

CITY OF COLUMBUS

2011 BUDGET



MICHAEL B. COLEMAN, MAYOR



City Of Columbus
Mayor Michael B. Coleman

Office of the Mayor

City Hall / 90 West Broad Street
Columbus, Ohio 43215-9014
614/645-7671
FAX 614/645-5818

November 5, 2010

Dear President Mentel and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I present you with the General Operating Fund budget for fiscal year 2011. This is my 11th balanced budget, one that fulfills the promises made during the 2009 Columbus income tax campaign and meets the commitments put forth in our three-point plan to ensure our city's long-term health. While our financial challenges continue, we are poised to continue to deliver high quality services to our residents in 2011 and beyond thanks to aggressive job creation, sound financial policies, our commitment to government reforms and the support of our citizens for the income tax.

The safety of our residents continues to be my top priority. As a result of reduced spending through hiring controls and our reform efforts, as well as additional revenue, we are able to fund an additional police and fire class yet this year. I am also proposing two additional classes in both police and fire for 2011. These classes, when combined with those funded in 2010, allow us to offset retirements that will occur as a result of the State of Ohio's Deferred Retirement Option Plan so that we will be able to maintain force levels in our uniformed ranks. We will also work with our neighborhood partners to provide additional resources for community-based crime and violence reduction strategies.

We will also continue our aggressive economic development policies in 2011. Working with our partners, we will fight to keep every job as well as make strategic investments to bring new jobs into the city. I have also proposed additional resources for revitalization efforts on the West Side with a focus on the West Broad Street Corridor, the economic engine of that neighborhood. We will also support economic vitality through the eradication of neighborhood blight by restoring code enforcement officers and doubling our efforts to remove weeds from abandoned and foreclosed properties.

I am happy to report that funding is provided in the proposed 2011 budget to operate all our recreation centers for the entire year, ensuring a positive, safe and productive environment for our young people. And we will provide the necessary maintenance at the centers to keep them safe and efficient for the long term. Further, we will set aside resources to begin to realign our Recreation and Parks Department to engage in greater outreach to teens and young adults for intervention programs and services through an office of Youth Services. June of 2011 will mark the opening of the Scioto Mile, which will complete the connection between our existing riverfront parks and serve as a focal point for families visiting our Downtown. We propose funding in the 2011 budget to ensure that those visiting the park have a safe, clean and rewarding experience.

While the city's finances have stabilized thanks to the support of our voters, we realize many of our residents continue to struggle due to the national economic recession. Local social service agencies such as the Community Shelter Board are our partners in meeting this need and we will continue to support their efforts with enhanced funding in 2011.

The Columbus Neighborhood Health Centers will also be fully supported in 2011 so our most vulnerable citizens can receive much needed health services.

Fiscal responsibility begins with the replenishment of our Rainy Day Fund and is reflected in the maintenance of our Aaa bond rating. Through reduced spending we will be able to make a deposit of \$7.5 million into the Rainy Day Fund in 2010. We are proposing an additional deposit of \$10 million into the fund in 2011 bringing the balance to \$33 million by the end of the next fiscal year. Our commitment to rebuilding our reserves and honoring our financial policies has allowed us to retain our high credit rating, even in times of fiscal stress. The city's Aaa bond rating was reaffirmed by the three major rating agencies this summer and we continue to be the only city of our size to hold the highest rating from all three. It was only through the use of our Rainy Day Fund that core neighborhood services such as safety and refuse collection were maintained during the last two recessions. These deposits put us ahead in our commitment to restore the balance in our Rainy Day Fund to \$50 million by the end of 2014.

It is clear, however, that additional revenue alone will not guarantee the long-term health of the City of Columbus. Our job creation and retention efforts are essential to the long-term revenue stability necessary to maintain core neighborhood services. It is equally important to continue our efforts at transforming city government through the goals set forth in our 10-Year Reform and Efficiency Plan. Realizing the savings identified in the plan is also vital to the long-term stability of the General Operating Fund.

We will continue our progress toward controlling personnel costs, the largest category of expenditure within our budget. Non-union employees under my control continue to lead the way in this effort. As of January 1, 2010, all new MCP employees pay the full cost of their pension contribution. The pension pick-up for existing employees was reduced by 1 percent in 2010, will be reduced by an additional 1 percent on January 1, 2011, and will continue to be reduced 1 percent each year until they pay their entire share. Over this same period, their health care contributions will increase from 9 percent to 17 percent of total costs. It is our clear intention to pursue these same goals with our unionized employees in order to create ongoing savings to the city.

Progress toward other goals in the reform plan will continue in 2011. The Mayor's Office, the Finance and Management Department and the Department of Public Safety continue to coordinate on strategies to control overtime costs within the Divisions of Police and Fire. Funds have been set aside to continue the redeployment, where appropriate, of uniformed police officers and firefighters, civilianizing non-safety related positions. Through our Capital Improvements Budget, we will continue to retrofit city buildings with high efficiency lighting and building systems to reduce utility costs, and we will maximize the use of technology to reduce costs and create efficiencies.

I have proposed a 2011 General Operating Fund budget that is balanced and keeps the promises we made to the citizens of Columbus who supported our revenue increase. We were able to maintain basic service levels in 2010 and can now begin the process of responsibly restoring key services in 2011. Thanks to hard work and the support of our citizens, we will ensure that Columbus continues to be the best city in the nation in which to live, work, and raise a family.

Very truly yours,

A handwritten signature in black ink, appearing to read "M. B. Coleman", with a long horizontal flourish extending to the right.

Michael B. Coleman
Mayor

This page has been intentionally left blank.



CITY OF COLUMBUS

PROPOSED 2011 BUDGET

Mayor Michael B. Coleman

Presented to
Columbus City Council
November 15, 2011

Prepared by Department of Finance and Management

Paul R. Rakosky, Director
Jane A. Dunham, Deputy Director
Suzanna Gussler, Financial Management Division Administrator
Adam Robins, Budget Officer
Phil Carter, Grants Management Coordinator
Rob Newman, Debt Coordinator

Budget Analysts

Vicki Davidson
Aileen Heiser
Andrea Phillips
Melvin Slusher
Jeanne Sprague
Trisha Wentzel

Debt Analyst Steve Wentzel

With Special Thanks to the Mayor's Staff and Cabinet

Mike Reese, Chief of Staff
Greg Davies, Deputy Chief of Staff
Sherry Bodine, Deputy Chief of Staff
Erika Jones, Advocate for Homelessness and Social Services
Pam O'Grady, Director, Legislative and Government Affairs
Michael Sexton, Community Affairs Director
Dan Williamson, Communications Director

Tanya Arsh, Public Utilities
Napoleon Bell, Community Relations
Mitchell Brown, Public Safety
Gary Cavin, Technology
Chet Christie, Human Resources
Tracie Davies, Building and Zoning Services

Michael Eccard (Acting), Civil Service
Mark Kelsey, Public Service
Dr. Teresa Long, Public Health
Alan McKnight, Recreation and Parks
Boyce Safford, Development
Fred Yates, EBOCO

This page has been intentionally left blank.

Table of Contents

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

All Funds Summary	32-1
Capital Summary	33-1

Introduction

The 2011 Budget Document

The 2011 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 2011 and beyond.

Community Profile

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

Financial Overview

The financial overview section discusses the financial environment of the city, both from an internal and external perspective. The section provides an overview of financial issues facing the city in 2011 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

Financial Policies

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

Accounting and Organizational Structure

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

Department Summaries

This section describes each department, including the department description and mission, strategic priorities for 2011, and 2011 budget notes. Budget summary charts are presented, listing department financial and personnel data, including information by program.

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, 2011 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 2011

The 2011 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

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

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

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

In addition to initiatives in support of the seven goal areas of the Columbus Covenant, each department has created individual sets of goals and objectives that will provide city residents and elected officials with information regarding the quality, quantity, and efficiency of the services they deliver.

Some of the city's major innovations and undertakings in 2011 are presented below, organized by goal area.

Neighborhoods

- Coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to **revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis**. Coordinate the housing development program with other public and private sector programs, especially the city's land banking efforts, to revitalize defined areas, focusing on the neighborhood investment districts (NIDs).
- Continue support of the **community crime patrol**, which patrols the University district, the Hilltop/Franklinton area, and the Merion-Southwood neighborhood as well as the Recreation and Parks multi-use trail along the Olentangy River. The community crime patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior.
- Begin **safety camera** implementation, in conjunction with community partners.
- Realign and enhance programming for **high-risk youth**, focusing on intervention to develop pro-social behaviors via **recreational programs and mentorship**.
- Columbus Public Health will lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to **make Columbus an active and vibrant community**. Programming and initiatives dedicated to these efforts include Get Active Columbus, Healthy Children Healthy Weights, the Institute of Active Living, farmers markets and community gardens, bike and walking paths, Creating Healthy Communities Network, Women Infant and Children (WIC) and the Healthier Choices Committee.
- Improve neighborhood safety, community participation, and police responsiveness by working with other city agencies and community leaders to **continue successful neighborhood safety initiatives**. An important component of safety initiatives involves implementing strategies related to the reduction of gun violence and gang activity. City agencies and community leaders will continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.
- **Invest in our neighborhoods** by re-opening recreation centers on a full- and part-time basis, and increasing code enforcement staffing levels.
- Support **strong social services** for citizens facing the greatest challenges due to the current economic recession, by supporting local social service agencies, the Community Shelter Board and the Columbus Neighborhood Health Centers.

Safety

- **Maintain uniformed force levels** by having two recruit classes in both police and fire in 2011. These classes, when combined with those funded in 2010, will allow the city to offset retirements that will occur as a result of the Deferred Retirement Option Plan (DROP).

- Continue departmental and community **planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism. Community leadership, public education and staff training will continue in 2011 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.
- Continue to **focus on the most effective and efficient deployment of police and fire personnel**, making staffing adjustments when necessary.
- Complete implementation of the new police/fire **emergency call center's computer aided dispatch (CAD) system** to augment the city's ability to carry out emergency response, incident management, calls for service, and to address police officer/firefighter communication needs.

Economic Development and Technology

- Proactively pursue opportunities for **job creation** by investing more resources in Experience Columbus and 2020, to promote the economic development of the city.
- Foster growth among existing and emerging industries through a targeted **business retention program**.
- Leverage relationships with Tech Columbus, 2020, Battelle, The Ohio State University and other businesses to **encourage entrepreneurship, innovation and commercialization**.
- Continue to support **regional economic development strategies** designed to retain and expand companies within advanced logistics, small business, and technology-based industries.
- **Revitalize and guide the responsible redevelopment of the city's west side** near the Delphi redevelopment by establishing a west side economic development effort and conducting a marketing study.
- **Continue job creation efforts** in partnership with the Ohio State University, Nationwide Children's Hospital, the new convention center hotel and others.
- Continue in 2011 to develop, expand, and implement portions of a **citywide connectivity plan** that will outline the most efficient means by which to connect to city facilities for data exchange and telephone voice traffic. Continue researching and implementing wireless/fiber optic/broadband network technology and integrating it with the overall city network when practical. The department will use the information from this plan to determine the extent to which connectivity can be used as an incentive for economic development.

Education

- Sustain **after-school** and **summer initiatives** that expand the educational opportunities available to the children within the City of Columbus.
- In partnership with Columbus City Schools, continue to maintain a **presence of police officers and firefighters in the schools**, including 17 school resource

officers in Columbus high schools and 19 community liaison officers who present public safety programs in the elementary and middle schools.

- Enhance the **safety infrastructure** near and around schools through “operation safewalks” by installing sidewalks, signage, and flashing signals.

Downtown Development

- Continue to implement the **comprehensive business plan for downtown** development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development. Focus on specific recommendations for workforce housing and downtown amenities/programming.
- Continue work on **the Scioto Mile**, such that it opens in the summer of 2011. Support the Ohio Department of Transportation (ODOT) in planning for the Rich Street Bridge in conjunction with the Scioto Mile.
- Collaborate with Capitol South and the Columbus Downtown Development Corporation on targeted programs to encourage development and redevelopment of the **Mile on High district and other key downtown properties**.
- Continue partnership with the Columbus Downtown Development Corporation in the implementation of the **downtown business plan**.
- Continue coordination with Capitol South and the Columbus Downtown Development Corporation on the **development of Columbus Commons Park**.
- Begin **renovation of the Old Police Headquarters** building located at 120 West Gay Street. Various city departments will be relocated from obsolete, high maintenance buildings to this LEED certified facility upon project completion.
- Continue to work with Metro Parks on the development of approximately 140 acres on the **Whittier Peninsula** into a large downtown park with natural areas and recreational uses. Other work includes strengthening the trail access to the Scioto Mile.
- Explore ways to **make downtown more environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

Customer Service

- Provide citizens with access to city services and city information through the operation, support and promotion of the **311 service center**.
- Continue to utilize the five Neighborhood Pride Centers to serve as **links between city services and Columbus neighborhoods**. Each pride center is a one-stop-shop for various city services and is dedicated to protecting the health, safety, and welfare of families living in their designated area.
- Promote concepts of community involvement in **crime awareness and crime reduction programs** and efforts. The focus will be centered on participation in

- neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.
- Continue the **community education program for Columbus residents-SIGNS**. This program provides information to the public on the safety of restaurants, pools, schools and other venues inspected by the Environmental Health Division. Transition to enhanced mobile web technology will improve efficiency.

Peak Performance

- Focus on addressing components of the **10 year reform and efficiency action plan** that are related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, they will require the collaborative efforts of the labor relations, employee benefits and compensation management program areas.
- Use COMBAT, an automatic vehicle locator program (**global positioning**) **for use in snow and ice operations**. This is a joint program between the city and the Franklin County Engineer and is supported by up to 80 percent reimbursement by the federal government.
- Continue to enhance the city's VoIP telephone system by implementing unified communications, which offers features that will **enhance employee productivity** through better management of voicemail and email, the flexibility to work from any location, and voice and video conferencing abilities.
- Develop and refine strategies to maximize grant dollars for "**greening**" the city's **vehicle fleet**. Fleet Management will complete construction of a compressed natural gas (CNG) station at the Groves Road facility.
- Upgrade the entire city fleet of parking meters with new **smart meters** that will take credit and debit cards in addition to coins. The first 1,000 meters were to be upgraded in 2010, with 1,000 new smart meters to be installed annually until all 4,215 meters have been upgraded. More than 400 new smart meters will be added in several locations that currently do not have parking meters.

Mayor's Goals

This page has been intentionally left blank.

Community Profile

Brief History of the City

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

Form of Government

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

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

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

Location

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

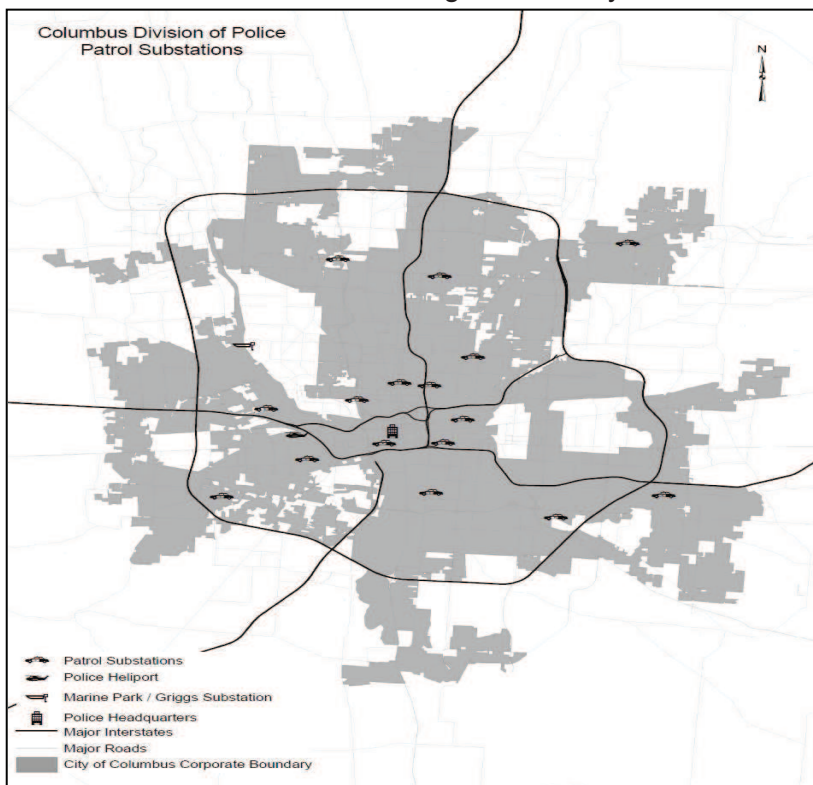
Population and Household Demographics

Columbus is home to 773,021 residents (U.S. Census Bureau American Community Survey 2009 population estimate), with roughly 3,405 residents per square mile. Estimates from the U.S. Census Bureau for the 2009 American Community Survey report that 49.2 percent of the population is male and 50.8 percent is female. The median age is 31.5 years and 75.7 percent of the resident population is 18 or older. Median household income for the past 12 months (inflation-adjusted) is \$41,370, while the per capita income over the past 12 months (inflation-adjusted) is \$22,809.

The city is racially rather diverse and is broken down as follows, according to the Census Bureau estimates: Caucasians make up 65.5 percent of the population; Black or African-American residents comprise 25.8 percent of the population; Asians represent 4.2 percent of the population; American Indians or Alaska natives make up 0.2 percent of the population; and the remaining is other races. Approximately 94.7 percent of residents do not identify as Hispanic or Latino, while those who do make up 5.3 percent of the population. High school graduates comprise 83.3 percent of the adult population and 29 percent of the city's residents have a bachelor's degree or higher.

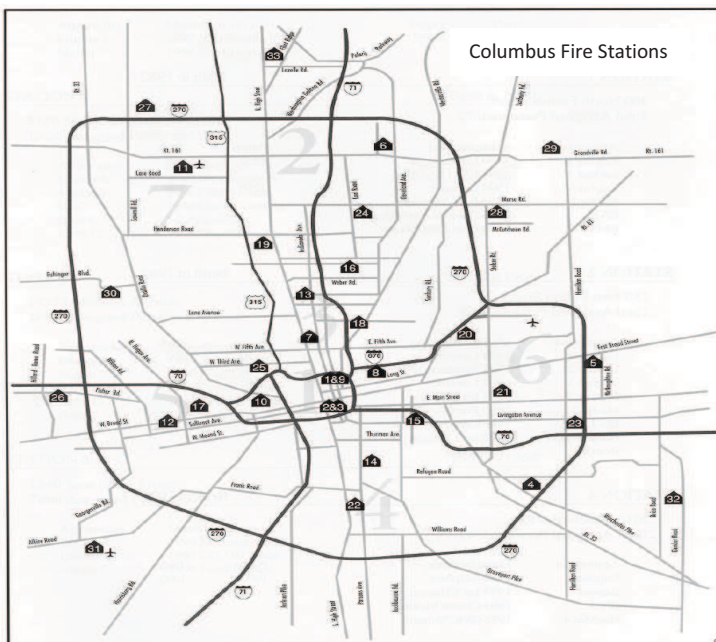
Police Protection

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



Fire Protection

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



Solid Waste Collection

The Division of Refuse serves 329,211 households with weekly trash pick-up. The city also offers bulk waste pick-up, yard waste collection services, and, on a subscription basis, curbside recycling service.

Street System

The Department of Public Service is responsible for day-to-day maintenance of 6,300 lane miles of roadways in the city, including 200 bridges. In 2009, 114,475 potholes were repaired.

Sewer System

Columbus maintains 6,294 miles of storm, sanitary, and combined sewers and operates two 24-hour wastewater treatment plants (Jackson Pike and Southerly), serving Columbus and 25 contracting communities.

	Waste Treatment Summary		
	2009	2008	2007
Total gallons treated	55,951,100,000	63,931,960,000	61,637,280,000
Average gallons treated per day	153,307,300	174,861,858	168,869,267

Water System

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

	Water Pumpage Summary		
	2009	2008	2007
<i>Finished water</i>			
Total (million gallons)	51,469.82	53,095.78	55,084.99
Average (million gallons per day)	141.01	145.07	150.92
Estimated service population	1,115,200	1,104,500	1,093,800
Average per capita consumption (gallons per day)	126	131	138
Miles of distribution pipe:			
Columbus	2,593	2,588	
Suburbs	866	863	

Parks

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

Community Centers

There are 30 community centers located throughout the city. These centers serve a wide variety of age groups from youths through senior citizens, and offer outdoor activities such as basketball courts, tennis courts, playgrounds, and soccer and baseball fields.

Pools (indoor, outdoor, and sprayground)

Columbus operates nine outdoor pools, one indoor pool and one sprayground. Certified Water Safety Instructors provide free learn-to-swim classes at the swim facilities for children and adults.



Golf

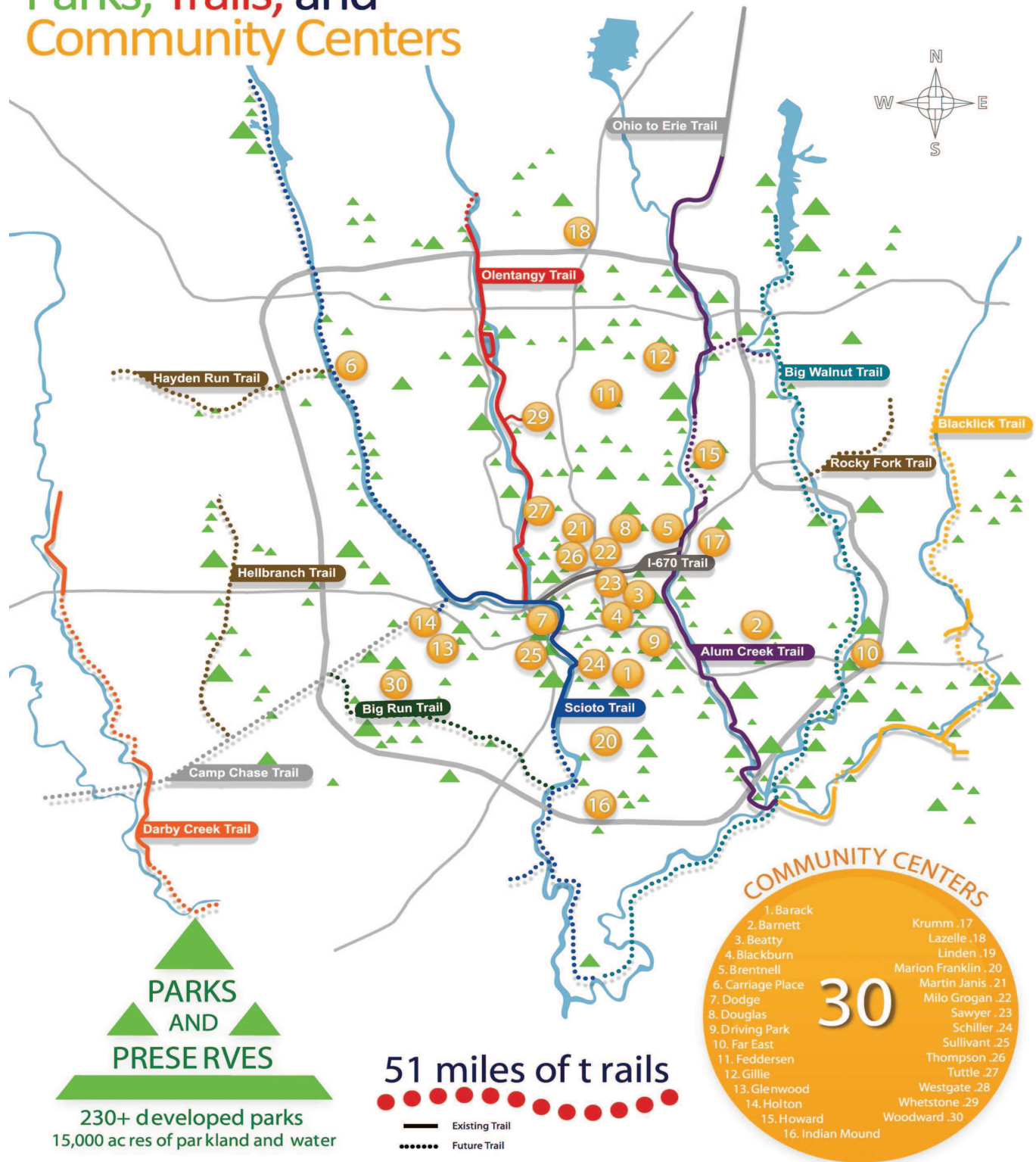
Conveniently located around the city, the seven golf courses within the Columbus Recreation and Parks Department—Airport, Champions, Mentel Memorial, Raymond Memorial, Turnberry, Walnut Hill, and Wilson— host more than 245,000 golf rounds annually.

Trails

With 51 miles of multi-use trails, Columbus is striving to not only beautify the city, but to enhance the quality of life of the city's residents as well. Columbus is embarking on a new, exciting and aggressive plan for the creation of future biking and walking trails in the Columbus area. The Bicentennial Bikeways Plan, adopted in May 2008, provides a new vision of transportation, recreation and quality of life for the citizens of Columbus. On the heels of this progressive plan came *Bicycling Magazine's* naming of Columbus as "New Best City for Cycling" in their June 2008 edition.

Columbus Recreation and Parks

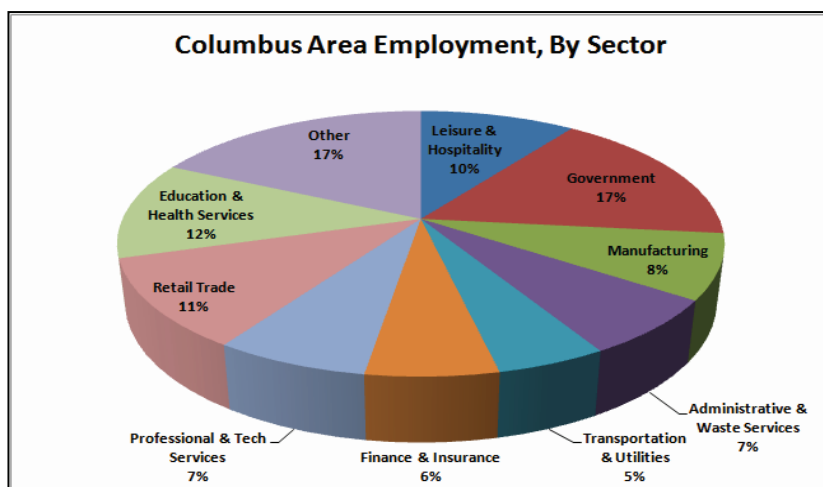
Parks, Trails, and Community Centers



Area Employment and Economic Outlook

Key Business Sectors and Employers

The city anticipates moderate economic expansion and population growth. Columbus has a stable employment environment, anchored by local, state and federal government operations, and augmented by financial services, healthcare, pharmaceuticals, information services, energy, and technology companies.



Columbus continues to serve as a strong economic force in the central Ohio region, with stability in the government, education and health services, leisure and hospitality, and retail trade sectors. While the manufacturing and retail trade sectors have been declining in recent years, professional and business services and educational and health services sectors have been expanding.

Note: "Other" category includes construction and mining (4%), Wholesale Trade (4%), Other Services (4%), Management of Companies (2%), Real Estate, Rental and Leisure (2%), and Information (2%). Source: U.S. Bureau of Labor Statistics.

Compared to other large Ohio metropolitan areas, Columbus is not a major exporter of goods to other areas of the world. However, total exports from the Columbus metropolitan area rose 11 percent from 2007 to 2008, totaling nearly \$3.9 billion in 2008. The leading sector for export in 2008 was in transportation equipment with a sector value of \$944,226,852.

Columbus serves as headquarters to several major national and multinational corporations. In 2009, fifteen Fortune 1000 companies were located within the city, including Nationwide Insurance, American Electric Power, Limited Brands, AT&T, and Big Lots.

Several major employers have made Columbus home in recent years, investing millions in the local economy and expanding the region's economic base. The table below lists companies that have invested more than \$50 million in Columbus from 2007 through 2009.

Companies with Investments in Columbus over \$50 Million

Company	Type	Product	Investment
Roxane Laboratories (2009)	Manufacturing	Pharmaceuticals	\$67,000,000
CSX Corp. (2008)	Distribution	Rail yard	\$50,000,000
Whirlpool/Penske Logistics (2007)	Distribution	Appliances	\$75,000,000

Source: Ohio Private Investment Survey 2007-2009, Ohio Department of Development, March 2010.

Central Ohio is on its way to becoming a center for high-tech and “green” industries. Through partnerships with the State of Ohio, the Columbus Partnership, Columbus 2020!, Franklin County and others, Columbus continues efforts to strategically attract and retain businesses, investments, and workers that enhance the strengths of the region. Exciting research projects in advanced energy development are underway through private-public partnerships with The Ohio State University and Battelle Memorial Institute, and companies such as Edison Welding Institute and American Electric Power. California-based electric car maker Coda Automotive Inc. has plans to build a battery-making enterprise in Columbus that could employ hundreds.

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

Central Ohio's 20 Largest Employers, 2009

Employer Name	Total Full-Time Employees	Revenue
1. State of Ohio	27,961	\$24.6 billion(2010 budget)
2. Ohio State University	22,454	NA
3. JPMorgan Chase & Co.	15,800	\$67.2 billion
4. Nationwide	11,373	\$19.8 billion
5. Federal Government-United States Postal Service (1)	15,900	\$98 billion
Defense Finance & Accounting Service	2,700	NA
Defense Supply Center Columbus	3,000	\$3.5 billion
6. Ohio Health	10,400	\$1.9 billion
7. Columbus City School District	8,198	NA
8. City of Columbus	8,146	\$632 million
9. Honda of America Manufacturing	7,400	NA
10. Mount Carmel Health System	5,523	\$2.5 billion
11. Kroger Co.	5,215	\$76 billion
12. Franklin County	5,207	NA
13. Limited Brands Inc.	5,100	\$9 billion
14. American Electric Power Company Inc.	4,332	\$14.4 billion
15. Nationwide Children's Hospital	4,080	\$812.2 million
16. Cardinal Health Inc.	3,674	\$91.1 billion
17. Huntington Bancshares Inc.	3,319	\$3.5 billion
18. Medco Health Solutions	2,860	\$51.3 billion
19. Battelle	2,496	\$5.2 billion
20. South-Western City Schools	2,479	NA

(1) Total includes subset branches/divisions shown below
NA=Information not available

Source: *Columbus Business First 2009 Book of Lists*, Greater Columbus Largest Employers, December 2009

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

Unemployment

Of the approximately 426,400 people in the City of Columbus labor force, roughly 9.1 percent were unemployed at some point throughout the year through September, on average. Although unemployment rates have increased in this recessionary period, the city's unemployment rate remains lower than that of the state and the nation. As of September 2010, the unemployment rate for Columbus was 8.4 percent. By contrast, the U.S. and Ohio rates for September were 9.2 percent and 9.6 percent, respectively.

Columbus Work Force

Close to one million people work in the Columbus Metropolitan Statistical Area, nearly a 30 percent increase since 1990. The Columbus work force is highly educated and largely white collar, creating a supportive environment for innovation and expansion. Nearly 30 percent have bachelor's degrees and 10 percent have master's degrees—numbers that point to a healthy and prosperous future for the city. There are 26 institutions of higher learning in the Columbus area; approximately 115,000 college students and 20,000 annual graduates. One issue receiving special attention in recent years is that of local “brain drain,” or the exodus of individuals from Columbus to other areas of the nation after they finish their post-secondary programs. By strengthening connections between graduates and local employers, the Columbus Chamber and its partners are working to ensure that the “young and talented” remain in central Ohio after graduation and apply their newly acquired skills and knowledge in the local workforce.

Key Development Projects

Downtown Columbus is seeing a revival with new housing units, commercial development, new parks and redevelopment of neglected parcels. 2011 marks the eighth year of a ten year plan to bring new investment and activity to downtown Columbus. More than 5,000 housing units have been built or are under development.

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

Recently completed downtown area projects include the redevelopment of the northeast corner at Broad and High Streets for offices, condos and retail space. The Whittier Peninsula project just south of downtown was also completed, incorporating redevelopment of the city's old impound lot into a metro park and the construction of the Grange Insurance Audubon Center on the site.

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

In the River South district, the former Lazarus department store has been renovated to house various government and private sector tenants, along with 60,000 square feet of retail space. Additionally, Lifestyle Communities constructed a \$25 million apartment and condominium

project south of the old Lazarus building, continuing the renaissance in the River South district. The development, which opened in summer of 2010, includes close to 200 townhome style apartments and flats in various price ranges.

Construction began in 2008 on the \$38 million Scioto Mile, an unprecedented 50/50 partnership between public and private sectors. The Scioto Mile is a signature riverfront park that will be located in the heart of downtown, stretching from the Arena District to Whittier Peninsula. As part of the project, Civic Center Drive will be narrowed from four lanes to two lanes and a grand promenade will stretch along Civic Center Drive from Broad Street to Rich Street, connecting Battelle and Bicentennial Parks. In the center of the promenade will be a plaza area with seating and an interactive water feature. The entire area will be designated a free Wi-Fi zone. As part of the Scioto Mile initiative, Bicentennial Park will also undergo a makeover, featuring a 15,000 square-foot water feature with multiple fountains. Other amenities include a permanent stage/band shell and a café restaurant with outdoor terrace dining overlooking the park. Completion is set for the summer of 2011.

The former City Center Mall has been demolished and work is underway to create Columbus Commons, an exciting new urban park, which will include nine acres of green space, walking paths and seating.

Another major downtown area project is a \$740 million investment in Nationwide Children's Hospital, which is expected to add an additional 2,000 new hospital jobs and generate \$1.3 billion in new regional economic activity. The hospital expansion includes partnerships with the city and others to leverage local and federal funds to redevelop surrounding neighborhoods. Funds will be used to rehab and construct new homes, provide health awareness and other educational opportunities.

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

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

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

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

With the passage of the recent amendment to allow casinos in Ohio's largest urban areas, the city will be home to a Hollywood brand casino on the city's west side. The casino is expected to open in 2012 and will generate millions in investment and job creation for the local economy.

Public Health

Health Services

Columbus Public Health provides a variety of preventive and community health services for city residents. The Environmental Health Division conducts regular inspections of food facilities, such as restaurants and mobile food carts, ensuring that safe and proper handling of food is a priority, thus reducing the incidence of food-borne illness in the community. The division also inspects public pools and spas, school facilities, and tattoo parlors. Through the popular Signs Program, residents can quickly see the status of a facility so that they can make more-informed choices.

Preventing and containing the spread of communicable disease is another high priority for the Health Department. In 2009, 22,942 immunizations were provided to Columbus residents against vaccine preventable diseases. The Ben Franklin TB Control Program conducted 13,000 patient visits for the treatment of tuberculosis and 10,500 outreach and education visits. Last year, the department was heavily involved in a multi-jurisdictional effort to prevent the spread of H1N1 influenza, providing vaccinations through multiple clinics and community outreach services. In addition, the department investigated 3,082 reports of communicable disease last year, representing 42 different diseases.

Ensuring the health of mothers and babies is a critical mission of the department. Through the Columbus/Franklin County WIC (Women, Infants and Children) program, an average of 37,671 pregnant and post-partum women received breastfeeding and nutrition services in 2009. Well-woman exams were provided to 856 women in 2009 through the department's perinatal health program. Sexual health services, including testing and treatment, are another critical component of Columbus Public Health's services. In 2009, 9,105 individuals were examined and treated at the sexual health clinic. HIV-prevention, syphilis and chlamydia diagnosis and treatment continue to be important aspects of the program.

Neighborhood Services

The city operates five Neighborhood Pride Centers throughout the community. These centers serve as a one-stop shop for city services. On-site staff includes community liaison police officers; Development Department code enforcement officers and solid waste inspectors; Public Service Department refuse collection division staff; Development Department housing division staff; and a neighborhood liaison.

Through the Neighborhood Liaison program, the city is divided into 12 service areas, each of which are assigned a neighborhood liaison. These employees work directly with citizens and neighborhood organizations to address issues of concern.

Neighborhood Pride, another program unique to Columbus, is an intense, one week service delivery event that brings residents, city staff, and area businesses together to beautify and celebrate a city neighborhood. During Pride Week, the city provides alley and street cleanups, evaluation of house exteriors for code complaints, and sponsors community events. Since its inception in 2000, 68 neighborhoods have participated, 9,782 homes have been brought up to city code, and more than 796 businesses have become Pride Partners, donating funds and support for the program.

