire	150,168,566	156,890,544	163,196,140	170,372,462
Total	365,595,632	376,631,827	391,324,040	415,516,671
Mayor's Office				
Mayor	1,558,628	1,526,884	2,006,585	2,311,830
Community Relations	584,582	562,275	892,702	984,167
Equal Business Opportunity	879,441	891,518	909,177	982,855
Office of Education	813,354	698,299	662,707	784,325
Total	3,836,005	3,678,976	4,471,170	5,063,177
Development				
Administration	1,937,602	2,004,882	2,496,496	3,499,680
Economic Development	3,118,701	2,947,263	2,790,953	3,056,632
Planning	926,387	712,791	832,768	1,192,460
Neighborhood Services	9,022,184	8,789,374	9,380,459	10,141,669
Housing	1,553,176	1,991,297	2,302,071	2,288,684
Total	16,558,050	16,445,607	17,802,746	20,179,125
Finance and Management				
Finance Administration	n/a	n/a	2,018,145	3,065,347
Financial Management	2,428,995	2,603,570	1,308,588	1,402,643
Facilities Management	n/a	n/a	12,784,515	14,543,477
Finance City-wide	750,000	750,000	3,933,270	3,700,000
Citywide Technology Billings	7,788,696	-	-	-
Total	10,967,691	3,353,570	20,044,518	22,711,467
Human Resources	1,608,507	1,518,914	1,632,161	1,946,356
Technology				
Administration	2,643,453	-	-	-
Telecommunications	386,699	444,773	375,642	-
Total	3,030,152	444,773	375,642	-
Health	16,203,547	17,004,073	18,313,429	19,729,916
Recreation and Parks	25,122,438	22,352,015	24,684,754	25,551,910
Public Service				
Administration	1,399,397	1,172,848	1,291,516	2,615,225
Refuse Collection	20,842,246	20,683,591	22,547,337	24,298,107
Fleet Management	1,099,936	1,467,630	2,702,495	930,000
Facilities Management	11,819,834	11,539,804	n/a	n/a
Total	35,161,413	34,863,873	26,541,348	27,843,332
Grand Total	\$ 526,178,424	\$ 526,652,504	\$ 557,462,119	\$ 595,325,000

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

GENERAL FUND PERSONNEL SUMMARY (FTE'S) 2003 -2006				
	2003	2004	2005	2006
	Actual	Actual	Budgeted	Budgeted
City Council	30	31	33	33
City Auditor				
City Auditor	26	22	25	25
Income Tax	79	76	75	75
Total	105	98	100	100
City Treasurer				
City Treasurer	11	10	12	12
Parking Violations	35	34	37	38
Total	46	44	49	50
City Attorney				
City Attorney	102	112	105	109
Real Estate	7	7	5	7
Total	109	119	110	116
Municipal Court Judges	167	165	173	177
Municipal Court Clerk	157	149	172	172
Civil Service	35	30	32	32
Public Safety				
Administration	25	9	9	10
Communications	33	n/a	n/a	n/a
Support Services	n/a	7	7	56
Police- Non Uniformed	352	342	378	360
Police- Uniformed	1,843	1,842	1,827	1,864
Fire- Non Uniformed	37	36	48	48
Fire- Uniformed	1,539	1,546	1,535	1,527
Total	3,829	3,782	3,804	3,865
Mayor's Office				
Mayor	14	17	18	19
Community Relations	7	6	8	8
Equal Business Opportunity	12	11	11	11
Total	33	34	37	38
Office of Education	4	4	4	4
Development				
Administration	22	22	20	24
Economic Development	3	1	1	2
Neighborhood Services	86	81	82	80
Planning	9	8	8	12
Housing	4	4	4	4
Total	124	116	115	122
Finance and Management				
Administration	21	18	31	32
Financial Management	9	9	13	13
Facilities Management	92	82	86	85
Total	122	109	130	130
Human Resources	18	15	15	16
Technology				
Administration	17	-	-	-
Telecommunications	7	6	5	-
Total	24	6	5	-
Public Service				
Administration	18	16	17	43
Refuse Collection	232	206	224	223
Total	250	222	241	266
Grand Total	5,053	4,924	5,020	5,023

Notes:
 2003 and 2004 are year-end actuals
 2005 and 2006 are budgeted, except elected officials, which are authorized

HUGH J. DORRIAN
CITY AUDITOR
614/645-7615



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DEPUTY CITY AUDITOR
FAX 614/645-8444

CITY OF COLUMBUS OHIO

90 WEST BROAD STREET
COLUMBUS, OHIO 43215

November 1, 2005

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

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

Enclosed is the Estimate of Available Resources for the City of Columbus General Operating Fund for calendar year 2006. Also, listed below are transfers of \$12.000 million from the City's Economic Stabilization Fund (Rainy Day Fund) and \$7.180 million from the Cable Communications Fund, previously budgeted as a Special Revenue Fund, separate and distinct from the General Fund. (Anticipated expenditures of approximately \$6.150 million for Cable Communications activities are now included in the 2006 expenditures budget.) These transfers are contingent on specific approval by Council. A total of these resources available for General Fund operations in 2006 is as follows:

Estimate of Available Resources	\$ 576,145,000
Transfers from Economic Stabilization Fund (Rainy Day Fund)	12,000,000
Transfer from Cable Communications Fund	<u>7,180,000</u>
Total	<u>\$ 595,325,000</u>

The City will, at December 31, 2005, have estimated unencumbered balances in the following sub-funds, components of the General Fund. The General Operating sub-fund estimated balance of \$16.688 million is included in the above Estimate of Available Resources for 2006. A brief history of year end balances in these sub-funds follows.

<u>December 31</u>	<u>General Operating Fund</u>	<u>Rainy Day Fund</u>	<u>Anticipated Expenditure Fund</u>	<u>Safety Staffing Contingency Fund</u>	<u>Job Growth Fund</u>
(in millions)					
2001	\$ 29.794	\$ 26.870	\$ 10.552	-	-
2002	11.060	28.006	11.302	-	-
2003	8.958	18.372	12.052	-	-
2004	21,678	53,568	12.802	-	-
2005, estimated	16,688	42.700*	13.552	\$ 1.000	\$ 1.274

*\$12.0 million of the Rainy Day Fund balance of \$42.7 million is intended for transfer to General Fund operations in 2006. Full utilization of this fund is not recommended as additional transfers will likely be necessary in future years. Legislation recommending such transfer, not to exceed \$12.0 million, will be submitted to Council during the budgetary process. The Auditor recommends that any extraordinary revenue such as workers compensation refunds or other, that might occur in 2006, be deposited in the Rainy Day Fund.

The Auditor recommends that no transfers be made from the Anticipated Expenditure Fund containing assets of approximately \$13.552 million at December 31, 2005. These funds are reserved for accumulated payroll costs.

It should be noted that in 2003 the General Fund received transfers of \$14.2 million from the Employee Benefit Fund and \$10.2 million from the Rainy Day Fund. In 2004 the General Fund received \$25.0 million from the Rainy Day Fund and an additional \$13.0 million in 2005.

This information is intended to assist you in your 2006 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 2006

Taxes:			
	Income tax (Note 1)	\$ 364,200,000	
	Property tax (Note 2)	48,967,000	
	Kilo Watt Hour tax equivalent (Note 3)	3,275,000	
	Hotel-Motel Tax (Note 4)	<u>3,325,000</u>	
			419,767,000
Shared revenues:			
	Local government funds via County (Note 5)	35,800,000	
	Local government funds via State (Note 5)	7,543,000	
	Local government revenue assistance funds via County (Note 5)	3,830,000	
	Estate tax	7,500,000	
	Liquor permit fees and other	<u>1,005,000</u>	
			55,678,000
	Investment earnings (Note 6)		18,500,000
Charges for services			
	Administrative charges to non-general fund divisions (Note 7)	19,000,000	
	Parking meters, lots and permits	3,200,000	
	Fire division including EMS fees (Note 8)	9,150,000	
	Police division (Note 9)	5,500,000	
	All other charges for services (Note 10)	<u>2,920,000</u>	
			39,770,000
Fines, forfeitures, and penalties:			
	Municipal court (Note 11)	15,250,000	
	Parking violations bureau (Note 11)	<u>5,900,000</u>	
			21,150,000
Licenses and permit fees:			
	Safety and others (Note 12)		2,560,000
	All other receipts (Note 13)		732,000
			<hr/>
	Total estimated current revenues for calendar year 2006		558,157,000
	Estimated unencumbered fund balance at December 31, 2005 (Note 14)		16,688,000
	Estimated prior years' encumbrance cancellations		<u>1,300,000</u>
			<hr/>
	Total estimated available resources for calendar year 2006 exclusive of pending transfer legislation		<u>\$ 576,145,000</u>

City of Columbus
 General Fund
 Estimate of Available Resources
 For Calendar Year 2006
 (continued)

- Note 1 Income tax collections for 2006, after providing for refunds to taxpayers, are estimated at \$485.6 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 \$364.2 million, will be deposited to the City's General Fund.
- Note 2 The City's share of taxes collected in 2006 attributable to real, personal, and public utility properties is estimated at \$48.967 million, net of amounts retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as "rollbacks", are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.
- Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City's Division of Electricity. Known as the kilo watt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City's General Fund. The equivalency of the tax, since the tax is not actually levied, is transferred from the City's Electricity enterprise to the General Fund, estimated at \$3.275 million in 2006.
- Note 4 Chapter 371 of the Columbus City Code establishes the hotel/motel tax and directs its distribution. The distribution of the tax, is estimated, as follows:

<u>Designated Recipient</u>	<u>Tax Rate</u>	<u>% of Total</u>	<u>Estimated Amount</u>
General Fund of the City	1.25%	24.51%	\$ 3,325,000
Experience Columbus	1.50	29.41	3,990,000
Cultural services for community enrichment	1.50	29.41	3,990,000
Emergency Human Services Fund of the City	.42	8.24	1,117,000
Columbus/Franklin County Affordable Housing Trust Corporation	<u>.43</u>	<u>8.43</u>	<u>1,143,000</u>
Total	<u>5.10%</u>	<u>100.00%</u>	<u>\$ 13,565,000</u>

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

- Note 5 Local government funds represent portions of various State of Ohio taxes which are shared with local governments within the state. It is estimated that these shared taxes will provide \$35.800 million from the Undivided Local Government Fund and \$3.830 million from the Undivided Local Government Revenue Assistance Fund, Funds distributed via the counties. Approximately \$7.543 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, \$18.500 million is estimated to remain available for the General Fund.

City of Columbus
General Fund
Estimate of Available Resources
For Calendar Year 2006
(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 \$19.0 million.
- Note 8 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$7.0 million for 2006. Also included and estimated at \$2.150 million for 2006 are charges for services rendered to suburban communities, fire prevention inspection and other miscellaneous charges.
- 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 \$5.500 million.
- Note 10 All other charges for services in the total amount of \$2.920 million include amounts estimated from services provided others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1,000,000), City Auditor (\$250,000), Communications (\$400,000), City Sealer (\$250,000), various general government charges (\$670,000) and miscellaneous other charges (\$350,000).
- Note 11 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$15.250 million. The City's Parking Violations Bureau, operated by the City Treasurer will collect approximately \$5.9 million in parking ticket fines.
- Note 12 Various licenses and permits issued via the Department of Public Safety will produce approximately \$2.560 million.
- Note 13 All other receipts amounting to \$732,000 include rental of real estate, expenditure refunds, damage claims receipts, concessions and other miscellaneous revenue.
- Note 14 The estimated unencumbered fund balance at December 31, 2005 is determined as follows:

Estimated available resources for 2005	\$ 574,150,000
Less: 2005 Expenditures estimated by the Department of Finance	<u>557,462,000</u>
Estimated unencumbered fund balance at December 31, 2005	<u>\$ 16,688,000</u>

Hugh J. Dorrian
City Auditor
November 1, 2005

Community Development Block Grant Operating Fund

2006 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 2004 and 2005 were \$2,003,650 and \$2,723,800, respectively; the 2006 beginning year cash balance is projected to be \$2,520,480. The bulk of these carryover funds are contained within the restricted revolving loan fund.

The following table reflects the 2006 fund balance assumptions:

2006 CDBG FUND BALANCE SUMMARY		
Projected Unencumbered Cash Balance (January 1, 2006)	\$	2,520,480
Plus Estimated 2006 Receipts		11,010,097
Total Estimated Available Resources	\$	13,530,577
Less 2006 Recommended Operating Budget		(12,010,097)
Projected Available Balance (December 31, 2006)	\$	1,520,480

2006 Revenues

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 51 percent of CDBG revenue in 2006. Entitlement allocations vary depending upon congressional legislative action. The award for the City of Columbus decreased 8.25 percent from 2002 to 2003, 2.67 percent from 2003 to 2004, and 5.4 percent from 2004 to 2005. The 2006 award is projected to be 5 percent lower than 2005.

Economic development loan repayments account for 16.6 percent of CDBG resources for 2006. Individual large loan payoffs have inflated these revenues in recent years.

Housing loan repayments are expected to be approximately 9.3 percent of CDBG resources in 2006.

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 3.5 percent of CDBG resources in 2006.

Carryover and reprogrammed funds from prior years will provide approximately 18.6 percent of the 2006 available funding.

The following table summarizes CDBG revenues by type and year:

CDBG REVENUE BY SOURCE AND YEAR				
	2003	2004	2005	2006
<u>REVENUE SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>
Entitlement	\$ 8,035,000	\$ 7,820,000	\$ 7,397,066	\$ 7,027,200
Economic Development Repayments	2,302,907	2,541,381	1,333,310	2,249,600
Housing Loan Repayments	1,845,743	1,237,910	1,335,063	1,258,797
Miscellaneous Receipts	603,336	464,368	589,791	474,500
Carryover, Reprogrammed funds	2,400,815	2,003,651	4,543,570	2,520,480
TOTAL RESOURCES	\$ 15,187,801	\$ 14,067,309	\$ 15,198,799	\$ 13,530,577
PERCENT CHANGE	-12.0%	-7.4%	8.0%	-11.0%

2006 Proposed Operating Budget

In 2006, CDBG activities are divided into four primary themes: affordable housing opportunity, neighborhood and target area revitalization, economic development and economic opportunity, and supportive services. All activities satisfy one of two basic federal mandates: the elimination of slum and blight or benefit to low- and moderate-income families and individuals. In implementing the CDBG budget process, the city solicits significant community input for developing priorities and the funding of activities.

The four primary themes and activities are further defined below:

Affordable Housing Opportunity

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

The largest activities within affordable housing opportunity are the affordable housing opportunity fund which provides for housing rehabilitation, housing accessibility modifications and senior citizen home maintenance; the emergency repair program which responds to emergency electrical, plumbing, and heating conditions; the homebuyer counseling and housing development contracts which provide funding to agencies that enhance the city's efforts to increase homeownership opportunities; the homeless prevention and crisis transition program which will provide assistance to households in danger of losing their housing; and the housing services staff to operate the mobile tool library. Also funded under affordable housing opportunity are the fair housing services contract, the relocation and housing administrative staff, and the AIDS housing program. The affordable housing opportunity component includes a total of 12 activities totaling \$4,939,760, or 41.1 percent of the 2006 CDBG budget.

Neighborhood and Target Area Revitalization

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

Notable activities are the code enforcement program which is responsible for property inspections and is a major participant in the neighborhood pride initiative; the contract with the Columbus Compact that will provide for the implementation of the Columbus empowerment zone; the environmental nuisance program which abates weeds and solid waste within the community development service area; the land reutilization program, which allows the city to designate and acquire certain tax delinquent properties for redevelopment; and the summer urban repair and fix-up (SURF) program which provides for a neighborhood environmental abatement program in ten neighborhoods. The neighborhood and target area component includes a total of seven activities totaling \$1,844,071, or 15.4 percent of the 2006 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 individual's 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 eight activities totaling \$3,403,364, or 28.3 percent of the 2006 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 four activities totaling \$774,358, or 6.4 percent of the 2006 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 five activities totaling \$958,544, or 8.0 percent of the 2006 CDBG budget. Interest earnings payable to HUD are also included in the 2006 budget for \$90,000.

The following table summarizes the 2006 community development block grant fund recommended appropriation levels:

2006 CDBG PROPOSED OPERATING BUDGET

DIVISION	PERSONNEL	SUPPLIES	SERVICES	OTHER	TOTAL
Mayor's Office of Ed.	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
Development - Admin.	749,810	2,750	4,500	-	757,060
Economic Development	990,781	5,450	2,264,425	-	3,260,656
Neighborhood Services	1,150,677	2,000	140,000	-	1,292,677
Planning	149,737	600	2,600	-	152,937
Housing	1,884,178	20,733	1,424,437	1,103,241	4,432,589
Finance & Management	448,592	4,032	413,008	90,000	955,632
Health	335,435	-	-	-	335,435
Recreation and Parks	183,530	1,678	56,719	1,500	243,427
Refuse	-	-	155,287	-	155,287
Transportation	174,397	-	-	-	174,397
TOTAL	\$ 6,317,137	\$ 37,243	\$ 4,460,976	\$ 1,194,741	\$ 12,010,097

Special Revenue Funds

Municipal Court Computer System Procurement and Maintenance Fund

2006 Cash Balance Statement

The municipal court computer fund is projected to begin 2006 with an unencumbered cash balance of \$1,675,458. 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 2006 is \$523,152; revenue for the Clerk of Courts is \$1,743,177.

2006 MUNICIPAL COURT COMPUTER FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2006)	\$ 1,675,458
Plus Estimated 2006 Receipts	2,266,329
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	\$ 3,941,787
Less 2006 Recommended Operating Budget	(2,930,691)
Projected Available Balance (December 31, 2006)	\$ 1,011,096

Street Construction Maintenance and Repair Fund

2006 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund is projected to end 2006 with a fund balance of \$1,796,499. Revenue for the SCMR fund is expected to increase \$2.2 million over 2005. The majority of the increase is due to the new state gas tax that went into effect during 2003. In 2006, four employees will transfer to the 311 Call Center and the fund will be charged for their expenses. Also, because state funding for the Keep Columbus Beautiful grant might end, the employees will be funded from the SCMR fund in 2006.

2006 STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2006)	\$ 2,058,038
Plus Estimated 2006 Receipts	39,821,101
Plus Estimated Encumbrance Cancellations	<u>30,000</u>
Total Estimated Available Resources	\$ 41,909,139
Less 2006 Recommended Operating Budget	(40,112,640)
Projected Available Balance (December 31, 2006)	<u><u>\$ 1,796,499</u></u>

2006 Revenue Summary

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2003 - 2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
Charges for Services	\$ 1,162,255	\$ 881,693	\$ 885,304	\$ 1,296,000
Motor Vehicle Fuel Tax	13,996,617	17,256,865	21,050,860	23,420,450
Motor Vehicle License Tax	7,264,173	7,339,332	7,254,500	7,248,000
Traffic Signal Installation	2,349,013	2,665,175	2,000,000	2,000,000
Traffic Lane Lining	692,828	764,315	750,000	900,000
Right of Way	855,260	771,609	834,000	859,020
Refunds/ Damages/Sale of Assets	164,164	76,810	114,304	113,979
Street Cleaning	-	2,902,113	2,900,000	2,987,000
Miscellaneous Revenues	506,314	737,443	708,271	496,652
Capital Reimbursement	-	373,087	1,125,087	500,000
Insurance Adjustment	870,200	-	-	-
Encumbrance Cancellations	469,895	423,980	120,000	30,000
Unencumbered Cash Balance	3,268,419	2,889,075	2,093,301	2,058,038
TOTAL RESOURCES	\$ 31,599,138	\$ 37,081,497	\$ 39,835,627	\$ 41,909,139
PERCENT CHANGE		17.35%	7.43%	5.21%

Revenue Notes:

- Motor vehicle fuel tax revenues will grow by 11 percent in 2006
- Right-of-way permit fees are estimated at \$859,020 in 2006
- In 2006, traffic signal installation revenues are estimated at \$2,000,000
- Traffic lane lining revenues are estimated to be \$900,000 in 2006
- Motor vehicle license tax revenues in 2006 will remain close to 2005 levels

Street Construction Maintenance and Repair Fund Pro Forma Operating Statement

A pro forma operating statement for the ten-year period beginning in 2006 is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2007 and beyond are as follows:

- The projected annual growth of one half of one percent for motor vehicle fuel tax revenues reflects the decline in fuel consumption since 2000.
- Motor vehicle license tax revenue growth is projected at one half of one percent per year and reflects the decline in motor vehicle registrations since 2000.
- State enacted motor vehicle fuel tax increases of two cents per gallon per year each year effective July 1, 2003, 2004 and 2005 and redirected fuel tax revenues from the State Highway Patrol to local governments are also reflected.
- Operations and maintenance expenses, excluding personnel, health insurance, pro rata and technology, are inflated at three percent per year. Personnel expenses and the director's office charges assume three percent growth per year. Health insurance is projected to grow 12 percent per year. Pro rata charges represent 4.5 percent of revenue. It is assumed that there will be zero growth in technology expenses.
- The ending fund balance will be positive until 2008, when the balance turns negative and remains negative for the remainder of the period.