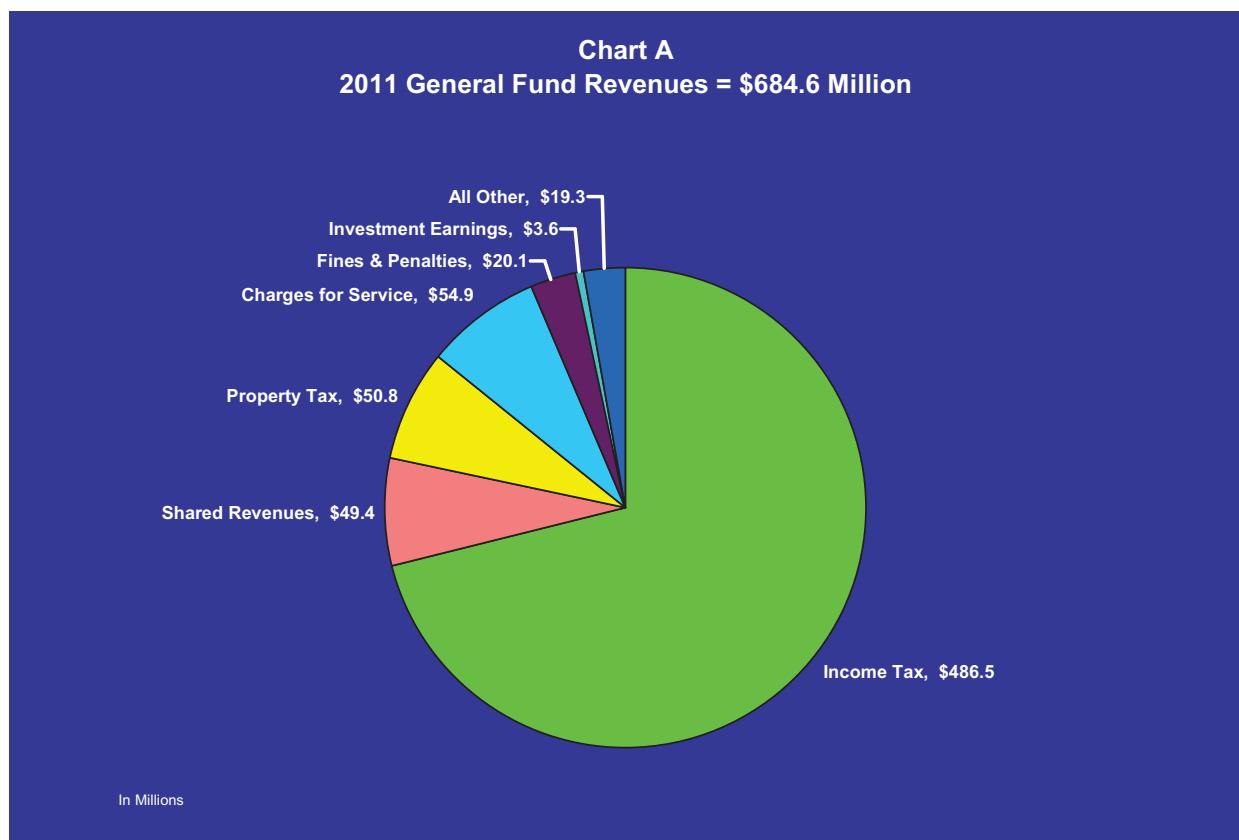
Strong neighborhoods are also ensured through the city's Code Enforcement Office, through which 38 code enforcement officers work with residents to ensure that properties meet city codes for health and safety. Officers investigated 20,676 non-emergency and 2,406 emergency code enforcement requests last year. Of the orders written, 89 percent of property owners voluntarily took action to correct the violation within 90 days.

Financial Overview

Revenue

The financial health of the city's general fund hinges on the income tax, which comprises over 70 percent of the revenue supporting the general fund operating budget. Columbus voters approved a 0.5 percent increase to the income tax rate to 2.5 percent on August 4, 2009. While collections at the new rate began on October 1, 2009, 2010 marked the first full year of income tax collections at the 2.5 percent rate. Three quarters of income tax collections are deposited to the general fund for general government operations, while one quarter is earmarked for capital and debt service requirements.

The chart below shows the proportion of revenue expected to be received from each major source to the general fund in 2011. After the income tax, the next three largest revenue sources to the general fund are various charges for services at 8 percent, property taxes at 7.4 percent and shared revenues (various state taxes that are shared with local governments) at 7.2 percent.



Income tax collections are projected at \$477 million in 2010 and \$486.5 million in 2011. The City Auditor's 2011 estimate assumes a two percent growth in income tax receipts in 2011, or an additional \$9.5 million. Unfortunately, flat and/or declining revenues are projected for the general fund's other major revenue sources.

State budget difficulties have reduced the portions of state revenue shared with local governments over the past decade, with shared revenues to the City of Columbus declining from \$51 million in 2001 to a projected \$39.93 million in 2010, a 21.7 percent decline. The City Auditor's estimate for 2011 is \$41.25 million.

Estate taxes, the only portion of state revenue that is not distributed by a formula, have been as high as \$12 million in past years. However, in recent years, these receipts have declined as well. Estate tax collections were \$10.3 million in 2008, \$8.2 million in 2009, a projected \$6.4 million in 2010 and \$7.0 million in 2011.

Property tax receipts fluctuate from year to year, due to reappraisals that occur every three years. In the off years, property tax revenue growth is typically less than one percent. Growth is normally expected in the reappraisal years. The city saw a 10.3 percent increase in assessed valuation during the sexennial reappraisal in 2006, but in 2009, the triennial update year, the county applied a zero growth rate to all residential property values. Property tax collections actually declined by 0.16 in 2009, and are expected to decline by another 0.3 percent in 2010, reflecting continuing problems in the housing market, including ongoing foreclosures and reassessment requests stemming from declines in sales prices. The City Auditor is projecting that property tax receipts will decline by 0.75 percent in 2011.

Investment earnings are a highly volatile source of revenue and have varied tremendously, from a high of \$29 million in 2001 to a low of \$5.5 million in 2004, after the last recession. After that 2004 low, earnings rebounded to \$10.2 million in 2005, \$20.4 million in 2006, \$30.9 million in 2007, and \$24.9 million in 2008. However, investment earnings plummeted to \$6.4 million in 2009 and are projected at an all-time low of \$3.6 million in both 2010 and 2011, reflecting record low interest rates.

Structural Balance

2010 marked the first year since 2000 in which general fund expenditures did not exceed revenues. Gaps that existed between revenues and expenditures in the years 2001-2009 were made up through several means, including the transfer of over \$91 million of economic stabilization funds ("rainy day" funds), the use of surpluses in the employee benefits fund, and a spend-down of year-end balances in the general operating fund which had been up to nearly \$38 million in 1998 and 1999.

In the years leading up to 2001, income tax growth was quite robust, averaging 6.2 percent per year from 1991-2000. For the years 2001-2009, that rate of growth had declined to an average of 2.2 percent. In three of those years, income tax collections actually declined. As the gap between revenues and expenditures necessary to maintain city service levels widened over the decade, expenditure reductions were necessary. Personnel costs in the city are largely determined by collective bargaining unit contracts and, because personnel costs comprise over 83 percent of general fund expenses, the city was limited in its options to control expenditure growth. Strict hiring controls were enacted, spending on goods and services was closely scrutinized, and non-essential positions were slated for layoff. Through hiring controls and

layoffs, the general fund civilian workforce was reduced by over 655 positions from 2000 to 2009, a 34 percent reduction. Employees were required to bear a greater share of their health insurance costs and wage increases were reduced. Where appropriate, operations were removed from the general fund and made self-sufficient or shifted to other sources of funding.

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

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

Projected revenues will allow the continuation of basic city services in 2011. Police and fire classes will be held such that the force levels can be maintained in each division. Other city services will continue to be provided at 2010 levels, with selected services being restored to pre-recession levels, primarily code enforcement and food inspection services. Inroads will be made in replacing the city's worn fleet, with \$2 million set aside for vehicle replacement in 2011. And the city will continue to replenish the economic stabilization fund, with a deposit of \$7.5 million in 2010 and another \$10 million in 2011 to keep its commitment to rebuilding the fund to a \$50 million balance by the end of 2014.

Bond Ratings

The city continues to retain the highest bond ratings available for long-term debt by all three major rating agencies, Moody's Investors Service, Standard and Poor's Corporation and Fitch Ratings. Bond ratings of Aaa and AAA, respectively, were awarded to the city in 1995 by Moody's and Standard and Poor's, and have been maintained ever since. Fitch Ratings rated the city for the first time in 2006, also awarding Columbus an AAA rating. Columbus is the only large city in the nation with the highest possible credit ranking from all three major rating agencies. These ratings afford Columbus the opportunity to realize savings in the cost of long-term financing, affirm investor's confidence in investment in Columbus, and help attract new businesses to the area.

Reserve Funds

The City of Columbus has two general reserve funds: the economic stabilization fund (AKA the 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 a 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. Annual deposits of \$1 million were made to the fund until 1998, when the fund received an infusion of \$7 million from an Ohio Bureau of Workers Compensation refund.

The first use of the fund was in 2003, when \$10.2 million was needed in order to balance the general fund budget. An additional \$25 million was used in 2004. On May 4, 2004, the city deposited to the fund \$55.1 million received from the Solid Waste Authority of Central Ohio (SWACO) in partial satisfaction of lease payments due the city. Transfers to the general fund were again made in 2005 (\$13 million) and 2006 (\$12 million) to ensure that basic city services were continued. In 2006, the city received nearly \$10 million for pollution credits from SWACO, which, along with investment earnings, enabled the fund to end 2007 at \$44.5 million, or over 7 percent of general fund expenditures. In 2008, \$900,000 was transferred to the general fund in order to end the year in balance. And, in order to avoid drastic reductions in basic city services in 2009, it was necessary to transfer \$30.4 million to the general fund. After a fourth quarter 2010 transfer of \$7.5 million, the fund will end 2010 with \$22.8 million. A deposit of another \$10 million in 2011 will put the city in good stead towards the goal of rebuilding the fund to a \$50 million balance by the end of 2014.

The planned replenishment schedule is illustrated in the chart below.

Economic Stabilization Fund Recommended Future Deposits (000's Omitted)					
Year	Deposit	Investment Earnings*	Expended	Year-End Balance	% of GF Budget
1999		\$ 1,224		\$ 23,807	5.11%
2000		1,442		25,249	5.00%
2001		1,621		26,870	5.06%
2002		1,136		28,006	5.39%
2003		608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005		1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,000	-	44,480	7.04%
2008		-	900	43,580	6.68%
2009	720	739	30,039	15,000	2.43%
2010	7,500	300		22,800	3.48%
2011	10,000	300		33,100	4.75%
2012	5,500	497		39,097	5.49%
2013	5,000	586		44,683	6.07%
2014	5,000	670		50,353	6.63%
In 2008, investment earnings were deposited to the Anticipated Expenditures Fund. Assumes 1.5 percent investment rate in 2010-2014.					

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. After payment of \$17.8 million for the 27th pay period in 2008, this fund had a balance of \$1.23 million. Annual deposits will continue into the fund to ensure that there are sufficient funds to build the fund back up for the next occurrence, which is estimated to be in 2020.

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)			
Year	Deposit	Expended	Year-End Balance
2009	1,751		2,976
2010	1,786		4,762
2011	2,000		6,762
2012	2,060		8,822
2013	2,122		10,944
2014	2,185		13,129
2015	2,251		15,380
2016	2,319		17,699
2017	2,388		20,087
2018	2,460		22,547
2019	2,534		25,080
2020	2,610		27,690
Finance and Management projects the next occurrence of a year with 27 pay dates to be 2020. Escalating deposits are planned to meet a projected liability of \$28 million in that year.			

2011 Budget Scenario

The 2011 budget was balanced by employing certain key principles, as follows:

- Build a budget from the ground up which is keyed to the city's strategic plan and implementing the Columbus Covenant
- Focus on maintaining basic city services for neighborhoods—police and fire protection, refuse collection, and basic public health services
- Review all program areas to identify activities the city should no longer be engaged in, given limited resources
- Review revenue sources to identify new revenues and opportunities for increased revenues
- Continue implementation of the 10-year reform plan by reducing the pension pick-up and increasing the employee share of health insurance premiums in those bargaining units with expired contracts and for employees that are not covered by the collective bargaining law
- 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 examination of opportunities to redeploy uniformed police and firefighters, expansion of energy efficiency measures, improvement in the efficiency of fleet and facilities management, expansion of online auctions for city asset sales, and partnering with other organizations
- Continue diligent review of general fund hires and non-personnel spending to keep expenditures at the lowest level necessary to provide essential services to the citizens of Columbus
- Continue the replenishment of the rainy day fund in order to achieve a balance of \$50 million in the fund by the end of 2014 and to reach a level representing seven percent of general fund expenditures by the year 2019.

General Fund Pro Forma

A general fund pro forma operating statement is provided herein, which projects the city's future general fund financial outlook. The pro forma bases year 2011 revenues on the City Auditor's official Estimate of Available General Fund Resources, except as noted. The following assumptions were used in developing the pro forma.

Pro Forma Operating Statement Assumptions

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

Expenditure Assumptions

- The standard inflation rate for non-personnel items is two percent in 2012 and thereafter.
- Personnel costs (excluding insurance costs) for employees that are covered by current collective bargaining agreements are projected at the wage rates in effect per those contracts. For those units that have contracts that are currently under negotiation, and for the years that follow the expiration date of contracts currently in place, a blended rate that represents the city's efforts to control pay increases and to reduce pension pick-ups over the next ten years is used.
- Insurance costs are projected to grow by 10 percent annually in 2012 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Expenditure projections for 2012 and beyond are premised on maintaining 2011 levels of service.
- The pro forma projects \$2 million in general fund vehicle expenditures in 2011 and \$6 million in each year thereafter in order to follow a recommended replacement schedule for the city's rolling fleet. The majority of expenditures will be for replacement of safety vehicles, primarily police cruisers.

Revenue Assumptions

- Income tax receipts will be \$486.5 million in 2011, will grow by 2.5 percent in 2012 and then by 3 percent thereafter.
- Property taxes will decline by 0.75 percent in 2011, and then grow by 3 percent in 2012 (triennial update year) and by 2 percent in non triennial update years.
- Local government fund revenue is projected to increase by 3.3 percent in 2011 and then remain flat.
- Estate taxes are projected at \$7.0 million in 2011 and are projected to increase by 2 percent per year thereafter.
- Investment earnings will be \$3.6 million in 2011, \$5 million in 2012, and are projected to increase by 3 percent per year thereafter.
- Hotel/motel tax revenue is projected to grow by 2.27 percent in 2011, and then by 4 percent in 2012 and beyond.
- Charges for services are expected to grow by 1.25 percent in 2011 and then by 3 percent thereafter.
- The kilowatt hour tax will be \$1.65 million in 2011 and then grow by 1 percent thereafter.
- Fines and penalties will grow by 1.55 percent in 2011 and then increase by 3 percent.
- Licenses and permit fees are projected to grow by 0.1 percent in 2011, and then by 3 percent thereafter.

Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2011. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected. The 2010 class that is mostly funded with federal stimulus funds is projected to be picked up by the general fund in 2013.
- Two fire recruit classes are funded in 2011. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division presume that a portion of the bulk collection program will remain funded through the street construction, maintenance and repair fund.
- Projections for 2012 and beyond include preliminary estimates for a curbside recycling program. Exact costs are unknown but will be refined during 2011.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Balance	\$ 3,278,792	\$ 21,745,706	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income Tax	477,000,000	486,500,000	498,663,000	513,623,000	529,032,000	544,903,000	561,250,000	578,088,000	595,431,000	613,294,000	631,693,000
Property Tax	51,185,000	50,800,000	52,324,000	53,370,000	54,437,000	56,070,000	57,191,000	58,335,000	60,085,000	61,287,000	62,513,000
Kilowatt Hour Tax	3,300,000	1,650,000	1,667,000	1,684,000	1,701,000	1,718,000	1,735,000	1,752,000	1,770,000	1,788,000	1,806,000
Hotel/Motel Tax	3,300,000	3,375,000	3,510,000	3,650,000	3,796,000	3,948,000	4,106,000	4,270,000	4,441,000	4,619,000	4,804,000
Shared Revenues	47,466,000	49,370,000	49,510,000	49,653,000	49,799,000	49,948,000	50,100,000	50,255,000	50,413,000	50,574,000	50,738,000
License and Permit Fees	9,900,000	9,910,000	10,207,000	10,513,000	10,828,000	11,153,000	11,488,000	11,833,000	12,188,000	12,554,000	12,931,000
Fines and Penalties	19,789,000	20,095,000	20,698,000	21,319,000	21,959,000	22,618,000	23,297,000	23,996,000	24,716,000	25,457,000	26,221,000
Investment Earnings	3,600,000	3,600,000	5,000,000	5,150,000	5,305,000	5,464,000	5,628,000	5,797,000	5,971,000	6,150,000	6,335,000
Charges for Service	54,204,000	54,884,000	56,531,000	58,227,000	59,974,000	61,773,000	63,626,000	65,535,000	67,501,000	69,526,000	71,612,000
All Other Revenue	3,978,000	4,420,294	4,514,193	4,610,910	4,710,529	4,813,136	4,918,821	5,027,677	5,139,798	5,255,283	5,374,233
Total Revenues	673,722,000	684,604,294	702,624,193	721,799,910	741,541,529	762,408,136	783,339,821	804,888,677	827,655,798	850,504,283	874,027,233
Total Available Resources	677,000,792	706,350,000	702,624,193	721,799,910	741,541,529	762,408,136	783,339,821	804,888,677	827,655,798	850,504,283	874,027,233
% Change in Revenues from Prior Yr.	14.30%	1.62%	2.63%	2.73%	2.74%	2.81%	2.75%	2.75%	2.83%	2.76%	2.77%
% Change in Resources from Prior Yr.	9.14%	4.34%	-0.53%	2.73%	2.74%	2.81%	2.75%	2.75%	2.83%	2.76%	2.77%
Expenditures:	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Development	21,366,492	20,711,346	18,838,346	19,337,837	19,858,364	20,401,341	20,968,300	21,560,902	22,180,947	22,830,388	23,511,342
Fire	204,926,059	211,115,451	214,487,713	220,602,866	227,006,198	233,718,378	240,761,830	248,160,891	255,941,974	264,133,760	272,767,395
Governmental Services	66,194,031	79,822,662	80,131,063	82,405,428	84,437,542	86,893,054	89,118,490	91,780,511	94,226,746	97,125,057	99,824,379
Health	15,824,118	19,433,535	19,885,894	20,454,234	21,049,298	21,673,001	22,327,422	23,014,818	23,737,639	23,737,639	23,737,639
Judicial Services	24,304,160	25,416,707	25,874,216	26,764,891	27,706,968	28,704,496	29,761,879	30,883,907	32,075,786	33,343,181	34,692,253
Other Safety	11,001,308	13,847,805	14,142,681	14,495,362	14,861,382	15,241,573	15,636,834	16,048,139	16,476,541	16,923,180	17,389,293
Police	252,086,850	265,129,382	270,065,887	281,791,805	292,445,096	301,404,559	310,817,174	320,716,382	331,138,485	342,122,887	353,712,383
Recreation and Parks	23,382,410	28,304,025	28,599,443	29,419,690	30,278,685	31,179,214	32,124,300	33,117,222	34,161,542	34,161,542	34,161,542
Refuse Collection	22,645,507	24,076,099	27,395,295	28,157,544	28,954,328	29,788,076	30,661,417	31,577,208	32,538,545	33,548,790	34,611,593
Public Service	5,024,151	6,492,988	6,737,850	6,964,957	7,204,917	7,458,735	7,727,505	8,012,414	8,314,753	8,635,927	8,977,464
Fleet-Vehicles	1,000,000	2,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Operating Expenditures	647,755,086	696,350,000	712,158,388	736,394,616	759,802,778	782,462,425	805,905,150	830,872,393	856,792,958	882,562,353	909,385,283
% Change/Previous Year	4.98%	7.50%	2.27%	3.40%	3.18%	2.98%	3.00%	3.10%	3.12%	3.01%	3.04%
Transfer to Economic Stabilization Fund	7,500,000	10,000,000	5,500,000	5,000,000	5,000,000	5,000,000	-	-	-	-	-
Required Expenditure Reductions and/or Revenue Increases	21,745,706	-	(15,034,195)	(19,594,706)	(23,261,249)	(25,054,290)	(22,565,330)	(25,983,717)	(29,137,160)	(32,058,069)	(35,358,050)

Footnotes:

Revenue estimates for 2012 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. Balancing will be achieved through increased revenues, lowered expenditures, or a combination thereof.

This page has been intentionally left blank.

City of Columbus Financial Policies

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

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

A. Balanced Budget

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

B. Economic Stabilization Fund

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

C. Anticipated Expenditure Fund

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

D. Financial Accountability

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

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

E. Investment of City Funds

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and the Finance and Management Director, charged with compliance and the creation of guidelines. The commission embodies a checks and balances process in that each 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 and one half percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter.
- 2. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). The SIT is used to finance capital improvements, generally of a non-enterprise nature.
- 3. The above distribution of income tax proceeds should be maintained. National rating agencies consistently cite this long-standing policy as a major factor earning the city its high credit designation.

G. Allocation of Investment Earnings

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

H. Pro Rata Assessment for General Fund Support

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

3. Generally accepted accounting practices as contained in Government Auditing Standards, issued by the Comptroller General of the United States, require reasonable justification for the assessed amount.
4. The most recent cost evaluation study performed by the Department of Finance and Management and confirmed by the City Auditor resulted in a pro rata rate of 4.5 percent of revenues to be charged to appropriate funds.
5. The most recent city ordinance assesses an administrative service charge upon funds other than the general fund, equal to 4.5 percent of revenues, the proceeds of which are deposited in the general fund.
6. A triennial review and update of the pro rata calculation shall be conducted by the Department of Finance and Management.

I. Fees and Charge-Setting

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

J. Revenue Diversification

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

K. Debt Issuance and Management

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

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

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

M. Revenue Bond Reserve Ratios

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

N. Operating Reserves for Funds Other Than the General Fund

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

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

O. Long-Range Financial Planning

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

This page has been intentionally left blank.

Accounting and Organizational Structure

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

Accounting Structure

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

Governmental Funds

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

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

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

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

Proprietary Funds

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

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

Fiduciary Funds

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

Bases of Accounting

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

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

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

Organizational Structure

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

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

Organization

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

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

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

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

Principal Officials

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

Official	Title	Term Beginning	Term Ending
Michael B. Coleman	Mayor	January 1, 2008	December 31, 2011
Paul R. Rakosky	Director of Finance and Management	August 1, 2009	Pleasure of Mayor
Hugh J. Dorrian	City Auditor	January 1, 2010	December 31, 2013
Richard C. Pfeiffer, Jr.	City Attorney	January 1, 2010	December 31, 2013
Deborah Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
David J. Irwin	Secretary of Sinking Funds	April 1, 1999	Pleasure of Sinking Fund Trustees
Michael C. Mentel	Council President	January 1, 2008	December 31, 2011
Andrew J. Ginther	Member of Council	January 1, 2008	December 31, 2011
Charleta B. Tavares	Member of Council	January 1, 2008	December 31, 2011
Priscilla R. Tyson	Member of Council	January 1, 2010	December 31, 2013
Eileen Y. Paley	Member of Council	January 1, 2010	December 31, 2013
Hearcel F. Craig	Member of Council	January 1, 2008	December 31, 2011
A. Troy Miller	Member of Council	January 1, 2010	December 31, 2013

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

This page has been intentionally left blank.

Notes to the Department Summaries

- 2008 general fund expenditures do not include those for the 27th pay period.
- Some program data will not match department summary data due to differences in data being reported (i.e. budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

This page has been intentionally left blank.

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 adopting the annual operating and capital budgets, authorizing certain contracts, and enacting amendments to the Columbus City Code. In addition to fiscal control and regulatory authority, Council establishes land use policy through its zoning powers.

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

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

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

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

Department Mission

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

Strategic Priorities for 2011

City Council's 2011 strategic priorities will be met by its continued focus on four areas: working to better serve the needs of all Columbus families, including keeping public safety as the city's top priority; job creation efforts through fostering effective partnerships; continued financial oversight to maintain fiscal health; and keeping our commitments to Columbus residents with the passage of the 2009 income tax increase.

- 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. Prime examples include ongoing development of a Technology Corridor and high-tech start-ups, revitalization of Northland and other commercial corridors, support for major hospital expansions and investment in downtown as the commercial and employment core of the region. Project partners include the Ohio State University, Battelle, the Columbus Chamber of Commerce, and Tech Columbus, among many others. Additionally, the expansion of the convention and visitors sector with the construction of the full service downtown hotel will receive Council support in 2011 as will improving roadway and rail access to Rickenbacker Airport to enhance the city's logistics agenda.
- Other key points of an overall job creation strategy include working to keep homegrown talent through investments that support entrepreneurial startups; making targeted capital investments to bring idle properties back into production; and providing seed money for targeted economic development initiatives, such as traffic studies and retail studies, to improve job growth prospects in specific neighborhoods. Council seeks to continue working with the Departments of Technology and Development to enhance the city's fiber optic network and utilize it as an asset for economic development incentives.
- Council also looks forward to continuing to work with the Department of Public Safety to properly prepare for the DROP program, which will trigger automatic retirements among police and fire personnel beginning this year. This will consist of targeting funds for payouts to the DROP program as well as providing for additional fire and police classes to maintain critical manpower levels.
- To enhance citizen safety, in addition to working with the administration to better equip police officers and firefighters with the best equipment and vehicles, Council will continue to work to fund expansions of the Community Crime Patrol.
- Council continues to identify and implement better policies and practices to make government more effective and accessible to the public. Support for citizen input and community organizations will be a Council priority both for better city information and for input on major projects such as the I-70/71 highway project.
- Council continues to work with the administration to secure downtown and adjacent neighborhood stability through the creation of greater downtown and neighborhood housing opportunities and related investments. City assistance may include various incentives for developers, such as tax abatements or targeted use of city capital monies to leverage private investments.
- Council will also continue working with the administration to expand the city's environmental and "green" agenda as demonstrated in the efforts to preserve the Big Darby watershed. To protect this important natural resource, Council

imposed a moratorium on city sewer and water line extensions in the watershed through June 2006. This allowed for completion of a comprehensive, intergovernmental planning accord (the Big Darby Accord Watershed Master Plan) which Columbus approved in July 2006 along with other jurisdictions. The accord allows for the exercise of personal property rights while being sensitive to preservation and environmental protection objectives.

- The city's most vulnerable citizens will continue to receive Council attention as it works with community advocates such as the Columbus Medical Association, the United Way, the Community Shelter Board, the Neighborhood Health Center System, and the YWCA. These organizations and others bring needed social services and accessible health care to low-income families and populations within the community. Council will continue to bring added focus and more effective response to homelessness through the Office of Homeless Advocacy.
- One of the most important priorities for the 2011 budget will be the continuation of the implementation of the first phases of the Reform and Efficiency plan to strengthen the city's long-term fiscal outlook and begin restoring the Economic Stabilization Fund, or "rainy day" fund. Council will also work with the City Auditor to continue sound fiscal policies to maintain Columbus' AAA bond-rating.

2011 Budget Notes

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

This page has been intentionally left blank.

Budget and Program Summary

CITY COUNCIL FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
City Council	\$ 11,534,768	\$ 9,809,733	\$ 10,890,309	\$ 11,232,280	\$ 11,343,084
TOTAL	\$ 11,534,768	\$ 9,809,733	\$ 10,890,309	\$ 11,232,280	\$ 11,343,084

DIVISION SUMMARY BY CHARACTER

CITY COUNCIL
GENERAL FUND
EXPENDITURES
SUMMARY

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,830,747	\$ 2,672,447	\$ 2,854,245	\$ 2,707,577	\$ 2,975,031
Materials & Supplies	27,386	27,489	33,000	21,600	15,489
Services	842,624	235,929	563,064	583,103	252,564
Transfers	30,000	-	-	-	-
TOTAL	\$ 3,730,757	\$ 2,935,865	\$ 3,450,309	\$ 3,312,280	\$ 3,243,084

CITY COUNCIL
HOTEL/MOTEL
EXPENDITURES
SUMMARY

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Services	\$ 7,804,011	\$ 6,873,868	\$ 7,440,000	\$ 7,920,000	\$ 8,100,000
TOTAL	\$ 7,804,011	\$ 6,873,868	\$ 7,440,000	\$ 7,920,000	\$ 8,100,000

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 3,730,757	\$ 2,935,865	\$ 3,450,309	\$ 3,312,280	\$ 3,243,084
Hotel/Motel Tax	7,804,011	6,873,868	7,440,000	7,920,000	8,100,000
TOTAL	\$ 11,534,768	\$ 9,809,733	\$ 10,890,309	\$ 11,232,280	\$ 11,343,084

DEPARTMENT PERSONNEL SUMMARY

DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Authorized	2011 Authorized
City Council	FT	34	33	38	38
	PT	0	0	1	1
TOTAL		34	33	39	39

*FT=Full-Time PT=Part-Time

**2011 Operating Budget
City Council**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Administration	To approve all appropriations and laws for Columbus, and to provide a public forum for the discussion of issues by the citizenry.	\$ 3,901,434	\$ 3,180,687	\$ 3,450,309	\$ 3,243,084	36	35	35	35
Hotel/Motel Tax	To provide support for Experience Columbus and for expanding cultural services.	\$ 9,580,000	\$ 8,880,000	\$ 7,440,000	\$ 8,100,000	0	0	0	0
		\$ 13,481,434	\$ 12,060,687	\$ 10,890,309	\$ 11,343,084	36	35	35	35

City Auditor

Department Description

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

For the last 30 years, the City Auditor has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This certificate is the highest form of recognition for excellence in state and local government financial reporting.

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

Columbus Income Tax Division

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

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

Department Mission

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

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

Department Goals and Objectives

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

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

Strategic Priorities for 2011

- 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.

2011 Budget Notes

- The 2011 budget for the City Auditor includes funding for outside audit services, including audits for sub-recipients, and for maintenance costs for the city's integrated automated accounting, budgeting and procurement system.
- Major non-personnel expenses in the Income Tax Division include tax applications computer programming services, banking and lockbox services, postage, tax form printing and temporary employment service fees.

Budget and Program Summary

AUDITOR FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
City Auditor	\$ 2,937,609	\$ 3,032,808	\$ 3,238,972	\$ 3,239,669	\$ 3,386,129
Income Tax	6,998,369	6,918,799	7,445,494	7,374,785	7,834,566
TOTAL	\$ 9,935,978	\$ 9,951,607	\$ 10,684,466	\$ 10,614,454	\$ 11,220,695

DIVISION SUMMARY BY CHARACTER

DIVISION SUMMARY BY CHARACTER					
CITY AUDITOR GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,311,494	\$ 2,389,856	\$ 2,499,166	\$ 2,455,886	\$ 2,591,638
Materials & Supplies	26,166	26,717	28,600	28,600	30,400
Services	599,949	605,795	711,206	744,433	764,091
Other	-	10,440	-	-	-
Capital	-	-	-	10,750	-
TOTAL	\$ 2,937,609	\$ 3,032,808	\$ 3,238,972	\$ 3,239,669	\$ 3,386,129
INCOME TAX GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 6,016,285	\$ 5,878,717	\$ 6,134,386	\$ 6,204,349	\$ 6,563,392
Materials & Supplies	34,280	101,883	80,000	63,369	73,000
Services	947,804	938,199	1,231,108	1,107,067	1,198,174
TOTAL	\$ 6,998,369	\$ 6,918,799	\$ 7,445,494	\$ 7,374,785	\$ 7,834,566

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 9,935,978	\$ 9,951,607	\$ 10,684,466	\$ 10,614,454	\$ 11,220,695
TOTAL	\$ 9,935,978	\$ 9,951,607	\$ 10,684,466	\$ 10,614,454	\$ 11,220,695

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Authorized	2011 Authorized
City Auditor	FT	24	26	34	34
	PT	3	2	4	4
Income Tax	FT	77	71	82	82
	PT	1	2	1	1
TOTAL		105	101	121	121
*FT=Full-Time PT=Part-Time					

**2011 Operating Budget
City Auditor**

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Administration	To administer the City Auditor's Office and Income Tax Division.	\$ 437,523	\$ 536,643	\$ 516,924	\$ 522,796	3	4	4	4
Accounting and Financial Reporting	To provide accounting and reporting of all city financial transactions; implement improvements to the city's accounting and reporting system; and publish the city's annual financial report.	\$ 1,716,286	\$ 1,292,991	\$ 1,236,589	\$ 1,617,173	8	7	7	7
Auditing	To pre-audit all city financial transactions.	\$ 785,887	\$ 1,072,557	\$ 1,027,582	\$ 871,565	10	10	10	10
Payroll Auditing	To process all city payrolls and insurance programs.	\$ 350,472	\$ 359,780	\$ 356,123	\$ 374,595	4	4	4	4
Income Tax Administration	To direct all administrative and operating functions of the division, including the fiscal duties, to enforce the collection of the two and one half percent municipal income tax pursuant to Chapter 361 of the Columbus City Code, to ensure the collection and enforcement of the hotel/motel tax for the City of Columbus and Franklin County Convention Facilities Authority.	\$ 1,942,414	\$ 1,898,048	\$ 2,141,606	\$ 2,034,916	10	10	9	9

**2011 Operating Budget
City Auditor**

		<u>Financial History by Program</u>				<u>Personnel by Program</u>			
Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Collections, Audits	To collect, audit, enforce and process various types of income tax documents.	\$ 3,582,185	\$ 3,688,725	\$ 3,670,003	\$ 4,013,792	46	47	43	43
Record Maintenance	To perform account maintenance; to provide support functions for the audit staff; to sort and file all income tax returns and tax correspondence for quick retrieval, and to skip trace addresses for delinquent accounts and non-filers.	\$ 1,742,392	\$ 1,776,547	\$ 1,633,885	\$ 1,785,858	26	24	22	22
		\$ 10,557,159	\$ 10,625,291	\$ 10,684,466	\$ 11,220,695	107	106	99	99

This page has been intentionally left blank.

City Treasurer's Office

Department Description

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

Specifically, the City Treasurer's responsibilities include:

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

Department Mission

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

Strategic Priorities For 2011

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

2011 Budget Notes

- The Treasurer's budget is primarily personnel-related with funding for ten full-time employees in 2011. Aside from funding for personnel, amounts are provided for a government crime insurance policy, banking services, and software license fees.

This page has been intentionally left blank.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
City Treasurer	\$ 914,179	\$ 928,450	\$ 907,052	\$ 911,315	\$ 1,015,822
TOTAL	\$ 914,179	\$ 928,450	\$ 907,052	\$ 911,315	\$ 1,015,822

DIVISION SUMMARY BY CHARACTER					
CITY TREASURER	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 853,071	\$ 747,089	\$ 861,547	\$ 827,915	\$ 893,008
Materials & Supplies	4,587	3,382	3,000	10,770	2,600
Services	56,521	177,979	42,505	72,630	120,214
TOTAL	\$ 914,179	\$ 928,450	\$ 907,052	\$ 911,315	\$ 1,015,822

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General Fund	\$ 914,179	\$ 928,450	\$ 907,052	\$ 911,315	\$ 1,015,822
TOTAL	\$ 914,179	\$ 928,450	\$ 907,052	\$ 911,315	\$ 1,015,822

DEPARTMENT PERSONNEL SUMMARY					
DEPARTMENT	FT/PT*	2008 Actual	2009 Actual	2010 Authorized	2011 Authorized
City Treasurer	FT	10	10	12	12
	PT	1	1	2	2
TOTAL		11	11	14	14
*FT=Full-Time PT=Part-Time					

2011 Operating Budget
City Treasurer

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Treasurer's Office	To act as a custodian of all funds, which includes the receipt of tax assessments, disbursement, accounting, deposit, and investment.	\$ 893,140	\$ 930,568	\$ 907,052	\$ 1,015,822	10	10	10	10
		\$ 893,140	\$ 930,568	\$ 907,052	\$ 1,015,822	10	10	10	10

City Attorney

Department Description

The Columbus City Charter best describes the City Attorney's Office:

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

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

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

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

Table of Organization

To fulfill the obligations placed on this office by the Charter, Columbus City Council has authorized 147 full-time and 48 part-time positions for the City Attorney's Office. However, the proposed 2011 budget provides funding for only 111 full-time and 36 part-time positions. Of the full-time positions, 60 are scheduled to be occupied by attorneys.

The office has five basic units as follows: Police Legal Advisor unit, Claims Division, Real Estate Division, Prosecutor Division and Civil Division, with the last-mentioned containing a General Counsel section, a Litigation section, a Labor and Employment section and a team of attorneys who focus on abating public nuisances. The Prosecutor Division contains a Prosecution Resources unit that evaluates citizens' requests to file criminal charges, that promotes mediation to resolve disputes short of litigation and that operates a bad check resolution program. Also within the Prosecutor Division is a Domestic Violence/Stalking unit devoted exclusively to the protection of victims of domestic violence and stalking.

Department Mission

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

Department Goals and Objectives

To handle every matter to a conclusion that is just and fair both to the City of Columbus and to any other parties involved.

Strategic Priorities for 2011

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

Consequently, the strategic priorities and budget issues mirror each other and reappear each budget year; and they are: securing adequate resources so that the best qualified people are in the appropriate positions performing at the highest levels so that the law firm representing the City of Columbus is able to carry out the responsibilities assigned to it by the Charter in a competent and professional manner. Proper staffing levels and adequate compensation will always be this office's major priorities and budget issues.

2011 Budget Notes

- Costs for legal settlements for general fund agencies as well as outside counsel for cases involving a conflict of interest are budgeted in Finance and Management's citywide account.
- A total of \$91,000 is budgeted for subscriptions to various legal research services and publications in 2011.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
City Attorney	\$ 10,157,121	\$ 10,075,531	\$ 9,916,538	\$ 9,983,933	\$ 10,204,737
Real Estate	344,847	186,010	229,941	212,070	212,953
Land Acquisition	716,163	735,297	887,671	829,062	899,624
TOTAL	\$ 11,218,131	\$ 10,996,838	\$ 11,034,150	\$ 11,025,065	\$ 11,317,314

DIVISION SUMMARY BY CHARACTER					
CITY ATTORNEY GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 9,505,838	\$ 9,426,536	\$ 9,506,735	\$ 9,533,977	\$ 9,793,342
Materials & Supplies	160,718	111,032	65,750	65,478	67,864
Services	410,243	348,166	344,053	348,019	343,531
Other Disbursements	-	63,243	-	-	-
Transfers	80,322	126,554	-	36,459	-
TOTAL	\$ 10,157,121	\$ 10,075,531	\$ 9,916,538	\$ 9,983,933	\$ 10,204,737
REAL ESTATE GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 344,847	\$ 186,010	\$ 229,941	\$ 212,070	\$ 212,953
TOTAL	\$ 344,847	\$ 186,010	\$ 229,941	\$ 212,070	\$ 212,953

DIVISION SUMMARY BY CHARACTER					
LAND ACQUISITION LAND ACQUISITION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 671,607	\$ 692,218	\$ 798,288	\$ 783,159	\$ 820,586
Materials & Supplies	9,497	3,737	17,300	5,050	15,500
Services	35,059	39,342	72,083	40,853	63,538
TOTAL	\$ 716,163	\$ 735,297	\$ 887,671	\$ 829,062	\$ 899,624

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 10,501,968	\$ 10,261,541	\$ 10,146,479	\$ 10,196,003	\$ 10,417,690
Land Acquisition	716,163	735,297	887,671	829,062	899,624
TOTAL	\$ 11,218,131	\$ 10,996,838	\$ 11,034,150	\$ 11,025,065	\$ 11,317,314

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Authorized	2011 Authorized
City Attorney	FT	111	105	133	133
	PT	29	31	47	47
Real Estate	FT	4	1	6	6
Land Acquisition	FT	6	8	8	8
	PT	1	2	1	1
TOTAL		151	147	195	195
*FT=Full-Time PT=Part-Time					

**2011 Operating Budget
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Administration	To provide management and support through the offices of the City Attorney.	\$ 1,078,089	\$ 846,468	\$ 1,119,997	\$ 1,105,128	5	6	6	6
Civil Prosecution	To provide support personnel to assist attorneys in the civil division by preparing legal documents, maintaining the case database, scheduling depositions and appointments and other duties that maintain the organized flow of legal documents.	\$ 452,014	\$ 407,489	\$ 372,238	\$ 332,274	7	6	6	5
Civil Part-Time	To provide law student interns who perform legal research for the attorneys in the civil division.	\$ 139,112	\$ 107,135	\$ 101,565	\$ 108,638	0	0	0	0
Appellate	To appeal misdemeanor prosecutions to the Franklin County Court of Appeals, and defend misdemeanor criminal appeals filed against the city.	\$ 425,441	\$ 368,464	\$ 354,174	\$ 378,684	3	3	3	3
Intake	To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising and making appropriate referrals.	\$ 665,714	\$ 572,082	\$ 507,209	\$ 539,704	4	3	2	3

**2011 Operating Budget
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Victim-Witness Assistance	To prosecute domestic violence offenders and assist victims by providing them with immediate resources, and to educate and train all city and county law enforcement officers on the issue of domestic violence.	\$ 1,099,065	\$ 1,177,623	\$ 1,072,206	\$ 1,148,995	16	17	16	16
Business	To assist in the legal review and implementation of vital city development projects, give legal assistance to city officials with respect to city services, legislation, contracts, zoning, and relations with the suburbs, to assist city agencies in complying with state and federal environmental laws, and to take legal action against industrial facilities that fail to comply with water pollution laws and other environmental requirements.	\$ 877,280	\$ 911,740	\$ 856,476	\$ 724,123	8	8	7	6
Litigation	To defend the city and its employees in contract disputes, claims for personal injury or property damage, constitutional violations, wrongful death, tax disputes, and claims requesting money damages; as well as provide legal education, training, advice, and counsel.	\$ 799,177	\$ 786,905	\$ 675,759	\$ 825,160	6	6	5	6

**2011 Operating Budget
City Attorney**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Labor	To handle all labor and employment-related litigation, render legal advice to city officials on labor and employment matters, defend the city in employment litigation filed in federal and state courts, and counsel various city departments on day-to-day personnel matters.	\$ 549,840	\$ 570,611	\$ 547,673	\$ 688,742	5	5	5	6
Police Legal Bureau	To advise the Division of Police on legal and policy matters, serve as liaison for civil and criminal litigation involving police, and provide training on legal topics associated with law enforcement.	\$ 343,824	\$ 369,983	\$ 287,937	\$ 245,506	4	4	3	2
Claims	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.	\$ 554,517	\$ 548,244	\$ 526,673	\$ 623,822	6	6	6	7
Legal Assistance	To provide clerical support to the prosecutors in the Franklin County Municipal Court, send out subpoenas and ensure that all case files have necessary paperwork for each prosecutor's daily docket.	\$ 888,719	\$ 902,858	\$ 864,126	\$ 923,430	15	15	15	14
Zone Initiative	To handle cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.	\$ 539,800	\$ 560,532	\$ 470,773	\$ 352,479	7	7	6	4

**2011 Operating Budget
City Attorney**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Criminal Prosecution	To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI and assault cases.	\$ 2,077,937	\$ 2,191,502	\$ 2,159,732	\$ 2,208,052	24	23	24	23
Real Estate Administration	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	\$ 390,405	\$ 220,095	\$ 229,941	\$ 212,953	4	4	2	2
Land Acquisition	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.	\$ 864,143	\$ 904,900	\$ 887,671	\$ 899,624	7	7	8	8
		\$ 11,745,077	\$ 11,446,631	\$ 11,034,150	\$ 11,317,314	121	120	114	111

Municipal Court Judges

Department Description

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

The court has 14 judges in the General Division and one judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill a vacancy. Annually, they elect one of their peers to serve as the Administrative and Presiding Judge.

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

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

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

The court administrator is the chief executive officer and reports to the judges of the court, primarily through the administrative and presiding judge. The court administrator is responsible for developing and implementing policies and procedures, and directs and supervises all administrative and operational court functions, which include the following areas: budget and finance, purchasing, facilities, security, human resources, magistrates, jury, case assignment, probation services, service bailiffs, small claims, court reporters, interpreters, vehicle immobilization, court-appointed counsel, and court investigation.

Department Mission

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

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

Strategic Priorities for 2011

- Continue implementation of the residential Work Release program with Alvis House, which is currently funded by a federal Community Correction Act grant, and lay groundwork for transfer to General Revenue funding.
- Continue enhancement of human resources functions, including full implementation of an employee evaluation system; preparation and release of an employee policy and procedures manual; cull and scan older personnel files; complete creation of a new personnel filing system; and improve procedures for screening of job candidates.
- Install audio recording equipment in additional judges' courtrooms.
- Increase usage of the electronically monitored home confinement program in the Department of Probation Services.
- Continually seek ways to address the ever-increasing challenge of providing interpretation and translation services within budget to the growing number of those who have business with the court for whom English is not their primary language.
- Develop methods and forms to create detailed periodic financial reports so that hiring and purchasing decisions can be more accurately made.
- Undertake limited remodeling to enhance the Duty Room and create several new work spaces.
- Refine procedures for and strive to increase effectiveness and success rates of the court's specialty dockets – Mental Health Program Docket, ADAP (Alcohol and Drug Abuse Program) and CATCH (Changing Actions to Change Habits).
- Obtain continuation funding from the Franklin County Common Pleas Court and other government partners for the Franklin County Foreclosure Mediation Project which is operated by the Court's Dispute Resolution Programs Office.
- Stem attrition and stabilize the number of Probation Officers by, among other things, increasing worker satisfaction and increasing salaries if possible.
- If it appears that funding might be available in 2011 or 2012, prepare a Request for Qualifications seeking potential vendors to perform a salary survey and update the Court's job classifications and salary ranges.

- Continue collaboration with other government partners (City Council, Mayor, Franklin County Common Pleas Court, Franklin County Commissioners, Sheriff, etc.) leading to greater program efficiencies, cost-saving measures, and increased funding, all of which affect the court's ability to achieve its Strategic Priorities.

2011 Budget Notes

- Court costs and fees fund core court functions that would otherwise require general fund support. The security fund, which is budgeted at \$1,824,418, pays for all court security, including a 21-person security department, contracted evening and weekend services, and equipment. The court's computer fund is budgeted at \$753,977 and pays the salaries of legal research staff and all technology needs.
- Fees for professional services include fees for court-appointed counsel (\$130,000), foreign language interpreters (\$113,520), forensic psychological examinations (\$74,000), and interpreters for the deaf (\$15,000).
- Funding of \$30,000 is included for electronic monitoring of offenders in the home incarceration program, which provides a cost effective option to incarceration of offenders who do not pose a threat to public safety.
- Juror's fees, totaling \$210,000, are included in the budget for 2011. These funds are used to pay jurors a nominal fee for their services to cover incidentals such as parking, food and other related items.

This page has been intentionally left blank.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Municipal Court Judges	\$ 14,532,691	\$ 14,249,842	\$ 14,739,706	\$ 14,517,506	\$ 15,504,293
TOTAL	\$ 14,532,691	\$ 14,249,842	\$ 14,739,706	\$ 14,517,506	\$ 15,504,293

DEPARTMENT SUMMARY BY CHARACTER					
MUNICIPAL CT JUDGES GENERAL FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 12,838,032	\$ 12,745,565	\$ 13,147,278	\$ 12,986,466	\$ 13,816,722
Materials & Supplies	27,619	27,801	37,100	35,500	28,600
Services	952,772	996,014	1,021,395	1,053,202	941,906
Other	-	-	-	453	-
Transfer	-	-	-	453	-
TOTAL	\$ 13,818,423	\$ 13,769,380	\$ 14,205,773	\$ 14,076,074	\$ 14,787,228
MUNICIPAL CT JUDGES COMPUTER FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 208,560	\$ 161,254	\$ 249,694	\$ 157,194	\$ 237,600
Materials & Supplies	66,053	169,451	77,900	77,900	285,300
Services	439,655	149,757	206,339	206,338	194,165
TOTAL	\$ 714,268	\$ 480,462	\$ 533,933	\$ 441,432	\$ 717,065

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 13,818,423	\$ 13,769,380	\$ 14,205,773	\$ 14,076,074	\$ 14,787,228
Municipal Court Computer Fund	714,268	480,462	533,933	441,432	717,065
TOTAL	\$ 14,532,691	\$ 14,249,842	\$ 14,739,706	\$ 14,517,506	\$ 15,504,293

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2008 Actual	2009 Actual	2010 Authorized	2011 Authorized
General Fund	FT	179	175	184	183
	PT	8	4	9	7
Computer Fund	FT	2	1	3	3
	PT	4	4	4	4
TOTAL		193	184	200	197
*FT=Full-Time PT=Part-Time					

Municipal Court Judges

2011 Operating Budget Municipal Court Judges

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Administration	To carry out non-judicial policies of the court including personnel management; fiscal management; purchasing; appointment of counsel for indigent defendants; liaison with other courts, governmental entities and private agencies; public information and report management; settlement week; secretarial services; and appointment of interpreters and security management.	\$ 4,240,180	\$ 4,581,926	\$ 4,424,794	\$ 4,543,828	50	51	51	51
Assignment	To control case flow management by making individual case assignments to judges; to prepare individual judges' and magistrates' court sheets and broadsheets; to notify plaintiffs, defendants, prosecutors, attorneys and suburban solicitors of all court hearings; to schedule and maintain an up-to-date status of all active cases assigned to the judges and magistrates; and process all motions and pleadings.	\$ 854,488	\$ 890,323	\$ 905,410	\$ 883,206	14	15	15	14

**2011 Operating Budget
Municipal Court Judges**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Service Bailiffs	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.	\$ 1,210,626	\$ 1,239,449	\$ 1,103,189	\$ 1,261,079	18	18	18	18
Courtroom Bailiffs	To coordinate activities in the courtrooms of judges and magistrates including scheduling cases and providing information to the public regarding the status of pending cases.	\$ 1,380,956	\$ 1,323,899	\$ 1,438,326	\$ 1,477,731	17	17	17	17
Probation	To provide administration, regular supervision, non-reporting probation, the domestic violence program, the chemical abuse program, the multiple OMVI offender program, the sex offender program, the investigation services, the community service program, the restitution program and the no convictions program.	\$ 3,948,649	\$ 3,836,968	\$ 4,133,295	\$ 4,271,178	56	57	57	57

Municipal Court Judges

2011 Operating Budget Municipal Court Judges

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Small Claims	To provide citizens with a simplified procedure for bringing civil suits for sums of \$3,000 or less by providing forms and assistance to individuals wishing to file claims, motions and writs of execution.	\$ 336,520	\$ 365,864	\$ 369,694	\$ 381,587	5	5	5	5
Court Reporters	To provide a verbatim record of all court proceedings, to read back any and all portions of court proceedings, to prepare verbatim transcripts of court proceedings and to maintain records on court exhibits.	\$ 1,178,274	\$ 1,102,918	\$ 1,092,659	\$ 1,222,445	14	14	14	14
Jury Office	To summon citizens to serve as jurors, randomly select jurors for panels, postpone and reschedule jury service, and maintain information on prospective jurors.	\$ 420,858	\$ 425,434	\$ 405,716	\$ 376,803	2	2	2	2
Home Incarceration/ Work Release	To provide a cost-effective alternative sentencing option to traditional jail incarceration, consistent with public safety. To provide for the court's acquisition of software, technology-related equipment, internal technology billings and on-line services.	\$ 198,695	\$ 207,397	\$ 198,374	\$ 229,791	3	3	3	3

**2011 Operating Budget
Municipal Court Judges**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Mental Health Program Docket	To provide a cost-effective alternative sentencing option to traditional jail incarceration for prisoners with mental illnesses.	\$ 127,989	\$ 139,812	\$ 134,316	\$ 139,580	2	2	2	2
Computer Services	To research and prepare memoranda of issues pending before the court, maintain the law library, review new case law to ensure the court's compliance with the decisions, review pending legislation that may affect the court, advise the judges and employees regarding new legal developments and applications of current law to court procedures, and update local court rules.	\$ 608,056	\$ 598,893	\$ 533,933	\$ 717,065	2	3	3	3
		\$ 14,505,291	\$ 14,712,883	\$ 14,739,706	\$ 15,504,293	183	187	187	186

Municipal Court Judges

This page has been intentionally left blank.

Municipal Court Clerk

Department Description

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

Mission

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

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

Strategic Priorities for 2011

The objective of these priorities will be to save valuable taxpayer dollars and to better utilize staff resources.

- **Web-based Garnishment Management System** – Develop a web-based garnishment management system (GMS) that will allow debtors, employers and attorneys the ability to manage garnishments online.
- **Day Forward Imaging** – Create an imaging workflow process which incorporates an electronic imaging station.
- **Expansion of Time-Payment Program** – Develop a web-based Time Payment System to allow individuals to establish, maintain and monitor their time payments.
- **E-filing for Civil Cases** – Create an electronic filing system that will allow parties to file civil cases and documents online.
- **E-Ticket** – Expand citation program to Ohio Highway Patrol and Franklin County Sheriff's Office.

- **Ohio Courts Network (OCN)** – Collaborate with the Ohio Supreme Court to create a connection to the Ohio Courts Network. This connection would benefit all courts nationwide with information provided from the Franklin County Municipal Court Clerk's database.
- **Website Access** – Create password protected access for background checks performed daily by private companies as well as State and Federal Agencies.

2011 Budget Notes

- Funding for basic supplies and services, such as file folders, envelopes, paper, postage, printing, and bank fees make up the majority of the Municipal Court Clerk's 2011 non-personnel general fund budget, amounting to over one million dollars.
- Fees for banking services continue to be a significant cost; the general fund budget includes \$100,000 for banking fees. The Clerk's Office receives "earnings credits" on funds deposited with the bank that are used to offset banking fees. These "credits" are based on the current federal fund (interest) rate set by the Federal Reserve. The recent decline in this rate has caused a decrease in these "earnings credits" causing a commensurate increase in the Court Clerk's banking fees.
- The Municipal Court Clerk's 2011 computer fund budget of \$1,697,411 includes nine full-time positions. The computer fund budget also includes funding for supplies, maintenance and support, and equipment related to the continued development and maintenance of the case management software system.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Municipal Court Clerk	\$ 12,416,223	\$ 11,854,934	\$ 12,268,359	\$ 12,069,359	\$ 12,326,890
TOTAL	\$ 12,416,223	\$ 11,854,934	\$ 12,268,359	\$ 12,069,359	\$ 12,326,890

DEPARTMENT SUMMARY BY CHARACTER					
MUNICIPAL COURT CLERK GENERAL FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 9,236,141	\$ 8,978,092	\$ 9,219,382	\$ 9,189,700	\$ 9,625,335
Materials & Supplies	130,050	135,500	158,401	158,401	136,421
Services	920,041	1,049,795	950,938	879,985	867,723
Other Disbursements	2,146	-	-	-	-
TOTAL	\$ 10,288,378	\$ 10,163,387	\$ 10,328,721	\$ 10,228,086	\$ 10,629,479
MUNICIPAL COURT CLERK COMPUTER FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 693,313	\$ 667,830	\$ 839,640	\$ 741,275	\$ 833,690
Materials & Supplies	51,362	30,455	57,400	57,400	47,400
Services	663,149	538,676	696,848	696,848	481,121
Other Disbursements	-	-	-	-	-
Capital	408,754	97,036	-	-	-
Transfers	311,267	357,550	345,750	345,750	335,200
TOTAL	\$ 2,127,845	\$ 1,691,547	\$ 1,939,638	\$ 1,841,273	\$ 1,697,411

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General Fund	\$ 10,288,378	\$ 10,163,387	\$ 10,328,721	\$ 10,228,086	\$ 10,629,479
Municipal Court Computer Fund	2,127,845	1,691,547	1,939,638	1,841,273	1,697,411
TOTAL	\$ 12,416,223	\$ 11,854,934	\$ 12,268,359	\$ 12,069,359	\$ 12,326,890

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT	2008 Actual	2009 Actual	2010 Authorized	2011 Authorized
Municipal Court Clerk	FT	149	147	172	172
	PT	0	2	0	2
Computer Fund	FT	8	8	12	12
TOTAL		157	157	184	186
*FT=Full-Time PT=Part-Time					

2011 Operating Budget
Municipal Court Clerk

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Administration	To ensure the smooth operation of the Clerk's Office by preparing and tracking the annual budget, hiring all deputy clerks, purchasing and maintaining equipment, managing personnel payroll records, overseeing compliance with applicable statutes, rules and case law, preparing statistical reports required by law, reviewing and referring cases to appropriate authorities for collection proceedings, and investigating and responding to inquiries by the public.	\$ 1,503,857	\$ 1,891,395	\$ 1,413,403	\$ 1,517,219	8	10	9	10

**2011 Operating Budget
Municipal Court Clerk**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Accounting/Finance	To collect and account for fines, court costs, fees and bail for criminal, environmental and traffic charges filed in the Franklin County Municipal Court, to accept and disburse civil division funds paid to the court for costs and fees, plus judgment and garnishment amounts, to process all mail payments, prepare receipts for monies collected, distribute funds to the proper political subdivisions and make a general accounting of all monies received and disbursed in the Clerk's Office.	\$ 1,674,798	\$ 1,930,931	\$ 2,010,997	\$ 1,998,291	25	27	29	28
Civil	To accept dockets and maintain records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction.	\$ 2,243,604	\$ 2,013,752	\$ 2,087,351	\$ 2,167,724	36	34	34	34

**2011 Operating Budget
Municipal Court Clerk**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Criminal/Traffic	To accept and process all documents related to criminal and traffic charges in which citations are issued within the jurisdiction of the Franklin County Municipal Court and to process and report all applicable records to the Ohio Bureau of Motor Vehicles.	\$ 3,956,613	\$ 3,764,802	\$ 4,020,230	\$ 4,108,940	66	66	65	65
Office of Information Services	To support the Clerk and the court with the data processing needs of all divisions.	\$ 1,836,381	\$ 1,965,701	\$ 1,939,638	\$ 1,697,411	8	8	9	9
Traffic Violations Bureau	To record and process all traffic citations issued by the Columbus Police, the Ohio State Highway Patrol, the Franklin County Sheriff and other law enforcement agencies throughout Franklin County.	\$ 856,444	\$ 794,129	\$ 796,740	\$ 837,305	14	13	13	13
		\$ 12,071,697	\$ 12,360,710	\$ 12,268,359	\$ 12,326,890	157	158	159	159

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 2011

From the Columbus Covenant:

Safety

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

Peak Performance

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

2011 Budget Notes

- As a result of staff reductions in previous years, the Civil Service Commission will continue to be open to the public only three days a week. While no staff reductions will occur in 2011, neither will funds be made available to increase staff for additional public hours.
- To accommodate planned police and fire classes in 2011, Civil Service is temporarily expanding its uniformed-testing section. The greatest change in funding is in part-time personnel and associated benefits, the increase for which is to fund temporary employees who will help administer the tests, particularly the firefighter entrance test. This is followed by an increase in funding for services, primarily for medical and psychological screenings for police and fire candidates. In 2011, \$323,165 is budgeted for this purpose.
- Safety promotional testing in 2011 includes police sergeant and portions of the fire lieutenant and captain examinations.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Civil Service Commission	\$ 3,219,733	\$ 2,796,366	\$ 2,949,206	\$ 3,092,875	\$ 3,722,157
TOTAL	\$ 3,219,733	\$ 2,796,366	\$ 2,949,206	\$ 3,092,875	\$ 3,722,157

DIVISION SUMMARY BY CHARACTER					
CIVIL SERVICE COMMISSION EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,917,314	\$ 2,629,945	\$ 2,766,496	\$ 2,767,714	\$ 3,149,736
Materials & Supplies	22,880	20,324	34,220	25,812	63,453
Services	273,656	140,978	148,490	299,349	508,968
Capital	5,883	5,119	-	-	-
TOTAL	\$ 3,219,733	\$ 2,796,366	\$ 2,949,206	\$ 3,092,875	\$ 3,722,157

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General Fund	\$ 3,219,733	\$ 2,796,366	\$ 2,949,206	\$ 3,092,875	\$ 3,722,157
TOTAL	\$ 3,219,733	\$ 2,796,366	\$ 2,949,206	\$ 3,092,875	\$ 3,722,157

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Civil Service Commission	FT	33	32	32	33
	PT	12	9	10	27
TOTAL		45	41	42	60
*FT=Full-Time PT=Part-Time					
Note: Part-time numbers reflect peak levels of employees, not average staffing levels.					

**2011 Operating Budget
Civil Service**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Administration/ Classification/ Payroll Verification	To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens and to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	\$ 1,801,724	\$ 1,551,691	\$ 1,528,322	\$ 1,929,471	19	17	17	17
Public Safety Testing	To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens and to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	\$ 1,167,188	\$ 944,868	\$ 998,206	\$ 1,275,662	10	10	10	10
Non-Uniformed Testing	To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens and to provide and maintain an accurate and comprehensive classification system to ensure that city employees are properly employed and classified.	\$ 412,648	\$ 490,983	\$ 422,678	\$ 517,024	5	6	5	6
		\$ 3,381,560	\$ 2,987,542	\$ 2,949,206	\$ 3,722,157	34	33	32	33

This page has been intentionally left blank.

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 2011

From the Columbus Covenant:

Safety

- Monitor expenses of Public Safety Divisions, especially overtime.
- Continue to deploy uniformed personnel in neighborhoods to preserve current response standards to life-threatening emergencies.
- Continue to focus on the most effective and efficient deployment of police and fire personnel, making staffing adjustments when necessary.
- Continue efforts to prevent crime, reduce violence, and remove illegal firearms from our streets.
- Continue to enhance pedestrian and vehicular safety through the use of Photo Red Light cameras.
- Complete design for the Police property room and begin renovation of the Woodrow Avenue location.
- Finish the relocation of the Fire laundry facility from Greenlawn Avenue.
- Continue various renovations at fire stations.
- Begin energy saving retrofits at Police Headquarters.
- Begin energy saving lighting improvements at fire stations.
- Continue to complete required elements to maintain national and international accreditations.
- Continue to utilize the COPS grant to retain police officers.
- Begin design of new Police Crime Lab.

Neighborhoods

- Improve neighborhood safety, community participation, and police responsiveness by working with other city agencies and community leaders to

continue successful neighborhood safety initiatives. An important component of safety initiatives involves implementing strategies related to the reduction of gun violence and gang activity. City agencies and community leaders will continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.

- Begin safety camera implementation, in conjunction with community partners.

Customer Service

- Promote concepts of community involvement in crime awareness and crime reduction programs and efforts. The focus will be centered on participation in neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.
- Hone the emergency medical services (EMS) billing program to increase enhanced features for patient care reporting and maximizing revenue.
- Review the automated phone attendant for non-emergency calls to the Police radio room to ensure maximum efficiency.

Education

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

Technology and Equipment

- Complete the 800 MHz Radio Rebanding Project.
- Continue to utilize the distance learning program to enhance training efforts in the Fire Division. This program employs computer system connectivity to provide firefighters opportunities to better access information regarding fire and emergency medical services, as well as promote training that reduces the need for a physical presence in the classroom. This approach allows firefighters to remain in fire stations, ready for emergency calls while reducing overtime demands.
- Continue the significant efforts to replace and improve emergency response vehicles by placing in service 2 new fire engines, 9 medics, and 3 platform ladders.
- Complete implementation of the new police/fire emergency call center's computer aided dispatch (CAD) system to augment the city's ability to carry out

emergency response, incident management, calls for service, and to address police officer/firefighter communication needs.

- Continue to utilize Telestaff, a computer-based staffing and overtime management program designed specifically for the complex needs of the Fire Division.
- Continue to utilize Skywatch cameras and analyze the best use of this technology.
- Continue to work with the Technology, Recreation and Parks, and Public Service Departments to equip recreation centers with surveillance cameras and to purchase additional graffiti cameras.
- Continue to utilize a software solution to automate the flow of information between scrap metal dealers and the Division of Police. This solution has dramatically improved the ability to search records and link stolen property with a suspect(s). The system has already led to a number of arrests.
- Work with Franklin County Emergency Management and Homeland Security to continue upgrades to the outdoor emergency siren system.
- Procure new police cruisers and other light vehicles for use by the divisions of Public Safety.
- Enhance pedestrian safety around school zones through the use of mobile speed vehicles and license plate readers.
- Complete expansion of the photo red light system by adding twenty new intersections.
- Renovate the Police Academy indoor shooting range.

2011 Budget Notes

Safety Administration

- Support to the Emergency Management Agency of Columbus and Franklin County is budgeted at \$580,066, which represents the city's proportionate share of the maintenance and administrative support of the area's emergency siren system.
- Jail contract expenses are budgeted at \$5.3 million in 2011.
- A total of \$278,000 is budgeted for the community crime patrol, which patrols the University district, the Hilltop/Franklinton area, and the Merion-Southwood neighborhood as well as the Recreation and Parks multi-use trail along the Olentangy River. The community crime patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior.
- To promote neighborhood safety initiatives, \$50,000 is budgeted for community grants.

Support Services

- The 2011 budget for the Support Services Division funds 50 full-time positions. This includes 8 full-time positions in the licensing and regulations section as well as 7 full-time positions in the weights and measures section.
- In 2010, in conjunction with Police and Fire, the Support Services Division began work on an expanded and upgraded computer aided dispatching system. Funding for this system is continued in 2011 in this as well as the other two divisions.

Police

- The Division of Police's 2011 budget provides funding for a beginning year contingent of 1,909 police officers. This beginning year figure assumes a December 2010 class of 54 recruits. It is anticipated that during 2011, there will be a total of 98 separations. Officers lost through these separations will be replaced via two budgeted classes totaling 100 recruits and subsequent internal promotions.
- The COPS grant will continue to pay for the majority of the expenses related to the 115th Academy class which graduated in August 2010. In addition, the grant will also be used to offset the costs of four recruits in the 116th class set to enter the Academy on December 6, 2010. This is the second year of the three year grant, and the 2011 budget for it is \$3.7 million. Two other recruit classes are planned for 2011, one in June of 65 and one in December of 35. These classes are funded exclusively by the city's general fund.
- Major non-personnel budget items include \$8.1 million in internal charges for fleet (including fuel), over \$2.8 million for uniforms and clothing allowance, \$1.8 million for the towing contract, \$562,010 for helicopter maintenance, \$375,000 for prisoner medical expenses, \$300,000 for evidence funds, \$248,000 for helicopter fuel and over \$250,000 for ammunition.
- As was the case in 2010, certain costs (approximately \$1.775 million) will be charged to the photo red light fund in 2011.
- Approximately \$1.456 million in funds received by the city from E-911 revenue will be used to partially fund the salaries and benefits of communications technicians in this division in 2011.
- In order to take advantage of 2010 pricing, \$2 million was appropriated in the general permanent improvement fund during the second half of 2010 in order to purchase various police vehicles, including over 50 cruisers. These vehicles will enter the fleet in 2011.
- The special income tax (SIT) fund will continue to assume the debt associated with the police pension liability. It will also be used to fund all police building leases, projected at over \$1.0 million.
- Due to the increased numbers of uniformed retirements expected as a result of the Deferred Retirement Option Program (DROP), the safety staffing contingency fund will be used to fund the termination pay and any associated benefits of police officers who terminate city employment in 2011.

Fire

- The Fire Division's 2011 budget provides funding for a beginning year contingent of 1,552 firefighters. This beginning year figure assumes a December 2010 class of 50 recruits. It is anticipated that during 2011, there will be a total of 80 separations. Firefighters lost through these separations will be replaced via 2 budgeted classes totaling 95 recruits and subsequent internal promotions.
- The division currently provides fire suppression and EMS service with 34 paramedic engine companies, 15 ladder companies, and 5 heavy rescue units. Thirty-two EMS transport units, one for each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies.
- Major non-personnel budget items include over \$6.2 million in internal charges for fleet (including fuel), over \$1.9 million for uniform parts and the clothing allowance, \$822,240 for the physical fitness program for firefighters, \$1,000,000 for medical supplies, and \$460,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$14 million in 2011. Offsetting that revenue is an estimated \$1.9 million for EMS billing related services.
- The SIT fund will continue to assume the debt associated with the fire pension liability, and will also fund the Williams Road warehouse lease, as well as the professional standards unit's Long Street lease.
- Due to the increased numbers of uniformed retirements expected as a result of the Deferred Retirement Option Program (DROP), the safety staffing contingency fund will be used to fund the termination pay and any associated benefits of firefighters who terminate city employment in 2011.

- This page has been intentionally left blank.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Administration	\$ 10,193,253	\$ 7,620,845	\$ 8,402,353	\$ 5,551,946	\$ 8,019,757
Police	255,506,325	246,670,498	258,433,586	259,253,039	277,820,883
Fire	191,844,364	190,164,511	202,151,308	204,926,058	214,362,059
Support Services	5,699,050	5,110,962	5,760,630	5,449,362	5,828,048
TOTAL	\$ 463,242,992	\$ 449,566,816	\$ 474,747,877	\$ 475,180,405	\$ 506,030,747

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,197,391	\$ 1,088,567	\$ 1,199,229	\$ 1,176,154	\$ 1,277,439
Materials & Supplies	4,565	4,896	6,367	6,076	10,056
Services	8,916,297	6,527,382	6,896,757	4,369,716	6,275,040
Transfers	75,000	-	300,000	-	457,222
TOTAL	\$ 10,193,253	\$ 7,620,845	\$ 8,402,353	\$ 5,551,946	\$ 8,019,757

DIVISION SUMMARY BY CHARACTER

POLICE GENERAL FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 236,162,074	\$ 229,349,571	\$ 232,802,878	\$ 233,443,583	\$ 243,641,889
Materials & Supplies	4,528,691	4,107,455	4,336,422	4,340,338	4,328,612
Services	13,686,624	12,275,181	13,311,548	13,014,527	13,912,160
Other Disbursements	378,408	218,427	225,000	1,287,994	225,000
Capital	13,000	3,500	-	-	-
Transfers	-	-	-	409	3,021,721
TOTAL	\$ 254,768,797	\$ 245,954,134	\$ 250,675,848	\$ 252,086,851	\$ 265,129,382
POLICE PHOTO RED LIGHT FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 651,240	\$ 516,364	\$ 500,000	\$ 500,000	\$ 1,775,000
Services	41,288	200,000	-	31,200	-
Transfers	45,000	-	-	-	-
TOTAL	\$ 737,528	\$ 716,364	\$ 500,000	\$ 531,200	\$ 1,775,000
POLICE E-911 FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ -	\$ 4,353,401	\$ 3,860,124	\$ 1,455,696
TOTAL	\$ -	\$ -	\$ 4,353,401	\$ 3,860,124	\$ 1,455,696

DIVISION SUMMARY BY CHARACTER					
POLICE COPS HIRING RECOVERY PROGRAM GRANT FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ -	\$ 2,904,337	\$ 2,774,864	\$ 3,707,413
TOTAL	\$ -	\$ -	\$ 2,904,337	\$ 2,774,864	\$ 3,707,413
POLICE SAFETY STAFFING CONTINGENCY FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 5,753,392
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 5,753,392
In 2009, the City of Columbus, Division of Police accepted a Byrne Justice Assistance Grant to partially fund the members of the 114th Academy class during that year. The amount of the grant associated with this class is \$1,200,000, and is not reflected in the division summary above.					

DIVISION SUMMARY BY CHARACTER					
FIRE GENERAL FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 177,845,497	\$ 176,521,156	\$ 185,294,240	\$ 190,049,768	\$ 193,404,406
Materials & Supplies	3,927,885	3,755,135	4,031,315	4,413,773	4,117,315
Services	9,979,015	9,763,955	10,535,036	10,255,132	10,639,179
Other Disbursements	71,428	86,196	97,501	183,375	200,000
Transfers	20,539	38,069	2,193,216	24,010	2,754,551
TOTAL	\$ 191,844,364	\$ 190,164,511	\$ 202,151,308	\$ 204,926,058	\$ 211,115,451
FIRE SAFETY STAFFING CONTINGENCY FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 3,246,608
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 3,246,608

DIVISION SUMMARY BY CHARACTER					
SUPPORT SERVICES GENERAL FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 4,351,957	\$ 4,007,318	\$ 4,285,173	\$ 4,178,979	\$ 4,534,053
Materials & Supplies	505,516	382,142	467,175	517,955	467,175
Services	840,661	721,330	1,007,282	750,493	825,820
Other Disbursements	916	172	1,000	1,935	1,000
TOTAL	\$ 5,699,050	\$ 5,110,962	\$ 5,760,630	\$ 5,449,362	\$ 5,828,048

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General Fund	\$ 462,505,464	\$ 448,850,452	\$ 466,990,139	\$ 468,014,217	\$ 490,092,638
Photo Red Light Fund	737,528	716,364	500,000	531,200	1,775,000
E-911 Fund	-	-	4,353,401	3,860,124	1,455,696
COPS Grant Fund	-	-	2,904,337	2,774,864	3,707,413
Safety Staffing Contingency Fund	-	-	-	-	9,000,000
TOTAL	\$ 463,242,992	\$ 449,566,816	\$ 474,747,877	\$ 475,180,405	\$ 506,030,747

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Administration	FT	10	9	10	10
Police					
Uniformed ¹	FT	1,903	1,872	1,909	1,911
Civilian ²	FT	336	300	312	317
	PT	11	8	3	5
Fire					
Uniformed ³	FT	1,522	1,497	1,552	1,567
Civilian	FT	47	37	36	36
	PT	0	0	0	2
Support Services	FT	52	49	50	50
	PT	4	4	4	6
TOTAL		3,885	3,776	3,876	3,904
*FT=Full-Time PT=Part-Time					
¹ Actual Uniformed Police in 2009 includes 23 members of the 114th Academy class partially funded by the ARRA-JAG (Byrne) Grant. Budgeted numbers in 2010 and in 2011 are estimated year end strengths in those years, and include the use of a COPS Hiring Recovery Program (CHRP) grant for 50 personnel.					
² Budgeted Police FT Civilian numbers in 2010 & 2011 include Communication Technicians partially funded by the E-911 Fund.					
³ Budgeted numbers in 2010 and in 2011 are estimated year end strengths in those years.					