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND												
PRO FORMA OPERATING STATEMENT												
REVENUE	Actual 2004	Estimated 2005	Proposed 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Motor Vehicle Fuel Tax	\$ 17,256,865	\$ 21,050,860	\$ 23,420,450	\$ 24,541,355	\$ 24,630,933	\$ 24,721,191	\$ 24,812,135	\$ 24,903,770	\$ 24,996,102	\$ 25,089,137	\$ 25,182,880	\$ 25,277,339
Charges for Services	881,693	885,304	1,296,000	1,325,338	1,355,408	1,386,228	1,417,820	1,450,203	1,483,399	1,517,430	1,552,318	1,588,085
Motor Vehicle License Tax	7,339,332	7,254,500	7,248,000	7,300,365	7,352,394	7,404,918	7,457,944	7,511,477	7,565,525	7,620,092	7,675,185	7,730,812
Traffic Signal Installation	2,665,175	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	764,315	750,000	900,000	912,600	925,376	938,332	951,468	964,789	978,296	991,992	1,005,880	1,019,962
Right of Way Permit Fees	771,609	834,000	859,020	884,791	911,334	938,674	966,835	995,840	1,025,715	1,056,486	1,088,181	1,120,826
Refunds/Damages/Sale of Assets	76,810	114,304	113,979	117,395	120,914	124,539	128,272	132,117	136,077	140,157	144,359	148,686
Miscellaneous Revenues	737,443	708,271	496,652	507,859	519,388	531,246	543,443	555,991	568,899	582,177	595,838	609,891
Capital Reimbursement	373,087	1,125,087	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Street Cleaning Revenue	2,902,113	2,900,000	2,987,000	3,076,610	3,168,908	3,263,976	3,361,895	3,462,752	3,566,634	3,673,633	3,783,842	3,897,358
TOTAL REVENUE	33,768,443	37,622,326	39,821,101	41,194,313	41,541,047	41,894,285	42,254,186	42,620,914	42,994,638	43,375,531	43,763,771	44,159,542
Beginning Fund Balance	2,889,075	2,093,301	2,058,038	1,796,499	1,456,651	(19,559)	(2,709,827)	(6,699,002)	(12,079,871)	(18,954,045)	(27,432,940)	(37,638,882)
Encumbrance Cancellations	423,980	120,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TOTAL RESOURCES	37,081,498	39,835,627	41,909,139	43,020,812	43,027,698	41,904,726	39,574,359	35,951,913	30,944,767	24,451,486	16,360,832	6,550,660
OPERATING EXPENSES												
Personnel Services	18,087,031	18,847,930	19,205,113	19,781,266	20,374,704	20,985,946	21,615,524	22,263,990	22,931,909	23,619,867	24,328,463	25,058,316
Health Insurance	2,485,334	2,844,802	3,297,231	3,692,899	4,136,047	4,632,372	5,188,257	5,810,848	6,508,149	7,289,127	8,163,823	9,143,481
Director's Office Charges	1,653,052	1,796,084	2,035,357	2,096,418	2,159,310	2,224,090	2,290,812	2,359,537	2,430,323	2,503,232	2,578,329	2,655,679
27th Pay Period	-	831,362	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	1,193,731	899,619	1,139,065	1,173,237	1,208,434	1,244,687	1,282,028	1,320,489	1,360,103	1,400,906	1,442,933	1,486,221
Contractual Services	1,197,234	1,359,933	1,366,742	1,407,744	1,449,977	1,493,476	1,538,280	1,584,429	1,631,962	1,680,920	1,731,348	1,783,289
Pro Rata	1,520,581	1,673,006	1,792,400	1,853,744	1,869,347	1,885,243	1,901,438	1,917,941	1,934,759	1,951,899	1,969,370	1,987,179
Technology	603,261	770,530	1,461,094	1,461,094	1,461,094	1,461,094	1,461,094	1,461,094	1,461,094	1,461,094	1,461,094	1,461,094
Fleet	2,410,998	3,040,395	3,358,439	3,459,192	3,562,968	3,669,857	3,779,953	3,893,351	4,010,152	4,130,456	4,254,370	4,382,001
Street Lighting	2,906,841	2,833,468	2,987,000	3,076,610	3,168,908	3,263,976	3,361,895	3,462,752	3,566,634	3,673,633	3,783,842	3,897,358
Landscape Services	1,806,946	1,860,000	1,940,000	1,998,200	2,058,146	2,119,890	2,183,487	2,248,992	2,316,461	2,385,955	2,457,534	2,531,260
311 Operations	-	-	239,558	246,745	254,147	261,771	269,624	277,713	286,045	294,626	303,465	312,569
Equipment	33,859	74,877	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Claims	124,197	58,921	81,600	81,600	81,600	81,600	81,600	81,600	81,600	81,600	81,600	81,600
Transfers	335,183	212,229	-	-	-	-	-	-	-	-	-	-
Refuse Expenditures	629,951	674,433	879,041	905,412	932,575	960,552	989,368	1,019,049	1,049,621	1,081,110	1,113,543	1,146,949
TOTAL OPERATING EXPENSES	34,988,197	37,777,589	40,112,640	41,564,161	43,047,257	44,614,553	46,273,361	48,031,783	49,898,812	51,884,426	53,999,713	56,256,997
Ending Fund Balance	\$ 2,093,301	\$ 2,058,038	\$ 1,796,499	\$ 1,456,651	\$ (19,559)	\$ (2,709,827)	\$ (6,699,002)	\$ (12,079,871)	\$ (18,954,045)	\$ (27,432,940)	\$ (37,638,882)	\$ (49,706,336)

Health Special Revenue Fund

2006 Cash Balance Statement

The health special revenue fund is projected to begin the year with a cash balance of \$935,083. 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.

2006 HEALTH SPECIAL REVENUE FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2006)	\$	935,083
Plus Estimated 2006 Receipts		5,599,175
Plus General Fund Transfer		19,729,910
Plus Estimated Encumbrance Cancellations		233,786
Total Estimated Available Resources	\$	26,497,954
Less 2006 Recommended Operating Budget		(26,497,954)
Projected Available Balance (December 31, 2006)	<u>\$</u>	<u>-</u>

2006 Revenue Summary

HEALTH SPECIAL REVENUE				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2003-2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
General Fund Transfer	\$ 16,203,547	\$ 17,004,073	\$ 18,313,429	\$ 19,729,910
Weed Mowing Assessments	-	-	-	-
Licenses and Permit Fees	1,757,091	1,907,958	1,993,572	2,058,742
Rental Of Real Estate	11,427	10,884	12,100	11,208
Health Inspections	7,327	6,330	8,000	8,000
Vital Statistics	1,201,735	1,087,316	1,169,500	1,297,500
Employee Assist. Program	304,146	312,783	320,000	333,000
Franklin Co. T.B. Clinic	848,818	341,373	-	-
CNHC Medical exams	612,033	291,432	-	-
Occupational Health & Safety	216,443	293,698	295,000	330,000
Miscellaneous Charges for Services	1,150,284	1,248,410	1,272,399	1,441,255
Miscellaneous Revenues and Refunds	64,856	34,855	14,670	14,470
Home Health Visits	1,096,369	263,703	100,000	105,000
Encumbrance Cancellations	540,469	704,735	391,000	233,786
Unencumbered Cash Balance	405,352	77,795	720,600	935,083
TOTAL RESOURCES	\$ 24,419,897	\$ 23,585,345	\$ 24,610,270	\$ 26,497,954
PERCENT CHANGE		-3.42%	4.35%	7.67%

Revenue Notes:

- The health special revenue fund receives a transfer from the city's general fund each year to cover all budgeted operating expenses that cannot be supported solely by other Health Department revenue sources. The general fund subsidy totaling \$19,729,910, representing 74 percent of Health's operating revenues, will increase by 7.7 percent in 2006.
- Other revenues include license and permit fees, charges for services, birth and death certificate fees and various program fees. Total revenues are projected to be 7.7 percent above 2005 level. In 2006, total revenues, excluding the prior year unencumbered cash balance and estimated encumbrance cancellations, are projected to be \$25,329,085.

Recreation and Parks Operation and Extension Fund

2006 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 revenue resources are used to cover Recreation and Parks Department operating expenditures.

2006 RECREATION AND PARKS OPERATION AND EXTENSION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2006)	\$ 231,002
Plus Estimated 2006 Receipts	5,766,044
Plus General Fund Transfer	25,551,910
Plus Estimated Encumbrance Cancellations	<u>250,000</u>
Total Estimated Available Resources	\$ 31,798,956
Less 2006 Recommended Operating Budget	(31,798,956)
Projected Available Balance (December 31, 2006)	<u><u>\$ -</u></u>

2006 Revenue Summary

RECREATION AND PARKS OPERATION AND EXTENSION FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2003-2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
Adult Sports	\$ 750,787	\$ 856,672	\$ 773,080	\$ 842,000
Aquatics	105,287	102,785	87,476	99,800
Recreation Centers	666,817	751,948	623,282	698,300
Senior Citizen Centers	112,944	94,331	90,732	101,200
Other	1,537,322	2,572,362	2,788,099	2,735,859
Permits	640,593	565,365	596,310	629,700
Boat Docks and Stakes	186,615	180,280	174,895	179,685
CIP Reimbursement	110,397	266,535	-	425,000
Rent	91,409	89,836	35,000	45,000
Refunds	4,674	9,875	10,000	9,500
General Fund Transfer	25,124,492	22,355,703	24,684,754	25,551,910
Other Funds Transfer In	76,400	-	-	-
Encumbrance Cancellations	191,857	253,132	236,991	250,000
Unencumbered Cash Balance	(611,482)	143,286	(238,865)	231,002
TOTAL RESOURCES	\$ 28,988,112	\$ 28,242,110	\$ 29,861,754	\$ 31,798,956
PERCENT CHANGE		-2.57%	5.73%	6.49%

Revenue Notes:

- The recreation and parks operation and extension fund receives a transfer from the city's general fund to cover all budgeted operating expenses that cannot be supported solely by user fees and charges. The general fund subsidy for 2006 is \$25.6 million, which is 3.5 percent higher than the 2005 amount. This is mainly due to increased operating costs including personnel costs, natural gas projected expenditures, and fleet related expenses.
- Revenues come from adult sports leagues (softball, soccer, basketball, football and volleyball), recreation fees, gymnasium rentals, tree trimming, capital project management, and various other charges. Revenues are expected to increase by 11.3 percent in 2006 to \$5.77 million.
- Tree trimming services in the right-of-way will be billed to the street construction maintenance and repair fund (SCMR) in 2006, generating estimated revenue of \$1,940,000.
- Other revenues from user fees, permits, and charges are projected at \$3,826,044 in 2006, an overall increase of 13.3 percent from projected end of year 2005 non-SCMR revenues.

Golf Course Operations Fund

2006 Cash Balance Statement

The golf course operations fund is projected to begin 2006 with an unencumbered cash balance of \$491,177 and end the year with a balance of \$24,718. 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.

2006 GOLF COURSE OPERATIONS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2006)	\$ 491,177
Plus Estimated 2006 Receipts	4,550,000
Plus Estimated Encumbrance Cancellations	<u>150,000</u>
Total Estimated Available Resources	\$5,191,177
Less 2006 Recommended Operating Budget	(5,166,459)
Projected Available Balance (December 31, 2006)	<u><u>\$ 24,718</u></u>

2006 Revenue Summary

GOLF COURSE OPERATIONS FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2003-2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
Airport Golf Course	\$ 680,409	\$ 711,903	\$ 751,890	\$ 781,890
Mentel Golf Course	836,800	845,303	888,270	919,270
Champions Golf Course	609,374	660,925	648,145	679,145
Raymond/Wilson Road	1,245,131	1,295,250	1,386,260	1,418,260
Turnberry Golf Course	497,738	691,860	483,970	514,970
Walnut Hill Golf Course	226,373	203,390	235,465	236,465
Donations	-	-	-	-
Miscellaneous Revenues	4,261	9,972	6,000	-
Insurance Adjustment	89,300	2,803	-	-
Workers Comp	-	-	-	-
Encumbrance Cancellations	206,398	247,120	150,000	150,000
Unencumbered Cash Balance	1,193,922	685,117	790,146	491,177
TOTAL RESOURCES	\$ 5,589,706	\$ 5,353,643	\$ 5,340,146	\$ 5,191,177
PERCENT CHANGE		-4.22%	-0.25%	-2.79%

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 2006 are estimated at \$4.55 million, a 3.4 percent increase from 2005 projections. Projected encumbrance cancellations remain constant at \$150,000, and the total resources available for 2006 are estimated at \$5.19 million, a 2.8 percent decrease from total resources available in 2005.

Cable Communications Fund

2006 Cash Balance Statement

The cable communications fund will be closed out in 2006. Cable service permit fees previously deposited into this fund will be deposited into the general fund beginning in 2006. The unencumbered cash balance at the end of 2005, estimated at \$807,770, will also be transferred into the general fund. The costs associated with the government television channel and the interconnect have been shifted to the information services fund in 2006. The expenses for the Division of Support Services in Public Safety that were supported by the cable fund have been transferred to the general fund. Of the \$1.5 million in debt service, primarily for the city's fiber optic network, approximately \$1.0 million was shifted to the special income tax fund for general fund agencies and the remaining balance will continue to be paid by billing other fund agencies for their respective portion of debt service.

Development Services Fund

2006 Cash Balance Statement

In 2002, the city implemented a One Stop Shop initiative to provide coordinated, streamlined permitting and plan review for construction projects. A development services fund was established, into which all fees and charges associated with these services are deposited. A new fee schedule is being proposed for the fund. The new fees should be before Columbus City Council this year and be implemented as of January 1, 2006. The 2006 budget reflects the increased revenue from the new fees. Several changes were made to the 2006 budget. Three full time and three partially funded positions in the Planning Division will be moved to the general fund and the fund will now only be charged 20 percent (down from 41 percent) of the administration and human resource expenses of the Development Director’s Office. Also, in 2006, plan review activities will be consolidated into one location to make the plan review process more efficient. The fund is projected to end 2006 with an unencumbered cash balance of \$810,360. The ending fund balance will be positive until 2009.

2006 DEVELOPMENT SERVICES FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2006)	\$	727,499
Plus Estimated 2006 Receipts		26,819,360
Plus Estimated Encumbrance Cancellations		35,000
Total Estimated Available Resources	\$	27,581,859
Less 2006 Recommended Operating Budget		(26,771,499)
Projected Available Balance (December 31, 2006)	\$	810,360

2006 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				
2003-2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
Transportation Public Inspections	\$ 675,048	\$ 1,168,993	\$ 2,227,913	\$ 3,154,635
Transportation Private Inspections	3,131,186	3,148,548	3,089,110	3,045,598
Transportation Capital Inspections	2,416,437	2,666,373	2,506,000	3,091,072
Transportation Other	749,731	643,827	733,100	1,091,180
BSD Building Plan Review	-	-	-	4,050,852
BSD Structural Permits/ Inspections	-	-	-	2,851,832
BSD Mechanical Permits/ Inspections	-	-	-	5,529,259
BSD License/ Registration	-	-	-	690,000
BSD Residential Construction	4,366,045	3,968,646	3,820,923	-
BSD Multi-Family Construction	2,283,529	1,529,012	2,525,826	-
BSD Commercial Construction	4,648,593	4,694,006	4,717,486	-
BSD Platting	418,978	444,353	448,054	115,000
BSD Zoning	2,943,791	2,625,290	2,237,428	3,149,932
BSD Application Verification	270,780	256,770	422,023	-
BSD Address Creation	372,150	338,430	70,242	-
BSD Demolition	-	151,633	153,786	50,000
BSD Other	-	-	-	-
Fire Prevention Bureau	-	-	-	-
Insurance Refund	190,000	-	-	-
Unencumbered Cash Balance	3,634,288	3,944,282	2,493,010	727,499
Encumbrance Cancellations	184,087	68,688	100,554	35,000
TOTAL RESOURCES	\$ 26,284,643	\$ 25,648,851	\$ 25,545,455	\$ 27,581,859

Development Services Fund Pro Forma Operating Statement

A pro forma operating statement for the ten-year period beginning in 2006 is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in ensuring the solvency of the fund and for maintaining an acceptable end-of-year balance. The major assumptions included in this pro forma are as follows:

- Revenues are increased by three percent in the years 2007-2015.
- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at three percent per annum. Personnel costs will grow at 4 percent, while health insurance costs will grow by 12 percent annually. Pro rata fees represent approximately 4.5 percent of non-city revenue.

DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2004	Estimated 2005	Proposed 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
TRANSPORTATION:												
PUBLIC INSPECTIONS	\$ 1,168,993	\$ 2,227,913	\$ 3,154,635	\$ 3,249,274	\$ 3,346,752	\$ 3,447,155	\$ 3,550,569	\$ 3,657,087	\$ 3,766,799	\$ 3,879,803	\$ 3,996,197	\$ 4,116,083
PRIVATE INSPECTIONS	3,148,548	3,089,110	3,045,598	3,136,966	3,231,075	3,328,007	3,427,847	3,530,683	3,636,603	3,745,701	3,858,072	3,973,815
CAPITAL IMPROVEMENT INSPECTIONS	2,666,373	2,506,000	3,091,072	3,183,804	3,279,318	3,377,698	3,479,029	3,583,400	3,690,902	3,801,629	3,915,678	4,033,148
OTHER	643,827	733,100	1,091,180	1,123,915	1,157,633	1,192,362	1,228,133	1,264,977	1,302,926	1,342,014	1,382,274	1,423,742
BUILDING SERVICES:												
BUILDING PLAN REVIEW	-	-	4,050,852	4,172,378	4,297,549	4,426,475	4,559,270	4,696,048	4,836,929	4,982,037	5,131,498	5,285,443
STRUCTURAL PERMITS/ INSPECTIONS	-	-	2,851,832	2,937,387	3,025,509	3,116,274	3,209,762	3,306,055	3,405,237	3,507,394	3,612,615	3,720,994
MECHANICAL PERMITS/ INSPECTIONS	-	-	5,529,259	5,695,137	5,865,991	6,041,971	6,223,230	6,409,927	6,602,224	6,800,291	7,004,300	7,214,429
LICENSE/ REGISTRATION	-	-	690,000	710,700	732,021	753,982	776,601	799,899	823,896	848,613	874,071	900,293
RESIDENTIAL CONSTRUCTION	3,968,645	3,820,923	-	-	-	-	-	-	-	-	-	-
MULTI-FAMILY CONSTRUCTION	1,529,012	2,525,826	-	-	-	-	-	-	-	-	-	-
COMMERCIAL CONSTRUCTION	4,694,006	4,717,486	-	-	-	-	-	-	-	-	-	-
PLATTING	444,353	448,054	115,000	118,450	122,004	125,664	129,434	133,317	137,316	141,435	145,679	150,049
ZONING	2,625,290	2,237,428	3,149,932	3,244,430	3,341,763	3,442,016	3,545,276	3,651,635	3,761,184	3,874,019	3,990,240	4,109,947
APPLICATION VERIFICATION	256,770	422,023	-	-	-	-	-	-	-	-	-	-
ADDRESS CREATION	338,430	70,242	-	-	-	-	-	-	-	-	-	-
DEMOLITION	151,633	153,786	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239
TOTAL REVENUE	21,635,880	22,951,891	26,819,360	27,623,941	28,452,659	29,306,239	30,185,426	31,090,989	32,023,718	32,984,430	33,973,963	34,993,182
BEGINNING FUND BALANCE	3,944,282	2,493,010	727,499	810,360	947,757	667,125	(79,302)	(1,344,304)	(3,186,225)	(5,669,589)	(8,865,794)	(12,853,876)
ENCUMBRANCE CANCELLATIONS	68,688	100,554	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
TOTAL RESOURCES	25,648,851	25,545,455	27,581,859	28,469,301	29,435,416	30,008,364	30,141,124	29,781,685	28,872,494	27,349,841	25,143,169	22,174,306
EXPENDITURES												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	17,938,261	18,461,201	19,519,775	20,300,566	21,112,589	21,957,092	22,835,376	23,748,791	24,698,743	25,686,692	26,714,160	27,782,726
EMPLOYEE INSURANCE	1,881,955	2,167,052	2,241,010	2,509,931	2,811,123	3,148,458	3,526,273	3,949,425	4,423,356	4,954,159	5,548,658	6,214,497
2 nd PAY PERIOD	-	763,562	-	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	99,718	90,729	170,025	175,126	180,380	185,791	191,365	197,106	203,019	209,109	215,383	221,844
SERVICES	1,139,225	1,046,675	1,109,577	1,142,964	1,177,150	1,212,465	1,248,839	1,286,304	1,324,893	1,364,640	1,405,579	1,447,746
PRO RATA	807,440	821,210	933,380	1,243,077	1,280,370	1,318,781	1,358,344	1,399,094	1,441,067	1,484,299	1,528,828	1,574,693
TECHNOLOGY	998,333	1,101,671	1,401,788	1,443,842	1,487,157	1,531,772	1,577,725	1,625,056	1,673,808	1,724,022	1,775,743	1,829,015
FLEET	283,833	357,306	433,144	446,138	459,522	473,308	487,507	502,133	517,197	532,712	548,694	565,155
OTHER	7,076	8,550	62,800	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
CAPITAL OUTLAY	-	-	900,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	23,155,841	24,817,956	26,771,499	27,521,545	28,768,290	30,087,666	31,485,428	32,967,909	34,542,083	36,215,635	37,997,045	39,895,677
TOTAL EXPENSE	23,155,841	24,817,956	26,771,499	27,521,545	28,768,290	30,087,666	31,485,428	32,967,909	34,542,083	36,215,635	37,997,045	39,895,677
ENDING UNENCUMBERED FUND BAL.	\$ 2,493,010	\$ 727,499	\$ 810,360	\$ 947,757	\$ 667,125	\$ (79,302)	\$ (1,344,304)	\$ (3,186,225)	\$ (5,669,589)	\$ (8,865,794)	\$ (12,853,876)	\$ (17,721,371)

Internal Service Funds

Employee Benefits Fund

2006 Cash Balance Statement

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

2006 EMPLOYEE BENEFITS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2006)	\$ -
Plus Estimated 2006 Receipts	1,849,726
Total Estimated Available Resources	\$ 1,849,726
Less 2006 Recommended Operating Budget	(1,849,726)
Projected Available Balance (December 31, 2006)	\$ -

Revenue Notes:

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

Print Services Fund

2006 Cash Balance Statement

The print and copy center operates as an internal service fund, with costs supported by billing user agencies for print and copy services provided. The print services fund is projected to begin 2006 with an unencumbered cash balance of \$50,360 and is projected to end the year with a balance of \$63,332. Revenue receipts for 2006 are projected to be at the same level as 2005 receipts.

2006 PRINT SERVICES FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2006)	\$	50,360
Plus Estimated 2006 Receipts		251,500
Plus Estimated Encumbrance Cancellations		<u>2,000</u>
Total Estimated Available Resources	\$	303,860
Less 2006 Recommended Operating Budget		(240,528)
Projected Available Balance (December 31, 2006)	\$	<u><u>63,332</u></u>

Land Acquisition Fund

2006 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2006 revenue estimate is based on a projection of 4,218 hours of services billed at a rate of \$195 per hour. This hourly rate became effective November 5, 2005, and reflects the fact that the division reviews its rate periodically and increases it when necessary to fully recover costs. The land acquisition fund is projected to end 2006 with a positive unencumbered cash balance of \$78,115.

2006 LAND ACQUISITION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2006)	\$ 33,039
Plus Estimated 2006 Receipts	822,500
Plus Estimated Encumbrance Cancellations	15,000
Total Estimated Available Resources	<u>\$ 870,539</u>
Less 2006 Recommended Operating Budget	(792,424)
Projected Available Balance (December 31, 2006)	<u><u>\$ 78,115</u></u>

Technology Services Fund

2006 Cash Balance Statement

The technology services fund is projected to begin 2006 with an unencumbered cash balance of \$568,374.

2006 TECHNOLOGY SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2006)	\$ 568,374
Plus Estimated 2006 Receipts	23,815,037
Plus Estimated Encumbrance Cancellations	<u>50,000</u>
Total Estimated Available Resources	\$ 24,433,411
Less 2006 Recommended Operating Budget	(23,815,037)
Projected Available Balance (December 31, 2006)	<u>\$ 618,374</u>

Technology Services Fund Pro Forma Operating Statement

In order to fully recover the costs of information technology services in 2006, 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 2006, both the Department of Finance and Management and the Department of Technology are committed to upgrading the rate model to one which better recovers the true cost to provide services of a technology organization.

A pro forma operating statement for the ten-year period beginning in 2006 follows this section. It represents the Technology Director's Office and the Division of Information Service's revenues and expenditures for that period. The major assumptions included are as follows:

- Administrative, telephone services, mailroom, government television channel and interconnect costs in 2006 are built into the hourly rates for all services.
- Total billable hours for all services are projected to be 62,504 for 2006.
- Hourly rates budgeted for each service category are as follows: desktop support \$174.84; server system administration \$261.97; application maintenance \$166.79; account management \$184.93.
- Network connectivity is billed as a shared cost. Help desk and web services are billed on the basis of availability. Production services are based on volume.

- The Department of Technology, Information Services Division's internal service fund incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license, enterprise-wide network management software, data center renovations, hardware upgrades and mass storage and other similar projects.
- Operating expenditures for 2006 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 2006 and beyond are as follows:

Administration

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

Applications Programming

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

Productions Service

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

Help Desk

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

Desktop Support

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

Systems Administration

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

Security

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

311 Support

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

Mailroom Services

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

Telephone Services

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

GIS Section

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

Metronet

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

Data Center

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

Oracle Services

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

Account Management

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

Web Support

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

Government Television Channel

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

Interconnect

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

Information Services Division Pro Forma Operating Statement												
	Actual 2004	Estimated 2005	Proposed 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Operating Revenue:												
Data Center Revenue	\$ 10,287,962	\$ 13,984,576	\$ 16,980,792	\$ 17,496,647	\$ 19,166,540	\$ 20,047,609	\$ 20,941,643	\$ 21,526,392	\$ 21,609,424	\$ 21,174,424	\$ 21,529,692	\$ 21,949,623
Postage Revenue	1,361,927	1,367,216	1,555,207	1,791,884	1,859,975	1,930,654	2,004,019	2,080,172	2,159,219	2,241,269	2,326,437	2,414,842
Direct Bill Items	1,978,736	4,290,593	5,279,038	5,479,641	5,687,868	5,904,007	6,128,359	6,361,237	6,602,964	6,853,876	7,114,324	7,384,668
Telephone Services Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	13,628,625	19,642,385	23,815,037	24,768,173	26,714,383	27,882,270	29,074,021	29,967,801	30,371,606	30,269,569	30,970,453	31,749,133
Worker Comp Refund	-	-	-	-	-	-	-	-	-	-	-	-
Insurance/Postage Refund	-	-	-	-	-	-	-	-	-	-	-	-
Encumbrance Cancellations	714,147	157,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Transfer/Non Billings	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	16,321,509	19,799,385	23,865,037	24,818,173	26,764,383	27,932,270	29,124,021	30,017,801	30,421,606	30,319,569	31,020,453	31,799,133
Beginning Fund Balance	169,216	411,374	568,374	618,374	668,374	718,374	768,374	818,374	868,374	918,374	968,374	1,018,374
Total Resources	16,490,725	20,210,759	24,433,411	25,436,547	27,432,757	28,650,644	29,892,396	30,836,175	31,289,981	31,237,943	31,988,827	32,817,507
Operating Expenses												
Personnel	8,189,230	8,598,783	-	-	-	-	-	-	-	-	-	-
Supplies	232,327	371,064	-	-	-	-	-	-	-	-	-	-
Services	4,080,600	4,721,448	-	-	-	-	-	-	-	-	-	-
Other	2,968	256	-	-	-	-	-	-	-	-	-	-
Equipment	34,975	61,869	-	-	-	-	-	-	-	-	-	-
Administration	-	-	2,009,121	2,085,468	2,164,715	2,246,975	2,332,360	2,420,989	2,512,987	2,608,480	2,707,603	2,810,491
Applications Programming	-	-	2,038,253	2,115,707	2,196,103	2,279,555	2,366,179	2,456,093	2,549,425	2,646,303	2,746,862	2,851,243
Computer Operations	-	-	1,512,486	1,569,960	1,629,619	1,691,544	1,755,823	1,822,544	1,891,801	1,963,690	2,038,310	2,115,766
Security	-	-	367,292	381,249	395,737	410,775	426,384	442,587	459,405	476,862	494,983	513,792
Help Desk	-	-	504,085	523,240	543,123	563,762	585,185	607,422	630,504	654,463	679,333	705,147
End User Computing	-	-	1,774,653	1,842,090	1,912,089	1,984,749	2,060,169	2,138,455	2,219,717	2,304,066	2,391,621	2,482,502
Systems Administration	-	-	1,425,740	1,479,918	1,536,155	1,594,529	1,655,121	1,718,016	1,783,300	1,851,066	1,921,406	1,994,420
Account Management	-	-	598,910	621,669	645,292	669,813	695,266	721,686	749,110	777,576	807,124	837,795
Oracle Services	-	-	497,000	515,886	535,490	555,838	576,960	598,885	621,642	645,265	669,785	695,237
Web Support	-	-	624,856	648,601	673,247	698,831	725,386	752,951	781,563	811,263	842,091	874,090
ColumbusStat	-	-	298,924	310,283	322,074	334,313	347,017	360,203	373,891	388,099	402,847	418,155
Metronet	-	-	994,376	1,032,162	1,071,384	1,112,097	1,154,357	1,198,222	1,243,755	1,291,017	1,340,076	1,390,999
Mailroom Services	-	-	1,726,285	1,791,884	1,859,975	1,930,654	2,004,019	2,080,172	2,159,219	2,241,269	2,326,437	2,414,842
Telephone Services	-	-	132,678	137,720	142,953	148,385	154,024	159,877	165,952	172,258	178,804	185,599
Interconnect	-	-	752,691	781,293	810,982	841,800	873,788	906,992	941,458	977,233	1,014,368	1,052,914
Government Television Channel	-	-	770,130	799,395	829,772	861,303	894,033	928,006	963,270	999,875	1,037,870	1,077,309
GIS Section	-	-	293,079	304,216	315,776	327,776	340,231	353,160	366,580	380,510	394,969	409,978
Technology Director's Office	746,019	861,933	918,663	953,572	989,808	1,027,421	1,066,463	1,106,988	1,149,054	1,192,718	1,238,041	1,285,087
Direct Bill Items to Other Fund	1,978,736	4,290,593	5,279,038	5,479,641	5,687,868	5,904,007	6,128,359	6,361,237	6,602,964	6,853,876	7,114,324	7,384,668
Net Change in Encumbrances	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	15,264,856	18,905,946	22,518,260	23,373,954	24,262,164	25,184,126	26,141,123	27,134,486	28,165,596	29,235,889	30,346,853	31,500,033
Debt Service	814,495	736,439	1,296,777	1,394,219	2,452,219	2,698,144	2,932,898	2,833,315	2,206,010	1,033,600	623,600	249,100
Total Expenses	16,079,351	19,642,385	23,815,037	24,768,173	26,714,383	27,882,270	29,074,021	29,967,801	30,371,606	30,269,569	30,970,453	31,749,133
Annual Surplus/Deficit	242,157	157,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Ending Fund Balance	\$ 411,374	\$ 568,374	\$ 618,374	\$ 668,374	\$ 718,374	\$ 768,374	\$ 818,374	\$ 868,374	\$ 918,374	\$ 968,374	\$ 1,018,374	\$ 1,068,374

Fleet Management Fund

2006 Cash Balance Statement

The fleet management services fund is projected to end 2005 with a positive unencumbered cash balance of \$20,606 and end 2006 with a positive unencumbered cash balance of \$20,554.

2006 FLEET MANAGEMENT SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2006)	\$ 20,606
Plus Estimated 2006 Receipts	26,322,597
Plus Estimated Encumbrance Cancellations	<u>100,000</u>
Total Estimated Available Resources	\$ 26,443,203
Less 2006 Recommended Operating Budget	(26,422,649)
Projected Available Balance (December 31, 2006)	<u>\$ 20,554</u>

2006 Revenue Summary

The Fleet Management Division recovers its costs by billing user divisions for services provided. The revenue includes a \$54 per hour labor rate, a 22 percent mark-up on parts, a 5 percent mark-up on commercial services and credit card fuel purchases, and a fuel overhead rate of \$.24 per gallon for bulk fuel.

Revenues, including the unencumbered cash balance and encumbrance cancellations, will total \$26,443,203 in 2006, an increase of 10.4 percent over the 2005 projection.

FLEET MANAGEMENT				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2003-2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
Public Safety	\$ 7,957,845	\$ 8,388,302	\$ 10,541,195	\$ 11,105,609
Refuse Collection	5,382,256	4,995,624	5,972,007	6,459,997
Other General Fund	1,487,828	202,363	1,161,713	1,416,226
Other Funds	4,378,908	5,783,495	6,218,279	7,271,292
Refunds/Miscellaneous	63,255	67,742	99,178	69,473
Insurance Adjustment	300,200	-	-	-
Unencumbered Cash Balance	343,334	214,105	(121,411)	20,606
Encumbrance Cancellations	212,710	124,405	84,240	100,000
Bond Proceeds	-	-	-	-
TOTAL RESOURCES	\$ 20,126,336	\$ 19,776,036	\$ 23,955,201	\$ 26,443,203
PERCENT CHANGE		-1.74%	21.13%	10.39%

Fleet Management Services Fund Pro Forma Operating Statement

A pro forma operating statement for the ten-year period beginning in 2006 is presented on the following pages. It represents the Division of Fleet Management's projected revenues and expenditures for that period, given certain assumptions. This document is essential in planning recovery rate percentage increases or decreases and for maintaining an acceptable end of year balance. The major assumptions included in this pro forma are as follows:

- Operations and maintenance expenses, excluding health insurance, are inflated at three percent per annum. Health insurance costs will grow by 12 percent after 2006.
- Debt service principal and interest have been broken out separately. The debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued to design and construct the division's new facility.
- Debt service payments for design and architectural services for the new fleet facility began in 1999. An additional \$20,000,000 in debt is projected to be issued in 2005 for further costs associated with design services, land acquisition and construction costs for the facility.
- The recovery rates in the pro forma are adjusted as necessary in order for the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a 6.5 percent increase in revenues in 2007 and a 3.1 percent increase in 2008 as necessary to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

DIVISION OF FLEET MANAGEMENT												
PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2004	Estimated 2005	Proposed 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
MAINTENANCE SERVICE CHARGES												
Public Safety	\$ 8,388,302	\$ 10,541,195	\$ 11,105,609	\$ 11,827,474	\$ 12,194,125	\$ 12,559,949	\$ 12,949,307	\$ 13,363,685	\$ 13,804,687	\$ 14,267,144	\$ 14,759,360	\$ 15,268,558
Refuse Collection	4,995,624	5,972,007	6,459,997	6,879,897	7,093,174	7,305,969	7,532,454	7,773,492	8,030,018	8,299,023	8,585,340	8,881,534
Other General Fund Divisions	202,363	1,161,713	1,416,226	1,508,281	1,555,037	1,601,689	1,651,341	1,704,184	1,760,422	1,819,396	1,882,165	1,947,100
Other Funds	5,783,495	6,218,279	7,271,292	7,743,926	7,983,988	8,223,507	8,478,436	8,749,746	9,038,488	9,341,277	9,663,551	9,996,944
State Highway Fuel Tax Refund	51,327	94,705	60,000	50,000	50,000	50,000	95,000	95,000	95,000	95,000	95,000	95,000
Miscellaneous Revenues	16,415	4,473	9,473	9,757	10,050	10,351	10,662	10,982	11,311	11,651	12,000	12,360
Insurance Refund												
Bond Proceeds												
TOTAL REVENUE	19,437,525	23,992,372	26,322,597	28,019,334	28,886,374	29,751,465	30,717,200	31,697,089	32,739,925	33,833,491	34,997,416	36,201,495
Beginning Fund Balance	214,107	(121,411)	20,606	20,554	2,636	18,944	1,578	7,361	3,625	3,049	2,276	12,000
Encumbrance Cancellations	124,405	84,240	100,000	250,000	275,000	275,000	275,000	275,000	275,001	275,002	275,002	275,002
TOTAL RESOURCES	19,776,036	23,955,201	26,443,203	28,289,888	29,164,009	30,045,409	30,993,778	31,979,450	33,018,551	34,111,541	35,274,694	36,488,497
EXPENDITURES												
Operations and Maintenance												
Personnel Services	6,207,777	6,546,686	6,964,428	7,173,361	7,388,562	7,610,219	7,838,525	8,073,681	8,315,891	8,565,368	8,822,329	9,086,999
Health Insurance	875,883	998,300	1,131,969	1,267,805	1,419,942	1,590,335	1,781,175	1,994,916	2,234,306	2,502,423	2,802,714	3,139,039
Materials & Supplies	9,496,906	12,340,480	13,285,616	13,684,184	14,094,710	14,517,551	14,953,078	15,401,670	15,863,720	16,339,632	16,829,821	17,334,715
Services	2,836,899	3,290,320	3,471,601	3,575,749	3,683,022	3,793,512	3,907,318	4,024,537	4,145,273	4,269,631	4,397,720	4,529,652
Other Disbursements	250	19,705	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Capital	-	7,260	130,000	133,900	137,917	142,055	146,316	150,706	155,227	159,884	164,680	169,621
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
Total Operations & Maintenance	19,417,715	23,202,751	24,988,614	25,840,150	26,729,457	27,659,135	28,632,039	29,651,306	30,720,388	31,843,087	33,023,598	34,266,550
Director's Office	428,319	456,647	485,622	500,191	515,196	530,652	546,572	562,969	579,858	597,254	615,171	633,627
Debt Service												
Principal	30,000	255,285	30,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
Interest	21,413	19,913	918,413	916,913	870,413	824,044	777,806	731,550	685,256	638,925	593,925	548,925
Total Debt Service	51,413	275,198	948,413	1,946,913	1,900,413	1,854,044	1,807,806	1,761,550	1,715,256	1,668,925	1,623,925	1,578,925
TOTAL EXPENSES	19,897,447	23,934,596	26,422,649	28,287,253	29,145,065	30,043,831	30,986,417	31,975,825	33,015,502	34,109,266	35,262,694	36,479,101
ENDING FUND BALANCE	\$ (121,411)	\$ 20,606	\$ 20,554	\$ 2,636	\$ 18,944	\$ 1,578	\$ 7,361	\$ 3,625	\$ 3,049	\$ 2,276	\$ 12,000	\$ 9,396

Enterprise Funds

Sewerage and Drainage Operating Fund

2006 Cash Balance Statement

The fund will begin 2006 with a cash balance of \$30.5 million. This does not include \$8.0 million which has been set aside as a reserve.

2006 SEWERAGE AND DRAINAGE OPERATING FUND BALANCE SUMMARY		
Cash Balance (January 1, 2006)	\$	30,539,208
Plus Estimated 2006 Receipts		171,811,459
Total Estimated Available Resources	\$	202,350,667
Less 2006 Recommended Operating Budget (Sewers/Drains)		(166,391,411)
Less 2006 Recommended Operating Budget (Administration)		(3,041,274)
Less 2006 Recommended Operating Budget (Operational Support)		(3,206,323)
Projected Available Balance (December 31, 2006)	\$	<u>29,711,659</u>
Note: Cash Balance at January 1, 2006 does not include reserve fund balance of \$8 million		

2006 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.

2006 Revenue Summary

SEWERAGE AND DRAINAGE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2003-2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
Service Charges:				
Standard Strength	\$ 98,595,090	\$ 110,539,339	\$ 118,220,615	\$ 139,303,291
Extra Strength	6,777,762	7,465,065	7,875,000	9,279,375
System Capacity Charges	8,620,951	8,052,121	9,478,044	9,572,824
Investment Income	2,017,059	680,250	950,000	2,047,417
Storm Maintenance Reimbursement	8,259,738	8,444,385	8,500,000	8,755,000
Other (Includes refunds)	3,756,840	2,593,525	2,797,600	2,853,552
Beginning Year Cash Balance	74,872,340	52,778,648	43,157,518	30,539,208
TOTAL RESOURCES	\$ 202,899,780	\$ 190,553,333	\$ 190,978,777	\$ 202,350,667
PERCENT CHANGE		-6.08%	0.22%	5.95%

Revenue Notes:

- The department is requesting, with the support of the Sewer and Water Advisory Board, a 20.0 percent increase in revenues in 2006. With this increase, revenues, excluding the beginning balance, will total nearly \$171.8 million in 2006, or nearly \$23.9 million more than the 2005 projection. Approximately \$21.2 million of this total is attributable to increased rates.
- System capacity fees are assumed to grow by a modest one percent as a result of a small assumed account growth rate. In addition, system capacity fees themselves will increase in 2006 on a strict cost of service basis.
- 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 2004 through 2014 given certain assumptions as outlined below. The pro forma operating statement is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended various sewer rate increases to produce 20% more revenue for 2006.
- Sanitary sales growth is projected at one percent per year from 2006 throughout the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually as a result of account growth in the system.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the newly organized Division of Operational Support (DOS). The relative percentage of the DOS budget each enterprise division will bear in any given year will depend upon the type and beneficiary of projects undertaken by the DOS during that year.
- Equipment costs in 2006 and beyond include an annual allotment to the EPA-mandated capital replacement fund.
- Included in the operations and maintenance budget is \$7.3 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies); \$7.4 million for payment to the Water Division for billing services; and \$10.7 million for payment of utilities.
- Proposed new debt is issued in the form of bonds at 4.75 percent in 2005, and 5.5 percent thereafter. The 2006 – 2011 capital improvement plan includes over \$163 million in bond-funded projects.
- Debt service for payment of Ohio Water Development Authority (OWDA) low-interest loans has been included within the appropriate debt schedules. Use of these low-interest monies decrease the debt retirement expenses associated with sanitary sewers projects. Unlike municipal bonds, debt service on OWDA-funded construction projects is not paid until construction is complete. The 2006 – 2011 capital improvement plan includes over \$768 million in OWDA-funded projects.