**2011 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Safety Administration	To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.	\$ 10,721,060	\$ 9,100,316	\$ 8,402,353	\$ 8,019,757	10	10	10	10
Support Services - Operation Support	To provide an effective public safety communications system by ensuring the reliability of the police and fire radio, telephone, and dispatching systems.	\$ 3,705,866	\$ 3,512,044	\$ 3,725,929	\$ 3,746,878	31	29	28	29
Support Services - License and Permit Regulations	To provide, administer, and enforce all laws, rules, and regulations relating to licensing requirements.	\$ 1,096,422	\$ 756,264	\$ 698,701	\$ 797,718	11	7	7	8
Support Services - Weights and Measures	To promote consumer protection by ensuring compliance with city regulations through inspection and testing of commercially used weighing and measuring devices.	\$ 543,332	\$ 542,160	\$ 565,436	\$ 610,168	7	7	7	7

**2011 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Support Services - Administration	To manage the division and ensure compliance with federal, state, and local regulations and standards pertaining to division operations.	\$ 642,264	\$ 660,758	\$ 770,564	\$ 673,284	7	7	8	6
Police - Specialized Services	To enhance public safety by providing the community with specialized policing services such as aerial/waterway patrols, SWAT, and canine services. To coordinate criminal prosecutions with the judicial system.	\$ 11,945,690	\$ 11,484,040	\$ 11,988,215	\$ 11,953,884	93	92	93	87
Police - Training	To increase pride, professionalism and service to the public by providing quality training with quality staffing and facilities.	\$ 15,588,984	\$ 7,987,183	\$ 7,724,890	\$ 11,764,383	173	101	91	90
Police - Administrative	To provide timely and effective performance of administrative functions such that units can perform their duties efficiently and effectively.	\$ 16,800,320	\$ 19,408,351	\$ 18,826,253	\$ 17,569,495	127	119	112	107

**2011 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Police - Technical Services	To increase the efficiency and effectiveness of the division by providing quality computerized services, fingerprint identification, police records management and maintenance of equipment and facilities.	\$ 18,251,022	\$ 18,616,509	\$ 17,800,792	\$ 18,640,930	110	103	100	102
Police - Traffic	To reduce vehicular accidents resulting in injury and/or property damage through enforcement of traffic-related laws.	\$ 8,475,253	\$ 9,131,656	\$ 9,235,427	\$ -	74	79	79	0
Police -Homeland Security	To provide for the safety of the citizens of Columbus and central Ohio by regulating traffic, gathering intelligence to prevent terrorist attack, and managing emergency operations.	\$ -	\$ -	\$ -	\$ 10,228,761	0	0	0	83

**2011 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Police - Strategic Response	To reduce crime and its related effects through community education, establishing and maintaining community/police partnerships and deploying analytically-based criminal enforcement units.	\$ 11,856,634	\$ 12,272,935	\$ 11,371,905	\$ 11,626,536	105	106	101	97
Police - Internal Affairs	To increase internal constraint and public confidence with the Division of Police through accurate and objective administrative investigations.	\$ 4,617,366	\$ 4,450,148	\$ 4,529,946	\$ 3,610,040	38	36	37	27
Police-Investigative	To conduct investigations of reported felony crimes including crimes against persons, property, child victims, economic related crime and missing persons. To conduct forensic collection and laboratory examination of crime scene evidence for successful prosecution of criminal offenders.	\$ 35,287,251	\$ 37,238,139	\$ 39,509,335	\$ 39,719,236	317	335	347	326

**2011 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Police - Narcotics	To reduce organized criminal activity and availability of illicit narcotics through proactive interdiction, investigation, and prosecution of those profiting from the sale of illicit narcotics, gambling, prostitution, and alcohol-related violations.	\$ 11,780,581	\$ 12,298,405	\$ 13,081,240	\$ 12,707,252	99	102	107	95
Police - Patrol	To provide continuous uniformed patrols of the City of Columbus, respond to calls for police services, investigate non-fatal vehicular accidents, investigate and enforce criminal and traffic offenses, and engage in a variety of policing strategies to constrain the effects of crime upon the community.	\$ 108,958,449	\$ 108,688,724	\$ 113,946,643	\$ 123,412,912	1,035	1,044	1,048	1,105
Police - Communications	To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.	\$ 10,356,044	\$ 9,440,994	\$ 10,418,940	\$ 10,834,062	126	119	112	107

**2011 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Police - Safety Staffing Contingency	To provide for the payment of termination pay and applicable benefits for sworn personnel in the Division of Police out of the Safety Staffing Contingency Fund.	\$ -	\$ -	\$ -	\$ 5,753,392	0	0	0	0
Fire - Emergency Services Bureau	To minimize injury, death, and property loss related to fires, medical emergencies, and other disasters through the delivery of effective fire suppression, pre-hospital treatment, and patient transportation.	\$ 163,787,160	\$ 163,598,335	\$ 171,146,920	\$ 174,133,052	1,408	1,374	1,348	1,352
Fire - Fire Prevention Bureau	To minimize injuries, deaths, and property loss through public education, enforcement of the fire codes, and investigation of fire causes.	\$ 5,346,118	\$ 5,472,010	\$ 5,338,774	\$ 5,826,563	53	55	55	56
Fire - Support Service Bureau	To provide and maintain facilities, apparatus, and supplies of the Division of Fire, and to provide infectious disease prevention/intervention for firefighters.	\$ 10,447,273	\$ 11,597,061	\$ 11,538,446	\$ 12,106,762	31	28	26	26

**2011 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Fire - Training Bureau	To ensure that all Fire personnel have the knowledge and skills necessary to safely and effectively fulfill the mission of the Fire Division.	\$ 1,892,215	\$ 1,622,683	\$ 3,953,580	\$ 8,127,227	18	16	65	64
Fire - Office of the Chief	To ensure that the division's resources are utilized efficiently and effectively, thus providing the best possible fire safety and related services to the citizens of Columbus.	\$ 2,574,666	\$ 2,554,437	\$ 2,627,390	\$ 2,614,461	23	22	22	21
Fire - Bureau of Administration	To provide a wide variety of financial and record keeping services for the Division of Fire.	\$ 2,467,680	\$ 1,714,465	\$ 2,161,110	\$ 2,738,369	19	16	15	17
Fire - Alarm Office	To receive calls for fire, medical, or other emergencies and dispatch the appropriate resources to the emergency.	\$ 4,683,257	\$ 4,858,644	\$ 5,385,088	\$ 5,569,017	49	50	54	52

**2011 Operating Budget
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Fire - Safety Staffing Contingency	To provide for the payment of termination pay and applicable benefits for sworn personnel in the Division of Fire out of the Safety Staffing Contingency Fund.	\$ -	\$ -	\$ -	\$ 3,246,608	0	0	0	0
		\$ 461,824,907	\$ 457,006,261	\$ 474,747,877	\$ 506,030,747	3,964	3,857	3,872	3,874

This page has been intentionally left blank.

Mayor

Department Description

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

Department Mission

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

Strategic Priorities for 2011

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

Those seven goal areas are:

From the Columbus Covenant:

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

2011 Budget Notes

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

Budget and Program Summary

MAYOR'S OFFICE FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Mayor's Office	\$ 2,067,093	\$ 1,789,109	\$ 1,720,561	\$ 1,718,778	\$ 1,836,625
TOTAL	\$ 2,067,093	\$ 1,789,109	\$ 1,720,561	\$ 1,718,778	\$ 1,836,625

DIVISION SUMMARIES BY CHARACTER					
MAYOR'S OFFICE EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,981,098	\$ 1,721,644	\$ 1,637,981	\$ 1,637,266	\$ 1,758,641
Materials & Supplies	10,020	6,242	6,148	11,148	6,271
Services	75,975	61,223	76,432	70,364	71,713
TOTAL	\$ 2,067,093	\$ 1,789,109	\$ 1,720,561	\$ 1,718,778	\$ 1,836,625

MAYOR'S OFFICE SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 2,067,093	\$ 1,789,109	\$ 1,720,561	\$ 1,718,778	\$ 1,836,625
TOTAL	\$ 2,067,093	\$ 1,789,109	\$ 1,720,561	\$ 1,718,778	\$ 1,836,625

MAYOR'S OFFICE PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Mayor's Office	FT	18	14	14	15
TOTAL		18	14	14	15
*FT=Full-Time PT=Part-Time					

2011 Operating Budget
Mayor's Office

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Mayor's Office Administration	To advance the priorities of the Mayor to departments and to citizens through the formulation of strategies and goals by monitoring the implementation of policies and programs designed to meet those goals.	\$ 1,321,801	\$ 1,077,843	\$ 1,058,389	\$ 1,162,579	8	7	7	8
Community Affairs	To provide quality customer service assistance to the citizens of Columbus and serve as the operational and administrative support team for the Mayor's Office employees.	\$ 301,257	\$ 204,233	\$ 133,066	\$ 290,808	5	3	3	3
Communications	To communicate to citizens the issues, programs and activities of city government that engage and promote safe, strong, and distinctive neighborhoods and provide for an atmosphere that promotes economic development and job creation.	\$ 53,870	\$ 273,396	\$ 258,943	\$ 120,293	2	2	2	1

2011 Operating Budget
Mayor's Office

		<u>Financial History by Program</u>				<u>Personnel by Program</u>			
Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Policy and Government Affairs Office	To initiate and coordinate key Mayoral initiatives, by conducting research, assisting in legislative matters and intergovernmental affairs, and working to assure that departments are working together to meet administration goals.	\$ 408,596	\$ 207,427	\$ 270,163	\$ 262,945	4	2	2	3
		\$ 2,085,524	\$ 1,762,899	\$ 1,720,561	\$ 1,836,625	19	14	14	15

Community Relations Commission Office

Department Description

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

Department Mission

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

Strategic Priorities for 2011

From the Columbus Covenant:

Neighborhoods

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

Economic Development and Technology

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

Safety

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

Education

- Continue to provide public forums on key issues facing our community. These forums will educate our residents and allow critical community input and interactive participation. These programs will be televised and community reaction will be monitored.

Peak Performance

- Continue to update and enhance the complaint tracking program, which tracks the CRC staff's performance on complaints and neighborhood issues and events. The database offers a real time status on each charge and complaint initiated through the complaint system.
- The CRC will continue to provide cultural sensitivity training to all city departments.
- Continued focus on Columbus.Stat results to monitor success of programming and activities in order to increase efficiency.

2011 Budget Notes

- Funding for the New Americans Initiative continues in 2011, to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services, as well as training for police and fire personnel.
- Additional funding is provided to update and print "*Opening Doors to Our City*," a publication summarizing local services provided to new Americans, as well as orientation classes regarding services found in the booklet.

Budget and Program Summary

COMMUNITY RELATIONS COMMISSION FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Community Relations	\$ 877,698	\$ 703,205	\$ 687,236	\$ 665,391	\$ 718,889
TOTAL	\$ 877,698	\$ 703,205	\$ 687,236	\$ 665,391	\$ 718,889

COMMUNITY RELATIONS COMMISSION SUMMARY BY CHARACTER					
COMMUNITY RELATIONS EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 730,660	\$ 617,350	\$ 640,948	\$ 619,192	\$ 663,025
Materials & Supplies	3,508	3,633	3,157	3,157	3,157
Services	143,530	82,222	43,131	43,042	52,707
TOTAL	\$ 877,698	\$ 703,205	\$ 687,236	\$ 665,391	\$ 718,889

COMMUNITY RELATIONS COMMISSION SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 877,698	\$ 703,205	\$ 687,236	\$ 665,391	\$ 718,889
TOTAL	\$ 877,698	\$ 703,205	\$ 687,236	\$ 665,391	\$ 718,889

COMMUNITY RELATIONS COMMISSION PERSONNEL SUMMARY					
DIVISION	FT/PT	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Community Relations	FT	7	7	7	7
TOTAL		7	7	7	7
*FT=Full-Time PT=Part-Time					

2011 Operating Budget Community Relations Commission

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Community Relations Office	To provide leadership to the people of Columbus by educating citizens about cultural diversity, identifying and resolving community tensions, and eliminating racism/discrimination through training and awareness programs.	\$ 617,661	\$ 507,106	\$ 513,586	\$ 524,828	6	5	5	5
Special Events	To promote cultural diversity, awareness and education through CRC sponsored public events.	\$ 32,811	\$ 13,271	\$ 13,271	\$ 13,200	0	0	0	0
New Americans Initiative	To provide coordination and resources to the city, county, state and community in a culturally sensitive manner, and to address those needs of our growing immigrant and refugee population by maximizing the effect of existing services in the City of Columbus and Franklin County.	\$ 209,768	\$ 191,791	\$ 160,379	\$ 180,861	2	2	2	2
		\$ 860,240	\$ 712,168	\$ 687,236	\$ 718,889	8	7	7	7

This page has been intentionally left blank.

Equal Business Opportunity Commission Office

Department Description

The Equal Business Opportunity Commission Office (EBOCO) develops and implements race and gender-neutral programs that encourage the use of a diverse pool of qualified contractors and service providers; reviews informal purchasing policies and provides technical assistance to the minority, female and small business community and recommends and implements additional efforts necessary to further develop inclusiveness in the city's contracting practices. EBOCO also reviews all rules and regulations relevant to contract compliance and ensures that the city is conforming to those rules or regulations.

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

Department Mission

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

Strategic Priorities for 2011

From the Columbus Covenant:

Peak Performance

- Encourage and promote fairness and equity in the use of small, minority and female owned business enterprises by city agencies and departments.
- Monitor and review city contracts for compliance with city, state, and federal requirements.
- Participate in outreach activities that will inform customers (internal and external) about the contracting opportunities and the importance of a diverse vendor base.
- Establish policies and procedures to ensure that available minority and female businesses have equal access to opportunities in bid solicitations.
- Continue internal meetings, external forums and other educational training sessions as well as host "how to do business with the city" seminars to encourage minority and female businesses to seek opportunities with the city. EBOCO will continue the publication and dissemination of a minority/female business enterprise directory, the ACCESS newsletter, the "Access to Opportunities" television program and the EBOCO annual report.

- Periodically recommend and implement additional efforts necessary to institutionalize processes and further develop inclusiveness in the city's contracting practices.
- Continue to expand strategic partnerships, allowing pooling of services to have the greatest impact and provide exceptional customer service that exceeds expectations.

2011 Budget Notes

- Funding in 2011 provides for staffing levels consistent with the last three years. As such, service levels are expected to remain constant.
- In 2011, an additional \$20,000 is provided to contract for professional services to assist with minority outreach and small business development.

Budget and Program Summary

EBOCO FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Equal Business Opportunity	\$ 812,813	\$ 638,207	\$ 642,271	\$ 663,777	\$ 679,349
TOTAL	\$ 812,813	\$ 638,207	\$ 642,271	\$ 663,777	\$ 679,349

EBOCO SUMMARY BY CHARACTER					
EBO COMMISSION EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 788,359	\$ 622,616	\$ 613,481	\$ 641,471	\$ 630,421
Materials & Supplies	3,981	1,137	1,750	1,750	1,750
Services	20,473	14,454	27,040	20,556	47,178
TOTAL	\$ 812,813	\$ 638,207	\$ 642,271	\$ 663,777	\$ 679,349

EBOCO SUMMARY BY FUND

FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 812,813	\$ 638,207	\$ 642,271	\$ 663,777	\$ 679,349
TOTAL	\$ 812,813	\$ 638,207	\$ 642,271	\$ 663,777	\$ 679,349

EBOCO PERSONNEL SUMMARY

DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Equal Business Opportunity	FT	9	7	7	8
TOTAL		9	7	7	8

*FT=Full-Time PT=Part-Time

2011 Operating Budget
Equal Business Opportunity Commission Office

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Equal Business Opportunity Commission Office	To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.	\$ 750,689	\$ 658,705	\$ 642,271	\$ 679,349	10	7	7	8
		\$ 750,689	\$ 658,705	\$ 642,271	\$ 679,349	10	7	7	8

This page has been intentionally left blank.

Department of Building & Zoning Services

Department Description

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

Department Mission

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

Strategic Priorities for 2011

From the Columbus Covenant:

Customer Service

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

Safety

- Continue to enforce the Columbus Building and Zoning Codes throughout the permitting and inspection process.
- Continue to provide all necessary safety resources and training to staff.

Education

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

Peak Performance

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

2011 Budget Notes

- During 2010, the fund was moved from the Development Department to the newly created Department of Building & Zoning.
- The development services fund provides funding for 130 full-time and five part-time positions in 2011.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Administration	\$ 583,799	\$ 502,209	\$ 659,715	\$ 114,544	\$ -
Building & Zoning Services	15,340,331	12,915,995	13,950,622	10,458,228	15,481,969
TOTAL	\$ 15,924,130	\$ 13,418,204	\$ 14,610,337	\$ 10,572,772	\$ 15,481,969

DIVISION SUMMARY BY CHARACTER

**ADMINISTRATION
DEVELOPMENT
SERVICES FUND
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 583,799	\$ 502,209	\$ 659,715	\$ 114,544	\$ -
TOTAL	\$ 583,799	\$ 502,209	\$ 659,715	\$ 114,544	\$ -

**BUILDING & ZONING
SERVICES
DEVELOPMENT
SERVICES FUND
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 12,448,840	\$ 10,656,796	\$ 10,862,069	\$ 7,947,082	\$ 12,371,395
Materials & Supplies	52,874	40,342	55,503	53,509	67,253
Services	2,635,701	2,178,913	2,750,900	2,224,512	2,791,921
Other Disbursements	67,436	39,944	148,150	33,401	48,150
Capital	135,480	-	134,000	199,725	203,250
TOTAL	\$ 15,340,331	\$ 12,915,995	\$ 13,950,622	\$ 10,458,228	\$ 15,481,969

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Development Services Fund	15,924,130	13,418,204	14,610,337	10,572,772	15,481,969
TOTAL	\$ 15,924,130	\$ 13,418,204	\$ 14,610,337	\$ 10,572,772	\$ 15,481,969

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Administration					
Development Services Fund	FT	4	4	6	0
	PT	0	0	1	0
Building & Zoning Services					
Development Services Fund	FT	140	113	123	130
	PT	0	3	5	5
TOTAL		144	120	135	135
*FT=Full-Time PT=Part-Time					

2011 Operating Budget
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Development Services Fund Administrative Offices	Oversees the fiscal and HR activities for the fund.	\$ 653,862	\$ 521,717	\$ 659,715	\$ 329,382	5	5	6	3
Permit Issuance	To issue building and mechanical permits in a timely and accurate manner.	\$ 254,256	\$ -	\$ -	\$ -	4	0	0	0
Building Services Division Administration	To ensure all sections of the Building Services Division operate at maximum capacity to ensure prompt delivery of services to the citizens of Columbus.	\$ 2,825,384	\$ 2,267,064	\$ 2,169,154	\$ 2,587,577	2	1	4	5
Building Services Division Support	Provides various support functions for the division including clerical support to boards, telephone coverage, maintenance of databases, web page, zoning maps and records center, staffs the customer service center, and drafts new and revised code.	\$ 1,122,729	\$ 895,113	\$ 915,157	\$ 1,120,164	12	11	10	10
Cashier	To collect and process revenues and maintain daily accounting of all monies received by the Building Services Division.	\$ 374,168	\$ -	\$ -	\$ -	2	0	0	0
Platting	To ensure all applications for platting are processed quickly and efficiently while complying with all the conditions of the Columbus	\$ 73,143	\$ -	\$ -	\$ -	0	0	0	0

**2011 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
	City Codes and any legislated land use restrictions.								
Construction Administration	Oversees the operations of the plan examiners and the inspection section, coordinates activities, information and training of the sections to ensure compliance with city and state codes and the time table set forth in the MOU with the building industry.	\$ 707,617	\$ 666,318	\$ 803,853	\$ 476,002	6	5	6	4
Licensing and Registration	Review and process all applications for licenses and/or registration, issue licenses and maintain accurate records of all contractors who are licensed or registered by the division.	\$ 632,292	\$ 597,953	\$ 540,820	\$ 476,530	7	7	7	6
Refrigeration/HVAC Inspection	To ensure the health and safety of the citizens of Columbus by inspecting refrigeration, heating, ventilation and air conditioning installations to ensure they meet basic building codes and to deliver next day service.	\$ 1,655,133	\$ 1,460,035	\$ 1,244,670	\$ 1,351,742	16	15	12	13
Plumbing Inspection	To ensure the health and safety of the citizens of Columbus by inspecting plumbing installations to ensure they meet basic building codes and to deliver next day	\$ 1,299,292	\$ 840,402	\$ 852,362	\$ 1,030,461	12	7	8	9

Building and Zoning

2011 Operating Budget Department of Development

Program	Mission service.	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Electrical Inspections	To ensure the health and safety of the citizens of Columbus by inspecting electrical installations to ensure they meet basic building codes and to deliver next day service.	\$ 1,771,377	\$ 1,345,236	\$ 1,193,202	\$ 1,275,181	16	13	11	11
Structural Inspections	To ensure the health and safety of the citizens of Columbus by inspecting structural work and installations to ensure they meet basic building codes and to deliver next day service.	\$ 2,302,686	\$ 1,769,581	\$ 1,879,106	\$ 1,907,016	24	18	18	19
Building Services Customer Service Center	To provide prompt, accurate service to walk-in and telephone customers, to handle intake of all plans, to answer questions and/or direct inquiries to the appropriate staff, and to provide forms, literature and other information as needed.	\$ 313,600	\$ 922,188	\$ 953,280	\$ 939,427	5	10	8	9
Zoning Administration	To coordinate the activities of the zoning unit, oversee personnel activities, make determinations when conflicts arise, and represent the administration in meetings with developers and the community.	\$ 204,046	\$ 201,629	\$ 202,584	\$ 221,159	2	2	2	2

**2011 Operating Budget
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Zoning Clearance - Residential	To review all drawings, site plans, plats and lot split requests for residential projects presented for compliance with existing Columbus City Code and other legislated requirements.	\$ 184,588	\$ 256,365	\$ 253,595	\$ 279,316	3	3	3	3
Zoning Clearance - Commercial	To review all drawings, site plans, graphics permits and lot split requests of commercial and multifamily projects presented for compliance with existing Columbus City Code and other legislated requirements.	\$ 257,436	\$ 325,701	\$ 239,904	\$ 255,559	3	4	3	3
Zoning - BZA and Graphics Board	To review, present and approve Board of Zoning Adjustment and Board of Graphics requests to ensure all meet with the Columbus City Code standards.	\$ 247,246	\$ 250,271	\$ 167,386	\$ 183,172	3	3	2	2
Council Activities	To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.	\$ 418,894	\$ 419,523	\$ 268,602	\$ 293,832	5	5	3	3
Demolition	To ensure the health and safety of the citizens by removing structures that present a health or safety hazard to the city and its occupants.	\$ -	\$ -	\$ -	\$ -	0	0	0	0

2011 Operating Budget
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Inspection Administration & Support	To support the work of the inspection unit by inputting inspection requests, handling cancellations, scheduling after hours inspections, preparing correspondence and performing other office operations for the various inspection units.	\$ 234,175	\$ 238,301	\$ 247,439	\$ 327,814	4	4	4	6
Plan Review - Commercial	To ensure all multifamily and commercial structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.	\$ 1,161,414	\$ 967,973	\$ 843,262	\$ 1,156,969	11	9	7	10
Plan Review - Residential	To ensure all 1-2-3 family structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.	\$ 290,129	\$ 295,762	\$ 208,647	\$ 214,755	3	3	2	2
Engineering Plan Review	To provide for the efficient review of private development projects while ensuring compliance to city engineering and code requirements.	\$ 295,343	\$ 314,735	\$ 361,094	\$ 500,977	3	3	4	5

2011 Operating Budget
Department of Development

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Building Investigations Team	To provide for the health and safety of the citizens of Columbus by ensuring any construction undertaken meets the standards of the Building Code through compliance with the plan review and inspection processes.	\$ 256,711	\$ 840,062	\$ 606,505	\$ 554,934	4	8	6	5
		\$ 17,535,521	\$ 15,395,929	\$ 14,610,337	\$ 15,481,969	152	136	126	130

This page has been intentionally left blank.

Department of Development

Department Description

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

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

Department Mission

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

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

Strategic Priorities for 2011

From the Columbus Covenant:

Neighborhoods

- Coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis. Utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.
- Utilize funding from community development block grant recovery (CDBG-R) monies to enhance key neighborhoods and assist low and moderate income homeowners.
- Continue the coordinated efforts of the City Attorney and code enforcement staff by bringing 250 new cases before the Franklin County Environmental Court.
- Continue the King-Lincoln Redevelopment Initiative by working with private sector partners to redevelop two mixed use structures in the heart of the Long Street corridor.
- Continue to coordinate redevelopment efforts in the South Parsons Gateway consistent with the adopted vision plan through a cooperative effort by Planning, Economic Development, Land Redevelopment, and Housing. Work with Columbus Public Health relative to the Maloney Health Center site.

- Coordinate the housing development program with other public and private sector programs, especially the city's land banking efforts, to revitalize defined areas, focusing on the neighborhood investment districts (NIDs).
- Continue to acquire vacant and foreclosed properties, demolish blighted properties, and sell or hold property in the land bank for redevelopment to provide rental and homeownership opportunities in strategic neighborhoods.
- Continue a major housing development project in a neighborhood investment district .
- Expand down-payment assistance activities to offer homeownership opportunities to a maximum number of low and moderate income households by providing more than 90 first time homebuyers with assistance.
- Continue to utilize the five Neighborhood Pride Centers to serve as links between city services and Columbus neighborhoods. Each pride center is a one-stop-shop for various city services and is dedicated to protecting the health, safety, and welfare of families living in their designated area.
- Continue the neighborhood pride program with up to four new neighborhoods, and continue to implement neighborhood priorities and partnership arrangements in previous neighborhood pride areas to institutionalize the neighborhood pride program in the community.
- Continue to staff the Property Maintenance Appeal Board which hears appeals from the Housing, Nuisance Abatement, and Health, Sanitation, and Safety Codes.
- Continue to work with area commissions, civic groups and block watches to address issues and problems in the neighborhoods.
- Explore and implement measures to promote environmental stewardship in city operations and development efforts.
- Implement the Get Green Columbus initiative in all department divisions by focusing on green development, business incentives, green residential development, and leveraging the Columbus building and zoning codes.
- Implement the \$250,000 Green CHDO Home award from HUD for construction of homes in the American Addition project. Continue to advocate for green building standards for all city funded affordable housing.
- Continue to implement key recommendations of the 21st Century Growth Policy initiative, including its four components: Pay-As-We-Grow, joint facilities, job growth, and regional growth and intergovernmental cooperation.
- Continue to provide staff support to the Darby Town Center planning process, and finalize recommended funding mechanisms.
- Undertake and complete two new area/neighborhood plans: Far North Plan Amendment, and Westland Plan. Consider initiating two more plans pending staff availability.
- Complete five area plans initiated in 2010: Trabue/Roberts, East Broad/Blacklick, Near Southside, East Columbus, and North and South Linden.
- Complete and gain adoption of the Short North Design Guidelines.

- Initiate a neighborhood plan update for the University District, including a code update, pending neighborhood and city support.
- Initiate a redevelopment plan for the Brice-Tussing area.
- Continue to assist in the implementation of the Port Columbus Joint Economic Development Strategic Plan.
- Complete the West Broad Street commercial overlays and initiate three new sets of commercial overlays.
- Continue to staff the University Area Review Board, the Rocky Fork Blacklick Accord Panel, and the Darby Accord Panel.
- Continue to provide support and training to the 16 area commissions which work to empower neighborhood residents.
- Participate in the Mid-Ohio Regional Planning Commission's watershed management planning.
- Continue to staff the Columbus Art Commission and complete a Riverfront/Downtown Public Art Master Plan.
- Continue to staff the Board of Commission Appeals, Brewery District Commission, German Village Commission, Italian Village Commission, and Victorian Village Commission.
- Continue to monitor the historic rehabilitation of the Gift Street property (Deardurff House) in Franklinton.
- Continue working with the Department of Public Service on the review and approval of various components of the I70-71 reconstruction project, including active engagement with the adjacent neighborhoods.
- Continue working with the Department of Public Service on the 3C rail initiative and the downtown transit center project.
- Pending the award of federal funds, continue working with COTA on the proposed Cleveland Avenue bus rapid transit project.

Economic Development and Technology

- Proactively pursue opportunities for job growth and investment through improved marketing efforts that will build awareness of the City of Columbus' strength and potential.
- Foster growth among existing and emerging industries through a targeted business retention program.
- Leverage relationships with Tech Columbus, Battelle, The Ohio State University and other businesses to encourage entrepreneurship, innovation and commercialization.
- Continue to support regional economic development strategies designed to retain and expand companies within advanced logistics, small business, and technology-based industries.

Development

- Support ongoing development in the King-Lincoln and Parsons Avenue districts through the use of small business grants and loans.
- Continue to support growth of the Rickenbacker multimodal hub with strategic investments and supporting economic development incentives.
- Coordinate the economic redevelopment of key development projects including Northland Village, Columbus Coated Fabrics, TechSouth and the city's neighborhood commercial revitalization districts.
- Continue implementation of a Green Economic Development policy to encourage investment in environmentally sustainable business growth.

Downtown Development

- Continue to implement the comprehensive business plan for downtown development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development. Focus on specific recommendations for workforce housing and downtown amenities/programming.
- Collaborate with Capitol South and the Columbus Downtown Development Corporation on targeted programs to encourage development and redevelopment of the Mile on High district and other key downtown properties.
- Continue partnering with the Columbus Downtown Development Corporation in the implementation of the downtown business plan.
- Continue coordination with Capitol South and the Columbus Downtown Development Corporation on the redevelopment of the City Center mall property.
- Increase the number of downtown employees by strengthening partnerships with the State of Ohio and other public and private employers, as well as by implementing targeted programs.
- Continue staffing the Downtown Commission. Initiate and complete bylaws.
- Assist with the implementation of the Mile on High Strategy. Continue to support the Department of Public Service in the 3-C rail project, including downtown station location studies.
- Continue to work with the Downtown Commission to ensure consistency between development projects and the Downtown Strategic Plan. Consider code amendments as necessary.

Peak Performance

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

Customer Service

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

2011 Budget Notes

Administration

- The general fund budget includes \$150,000 for the Columbus and Franklin County Port Authority, the same amounts provided in 2009 and 2010.
- Total support for social service agencies is \$3.6 million, comprised of \$2.7 million in general fund support and \$.9 million in emergency human services funds. General fund support is \$250,000 greater than in 2010.

Economic Development

- The division supports downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000.
- The division supports local economic development through the provision of loans from the economic development loan fund and through contracts with economic development-oriented agencies. The community development block grant supported budget for this effort in 2011 is approximately \$1.6 million.
- The division will receive \$275,000 in 2011 to focus on economic development on the west side near the Delphi redevelopment. Of this total, \$75,000 is to conduct a West Broad marketing study and \$200,000 to establish a West Side economic development effort. Both are part of a comprehensive plan to revitalize and guide the responsible redevelopment of the city’s west side.
- The division will also receive \$2.23 million to assist in the economic development efforts being put forth by Experience Columbus, Tech Columbus and 2020.

Code Enforcement

- The 2011 budget includes \$320,000 to increase the code enforcement staff by six. This will reduce the time between receipt and investigation of complaints, which has increased by 16 percent since 2007. With the addition of the 6 positions, there will be a total of 71 full-time budgeted employees in the division, with 61 being funded by the general fund, 9 by the CDBG fund and 1 by the neighborhood stabilization fund.
- Funding of \$100,000 is provided from the general fund for the demolition of unsafe structures acquired through the land bank. Carryover moneys from the neighborhood stabilization fund augment this program.

- In 2011, an additional \$150,000 is being provided to procure increased levels of weed cutting services on foreclosed properties that have been abandoned. This brings the 2011 funding level for these services to \$586,282, with \$332,390 coming from the general fund and \$253,892 being provided by the community development block grant.

Planning

- The general fund supports 15 full-time equivalent positions in 2011.
- In 2011, \$25,000 is being added to the Planning Division's budget to assist the Arts Commission with code defined duties, such as assessing the city's artwork for current physical conditions and future maintenance needs.

Housing

- The affordable housing trust fund was formed in 2000 and is administered by the Columbus Housing Trust Corporation to provide affordable housing and promote home ownership. The fund was seeded with \$2 million in urban development action grant (UDAG) repayments. Annual deposits of 8.43 percent of the hotel/motel tax fund revenues have been made and will continue, with the ultimate goal of building the fund to \$20 million. Hotel/motel revenues are estimated at \$1.16 million in 2011. There will be no general fund contribution in 2011.
- HOME funds totaling \$260,327 will be used to provide community housing development organizations with operating grants. An additional \$780,981 will be used for affordable housing development projects.
- Support for the Community Shelter Board and the rebuilding lives program will total over \$3.8 million in 2011. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$283,655 and \$81,029 are provided by the emergency shelter grant and community development block grant, respectively.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Administration	\$ 3,636,493	\$ 11,392,355	\$ 8,583,596	\$ 11,111,950	\$ 8,025,589
Economic Development	6,976,537	6,013,212	7,702,512	7,833,947	5,352,420
Code Enforcement	-	4,755,034	6,607,943	6,532,767	6,967,002
Neighborhood Services	12,227,928	1,811,440	-	-	-
Planning	1,318,536	1,337,765	1,401,519	1,365,025	1,538,818
Housing	7,650,670	15,692,700	7,260,119	11,812,468	6,234,640
TOTAL	\$ 31,810,164	\$ 41,002,506	\$ 31,555,689	\$ 38,656,157	\$ 28,118,469

DIVISION SUMMARY BY CHARACTER

**ADMINISTRATION
GENERAL FUND
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,311,637	\$ 2,456,301	\$ 2,628,209	\$ 2,595,037	\$ 2,743,296
Materials & Supplies	13,629	25,451	49,312	27,341	49,312
Services	648,382	1,651,850	2,827,796	2,749,000	3,070,058
Other	-	-	-	7,200	-
Transfers	-	-	21,000	21,000	21,000
TOTAL	\$ 2,973,648	\$ 4,133,602	\$ 5,526,317	\$ 5,399,578	\$ 5,883,666

**ECONOMIC DEVELOPMENT
GENERAL FUND
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 419,900	\$ 378,578	\$ 365,036	\$ 370,366	\$ 373,862
Materials & Supplies	17,808	3,516	6,950	4,750	6,950
Services	972,143	490,803	1,233,167	1,229,448	3,390,077
Other	3,361,857	3,637,649	4,268,460	4,489,235	-
TOTAL	\$ 4,771,708	\$ 4,510,546	\$ 5,873,613	\$ 6,093,799	\$ 3,770,889

DIVISION SUMMARY BY CHARACTER

**NEIGHBORHOOD SERVICES
GENERAL FUND
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 6,089,667	\$ 1,402,254	\$ -	\$ -	\$ -
Materials & Supplies	31,331	-	-	-	-
Services	3,048,368	33,704	-	-	-
Transfers	120,943	-	-	-	-
TOTAL	\$ 9,290,309	\$ 1,435,958	\$ -	\$ -	\$ -

**BUILDING SERVICES/CODE ENFORCEMENT
GENERAL FUND
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 3,284,966	\$ 4,656,157	\$ 4,488,474	\$ 5,129,233
Materials & Supplies	-	38,888	50,853	38,685	75,775
Services	-	709,690	525,715	570,780	634,423
Other	-	-	10,000	7,000	10,000
TOTAL	\$ -	\$ 4,033,544	\$ 5,242,725	\$ 5,104,939	\$ 5,849,431

DIVISION SUMMARY BY CHARACTER

PLANNING GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,178,578	\$ 1,276,930	\$ 1,318,027	\$ 1,295,104	\$ 1,433,775
Materials & Supplies	11,270	8,340	18,200	17,105	18,200
Services	64,580	52,495	65,292	52,816	86,843
TOTAL	\$ 1,254,428	\$ 1,337,765	\$ 1,401,519	\$ 1,365,025	\$ 1,538,818

DIVISION SUMMARY BY CHARACTER

HOUSING GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 343,013	\$ 146,022	\$ 147,939	\$ 82,365	\$ 88,767
Materials & Supplies	357	826	2,500	2,044	2,500
Services	3,358,353	2,722,428	3,329,686	3,318,742	3,477,275
TOTAL	\$ 3,701,723	\$ 2,869,276	\$ 3,480,125	\$ 3,403,151	\$ 3,568,542

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION CDBG FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 661,627	\$ 742,604	\$ 958,709	\$ 932,885	\$ 1,018,709
Materials & Supplies	583	1,178	3,000	2,187	3,000
Services	635	80,339	218,214	216,089	218,214
TOTAL	\$ 662,845	\$ 824,121	\$ 1,179,923	\$ 1,151,161	\$ 1,239,923
ECONOMIC DEVELOPMENT CDBG FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 753,542	\$ 634,691	\$ 715,235	\$ 640,787	\$ 746,637
Materials & Supplies	3,000	2,964	4,350	3,750	4,350
Services	1,448,287	865,011	1,109,314	1,095,611	830,544
TOTAL	\$ 2,204,829	\$ 1,502,666	\$ 1,828,899	\$ 1,740,148	\$ 1,581,531

DIVISION SUMMARY BY CHARACTER

**NEIGHBORHOOD SERVICES
CDBG FUND EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,236,002	\$ 349,471	\$ -	\$ -	\$ -
Services	273,631	-	-	-	-
Other	2,081	-	-	-	-
TOTAL	\$ 1,511,714	\$ 349,471	\$ -	\$ -	\$ -

**BUILDING SERVICES/CODE ENFORCEMENT
CDBG
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 559,093	\$ 878,747	\$ 893,027	\$ 909,679
Materials & Supplies	-	-	2,000	2,000	2,000
Services	-	119,999	140,000	140,000	178,892
Capital	-	-	-	-	27,000
TOTAL	\$ -	\$ 679,092	\$ 1,020,747	\$ 1,035,027	\$ 1,117,571

DIVISION SUMMARY BY CHARACTER

**PLANNING
CDBG FUND
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 64,057	\$ -	\$ -	\$ -	\$ -
Services	51	-	-	-	-
TOTAL	\$ 64,108	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER

**HOUSING
CDBG FUND
EXPENDITURES
SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,981,634	\$ 1,136,089	\$ 1,081,592	\$ 970,312	\$ 1,003,582
Materials & Supplies	19,726	7,749	18,600	12,341	18,400
Services	939,346	791,653	1,129,348	1,016,889	1,041,704
Other Disbursements	1,008,241	312,234	575,412	575,412	575,412
Capital	-	-	-	-	27,000
TOTAL	\$ 3,948,947	\$ 2,247,725	\$ 2,804,952	\$ 2,574,954	\$ 2,666,098

DIVISION SUMMARY BY CHARACTER					
NEIGHBORHOOD SERVICES EMERGENCY SERVICES FUND EXPENDITURES SUMMARY					
	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Services	\$ 1,425,905	\$ 5,000	\$ -	\$ -	\$ -
TOTAL	\$ 1,425,905	\$ 5,000	\$ -	\$ -	\$ -
ADMINISTRATION EMERGENCY SERVICES FUND EXPENDITURES SUMMARY					
	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Services	\$ -	\$ 2,105,000	\$ 902,000	\$ 901,537	\$ 902,000
Other	-	350,000	-	-	-
TOTAL	\$ -	\$ 2,455,000	\$ 902,000	\$ 901,537	\$ 902,000