- The Division of Sewerage and Drainage's capital improvements plan has been reduced by 20 percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all debt will be issued during December of 2005. Therefore, debt issued in 2005 results in no interest expense until 2006. The same is true for subsequent issues and subsequent years' expenditures.
-

SEWERAGE SYSTEM ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT FOR YEARS 2004 - 2015												
IN DOLLARS - 000'S OMITTED												
	ACTUAL 2004	Projected 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
BEGINNING CASH BALANCE	\$ 60,779	\$ 43,157	\$ 30,539	\$ 29,712	\$ 40,853	\$ 50,747	\$ 46,474	\$ 42,347	\$ 39,573	\$ 52,064	\$ 62,943	\$ 103,694
UTILITY REVENUES												
Sewer Sales	118,004	126,096	127,357	154,356	183,962	219,245	232,510	241,880	251,628	261,768	272,318	283,292
Sewer Sales Increase	-	-	21,226	23,153	27,594	9,136	5,813	6,047	6,291	6,545	6,808	7,082
Interest Income	680	950	2,047	3,063	2,186	1,250	2,116	1,599	1,845	3,585	3,282	2,491
System Capacity Charge	8,052	9,478	9,573	9,669	9,765	9,863	9,962	10,061	10,162	10,263	10,366	10,470
Other	2,594	2,798	2,854	2,911	2,969	3,028	3,089	3,151	3,214	3,278	3,343	3,410
Reimbursement from Stormwater Fund	8,444	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768	11,091	11,423
TOTAL REVENUE	137,774	147,822	171,812	202,170	235,764	252,089	263,344	272,887	283,594	296,207	307,208	318,168
TOTAL RESOURCES	198,553	190,979	202,351	231,882	276,617	302,836	309,818	315,234	323,167	348,271	370,151	421,862
UTILITY EXPENSE												
OPERATIONS & MAINTENANCE												
Personnel	30,523	31,334	32,200	33,166	34,161	35,186	36,242	37,329	38,449	39,602	40,790	42,014
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Insurances	3,701	4,101	4,403	4,711	5,041	5,394	5,771	6,175	6,607	7,070	7,565	8,094
Supplies & Materials	4,635	6,681	5,732	5,904	6,081	6,264	6,452	6,645	6,844	7,050	7,261	7,479
Pro Rata	6,092	6,269	7,338	8,692	10,191	10,914	11,407	11,823	12,291	12,845	13,325	13,804
Contractual Services	29,580	32,721	32,027	32,988	33,978	34,997	36,047	37,128	38,242	39,390	40,571	41,788
Other	557	350	790	814	838	863	889	916	943	972	1,001	1,031
Equipment	2,986	1,882	5,470	5,634	5,803	5,977	6,157	6,341	6,531	6,727	6,929	7,137
Division of Operational Support Allocation	-	3,000	3,206	3,303	3,402	3,504	3,609	3,717	3,829	3,943	4,062	-
PJU Director's Allocation	-	1,673	3,041	3,133	3,226	3,323	3,423	3,526	3,631	3,740	3,853	3,968
TOTAL OPERATIONS & MAINTENANCE	78,074	88,011	94,207	98,345	102,721	106,422	109,997	113,600	117,367	121,339	125,357	125,315
DEBT SERVICE												
Revenue Bond	14,847	15,430	15,218	15,093	15,151	17,581	18,880	20,178	-	-	-	-
General Obligation	30,148	27,448	28,181	26,933	24,276	23,111	19,330	16,054	15,395	13,780	13,257	11,421
Proposed New Debt	-	999	4,725	18,624	39,310	54,518	64,534	71,099	83,611	95,479	75,527	91,571
Less Debt Issuance Premium	-	-	-	-	-	-	-	-	-	-	-	-
O.W.D.A. Debt	24,327	28,552	30,308	32,034	44,412	54,730	54,730	54,730	54,730	54,730	52,316	52,316
TOTAL DEBT SERVICE	69,322	72,429	78,432	92,684	123,149	149,940	157,474	162,061	153,736	163,989	141,100	155,308
TOTAL EXPENSE	147,396	160,440	172,639	191,029	225,870	256,362	267,471	275,661	271,103	285,328	266,457	280,623
ENDING FUND BALANCE	\$ 51,157	\$ 30,539	\$ 29,712	\$ 40,853	\$ 50,747	\$ 46,474	\$ 42,347	\$ 39,573	\$ 52,064	\$ 62,943	\$ 103,694	\$ 141,239
Less reserve fund transfer	(8,000)											

SEWERAGE SYSTEM ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT FOR YEARS 2004 - 2015												
IN DOLLARS - 000'S OMITTED												
	ACTUAL 2004	Projected 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
PROJECTED REVENUE INCREASE	9.50%	9.50%	20.00%	18.00%	18.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
RESERVE REQUIREMENT: 10% of Operations/Maintenance Costs	7,807	8,801	9,421	9,835	10,272	10,642	11,000	11,360	11,737	12,134	12,536	12,532
CASH BASIS COVERAGE												
REVENUE	\$ 137,775	\$ 147,821	\$ 171,811	\$ 202,170	\$ 235,764	\$ 252,089	\$ 263,343	\$ 272,888	\$ 283,593	\$ 296,207	\$ 307,207	\$ 318,169
GROSS O & M EXPENSES	(78,074)	(88,011)	(94,208)	(98,344)	(102,722)	(106,422)	(109,996)	(113,601)	(117,369)	(121,339)	(125,357)	(129,499)
NET REVENUE	\$ 59,700	\$ 59,810	\$ 77,604	\$ 103,826	\$ 133,042	\$ 145,668	\$ 153,347	\$ 159,287	\$ 166,224	\$ 174,867	\$ 181,850	\$ 188,670
ACTUAL/EST. BEG. SYSTEM RESERVE FUND	\$ 66,562	\$ 43,158	\$ 30,539	\$ 29,711	\$ 40,852	\$ 50,745	\$ 46,473	\$ 42,346	\$ 39,573	\$ 52,062	\$ 62,940	\$ 103,691
O&M EXPENSE RESERVE REQUIREMENT	(7,807)	(8,801)	(9,421)	(9,834)	(10,272)	(10,642)	(11,000)	(11,360)	(11,737)	(12,134)	(12,536)	(12,950)
SYSTEM RESERVE FUND AVAILABLE	58,754	34,356	21,118	19,877	30,580	40,103	35,473	30,986	27,836	39,928	50,405	90,741
ADJUSTED NET REVENUE	\$ 118,455	\$ 94,167	\$ 98,722	\$ 123,703	\$ 163,622	\$ 185,771	\$ 188,820	\$ 190,272	\$ 194,060	\$ 214,795	\$ 232,255	\$ 279,410
REVENUE BOND DEBT SERVICE	14,847	15,430	15,218	15,093	15,151	17,581	18,880	20,178	-	-	-	-
G.O. DEBT SERVICE (including proposed new debt)	30,148	28,446	32,906	45,558	63,586	77,629	83,865	87,152	99,005	109,259	88,784	102,993
OWDA DEBT SERVICE	24,327	28,552	30,308	32,034	44,412	54,730	54,730	54,730	54,730	54,730	52,316	52,316
TOTAL DEBT SERVICE	\$ 69,322	\$ 72,428	\$ 78,431	\$ 92,685	\$ 123,149	\$ 149,940	\$ 157,474	\$ 162,060	\$ 153,735	\$ 163,989	\$ 141,100	\$ 155,309
Rate covenant tests:												
COVERAGE RATIO (1.00 REQUIRED)												
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE	1.71	1.30	1.26	1.33	1.33	1.24	1.20	1.17	1.26	1.31	1.65	1.80
COVERAGE RATIO (1.25 REQUIRED)												
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	7.98	6.10	6.49	8.20	10.80	10.57	10.00	9.43	NA	NA	NA	NA
Bond reserve requirement test:												
COVERAGE RATIO (1.50 REQUIRED)												
ADJ. NET REVENUE vs. REV. BOND DEBT SERVICE	7.98	6.10	6.49	8.20	10.80	10.57	10.00	9.43	NA	NA	NA	NA
Assumes 35% availability of OWDA Funding												

Electricity Enterprise Fund

2006 Cash Balance Statement

In 2006, the total volume of electric retail sales, the largest source of revenue in the electricity enterprise fund, is projected to increase by 8.3 percent over 2005 totals. However, due to the rapidly growing cost of purchase power, revenues into the fund are projected to fall below projected expenses. As such, the division may require a transfer from the special income tax (SIT) fund.

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

2006 ELECTRICITY ENTERPRISE FUND BALANCE SUMMARY		
Cash Balance (January 1, 2006)	\$	358,000
Plus Estimated 2006 Receipts		67,612,000
Plus Kilowatt Hour Tax Revenues		-
Plus Special Income Tax Transfer		-
Total Estimated Available Resources	\$	67,970,000
Less 2006 Recommended Operating Budget (Electricity)		(65,946,590)
Less 2006 Recommended Operating Budget (Administration)		(1,073,406)
Less 2006 Recommended Operating Budget (Operational Support)		(1,674,797)
Projected Available Balance (December 31, 2006)	\$	(724,793)

2006 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.

2006 Revenue Summary

ELECTRICITY ENTERPRISE FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2003-2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
Charges for Electric Service	\$ 54,198,330	\$ 52,148,000	\$ 56,413,000	\$ 61,104,000
Construction Charges	650,343	1,532,000	820,000	845,000
Expressway Lighting/Maintenance	1,045,990	740,000	890,000	890,000
New Customer Installation Revenue	706,607	584,000	900,000	927,000
Investment Income	99,662	104,000	300,000	150,000
Workers Comp/Insurance Savings	-	-	-	-
Other Revenue	776,066	783,000	425,000	438,000
Street Lighting Charges	258,091	293,000	296,000	271,000
Kilowatt Hour Tax Revenues	3,148,023	-	-	-
Transportation Street Lighting Revenue	-	2,900,000	2,900,000	2,987,000
Special Income Tax Transfer	-	350,000	-	-
Beginning Year Cash Balance	(76,010)	418,300	494,000	358,000
TOTAL RESOURCES	<u>\$ 60,807,102</u>	<u>\$ 59,852,300</u>	<u>\$ 63,438,000</u>	<u>\$ 67,970,000</u>
PERCENT CHANGE		-1.57%	5.99%	7.14%

Revenue Notes:

- Revenues, excluding the beginning year cash balance are expected to be \$67.6 million in 2006, an increase of 7.4 percent over 2005 estimates.
- Effective May 2001, changes in state law caused the Division of Electricity to pay the proceeds of a kilowatt hour tax to the general fund. At that time, to avoid a net reduction in revenue to the division, the general fund reimbursed the payments to the electricity operating fund. However, in 2004, legislation was passed that allowed the general fund to keep the kilowatt hour proceeds. In turn, the division will receive up to \$2.9 million per year from the street construction, maintenance and repair fund for street lighting costs and may receive additional monies for debt service costs, if needed.

Electricity Pro Forma Operating Statement

During the summers of 1998 and 1999, the Division of Electricity experienced sudden increases in purchase power expenses. During 1998, certain power sources in the Midwest were temporarily disrupted through untimely maintenance and tornado damage. In 1999, the situation was further exacerbated by a severe nationwide heat wave. In 1998 and in 1999, the division passed on a portion of these costs to customers in the form of fuel adjustment charges. To hedge against a recurrence of these levels of purchase power costs, the division entered into contracts to cover most of the peak demand that could be anticipated during the summer months in 2000. During 2000, the division was successful in securing favorable, long-term contracts for its purchase power to meet its needs into the future. For 2006, the purchase power projection is \$40.1 million, of which \$2.6 million is to cover the aforementioned newly imposed transmission fees.

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

- The pro forma assumes operating and maintenance and debt service costs for the division's street lighting program through the entire pro forma period. The objective of the program is to install street lighting throughout the city without general fund or special income tax support and so will be funded with revenues derived from electric retail sales, to the extent possible.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the newly organized Division of Operational Support (DOS). The relative percentage of the DOS budget each enterprise division will bear in any given year will depend upon the type and beneficiary of projects undertaken by the DOS during that year.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of electrical power. In 2006, over \$40.1 million is budgeted for this wholesale power, which in turn is sold to the division's customers. The 2006 budget also includes nearly \$3.0 million for payment of pro rata and over \$600,000 for payment of utilities.

- For purposes of this document, it is assumed that purchase electrical power costs will average \$41.02 per megawatt hour in 2006, a portion of which covers the newly imposed transmission fees. However, the city is currently working with its consultants and attorneys to determine its relative responsibility for the new fees under the terms of the current purchase power agreement, which may result in some downward adjustment to these costs.
- Proposed new bonded debt is conservatively projected. It is assumed that such debt will be directly bonded at 4.5 percent in 2005, 5.0 percent in 2006 and 5.5 percent thereafter. Details regarding the proposed capital expenditures are available in the capital summary section of this document.
- The Division of Electricity's pro forma statement also assumes that all debt will be issued during December 2005. Therefore, debt issued in 2005 results in no interest expense until 2006. The same is true for subsequent issues and subsequent years' expenditures.

ELECTRICITY ENTERPRISE FUND

IN DOLLARS - 000'S OMITTED

	Estimated 2004	Projected 2005	2006	2007	2008	2009	2010	2011	2012	2013
REVENUE SUMMARY										
Electricity Sales										
Residential A-1	\$ 5,352	\$ 5,562	\$ 5,802	\$ 5,947	\$ 6,095	\$ 6,254	\$ 6,381	\$ 6,547	\$ 6,679	\$ 6,853
Commercial CS-20	300	316	330	338	347	356	363	372	380	390
Commercial CS-22	7,296	7,614	8,207	8,413	8,623	8,847	9,030	9,264	9,455	9,701
Lg. Commercial/Industrial - 23	40,240	43,875	46,564	47,728	48,921	50,193	51,114	52,443	53,402	54,790
Italian Village	-	0	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153
Lg. Commercial/Industrial - 31	1,633	1,775	1,859	1,905	1,953	2,004	2,042	2,096	2,136	2,192
Commercial F39	592	607	628	644	660	677	692	710	726	745
Kilowatt Hour Tax Reduction	(3,265)	(3,337)	(3,438)	(3,524)	(3,611)	(3,704)	(3,799)	(3,897)	(3,997)	(4,100)
Total Electric Sales	52,148	56,413	61,104	62,604	64,141	65,779	66,976	68,688	69,934	71,723
Street Lighting Energy	3,131									
St Lt Energy Absorbed In House	(3,131)									
Expressway Lighting	428	520	520	520	520	520	520	520	520	520
Other Revenues										
Street Lighting Maintenance	2,447	2,545	2,647	2,753	2,863	2,977	3,096	3,220	3,349	3,483
SL Maintenance Absorbed In House	(2,447)	(2,545)	(2,647)	(2,753)	(2,863)	(2,977)	(3,096)	(3,220)	(3,349)	(3,483)
Expressway Maintenance	312	370	370	370	370	370	370	370	370	370
Construction Charges	1,532	820	845	870	896	923	951	979	1,008	1,039
New Customer Installation Revenue	584	900	927	955	983	1,013	1,043	1,075	1,107	1,140
Investment Earnings	104	300	150	150	150	150	150	150	150	150
Other Charges & Miscellaneous	783	425	438	451	464	478	493	507	523	538
SL Reimbursement - Transportation	2,907	2,900	2,987	3,077	3,169	3,264	3,362	3,463	3,567	3,674
Total Other Revenue	6,222	5,715	5,716	5,873	6,033	6,198	6,369	6,544	6,725	6,911
Total Operating Revenue before Reimbursement	58,798	62,648	67,340	68,996	70,694	72,498	73,864	75,752	77,179	79,155
Assessment/Expense Reimbursement	293	296	271	226	184	154	141	124	108	28
Kwh Taxes Received	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$ 59,091	\$ 62,943	\$ 67,611	\$ 69,222	\$ 70,878	\$ 72,651	\$ 74,005	\$ 75,877	\$ 77,287	\$ 79,183

ELECTRICITY ENTERPRISE FUND

IN DOLLARS - 000'S OMITTED

	Estimated 2004	Projected 2005	2006	2007	2008	2009	2010	2011	2012	2013
EXPENDITURE SUMMARY										
Salaries	\$ 9,224	\$ 9,281	\$ 9,889	\$ 10,284	\$ 10,696	\$ 11,124	\$ 11,568	\$ 12,031	\$ 12,512	\$ 13,013
Purchase Power	36,241	38,970	40,119	40,946	41,961	43,040	44,147	45,283	46,449	47,646
Materials and Supplies	632	704	787	811	835	860	886	912	940	968
Pro Rata	2,703	2,806	3,024	3,098	3,174	3,256	3,317	3,402	3,466	3,555
Services	2,264	2,275	2,540	2,616	2,695	2,776	2,859	2,945	3,033	3,124
AMPO Service Fees A & B	481	451	463	476	487	500	512	526	539	553
Other Disbursements	1,199	146	172	177	182	188	194	199	205	212
Capital Equipment	1,074	1,694	2,114	2,177	2,243	2,310	2,379	2,451	2,524	2,600
Total Distribution Op Exp before Debt Svc	53,818	56,326	59,108	60,585	62,273	64,052	65,862	67,749	69,669	71,670
Distribution G.O. Debt	2,896	3,154	4,207	3,945	3,484	3,335	2,684	2,202	1,926	1,740
Street Lighting G.O. debt	2,534	2,326	2,230	2,024	1,686	1,627	1,154	799	521	302
Refinancing Debt Svc	(526)	(1,057)	-	-	-	-	-	-	-	-
Street Light Assessments	293	296	271	226	184	154	141	124	108	28
	5,196	4,718	6,708	6,195	5,354	5,116	3,980	3,125	2,555	2,070
PU&A Director's Allocation	0	616	1,073	1,116	1,161	1,207	1,255	1,305	1,358	1,412
DOS Allocation	0	1,419	1,675	1,742	1,812	1,884	1,960	2,038	2,119	2,204
Total Expenditures before New Debt Svc	59,014	63,079	68,564	69,638	70,599	72,259	73,057	74,218	75,702	77,357
New Distribution Debt Service	-	-	64	275	460	648	849	1,069	1,280	1,483
New Street Lighting Debt Service	-	-	67	306	555	806	1,045	1,261	1,468	1,666
Total Expenditures before Kwh Tax Exp	59,014	63,079	68,695	70,219	71,614	73,712	74,951	76,547	78,449	80,505
Kwh Tax Exp Transfer to General Fund	-	-	-	-	-	-	-	-	-	-
Total Expenditures	59,014	63,079	68,695	70,219	71,614	73,712	74,951	76,547	78,449	80,505
Beginning Year Cash 1/1	418	494	358	(725)	(1,722)	(2,458)	(3,519)	(4,464)	(5,135)	(6,298)
Transfer from SIT	-	-	-	-	-	-	-	-	-	-
Ending Year Cash 12/31	\$ 494	\$ 358	\$ (725)	\$ (1,722)	\$ (2,458)	\$ (3,519)	\$ (4,464)	\$ (5,135)	\$ (6,298)	\$ (7,620)

Water Operating Fund

2006 Cash Balance Statement

The fund will begin 2006 with a cash balance of \$25.2 million. This does not include \$8.0 million which has been set aside as a reserve.

2006 WATER OPERATING FUND BALANCE SUMMARY		
Cash Balance (January 1, 2006)	\$	25,172,816
Plus Estimated 2006 Receipts		<u>119,919,508</u>
Total Estimated Available Resources	\$	145,092,324
Less 2006 Recommended Operating Budget (Water)		(123,052,614)
Less 2006 Recommended Operating Budget (Administration)		(1,848,626)
Less 2006 Recommended Operating Budget (Operational Support)		(3,186,992)
Projected Available Balance (December 31, 2006)	\$	<u><u>17,004,092</u></u>
Note: Cash Balance at January 1, 2006 does not include reserve fund balance of \$8 million		

2006 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.

2006 Revenue Summary

WATER OPERATING FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2003-2006				
REVENUE SUMMARY	2003 Actual	2004 Actual	2005 Estimated	2006 Proposed
Water Sales	\$ 72,998,503	\$ 81,022,016	\$ 87,782,093	\$ 95,982,689
Water Penalty Fees	857,805	868,895	940,993	950,403
System Capacity Charges	11,250,727	12,407,646	13,042,011	13,172,431
Sewer Billings	6,036,986	6,600,379	6,180,000	6,365,400
Meter Service Fee	551,167	598,915	490,058	494,959
Investment Income	2,187,067	257,062	1,325,579	1,324,734
Other Revenue	2,703,369	1,755,190	1,612,764	1,628,892
Beginning Year Cash Balance	39,544,730	26,173,709	36,687,814	25,172,816
TOTAL RESOURCES	<u>\$ 136,130,354</u>	<u>\$ 129,683,812</u>	<u>\$ 148,061,312</u>	<u>\$ 145,092,324</u>
PERCENT CHANGE		-4.74%	14.17%	-2.01%

Revenue Notes:

- The department is requesting, with the support of the Sewer and Water Advisory Board, a nine percent increase in revenues in 2006, largely funded by various rate increases. With this increase, revenues, excluding the beginning balance, will total over \$119.9 million in 2006, an increase of 7.6 percent over the 2005 projection.
- Sewer billing charges are projected to total nearly \$6.3 million in 2006 or three percent higher than the 2005 projection.
- System capacity fees are assumed to grow by a modest one percent as a result of a small assumed account growth rate. In addition, the system capacity fees themselves are proposed to increase in 2006 on a strict cost of service basis.
- A low income discount program is proposed to reduce the commodity portion of the bill by at least 15 percent for qualified customers.
- All residential customers are proposed to receive a 1.9 percent rate reduction (a “lifeline” rate) for essential water usage, namely the first 15 ccf per quarter.
- The interest income projection is based on the amount of cash assumed to be available in each year for capital projects. For the purposes of projection, an interest rate of two percent is assumed.

Water Pro Forma Operating Statement

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

- The sewer and water advisory board has recommended rate increases to produce nine percent more revenue in 2006.
- Water sales growth is projected at one percent per year, based on a recent history of water sales growth.
- The system capacity charge revenue is projected at one percent growth per year as a result of account growth in the system.
- Interest rates on investments of revenues and reserves are projected to be two percent.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the newly organized Division of Operational Support (DOS). The relative percentage of the DOS budget each enterprise division will bear in any given year will depend upon the type and beneficiary of projects undertaken by the DOS during that year.
- Included in the operations and maintenance budget is \$5.4 million for payment of pro rata; \$9.1 for the purchase of chemicals; and \$6.0 million for payment of utilities.
- Proposed new debt is issued in the form of bonds at an assumed interest rate 4.5 percent in 2005 and 5.5 thereafter.
- In 1995 and 1996, the City of Columbus issued a total of \$62.8 million in variable rate debt for Water Division capital projects. For purposes of this pro forma statement, the interest rate on that debt is assumed to be 3.5 percent.
- The Division of Water's capital improvements budget (CIB) has been discounted by 20 percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process. By contrast, the capital improvements budget ordinance will reflect the division's entire approved plan for 2006.