DIVISION SUMMARY BY CHARACTER

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 89,185	\$ 975,356	\$ 1,202,556	\$ -
Materials & Supplies	-	13,000	-	3,950	-
Services	-	788,823	-	1,414,297	-
Capital	-	3,088,624	-	956,871	-
Transfers	-	-	-	82,000	-
TOTAL	\$ -	\$ 3,979,632	\$ 975,356	\$ 3,659,674	\$ -
NEIGHBORHOOD SERVICES NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 21,011	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ 21,011	\$ -	\$ -	\$ -
HOUSING NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 143,152	\$ 975,042	\$ 1,148,473	\$ -
Materials & Supplies	-	-	-	39	-
Services	-	346,500	-	5,323	-
Other	-	10,086,047	-	4,680,528	-
TOTAL	\$ -	\$ 10,575,699	\$ 975,042	\$ 5,834,363	\$ -

DIVISION SUMMARY BY CHARACTER

CODE ENFORCEMENT NEIGHBORHOOD STABILIZATION EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 42,398	\$ 344,471	\$ 392,801	\$ -
TOTAL	\$ -	\$ 42,398	\$ 344,471	\$ 392,801	\$ -

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 21,991,816	\$ 18,320,691	\$ 21,524,299	\$ 21,366,492	\$ 20,611,346
Community Dev. Block Grant	8,392,443	5,603,075	6,834,521	6,501,290	6,605,123
Emergency Human Services	1,425,905	2,460,000	902,000	901,537	902,000
Neighborhood Stabilization Fund	-	14,618,740	2,294,869	9,886,838	-
TOTAL	\$ 31,810,164	\$ 41,002,506	\$ 31,555,689	\$ 38,656,157	\$ 28,118,469

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Administration					
General Fund	FT	23	25	24	24
CDBG Fund	FT	7	10	11	11
	PT	1	0	1	1
Neighborhood Stabilization Fund	FT	0	1	1	3
	PT	0	2	2	2
Economic Development					
General Fund	FT	3	3	3	3
CDBG Fund	FT	9	7	8	8
Building Services/Code Enforcement					
General Fund	FT	0	55	55	61
CDBG Fund	FT	0	9	9	9
Neighborhood Stabilization Fund	FT	0	1	1	1
Neighborhood Services					
General Fund	FT	73	0	0	0
CDBG Fund	FT	14	0	0	0
Planning					
General Fund	FT	14	14	15	15
Housing					
General Fund	FT	5	1	2	2
CDBG Fund	FT	19	8	11	10
Neighborhood Stabilization Fund	FT	0	1	1	1
TOTAL		168	137	144	151
*FT=Full-Time PT=Part-Time					

**2011 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Downtown Development	To develop, in partnership with the private sector, a vibrant and thriving downtown that is recognized as an asset for the region through the use of city incentives, public policy and government ombudsmanship within a customer service-oriented culture.	\$ 1,211,200	\$ 885,699	\$ 1,008,819	\$ -	3	0	0	0
Land Reutilization	To designate and acquire tax delinquent properties for redevelopment with the goal of returning non-productive land in city neighborhoods into productive assets.	\$ 799,213	\$ 586,989	\$ 732,465	\$ 766,615	7	6	6	6
Executive Office	To set policy and provide leadership to the department's offices and divisions.	\$ 600,320	\$ 723,179	\$ 775,705	\$ 801,083	5	6	6	6
Administrative Services	To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts and administrative support.	\$ 1,885,658	\$ 1,759,694	\$ 1,872,231	\$ 1,940,006	17	16	16	16
Economic Development Administration	To set policy and provide leadership, to administer various economic development contracts and to maintain the city's share of the school district revenue sharing.	\$ 3,944,888	\$ 4,639,600	\$ 4,864,794	\$ 3,770,889	3	2	3	3
CDBG Economic Development Programs	To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.	\$ 2,791,052	\$ 1,706,776	\$ 1,828,899	\$ 1,581,531	9	7	8	8

**2011 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Code Enforcement	To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus Codes.	\$ 5,436,414	\$ 4,906,683	\$ 5,084,029	\$ 5,560,073	64	58	54	60
Environmental Unit	To maintain safe vacant properties through the removal of weeds and solid waste, demolition of unsafe structures, inspecting for solid waste violations and the abatement of other environmental hazards.	\$ 1,088,946	\$ 1,147,891	\$ 1,179,443	\$ 1,406,929	11	10	10	10
Neighborhood Services Administration	To set policy and provide leadership to the division's offices.	\$ 224,707	\$ 270,153	\$ -	\$ -	1	2	0	0
Agency, Community and Neighborhoods	To oversee social service programs, work with area commissions and civic associations and act as neighborhood liaisons to the community.	\$ 717,014	\$ 561,827	\$ 384,427	\$ 408,517	8	6	4	4
Social Service Contracts	To provide support in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.	\$ 3,920,139	\$ 3,570,006	\$ 3,448,006	\$ 3,698,006	0	0	0	0
Area Commissions	To provide support to cover administrative costs of area commission and architectural review commissions and the student intern program.	\$ 138,800	\$ 19,000	\$ 21,000	\$ 21,000	0	0	0	0

Development

2011 Operating Budget Department of Development											
--	--	--	--	--	--	--	--	--	--	--	--

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Neighborhood Pride Centers	To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.	\$ 509,856	\$ 233,705	\$ 374,406	\$ 390,362	5	3	3	3
Historic Preservation	To provide guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.	\$ 328,251	\$ 239,379	\$ 298,748	\$ 337,991	4	3	4	4
Planning Administration	To provide for the efficient and effective operation of the Planning Division in service to the people of Columbus and to make Columbus the best place to live, work and raise a family. This includes administration of the city's annexation program, division development review, Columbus Arts Commission (among other boards and commissions), special projects and engagement in and support of city growth policy issues.	\$ 510,354	\$ 394,002	\$ 502,190	\$ 557,307	4	3	4	4
Long Range Planning	To examine planning and development issues in order to respond to the challenges of growth and change, including citywide development policy, research and analysis, multi-jurisdictional planning, plans for portions of the city experiencing territorial growth, and updates to existing area plans.	\$ 168,509	\$ 125,886	\$ 148,036	\$ 160,347	2	1	2	2

**2011 Operating Budget
Department of Development**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Neighborhood Planning	To work in partnership with the community to enhance and sustain neighborhoods through development of neighborhood plans, amendments to outdated plans, and implementation of adopted plans.	\$ 408,370	\$ 381,081	\$ 256,749	\$ 274,379	5	4	3	3
Urban Design	To provide design solutions and alternatives on issues concerning redevelopment and infill, streetscape, public spaces, the built environment and infrastructure. This includes such things as administration of the University Area Review Board and creation of development concepts in support of neighborhood plans.	\$ 261,933	\$ 259,994	\$ 195,796	\$ 208,794	3	3	2	2
Housing Development and Finance Staff	To implement the homeownership development program, American dream down payment initiative, rental housing production/preservation, and to manage loan assets.	\$ 201,349	\$ 80,924	\$ 91,311	\$ 109,771	1	0	0	0
Housing Administration	To manage and administer all housing programs including, but not limited to, the affordable housing opportunity fund (homeownership assistance program, home modifications program and chores program, and homeownership development program), emergency repair program, and homebuyer counseling.	\$ 211,796	\$ 267,370	\$ 108,965	\$ 111,329	1	0	0	0

Development

2011 Operating Budget Department of Development											
--	--	--	--	--	--	--	--	--	--	--	--

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Relocation	To provide technical review to evaluate each project or program under various federal programs to determine if the proposed activities meet both the acquisition and relocation requirements.	\$ 339,825	\$ 84,163	\$ 102,531	\$ 56,189	4	2	1	0
Homebuyer Counseling and Housing Development	To provide grants for activities that are needed for the city to implement its housing programs and revitalize neighborhoods.	\$ 103,220	\$ -	\$ -	\$ -	0	0	0	0
Homebuyer Counseling and Housing Development	To provide funding for programs that offer assistance to chronically homeless individuals to rebuild their lives and become productive citizens through the Rebuilding Lives and Community Shelter Board contracts.	\$ 3,479,490	\$ 2,820,896	\$ 3,606,154	\$ 3,694,571	2	2	2	2
Homeowner Servicing Center	To assist homeowners to remain in their homes and live independently in a safe and sound environment.	\$ 3,224,107	\$ 2,021,253	\$ 2,270,660	\$ 2,127,324	19	9	10	10
Homeless Prevention	To provide a grant to the Community Shelter Board, a nonprofit organization, to assist with preventing individuals from becoming homeless.	\$ 255,025	\$ 116,590	\$ -	\$ -	0	0	0	0

**2011 Operating Budget
Department of Development**

		<u>Financial History by Program</u>				<u>Personnel by Program</u>			
Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Fair Housing	To provide fair housing services to the residents of Columbus including an increase in the awareness of fair housing issues, fair housing barrier elimination, housing discrimination redress and preparation and implementation of the Fair Housing Action Plan.	\$ 188,814	\$ 105,456	\$ 105,456	\$ 135,456	0	0	0	0
Neighborhood Stabilization Program	To establish financing mechanisms for purchase and redevelopment of foreclosed upon homes, to purchase and rehabilitate homes abandoned or foreclosed upon, demolish blighted structures, and redevelop demolished or vacant properties.	\$ -	\$ 19,758,254	\$ 2,294,869	\$ -	0	4	1	5
		\$ 32,949,250	\$ 47,666,450	\$ 31,555,689	\$ 28,118,469	178	147	139	148

This page has been intentionally left blank.

Department of Finance and Management

Department Description

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

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

The Asset Management Group is comprised of the Divisions of Facilities Management and Fleet Management as well as the construction management and real estate management offices. Facilities Management is responsible for custodial services, maintenance, energy management, and security for the City Hall complex, Police and Fire facilities, the Public Health complex, and the I-71 complex. Fleet Management maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern acquisition, maintenance, use and disposal of vehicles. The goal is to deploy the most cost effective vehicle, reduce underutilized vehicles, and to eliminate older high-maintenance vehicles from inventories. The construction management office provides building construction and renovation project management. The real estate management office provides centralized real estate administration and casualty insurance administration.

Department Mission

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

Strategic Priorities for 2011

Peak Performance

- Continue Columbus*Stat, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, focusing on accountability using performance management dashboards to review performance. The city continues to make significant progress in collecting and cataloguing data that measures the performance of various city programs.
- Continue to implement the city's environmentally preferable purchasing program by incorporating appropriate language in bid documents, adding website information regarding environmentally preferable purchasing, researching environmentally friendly products and communicating and educating vendors and city agency staff on the program.
- Ensure that the city operates within adopted operating and capital budgets.
- Develop and promote citywide policies that will govern vehicle acquisition and maintenance. Continue work with city departments to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the city's fleet.
- Work with partners within the city and community to identify green opportunities, new fleet technological developments, and training.
- Continue to emphasize and make available opportunities for Fleet Division employees to attend Automotive Service Excellence (ASE) training, maintain ASE Blue Seal for the Fleet Division, Emergency Vehicle Technician (EVT) training, and similar certifications. Continue to build ASE Master Certifications on the floor as well as EVT Master Certifications in an effort to increase diagnostic abilities on the floor, thereby reducing supplier services expenses (outside contracts) to the City of Columbus.
- Continue to review the procurement of vehicle parts to decrease cost. Continue to use "after-market" parts, without compromising quality standards or performance.
- Continue with the design of the new Southside Family Health Center. The center will be located on Parsons Avenue on or near the site of the former John R. Maloney Center. This center will provide much needed health services for families living on the south side of Columbus and help spur economic development in the area. Construction is to start in 2012.
- Continue to review and update city real estate lease and license agreements. The real estate management office will continue to work toward standardizing these documents to ensure that proper terms and protections are included in all city real estate leases and licenses. In addition, the office will assist other city departments with the acquisition of land and facilities, either for purchase or lease in order to meet operational needs.

- Continue to review and update real property and personal property risk exposure and acquire cost-effective insurance protection to minimize expenses from loss.
- Develop and establish citywide policies governing the use of city property by non-city entities in order to ensure consistency and protect city revenue and assets.
- Continue to review city real estate assets to identify and dispose of property identified as “surplus” to effectively manage expenses and generate revenues.
- Evaluate city building way-finding signage to begin development of a standardized signage program for city-wide application.
- Install high efficiency lighting retrofits at up to 26 fire stations, and complete mechanical and building envelope upgrades at the Central Safety Building. Significant projects that remain in construction through the balance of 2011 include infrastructure improvements at the Municipal Courts Building and renovations to the new City Hall garage purchased in 2010. Construction Management also continues work on many smaller projects which are in various stages of completion.
- Institute new preventive maintenance programs for heating and cooling systems and for roofs on the facilities under the Facilities Division purview. These programs will reduce overall maintenance costs, help prevent major equipment failures and extend the life of existing building systems.
- Complete energy usage data entry for 150 of the city's buildings registered with Energy Star. Energy Star is a program founded by the United States Environmental Protection Agency and United States Department of Energy to help businesses, governments, and citizens save money and protect the environment through energy efficiency. This effort will enable the city to target energy efficiency efforts at facilities most in need. This will lead to better energy utilization, increased cost savings and reduce the city's carbon footprint.
- Continue the master space planning processes at the Municipal Court Building and the Piedmont and Carolyn Avenue Complex to ensure efficient and cost-effective management of city real property assets.

Safety

- Design of the new police property room and the crime lab. Both functions will be located in a building on Woodrow Avenue. In addition, numerous police substations and other safety facility upgrades and improvements will be completed.
- Continue to monitor personnel levels of the city's safety forces in light of the Deferred Retirement Option Plan (DROP) and its potential impact on staffing levels, and develop contingency plans to address various scenarios.
- Prepare for possible public emergencies and make facilities safer for citizens and city employees.

Downtown Development

- Construction is scheduled to begin on the renovation and reuse of the Old Police Headquarters building located at 120 West Gay Street. Various city departments will be relocated from obsolete, high maintenance buildings to this LEED certified facility upon project completion.

Customer Service

- Continue fleet and purchasing consumer panel meetings as a means to identify and resolve customer service issues and identify opportunities for improvement.
- Continue to upgrade security protocols at various locations. These upgrades will include enhanced training regimens, improvements to standard operating procedures, possible changes in facility layouts and equipment upgrades. Methods to identify improved monitoring and control of employee/visitor traffic into administrative buildings will also be reviewed.
- Pursue replacement of the facilities management work order system. The current system no longer serves the needs of the division. Replacement of this system will provide building and trade specific monitoring and cost control. This will allow the division to better manage labor hours, travel time, and inventory levels.
- Continue to refine operations and increase efficiencies by moving satellite facilities into the Groves Road fleet facility.
- Develop and refine strategies to maximize grant dollars for “greening” the city’s vehicle fleet. Fleet Management will complete construction of a CNG station at Groves Road. Fleet will continue to work with the Finance and Management Department as well as other agencies in regard to the capital budgeting process to secure grant dollars for capital equipment.
- Continue to apply for various fleet related awards to garner positive publicity for improved processes and activities within the City of Columbus, i.e. “100 Best Fleets” and “Green Fleet Awards” through Government Fleet.

Neighborhoods

- Honor the good neighbor agreement with adjacent property owners and businesses of the fleet maintenance facility on Groves Road.
- Recognize and respect that many of the city’s buildings and facilities are located within and adjacent to neighborhoods throughout the city.

Education

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

2011 Budget Notes

Financial Management

- In 2011, \$1.3 million is budgeted for the city's contract with the public defender, which provides legal counsel to indigent persons charged with criminal offenses.
- Various items are initially budgeted in the Finance and Management Department and are transferred, as needed, to other departments throughout the year. In 2011, this includes projected legal expenses, economic development incentive moneys and a deposit to the anticipated expenditure fund. Additionally, in 2011, \$1 million will be added to the Financial Management "citywide" transfer account to replace desktop computers in general fund agencies that are determined to be obsolete or in a state of disrepair. Computer accessories and some software licenses for general fund agencies will also be funded via this account.
- As was the case in 2010, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2011. This has proven to reduce the volatility of projections for the general fund.

Facilities Management

- Facilities Management's 2011 budget includes over \$6.6 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$300,000 is budgeted for custodial contracts for the Police and Fire academies and \$320,000 for the Columbus Public Health facility.
- In 2011, \$200,000 is added to the Facilities Management budget for a safety surveillance program. Of this total, \$180,000 will be used for staffing to monitor surveillance cameras. The remaining \$20,000 will be used to train these employees on optimal and appropriate monitoring techniques.
- Funding to expand the city's recycling program to recreation and neighborhood pride centers is being provided in 2011.
- In 2007, the 1111 East Broad Street operations fund was established to provide a dedicated repository for rental payments from non-city occupants of that building (now called the Jerry Hammond Building) as well as other non-rental revenue. In 2011, revenue to the fund is projected to total nearly \$1.5 million. This, coupled with the projected 2010 year-end carryover of \$222,385, will net a pool of resources for operation of the building totaling \$1.7 million.

Fleet Management

- The Fleet Management Division's labor charge is \$70 per hour for light duty vehicles and \$90 per hour for heavy duty vehicles. The mark-up on parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases remains at 5 percent, and the markup on fuel remains at 24 cents per gallon.
- General fund moneys totaling \$2 million are budgeted to replace safety vehicles and other light duty cars and trucks.
- Fuel prices are budgeted at a wholesale cost. Every one cent fluctuation in the price of fuel relates to \$36,000 in savings or additional expense. Given the volatility of fuel prices over the past several months, this is an expense that will be closely monitored.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Administration	\$ 3,326,012	\$ 2,897,894	\$ 3,172,812	\$ 2,390,588	\$ 2,858,587
Finance Citywide	10,000	-	5,587,466	1,786,000	21,087,798
Citywide Technology Billings	12,389,728	11,554,497	12,799,508	12,408,736	13,084,178
Financial Management	7,510,907	6,289,828	7,107,235	6,194,844	6,095,772
Facilities Management	16,282,845	14,958,706	15,970,199	15,418,196	16,925,546
Fleet Management	34,774,859	27,686,725	30,929,543	29,348,892	32,567,437
TOTAL	\$ 74,294,351	\$ 63,387,650	\$ 75,566,763	\$ 67,547,256	\$ 92,619,318

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,150,922	\$ 1,819,931	\$ 1,889,931	\$ 1,258,033	\$ 1,556,658
Materials & Supplies	6,066	5,390	4,950	4,513	6,275
Services	107,737	112,700	130,012	108,794	138,178
Capital Outlay	-	-	-	-	27,500
TOTAL	\$ 2,264,725	\$ 1,938,021	\$ 2,024,893	\$ 1,371,340	\$ 1,728,611
ADMINISTRATION EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Services	\$ 237,315	\$ 241,090	\$ 295,000	\$ 295,000	\$ 315,000
TOTAL	\$ 237,315	\$ 241,090	\$ 295,000	\$ 295,000	\$ 315,000

DIVISION SUMMARY BY CHARACTER

FINANCIAL MANAGEMENT
GENERAL FUND
EXPENDITURES SUMMARY

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,461,356	\$ 2,400,163	\$ 2,420,846	\$ 2,285,931	\$ 2,509,524
Materials & Supplies	8,524	8,067	11,525	8,471	12,575
Services	2,582,735	1,479,377	1,840,837	1,303,829	1,463,964
Transfers	10,000	-	5,587,466	1,786,000	21,087,798
Citywide Technology Billings	12,389,728	11,554,497	12,799,508	12,408,736	13,084,178
TOTAL	\$ 17,452,343	\$ 15,442,104	\$ 22,660,182	\$ 17,792,967	\$ 38,158,039

FINANCIAL MANAGEMENT
CDBG FUND
EXPENDITURES SUMMARY

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 506,575	\$ 338,893	\$ 333,540	\$ 288,636	\$ 350,177
Materials & Supplies	400	892	4,000	3,547	6,000
Services	195,507	176,900	210,133	190,520	211,100
Other Disbursements	165,889	48,830	60,000	8,588	20,000
Transfers	-	107,486	-	-	-
TOTAL	\$ 868,371	\$ 673,001	\$ 607,673	\$ 491,291	\$ 587,277

FINANCIAL MGMT - PRINT
PRINT and MAIL SERVICES
FUND
EXPENDITURES SUMMARY

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 136,964	\$ 136,265	\$ 141,050	\$ 142,619	\$ 149,747
Materials & Supplies	29,077	40,131	34,065	34,012	34,233
Services	76,368	77,623	82,366	82,266	84,825
TOTAL	\$ 242,409	\$ 254,019	\$ 257,481	\$ 258,897	\$ 268,805

DIVISION SUMMARY BY CHARACTER

DIVISION SUMMARY BY CHARACTER					
FINANCIAL MGMT - MAIL PRINT and MAIL SERVICES FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 136,900	\$ 132,693	\$ 141,095	\$ 140,333	\$ 145,277
Materials & Supplies	2,500	3,106	3,774	2,950	3,700
Services	1,208,112	1,205,578	1,257,375	1,044,594	1,104,650
TOTAL	\$ 1,347,512	\$ 1,341,377	\$ 1,402,244	\$ 1,187,877	\$ 1,253,627
FINANCIAL MANAGEMENT NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 133,824	\$ 566,629	\$ 634,183	\$ -
Services	-	-	-	24,365	-
TOTAL	\$ -	\$ 133,824	\$ 566,629	\$ 658,548	\$ -

DIVISION SUMMARY BY CHARACTER

**FACILITIES MANAGEMENT
GENERAL FUND
EXPENDITURES SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 4,920,571	\$ 4,676,344	\$ 5,269,922	\$ 4,941,191	\$ 5,371,313
Materials & Supplies	391,789	374,402	366,808	366,808	534,000
Services	8,992,779	8,365,127	8,716,216	8,495,564	9,331,103
Other Disbursements	418	-	15,750	2,755	15,750
Capital	9,384	-	-	-	-
Transfers	491,702	-	-	-	-
TOTAL	\$ 14,806,643	\$ 13,415,873	\$ 14,368,696	\$ 13,806,318	\$ 15,252,166

**FACILITIES MANAGEMENT 1111
E. BROAD ST. OPERATIONS
SPECIAL REVENUE FUND
EXPENDITURES SUMMARY**

	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Materials & Supplies	\$ -	\$ 30,378	\$ 50,700	\$ 25,000	\$ 36,000
Services	1,476,202	1,436,022	1,550,803	1,586,878	1,637,380
Transfers	-	76,433	-	-	-
TOTAL	\$ 1,476,202	\$ 1,542,833	\$ 1,601,503	\$ 1,611,878	\$ 1,673,380

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Capital	\$ 1,074,253	\$ 221,921	\$ 1,000,000	\$ 1,000,000	\$ 2,000,000
TOTAL	\$ 1,074,253	\$ 221,921	\$ 1,000,000	\$ 1,000,000	\$ 2,000,000

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 823,972	\$ 718,783	\$ 852,919	\$ 724,248	\$ 814,976
TOTAL	\$ 823,972	\$ 718,783	\$ 852,919	\$ 724,248	\$ 814,976

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 9,406,605	\$ 8,905,359	\$ 9,712,608	\$ 9,140,623	\$ 9,831,703
Materials & Supplies	17,598,414	12,400,457	14,177,619	12,801,879	14,125,781
Services	4,193,428	3,551,449	3,578,193	3,928,819	4,052,902
Principal	1,380,000	1,489,812	1,420,000	1,421,000	1,455,800
Other Disbursements	639	645	-	9,500	9,500
Capital	-	54,576	30,000	16,146	50,000
Interest	1,121,520	1,062,506	1,011,123	1,030,925	1,041,751
TOTAL	\$ 33,700,606	\$ 27,464,804	\$ 29,929,543	\$ 28,348,892	\$ 30,567,437

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General Fund	\$ 35,597,964	\$ 31,017,919	\$ 40,053,771	\$ 33,970,625	\$ 57,138,816
1111 E. Broad Street Fund	1,476,202	1,542,833	1,601,503	1,611,878	1,673,380
Employee Benefits Fund	237,315	241,090	295,000	295,000	315,000
Print and Mail Services Fund	1,589,921	1,595,396	1,659,725	1,446,774	1,522,432
Fleet Management	34,524,578	28,183,587	30,782,462	29,073,140	31,382,413
CDBG Fund	868,371	673,001	607,673	491,291	587,277
Neighborhood Stabilization Fund	-	133,824	566,629	658,548	-
TOTAL	\$ 74,294,351	\$ 63,387,650	\$ 75,566,763	\$ 67,547,256	\$ 92,619,318

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Administration					
General Fund	FT	22	20	21	21
Fleet Management Fund	FT	8	7	7	7
Financial Management					
General Fund	FT	24	25	26	26
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	2
Community Dev. Block Grant	FT	5	3	3	3
Neighborhood Stabilization Fund	FT	0	2	2	2
Facilities Management					
General Fund	FT	76	71	72	73
	PT	15	13	14	15
Fleet Management					
Fleet Management Fund	FT	122	114	127	127
	PT	3	3	3	3
TOTAL		279	262	279	281
*FT=Full-Time PT=Part-Time					

2011 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Finance and Management Administration	To provide direction to all Finance and Management operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities.	\$ 1,960,829	\$ 2,127,290	\$ 2,126,608	\$ 1,917,440	12	13	12	12
Real Estate Management	To provide for: management, acquisition, sale, and leasing of real property (other than rights-of-way and utility easements) used in city operations; stewardship of all records of city-owned property, leases, deeds and other instruments as evidence of title; and administration of the city's property risk program.	\$ 954,547	\$ 530,684	\$ 508,182	\$ 428,303	6	5	5	5
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	\$ 659,147	\$ 619,795	\$ 538,022	\$ 512,844	6	4	5	5

2011 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	\$ 262,798	\$ 260,424	\$ 257,481	\$ 268,805	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	\$ 1,127,935	\$ 1,504,012	\$ 1,402,244	\$ 1,253,627	2	2	2	2
Purchasing	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.	\$ 1,234,546	\$ 1,114,934	\$ 1,063,165	\$ 1,111,878	14	13	13	13
Budget	To produce an annual budget and to provide financial monitoring information and analyses to city management so that they can have useful, credible, accurate and timely financial information from which to make informed decisions.	\$ 2,211,348	\$ 2,431,122	\$ 2,538,455	\$ 2,175,290	7	7	7	7
Performance Management	To provide program performance analysis and reporting services to city management and department staff so they can make more-informed decisions to improve the quality and efficiency of city services.	\$ 451,833	\$ 437,642	\$ 430,377	\$ 448,677	4	4	4	4

2011 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.	\$ 239,839	\$ 237,905	\$ 241,211	\$ 250,218	2	2	2	2
Grants Management	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG, HOPWA and NSP grant programs.	\$ 946,751	\$ 797,800	\$ 1,174,302	\$ 587,277	5	5	5	5
Financial Management Administration-Citywide Account	A holding account for later transfer to general fund divisions.	\$ 2,409,775	\$ 2,400,000	\$ 5,587,466	\$ 21,087,798	0	0	0	0
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	\$ 13,122,473	\$ 12,291,852	\$ 12,799,508	\$ 13,084,178	0	0	0	0
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	\$ 15,857,887	\$ 18,116,901	\$ 15,920,476	\$ 16,111,334	7	9	7	6

2011 Operating Budget
Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Tire Shop	To provide assorted sizes of tires for city autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.	\$ 199,972	\$ 707,702	\$ 827,331	\$ 843,211	3	4	5	4
Body Shop	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for city use in the application of any special decals or effects.	\$ 356,424	\$ 270,630	\$ 288,273	\$ 304,803	5	4	4	4
Transportation	To provide on-site vehicle repairs and preventive maintenance to all Transportation vehicles in a timely and cost efficient manner.	\$ 999,568	\$ -	\$ -	\$ -	14	0	0	0
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	\$ 2,321,950	\$ 1,675,031	\$ 1,869,078	\$ 2,039,361	30	22	22	27
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	\$ 827,026	\$ 3,408,330	\$ 3,819,289	\$ 3,592,403	13	47	49	47

2011 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Alum Creek	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 450,466	\$ 492,911	\$ 455,069	\$ 399,965	8	7	6	5
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 491,167	\$ 489,943	\$ 507,572	\$ 454,306	9	7	7	6
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 593,134	\$ 504,565	\$ 541,022	\$ 564,550	10	7	7	7
Small Engine Shop	To provide small engine repairs and preventive maintenance on Recreation & Parks equipment in a timely and cost efficient manner. Also to provide boat and motorcycle repairs and preventive maintenance as requested in a timely and cost efficient manner.	\$ 350,263	\$ -	\$ -	\$ -	5	0	0	0
Marine Shop	To provide support for Fire, Police, and Recreation and Parks for all boats & motors.	\$ -	\$ 68,446	\$ 73,896	\$ -	0	1	1	0

2011 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Motorcycle Shop	To provide support for Police motorcycles including monthly preventive maintenance and ongoing repairs.	\$ -	\$ 68,830	\$ 74,315	\$ 78,100	0	1	1	1
Customer Service	To provide a safe waiting area and related services for those end users that bring city vehicles in for quick repairs.	\$ -	\$ 267,699	\$ 392,741	\$ 413,735	0	4	5	5
Fire Maintenance	To provide heavy duty truck and fire apparatus repair and preventive maintenance for Fire Division equipment on site in a timely and cost efficient manner.	\$ 1,011,639	\$ -	\$ -	\$ -	16	0	0	0
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	\$ 5,266,563	\$ 5,477,642	\$ 5,160,481	\$ 5,765,669	10	13	13	15
Vehicle Purchases	To provide the city's agencies with new vehicles.	\$ 130,000	\$ 717,413	\$ 1,000,000	\$ 2,000,000	0	0	0	0

2011 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
1111 E. Broad Street	To provide a dedicated repository for rental payments from non-city occupants of the facility located at 1111 W. Broad Street as well as other non-rental revenue. The building is also known as the Jerry Hammond Center.	\$ 1,476,202	\$ 1,542,833	\$ 1,601,503	\$ 1,673,380	0	0	0	0
Building Maintenance Services	To provide an efficient and effective maintenance program ensuring customer service in all buildings under the purview of the Facilities Management Division, including 1111 E. Broad Street.	\$ 4,443,120	\$ 3,678,645	\$ 2,325,723	\$ 2,389,426	32	28	28	28
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	\$ 3,526,185	\$ 3,251,812	\$ 2,768,598	\$ 2,962,367	35	33	34	34
Security	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.	\$ 638,998	\$ 733,789	\$ 810,844	\$ 780,904	6	6	6	7
Energy Management	To create more energy efficiencies in buildings under Facilities Management's purview.	\$ 6,912,440	\$ 6,219,721	\$ 6,219,000	\$ 6,594,002	0	0	0	0

2011 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	\$ 2,567,841	\$ 1,502,457	\$ 1,559,712	\$ 1,777,795	2	1	1	1
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	\$ 644,783	\$ 612,941	\$ 684,819	\$ 747,672	2	3	3	3
		\$ 74,647,449	\$ 74,561,701	\$ 75,566,763	\$ 92,619,318	267	254	256	257

This page has been intentionally left blank.

Department of Human Resources

Department Description

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

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

Department Mission

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

Strategic Priorities for 2011

From the Columbus Covenant:

Customer Service/Peak Performance

- In 2011, the Department of Human Resources will continue to focus on addressing the components of the ten year reform and efficiency action plan that are related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, they will require the collaborative efforts of our Labor Relations, Employee Benefits and Compensation Management program areas. These reforms will be achieved incrementally and will require continued focus over the next several fiscal years. In addition to focusing on the reforms and efficiency action plan, ongoing collective bargaining negotiations with AFSCME, CMAGE, IAFF and FOP will be an area of continuing focus for Labor Relations.
- The Citywide Occupational Safety and Health Program (COSHP) assists departments in conducting various safety audits, indoor air quality investigations, safety training, and other environmental health and safety services aimed at reducing the risk of work related injuries and illnesses. Several detailed services that will be provided in FY 2011 are: indoor air quality evaluations, including fungi assessments; asbestos evaluations, including laboratory analysis; new employee orientation; bloodborne pathogen, respiratory protection, hazard communication, OSHA compliance safety audits, workstation assessments, hearing conservation, control of hazardous energy, and written program development. COSHP will

continue to work collaboratively with appointing authorities, City Council, the Ohio Bureau of Workers' Compensation (BWC) and the Capital Area Safety Council to achieve the objectives required to obtain premium discounts and rebates.

- In FY 2010, Human Resources worked collaboratively with the Mayor's Office, Columbus Public Health and Finance and Management to transition the management of the Occupational Safety and Health Clinic (OSHC) to the Department of Human Resources. Human Resources has engaged Mount Carmel Occupational Health and Wellness to provide day-to-day clinical services. This service delivery model was fully implemented in FY 2010 and will continue in 2011. It is designed to achieve a broader scope of services, greater efficiency in service delivery, reduced costs and greater transparency in billing and invoicing. The goal of OSHC is to provide clinical services to city employees that will identify, control or prevent occupationally related disease or disability; provide post exposure counseling and treatment where appropriate; determine fitness and suitability for assigned work; and promote and maintain a healthy workplace for city employees. In 2011, the department will continue to work with the Departments of Public Safety and Finance and Management to explore opportunities for greater efficiencies in the delivery of occupational safety and industrial hygiene services in partnership with Mount Carmel.
- Targeted efforts to reduce workers' compensation costs will continue to be a priority. The Employee Benefits/Risk Management (EBRM) section will participate in the BWC's retrospective rating program and work collaboratively with our managed care organization, our actuarial consultant, the BWC and city departments to aggressively manage workers' compensation and injury leave claims. Efforts to improve injured workers' medical treatment and return employees safely to work will include employee accident and injury reporting procedure training as well as comprehensive claims management and transitional work programs. EBRM will also participate in any available premium reduction programs offered by the BWC.
- In 2011, the "Healthy Columbus" program initiative will continue to focus on weight control, physical fitness and healthy lifestyle habits. Disease management programs will be offered to coordinate health care treatment and education for employees with chronic diseases in order to improve the employee's overall health condition while reducing medical costs.
- In 2011, the EBRM section will be conducting the bid process for vendor proposals to administer the medical and prescription lines of insurance. The current insurance administration contracts expire January 31, 2012.
- The EBRM section will also implement health insurance plan changes as required by federal and state health care legislative reform. This will include extending health insurance coverage to all eligible adult dependents aged 19 years to 28 years and will become effective February 1, 2011.
- A major priority for FY 2011 will be the successful implementation of the Columbus Human Resources Information System (CHRIS). This will be accomplished as part of an interdepartmental project team that includes Civil Service, the City Auditor, Technology and Human Resources.
- The MCP/ASR Performance Excellence Program (PEP) continues to be a priority in terms of ensuring its successful use as a departmental management tool. As

part of phase two of the CHRIS project, new individual performance management (IPM) software will be purchased to provide improved functionality for PEP and other citywide IPM programs.

- Based on the Citywide Training Needs Assessment, the Citywide Training and Development Center of Excellence (CTDCE) will continue to work with departments, decentralized training areas, and enterprise customers to determine, design and implement customized human resource development related products and services, based on case-by-case needs.
- CTDCE will archive and distribute training records for all past learners as documented in the Gyrus' Training Wizard MX2 product. Additionally, CTDCE will transition to an interface between CHRIS and Coursemill for all training records and learning management documentation. This will facilitate the ability of departmental level users to analyze learning trends and needs for departmental employees.
- CTDCE will continue to seek opportunities to utilize all new technology both in face-to-face classroom setting as well as in distance learning setting. E-learning will be officially rolled out to the employee and enterprise customer alike.
- CTDCE will continue to increase its presence in the public market in efforts to recruit and retain enterprise customers. Initiatives used to accomplish this goal include but are not limited to strategic distribution of marketing materials (catalog, calendar, brochures and flyers), increasing social media/networking presence, implementation of a website, continuing the production of The REACH Show, housing and promoting the public City of Columbus Toastmasters club, and maximizing external partnerships with businesses, agencies and organizations.
- In 2011, CTDCE will introduce 2007 Microsoft Office computer training, online foreign language courses as well as offer continuing education units for qualifying courses. CTDCE will be designing an interactive HRD scorecard as a result of a partnership with the Performance Management team within the Department of Finance and Management.
- The Equal Employment Opportunity (EEO) office will continue to focus on fair and equitable treatment of employees and applicants consistent with city policies and executive orders. The EEO office will also plan and execute steps for producing the Black History Month Celebration scheduled for February 5, 2011.
- In 2011, the employee resources office will focus on reviewing and revising the Citywide Employee Recognition Program that recognizes and rewards employees for outstanding service delivery, longevity, safety, innovative ideas and community leadership. The Employee Resources Office will also continue to coordinate the two major philanthropic campaigns that employees support annually: the Combined Charitable Campaign and Operation Feed.
- In 2011, the employee resources office will focus on implementing innovative ways to communicate to employees in a greener, more efficient manner. These innovations will be incorporated in both the annual citywide employee recognition ceremony and the above-referenced campaigns.