Enterprise Funds

WATER ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT FOR YEARS 2004 - 2015												
IN DOLLARS - 000'S OMITTED												
	ACTUAL 2004	Projected 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
BEGINNING CASH BALANCE	\$ 26,174	\$ 28,688	\$ 25,173	\$ 17,004	\$ 13,989	\$ 14,209	\$ 17,130	\$ 26,069	\$ 44,680	\$ 66,383	\$ 90,706	\$ 117,462
UTILITY REVENUES												
Water Sales	\$ 81,022	\$ 84,682	\$ 89,286	\$ 98,295	\$ 108,710	\$ 120,227	\$ 132,662	\$ 146,047	\$ 151,933	\$ 158,056	\$ 164,426	\$ 171,052
Water Sales Increase	-	3,101	6,696	7,782	8,606	9,268	9,950	3,651	3,798	3,951	4,111	4,276
Interest Income	257	1,326	1,325	1,447	1,202	1,013	891	849	1,128	1,454	1,818	2,220
System Capacity Charges	12,408	13,042	13,172	13,304	13,437	13,572	13,707	13,844	13,983	14,123	14,264	14,406
Sewer Billing Charges	6,600	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063	8,305
Penalties	869	941	950	960	970	979	989	999	1,009	1,019	1,029	1,039
Meter Service Fees	599	490	495	500	505	510	515	520	525	531	536	541
Other	1,755	1,613	1,629	1,645	1,662	1,678	1,695	1,712	1,729	1,746	1,764	1,781
TOTAL REVENUE	103,510	111,373	119,920	130,489	141,844	154,203	167,573	175,002	181,706	188,708	196,011	203,622
TOTAL RESOURCES	129,684	140,061	145,092	147,493	155,832	168,411	184,703	201,071	226,387	255,092	286,718	321,084
UTILITY EXPENSE												
OPERATIONS & MAINTENANCE												
PERSONNEL SERVICES	31,172	32,464	33,520	34,525	35,561	36,628	37,727	38,859	40,024	41,225	42,462	43,736
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
HEALTH INSURANCE	3,807	4,372	4,739	5,071	5,426	5,806	6,212	6,647	7,112	7,610	8,143	8,713
SUPPLIES & MATERIALS	3,761	4,812	4,873	5,019	5,169	5,325	5,484	5,649	5,818	5,993	6,173	6,358
CHEMICALS	7,191	9,341	9,141	9,415	9,698	9,989	10,288	10,597	10,915	11,242	11,580	11,927
PRO RATA	4,434	5,012	5,396	5,872	6,383	6,939	7,541	7,875	8,177	8,492	8,820	9,163
CONTRACTUAL SERVICES	6,362	8,531	10,599	10,917	11,245	11,582	11,930	12,287	12,656	13,036	13,427	13,830
ELECTRICITY	5,167	5,473	5,272	5,430	5,593	5,761	5,933	6,111	6,295	6,484	6,678	6,879
DATA PROCESSING	2,617	2,093	1,800	1,854	1,910	1,967	2,026	2,087	2,149	2,214	2,280	2,349
OTHER	110	316	116	119	123	127	131	134	139	143	147	151
EQUIPMENT	858	759	1,755	1,808	1,862	1,918	1,976	2,035	2,096	2,159	2,224	2,290
DIVISION OF OPERATIONAL SUPPORT	-	2,163	3,187	3,283	3,381	3,483	3,587	3,695	3,805	3,920	4,037	4,158
PUJA DIRECTOR'S ALLOCATION	-	1,093	1,849	1,904	1,961	2,020	2,081	2,143	2,207	2,274	2,342	2,412
TOTAL OPERATIONS & MAINTENANCE	65,480	76,428	82,247	85,218	88,312	91,543	94,915	98,119	101,394	104,790	108,312	111,965
DEBT SERVICE												
REVENUE BOND	7,163	7,278	7,487	7,662	7,799	7,989	8,232	-	-	-	-	-
GENERAL OBLIGATION	27,200	29,842	34,990	30,611	27,056	26,051	24,134	22,695	20,155	18,966	18,224	15,339
PROPOSED NEW DEBT	-	-	2,024	8,673	17,117	24,358	30,013	34,237	37,114	39,289	41,380	43,387
ALUM CREEK DEBT	1,213	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
TOTAL DEBT SERVICE	35,576	38,460	45,841	48,286	53,312	59,738	63,719	58,271	58,609	59,595	60,943	60,066
TOTAL EXPENSE	101,057	114,888	128,088	133,504	141,624	151,281	158,634	156,391	160,003	164,385	169,256	172,031
Sale of assets (proceeds go to reserve fund)	61	-	-	-	-	-	-	-	-	-	-	-
ENDING FUND BALANCE	\$ 28,688	\$ 25,173	\$ 17,004	\$ 13,989	\$ 14,209	\$ 17,130	\$ 26,069	\$ 44,680	\$ 66,383	\$ 90,706	\$ 117,462	\$ 149,053

WATER ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT FOR YEARS 2004 - 2015												
IN DOLLARS - 000'S OMITTED												
	ACTUAL 2004	Projected 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
PROJECTED REVENUE INCREASE	7.25%	7.25%	9.00%	9.50%	9.50%	9.25%	9.00%	3.00%	3.00%	3.00%	3.00%	3.00%
RESERVE REQUIREMENT: 10% of Operations/Maintenance Costs	6,548	7,643	8,225	8,522	8,831	9,154	9,492	9,812	10,139	10,479	10,831	11,197
CASH BASIS COVERAGE												
REVENUES	\$ 103,510	\$ 111,373	\$ 119,920	\$ 130,489	\$ 141,844	\$ 154,203	\$ 167,573	\$ 175,002	\$ 181,706	\$ 188,708	\$ 196,011	\$ 203,622
CONSTRUCTION FUNDS INTEREST	(257)	(968)	(1,210)	(1,051)	(798)	(651)	(566)	(938)	(938)	(938)	(938)	(2,220)
REVENUES	\$ 103,253	\$ 109,362	\$ 117,684	\$ 126,895	\$ 136,939	\$ 147,651	\$ 150,841	\$ 152,507	\$ 154,195	\$ 155,904	\$ 157,635	\$ 201,403
GROSS O & M EXPENSES	66,693	77,768	83,587	86,558	89,652	92,883	96,255	99,459	102,734	106,130	109,652	113,305
PAYMENT TO/FOR OHIO WATER RIGHTS	(1,213)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)	(1,340)
O & M EXPENSES	65,480	76,428	82,247	85,218	88,312	91,543	94,915	98,119	101,394	104,790	108,312	111,965
NET REVENUES	\$ 37,773	\$ 33,837	\$ 36,348	\$ 43,824	\$ 52,330	\$ 61,646	\$ 71,767	\$ 76,034	\$ 79,184	\$ 82,465	\$ 85,881	\$ 89,437
ACTUAL/ESTIMATED SYSTEM RESERVE FUND ON	\$ 37,022	\$ 26,233	\$ 25,173	\$ 17,004	\$ 13,989	\$ 14,209	\$ 17,130	\$ 26,069	\$ 44,680	\$ 66,383	\$ 90,706	\$ 117,462
O&M EXPENSE RESERVE REQUIREMENT	(6,548)	(7,643)	(8,225)	(8,522)	(8,831)	(9,154)	(9,492)	(9,812)	(10,139)	(10,479)	(10,831)	(11,197)
SYSTEM RESERVE FUND AVAILABLE	30,474	18,590	16,948	8,482	5,157	5,054	7,639	16,257	34,541	55,904	79,875	106,265
ADJUSTED NET REVENUES	\$ 68,247	\$ 52,428	\$ 53,296	\$ 52,307	\$ 57,487	\$ 66,701	\$ 79,406	\$ 92,291	\$ 113,725	\$ 138,369	\$ 165,756	\$ 195,703
REVENUE BOND DEBT SERVICE	\$ 7,163	\$ 7,278	\$ 7,487	\$ 7,662	\$ 7,799	\$ 7,989	\$ 8,232	\$ -	\$ -	\$ -	\$ -	\$ -
G.O. DEBT SERVICE (including proposed new debt)	27,200	29,842	37,014	39,284	44,172	50,409	54,147	56,931	57,269	58,255	59,603	58,726
PAYMENT TO/FOR OHIO WATER RIGHTS	1,213	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
TOTAL DEBT SERVICE REQUIREMENTS	\$ 35,576	\$ 38,460	\$ 45,841	\$ 48,286	\$ 53,312	\$ 59,738	\$ 63,719	\$ 58,271	\$ 58,609	\$ 59,595	\$ 60,943	\$ 60,066
Rate covenant tests:												
COVERAGE RATIO (1.00 REQUIRED)												
ADJ. NET REVENUE vs. TOTAL DEBT SERVICE (G/O)	1.92	1.36	1.16	1.08	1.08	1.12	1.25	1.58	1.94	2.32	2.72	3.26
COVERAGE RATIO (1.25 REQUIRED)												
ADJ. NET REVENUES vs. REV. BOND DEBT SERVICE	9.53	7.20	7.12	6.83	7.37	8.35	9.65	N/A	N/A	N/A	N/A	N/A
COVERAGE RATIO (1.50 REQUIRED)												
ADJ. NET REVENUES vs. REV. BOND DEBT SERVICE	9.53	7.20	7.12	6.83	7.37	8.35	9.65	N/A	N/A	N/A	N/A	N/A

Storm Sewer Maintenance Fund

2006 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 2006 with a cash balance of nearly \$20.8 million, including the \$10 million in the reserve fund. No additional reserve fund transfers are projected at this time. However, the department will request that any surplus revenues, when available, be shifted to that fund.

2006 STORM SEWER MAINTENANCE FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2006)	\$	20,868,628
Plus Estimated 2006 Receipts		<u>27,427,425</u>
Total Estimated Available Resources	\$	48,296,053
Less 2006 Recommended Operating Budget		(27,876,795)
Less 2006 Recommended Operating Budget (Operational Support)		(615,518)
Projected Available Balance (December 31, 2006)	\$	<u>19,803,740</u>
Note: Balance at January 1, 2006 includes reserve fund balance		

2006 Revenue Summary

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

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

2006 Revenue Summary

STORM SEWER MAINTENANCE FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2003-2006				
REVENUE SUMMARY	2003	2004	2005	2006
	Actual	Actual	Estimated	Proposed
Storm Maintenance Fees	\$ 21,028,019	\$ 23,070,252	\$ 24,262,814	\$ 26,253,179
Investment Earnings	720,416	529,453	950,000	950,000
Other Revenues (includes insurance rebates)	238,678	219,659	222,000	224,246
Beginning Year Cash Balance	11,257,113	13,910,762	17,356,459	20,868,628
TOTAL RESOURCES	\$ 33,244,226	\$ 37,730,126	\$ 42,791,273	\$ 48,296,053
PERCENT CHANGE		13.49%	13.41%	12.86%

Revenue Notes:

- 2006 revenues are based on a charge of \$3.37 per ERU, per month.

Storm Sewer Maintenance Pro Forma Operating Statement

- The Storm Sewer Maintenance pro forma operating statement assumes that rates will increase by 5 percent to \$3.37/ERU in 2006.
- Operations and maintenance expenses, excluding health insurance and pro rata are inflated at three percent per year. Insurance costs are inflated by 7 percent annually, while the projected pro rata in each year is 4.5 percent of each year's projected revenues. (Note: As non-insurance personnel costs are inflated by only three percent annually, it is assumed that the division's employee strength will not increase over the pro forma period.)
- Operations and maintenance costs also include pro-rated costs associated with the newly organized Division of Operational Support (DOS). The relative percentage of the DOS budget each enterprise division will bear in any given year will depend upon the type and beneficiary of projects undertaken by the DOS during that year.
- The division's 2006 operations and maintenance budget includes \$1,000,000 for specialized equipment rental.
- The division's capital improvements plan has been discounted by 20 percent throughout the pro forma period. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- The pro forma statement assumes debt issuance amounts of \$30.1 million in 2005, \$21.2 million in 2006, \$12.7 million in 2007, \$4.6 million in 2008, \$7.6 million in 2009 and nearly \$12 million in 2010. Note that these amounts reflect the capital improvements plan after the aforementioned discount.
- In 2005, for the first time, the storm sewer pro forma included costs associated with the street cleaning function. These costs were transferred from the Public Service Department. A three percent growth rate for this program is assumed thereafter.

STORMWATER ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT FOR YEARS 2004 - 2015												
IN DOLLARS - 000'S OMITTED												
	PROJECTED 2004	Projected 2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Operating Fund Beginning Bal.	\$ 3,911	\$ 7,356	\$ 11,630	\$ 10,565	\$ 6,919	\$ 2,015	\$ (3,230)	\$ (7,844)	\$ (11,587)	\$ (14,322)	\$ (15,862)	\$ (16,517)
Reserve Fund Beginning Bal.	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Beginning Balance:	\$ 13,911	\$ 17,356	\$ 21,630	\$ 20,565	\$ 16,919	\$ 12,015	\$ 6,770	\$ 2,156	\$ (1,587)	\$ (4,322)	\$ (5,862)	\$ (6,517)
UTILITY REVENUE												
Storm Maintenance Service Charges	23,070	24,263	25,103	26,620	28,245	29,659	31,180	32,728	34,388	36,161	37,967	39,463
Rate Increase (Decrease)	-	-	1,151	1,220	1,036	1,087	1,143	1,200	1,261	1,326	1,044	1,085
Investment Earnings	529	950	950	485	322	282	282	250	250	250	250	250
Storm Sewer Maintenance Penalties	217	219	221	223	225	228	230	232	235	237	239	242
Other Revenues	3	3	3	3	4	4	4	4	4	4	4	4
TOTAL REVENUE	23,819	25,435	27,427	28,551	29,832	31,260	32,838	34,414	36,137	37,978	39,505	41,045
TOTAL RESOURCES	\$ 37,730	\$ 42,791	\$ 49,057	\$ 49,116	\$ 46,752	\$ 43,274	\$ 39,609	\$ 36,570	\$ 34,550	\$ 33,656	\$ 33,643	\$ 34,528
UTILITY EXPENSE												
Personnel	1,950	2,100	2,348	2,418	2,491	2,566	2,643	2,722	2,804	2,888	2,974	3,064
27th pay period	-	-	-	-	-	-	-	-	-	-	-	-
Insurances	237	275	342	365	391	418	448	479	513	548	587	628
Supplies and Materials	13	11	16	16	17	17	18	19	19	20	20	21
Contractual Services	1,282	1,190	1,748	1,800	1,854	1,910	1,967	2,026	2,087	2,150	2,214	2,280
Pro Rata	1,040	1,145	1,234	1,285	1,342	1,407	1,478	1,549	1,626	1,709	1,778	1,847
Equipment	16	0	80	82	85	87	90	93	96	98	101	104
Other	44	211	110	113	117	120	124	128	131	135	139	144
Reimbursement to Sanitary Enterprise	8,444	8,500	8,585	8,671	8,758	8,845	8,934	9,023	9,113	9,204	9,296	9,389
Division of Operational Support Allocation	-	488	616	634	653	673	693	714	735	757	780	803
Street Cleaning (transferred from Public Service)	2,900	2,900	2,987	3,077	3,169	3,264	3,362	3,463	3,567	3,674	3,784	3,897
Subtotal Operations and Maintenance Expense	\$ 15,927	\$ 16,820	\$ 18,065	\$ 18,463	\$ 18,877	\$ 19,307	\$ 19,755	\$ 20,214	\$ 20,690	\$ 21,183	\$ 21,674	\$ 22,178
Debt Service:												
General Obligation Debt	1,408	4,341	8,538	8,258	8,011	7,762	7,517	7,176	6,883	6,635	6,404	6,174
Less Premium from '04 Issuance	-	-	-	-	-	-	-	-	-	-	-	-
Cash Transfer to Bond Fund	-	-	-	-	-	-	-	-	-	-	-	-
Proposed New Debt	0	0	1,889	5,476	7,850	9,435	10,181	10,768	11,299	11,700	12,083	12,447
Total Debt Service:	\$ 1,408	\$ 4,341	\$ 10,427	\$ 13,734	\$ 15,861	\$ 17,197	\$ 17,697	\$ 17,944	\$ 18,182	\$ 18,335	\$ 18,486	\$ 18,621
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSE	\$ 17,335	\$ 21,161	\$ 28,492	\$ 32,197	\$ 34,737	\$ 36,504	\$ 37,453	\$ 38,157	\$ 38,872	\$ 39,518	\$ 40,160	\$ 40,799
ENDING FUND BALANCE <small>(see comment for plug info.)</small>	\$ 20,396	\$ 21,630	\$ 20,565	\$ 16,919	\$ 12,015	\$ 6,770	\$ 2,156	\$ (1,587)	\$ (4,322)	\$ (5,862)	\$ (6,517)	\$ (6,271)
RATE CHANGE	5.00%	6.50%	5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	3.00%	3.00%
10% of Operations/Maintenance Costs	\$ 1,593	\$ 1,682	\$ 1,995	\$ 2,394	\$ 2,673	\$ 2,874	\$ 2,994	\$ 3,098	\$ 3,199	\$ 3,288	\$ 3,376	\$ 3,462
COST/MONTH/ERU	\$3.01	\$3.21	\$3.37	\$3.54	\$3.68	\$3.83	\$3.98	\$4.14	\$4.31	\$4.48	\$4.61	\$4.75
ASSUMES base of 555,500 ERU'S, with annual growth per year as follows:	1.01%	595,807	601,825	607,903	614,043	620,245	626,509	632,837	639,229	645,685	652,206	658,794
10% of O&M	1,593	1,682	1,807	1,846	1,888	1,931	1,976	2,021	2,069	2,118	2,167	2,218
Fund balance less 10% requirement	18,803	19,948	18,759	15,073	10,127	4,840	180	(3,609)	(6,391)	(7,980)	(8,685)	(8,489)

All Funds Summary

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

All Funds Summary

2006 PROJECTIONS PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY CHARACTER								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	\$ 454,127,459	\$ 9,878,811	\$ 76,901,165	\$ 2,991,536	\$ 1,047,200	\$ -	\$ 50,378,829	595,325,000
SPECIAL REVENUE FUNDS								
Street Construction, Main. & Repair								
Administration	1,911,845	-	123,512	-	-	-	-	2,035,357
Refuse Collection	864,820	3,921	10,300	-	-	-	-	879,041
Transportation	22,502,344	1,139,065	13,145,233	81,600	330,000	-	-	37,198,242
Total SCMR	25,279,009	1,142,986	13,279,045	81,600	330,000	-	-	40,112,640
Development Services Fund								
Development Administration	514,603	-	-	-	-	-	-	514,603
Service Administration	356,986	32,345	-	-	-	-	-	389,331
Transportation	8,809,459	86,000	1,480,637	1,000	44,000	-	-	10,421,096
Building Services	12,079,737	84,025	2,364,907	61,800	856,000	-	-	15,446,469
Total Development Services	21,760,785	202,370	3,845,544	62,800	900,000	-	-	26,771,499
Health Special Revenue								
Department of Health	15,541,394	555,773	9,836,687	6,100	35,000	-	523,000	26,497,954
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	23,291,083	810,991	7,427,570	80,000	-	-	189,312	31,798,956
Golf Operations								
Division of Golf	3,479,201	417,000	1,237,758	2,500	30,000	-	-	5,166,459
Municipal Court Computer Fund								
Judges	194,013	154,700	231,600	-	-	-	-	580,313
Clerk	980,831	176,500	801,047	-	344,000	48,000	-	2,350,378
Total Court Computer	1,174,844	331,200	1,032,647	-	344,000	48,000	-	2,930,691
INTERNAL SERVICE FUNDS								
Print Services Fund								
Finance and Management	126,028	37,500	77,000	-	-	-	-	240,528
Land Acquisition								
Division of Land Acquisition	707,515	10,150	74,759	-	-	-	-	792,424
Technology Services								
Administration	907,413	1,480,692	3,005,596	-	804,000	-	-	6,197,701
Information Services	9,793,392	448,159	5,879,728	-	199,280	1,296,777	-	17,617,336
Total Technology Services	10,700,805	1,928,851	8,885,324	-	1,003,280	1,296,777	-	23,815,037
Fleet Management Services								
Division of Fleet Management	8,096,397	13,285,616	3,471,601	5,000	130,000	948,413	-	25,937,027
Service Administration	465,039	-	20,583	-	-	-	-	485,622
Total Fleet Management Services	8,561,436	13,285,616	3,492,184	5,000	130,000	948,413	-	26,422,649
Employee Benefits								
Department of Human Resources	1,243,933	45,500	560,293	-	-	-	-	1,849,726
ENTERPRISE FUNDS								
Water System Enterprise								
Division of Water	38,259,037	14,013,718	24,407,456	116,000	1,755,400	37,014,003	7,487,000	123,052,614
Sewerage System Enterprise								
Division of Sewers and Drains	36,603,167	5,732,100	39,364,906	790,000	5,470,000	63,213,578	15,217,660	166,391,411
Storm System Enterprise								
Division of Sewers and Drains	2,689,527	16,000	14,554,000	110,000	80,000	10,427,268	-	27,876,795
Electricity Enterprise								
Division of Electricity	9,888,796	40,906,405	6,027,365	171,500	2,113,524	6,839,000	-	65,946,590
Various Enterprise Funds								
Public Utilities Director's Office	5,385,519	76,761	501,026	-	-	-	-	5,963,306
Various Enterprise Funds								
Operation Support	3,183,088	671,384	4,502,158	-	-	327,000	-	8,683,630
COMMUNITY DEVELOPMENT BLOCK GRANT								
Education	250,000	-	-	-	-	-	-	250,000
Dept of Development - Administration	749,810	2,750	4,500	-	-	-	-	757,060
Economic Development	990,781	5,450	2,264,425	-	-	-	-	3,260,656
Neighborhood Services	1,150,677	2,000	140,000	-	-	-	-	1,292,677
Planning	149,737	600	2,600	-	-	-	-	152,937
Housing	1,884,178	20,733	1,424,437	1,103,241	-	-	-	4,432,589
Department of Finance and Management	448,592	4,032	413,008	90,000	-	-	-	955,632
Department of Health	335,435	-	-	-	-	-	-	335,435
Department of Recreation and Parks	183,530	1,678	56,719	1,500	-	-	-	243,427
Refuse Collection	-	-	155,287	-	-	-	-	155,287
Transportation	174,397	-	-	-	-	-	-	174,397
	\$ 6,317,137	\$ 37,243	\$ 4,460,976	\$ 1,194,741	\$ -	\$ -	\$ -	\$ 12,010,097
Grand Total All Funds	\$ 668,319,763	\$ 90,100,359	\$ 220,467,863	\$ 5,611,777	\$ 13,238,404	\$ 120,114,039	\$ 73,795,801	\$ 1,191,648,006

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS 2003 - 2006				
	2003	2004	2005	2006
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
GENERAL FUND	\$ 526,178,424	\$ 526,652,504	\$ 557,462,119	\$ 595,325,000
SPECIAL REVENUE FUNDS				
Street Construction, Maint. & Repair				
Administration	1,294,017	1,653,052	1,856,999	2,035,357
Refuse Collection	-	629,951	699,763	879,041
Transportation	27,418,925	32,705,195	35,220,826	37,198,242
Total SCMR	28,712,942	34,988,198	37,777,588	40,112,640
Development Services Fund				
Development Administration	418,626	626,916	666,626	514,603
Service Administration	270,017	326,835	359,205	389,331
Transportation	8,563,919	8,610,554	9,887,127	10,421,096
Planning	90,639	263,316	281,172	-
Building Services	12,997,160	13,328,220	13,623,826	15,446,469
Total Development Services	22,340,361	23,155,841	24,817,956	26,771,499
Health Special Revenue				
Department of Health	24,342,103	22,864,745	23,675,187	26,497,954
Rec. & Parks Oper. & Extension				
Department of Recreation & Parks	28,865,220	28,482,582	29,630,752	31,798,956
Golf Operations				
Division of Golf	4,937,258	4,563,498	4,848,969	5,166,459
Cable Communications				
Division of Telecommunications	6,309,051	2,165,617	2,877,343	-
Safety Support Services	N/A	4,600,208	4,815,448	-
Total Cable Communications	6,309,051	6,765,825	7,692,791	-
Municipal Court Computer				
Judges	722,103	486,381	347,723	580,313
Clerk	1,575,943	1,503,833	2,652,454	2,350,378
Total Municipal Court Computer	2,298,046	1,990,214	3,000,177	2,930,691
INTERNAL SERVICE FUNDS				
Print Services Fund				
Finance and Management	320,246	320,883	223,272	240,528
Land Acquisition				
Division of Land Acquisition	650,747	686,890	730,626	792,424
Technology Services				
Administration	5,282,404	2,724,756	5,152,526	6,197,701
Division of Information Services	11,613,837	13,354,596	14,489,859	17,617,336
Total Technology Services	16,896,241	16,079,352	19,642,385	23,815,037
Fleet Management Services				
Division of Fleet Management	19,508,832	19,469,127	23,477,949	25,937,027
Service Administration	403,397	428,319	456,647	485,622
Total Fleet Management Services	19,912,229	19,897,446	23,934,596	26,422,649
Employee Benefits				
Department of Human Resources	1,573,776	1,708,307	1,769,302	1,849,726
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	954,386	1,102,423	3,414,542	5,963,306
Various Enterprise Funds				
Operation Support	-	-	6,975,810	8,683,630
Water System Enterprise				
Division of Water	101,771,659	104,713,238	111,633,342	123,052,614
Sewerage System Enterprise				
Division of Sewers and Drains	141,541,930	151,159,658	155,766,845	166,391,411
Storm System Enterprise				
Division of Sewers and Drains	29,333,464	20,281,591	20,673,264	27,876,795
Electricity Enterprise				
Division of Electricity	60,271,309	60,603,022	65,865,729	65,946,590
CDBG				
Office of Education	250,022	249,943	250,000	250,000
Development Administration	742,788	630,933	676,203	757,060
Economic Development	3,249,308	4,341,815	3,501,117	3,260,656
Neighborhood Services	1,397,395	1,525,639	1,388,350	1,292,677
Planning	169,160	153,347	144,321	152,937
Housing	6,218,500	5,109,515	4,965,483	4,432,589
Department of Finance and Management	856,753	942,499	929,334	955,632
Department of Health	328,760	286,241	301,159	335,435
Department of Recreation and Parks	241,856	235,379	241,612	243,427
Refuse Collection	162,747	159,072	155,287	155,287
Facilities	5,924	-	-	-
Transportation	128,826	147,885	153,682	174,397
Total CDBG	13,752,039	13,782,268	12,706,548	12,010,097
Grand Total All Funds	\$ 1,030,961,431	\$ 1,039,798,485	\$ 1,112,241,800	\$ 1,191,648,006

All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S) 2003 - 2006				
Fund Name Division or Department	2003 Actual	2004 Actual	2005 Budgeted	2006 Budgeted
GENERAL FUND	5,058	4,929	5,020	5,023
SPECIAL REVENUE FUNDS				
Street Construction, Main. & Repair				
Administration	18	19	20	21
Refuse Collection	-	-	12	15
Transportation	327	330	341	349
Total SCMR	345	349	373	385
Development Services Fund				
Development Administration	3	5	5	5
Service Administration	4	4	4	4
Transportation	133	112	152	145
Building Services	152	152	160	152
Planning	2	3	3	-
Total Development Services	294	276	324	306
Health Special Revenue				
Department of Health	221	196	216	230
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	296	274	300	303
Golf Operations				
Division of Golf	32	35	38	38
Cable Communications				
Telecommunications	13	10	10	-
Safety Support Services	N/A	41	43	-
Total Cable Communications	13	51	53	-
Municipal Court Computer Fund				
Judges	2	2	2	2
Clerk	10	12	12	12
Total Municipal Court Computer	12	14	14	14
INTERNAL SERVICE FUNDS				
Print Services Fund				
Department of Finance and Management	3	3	2	2
Land Acquisition				
Division of Land Acquisition	4	4	7	7
Technology Services				
Technology Administration	40	6	8	8
Division of Information Services	66	101	105	117
Fleet Management Services				
Service Administration	6	6	6	6
Division of Fleet Management	121	118	123	123
Employee Benefits				
Department of Human Resources	14	14	15	15
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Water	521	515	514	514
Sewerage System Enterprise				
Division of Sewers and Drains	498	498	474	478
Storm System Enterprise				
Division of Sewers and Drains	34	34	36	37
Electricity Enterprise				
Division of Electricity	121	120	146	120
Various Enterprise Funds				
Public Utilities Director's Office	8	10	71	71
Various Enterprise Funds				
Operational Support	-	-	30	40
COMMUNITY DEVELOPMENT BLOCK GRANT				
Office of Education	4	4	4	4
Development Administration	11	8	9	9
Economic Development	13	12	12	12
Planning	3	2	2	2
Housing	30	27	27	27
Neighborhood Services	9	14	12	14
Department of Finance and Management	5	5	5	5
Department of Health	7	5	6	6
Transportation	2	2	2	2
Total CDBG	84	79	79	81
Grand Total All Funds	7,791	7,632	7,954	7,918
Notes: 2003 and 2004 are year-end actuals; 2005 and 2006 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.

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

Voted debt typically carries lower interest expense than non-voted debt. Moreover, because it is good public policy to solicit voter input and participation in the capital prioritization process, the city typically requests voter approval of bond packages. On November 2, 2004, voters approved eight separate bond issues totaling \$605 million, generally intended to accommodate planned capital improvements through 2009.

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

At the time of printing of this document, the city is preparing for a planned December 7, 2005 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 \$276.9 million. This is the first issuance of debt from the 2004 voted bond package approved last year.

The capital improvements program (CIP) provides nearly \$2.0 billion in funding for various capital improvements in the 2006-2011 period. Of this amount, \$413.9 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. In addition, starting in 2006, the existing debt service for cable capital projects for non-enterprise divisions will 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 2011 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 2006, SIT income tax deposits are projected at nearly \$119.1 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 \$13.8 million in 2006. 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 2005 to 2014. An explanation of each column follows the table.

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

Coverage Factor:

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

FIGURE ONE
2006 - 2011 CAPITAL IMPROVEMENTS PLAN
PERCENT BY DIVISION - \$2.0 BILLION

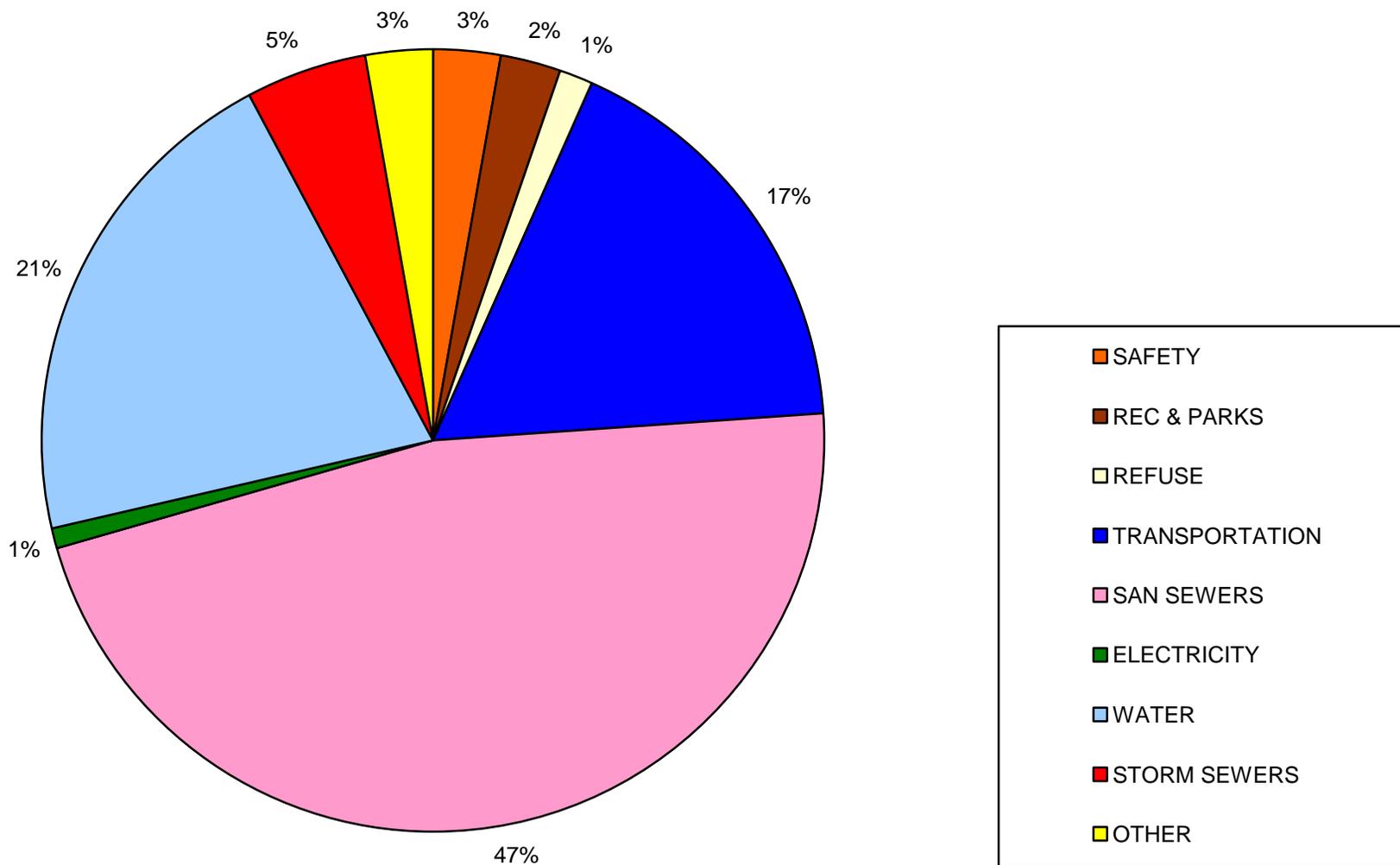
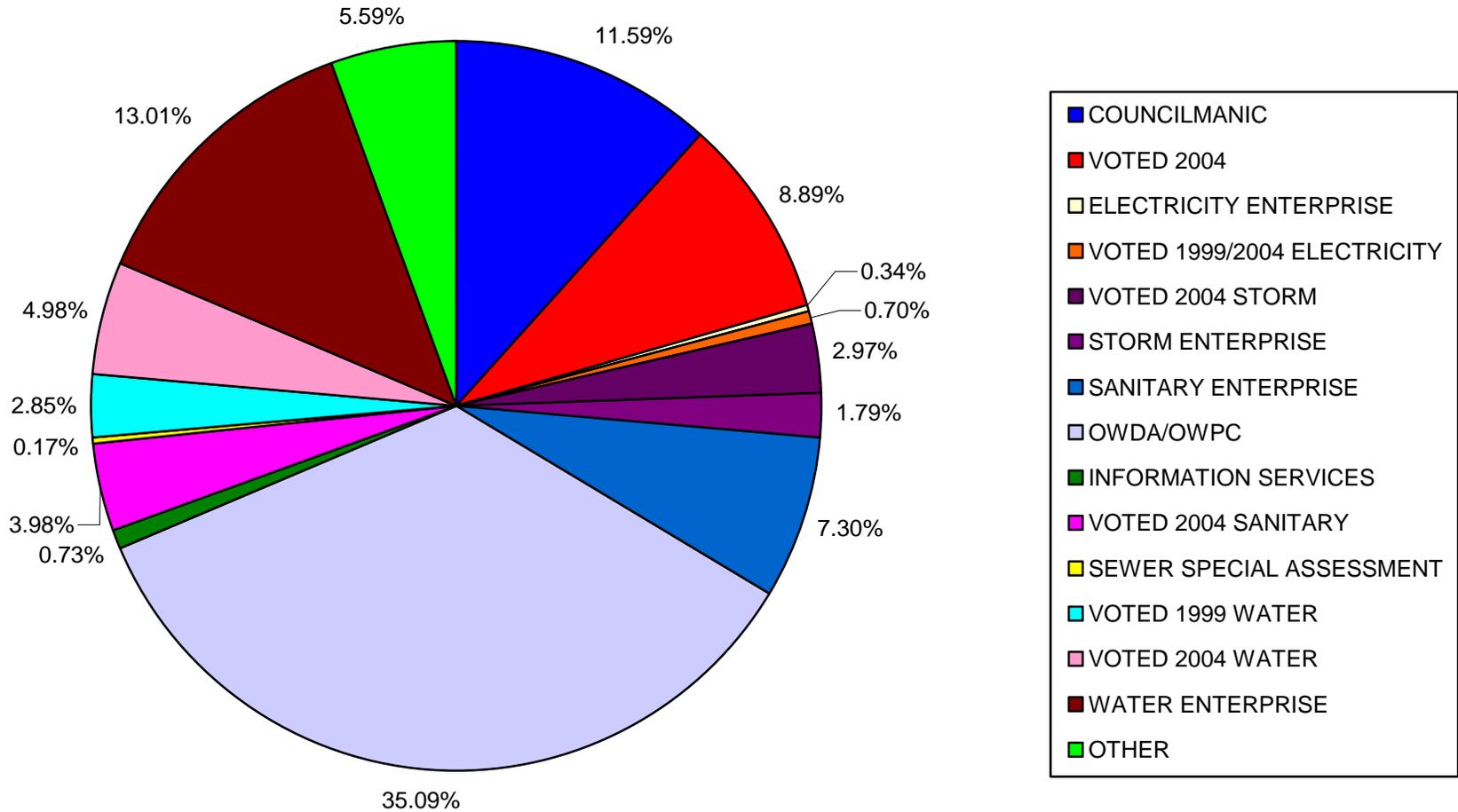


FIGURE TWO
2006 - 2011 CAPITAL IMPROVEMENTS PLAN
PERCENT BY FUNDING SOURCE - \$2.0 BILLION



Capital Summary

TABLE TWO								As of:
2006 - 2011 CAPITAL IMPROVEMENTS PROGRAM								1-Nov-05
								U:Rwnewmanidebt2006/2006CIPNov1st
	2006	2007	2008	2009	2010	2011	Total Budget	FUNDING SOURCE
SAFETY / ADMINISTRATION 30-01								
PROJECT NAME								
Safety & Health Center	\$ 300,000	\$ 3,700,000					\$ 4,000,000	Voted 2004
Subtotal - Safety Administration	\$ 300,000	\$ 3,700,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	
SAFETY / POLICE 30-03								
PROJECT NAME								
Police Facility Renovation	\$ 825,000						\$ 825,000	Voted 2004
OSU Neighborhood Policing Center	1,500,000	\$ 996,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	6,756,000	Councilmanic
							1,500,000	Ohio State University
Subtotal - Police	\$ 2,325,000	\$ 996,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 9,081,000	
SAFETY / FIRE 30-04								
PROJECT NAME								
Fire Apparatus Replacement	\$ 2,518,000	\$ 2,076,000					\$ 4,594,000	Voted 2004
Fire Facility Renovation	535,000	296,000	\$ 3,800,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	12,800,000	Councilmanic
Fire Station #35	3,900,000	349,000	935,000	935,000	935,000	935,000	4,089,000	Voted 2004
Fire Stations		4,000,000					3,900,000	Voted 2004
				4,000,000	4,000,000	4,000,000	4,000,000	Voted 2004
							12,000,000	Councilmanic
Subtotal - Fire	\$ 6,953,000	\$ 6,721,000	\$ 4,735,000	\$ 7,935,000	\$ 7,935,000	\$ 7,935,000	\$ 42,214,000	
DEVELOPMENT / DEVELOPMENT 44-01								
PROJECT NAME								
Northland Mall Project	\$ 1,275,800						\$ 1,275,800	Councilmanic
Economic & Community Development	599,000	\$ 346,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	2,945,000	Councilmanic
Miscellaneous Economic Development	912,471						912,471	Councilmanic
Land Acquisition	1,000,000						1,000,000	Councilmanic
Land Assemblage	2,798,729						2,798,729	Councilmanic
King Lincoln District	1,000,000						1,000,000	Councilmanic
Miscellaneous Development & Acquisition	10,000						10,000	Councilmanic
Downtown Revitalization		912,000	2,890,000	5,155,000	7,501,000	7,504,000	23,962,000	Councilmanic
Subtotal - Development	\$ 7,596,000	\$ 1,258,000	\$ 3,390,000	\$ 5,655,000	\$ 8,001,000	\$ 8,004,000	\$ 33,904,000	
FACILITIES MANAGEMENT 45-07								
PROJECT NAME								
Facility Renovation	\$ 825,000	\$ 996,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 7,581,000	Councilmanic
Pen Site Remediation	2,000,000						2,000,000	Councilmanic
Subtotal - Facilities Management	\$ 2,825,000	\$ 996,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 9,581,000	

INFORMATION SERVICES 47-01								Total	FUNDING
PROJECT NAME		2006	2007	2008	2009	2010	2011	Budget	SOURCE
Wireless Connectivity			\$ 200,000	\$ 200,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,900,000	Information Services
Human Resources Information System	\$ 1,600,000							1,600,000	Information Services
Disaster Recovery	350,000	600,000						950,000	Information Services
Enterprise Security System Installation	100,000							100,000	Information Services
Enterprise System Upgrade	350,000	350,000	350,000	350,000	350,000	350,000		2,100,000	Information Services
Unix Systems Upgrade	300,000	300,000						600,000	Information Services
Forms Engine	175,000	100,000						275,000	Information Services
Payment Engine	420,000	100,000						520,000	Information Services
Call Center Equipment Installation	200,000							200,000	Information Services
Citywide Fiber Connection	500,000	500,000	275,000	275,000				1,550,000	Information Services
Routing Equipment Upgrade				350,000	350,000			700,000	Information Services
Metronet Monitoring System	120,000							120,000	Information Services
High Speed Printers			200,000	200,000				400,000	Information Services
Mail Inserter		250,000						250,000	Information Services
Telephony Upgrade	1,900,000							1,900,000	Information Services
Data Center Upgrade	300,000	800,000	480,000					1,580,000	Information Services
Subtotal - Information Services	\$ 6,315,000	\$ 3,200,000	\$ 1,505,000	\$ 1,675,000	\$ 1,200,000	\$ 850,000	\$ 14,745,000		
HEALTH 50-01								Total	FUNDING
PROJECT NAME		2006	2007	2008	2009	2010	2011	Budget	SOURCE
Blind School Renovation	\$ 137,527							\$ 137,527	Councilmanic
Westside Perinatal Clinic Renovation	57,473							57,473	Councilmanic
Subtotal - Health	\$ 195,000	\$ -	\$ 195,000						
RECREATION AND PARKS 51-01								Total	FUNDING
PROJECT NAME		2006	2007	2008	2009	2010	2011	Budget	SOURCE
Facility Renovation	\$ 1,649,000	\$ 1,993,000						\$ 3,642,000	Voted 2004
			\$ 2,880,000	\$ 2,880,000	\$ 2,880,000	\$ 2,880,000		11,520,000	Councilmanic
Park & Playground Development	1,203,110	1,395,000	1,971,000					4,569,110	Voted 2004
			45,000	2,016,000	2,016,000	2,016,000		6,093,000	Councilmanic
Dog Parks	250,000							250,000	Voted 2004
Parkland Acquisition	495,000	598,000	864,000					1,957,000	Voted 2004
				864,000	864,000	864,000		2,592,000	Councilmanic
Bikeway Improvements	1,590,285	299,000	432,000					2,321,285	Voted 2004
				432,000	432,000	432,000		1,296,000	Councilmanic
Swimming Facilities	182,000	220,000	318,000					720,000	Voted 2004
				318,000	318,000	318,000		954,000	Councilmanic
Urban Infrastructure - Rec & Parks	1,390,036	896,000	1,295,000					3,581,036	Voted 2004
				1,295,000	1,295,000	1,295,000		3,885,000	Councilmanic
Greenways Projects	2,030,439							2,030,439	Voted 2004
Golf Course Improvements	611,130	498,000	720,000					1,829,130	Voted 2004
				720,000	720,000	720,000		2,160,000	Councilmanic
Subtotal - Recreation and Parks	\$ 9,401,000	\$ 5,899,000	\$ 8,525,000	\$ 8,525,000	\$ 8,525,000	\$ 8,525,000	\$ 49,400,000		