2011 Budget Notes

- The employee benefits fund includes funding for several professional service contracts, including employee benefits consultation, workers' compensation actuarial services, and occupational safety consultation services. The latter contract will assist departments in conducting safety audits, asbestos and mold assessment and abatement, safety training, and other environmental and occupational programming aimed at reducing risk exposure and work-related injuries.
- To pay for the third and final year of the severance package offered in 2008, \$475,491 is included in the general fund.
- The employee benefits fund includes funding for outside counsel to act as the city's chief negotiator and legal counsel in 2011 labor negotiations with the city's labor unions.
- Funding continues to be provided for the city's Black History Month Celebration in 2011.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Human Resources	\$ 4,063,948	\$ 5,478,041	\$ 4,753,448	\$ 4,726,207	\$ 4,945,639
TOTAL	\$ 4,063,948	\$ 5,478,041	\$ 4,753,448	\$ 4,726,207	\$ 4,945,639

FUND SUMMARY BY CHARACTER					
GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,434,013	\$ 1,190,918	\$ 1,142,566	\$ 1,125,496	\$ 1,209,871
Materials & Supplies	18,770	21,672	32,407	23,270	43,295
Services	194,768	1,750,034	623,696	899,766	576,369
TOTAL	\$ 1,647,551	\$ 2,962,624	\$ 1,798,669	\$ 2,048,532	\$ 1,829,535
EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,728,917	\$ 1,893,459	\$ 2,124,112	\$ 1,967,724	\$ 2,303,384
Materials & Supplies	49,463	8,785	21,800	19,104	29,700
Services	638,017	613,173	808,867	690,847	783,020
TOTAL	\$ 2,416,397	\$ 2,515,417	\$ 2,954,779	\$ 2,677,675	\$ 3,116,104

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General Fund	\$ 1,647,551	\$ 2,962,624	\$ 1,798,669	\$ 2,048,532	\$ 1,829,535
Employee Benefits Fund	2,416,397	2,515,417	2,954,779	2,677,675	3,116,104
TOTAL	\$ 4,063,948	\$ 5,478,041	\$ 4,753,448	\$ 4,726,207	\$ 4,945,639

DEPARTMENT PERSONNEL SUMMARY					
FUND	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
General Fund	FT	14	11	10	10
	PT	3	2	3	3
Employee Benefits Fund	FT	18	22	22	22
	PT	1	1	2	3
TOTAL		36	36	37	38
*FT=Full-Time PT=Part-Time					

**2011 Operating Budget
Department of Human Resources**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Occupational Health and Safety	To provide leadership and policy development to ensure and improve the safety of all employees.	\$ 394,840	\$ 330,784	\$ 362,430	\$ 402,335	2	2	2	2
Employee Benefits/Risk Management	To promote employee development that strives for excellence through efficient, effective services responsive to the needs of the city's employees.	\$ 2,260,130	\$ 2,237,286	\$ 2,032,453	\$ 2,063,048	18	18	17	17
Employee Resources	To reward City of Columbus employees for their efforts in serving the citizens of Columbus and to expand outreach efforts to attract qualified candidates for employment opportunities with the City of Columbus.	\$ 110,694	\$ 110,261	\$ 107,165	\$ 119,642	1	1	1	1
Compensation	To develop, implement, and maintain compensation and performance management policies, procedures and programs in a manner that meets the needs of the citizens of Columbus for a qualified and motivated workforce, while also ensuring the fair and equitable treatment of our employees.	\$ 225,128	\$ 194,419	\$ 197,253	\$ 144,765	2	2	2	1
Citywide Office of Training and Development	To provide workforce educational opportunities that enhance employee skills and maximize workplace potential and provide quality and affordable training and development opportunities to external agencies.	\$ 379,479	\$ 377,873	\$ 345,431	\$ 333,893	3	3	3	2

2011 Operating Budget Department of Human Resources										
		Financial History by Program				Personnel by Program				
Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs	
Labor Relations	To support the collective bargaining activity with each of the bargaining units and ensure, to the extent possible, consistent application of the provisions of the various collective bargaining contracts. These activities are funded through the general fund and the employee benefits fund.	\$ 454,346	\$ 242,348	\$ 178,681	\$ 189,848	3	2	2	2	
Human Resources Administration	To provide leadership and direction for the department and to provide related administrative functions for senior management.	\$ 351,457	\$ 1,944,400	\$ 901,970	\$ 960,220	3	3	3	3	
EBRM Labor Relations	To support the collective bargaining activity with each of the bargaining units and ensure, to the extent possible, consistent application of the provisions of the various collective bargaining contracts. These activities are funded through the general fund and the employee benefits fund.	\$ -	\$ 294,936	\$ 559,896	\$ 541,139	0	2	2	2	
CHRIS Office	To provide centralized functional leadership, direction and support citywide for CHRIS, the city's human resource information system, to maximize organizational effectiveness.	\$ -	\$ -	\$ -	\$ 109,582	0	0	0	1	
Equal Employment Opportunity	To secure equal employment opportunity and fair treatment of the city's workforce.	\$ 132,197	\$ 80,651	\$ 68,169	\$ 81,167	1	0	0	1	
		\$ 4,308,271	\$ 5,812,958	\$ 4,753,448	\$ 4,945,639	33	33	32	32	

This page has been intentionally left blank.

Department of Technology

Department Description

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems. The department institutes information management policies and procedures, maintains the city's information management systems and provides citywide telephone support. The department is also responsible for designing and maintaining the city's website, including media services to city agencies, providing desktop and service desk support, operating the government access television channel (CTV), providing systems and applications support to the city's 311 call center and managing the city's telecommunication network. Additionally, the department's computer operation section provides printing, folding, inserting, and mailing services to enterprise agencies as well as project and account management, and procurement of technology related purchases to all city agencies.

Department Mission

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

Strategic Priorities for 2011

In anticipation of a slow growth economy, the department will continue to focus on the core business functions of the city with efforts to improve business processes through IT efficiency gains. In addition, the department will continue to partner with other city departments to carry out mission critical citywide initiatives, many of which are described below. In so doing, the department is an important service provider, not just to other city agencies, but to residents of the Columbus metropolitan area as well.

From the Columbus Covenant:

Customer Service

- Continue to upgrade the city's internet services (including social media) to provide residents with increased access to local government services and information. Additionally, the department will continue to extend the ability of city departments to reach their customers through new media in a secure, effective, and efficient manner by implementing enhanced web security and measuring tools.
- Research, plan, design and begin to implement a business intelligence initiative.
- Memorialize the Social Media Group to maintain standards and govern the use of social media.
- Expand the use of video on the internet.

Technology

- Continue to enhance the Green Spot website (columbusgreenspot.org) to encourage residents, businesses, and community groups to take steps to protect our environment.
- Complete phase two of the GetActive.com website.

Neighborhoods

- Continue to upgrade the Accela “one-stop-shop” permitting center system. Upgrades will incorporate new tools and hardware that will integrate and build upon the city’s geographical information system (GIS), the city’s 311 system, and a common citywide telephone service system that enables our customers to perform online business functions that are not available today.
- Continue to work with the Development Department to create a comprehensive, interactive computer database that will track and provide information about city-acquired abandoned properties. These new databases will create better opportunities for these lots and/or structures to be acquired and put into productive use. The existing Home Again application will be expanded to track new projects associated with the Neighborhood Stabilization Program (NSP). In addition, the My Neighborhoods project will be enhanced to make the application more user friendly and informative for the public.

Safety

- Continue to work with the Public Safety Department to establish a new and improved computer aided dispatch (CAD)/911 system.
- Continue to work with the Public Safety Department to develop a plan to upgrade several Police Division applications to newer server platforms, which will improve service delivery and reduce costs.
- Continue to work with the Public Utilities Department and the Fire Division to implement phase two of the Hydrants Inspection project. This endeavor is to improve upon bridging gaps in their business process to properly maintain the city fire hydrants.
- Work with the Public Safety Department on the Neighborhood Camera initiative. The system will be interconnected using the city’s fiber optic cable network. The department will develop plans for extending fiber connectivity to police precincts as a part of this initiative.

Economic Development

- Continue to develop, expand, and implement portions of the citywide connectivity plan that will outline the most efficient means to connect city facilities for data exchange and telephone voice traffic. This includes researching and implementing wireless fiber optic broadband network technology and integrating it with the overall city network, where practical. Information from this plan will determine the extent to which connectivity can be used as an incentive for economic development. The city is currently expanding its fiber footprint by nearly 160 miles of fiber optic cable in three separate projects in an effort to

provide extended services areas around the city for economic development opportunities.

Education

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

Peak Performance

- Work with customers to acquire an enterprise work order management system to provide a platform to unify the various workflows of the Recreation and Parks, Public Service and Finance (Facilities Management) and Management Departments. The purpose is to improve the ability to document and dispatch work orders, reducing lead times, improving quality, eliminating duplicative paperwork and collecting the data needed for continuous process improvement.
- Complete phase one, which includes go-live, and begin phase two implementation of the new state-of-the-art Columbus Human Resource Information System (CHRIS).
- Continue to convert city telephone services to a voice over internet protocol (VoIP), utilizing the city's current data network infrastructure investment. This will provide the latest technological advancements and allow the city to dramatically reduce telephone line costs while providing enhanced telephony service. Telephone calls will travel over the city's data network rather than a phone company's network.
- Continue to enhance the city's VoIP telephone system by implementing Unified Communications. Unified Communications offers a variety of benefits which include: voice and unified messaging – the ability to manage emails and voicemails from a single inbox; personal communicator – PC based phone provides the flexibility to work from any location while still providing the same functionality as a desk phone; mobility – single business number and voicemail regardless of device; cost savings on cell phone minutes used by utilizing the VoIP infrastructure; conferencing – voice and video conferencing capabilities utilizing the VoIP infrastructure will save the city time and money while supporting the Mayor's Get Green Initiative.
- Continue to support customer service call centers utilizing the Interactive Voice Response (IVR) phone system and enhance customer communication by implementing a dialer application for automatic emergency and routine communications. The dialer application will be available to all city agencies for customizable use.
- Continue improving internal operations through the adoption and refinement of IT process best practices by taking a service oriented approach to providing customer value. This involves use of a service catalog, service portfolio management and service level agreements with all departments utilizing DoT's services.
- Work with the Auditor's Office to successfully upgrade citywide financial systems.

- Continue to build the infrastructure of the information technology disaster recovery center to provide the most effective environment to reconstitute mission critical systems and applications in the event the citywide data center is compromised. This effort also contributes to the city's overall pandemic and business continuity planning. In 2011, the department will put storage, backup and recovery, and virtualization infrastructure into operation at the disaster recovery center and begin to shift focus from infrastructure development to service continuity and recovery planning.
- Finish the renovation of the data center facility HVAC system and renovate parking lots as needed.
- Create a strategic plan that converges information security and DOT physical security, drives best-practice application of security processes, management, and technology, and results in cost-effective capital investments, and operational improvements. Establish the governance framework to support this plan and the metrics to measure its implementation.
- Continue to build a fully redundant infrastructure across the city's two data centers to provide the most effective and efficient means for ensuring the availability of mission critical systems and applications, in support of the city's overall contingency and continuity of operations plans.
- Continue to expand GIS capabilities with a greater focus on assisting city agencies in integrating graphical information from the GIS central repository. This repository contains underlying geographic location information (e.g. street center lines, building and parcel locations) which is or will be utilized by many mission critical applications such as computer aided dispatch, 311 call center, Accela "one-stop-shop" and WASIMS.
- Expand utilization of Insight ETE (an information technology business process tool), which currently tracks efficiency of key computer applications such as 311, WASIMS, Accela, EMBERS, and GIS to improve productivity and efficiency.
- Continue implementation of mobile technology for the Public Utilities Department through the use of mobile dispatching and a GPS system, which disseminates and provides field employees immediate access to crucial information.
- Continue the enterprise systems upgrade project to replace old mission critical systems which are at end-of-life. These investments will improve system availability and efficiency. The major focus of the 2011 system upgrades will be storage, backup and recovery infrastructure at the main data center and the upgrade of the 311 infrastructure. The department continues to look to virtualization as a vehicle for efficiency gains and will evaluate the benefits of virtual desktop infrastructure.
- Begin providing upgraded media services projects including upgrade of the media services television playback facility to include enhancements to the automation system and the city's internet video capability.
- Complete transition of programming and scheduling activities for the Educational Access channel to Columbus City Schools, creating efficiencies within the media services PEG access operation.

- Continue to work with the Civil Service Commission and the Human Resources Department to establish “best practices” job families with classifications in logical career sequences and which contain Civil Service approved classifications established by Council and Mayoral action in all disciplines. These classifications will also have pay ranges competitive in the marketplace allowing the city to compete for the critical information technology skills it requires to maintain complex information technology infrastructures.
- Continue to improve and expand the capabilities of the Department of Public Utilities’ GIS Dashboard by implementing improved and increasing integration with Oracle EAM. The application will be improved by implementing new enhancements of the Enterprise ArcGIS software platform.
- Continue to improve the Department of Public Utilities’ Valve Editing application, by implementing new enhancements of the enterprise ArcGIS Software platform.
- Continue to expand the GIS data store by implementing new orthophotography mosaics which enhance the analytical capabilities of the GIS users.
- Continue to work with the Public Service Department to implement an improved 311 mapping system to incorporate new developments in Rich Internet Application development.

2011 Budget Notes

- The department's recommended budget totals \$29,856,779 and includes funding for 17 full-time and 1 part-time staff in the Technology Director's Office and 120 full-time positions and 5 part-time positions in the Information Services Division (ISD). Unlike prior years, the Director's Office now includes not only administrative staff, but fiscal and human resources support staff as well.
- The Department of Technology purchases information systems hardware, software and related equipment and licenses on behalf of other city agencies. Funds for this purpose are budgeted in the Director's Office budget. In 2011, \$5.1 million is budgeted for these purchases. Of this total, \$754,307 is budgeted in the general fund while the balance of \$4.3 million is allocated among various other funds.
- A nominal amount is also budgeted in the Director's Office, and billed to non-general fund agencies, for debt service for past improvements to the city's cable television infrastructure. The general fund portion of this debt is being serviced by the special income tax fund.
- Much of the department's budget goes towards maintaining, supporting and licensing a large inventory of hardware, software, fiber and infrastructure for which it is responsible. In 2011, \$3.1 million is budgeted for hardware and software maintenance and licenses.
- A portion of the department's budget also funds debt service costs associated with its capital improvement plan. The \$3.8 million in debt service is comprised of \$3 million in principal payments and \$816,767 in interest. Recent significant capital improvement projects include the phasing-in of the VoIP telephone system and the connectivity project.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Technology - Administration	\$ 5,522,360	\$ 5,164,574	\$ 8,560,591	\$ 6,034,298	\$ 7,203,734
Information Services	21,727,451	19,758,241	21,404,871	20,447,624	22,653,045
TOTAL	\$ 27,249,811	\$ 24,922,815	\$ 29,965,462	\$ 26,481,922	\$ 29,856,779
Figures for the Information Services Division do not include bond expenditures.					

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION INTERNAL SERVICE FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,357,649	\$ 1,740,658	\$ 1,906,689	\$ 1,956,310	\$ 2,075,965
Materials & Supplies	983,258	773,073	1,222,869	873,288	1,171,129
Services	3,141,428	2,503,567	4,753,233	3,052,074	3,899,990
Other	-	83,760	-	-	-
Capital	40,025	30,745	677,800	152,626	56,650
Transfers	-	32,771	-	-	-
TOTAL	\$ 5,522,360	\$ 5,164,574	\$ 8,560,591	\$ 6,034,298	\$ 7,203,734
INFORMATION SERVICES INTERNAL SERVICE FUND	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 12,200,195	\$ 11,493,263	\$ 12,237,907	\$ 12,064,997	\$ 12,737,863
Materials & Supplies	724,801	231,383	370,930	300,930	378,349
Services	4,888,024	4,410,828	5,319,247	4,624,018	5,542,843
Principal	2,308,011	2,881,138	2,708,778	2,708,778	3,034,723
Other	-	9,908	-	-	-
Capital	936,830	86,665	96,500	96,500	142,500
Interest	669,590	645,056	671,509	652,401	816,767
TOTAL	\$ 21,727,451	\$ 19,758,241	\$ 21,404,871	\$ 20,447,624	\$ 22,653,045

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Information Services	\$ 27,249,811	\$ 24,922,815	\$ 29,965,462	\$ 26,481,922	\$ 29,856,779
TOTAL	\$ 27,249,811	\$ 24,922,815	\$ 29,965,462	\$ 26,481,922	\$ 29,856,779

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Admin IS Fund	FT	10	16	16	17
	PT	1	1	1	1
Information Services	FT	128	117	120	120
	PT	4	4	3	5
TOTAL		143	138	140	143
*FT=Full-Time PT=Part-Time					

2011 Operating Budget
Department of Technology

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Technology Administration	To provide leadership and administrative support for the department by directing business office activities, including fiscal support, contract management, personnel and customer relations and to provide project management for enterprise-wide applications.	\$ 1,445,418	\$ 8,481,749	\$ 8,560,591	\$ 7,203,734	10	20	16	17
Information Services Administration	To provide leadership and administrative support for Information Services Division. Responsible for fiscal support services for the division including cable fund debt service, billing and revenue analysis, encumbrances, payments, payroll and human resources.	\$ 5,569,810	\$ 5,208,199	\$ 4,877,982	\$ 5,434,476	12	0	0	0
Citywide Technology Purchases	Funding for customer-specific technology-related supplies, equipment and services.	\$ 5,137,700	\$ -	\$ -	\$ -	0	0	0	0

**2011 Operating Budget
Department of Technology**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Desktop Support / End User	To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees.	\$ 2,803,669	\$ 1,515,776	\$ 1,383,886	\$ 1,579,635	24	15	15	17
Help Desk	To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges.	\$ 673,130	\$ 882,116	\$ 712,574	\$ 604,227	8	10	8	6
Systems Administration	To design, implement and maintain the city's core information technology data processing server infrastructure, and maintenance and support for the city's enterprise wide software licenses including Oracle services.	\$ 1,480,150	\$ 1,130,134	\$ 1,168,346	\$ 1,315,591	11	10	11	11
Applications Programming	To develop and/or maintain various information technology systems and applications that facilitate business practices throughout the city.	\$ 3,632,082	\$ 2,763,197	\$ 2,520,169	\$ 2,372,919	32	27	25	23

**2011 Operating Budget
Department of Technology**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Government Television Channel	To coordinate contracts for video programming services, prepare scripts and provide editing services for production programs.	\$ 743,876	\$ 522,287	\$ 552,296	\$ 657,896	4	3	4	4
Interconnect	To design and install city-owned fiber optic cabling plant, provide preventive maintenance and repair of outside fiber optic and coaxial cable plant, and to design, install and maintain inside building cabling.	\$ 790,816	\$ -	\$ -	\$ -	5	0	0	0
Metronet	To coordinate the design, installation, maintenance and repair of the city's metronet infrastructure.	\$ 1,201,539	\$ -	\$ -	\$ -	6	0	0	0
Network	To coordinate the design, installation, maintenance and repair of the city's metronet infrastructure as well as to maintain inside building cabling and design and install city owned fiber optic cabling plant, provide preventive maintenance/repair of outside fiber optic and coaxial cable plant.	\$ -	\$ 1,861,590	\$ 1,563,194	\$ 1,516,134	0	9	8	7

**2011 Operating Budget
Department of Technology**

Financial History by Program

Personnel by Program

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Security	To ensure the availability, integrity, and confidentiality of the city's information systems, data network and externally hosted web sites and to help departments achieve their business goals through provision of risk mitigation services and security education.	\$ 260,933	\$ 820,497	\$ 814,632	\$ 689,346	2	8	8	7
Account Management	To provide information technology account management services to customer agencies.	\$ 585,369	\$ 543,606	\$ 630,082	\$ 669,815	5	5	6	6
Computer Operations	To provide the services of data and application storage on enterprise disk system and magnetic tapes, microfiche and printing of reports, mailing and CPU usage calculation.	\$ 2,407,232	\$ 2,184,305	\$ 1,288,620	\$ 1,218,309	0	12	13	12
311 Support	To maintain systems and applications for the city's 311 call center.	\$ 116,849	\$ -	\$ -	\$ -	2	0	0	0

**2011 Operating Budget
Department of Technology**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Web Support	To maintain and support citywide internet and intranet web applications, and provide web site links for citizens and departments.	\$ 932,083	\$ -	\$ -	\$ -	5	0	0	0
Database	To provide database administration to support the functions of the city's software applications.	\$ -	\$ 1,034,259	\$ 779,954	\$ 843,484	3	9	8	8
Telephone Services	To provide telephone services, training and consulting to city agencies.	\$ 147,431	\$ 230,283	\$ 377,087	\$ 418,720	2	3	3	3
GIS Systems	To provide project management and database administration for the citywide GIS project.	\$ 675,357	\$ -	\$ -	\$ -	3	0	0	0
Project Management	To provide IT services to project sponsors to enable them to receive new or enhanced technology to satisfy their business requirements.	\$ -	\$ 1,006,347	\$ 1,039,802	\$ 1,080,269	0	9	9	9
Contracts	To provide holding area for license fees and software maintenance agreements.	\$ -	\$ 3,288,632	\$ 3,136,650	\$ 3,236,455	0	0	0	0

**2011 Operating Budget
Department of Technology**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Architecture	To establish information technology standards for the city.	\$ -	\$ 281,842	\$ 230,487	\$ 670,609	0	2	2	6
Arlingate Data Center	To provide maintenance services to the city's data center facility.	\$ 466,250	\$ 323,750	\$ 329,110	\$ 345,160	0	0	0	0
		\$ 29,069,694	\$ 32,078,569	\$ 29,965,462	\$ 29,856,779	134	142	136	136

This page has been intentionally left blank.

Department of Columbus Public Health

Department Description

Columbus Public Health (CPH) protects, promotes and monitors the health of the public by:

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

Department Mission

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

Strategic Priorities for 2011

From the Columbus Covenant:

Neighborhoods

- Provide services to prevent, investigate and control infectious diseases, including communicable disease outbreaks, sexually transmitted infections, and food-borne and water-borne illnesses.
- Continue to provide high quality clinical services for children and families including sexual health, immunization, dental, and prenatal services. Staff will continue to reduce barriers to service by providing such services as translation and evening hours.
- Columbus Public Health will lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to make Columbus an active and vibrant community. Programming and initiatives dedicated to these efforts include Get Active Columbus, Healthy Children Healthy Weights, the Institute of Active Living, farmers markets and community gardens, bike and walking paths, Creating Healthy Communities Network, Women Infant and Children (WIC) and the Healthier Choices Committee.
- Provide public health services, such as immunizations, tuberculosis testing, and prenatal services for immigrants and refugees and other vulnerable residents.
- Continue to work with the Columbus Neighborhood Health Centers, Inc. (CNHC) and others groups to help support quality primary care for as many as possible.
- Maintain social work staff in neighborhood pride centers and other venues to assist vulnerable residents. The goal is to protect residents' health and safety,

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

Safety

- Continue departmental and community planning to prepare for and respond to a range of disasters or emergencies, including bioterrorism. Community leadership, public education and staff training will continue in 2011 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.
- Implement a year round seasonal influenza initiative to better protect Columbus residents and workplaces.

Education

- Coordinate with other city departments and agencies to enhance the safety of children near and around schools.
- Improve health in minority and lower income communities, including African American and Latino populations, through neighborhood-based Health Advisory committees and partnership initiatives.
- Continue school inspection services and collaborative efforts with Columbus City School nurses to respond to children's pressing health needs.

Customer Service

- Continue the community education program for Columbus residents-SIGNS. This program provides information to the public on the safety of restaurants, pools, schools and other venues inspected by the Environmental Health Division. Transition to enhanced mobile web technology will improve efficiency.

Peak Performance

- Continue e-mail notification system to provide important public health information to subscribers through Columbus Public Health's website.
- Enhance technology in the vital statistics area to allow for computer scanning and storage of birth and death certificates and regular access to data reports, including real time analysis of Franklin County residents.
- Expand quality improvement, safety and workforce training efforts in order to pursue public health accreditation status.

2011 Budget Notes

- The 2011 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the priorities contained within the Columbus Covenant, and a variety of programs that the Board of Health deems essential.
- The city will provide \$4.9 million in funding to the Columbus Neighborhood Health Centers, Inc., the same level as provided in 2010.
- The department will continue to address increasing public health and community imperatives, including pandemic disease outbreaks with the addition of two positions that will monitor disease outbreaks and promote infection control.
- Both the dental clinic program, which serves uninsured clients, and the dental sealant program, which provides preventive sealants to low income school children, will continue in 2011.
- Additional general fund moneys are being allocated for translation services to better serve the growing non-English speaking population. The amount available for these contracts in 2011 totals \$219,000.

This page has been intentionally left blank.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DEPARTMENT SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Health	\$ 26,163,059	\$ 21,881,982	\$ 23,881,176	\$ 21,866,622	\$ 25,227,066
TOTAL	\$ 26,163,059	\$ 21,881,982	\$ 23,881,176	\$ 21,866,622	\$ 25,227,066

DIVISION SUMMARY BY CHARACTER					
HEALTH SPECIAL REVENUE EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 17,577,131	\$ 14,888,792	\$ 16,187,018	\$ 14,521,379	\$ 17,462,282
Materials & Supplies	619,118	523,503	652,125	432,632	712,400
Services	7,462,894	6,185,763	6,774,298	6,644,876	6,794,924
Other Disbursements	15,810	16,673	19,700	19,700	17,750
Capital	-	20,000	-	-	-
Transfers	180,000	-	-	-	-
TOTAL	\$ 25,854,953	\$ 21,634,731	\$ 23,633,141	\$ 21,618,587	\$ 24,987,356
CDBG EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 302,184	\$ 247,251	\$ 248,035	\$ 243,135	\$ 239,710
Services	5,922	-	-	4,900	-
TOTAL	\$ 308,106	\$ 247,251	\$ 248,035	\$ 248,035	\$ 239,710

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Health Special Revenue	\$ 25,854,953	\$ 21,634,731	\$ 23,633,141	\$ 21,618,587	\$ 24,987,356
Community Dev. Block Grant	308,106	247,251	248,035	248,035	239,710
TOTAL	\$ 26,163,059	\$ 21,881,982	\$ 23,881,176	\$ 21,866,622	\$ 25,227,066

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Health	FT	203	151	183	190
	PT	39	34	59	70
Community Dev. Block Grant	FT	4	4	3	3
	PT	2	5	1	3
TOTAL		248	194	246	266
*FT=Full-Time PT=Part-Time					

**2011 Operating Budget
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Community Dental Services	To provide basic and preventive services to Franklin County families who are unable to access dental service due to cost.	\$ 754,649	\$ 766,073	\$ 493,942	\$ 566,033	7	5	5	5
Dental Sealants	To prevent tooth decay in children in low income families in Columbus.	\$ 196,217	\$ 201,917	\$ 139,464	\$ 133,681	1	0	0	0
Food Safety	To reduce the number of food borne illnesses in Columbus and Franklin County.	\$ 2,024,821	\$ 2,107,572	\$ 2,055,122	\$ 2,164,826	27	26	25	26
Perinatal Program	To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.	\$ 1,278,936	\$ 987,246	\$ 866,875	\$ 873,251	14	10	10	10
Public Health Standards	To monitor and document the department and community status regarding state and national public health standards.	\$ 300,543	\$ 378,317	\$ 400,528	\$ 450,928	3	3	3	3

**2011 Operating Budget
Department of Public Health**

Financial History by ProgramPersonnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Vital Statistics	To register, correct and provide birth and death information to the general public, funeral homes and other agencies in compliance with Ohio laws so they can have timely and accurate documents and information to obtain other vital services.	\$ 752,615	\$ 786,603	\$ 910,572	\$ 939,395	10	10	11	10
Healthy Schools	To protect the health and safety of community school children through elimination of environmental hazards in school facilities.	\$ 138,403	\$ 104,978	\$ 92,346	\$ 92,276	2	1	1	1
Columbus Neighborhood Health Centers	To provide financial support in the form of a contract to the Columbus Neighborhood Health Centers, Inc. (CNHC) for the delivery of primary care services to citizens of Columbus, and to monitor and review the performance of CNHC, Inc. to ensure compliance with contract provisions.	\$ 5,394,473	\$ 4,894,767	\$ 4,960,624	\$ 4,946,414	1	0	0	0

**2011 Operating Budget
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Occupational Health and Safety	To identify workplace hazards in city divisions and facilities, evaluate the identified hazards and implement strategies to control them, and develop employee exposure monitoring requirements and written programs for specified OSHA standards.	\$ 263,131	\$ 16,755	\$ 48,750	\$ 80,871	2	0	1	1
Health Administration	To provide leadership and direction for the department and to provide related administrative and clerical functions in the areas of fiscal, human resources, information systems, and facilities management.	\$ 3,350,019	\$ 2,298,939	\$ 4,157,346	\$ 4,465,895	37	31	33	38
Employee Assistance Program	To provide voluntary, confidential, professional and short-term counseling to city employees and their families experiencing personal problems that affect their job performance; to make referrals to community resources if appropriate, and to provide	\$ 401,829	\$ 411,292	\$ 423,035	\$ 374,964	5	5	5	4

**2011 Operating Budget
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
	education and training on related topics.								
Community Health Administration	To provide the administrative and clerical support functions for the community health division and to provide staff development services department-wide.	\$ 653,118	\$ 680,180	\$ 678,948	\$ 622,918	8	8	8	6
Community Health	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.	\$ 1,169,092	\$ 1,054,291	\$ 973,934	\$ 1,162,580	14	11	10	11
Alcohol and Drug Abuse	To provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and EAP referred clients in a clinic setting, and to provide education and prevention services to students in public schools.	\$ 186,571	\$ 71,720	\$ -	\$ -	2	0	0	0

Public Health

2011 Operating Budget Department of Public Health

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
MCH Home Visiting	To provide interdisciplinary home visits (public health, social worker, paraprofessional) for the assessment of health status, home environment, parenting skills and social support; to provide education and training to families; and to make linkages with community resources.	\$ 695,588	\$ 561,194	\$ 644,452	\$ 565,048	8	5	6	5
Injury Prevention	To attempt to reduce death and preventable injuries to children 14 and under by developing public awareness and education programs, and to advocate for more comprehensive public policy regarding safety issues.	\$ 93,747	\$ 29,849	\$ 31,724	\$ 37,353	1	0	0	0
Infectious Disease Administration	To provide the administration and clerical support for the infectious disease division.	\$ 466,629	\$ 445,345	\$ 537,035	\$ 711,458	5	5	6	7

**2011 Operating Budget
Department of Public Health**

Financial History by ProgramPersonnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Sexual Health	To provide sexually transmitted infection (STI) diagnosis, treatment, prevention, education and referrals to people in need of sexual health services to avoid complications and transmission of STIs.	\$ 1,966,340	\$ 1,682,059	\$ 1,704,213	\$ 1,809,588	21	17	17	18
Immunization and Communicable Disease	To provide immunization services to residents of all ages, to provide outreach services and educate providers and parents to immunize against preventable disease, to provide prevention/control services through investigation and testing.	\$ 1,077,694	\$ 1,051,709	\$ 1,027,617	\$ 1,084,058	10	9	9	9
Laboratory Services	To provide laboratory services for the department.	\$ 601,617	\$ 521,841	\$ 517,784	\$ 524,863	3	2	2	2
Planning and Emergency Preparedness	To provide administrative and clerical support for the division.	\$ 184,794	\$ 201,236	\$ 183,686	\$ 256,782	2	2	2	3

**2011 Operating Budget
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Health Education and Promotion	To facilitate requests from the media, other agencies and individuals, to research and prepare reports, presentations and other written materials and to provide education, individual assessment and opportunities to participate in physical activity classes.	\$ 84,490	\$ 12,600	\$ 70,500	\$ 120,397	1	0	1	1
Epidemiology	To conduct population-based assessments, surveillance and investigations of general or specific health-related issues through the collection or tabulation of a variety of data, and to analyze data using appropriate epidemiological and statistical techniques to determine the possible cause, nature, and consequences of health problems.	\$ 271,749	\$ 278,021	\$ 341,190	\$ 367,153	3	3	4	4

**2011 Operating Budget
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Minority Health	To create, implement and coordinate a plan for effective and efficient communication between CPH staff and customers with limited English proficiency or hearing impairments, and to assess data collection within the department in regard to racial and ethnic minorities, providing input on their needs in the development of policies, programs, and allocation of resources.	\$ 480,259	\$ 532,403	\$ 379,087	\$ 397,587	2	2	2	2
Environmental Health Administration	To provide the administrative and clerical support functions for the division.	\$ 857,396	\$ 672,486	\$ 488,371	\$ 720,740	10	6	6	8
Vector Control	To monitor and control mosquito populations in Columbus through counts, treatment and environmental control.	\$ 184,376	\$ 150,070	\$ 167,987	\$ 192,769	1	1	1	1

2011 Operating Budget
Department of Public Health

Financial History by ProgramPersonnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Dangerous Animals and Rabies	To conduct animal investigations for all bites and dangerous animals, and to conduct seven rabies clinics annually.	\$ 358,254	\$ 231,896	\$ 218,118	\$ 213,473	4	2	2	2
Hazardous Waste/Chemical Hazards	To provide inspections for hazardous waste, underground storage tanks, etc., to monitor compliance with various rules and regulations, and to act as a clearinghouse for information about chemical hazards to be used by various organizations such as the Franklin County Emergency Management Agency.	\$ 400,970	\$ 354,148	\$ 472,325	\$ 470,300	5	4	5	5
Lead Poisoning and Indoor Air	To evaluate and reduce lead poisoning among Columbus children aged 6 months to 6 years through screening, inspection, and public information.	\$ 560,854	\$ 424,592	\$ 502,541	\$ 465,042	7	5	6	5

**2011 Operating Budget
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Environmental Health Promotion	To provide community environmental education and outreach efforts.	\$ 353,553	\$ 44,500	\$ -	\$ -	4	0	0	0
Water Protection	To inspect all licensed swimming pools and spas, respond to citizens' complaints, and conduct surveys and seminars for pool operators as needed.	\$ 298,646	\$ 315,219	\$ 339,044	\$ 357,561	4	4	4	4
AIDS Housing	To provide community project sponsors with the resources and incentives to devise and implement long-term comprehensive strategies for meeting the array of housing needs of low income persons infected with HIV/AIDS and related diseases.	\$ 55,744	\$ 55,421	\$ 54,016	\$ 58,862	1	1	1	1
		\$ 26,037,117	\$ 22,325,239	\$ 23,881,176	\$ 25,227,066	225	178	186	193

This page has been intentionally left blank.

Department of Recreation and Parks

Department Description

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

Department Mission

The Columbus Recreation and Parks Department's mission is to enrich the lives of our citizens.

Strategic Priorities for 2011

From the Columbus Covenant:

Neighborhoods

- Continue to work with Metro Parks on the development of approximately 140 acres on the Whittier Peninsula into a large downtown park with natural areas and recreational uses. Other work will also include relocation of the city's impound lot allowing further expansion of the park, and strengthening the trail access to the Scioto Mile.
- Continue to work with the Franklin Park Conservatory on the implementation of a new greenhouse production facility to be built within Franklin Park. The greenhouse operations, which currently exist on the Whittier Peninsula, will relocate to Franklin Park when the first phase of the park's master plan is complete; the department will then work with the Conservatory to begin the process on the second phase.
- Work in partnership with Children's Hospital and the surrounding neighborhood to plan and implement improvements and enhance the maintenance of Livingston Park.
- Continue development of multi-use trails through bike/pedestrian studies and mobility plans.
- Begin improvements to various recreation centers, including the addition of air conditioning.
- Begin upgrades to various outdoor swimming pools.

Economic Development and Technology

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

Education

- Continue to coordinate with Columbus City Schools on joint renovation projects related to parks and playgrounds as well as space sharing projects related to recreational facilities.
- In 2009, through the dissolution of the Office of Education, the Recreation and Parks Department assumed the responsibility of the Capital Kids after-school program and will continue operating the four Capital Kids sites in 2011.

Downtown Development

- Continue to work with the Mayor's Office and the Columbus Downtown Development Corporation on completion of the first phase of the Scioto Mile, which will include implementing the maintenance and programming of the new park spaces.
- Begin planning for a new pedestrian bridge near North Bank Park, thus connecting the east and west banks of the Scioto River.