Capital Summary

SERVICE / REFUSE COLLECTION 59-02 PROJECT NAME	2006	2007	2008	2009	2010	2011	Total Budget	FUNDING SOURCE
Mechanized Collection Equipment	\$ 2,906,000	\$ 3,512,000	\$ 5,075,000	\$ 2,597,000			\$ 14,090,000	Voted 2004
				2,478,000	\$ 5,075,000	\$ 5,075,000	12,628,000	Councilmanic
Subtotal - Refuse Collection	\$ 2,906,000	\$ 3,512,000	\$ 5,075,000	\$ 5,075,000	\$ 5,075,000	\$ 5,075,000	\$ 26,718,000	
SERVICE / TRANSPORTATION 59-09 PROJECT NAME	2006	2007	2008	2009	2010	2011	Total Budget	FUNDING SOURCE
Street Rehabilitation		\$ 3,434,000	\$ 6,570,000	\$ 400,000			\$ 10,404,000	Voted 2004
Alley Rehabilitation	\$ 280,000	280,000	280,000	280,000			1,120,000	Voted 2004
					\$ 280,000	\$ 280,000	560,000	Councilmanic
Brick Rehabilitation		400,000		400,000			800,000	Voted 2004
					400,000	400,000	800,000	Councilmanic
Resurfacing		3,355,000	8,411,000	12,407,000			24,173,000	Voted 2004
					14,113,000	16,613,000	30,726,000	Councilmanic
Curb Reconstruction (City-Wide)		550,000	550,000	550,000			1,650,000	Voted 2004
					550,000	550,000	1,100,000	Councilmanic
NCR	4,048,384		3,294,000	3,456,000			10,798,384	Voted 2004
					3,456,000	3,456,000	6,912,000	Councilmanic
Federal/State Match	1,360,000	810,000	5,523,000	4,681,000			12,374,000	Voted 2004
					9,000,000	11,500,000	20,500,000	Councilmanic
Facilities			256,000				256,000	Voted 2004
Multi-Modal Terminal Air Rights	500,000						500,000	Voted 2004
Urban Infrastructure Improvements	3,174,160	3,592,000	5,400,000	3,096,772			15,262,932	Voted 2004
				2,303,228	5,400,000	5,400,000	13,103,228	Councilmanic
Roadway Improvements	324,372	2,350,000	1,150,000				3,824,372	Voted 2004
				5,375,000			5,375,000	Councilmanic
City Bridge Rehabilitation	2,065,000	815,000	395,000				3,275,000	Voted 2004
				215,000	200,000	200,000	615,000	Councilmanic
Downtown Streetscape Improvements	1,550,000	1,200,000					2,750,000	Voted 2004
Broad St. Median	100,000		5,000,000				5,100,000	Voted 2004
				5,000,000	5,000,000		10,000,000	Councilmanic
17th Avenue Widening		400,000					400,000	Voted 2004
				400,000	500,000	500,000	1,400,000	Councilmanic
OSU Community Improvements	1,286,187						1,286,187	Voted 2004
Morse Rd. Area Investment	3,940,000	3,500,000					7,440,000	Voted 2004
Traffic Signal Installation	600,000	1,262,000	1,262,000				3,124,000	Voted 2004
				1,262,000	1,262,000	1,262,000	3,786,000	Councilmanic
Sign Upgrading/Street Name Signs	175,000	250,000	400,000				825,000	Voted 2004
				250,000	250,000	250,000	750,000	Councilmanic
Permanent Pavement Markings	150,000	552,000	1,404,000				2,106,000	Voted 2004
				552,000	552,000	552,000	1,656,000	Councilmanic
Raised Pavement Markings	150,000	250,000	500,000				900,000	Voted 2004
				250,000	250,000	250,000	750,000	Councilmanic
Parking Meters	75,000	100,000	100,000				275,000	Voted 2004
				100,000	100,000	100,000	300,000	Councilmanic
Computerized Signals	100,000	250,000	250,000				600,000	Voted 2004
				250,000	250,000	250,000	750,000	Councilmanic
School Flashers	109,000	129,000	187,000				425,000	Voted 2004
				187,000	187,000	187,000	561,000	Councilmanic

SERVICE / TRANSPORTATION 59-09 Projects Continued PROJECT NAME	2006	2007	2008	2009	2010	2011	Total	FUNDING
							Budget	SOURCE
Pedestrian Safety Improvements	\$ 4,160,000	\$ 1,356,228	\$ 3,170,000				\$ 8,686,228	Voted 2004
				\$ 3,185,000	\$ 2,200,000	\$ 2,200,000	7,585,000	Councilmanic
Signal Ramp Improvements		173,000	250,000				423,000	Voted 2004
				250,000	250,000	250,000	750,000	Councilmanic
Spring Sandusky Interchange OTMP	400,000	500,000	500,000				1,400,000	Voted 2004
Sidewalk Program		1,000,000					1,000,000	Voted 2004
Mound/Souder	178,897						178,897	Voted 2004
Housing Initiatives-Roadway Improvements	660,000	797,000	1,152,000				2,609,000	Voted 2004
				1,152,000	1,152,000	1,152,000	3,456,000	Councilmanic
Columbus School Coordination		69,000	100,000				169,000	Voted 2004
				100,000	100,000	100,000	300,000	Councilmanic
I-670/Fourth Street Improvements			815,000				815,000	Voted 2004
				485,000			485,000	Councilmanic
Hanover Street Improvements	500,000						500,000	Voted 2004
Williams Road			12,320,000				12,320,000	ODOT
Hard Road Phase C	4,760,000						4,760,000	ODOT
Hilliard Rome Road-Roberts North	11,508,000		6,880,000				18,388,000	ODOT
McKinley Avenue	2,275,000						2,275,000	ODOT
Norton Road	599,000						599,000	ODOT
Roberts Road	5,867,000						5,867,000	ODOT
Sullivant and Demorest	2,455,000						2,455,000	ODOT
Urban Paving FRA 33	800,000						800,000	ODOT
Urban Paving FRA 710	250,000						250,000	ODOT
Main Street Bridge	15,200,000						15,200,000	ODOT
Main Street Bridge	7,000,000						7,000,000	OPWC
Main Street Bridge	5,500,000						5,500,000	Federal
Main Street Bridge	4,600,000						4,600,000	Downtown Development
Main Street Bridge	7,800,000						7,800,000	Transportation Other
Town Street Bridge		17,000,000					17,000,000	ODOT
Town Street Bridge		5,000,000					5,000,000	OPWC
Town Street Bridge		1,000,000					1,000,000	Federal
Subtotal - Transportation	\$ 94,500,000	\$ 50,374,228	\$ 66,119,000	\$ 46,587,000	\$ 45,452,000	\$ 45,452,000	\$ 348,484,228	

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PUBLIC UTILITIES / SEWERS 60-05 PROJECT NAME	2006	2007	2008	2009	2010	2011	Total	FUNDING
							Budget	SOURCE
SANITARY PROJECTS:								
Sanitary Sewer Construction	\$ 500,000	\$ 500,000					\$ 1,000,000	Voted 2004-Sanitary
			\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	2,000,000	Sewer Enterprise
Big Walnut Sanitary Trunk	25,000,000		12,000,000				25,000,000	Voted 2004-Sanitary
							12,000,000	Sewer Enterprise
Blacklick Creek Interceptor	2,000,000	2,000,000					4,000,000	Voted 2004-Sanitary
				1,000,000		40,000,000	41,000,000	Sewer Enterprise
Sanitary Sewer Contingencies	150,000	150,000					300,000	Voted 2004-Sanitary
			150,000	150,000	150,000	150,000	600,000	Sewer Enterprise
Big Walnut Subtrunk, William Road Area	260,000						260,000	Voted 2004-Sanitary
Shadeville Sanitary Interceptor						875,000	875,000	Sewer Enterprise
Sanitary System Rehabilitation	3,358,000						3,358,000	Voted 2004-Sanitary
		5,900,000	5,368,000	5,000,000	5,000,000	5,000,000	26,268,000	Sewer Enterprise
Maintenance Management Plan Upgrade	1,300,000						1,300,000	Voted 2004-Sanitary
Sanitary System System Inflow/Infiltration	1,000,000						1,000,000	Voted 2004-Sanitary
Air Quality Control Facility	2,000,000						2,000,000	Voted 2004-Sanitary
Franklin/OSIS/Interconnector	1,500,000	138,700					1,638,700	Voted 2004-Sanitary
		361,300	500,000				861,300	Sewer Enterprise
Big Run South Road Subtrunk	2,100,000						2,100,000	Voted 2004-Sanitary
Kerr Street Sewer Separation North Central			200,000		800,000		1,000,000	Sewer Enterprise
Olentangy Trunk Mt. Air			2,067,000				2,067,000	Sewer Enterprise
Scioto-Main Sanitary Subtrunk						2,900,000	2,900,000	Sewer Enterprise
Franklin-Main Interceptor Rehabilitation OSU	350,000						350,000	Voted 2004-Sanitary
			2,200,000				2,200,000	Sewer Enterprise
Big Run Trunk Sewer - Hellbranch Area	4,000,000						4,000,000	Voted 2004-Sanitary
Beechwold/Foster Area Sanitary Improvements	1,688,000						1,688,000	Voted 2004-Sanitary
Bill Moose Run Area Sanitary Improvements	15,000	1,850,000					1,865,000	Voted 2004-Sanitary
Upper Adena Brook Area Sanitary Sewer	2,500,000						2,500,000	Voted 2004-Sanitary
Broad Meadows Area Sanitary Improvements	69,000	2,300,000					2,369,000	Voted 2004-Sanitary
Clinton Heights Area Sanitary Improvements	2,620,000						2,620,000	Voted 2004-Sanitary
Como/Milton Area Sanitary Improvements		4,056,000					4,056,000	Voted 2004-Sanitary
Sanitary System Overflow Elimination	3,500,000						3,500,000	Voted 2004-Sanitary
		2,200,000	1,500,000	900,000			4,600,000	Sewer Enterprise
Downtown Manhole Rehabilitation	1,090,000						1,090,000	Voted 2004-Sanitary
Sanitary Pump Stations Instrumentation	400,000	1,000,000					1,400,000	Voted 2004-Sanitary
JPWWTP Other Real Needs				1,358,000	15,613,000		16,971,000	Sewer Enterprise
Wastewater Plants Upgrade Program	5,000,000						5,000,000	Voted 2004-Sanitary
WWTF Renovations & Rehabilitation	3,060,000						3,060,000	Voted 2004-Sanitary
		3,121,000	3,121,000	3,183,000	3,183,000	3,247,000	15,855,000	Sewer Enterprise
WWTF Construction & Contingencies	1,530,000						1,530,000	Voted 2004-Sanitary
		1,561,000	1,561,000	1,592,000	1,592,000	1,624,000	7,930,000	Sewer Enterprise
WWTF Upgrade - General Program	3,000,000						3,000,000	Voted 2004-Sanitary
		2,000,000	2,000,000	2,000,000	2,000,000	1,000,000	9,000,000	Sewer Enterprise
SWWTP Other Real Needs					533,000		533,000	Sewer Enterprise
Alum Creek Subtrunk	2,000,000	4,000,000			60,000,000		66,000,000	OWDA
Sanitary System I/I Remediation	8,989,000	4,250,000	3,595,000	2,291,000	1,000,000	7,210,000	27,335,000	OWDA
Air Quality Control Facility	2,000,000						2,000,000	OWDA
Kerr Street Sewer Separation North Central	4,100,000	2,100,000	2,000,000				8,200,000	OWDA
Big Walnut/Rickenbacker Sanitary	2,000,000	1,750,000		20,150,000		10,900,000	34,800,000	OWDA
Franklin/Main Interceptor	800,000	100,000		4,600,000			5,300,000	OWDA
Chestnut Street Combined Sewer Rehabilitation	140,000	7,066,000					7,206,000	OWDA
Beulah Road Trunk Sewer Rehabilitation	100,000		4,000,000				4,100,000	OWDA
Livingston Avenue Sewer Improvements	1,600,000						1,600,000	OWDA

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PUBLIC UTILITIES / SEWERS 60-05 Sewer Projects continued PROJECT NAME	2006	2007	2008	2009	2010	2011	Total	FUNDING
							Budget	SOURCE
Forest Street Sewer Improvements	\$ 550,000						\$ 550,000	OWDA
Sharon Heights Area Sanitary Improvements		\$ 938,000					938,000	OWDA
Upper Adena Brook Area Sanitary Sewer	2,500,000						2,500,000	OWDA
Staton Area Sanitary Improvements		1,449,000					1,449,000	OWDA
Morse/Elks Area Sanitary Improvements		1,123,000					1,123,000	OWDA
Clintonville-Main Rehabilitation		3,774,000					3,774,000	OWDA
Chase/High Area Sanitary Improvements		608,000					608,000	OWDA
Deland/Zeller Area Sanitary Improvements	2,000,000						2,000,000	OWDA
OSIS Downtown Odor Control	50,000		\$ 3,543,000				3,593,000	OWDA
West Side Sanitary Sewer Rehabilitation		4,000,000					4,000,000	OWDA
Fulton/Mound/Noble Sewer Rehabilitation	300,000	100,000		\$ 2,500,000			2,900,000	OWDA
Scioto Main/West Side Relief Sewer Rehabilitation	1,000,000	4,000,000					5,000,000	OWDA
Sewer Sytem I/I-Downspout Elimination	575,000						575,000	OWDA
Franklin #1 Sewer Rehabilitation	500,000		200,000		\$ 5,000,000	\$ 5,000,000	10,700,000	OWDA
Big Walnut Outfall Rehabilitation			500,000		10,000,000		10,500,000	OWDA
Sanitary Pump Stations Instrumentation & Flow	400,000	1,000,000					1,400,000	OWDA
OSIS Augmentation & Relief Sewer	2,250,000	2,250,000	145,000,000	2,229,000			151,729,000	OWDA
Cherry & 4th Combined Sewer Replacement			1,521,000				1,521,000	OWDA
First Avenue Sewer Separation			319,000				319,000	OWDA
Mound East of 1-71			200,000				200,000	OWDA
Noble & Grant Sewer Separation			93,000				93,000	OWDA
Plum Ridge Sewer Separation				80,000		590,000	670,000	OWDA
Town & Fourth Sewer Separation			1,144,000				1,144,000	OWDA
Sullivant Avenue Sewers Rehabilitation		40,000			300,000		340,000	OWDA
Richards/Granden/Torrence Area Relief					230,000		230,000	OWDA
Bulen/Gault/Livingston Relief						700,000	700,000	OWDA
Whittier Street Overflow Elimination					428,000		428,000	OWDA
Broad Meadows Relief Renovations	50,000						50,000	OWDA
Whetstone Relief, Phase 1	100,000						100,000	OWDA
Downtown System Rehabilitation, Phase 1	17,000	127,000					144,000	OWDA
Downtown System Rehabilitation, Phase 2	18,000	131,000					149,000	OWDA
Downtown System Rehabilitation, Phase 3	15,000	112,000					127,000	OWDA
Downtown System Rehabilitation, Phase 4	22,000	171,000					193,000	OWDA
Northwest Alum Creek Renovations			7,000	65,000			72,000	OWDA
JPWWTP, WAS Concentrator Building				311,000		3,582,000	3,893,000	OWPC
JPWWTP Support Facilities		7,169,000					7,169,000	OWPC
JPWWTP B - Plant Final Clarifier		12,356,000					12,356,000	OWPC
JPWWTP, A-Plant Wet Weather Hydraulic Improvement	789,000	9,069,000					9,858,000	OWPC
JPWWTP Headworks	8,280,000	6,670,000					14,950,000	OWPC
JPWWTP Disinfection Chemical	900,000	14,465,000					15,365,000	OWPC
JPWWTP Ash Handling System Rehabilitation		110,000		1,266,000			1,376,000	OWPC
JPWWTP Skimmings Concentrator System Improvements	2,329,000						2,329,000	OWPC
Facilities & Equipment Upgrade for Whittier Street		11,247,000					11,247,000	OWPC
SWWTP Incinerator Ash Handling System Renovation				979,000			979,000	OWPC
SWWTP Major Incineration Rehabilitation		986,000	2,301,000		37,797,000		41,084,000	OWPC
SWWTP Support Facilities	1,224,000	20,104,000					21,328,000	OWPC
Combined Sewer Overflow Reduction				93,000	1,064,000		1,157,000	OWPC

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PUBLIC UTILITIES / SEWERS 60-05									
Sewer Projects continued								Total	FUNDING
PROJECT NAME		2006	2007	2008	2009	2010	2011	Budget	SOURCE
SWWTP Sludge	\$ 716,000							\$ 716,000	OWPC
SWWTP Headworks		\$ 720,000	\$ 1,496,000					2,216,000	OWPC
SWWTP Digester Rehabilitation	31,123,000							31,123,000	OWPC
SWWTP, Center Train Concrete	1,069,000	17,559,000						18,628,000	OWPC
SWWTP Sludge Thickening Improvements	846,000	13,893,000						14,739,000	OWPC
SWWTP New Effluent Pump Station & Outfall	2,736,000	31,463,000						34,199,000	OWPC
SWWTP Headworks, Part 2	1,729,000	19,882,000						21,611,000	OWPC
SWWTP West Train Concrete			315,000	\$ 735,000	\$ 12,072,000			13,122,000	OWPC
SWWTP Final Clarifier Additions	4,710,000	54,159,000						58,869,000	OWPC
Hilock/Lewis Assessment Area	732,000							732,000	Sewer Special Assessment
Lockbourne Road Sanitary Assessment		596,000						596,000	Sewer Special Assessment
Skyline Drive Sanitary Assessment			700,000					700,000	Sewer Special Assessment
Merwin Hill Area Assessment		50,000			300,000			350,000	Sewer Special Assessment
Portgage Grove Area Assessment		150,000			800,000			950,000	Sewer Special Assessment
Subtotal - Sanitary Sewers	\$ 157,049,000	\$ 286,875,000	\$ 198,101,000	\$ 52,082,000	\$ 157,262,000	\$ 83,278,000	\$ 934,647,000		
PUBLIC UTILITIES / ELECTRICITY 60-07						1236000		Total	FUNDING
PROJECT NAME		2006	2007	2008	2009	2010	2011	Budget	SOURCE
Street Lighting	\$ 1,875,000							\$ 1,875,000	Voted 1999 Electricity
	53,000	\$ 1,831,000	\$ 1,750,000	\$ 1,610,000	\$ 374,000			5,618,000	Voted 2004 Electricity
						1,236,000	\$ 1,708,000	2,944,000	Electricity Enterprise
Italian Village Substation	71,000							71,000	Voted 2004 Electricity
Distribution Improvements	507,000		1,309,000	1,572,000				3,388,000	Voted 2004 Electricity
						92,000	1,242,000	1,334,000	Electricity Enterprise
Morse Road System Improvement	220,000	1,110,000						1,330,000	Voted 2004 Electricity
Alternate 69KV Feed to West Substation	20,000	20,000	20,000	20,000				80,000	Voted 2004 Electricity
						1,500,000		1,500,000	Electricity Enterprise
69KV Line Relocation to West Substation	100,000							100,000	Voted 2004 Electricity
Urban Infrastructure Recovery	289,000	349,000	505,000	505,000				1,648,000	Voted 2004 Electricity
						505,000	505,000	1,010,000	Electricity Enterprise
Subtotal - Electricity	\$ 3,135,000	\$ 3,310,000	\$ 3,584,000	\$ 3,707,000	\$ 3,707,000	\$ 3,455,000	\$ 20,898,000		
Note: Urban Infrastructure projects will be issued using electricity authority, but will be supported by the special income tax fund.									
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PUBLIC UTILITIES / WATER 60-09 PROJECT NAME	2006	2007	2008	2009	2010	2011	Total	FUNDING
							Budget	SOURCE
GIS	\$ 1,250,000						\$ 1,250,000	Voted 1999 Water
		\$ 1,250,000					1,250,000	Voted 2004 Water
			\$ 1,250,000				1,250,000	Water Enterprise
Hoover Reservoir Erosion Control	500,000						500,000	Voted 1999 Water
		200,000					200,000	Voted 2004 Water
			500,000	\$ 200,000	\$ 500,000	\$ 200,000	1,400,000	Water Enterprise
Miscellaneous Facilities	1,500,000						1,500,000	Voted 1999 Water
		1,500,000					1,500,000	Voted 2004 Water
			1,500,000	1,500,000	1,500,000	1,500,000	6,000,000	Water Enterprise
Alkire Road Water Main	80,000						80,000	Voted 1999 Water
		560,000					560,000	Voted 2004 Water
Galloway Road Water Main	125,000						125,000	Voted 1999 Water
		525,000					525,000	Voted 2004 Water
Water Main Rehabilitation	5,000,000						5,000,000	Voted 1999 Water
		5,000,000					5,000,000	Voted 2004 Water
			5,000,000	10,000,000	10,000,000	10,000,000	35,000,000	Water Enterprise
Doherty Road Water Line	500,000						500,000	Voted 1999 Water
HCWP Raw Water Line	250,000						250,000	Voted 1999 Water
			15,000,000	13,000,000			28,000,000	Water Enterprise
DRWP Improvement Facilities	200,000						200,000	Voted 1999 Water
		200,000					200,000	Voted 2004 Water
			200,000	200,000	200,000	200,000	800,000	Water Enterprise
HCWP Improvement Facilities	200,000						200,000	Voted 1999 Water
		200,000					200,000	Voted 2004 Water
			200,000	200,000	200,000	200,000	800,000	Water Enterprise
Distribution Improvements	400,000						400,000	Voted 1999 Water
		400,000					400,000	Voted 2004 Water
			400,000	400,000	400,000	400,000	1,600,000	Water Enterprise
PAWP Improvements Facilities	200,000						200,000	Voted 1999 Water
		200,000					200,000	Voted 2004 Water
			200,000	200,000	200,000	200,000	800,000	Water Enterprise
North Pressure District Storage Tanks		125,000					125,000	Voted 2004 Water
			150,000	2,500,000			2,650,000	Water Enterprise
HCWP Lagoons #1 & #3 Sludge Removal	3,000,000						3,000,000	Voted 1999 Water
		4,000,000					4,000,000	Voted 2004 Water
HCWP Sludge Pump Station		23,500,000					23,500,000	Voted 2004 Water
DRWP Olenlangy Intake	100,000						100,000	Voted 1999 Water
			1,500,000				1,500,000	Water Enterprise
DRWP Chemical Upgrade	18,460						18,460	Voted 1999 Water
DRWP High Service Pump Rehabilitation				300,000	3,000,000		3,300,000	Water Enterprise
Automatic Meter Reading		1,000,000					1,000,000	Voted 2004 Water
			1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	Water Enterprise
South Wellfield-South Expansion	2,000,000						2,000,000	Voted 1999 Water
				10,200,000			10,200,000	Water Enterprise
Fairwood Avenue Tankyard Pumps	1,000,000						1,000,000	Voted 1999 Water

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PUBLIC UTILITIES / WATER 60-09 Projects continued PROJECT NAME	2006	2007	2008	2009	2010	2011	Total Budget	FUNDING SOURCE
	Sullivant Avenue Water Line Cleaning	\$ 1,000,000						\$ 1,000,000
Long Street Water Line Cleaning		\$ 600,000					600,000	Voted 2004 Water
Upground Reservoir	4,900,000						4,900,000	Voted 1999 Water
		16,981,540					16,981,540	Voted 2004 Water
		21,018,460	\$ 42,800,000				63,818,460	Water Enterprise
DRWP Disinfection Improvements	6,000,000						6,000,000	Voted 1999 Water
Watershed Road Improvements	150,000						150,000	Voted 1999 Water
		200,000					200,000	Voted 2004 Water
			200,000	\$ 900,000			1,100,000	Water Enterprise
HCWP Basin Concrete Rehabilitation	300,000						300,000	Voted 1999 Water
			1,300,000				1,300,000	Water Enterprise
HCWP Pavement Rehabilitation		150,000					150,000	Voted 2004 Water
			300,000				300,000	Water Enterprise
HCWP "A" Raw & Finish Water Pump Rehabilitation		1,000,000					1,000,000	Voted 2004 Water
Valve Renewal Program	1,500,000						1,500,000	Voted 1999 Water
		1,500,000					1,500,000	Voted 2004 Water
			1,500,000	1,500,000	\$ 1,500,000	\$ 1,500,000	6,000,000	Water Enterprise
Main Street Water Main Cleaning		500,000					500,000	Voted 2004 Water
Champion Avenue 20" Water Main	1,500,000						1,500,000	Voted 1999 Water
Livingston Avenue 24" Water Main	1,500,000						1,500,000	Voted 1999 Water
Mound/Harrisburg Pike 24" Water Main	2,050,000						2,050,000	Voted 1999 Water
Water Shed Mgt. Misc Improvement Facilities	200,000						200,000	Voted 1999 Water
		200,000					200,000	Voted 2004 Water
			200,000	200,000	200,000	200,000	800,000	Water Enterprise
PAWP Sludge Disposal	300,000						300,000	Voted 1999 Water
		3,000,000					3,000,000	Voted 2004 Water
Watershed Protection Easements	400,000						400,000	Voted 1999 Water
		400,000					400,000	Voted 2004 Water
			400,000	400,000	400,000	400,000	1,600,000	Water Enterprise
Fisher District Storage Tanks			150,000	2,500,000			2,650,000	Water Enterprise
Lazelle Road Tank			150,000	2,500,000			2,650,000	Water Enterprise
Parsons District Storage Tank			150,000	2,500,000			2,650,000	Water Enterprise
Taylor Road Storage Tank	2,500,000						2,500,000	Voted 1999 Water
DRWP Treatment Capacity Increase	6,700,000						6,700,000	Voted 1999 Water
				6,000,000	20,000,000	20,000,000	46,000,000	Water Enterprise
HCWP Treatment Improvements		1,500,000					1,500,000	Voted 2004 Water
				7,500,000			7,500,000	Water Enterprise
Morse/R-New Albany Road-Water Line	1,250,000						1,250,000	Voted 1999 Water
PAWP Basin Covers				200,000		1,000,000	1,200,000	Water Enterprise
HCWP Basin Improvements	1,000,000						1,000,000	Voted 1999 Water
O'Shaughnessy Hydro Electric Improvements	200,000						200,000	Voted 1999 Water
General Engineering Services-Supply Group	2,300,000						2,300,000	Voted 1999 Water
		300,000					300,000	Voted 2004 Water
			300,000	300,000	300,000	300,000	1,200,000	Water Enterprise

PUBLIC UTILITIES / WATER 60-09 Projects continued PROJECT NAME	2006	2007	2008	2009	2010	2011	Total	FUNDING
							Budget	SOURCE
McKinley Avenue 36" Water Main	\$ 3,800,000						\$ 3,800,000	Voted 1999 Water
Dublin Road 36" Water Main	3,331,540						3,331,540	Voted 1999 Water
	1,968,460						1,968,460	Voted 2004 Water
Griggs Booster Station	600,000						600,000	Voted 2004 Water
Mound Street/Columbian Avenue/West Broad Street	150,000	\$ 1,700,000					1,850,000	Voted 2004 Water
16" Water Main in Easement East of I-270	1,500,000						1,500,000	Voted 2004 Water
Joyce Avenue 16" Water Main		360,000					360,000	Voted 2004 Water
Mound Street Booster Station	80,000	600,000					680,000	Voted 2004 Water
Dublin Road 8" and 12" Water Main	1,000,000						1,000,000	Voted 2004 Water
West Broad Street & Alley Water Main Cleaning	100,000	600,000					700,000	Voted 2004 Water
East Corridor Transmission Main Cleaning	150,000	750,000					900,000	Voted 2004 Water
Central Maintenance Management System	1,500,000						1,500,000	Voted 2004 Water
East Broad Street Water Main	200,000	3,600,000					3,800,000	Voted 2004 Water
PAWP Electrical Service Upgrade					\$ 1,000,000		1,000,000	Water Enterprise
O'Shaughnessy Dam-Miscellaneous Improvements	1,000,000						1,000,000	Voted 2004 Water
Miscellaneous Booster Station Improvements	250,000	250,000					500,000	Voted 2004 Water
			\$ 250,000	\$ 250,000	250,000		750,000	Water Enterprise
Morse Road 36" Water Main	1,000,000						1,000,000	Voted 2004 Water
Taylor/Nelson Water Main Cleaning		150,000					150,000	Voted 2004 Water
			500,000				500,000	Water Enterprise
Livingston Avenue Water Main Cleaning		150,000					150,000	Voted 2004 Water
			900,000				900,000	Water Enterprise
Water Storage Tank Painting	1,000,000	1,000,000					2,000,000	Voted 2004 Water
			1,000,000	1,000,000	1,000,000	\$ 1,000,000	4,000,000	Water Enterprise
MET-A-MAP	1,500,000						1,500,000	Voted 2004 Water
Security Enhancements	2,500,000	2,500,000					5,000,000	Voted 2004 Water
			2,000,000				2,000,000	Water Enterprise
Morse/Hamilton Booster Station	1,000,000						1,000,000	Voted 2004 Water
Central College 16" Water Main			175,000	500,000			675,000	Water Enterprise
Airport Drive 12" Water Main			150,000	400,000			550,000	Water Enterprise
Chatterton Road 30" Water Main		150,000					150,000	Voted 2004 Water
			1,700,000				1,700,000	Water Enterprise
Mound/Harmon 20" Water Main Cleaning				150,000	600,000		750,000	Water Enterprise
Technology Resources	675,000	675,000					1,350,000	Voted 2004 Water
			425,000	175,000	50,000	50,000	700,000	Water Enterprise
HCWP Disinfection Improvements			1,000,000		4,000,000		5,000,000	Water Enterprise
PAWP Surface Water Treatment Upgrade		800,000					800,000	Voted 2004 Water
					5,000,000		5,000,000	Water Enterprise
HCWP Window Replacement	50,000						50,000	Voted 2004 Water
			200,000				200,000	Water Enterprise
HCWP Abestos Abatement & Heat System Replacement	1,600,000						1,600,000	Voted 2004 Water
HCWP External Masonry	1,700,000						1,700,000	Voted 2004 Water
DRWP Raw Water Intake	2,200,000						2,200,000	Voted 2004 Water
PAWP Automation Upgrade					1,500,000		1,500,000	Water Enterprise
Subtotal - Water	\$ 78,928,460	\$ 99,295,000	\$ 82,650,000	\$ 66,675,000	\$ 52,800,000	\$ 38,150,000	\$ 418,498,460	

Capital Summary

PUBLIC UTILITIES / SEWERS 60-15 PROJECT NAME	2006	2007	2008	2009	2010	2011	Total Budget	FUNDING SOURCE
STORM PROJECTS:								
Sewer System I/I Remediation N/W Alum Creek			\$ 600,000				\$ 600,000	Voted 2004 Storm
Sewer System I/I Remediation Early Ditch		\$ 200,000	50,000	\$ 60,000		\$ 2,000,000	2,060,000	Storm Enterprise
Sewer System I/I Remediation W 5th Avenue				120,000	\$ 1,000,000	1,000,000	2,000,000	Voted 2004 Storm
Sewer System I/I Remediation Barthman/Parsons			220,000			800,000	920,000	Storm Enterprise
Sewer System I/I Remediation Livingston/James		350,000	50,000		750,000		750,000	Voted 2004 Storm
Linden Ditch Area Wide Storm System Improvements		3,100,000			500,000	500,000	1,000,000	Storm Enterprise
Marsdale Avenue Storm System	\$ 450,000						3,100,000	Voted 2004 Storm
Kuhns Ditch Storm System Improvements			50,000				450,000	Voted 2004 Storm
ST 28 Williams Road Pump Station Replacement	950,000			75,000	40,000	400,000	515,000	Storm Enterprise
ST 24 Refugee Road Pump Station Replacement	1,400,000						950,000	Voted 2004 Storm
Mock Road Storm System Improvements	300,000						1,400,000	Voted 2004 Storm
5th Avenue Dam Abutment Rehabilitation				50,000	100,000		300,000	Voted 2004 Storm
Midland/Eakin Stormwater System Improvements		1,500,000					150,000	Storm Enterprise
Glendower Avenue/Llewellyn Avenue Stormwater		460,000					1,500,000	Voted 2004 Storm
Olentangy Blvd/Amazon Place Stormwater			300,000				460,000	Voted 2004 Storm
Petzinger Road Stormwater System	50,000	750,000					300,000	Voted 2004 Storm
Charleston Avenue Stormwater System	35,000	750,000					800,000	Voted 2004 Storm
Parkside Road Stormwater System Improvements	550,000						785,000	Voted 2004 Storm
Southard/Fornoff Area SSI	50,000	1,500,000					550,000	Voted 2004 Storm
Southgate/Landers Area SSI	300,000						1,550,000	Voted 2004 Storm
Oakland Park Avenue SSI	350,000						300,000	Voted 2004 Storm
Canyon Drive/Glenmont Avenue Area SSI	10,000		750,000				350,000	Voted 2004 Storm
Clintonville Area Miscellaneous SSI	750,000						760,000	Voted 2004 Storm
Olentangy River Road Culvert Replacement	300,000						750,000	Voted 2004 Storm
Pilot Wetlands Mitigation	50,000						300,000	Voted 2004 Storm
Parklane Avenue Stormwater System Improvements	150,000	25,000	250,000				50,000	Voted 2004 Storm
E. 25th/Joyce Avenues Stormwater System Improvements		150,000	500,000				425,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 10 (Westside)		100,000			350,000		650,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 11 (Eastside)		100,000					100,000	Voted 2004 Storm
Neighborhood Stormwater Projects Phase 12 (Northeast)		100,000			700,000		100,000	Storm Enterprise
Neighborhood Stormwater Projects Phase 13 (Northwest)		100,000			500,000	250,000	700,000	Voted 2004 Storm
Safford/Union Area SSI	140,000	300,000					100,000	Storm Enterprise
Minnesota Avenue Street Reconstruction		450,000					500,000	Voted 2004 Storm
Riverview Drive Street Reconstruction		1,100,000					440,000	Voted 2004 Storm
Elmore Avenue Stormwater System Improvements		100,000					450,000	Voted 2004 Storm
Hollenback Drive Street Reconstruction	250,000						100,000	Voted 2004 Storm
Snoffer Road at Olentangy River Road SSI	100,000	25,000	750,000				250,000	Voted 2004 Storm
Shattuck/Clearview Avenues SSI	120,000	500,000				250,000	875,000	Voted 2004 Storm
Moler Road Stormwater System Improvements		700,000					250,000	Storm Enterprise
Saddle Run Storm Sewer Improvements		100,000	50,000				620,000	Voted 2004 Storm
Marion Road Stormwater System Improvements	80,000		690,000	500,000			700,000	Voted 2004 Storm
Lockbourne Road Stormwater System Improvements	50,000		135,000				150,000	Voted 2004 Storm
			530,000				500,000	Storm Enterprise
							770,000	Voted 2004 Storm
							135,000	Storm Enterprise
							50,000	Voted 2004 Storm
							530,000	Storm Enterprise

PUBLIC UTILITIES / SEWERS 60-15 Storm Projects continued PROJECT NAME	2006	2007	2008	2009	2010	2011	Total Budget	FUNDING SOURCE
	Bulen Avenue Stormwater System Improvements	\$ 82,000	\$ 250,000					\$ 332,000
Fairwood Avenue Stormwater System Improvements	91,000	290,000					381,000	Voted 2004 Storm
Evergreen/Dewberry Roads SSI	30,000	290,000					320,000	Voted 2004 Storm
Champion Avenue Stormwater System Improvements	86,000	30,000					116,000	Voted 2004 Storm
Oakwood Avenue Stormwater System Improvements	36,000	20,000	\$ 325,000				325,000	Storm Enterprise
Marion Road Area Neighborhood Proj. 1		100,000					56,000	Voted 2004 Storm
Marion Road Area Neighborhood Proj. 2		50,000	190,000				190,000	Storm Enterprise
Marion Road Area Neighborhood Proj. 3		50,000	25,000	\$ 250,000			275,000	Storm Enterprise
Linworth Rd./Meeklynn Dr. Storm Sewer Improvements		150,000	25,000	250,000			50,000	Voted 2004 Storm
Belvidere Avenue Stormwater System Improvements	125,000		25,000	500,000			275,000	Storm Enterprise
Annadale Martindale Stormwater System Improvements	100,000		500,000				125,000	Voted 2004 Storm
Linden Neighborhood SSI Phase II			400,000				500,000	Storm Enterprise
Clintonville Neighborhood SSI Phase II			100,000	350,000			450,000	Storm Enterprise
Cleveland/Lakeview Stormwater System Improvements	50,000	600,000	100,000	350,000			450,000	Storm Enterprise
Maize Road Area Storm/Sanitary Sewer	1,000,000						650,000	Voted 2004 Storm
Storm Sewer Contingency	1,200,000	1,200,000					1,000,000	Voted 2004 Storm
Leland Ditch Stormwater System	350,000		1,200,000	1,200,000	\$ 1,200,000	\$ 1,200,000	2,400,000	Voted 2004 Storm
West Columbus Local Protection Project	100,000						4,800,000	Storm Enterprise
East 5th/19th Underpass Storm PS ST-25							350,000	Voted 2004 Storm
Fairwood Avenue/Koebel Road Drainage	50,000	600,000					100,000	Voted 2004 Storm
Bliss Run Trunk Sewer	8,500,000						800,000	Storm Enterprise
Walnut Hills Area Drainage		200,000					800,000	Storm Enterprise
Lockbourne Road Drainage	85,000						650,000	Voted 2004 Storm
Third Avenue Underpass Stormwater System			1,800,000				8,500,000	Voted 2004 Storm
Wilson Road Drainage		2,700,000	85,000	50,000	1,500,000		200,000	Voted 2004 Storm
Jasonway Avenue Drainage	2,000,000						85,000	Voted 2004 Storm
Briggs Road Ditch Enclosure	3,800,000						1,800,000	Storm Enterprise
McKinley Avenue Reconstruction/Storm	2,800,000						1,800,000	Storm Enterprise
Hague Avenue Drainage	500,000						2,700,000	Voted 2004 Storm
Greenhill Acres Storm Sewer		4,500,000					2,000,000	Voted 2004 Storm
Towers Court Detention Basin							4,500,000	Voted 2004 Storm
Idlewild Drive Storm Sewer	400,000						500,000	Voted 2004 Storm
Maryland Avenue Drainage		100,000					4,500,000	Voted 2004 Storm
Ashburton/Mayfair Drainage		55,000					900,000	Storm Enterprise
Ashburton/Dale Avenue Drainage		55,000					400,000	Voted 2004 Storm
Skyline Drive Stormwater System		1,800,000					3,800,000	Storm Enterprise
North Central Areawide Storm System		750,000					800,000	Storm Enterprise
McDannald Subdivison Stormwater System	1,075,000			600,000	5,000,000		800,000	Storm Enterprise
Briar Meadow Drive Culvert	300,000						550,000	Storm Enterprise
Subtotal - Storm Sewers	\$ 29,195,000	\$ 26,250,000	\$ 13,525,000	\$ 8,455,000	\$ 10,340,000	\$ 7,850,000	\$ 95,615,000	
GRAND TOTAL	\$ 401,623,460	\$ 492,386,228	\$ 390,089,000	\$ 209,251,000	\$ 303,177,000	\$ 211,454,000	\$ 2,007,980,688	

Capital Summary

FUNDING SUMMARY BY SOURCE							
	2006	2007	2008	2009	2010	2011	Budget
COUNCILMANIC (Need to include UIRF)	\$ 10,616,000	\$ 3,599,000	\$ 13,930,000	\$ 48,789,228	\$ 77,868,000	\$ 77,871,000	\$ 232,673,228
VOTED 2004	46,271,000	46,857,228	57,594,000	27,867,772	-	-	178,590,000
INFORMATION SERVICES	6,315,000	3,200,000	1,505,000	1,675,000	1,200,000	850,000	14,745,000
VOTED 2004 SANITARY	67,990,000	11,994,700	-	-	-	-	79,984,700
SANITARY ENTERPRISE	-	15,143,300	31,167,000	15,683,000	29,371,000	55,296,000	146,660,300
OWDA	31,876,000	39,089,000	162,122,000	31,915,000	76,958,000	24,400,000	366,360,000
OWPC	56,451,000	219,852,000	4,112,000	3,384,000	50,933,000	3,582,000	338,314,000
SEWER SPECIAL ASSESSMENT	732,000	796,000	700,000	1,100,000	-	-	3,328,000
VOTED 2004 STORM	29,195,000	26,250,000	4,260,000	-	-	-	59,705,000
STORM ENTERPRISE	-	-	9,265,000	8,455,000	10,340,000	7,850,000	35,910,000
VOTED 1999 WATER	57,205,000	-	-	-	-	-	57,205,000
VOTED 2004 WATER	21,723,460	78,276,540	-	-	-	-	100,000,000
WATER ENTERPRISE	-	21,018,460	82,650,000	66,675,000	52,800,000	38,150,000	261,293,460
VOTED 1999 ELECTRICITY (Includes UIRF)	1,875,000	-	-	-	-	-	1,875,000
VOTED 2004 ELECTRICITY (Includes UIRF)	1,260,000	3,310,000	3,584,000	3,707,000	374,000	-	12,235,000
ELECTRICITY ENTERPRISE (Includes UIRF)	-	-	-	-	3,393,000	3,455,000	6,788,000
OHIO STATE UNIVERSITY	1,500,000	-	-	-	-	-	1,500,000
DOWNTOWN DEVELOPMENT	4,600,000	-	-	-	-	-	4,600,000
TRANSPORTATION OTHER	7,800,000	-	-	-	-	-	7,800,000
ODOT	43,714,000	17,000,000	19,200,000	-	-	-	79,914,000
OPWC	7,000,000	5,000,000	-	-	-	-	12,000,000
FEDERAL	5,500,000	1,000,000	-	-	-	-	6,500,000
TOTAL	\$ 401,623,460	\$ 492,386,228	\$ 390,089,000	\$ 209,251,000	\$ 303,177,000	\$ 211,454,000	\$ 2,007,980,688
FUNDING SUMMARY BY DIVISION							
	2006	2007	2008	2009	2010	2011	Total Budget
SAFETY ADMINISTRATION	\$ 300,000	\$ 3,700,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
POLICE	2,325,000	996,000	1,440,000	1,440,000	1,440,000	1,440,000	9,081,000
FIRE	6,953,000	6,721,000	4,735,000	7,935,000	7,935,000	7,935,000	42,214,000
DEVELOPMENT	7,596,000	1,258,000	3,390,000	5,655,000	8,001,000	8,004,000	33,904,000
FACILITIES MANAGEMENT	2,825,000	996,000	1,440,000	1,440,000	1,440,000	1,440,000	9,581,000
INFORMATION SERVICES	6,315,000	3,200,000	1,505,000	1,675,000	1,200,000	850,000	14,745,000
HEALTH	195,000	-	-	-	-	-	195,000
RECREATION AND PARKS	9,401,000	5,899,000	8,525,000	8,525,000	8,525,000	8,525,000	49,400,000
REFUSE COLLECTION	2,906,000	3,512,000	5,075,000	5,075,000	5,075,000	5,075,000	26,718,000
TRANSPORTATION	94,500,000	50,374,228	66,119,000	46,587,000	45,452,000	45,452,000	348,484,228
SANITARY SEWERS	157,049,000	286,875,000	198,101,000	52,082,000	157,262,000	83,278,000	934,647,000
ELECTRICITY	3,135,000	3,310,000	3,584,000	3,707,000	3,707,000	3,455,000	20,898,000
WATER	78,928,460	99,295,000	82,650,000	66,675,000	52,800,000	38,150,000	418,498,460
STORM SEWERS	29,195,000	26,250,000	13,525,000	8,455,000	10,340,000	7,850,000	95,615,000
TOTAL	\$ 401,623,460	\$ 492,386,228	\$ 390,089,000	\$ 209,251,000	\$ 303,177,000	\$ 211,454,000	\$ 2,007,980,688