Peak Performance

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

2011 Budget Notes

- Due to financial constraints, 12 recreation facilities were closed in 2009. During 2010, increased income tax revenues and private partnerships allowed the department to begin re-opening recreation centers on a full- and part-time basis, such that by the start of 2011, there will be 30 recreation centers in operation. During the same timeframe however, building maintenance staff decreased, due to the aforementioned financial constraints. With the re-opening of the recreation centers, the remaining staff is too small to adequately maintain the entire inventory of buildings. In 2011, \$260,000 from the general fund is being provided to the department for four additional building maintenance employees.
- The Franklin Park Conservatory will receive \$350,000 in city support in 2011, while the King Arts Complex will receive \$22,000.
- The department will continue to receive \$2.1 million from the Department of Public Service's street construction, maintenance and repair fund for tree maintenance in the right-of-way.
- Funding, totaling \$800,000, to maintain the Scioto Mile Park for a partial year is provided in 2011.
- In 2011, the city will continue its support for the community gardens project with the provision of \$35,000.
- The department will invest in economic development in the area with its provision of \$440,043 to COWIC (Central Ohio Workforce Investment Corporation). COWIC's mission is "to meet the employment needs of businesses and job seekers to support economic development in Central Ohio."
- In order to better meet the needs of children and older high-risk youth, a realignment and enhancement of existing youth programming and services will occur. To facilitate this, the department will partner with the Community Relations Commission as well as various outside organizations. Additionally, \$400,000 will be provided to the Recreation and Parks Department in 2011 for this purpose.
- The department will receive both community development block grant and general funds for after-school programming. The Capital Kids Program, which provides participants a safe place to learn and play during after-school hours, will receive \$393,137 in 2011 for staff, supplies and services. The department will also receive \$354,043 in general fund moneys to provide grants to various agencies for additional after school programming.
- The community development block grant will provide funds to two additional programs in 2011 directed at school aged children. The School's Out Program, which will receive \$175,217, focuses on children between 6 and 14 years of age. This program operates during the summer months and is designed to benefit the children of working parents by providing a day long, well supervised program offering recreational, educational, cultural and physical activities. Additionally, the department will receive \$349,110 to offer programming to youth, ages 6 to 18, at city recreation centers. The focus of this programming is healthy recreation, instruction and social skill building.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Recreation and Parks	\$ 33,072,007	\$ 28,614,473	\$ 31,487,992	\$ 30,741,604	\$ 35,646,925
Golf	4,873,564	4,402,833	4,699,632	4,469,752	4,585,134
TOTAL	\$ 37,945,571	\$ 33,017,306	\$ 36,187,624	\$ 35,211,356	\$ 40,232,059

FUND SUMMARIES BY CHARACTER					
	2008	2009	2010	2010	2011
	Actual	Actual	Original	Estimated	Proposed
OPERATION & EXTENSION			Appropriation	Expenditures	
Personnel	\$ 24,637,784	\$ 19,728,742	\$ 21,551,535	\$ 20,784,246	\$ 24,983,170
Materials & Supplies	669,502	760,214	825,319	819,668	938,669
Services	7,242,125	7,136,187	8,000,570	8,061,670	8,601,364
Other Disbursements	104,397	93,500	95,000	83,175	95,000
Capital	-	-	-	-	40,644
Transfers	182,000	182,000	182,000	182,489	182,489
TOTAL	\$ 32,835,808	\$ 27,900,643	\$ 30,654,424	\$ 29,931,248	\$ 34,841,336
	2008	2009	2010	2010	2011
	Actual	Actual	Original	Estimated	Proposed
COMM. DEV. BLOCK GRANT			Appropriation	Expenditures	
Personnel	\$ 204,533	\$ 693,185	\$ 793,733	\$ 777,773	\$ 770,671
Materials & Supplies	554	1,172	2,920	2,629	2,066
Services	30,547	19,173	36,615	29,654	32,652
Other Disbursements	565	300	300	300	200
TOTAL	\$ 236,199	\$ 713,830	\$ 833,568	\$ 810,356	\$ 805,589

FUND SUMMARIES BY CHARACTER					
	2008	2009	2010	2010	2011
	Actual	Actual	Original	Estimated	Proposed
GOLF OPERATION			Appropriation	Expenditures	
Personnel	\$ 3,312,560	\$ 2,930,922	\$ 3,122,332	\$ 2,937,517	\$ 2,991,686
Materials & Supplies	274,468	212,632	283,000	236,615	273,500
Services	1,285,536	1,258,279	1,292,300	1,293,620	1,317,948
Other Disbursements	1,000	1,000	2,000	2,000	2,000
TOTAL	\$ 4,873,564	\$ 4,402,833	\$ 4,699,632	\$ 4,469,752	\$ 4,585,134

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Operation and Extension	\$ 32,835,808	\$ 27,900,643	\$ 30,654,424	\$ 29,931,248	\$ 34,841,336
CDBG	236,199	713,830	833,568	810,356	805,589
Golf Operations	4,873,564	4,402,833	4,699,632	4,469,752	4,585,134
TOTAL	\$ 37,945,571	\$ 33,017,306	\$ 36,187,624	\$ 35,211,356	\$ 40,232,059

DEPARTMENT PERSONNEL SUMMARY					
FUND	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Operation and Extension Fund	FT	284	211	245	262
	PT	1,250	1,250	1,250	1,310
CDBG	FT	0	4	4	4
	PT	28	104	97	98
Golf Operations Fund	FT	33	31	32	29
	PT	200	200	200	200
TOTAL		1,795	1,800	1,828	1,903
*FT=Full-Time PT=Part-Time					

2011 Operating Budget
Department of Recreation and Parks

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Administration	To provide management and support through the offices of the director, fiscal management, personnel administration and general administration.	\$ 3,193,511	\$ 2,739,880	\$ 2,341,847	\$ 3,069,999	16	8	12	12
Planning and Design	To administer the capital improvements budget, the development and renovation of facilities and parks, land acquisition, greenways, and trails, the parkland dedication ordinance and provide property management.	\$ 740,972	\$ 729,939	\$ 686,143	\$ 773,658	9	7	8	8
Natural Resources and Outdoor Education	To provide environmental education for all ages and act as a steward of the parks and natural resources.	\$ 393,304	\$ -	\$ -	\$ -	5	0	0	0

**2011 Operating Budget
Department of Recreation and Parks**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Development and Marketing	To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.	\$ 350,022	\$ 187,948	\$ 186,299	\$ 226,766	4	1	2	2
Arts & General Recreation	To provide a wide variety of recreational and leisure opportunities for all ages to include arts, sports, fitness, educational and cultural programs.	\$ 14,590,397	\$ 11,750,419	\$ 15,545,607	\$ 17,284,679	133	92	116	117
Special Events	To provide specialized recreation programs in adult and youth sports, aquatics and special events.	\$ 545,045	\$ 274,110	\$ 200,529	\$ 388,896	5	2	2	5
Aquatics	To provide specialized recreation programs in aquatics.	\$ 628,522	\$ 536,567	\$ 577,485	\$ 646,129	2	1	2	2

Recreation and Parks

2011 Operating Budget Department of Recreation and Parks

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Permits	To provide quality and affordable rental facilities, special permits and unique opportunities that promote family, social, business and department events, private recreation, and invigorate community spirit, contributing substantial economic and social benefits to the city.	\$ 1,344,006	\$ 1,310,014	\$ 1,362,095	\$ 1,408,486	11	9	9	9
Sports	To provide specialized recreation programs in adult and youth sports.	\$ 1,530,672	\$ 1,407,008	\$ 1,393,959	\$ 1,426,442	11	8	7	8
Forestry and Horticulture	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.	\$ 2,514,310	\$ 2,484,957	\$ 2,500,476	\$ 2,633,692	35	33	32	32
Park Maintenance	To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips.	\$ 5,388,079	\$ 4,172,918	\$ 5,177,537	\$ 5,785,561	51	43	45	47

**2011 Operating Budget
Department of Recreation and Parks**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Facilities Maintenance	To maintain the buildings, park facilities and other physical assets in a safe, effective and economical manner to provide quality places and opportunities for the public to recreate.	\$ 1,710,892	\$ 2,688,267	\$ 1,516,015	\$ 2,002,617	20	17	16	24
Golf	To enrich the lives of central Ohio golfers.	\$ 5,316,949	\$ 4,740,283	\$ 4,699,632	\$ 4,585,134	36	33	32	29
		\$ 38,246,681	\$ 33,022,310	\$ 36,187,624	\$ 40,232,059	338	254	283	295

This page has been intentionally left blank.

Department of Public Service

Department Description

The Department of Public Service is comprised of the Director's Office, the 311 Customer Call Center and four divisions: Refuse Collection; Mobility Options; Planning and Operations; and Design and Construction.

The Director's Office provides overall coordination and policy direction for the department. Fiscal, human resources, contracting, communications and legislative processing functions are also coordinated by this office, as well as oversight of the Columbus portion of Paving the Way, a multi-jurisdictional road-construction information service. Keep Columbus Beautiful, which coordinates hundreds of volunteers in litter pick-up events, administers the city's illegal dumping and graffiti services, and manages the city's internal recycling program, is also coordinated through the Director's Office.

The Division of Refuse Collection provides residential refuse and bulk-collection services, litter-container collection, dead-animal pickup from public property, clean up for major downtown special events, and administers contracts for yard waste and subscription recycling services. In addition, the Department of Public Service/Division of Refuse Collection is coordinating with the Mayor's Office to develop and implement a citywide free curbside recycling program announced by Mayor Coleman in 2010. The new recycling program is scheduled to begin in 2012.

The Division of Mobility Options is responsible for delivering all services related to mobility necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic as well as improving neighborhood livability and safety. The division manages the city's Bicentennial Bikeways Plan, which outlines goals for making Columbus a more bike-friendly city by the city's bicentennial in 2012 and through 2028. The division also provides parking management services, including on-street and parking garage planning, parking enforcement, meter collections, residential parking permit sales, and impounded vehicle processing services.

The Division of Planning and Operations is responsible for delivering all services related to transportation planning including traffic engineering studies, pavement and structures management, zoning and right-of-way permit reviews, and plat reviews. The division provides street maintenance services within the City of Columbus' right-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner. The division also installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

The Division of Design and Construction is responsible for developing quality construction plans, managing design contracts, and enabling the department to build and maintain a safe and efficient transportation system. In addition, the division manages construction contracts, providing quality and timely construction inspection, surveying, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.

Department Mission

To deliver quality city services in the areas of transportation, refuse collection and publicly managed parking.

Strategic Priorities for 2011

From the Columbus Covenant:

Customer Service

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

Neighborhoods

- Actively support and participate in the Neighborhood Pride program.
- Provide timely and consistent services, particularly in the areas of refuse collection, bulk collection, and street-maintenance activities, including pothole repair, snow and ice removal and street sweeping.
- Initiate traffic calming measures and construct sidewalks to provide safe access for pedestrians, especially school children.
- Implement a comprehensive policy for conservation of brick streets and alleys within established historic districts.

Safety

- Correct safety deficiencies at dangerous intersections in the city to improve both vehicular and pedestrian safety.
- Prepare for possible public emergencies by ensuring Public Service Department facilities are ready and functional under adverse conditions.
- Discourage crime and gang activity through the removal of graffiti in the city's right-of-way.

Economic Development and Technology

- Promote policies and procedures that ensure the department conducts business with responsible firms and encourages development of emerging businesses.
- Support the development and implementation of regional economic development strategies.

- Work with regional economic development partners to address transportation challenges such as traffic congestion, highway construction, airports and transit.
- Identify and promote “green” business opportunities and practices to ensure a sustainable, responsible, and safe working environment for employees and residents.
- Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts.
- Support economic development through infrastructure planning and improvements.

Education

- Partner with other city departments to enhance safety and infrastructure through the installation of sidewalks around schools.
- Increase public awareness of pedestrian safety.
- Increase public awareness of bicycle safety through Share The Road efforts that promote motorists and cyclists sharing roadways legally and safely.
- Educate the public about services the Public Service Department offers and how to use them.

Downtown Development

- Support projects that increase downtown residential and commercial development.
- Support the Ohio Department of Transportation (ODOT) during construction of the Main Street bridge, and in planning for the Rich Street bridge in conjunction with the Scioto Mile.
- Continue to collaborate with ODOT, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County and key stakeholders in the Interstate-70/71 planning process.
- Work with government partners (ODOT, MORPC, and the Franklin County Engineer’s Office) on downtown circulation and mobility efforts.
- Explore ways to make downtown more environmentally welcoming by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

Peak Performance

- Operate within adopted operating and capital budgets, and meet or exceed established performance measures.
- Develop an effective project management system “PMIS” to incorporate all project phases including planning, design, and construction. This system will promote solid scoping and tracking of project milestones to ensure timely project delivery, effective project cost accounting, communications with all stakeholders, and project manager accountability.

- Continue to collect and update right-of-way asset management data. Data collected for the asset management database will be utilized by the department to prioritize streets for resurfacing, maintenance projects, and scheduling the replacement and repair of signs, wheelchair ramps, and curbs, among other things.
- Use COMBAT, an automatic vehicle locator program (global positioning) for use in snow and ice operations. This is a joint program between the city and the Franklin County Engineer and is supported by up to 80 percent reimbursement by the federal government.
- Cooperate with SWACO in planning and upgrading refuse transfer facilities.
- Use continuous-improvement methods to improve services and work processes.
- Provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited but productive capacity.
- Support and develop methods to recruit, develop, and retain highly motivated, qualified, and productive employees and develop and communicate expectations of employee performance at all levels of the organization.
- Implement a work order management system that will track work orders, outputs and materials used.
- Process parking meter collections, ticket issuance, and storage fees in an effective and fiscally prudent manner.
- Continue to upgrade the entire city fleet of parking meters with new smart meters that will take credit and debit cards in addition to coins. The first 1,000 meters were to be upgraded in 2010, with 1,000 new smart meters to be installed annually until all 4,215 meters have been upgraded. More than 400 new smart meters will be added in several locations that currently do not have parking meters in neighborhoods that include: The Ohio State University area, the Arena District, North Market area, Brewery District, Downtown, Italian Village, and the Columbus State Community College and Columbus College of Art and Design areas.

2011 Budget Notes

Director's Office

- Funding of \$1.5 million is included for the 311 Customer Call Center, a single point of contact that residents can call to access services provided by a variety of city agencies. The call center is staffed with 20 full-time and two part-time employees, working two shifts. The street construction, maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the operation of the call center through internal billings.

Refuse Collection

- Residential refuse collection and yard waste collection services are provided through the general fund. This includes 90-gallon, 300-gallon, bulk refuse collection and multi-family collection methods. The yard waste contract is budgeted at \$3.8 million in the general fund. The general fund also funds the budgets for sidewalk litter receptacle, dead animal collection and the Keep Columbus Beautiful programs.
- The SCMR fund includes \$3.5 million for the bulk collection program. This will fund 40 full-time employees in 2011.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided at a cost of \$14.6 million from the special income tax fund (SIT).
- The curbside recycling subscription service will continue to be handled by contract, at the homeowner's option.
- SWACO agreed in 2002 to take over the responsibility to fund and manage the drop-off recycling program, offering another option to citizens who wish to reduce the size of the waste stream through recycling. There are a total of 190 drop-off sites in Franklin County, 121 of which are available to the public as part of a partnership between the city, SWACO and Columbus City Schools.

Mobility Options

- The 2011 budget for the division includes funding for the parking ticket processing and collection contract. This contract provides for all aspects of ticket issuance and processing, notice, collection processing, and supplies. Payments are accepted by mail, in person, by telephone, and over the internet.

Planning and Operations

- The storm water utility fund will continue to reimburse the SCMR fund for the cost of street cleaning and snow and ice removal, since such efforts protect water quality and minimize the burden on the sewer system from ice, snow and surface debris. Reimbursement for these activities will total \$6.9 million.
- The SCMR fund includes \$135,150 to reimburse the general fund for 311 Customer Call Center activities.
- Funding for the bridge maintenance program is included in the capital budget.
- The SCMR budget includes \$250,000 for guard rail repair and \$350,000 for crack seal repair.
- The SCMR fund will continue to fund efforts in the Department of Recreation and Parks for tree maintenance in the right-of-way. The cost of the program is projected at \$2.1 million in 2011.

Design and Construction

- The construction inspection fund includes funding for 16 full-time limited and 57 full-time regular employees to provide construction inspection services for City of

Columbus agencies. The private inspection fund includes funding for four full-time limited and 15 full-time regular employees to provide construction inspection services for private development.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Administration	\$ 4,586,027	\$ 5,318,760	\$ 5,720,560	\$ 5,676,659	\$ 6,239,237
Parking Violations	3,198,789	-	-	-	-
Refuse Collection	26,977,275	22,039,877	28,762,263	25,622,818	27,540,296
Transportation	52,390,004	-	-	-	-
Mobility Options	-	4,612,132	5,049,725	4,945,742	5,871,679
Planning & Operations	-	34,601,778	34,325,059	34,355,912	37,405,941
Design & Construction	-	10,295,026	11,601,491	10,537,097	12,050,806
TOTAL	\$ 87,152,095	\$ 76,867,573	\$ 85,459,098	\$ 81,138,228	\$ 89,107,959

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,084,429	\$ 2,006,074	\$ 1,975,879	\$ 1,999,489	\$ 2,626,270
Materials & Supplies	3,550	3,545	3,960	3,911	11,960
Services	7,960	20,140	21,211	19,751	26,127
TOTAL	\$ 2,095,939	\$ 2,029,759	\$ 2,001,050	\$ 2,023,151	\$ 2,664,357

DIVISION SUMMARY BY CHARACTER					
PARKING VIOLATIONS GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,480,577	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	16,426	-	-	-	-
Services	686,656	-	-	-	-
Other Disbursements	15,130	-	-	-	-
TOTAL	\$ 3,198,789	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
REFUSE COLLECTION GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 10,994,033	\$ 10,508,509	\$ 13,712,540	\$ 12,173,455	\$ 13,510,009
Materials & Supplies	106,705	88,699	91,250	85,961	113,200
Services	10,547,481	7,445,969	11,679,189	10,226,791	10,352,390
Other Disbursements	102,000	149,094	60,300	159,300	100,500
TOTAL	\$ 21,750,219	\$ 18,192,271	\$ 25,543,279	\$ 22,645,507	\$ 24,076,099

DIVISION SUMMARY BY CHARACTER					
MOBILITY OPTIONS GENERAL FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 2,298,231	\$ 2,438,374	\$ 2,357,735	\$ 2,883,155
Materials & Supplies	-	18,303	18,645	32,875	26,795
Services	-	516,920	551,681	582,040	899,181
Other Disbursements	-	19,500	19,500	19,500	19,500
Capital	-	-	-	8,850	-
TOTAL	\$ -	\$ 2,852,954	\$ 3,028,200	\$ 3,001,000	\$ 3,828,631

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 2,163,815	\$ 2,684,407	\$ 2,962,382	\$ 2,848,191	\$ 2,741,578
Materials & Supplies	2,664	2,575	2,165	2,165	4,160
Services	(101,874)	125,096	226,452	222,944	170,197
TOTAL	\$ 2,064,605	\$ 2,812,078	\$ 3,190,999	\$ 3,073,300	\$ 2,915,935

DIVISION SUMMARY BY CHARACTER					
REFUSE STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 4,148,653	\$ 3,468,113	\$ 2,489,886	\$ 2,447,243	\$ 3,045,417
Materials & Supplies	217	5,311	5,000	5,000	3,000
Services	1,078,186	374,182	724,098	525,068	415,780
TOTAL	\$ 5,227,056	\$ 3,847,606	\$ 3,218,984	\$ 2,977,311	\$ 3,464,197

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 25,760,093	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	914,576	-	-	-	-
Services	15,180,834	-	-	-	-
Other	15,055	-	-	-	-
Capital	503,798	-	-	-	-
Transfers	27,570	-	-	-	-
TOTAL	\$ 42,401,926	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
MOBILITY OPTIONS					
STREET CONSTRUCTION FUND					
EXPENDITURES SUMMARY	2008	2009	2010	2010	2011
	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ -	\$ 1,585,773	\$ 1,705,229	\$ 1,639,667	\$ 1,778,606
Materials & Supplies	-	4,400	9,560	9,560	11,523
Services	-	49,005	305,236	294,015	251,419
Other	-	-	-	-	1,500
Transfers	-	120,000	1,500	1,500	-
TOTAL	\$ -	\$ 1,759,178	\$ 2,021,525	\$ 1,944,742	\$ 2,043,048

DIVISION SUMMARY BY CHARACTER					
PLANNING & OPERATIONS					
STREET CONSTRUCTION FUND					
EXPENDITURES SUMMARY	2008	2009	2010	2010	2011
	Actual	Actual	Original	Estimated	Proposed
			Appropriation	Expenditures	
Personnel	\$ -	\$ 20,628,816	\$ 21,352,602	\$ 21,759,094	\$ 22,909,519
Materials & Supplies	-	1,980,482	604,730	556,111	556,321
Services	-	11,663,177	12,227,127	11,753,655	12,958,501
Other	-	3,248	86,600	86,600	86,600
Capital	-	92,738	54,000	200,452	895,000
TOTAL	\$ -	\$ 34,368,461	\$ 34,325,059	\$ 34,355,912	\$ 37,405,941

DIVISION SUMMARY BY CHARACTER					
DESIGN & CONSTRUCTION STREET CONSTRUCTION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 2,867,078	\$ 3,134,852	\$ 2,696,070	\$ 2,999,532
Materials & Supplies	-	3,530	6,700	6,700	7,524
Services	-	457,246	536,031	557,952	647,922
Other	-	-	5,100	5,100	3,000
TOTAL	\$ -	\$ 3,327,854	\$ 3,682,683	\$ 3,265,822	\$ 3,657,978

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 422,914	\$ 123,838	\$ -	\$ -	\$ -
Materials & Supplies	398	-	-	-	-
Services	2,171	4,132	-	-	-
TOTAL	\$ 425,483	\$ 127,970	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
TRANSPORTATION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 8,436,485	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	39,967	-	-	-	-
Services	1,290,851	-	-	-	-
Other Disbursements	17,600	-	-	-	-
Capital	203,175	-	-	-	-
TOTAL	\$ 9,988,078	\$ -	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
PLANNING & OPERATIONS DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 235,408	\$ -	\$ -	\$ -
Supplies	-	(2,091)	-	-	-
TOTAL	\$ -	\$ 233,317	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
DESIGN & CONSTRUCTION DEVELOPMENT SERVICES FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 1,578,188	\$ -	\$ -	\$ -
Materials & Supplies	-	1,168	-	-	-
Services	-	20,817	-	-	-
TOTAL	\$ -	\$ 1,600,173	\$ -	\$ -	\$ -

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION CONSTRUCTION INSPECTION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 312,424	\$ 360,445	\$ 424,216	\$ 624,177
Materials & Supplies	-	-	450	394	450
Services	-	36,529	167,616	155,598	34,318
TOTAL	\$ -	\$ 348,953	\$ 528,511	\$ 580,208	\$ 658,945

DIVISION SUMMARY BY CHARACTER					
DESIGN & CONSTRUCTION CONSTRUCTION INSPECTION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 3,464,750	\$ 5,348,600	\$ 4,951,777	\$ 5,794,652
Materials & Supplies	-	14,615	37,150	27,299	45,800
Services	-	392,085	616,973	545,983	753,040
Other	-	-	1,800	1,800	1,800
Capital	-	-	-	-	52,000
TOTAL	\$ -	\$ 3,871,450	\$ 6,004,523	\$ 5,526,859	\$ 6,647,292

DIVISION SUMMARY BY CHARACTER					
DESIGN & CONSTRUCTION PRIVATE INSPECTION FUND EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ -	\$ 1,411,290	\$ 1,789,120	\$ 1,642,825	\$ 1,410,203
Materials & Supplies	-	3,623	4,400	1,960	6,950
Services	-	80,636	120,265	99,131	302,883
Other	-	-	500	500	500
Capital	-	-	-	-	25,000
TOTAL	\$ -	\$ 1,495,549	\$ 1,914,285	\$ 1,744,416	\$ 1,745,536

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
General	\$ 27,044,947	\$ 23,074,984	\$ 30,572,529	\$ 27,669,658	\$ 30,569,087
Street Construction	49,693,587	46,115,177	46,439,250	45,617,087	49,487,099
Development Services	10,413,561	1,961,460	-	-	-
Construction Inspection	-	4,220,403	6,533,034	6,107,067	7,306,237
Private Inspection	-	1,495,549	1,914,285	1,744,416	1,745,536
TOTAL	\$ 87,152,095	\$ 76,867,573	\$ 85,459,098	\$ 81,138,228	\$ 89,107,959

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Administration					
General Fund	FT	27	29	26	32
	PT	2	2	2	2
Street Construction Fund	FT	29	33	34	29
Development Services Fund	FT	4	0	0	0
Construction Inspection Fund	FT	0	5	3	7
Parking Violations	FT	35	0	0	0
	PT	1	0	0	0
Refuse Collection					
General Fund	FT	162	156	184	182
Street Construction Fund	FT	65	48	38	40
Transportation					
Street Construction Fund	FT	337	0	0	0
	PT	2	0	0	0
Development Services Fund	FT	112	0	0	0
	PT	1	0	0	0
Mobility Options					
General Fund	FT	0	33	34	38
Street Construction Fund	FT	0	16	18	18
	PT	0	0	2	2
Planning & Operations					
Street Construction Fund	FT	0	276	280	288
	PT	0	1	0	1
Design & Construction					
Street Construction Fund	FT	0	29	35	31
Construction Inspection Fund	FT	0	58	72	73
	PT	0	1	1	6
Private Inspection Fund	FT	0	13	22	19
TOTAL		777	700	751	768
*FT=Full-Time PT=Part-Time					

**2011 Operating Budget
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Public Service Administration	To provide leadership, administrative and operational management and supervisory and clerical support for the divisions within the department.	\$ 4,012,065	\$ 4,512,845	\$ 4,416,811	\$ 4,713,065	41	51	45	48
311 Call Center	To provide a single point of contact for residents to submit service requests and to receive information regarding non-emergency city services.	\$ 1,510,239	\$ 1,221,971	\$ 1,303,749	\$ 1,526,172	24	22	18	20
Refuse Collection Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Refuse Collection Division.	\$ 8,363,924	\$ 10,005,910	\$ 13,954,919	\$ 12,915,731	24	22	20	22
90-Gallon Residential Collection Program	To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.	\$ 5,623,448	\$ 4,814,383	\$ 5,302,225	\$ 4,792,357	89	78	76	73
300-Gallon Residential Collection	To provide weekly refuse collection service to 300-gallon customers, primarily single family	\$ 1,845,596	\$ 2,034,797	\$ 2,301,732	\$ 2,565,241	31	34	33	35

**2011 Operating Budget
Department of Public Service**

Program	Mission homes.	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Multi-Family Residential Collection	To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.	\$ 1,553,106	\$ 1,447,234	\$ 1,501,517	\$ 1,675,088	26	25	21	22
Scheduled Bulk Collection Program	To provide the collection of large household items, excluding construction and demolition debris.	\$ 5,338,785	\$ 4,744,053	\$ 5,182,025	\$ 5,114,715	59	44	65	64
Waste Stream Reduction & Recycling	To divert yard waste and recyclable materials from the waste stream in order to prolong landfill life and promote optimal use of natural resources.	\$ 3,785,670	\$ -	\$ -	\$ -	0	0	0	0
Dead Animal Collection	To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.	\$ 69,220	\$ 85,297	\$ 72,991	\$ 72,608	1	1	1	1

Public Service

2011 Operating Budget
Department of Public Service

		Financial History by Program				Personnel by Program			
Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Litter Collection	To empty sidewalk litter containers on a scheduled basis, predominately located in the downtown area and to promote and coordinate litter cleanups, graffiti prevention, recycling and beautification projects.	\$ 453,030	\$ 518,153	\$ 446,854	\$ 404,556	6	6	6	5
Transportation Mobility Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Mobility Division.	\$ -	\$ 510,884	\$ 594,748	\$ 632,926	0	3	3	3
Transportation Mobility	To deliver all services related to mobility necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.	\$ -	\$ 1,351,725	\$ 1,426,777	\$ 1,410,122	0	15	15	15

**2011 Operating Budget
Department of Public Service**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Parking Violations	To provide parking enforcement, meter collections, residential parking permit sales, and impounded vehicle processing services that enable residents and visitors reasonable access and turnover of regulated parking.	\$ 3,347,622	\$ 2,963,284	\$ 3,028,200	\$ 3,828,631	37	34	34	38
Transportation Planning & Operations Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Planning and Operations Division.	\$ -	\$ 6,319,923	\$ 6,442,111	\$ 7,498,587	0	18	17	16
Transportation Planning	To provide transportation planning services that enable the division to design, build, and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.	\$ -	\$ 2,590,041	\$ 3,112,565	\$ 3,801,861	0	30	28	34

**2011 Operating Budget
Department of Public Service**

		Financial History by Program						Personnel by Program					
Program	Mission	2008 Budget		2009 Budget		2010 Budget		2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs	
Transportation Operations	To provide efficient street and traffic maintenance services within the City of Columbus' right-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.	\$	-	\$	27,386,061	\$	24,770,383	\$	26,105,493	0	246	235	238
Transportation Design & Construction Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Design and Construction Division.	\$	-	\$	1,642,298	\$	831,645	\$	880,748	0	5	3	3
Transportation Design	To develop quality construction plans, manage design contracts, and to enable the division to build and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.	\$	-	\$	2,908,893	\$	2,289,839	\$	2,373,812	0	33	26	24

**2011 Operating Budget
Department of Public Service**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Transportation Right-of-Way	To coordinate the additional right of way land acquisition for construction projects, reviews CIP and Private/Public Projects (3-P projects), review utility relocation plans, and coordinate with utility providers on the relocation of utilities within the right of way associated with construction projects.	\$ -	\$ -	\$ 561,199	\$ 403,418	0	0	6	4
Construction Inspection	To manage construction contracts and provide quality and timely construction inspection, surveying, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.	\$ -	\$ 8,658,349	\$ 7,918,808	\$ 8,392,828	0	116	94	92
Transportation Division	To provide leadership, management, and support to the Transportation Division programs so they can deliver high performing, customer focused services for those who live, work, and travel in	\$ 15,883,741	\$ -	\$ -	\$ -	31	0	0	0

Public Service

2011 Operating Budget
Department of Public Service

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
	the City of Columbus.								
Street Maintenance	To provide street maintenance services within the City of Columbus' right-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.	\$ 13,544,568	\$ -	\$ -	\$ -	155	0	0	0
Traffic Maintenance	To install and maintain pavement markings, traffic signals, traffic signage, and parking meters in an efficient manner for the purpose of maintaining safe and efficient movement of pedestrians, bicyclists, and vehicular traffic.	\$ 5,739,999	\$ -	\$ -	\$ -	76	0	0	0

**2011 Operating Budget
Department of Public Service**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Planning Services	To provide transportation planning services including traffic engineering studies and community mobility plans to enable the division to design, build, and maintain a safe and efficient transportation system and improve neighborhood livability and safety.	\$ 2,166,497	\$ -	\$ -	\$ -	24	0	0	0
Inspection Services	To provide quality and timely construction inspection, surveying, prevailing wage compliance, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.	\$ 9,170,051	\$ -	\$ -	\$ -	139	0	0	0
Development Services	To support the successful completion of safe, quality development projects while assuring that the city's right-of-way is restored to its original condition, or improved upon, after construction. Services include zoning review for transportation	\$ 3,231,987	\$ -	\$ -	\$ -	39	0	0	0

**2011 Operating Budget
Department of Public Service**

		<u>Financial History by Program</u>				<u>Personnel by Program</u>			
Program	Mission	2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
	needs, right-of-way permit review and inspection, construction plan review, and plat reviews.								
Traffic Services	To provide traffic engineering services including traffic signal design and review, traffic signage investigations, freeway traffic management, and parking management to assure safe and efficient movement of pedestrians, bicyclists, and vehicular traffic.	\$ 2,832,593	\$ -	\$ -	\$ -	33	0	0	0

**2011 Operating Budget
Department of Public Service**

		Financial History by Program						Personnel by Program					
Program	Mission	2008 Budget		2009 Budget		2010 Budget		2011 Proposed		2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Project Production	To develop quality construction plans, manage design and construction contracts, inspect and monitor bridges and culverts, and assure Americans with Disabilities Act compliance to enable the division to build and maintain a safe and efficient transportation system and improve neighborhood livability and safety.	\$ 2,468,354	\$	-	\$	-	\$	-	27	0	0	0	
		\$ 90,940,495	\$	83,716,101	\$	85,459,098	\$	89,107,959	862	783	746	757	

This page has been intentionally left blank.

Department of Public Utilities

Department Description

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

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

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

Department Mission

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

Strategic Priorities for 2011

From the Columbus Covenant:

Customer Service

- The “Project Dry Basement” program will continue. The intent of this program is to cover the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.
- The department will annually update its portion of the city’s website to provide residents with timely, important information on capital projects, such as status, location and projected completion date.
- The Division of Sewerage and Drainage will continue its comprehensive plan for Columbus’ sewer system to mitigate the city’s wet weather overflows and basement backup problems. Committing to a \$2.5 billion, in 2005 dollars, investment over the next 40 years, the Wet Weather Management Plan (WWMP) will bring Columbus into full compliance with two Ohio Environmental Protection Agency (OEPA) consent orders. In 2011, the Division of Sewerage and Drainage will continue implementation of the WWMP. The Division will also continue construction on the single largest capital project ever implemented by the City, a 20-foot diameter tunnel through the downtown area.

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 2011, a list of which can be found in the capital summary section of this document.
- The department will use the Stormwater Drainage manual to promote “green” stormwater management systems. The Division of Sewerage and Drainage will continue to safely and responsibly manage stormwater runoff in the construction, expansion or redevelopment of residential subdivisions, industrial sites, commercial developments and roadway construction. The Division of Sewerage and Drainage will further seek ways to encourage the use of green infrastructure in new and existing properties.
- The Division of Sewerage and Drainage will continue to rehabilitate and replace aging sanitary and combined sewer infrastructure to increase the level of service in neighborhoods while continuing to reduce overflows in our rivers and streams.
- The Division of Power and Water and the Division of Sewerage and Drainage will improve and refine their respective programs to identify and prioritize projects that are geared towards the maintenance of a solid infrastructure in residential areas.
- The Division of Sewerage and Drainage will continue to pursue removing the 5th Avenue Dam, contingent on sufficient funding from other sources.

Safety

- The Division of Power and Water will continue the design and construction of projects for enhanced security, the recommendations for which arose from a vulnerability assessment that was undertaken to ensure a secure and safe drinking water supply.
- The Division of Power and Water will continue to work with neighborhoods that apply for decorative street lights through the petition and assessment process.
- The Division of Power and Water will continue its neighborhood lighting program.

Economic Development

- The department will continue to be a key partner in major development projects that enhance neighborhoods and downtown.
- The Division of Power and Water will continue major water treatment plant expansion projects to ensure an adequate water supply for growing populations in the central city and outlying areas. Construction of the upground reservoir project will begin in 2011. At the same time, DPU will continue to encourage responsible water conservation practices.
- The Division of Power and Water will renovate a portion of the Dublin Road power substation to improve service reliability for the downtown area in 2011 pending availability of funding.

- The Division of Sewerage and Drainage will continue collaboration with the Solid Waste Authority of Central Ohio (SWACO) and Kurtz Bros. to implement a new process or processes to promote the beneficial reuse of organic wastes, including but not limited to, bio-solids, livestock manure and yard waste to produce clean renewable energy.
- The Division of Power and Water will continue the Children's Water Festival educational initiative. 2010's event brought 400 grade school students during National Drinking Water Week in May and will be expanded in 2011.
- The department will continue to promote the "GreenSpot" program, which inspires, educates and recognizes residents, businesses and community groups on the methods and benefits of conserving and protecting water consistent with the Mayor's Get Green Columbus initiative.
- The department will participate in Neighborhood Pride and other public events, promoting both department programs and projects and its role in the Mayor's Get Green Columbus initiative.
- The department will continue its source water and stormwater protection services to include the We All Live Downstream public education program and the stormwater and watershed management programs.
- The Division of Sewerage and Drainage will notify the public about overflow events through local newspaper ads, signs and its website. Education efforts include informational fact sheets and inserts in water and sewer bills once a year.

Peak Performance

- The department will continue implementation of an asset management program (AMP) begun in 2008 to continually focus on affordably meeting customer service level expectations at the lowest overall long-term financial, social and environmental cost. A more rigorous and defensible capital decision making process will be implemented prior to asset creation. New technology will be utilized to better assess existing asset conditions to determine risk levels associated with aging infrastructure assets. Resources and efforts will be prioritized and focused on the most critical assets to lower risks and overall utility ownership costs based on that data. Monitoring and analysis of key performance indicators will continue to focus on adapting operations to achieve peak performance.
- The Division of Power and Water will continue a valve exercise and replacement program to improve distribution system reliability. The division will also continue to replace meters and identify and repair leaks in an effort to lower the percent of water that is not accounted for annually.
- The department will continue to work to develop leadership among staff members by improving communication throughout the department. The goal is to increase the effectiveness and efficiency of all staff members.
- The department will continue participation in the city wide effort to utilize internet and electronic contract bidding of its construction contracts in order to improve existing bid procedures and reduce bid costs.

- The Division of Sewerage and Drainage will begin implementation of the solids treatment and utilization master plan with emphasis on sustainability, greenhouse gas emissions and beneficial reuse where applicable. In 2011, the division will begin a more detailed engineering analysis and design of a land application program for the beneficial reuse of biosolids as fertilizer. The division will also seek ways to increase utilization of biogas both internally and potentially externally.
- The department will continue implementation of the Environmental Management System to support all employees in performing day-to-day work activities in a manner so as not to harm the environment and to comply with all relevant regulatory requirements.

2011 Budget Notes

Director's Office

- The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council adjustments to water and sanitary sewer rates that will increase revenue to the funds by 7.5 and 6.0 percent, respectively. No rate increase is being recommended for the storm sewer fee in 2011.
- The recommended funding for the Public Utilities Director's Office supports 95 full-time and 10 part-time employees.

Water

- The recommended funding for the Water enterprise section of the Division of Power and Water funds 551 full-time and 33 part-time employees.
- Funding is maintained in the 2011 budget for maintenance and security of grounds, buildings and dams at Griggs, O'Shaughnessy and Hoover reservoirs, the three primary sources of water for the Columbus metropolitan area.
- Funding is continued for the operation of the division's three water treatment plants in compliance with the Safe Drinking Water Act. Approximately 161 positions are funded to undertake this activity in 2011.
- Funding is also continued for the distribution maintenance function. These employees maintain the integrity of the water infrastructure by repairing taps, valve leaks and main line breaks. This section is also responsible for fire hydrant maintenance.
- The recommended 2011 debt service budget is over 12 percent higher than in 2010. This is due to a recent increase in bond sale and capital loan activity, undertaken to finance the division's growing capital improvements program.

Power

- The Power enterprise section of the Division of Power and Water's recommended 2011 budget supports 99 full-time and 10 part-time positions in

the Division of Power and Water-Power. This assumes a moderate level of employee turnover and resultant vacancy savings.

- A total of \$65 million is budgeted for the purchase of wholesale electric power in 2011.

Sewerage and Drainage

- Current service levels are maintained in 2011 in the Division of Sewerage with the funding of 522 full-time and 16 part-time budgeted positions.
- Funding is maintained to continue the efficient operation of the division's two wastewater treatment plants within the limits and conditions set forth by the National Pollutant Discharge Elimination System Permit.
- Funding is maintained in 2011 to allow sewer maintenance operations staff to continue to monitor the integrity of the wastewater collection system with periodic inspection and telemonitoring of sewer lines at current levels. Problem areas within the system will be scheduled for repair or upgrade. Additionally, this staff will continue to address emergency calls regarding sewer system overflows, water-in-basements and other related emergencies.
- Debt service estimates are based upon the most recent interpretation of the sequencing and costs of capital projects related to the consent order. The recommended 2011 debt service budget is over 10.5 percent higher than in 2010. This reflects a recent increase in bond sale and capital loan activity, undertaken to finance the division's growing capital improvements program.

Stormwater

- Twenty-three full-time and two part-time positions are funded in the Stormwater Management Section.
- Since its creation in 1994, this division has been involved in many neighborhood storm sewer capital improvement projects which have provided flooding relief for residents. In 2011, over \$13.7 million in debt service will be spent for capital improvement projects to mitigate flooding throughout the city.
- In 2011, the stormwater utility fund will continue to pay the cost of street cleaning and snow and ice removal, since such efforts protect water quality and minimize the burden on the sewer system from ice, snow and surface debris. These two programs are expected to total \$6.9 million in 2011.

Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Public Utilities Director	\$ 37,153,703	\$ 8,837,183	\$ 10,827,135	\$ 9,858,967	\$ 10,983,556
Sanitary Sewers	207,164,706	213,448,927	226,245,950	216,322,794	235,639,836
Electricity	83,088,996	93,006,378	94,973,303	89,497,855	92,770,219
Water	140,240,849	147,478,224	153,558,568	150,773,179	159,275,876
Storm Sewers	40,063,594	31,926,050	33,670,100	33,087,031	34,064,616
TOTAL	\$ 507,711,848	\$ 494,696,762	\$ 519,275,056	\$ 499,539,826	\$ 532,734,103

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 8,132,390	\$ 8,026,297	\$ 8,826,420	\$ 7,882,431	\$ 9,148,792
Materials & Supplies	265,503	204,287	247,585	225,093	274,988
Services	1,145,412	597,380	1,753,130	1,741,116	1,549,776
Capital	11,193	9,200	-	10,327	10,000
Transfers	27,599,205	19	-	-	-
TOTAL	\$ 37,153,703	\$ 8,837,183	\$ 10,827,135	\$ 9,858,967	\$ 10,983,556

DIVISION SUMMARY BY CHARACTER					
WATER	2008	2009	2010	2010	2011
EXPENDITURES SUMMARY	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 43,129,106	\$ 42,224,377	\$ 45,833,860	\$ 42,811,620	\$ 46,988,003
Materials & Supplies	19,613,325	24,913,734	24,598,885	23,228,812	21,144,821
Services	28,735,886	27,593,630	29,369,138	31,040,731	30,643,587
Debt Principal	24,555,175	29,063,692	28,466,115	28,566,500	33,074,338
Other	132,927	223,155	104,000	591,936	100,000
Capital	2,004,613	537,235	643,862	638,301	1,440,000
Interest	14,341,839	13,911,663	17,617,375	17,722,331	25,885,127
Transfers	7,727,978	9,010,738	6,925,333	6,172,948	-
TOTAL	\$ 140,240,849	\$ 147,478,224	\$ 153,558,568	\$ 150,773,179	\$ 159,275,876

DIVISION SUMMARY BY CHARACTER					
SANITARY EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 41,402,118	\$ 39,752,214	\$ 44,525,704	\$ 41,738,720	\$ 45,952,595
Materials & Supplies	7,034,620	7,457,957	7,782,716	8,183,263	8,547,959
Services	48,724,007	46,060,136	48,789,202	48,812,980	51,727,510
Debt Principal	50,826,157	59,024,295	60,075,428	58,886,332	63,068,948
Other	105,235	186,665	377,000	496,743	228,500
Capital	3,411,857	898,991	2,928,500	2,302,696	2,040,600
Interest	32,184,079	35,557,539	41,040,837	37,378,248	43,267,161
Transfers	23,476,633	24,511,130	20,726,563	18,523,813	20,806,563
TOTAL	\$ 207,164,706	\$ 213,448,927	\$ 226,245,950	\$ 216,322,794	\$ 235,639,836

DIVISION SUMMARY BY CHARACTER					
STORMWATER EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 1,754,627	\$ 1,330,946	\$ 1,876,468	\$ 1,413,316	\$ 1,683,101
Materials & Supplies	26,197	18,482	83,843	66,344	40,500
Services	24,734,270	17,686,400	18,305,628	18,079,514	18,514,349
Debt Principal	7,547,000	7,268,649	7,537,200	7,542,200	8,064,200
Other	-	19,773	80,000	357,520	80,000
Capital	45,000	32,989	-	-	26,600
Interest	5,956,500	5,568,811	5,786,961	5,628,137	5,655,866
TOTAL	\$ 40,063,594	\$ 31,926,050	\$ 33,670,100	\$ 33,087,031	\$ 34,064,616

DIVISION SUMMARY BY CHARACTER					
ELECTRICITY EXPENDITURES SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Personnel	\$ 9,075,222	\$ 8,611,593	\$ 9,522,823	\$ 8,709,362	\$ 9,819,897
Materials & Supplies	58,099,283	63,093,308	68,414,033	64,942,574	66,496,181
Services	7,514,567	7,393,547	9,483,216	9,356,757	9,542,234
Debt Principal	5,127,183	5,528,245	4,622,996	4,631,090	4,199,980
Other	222,682	159,646	221,520	50,199	84,680
Capital	1,474,178	848,965	1,464,600	560,547	1,530,000
Interest	1,575,881	1,371,074	1,244,115	1,247,327	1,097,247
Transfers	-	6,000,000	-	-	-
TOTAL	\$ 83,088,996	\$ 93,006,378	\$ 94,973,303	\$ 89,497,855	\$ 92,770,219

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2008 Actual	2009 Actual	2010 Original Appropriation	2010 Estimated Expenditures	2011 Proposed
Sewer Operations	\$ 238,331,295	\$ 217,263,339	\$ 230,955,764	\$ 220,630,383	\$ 240,411,982
Water Operations	143,680,809	150,964,884	157,759,475	154,568,974	163,532,394
Electricity Operations	83,281,665	93,475,534	95,633,787	90,107,732	93,439,422
Stormwater Management	42,418,080	32,993,005	34,926,030	34,232,737	35,350,305
TOTAL	\$ 507,711,848	\$ 494,696,762	\$ 519,275,056	\$ 499,539,826	\$ 532,734,103

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
Public Utilities Director	FT	89	88	95	95
	PT	5	5	10	10
Sanitary Sewers	FT	487	482	522	522
	PT	9	8	16	16
Electricity	FT	88	86	99	99
	PT	5	6	10	10
Water	FT	515	505	551	551
	PT	20	20	33	33
Storm Sewers	FT	18	18	23	23
	PT	1	2	2	2
TOTAL		1,237	1,220	1,361	1,361
*FT=Full-Time PT=Part-Time					

**2011 Operating Budget
Department of Public Utilities**

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Utilities Administration	To provide administrative support services for the Department of Public Utilities.	\$ 10,246,073	\$ 10,713,410	\$ 10,827,135	\$ 10,983,556	95	95	95	95
Water Supply	To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.	\$ 35,917,289	\$ 44,030,870	\$ 45,596,889	\$ 44,257,162	160	160	161	161
Customer Service	To support managers of the other division by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long term strategic planning.	\$ 18,644,157	\$ 18,759,359	\$ 16,878,376	\$ 16,979,526	192	192	192	193
Water Administration	To provide administrative support services for the Division of Water.	\$ 66,337,915	\$ 67,814,409	\$ 67,122,732	\$ 73,533,785	12	12	10	9
Water Distribution	To ensure the residents of the Columbus Metropolitan Area have an uninterrupted distribution of safe, reliable water, and that the infrastructure of the utility is maintained.	\$ 22,544,735	\$ 25,076,547	\$ 23,960,571	\$ 24,505,403	187	187	188	188

**2011 Operating Budget
Department of Public Utilities**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Sanitary Sewer Engineering and Maintenance	To ensure the integrity and maintenance of the existing sewer infrastructure and to expand this infrastructure to serve the Columbus Metropolitan Area without detriment to the community.	\$ 30,855,434	\$ 31,736,288	\$ 30,418,109	\$ 31,625,415	271	271	272	272
Wastewater Treatment	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.	\$ 47,146,116	\$ 50,732,253	\$ 47,808,777	\$ 49,636,622	240	240	239	239
Sewer Administration	To provide administrative support services for the Division of Sewers and Drains.	\$ 149,797,793	\$ 159,719,832	\$ 148,019,064	\$ 154,377,799	11	11	11	11
Stormwater Management	To provide effective stormwater collection services to the community within the corporate limits of Columbus.	\$ 35,099,855	\$ 37,017,054	\$ 33,670,100	\$ 34,064,616	23	23	23	23
Electricity Distribution	To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.	\$ 7,545,294	\$ 8,424,323	\$ 8,865,538	\$ 8,914,603	51	51	51	55

2011 Operating Budget
Department of Public Utilities

Program	Mission	Financial History by Program				Personnel by Program			
		2008 Budget	2009 Budget	2010 Budget	2011 Proposed	2008 FTEs	2009 FTEs	2010 FTEs	2011 FTEs
Street Lighting	To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.	\$ 3,056,805	\$ 2,827,782	\$ 2,796,892	\$ 2,788,012	19	19	19	15
Electricity Administration	To support the operations of the Division of Electricity.	\$ 73,657,501	\$ 79,372,579	\$ 83,310,873	\$ 81,067,604	29	29	29	29
		\$ 500,848,967	\$ 536,224,706	\$ 519,275,056	\$ 532,734,103	1,290	1,290	1,290	1,290

General Fund Summary

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

Revenues, excluding the unencumbered balance and transfers from other funds, are projected at \$682.91 million, an increase of 1.52 percent from 2010 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary chart.

Income Tax

The primary source of revenue to the general fund is the income tax. Columbus' income tax was first instituted in 1947 at 0.5 percent. Subsequent increases occurred in 1956, to 1.0 percent; in 1971, to 1.5 percent; in 1982, to 2.0 percent, and in 2009 to its current 2.5 percent.

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

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

The income tax is the largest source of revenue for general fund operations. In 2011, income tax revenues to the general fund are estimated at \$486.5 million, or 71.3 percent of total general fund revenue.

Property Tax

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

Pursuant to Ohio statute and Columbus City Codes, property tax revenue is used for three purposes: certain debt service requirements, partial payment of police and fire pension costs, and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the special income tax (SIT) fund, property tax revenues are deposited directly in the general fund. The 2011 estimate for property tax collections is \$50.8 million.

Hotel-Motel Tax

Columbus City Code Section 371.02 authorizes the levying of a six percent excise tax on room rates at hotels and motels located in the city. In 1988, 15 percent of the hotel-motel tax was repealed to allow the Convention Facilities Authority to use 0.9 percent of the total tax to finance construction of a convention center. In 1989, the city levied the 5.1 percent tax balance. Revenues are distributed in the following manner: 29.4 percent for the advancement of cultural development in the community; between 29.4 and 36.0 percent to promote the City of Columbus; 8.2 percent for emergency human service needs; 8.4 percent for deposit into the housing trust fund; and the balance deposited into the general fund without restriction. The 2011 projection for general fund hotel-motel tax receipts is \$3.375 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. In 2011, fifty percent of KWH tax revenues will be deposited directly to the Electricity Enterprise Fund, leaving \$1.65 million for deposit to the general fund.

Shared Revenues

Local government fund (LGF) revenues represent portions of various State of Ohio taxes which are shared with local governments within the state. The local community funds, formerly known as the local government fund, and the local government revenue assistance fund are now combined as the local community funds from the State of Ohio. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at \$49.37 million in 2011, a 4 percent increase over 2010 projected revenues.

Fines and Penalties

The City of Columbus receives 100 percent of all municipal court costs and fines assessed in cases initiated by the city (other than those that have been earmarked for special purposes such as computerization of court functions), as well as fines assessed for traffic and parking violations. In addition, the city receives a percentage of court costs and fines assessed in cases initiated by the state, county or other municipalities and tried in the Franklin County Municipal Court. Revenues from fines and penalties are projected at \$20.095 million in 2011, a slight increase of 1.55 percent over 2010 collections.

Charges for Service

Sources of revenue in this category include pro rata charges, third party reimbursements for emergency medical services, parking meter revenues and other parking charges, and revenue from various divisions that charge for services. These include auto impounding fees, sales of impounded autos, certain fire protection and dispatching service charges, and revenue from the collection of income taxes and prosecution services for other

municipalities and villages. Total revenues from charges for service are projected at \$54.884 million in 2011, a 1.25 percent increase over 2010.

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

Investment Earnings

Investment earnings are deposited into the fund in which they were earned. The Treasury Investment Board, consisting of the City Treasurer, City Auditor, and the Finance and Management Director, is responsible for investing the city's liquid assets. In order to ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$3.6 million in 2011.

License and Permit Fees

This category consists primarily of cable communications fees and fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. The city charges cable companies a service permit fee for the ability to operate a cable system in the City of Columbus, equal to five percent of cable operator gross revenues. Fees in this category are estimated at \$9.91 million in 2011, of which Cable TV permits are expected to be approximately \$8.7 million.

Other Revenue

This category includes various unclaimed funds, refunds and miscellaneous revenue. The 2011 estimate is \$1.44 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 2011 is \$1.29 million.

General Fund Summary

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2007 - 2011											
SOURCE	2007 ACTUAL	PERCENT CHANGE	2008 ACTUAL	PERCENT CHANGE	2009 ACTUAL	PERCENT CHANGE	2010 PROJECTED	PERCENT CHANGE	2011 PROJECTED	PERCENT CHANGE	2011 PERCENT OF TOTAL
Income Tax	\$ 391,176,817	3.94%	\$ 389,117,331	-0.53%	\$ 385,893,203	-0.83%	\$ 477,000,000	23.61%	\$ 486,500,000	1.99%	68.88%
Property Tax	51,607,785	1.10%	51,435,378	-0.33%	51,354,472	-0.16%	51,185,000	-0.33%	50,800,000	-0.75%	7.19%
Kilowatt Hour Tax	3,449,344	3.44%	3,365,494	-2.43%	3,233,877	-3.91%	3,300,000	2.04%	1,650,000	-50.00%	0.23%
Hotel/Motel Tax	3,647,763	6.70%	3,597,542	-1.38%	3,119,446	-13.29%	3,300,000	5.79%	3,375,000	2.27%	0.48%
TOTAL TAXES	449,881,709	3.62%	447,515,745	-0.53%	443,600,998	-0.87%	534,785,000	20.56%	542,325,000	1.41%	76.78%
Local Government Fund	47,271,190	7.45%	46,942,285	-0.70%	40,348,261	-14.05%	39,931,000	-1.03%	41,250,000	3.30%	5.84%
Estate Tax	7,642,210	-23.01%	10,342,393	35.33%	8,149,168	-21.21%	6,400,000	-21.46%	7,000,000	9.38%	0.99%
Liquor Permit Fee, Other	1,138,142	-0.67%	1,139,293	0.10%	1,131,775	-0.66%	1,135,000	0.28%	1,120,000	-1.32%	0.16%
TOTAL SHARED REVENUE	56,051,542	-4.85%	58,423,971	4.23%	49,629,204	-15.05%	47,466,000	-4.36%	49,370,000	4.01%	6.99%
License and Permit Fees	8,566,982	1.10%	9,231,736	7.76%	9,654,066	4.57%	9,900,000	2.55%	9,910,000	0.10%	1.40%
Fines and Penalties	21,313,071	3.11%	21,403,177	0.42%	22,095,545	3.23%	19,789,000	-10.44%	20,095,000	1.55%	2.84%
Investment Earnings	30,944,294	51.61%	24,923,854	-19.46%	6,408,932	-74.29%	3,600,000	-43.83%	3,600,000	0.00%	0.51%
Charges for Service	46,727,981	10.08%	53,625,518	14.76%	54,694,107	1.99%	54,204,000	-0.90%	54,884,000	1.25%	7.77%
All Other	1,948,329	-16.26%	9,207,047	372.56%	1,918,325	-79.16%	1,670,000	-12.94%	1,440,000	-13.77%	0.20%
TOTAL OTHER REVENUES	109,500,657	16.08%	118,391,332	8.12%	94,770,975	-19.95%	89,163,000	-5.92%	89,929,000	0.86%	12.73%
TOTAL ALL REVENUES	615,433,908	4.77%	624,331,048	1.45%	588,001,177	-5.82%	671,414,000	14.19%	681,624,000	1.52%	96.50%
Encumbrance Cancellations	5,936,479	377.67%	2,693,177	-54.63%	1,413,888	-47.50%	1,308,000	-7.49%	1,290,293	-1.35%	0.18%
Unencumbered Balance	26,359,754	30.51%	17,277,690	-34.45%	25,676	-99.85%	3,278,792	12669.87%	21,745,707	563.22%	3.08%
Fund Transfers	100,198	-99.26%	7,716,112	7600.86%	30,866,168	300.02%	1,000,000	-96.76%	1,690,000	69.00%	0.24%
Other Misc. Transfers	-		-		-		-		-		
Total Annual Resources	647,830,339	4.07%	652,018,027	0.65%	620,306,909	-4.86%	677,000,792	9.14%	706,350,000	4.34%	100.00%
27th Pay Period Reserve Fund	17,252,237	12.01%	1,225,074	-92.90%	2,976,074	142.93%	4,762,074	60.01%	6,762,074	42.00%	
Economic Stabilization Fund	44,480,652	6.38%	40,104,652	-9.84%	9,866,739	-75.40%	15,300,000	55.07%	33,000,000	115.69%	
TOTAL GENERAL FUND AVAILABLE RESOURCES	\$ 709,563,228	4.40%	\$ 693,347,753	-2.29%	\$ 633,149,722	-8.68%	\$ 697,062,866	10.09%	\$ 746,112,074	7.04%	

Expenditures and Personnel

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

General Fund Summary

GENERAL FUND 2011 PROPOSED BUDGET SUMMARY BY CHARACTER							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 2,975,031	\$ 15,489	\$ 252,564	\$ -	\$ -	\$ -	\$ 3,243,084
City Auditor							
City Auditor	2,591,638	30,400	764,091	-	-	-	3,386,129
Income Tax	6,563,392	73,000	1,198,174	-	-	-	7,834,566
Total	9,155,030	103,400	1,962,265	-	-	-	11,220,695
City Treasurer	893,008	2,600	120,214	-	-	-	1,015,822
City Attorney							
City Attorney	9,793,342	67,864	343,531	-	-	-	10,204,737
Real Estate	212,953	-	-	-	-	-	212,953
Total	10,006,295	67,864	343,531	-	-	-	10,417,690
Municipal Court Judges	13,816,722	28,600	941,906	-	-	-	14,787,228
Municipal Court Clerk	9,625,335	136,421	867,723	-	-	-	10,629,479
Civil Service	3,149,736	63,453	508,968	-	-	-	3,722,157
Public Safety							
Administration	1,277,439	10,056	6,275,040	-	-	457,222	8,019,757
Support Services	4,534,053	467,175	825,820	1,000	-	-	5,828,048
Police	243,641,889	4,328,612	13,912,160	225,000	-	3,021,721	265,129,382
Fire	193,404,406	4,117,315	10,639,179	200,000	-	2,754,551	211,115,451
Total	442,857,787	8,923,158	31,652,199	426,000	-	6,233,494	490,092,638
Mayor's Office							
Mayor	1,758,641	6,271	71,713	-	-	-	1,836,625
Community Relations	663,025	3,157	52,707	-	-	-	718,889
Equal Business Opportunity	630,421	1,750	47,178	-	-	-	679,349
Total	3,052,087	11,178	171,598	-	-	-	3,234,863
Development							
Administration	2,743,296	49,312	3,070,058	-	-	21,000	5,883,666
Econ. Development	373,862	6,950	3,390,077	-	-	-	3,770,889
Code Enforcement	5,129,233	75,775	634,423	10,000	-	-	5,849,431
Planning	1,433,775	18,200	86,843	-	-	-	1,538,818
Housing	88,767	2,500	3,477,275	-	-	-	3,568,542
Total	9,768,933	152,737	10,658,676	10,000	-	21,000	20,611,346
Finance and Management							
Finance Administration	1,556,658	6,275	138,178	-	27,500	-	1,728,611
Financial Management	2,509,524	12,575	1,463,964	-	-	-	3,986,063
Facilities Management	5,371,313	534,000	9,331,103	15,750	-	-	15,252,166
Total	9,437,495	552,850	10,933,245	15,750	27,500	-	20,966,840
Fleet- General Fund Vehicles	-	-	-	-	2,000,000	-	2,000,000
Finance City-wide	-	-	-	-	-	21,087,798	21,087,798
Finance Technology (Pays gf agency bills)	-	-	13,084,178	-	-	-	13,084,178
Human Resources	1,209,871	43,295	100,878	-	-	-	1,354,044
Citywide Severance Plan	-	-	475,491	-	-	-	475,491
Health	-	-	-	-	-	19,433,535	19,433,535
Recreation and Parks	-	-	-	-	-	28,404,025	28,404,025
Public Service							
Administration	2,626,270	11,960	26,127	-	-	-	2,664,357
Refuse Collection	13,510,009	113,200	10,352,390	100,500	-	-	24,076,099
Mobility Options	2,883,155	26,795	899,181	19,500	-	-	3,828,631
Total	19,019,434	151,955	11,277,698	120,000	-	-	30,569,087
Total General Operating Fund	\$ 534,966,764	\$ 10,253,000	\$ 83,351,134	\$ 571,750	\$ 2,027,500	\$ 75,179,852	\$ 706,350,000

General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2008 ACTUAL ₁	2009 ACTUAL	2010 PROJECTED	2011 Budget	% CHANGE
City Council	\$ 3,730,757	\$ 2,935,865	\$ 3,312,280	\$ 3,243,084	-2.09%
City Auditor					
City Auditor	2,937,608	3,032,808	3,239,669	3,386,129	4.52%
Income Tax	6,998,369	6,918,799	7,374,785	7,834,566	6.23%
Total	9,935,977	9,951,607	10,614,454	11,220,695	5.71%
City Treasurer	914,179	928,449	911,316	1,015,822	11.47%
City Attorney					
City Attorney	10,157,122	10,075,531	9,983,933	10,204,737	2.21%
Real Estate	344,847	186,010	212,070	212,953	0.42%
Total	10,501,969	10,261,541	10,196,003	10,417,690	2.17%
Municipal Court Judges	13,818,423	13,769,380	14,076,074	14,787,228	5.05%
Municipal Court Clerk	10,288,378	10,163,387	10,228,086	10,629,479	3.92%
Civil Service	3,219,733	2,796,366	3,092,876	3,722,157	20.35%
Public Safety					
Administration	10,193,253	7,620,845	5,551,946	8,019,757	44.45%
Support Services	5,699,050	5,110,962	5,449,362	5,828,048	6.95%
Police	254,768,796	245,954,134	252,086,850	265,129,382	5.17%
Fire	191,844,364	190,164,511	204,926,059	211,115,451	3.02%
Total	462,505,463	448,850,452	468,014,217	490,092,638	4.72%
Mayor's Office					
Mayor	2,067,093	1,789,110	1,718,778	1,836,625	6.86%
Community Relations	877,698	703,205	665,391	718,889	8.04%
Equal Business Opportunity	812,813	638,207	663,777	679,349	2.35%
Office of Education	963,530	72,417	-	-	0.00%
Total	4,721,134	3,202,939	3,047,947	3,234,863	6.13%
Development					
Administration	2,973,648	4,133,602	5,399,578	5,883,666	8.97%
Economic Development	4,771,708	4,510,545	6,093,799	3,770,889	-38.12%
Code Enforcement	-	4,033,544	5,104,939	5,849,431	14.58%
Planning	1,254,428	1,337,764	1,365,025	1,538,818	12.73%
Neighborhood Services	9,290,309	1,435,958	-	-	0.00%
Housing	3,701,723	2,869,276	3,403,151	3,568,542	4.86%
Total	21,991,816	18,320,689	21,366,492	20,611,346	-3.53%
Finance and Management					
Finance Administration	2,264,725	1,938,022	1,371,340	1,728,611	26.05%
Financial Management	5,052,615	3,887,607	3,598,231	3,986,063	10.78%
Facilities Management	14,806,643	13,415,872	13,806,318	15,252,166	10.47%
Total	22,123,983	19,241,501	18,775,889	20,966,840	11.67%
Citywide Technology	12,389,728	11,554,498	12,408,736	13,084,178	5.44%
Finance City-wide	10,000	1,751,000	9,286,000	21,087,798	127.09%
Fleet- General Fund Vehicles (Non Safety)	1,074,253	221,921	1,000,000	2,000,000	100.00%
Human Resources	1,647,552	1,286,748	1,536,031	1,354,044	-11.85%
Citywide Severance Plan	-	1,675,875	512,501	475,491	-7.22%
Health	19,854,450	15,864,837	15,824,118	19,433,535	22.81%
Recreation and Parks	26,223,096	21,175,580	23,382,410	28,404,025	21.48%
Public Service					
Administration	2,095,939	2,029,759	2,023,151	2,664,357	31.69%
Refuse Collection	21,750,219	18,192,271	22,645,507	24,076,099	6.32%
Mobility Options	3,198,789	2,852,954	3,001,000	3,828,631	27.58%
Total	27,044,947	23,074,984	27,669,658	30,569,087	10.48%
Total General Operating Fund	\$ 651,995,838	\$ 617,027,619	\$ 655,255,086	\$ 706,350,000	7.80%

₁ 2008 expenditures do not include expenditures for the 27th pay period, in order to provide meaningful comparisons.

General Fund Summary

GENERAL FUND PERSONNEL SUMMARY				
	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
City Council	34	33	38	38
City Auditor				
City Auditor	24	26	34	34
Income Tax	77	71	82	82
Total	101	97	116	116
City Treasurer	10	10	12	12
City Attorney				
City Attorney	111	105	119	119
Real Estate	4	1	6	6
Total	115	106	125	125
Municipal Court Judges	179	175	184	183
Municipal Court Clerk	149	147	172	172
Civil Service	33	32	32	33
Public Safety				
Administration	10	9	10	10
Support Services	52	49	50	50
Police- Non Uniformed	336	300	312	317
Police- Uniformed ⁽¹⁾	1,903	1,872	1,859	1,861
Fire- Non Uniformed	47	37	36	36
Fire- Uniformed ⁽²⁾	1,522	1,497	1,552	1,567
Total	3,870	3,764	3,819	3,841
Mayor's Office				
Mayor	18	14	14	15
Community Relations	7	7	7	7
Equal Business Opportunity	9	7	7	8
Office of Education	5	-	-	-
Total	39	28	28	30
Development				
Administration	23	25	24	24
Code Enforcement	-	55	55	61
Economic Development	3	3	3	3
Neighborhood Services	73	-	-	-
Planning	14	14	15	15
Housing	5	1	2	2
Total	118	98	99	105
Finance and Management				
Administration	22	20	21	21
Financial Management	24	25	26	26
Facilities Management	76	71	72	73
Total	122	116	119	120
Human Resources	14	11	10	10
Public Service				
Administration	27	29	26	32
Refuse Collection	162	156	184	182
Mobility Options	-	33	34	38
Parking Violations	35	-	-	-
Total	224	218	244	252
Total General Fund	5,008	4,835	4,998	5,037

2008 and 2009 are year-end actuals, while 2010 and 2011 are budgeted.

⁽¹⁾ 2009 includes the 114th Academy class which was partially funded by a JAG (Byrne) grant. 2010 and 2011 are year-end estimates and do not include 50 recruits partially funded under the COPS grant.

⁽²⁾ 2010 and 2011 are year end estimates.

HUGH J. DORRIAN
CITY AUDITOR
614/645-7615



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

CITY OF COLUMBUS OHIO

90 WEST BROAD STREET
COLUMBUS, OHIO 43215

November 1, 2010

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

Dear Mayor Coleman, President Mentel and Members of Council:

Available Resources for the City of Columbus General Operating Fund (Fund No. 10) for calendar year 2011, are estimated to be

\$706,350,000

Included in these estimated Resources for 2011 is an estimated carry over fund balance from 2010 of \$21,745,000.

Resolution No. 178X-2009 states "That the cash balance of the Economic Stabilization Fund (Rainy Day fund) shall reach \$50 million by the end of 2014." At the end of 2009, the Rainy Day fund balance was \$15 million. An annual average of \$7 million per year, 2010 through 2014, will be required in order to fulfill that Resolution. The 2010 carry over fund balance of \$21,745,000 is net of an anticipated transfer to the Rainy Day fund of \$7.5 million.

It is important to note that the estimated local community funds, a total of \$41.250 million for 2011, is based on data provided by the State and County and results from currently existing State statutes. Any significant changes to these statutes would cause significant changes to these estimated amounts.

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

Very truly yours,

A handwritten signature in cursive script that reads "Hugh J. Dorrian".

Hugh J. Dorrian
City Auditor

HJD/jm

City of Columbus
General Fund
Estimate of Available Resources
For Calendar Year 2011

Taxes:

Income tax (Note 1)	\$ 486,500,000
Property tax (Note 2)	50,800,000
Kilo Watt Hour tax equivalent (Note 3)	1,650,000
Hotel-Motel Tax (Note 4)	<u>3,375,000</u>

542,325,000

Shared revenues:

Local community funds via County (Note 5)	34,400,000
Local government funds via State (Note 5)	6,850,000
Estate tax	7,000,000
Liquor permit fees and other	<u>1,120,000</u>

49,370,000

Investment earnings (Note 6)

3,600,000

Charges for services:

Administrative charges to non-general fund divisions (Note 7)	25,380,000
Parking meters, lots and permits	3,455,000
Fire division including EMS fees (Note 8)	17,010,000
Police division (Note 9)	5,800,000
All other charges for services (Note 10)	<u>3,239,000</u>

54,884,000

Fines, forfeitures, and penalties:

Municipal court (Note 11)	13,895,000
Parking violations bureau (Note 11)	<u>6,200,000</u>

20,095,000

Licenses and permit fees:

Cable TV and others (Note 12)	9,910,000
-------------------------------	-----------

Other receipts (Note 13)

1,440,000

Transfers from other funds (Note 14)

1,690,000

Total estimated current resources for 2011

683,314,000

Estimated prior years' encumbrance cancellations

1,291,000

Estimated prior year end fund balance (Note 15)

21,745,000

Total estimated available resources for calendar year 2011

\$706,350,000

City of Columbus
General Fund
Estimate of Available Resources
For Calendar Year 2011
continued

- Note 1 The Citizens of Columbus, on August 4, 2009, elected to increase the City's income tax rate from 2.0% to 2.5%, effective October 1, 2009. Income tax collections for 2011, therefore, after providing for refunds to taxpayers, are estimated at \$648.666 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 \$486.500 million, will be deposited to the City's General Fund.
- Note 2 The City's share of taxes collected in 2011 attributable to real, personal, and public utility properties is estimated at \$50.800 million, net of an estimated \$1.399 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as "rollbacks", are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.
- Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City's Division of Electricity. Known as the kilo watt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City's General Fund. A portion of the equivalency of the tax, since the tax is not actually levied, is transferred from the City's Electricity enterprise to the General Fund: estimated at \$1.650 million in 2011.
- 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>Tax Rate</u>	<u>% of Total</u>	<u>Estimated Amount</u>
General Fund of the City of Columbus	1.25%	24.51%	\$ 3,375,000
Experience Columbus	1.50	29.41	4,050,000
Cultural services for community enrichment	1.50	29.41	4,050,000
Emergency Human Services Fund of the City	.42	8.24	1,135,000
Columbus/Franklin County Affordable Housing Trust Corporation	<u>.43</u>	<u>8.43</u>	<u>1,160,000</u>
Total	<u>5.10%</u>	<u>100.00%</u>	<u>\$13,770,000</u>

Any amendments to existing legislation will result in changes to the above distribution.

- Note 5 Shared revenues include portions of the various State of Ohio taxes which are shared with local governments within the State. The Local Community funds, formerly known as the Local Government funds and Local Government Revenue Assistance funds are now combined as the Local Community funds from the State via the County. It is estimated that these shared taxes will provide \$34.400 million. Approximately \$6.850 million will be received by the City directly from the State.

It is important to note that the estimated amount of this Resource is based on currently existing Ohio statutes and is subject to change.

- 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 of Columbus
General Fund
Estimate of Available Resources
For Calendar Year 2011
continued

City's water, sewer, electricity and certain other funds. After such allocations, \$3.600 million is estimated to remain available for the General Fund.

- 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 \$25.380 million.
- Note 8 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$14.000 million for 2011. Also included and estimated at \$1.735 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$1.250 million and other miscellaneous charges of \$25,000 for a total of \$17.010 million.
- Note 9 Police division charges for services, include charges for policing schools, auto impounding fees, sales of impounded autos and various other police services for a total of \$5.800 million.
- Note 10 All other charges for services in the total amount of \$3.239 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.100 million), City Auditor (\$350,000), Communications (\$475,000), City Sealer (\$350,000), and miscellaneous other charges (\$964,000).
- Note 11 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$13.895 million. The City's Parking Violations Bureau will collect approximately \$6.200 million in parking ticket fines.
- Note 12 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$1.210 million. Cable TV permits will produce approximately \$8.700 million.
- Note 13 All other receipts amounting to \$1.440 million include \$550,000 of reimbursement from Franklin County for a portion of Court bailiffs' costs and \$890 million of miscellaneous revenues and transfers.
- Note 14 Transfers from other funds (\$1.690 million) represent 25% sharing by the Income tax set aside fund of job incentive programs paid by the City's General Operating Fund. Total payments estimated by the City's Department of Development are \$6.762 million.
- Note 15 Available resources for the General Operating Fund for 2010 are now estimated at \$677.000 million (see Auditor's letter to Mayor and Council dated October 20, 2010). Expenditures and transfers from the General Operating Fund for 2010 are now estimated by the Department of Finance at \$655.255 million; which includes a transfer to the Economic Stabilization (Rainy Day) Fund of \$7.500 million. The estimated fund balance of the General Operating fund at December 31, 2010, therefore, is \$21.745 million.

Hugh J. Dorrian
City Auditor
November 1, 2010

Community Development Block Grant Operating Fund

2011 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 2009 and 2010 were \$538,563 and \$1,358,856 respectively. The 2011 beginning year cash balance is projected to be \$1,447,234.

The following table reflects the fund balance assumptions:

2011 CDBG FUND BALANCE SUMMARY		
Projected Unencumbered Cash Balance (January 1, 2011)	\$	1,447,234
Plus Estimated 2011 Receipts		7,798,916
Total Estimated Available Resources		9,246,150
Less 2011 Recommended Operating Budget		(8,237,699)
Projected Available Balance (December 31, 2011)	\$	1,008,451

2011 Revenues

Carryover and reprogrammed funds will provide 15.65 percent of the available funding.

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 75.56 percent of all CDBG resources. Entitlement allocations vary by congressional legislative action. The city is projecting a level entitlement award for 2011.

Economic development loan repayments account for 4.79 percent of CDBG resources and have declined steadily in recent years. The city now contracts with two sub-recipient agencies to implement economic development revolving loan programs. Loan repayments are retained by these agencies for additional loans.

Housing loan repayments are expected to be 2.43 percent of CDBG resources. Housing revenues are trending downward, the result of more grants and deferred loans being issued in recent years in lieu of amortized loans.

Miscellaneous revenues include interest earnings on revolving loan funds (which must be remitted to HUD) and program income from activities such as the school's out program, loan repayments from the discontinued roof repair program, and environmental blight activities. Miscellaneous revenues are expected to account for 1.57 percent of CDBG resources.

The following table summarizes CDBG revenues by type and year:

CDBG REVENUE BY SOURCE AND YEAR				
	2008	2009	2010	2011
REVENUE SUMMARY	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>
Carryover and Reprogramming	\$ 2,255,756	\$ 538,563	\$ 1,358,856	\$ 1,447,234
Entitlement Award	6,362,991	6,457,750	6,986,116	6,986,116
Economic Development Repayments	844,413	848,109	695,126	442,800
Housing Loan Repayments	501,136	277,091	208,155	225,000
Miscellaneous Receipts	264,861	108,078	238,746	145,000
TOTAL RESOURCES	\$ 10,229,157	\$ 8,229,591	\$ 9,486,999	\$ 9,246,150
PERCENT CHANGE		-19.5%	15.3%	-2.5%

2011 Proposed Operating Budget

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

The four primary themes and activities are further defined below:

Affordable Housing Opportunity

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

The largest activities within affordable housing opportunity are the affordable housing opportunity fund, which provides for housing rehabilitation, housing accessibility modifications and senior citizen home maintenance, and the homeowner assistance program staff, which implement the housing program. Also funded under affordable housing opportunity are the fair housing services contract, the relocation and housing administrative staff, and the AIDS housing program. The affordable housing opportunity component includes a total of 11 activities totaling \$2,851,619, or 34.62 percent of the CDBG budget.

Neighborhood and Target Area Revitalization

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

Notable activities are the code enforcement program, which is responsible for property inspections and is a major participant in the neighborhood pride initiative; the environmental nuisance program, which abates weeds and solid waste within the community development service area; the land reutilization program, which allows the city to designate and acquire certain tax delinquent properties for redevelopment; and the neighborhood liaisons who work closely with neighborhood leaders to discuss, address and resolve community issues. The neighborhood and target area component includes a total of five activities totaling \$1,921,545, or 23.33 percent of the CDBG budget.

Economic Development and Economic Opportunity

This theme seeks to create and maintain a favorable business environment in low and moderate income areas while generating employment, business growth and consumer services; to promote thriving small and emerging for-profit and non-profit businesses throughout Columbus; to increase low and moderate income individuals' access to regional job markets and locations; and to improve public infrastructure in commercial and industrial areas.

The economic development loan fund seeks to promote low and moderate income job creation. The fund provides working capital to small businesses with an emphasis on minority owned businesses and provides fixed asset financing to business borrowers that create jobs through expansion. The neighborhood support fund provides monies to neighborhood-based organizations to develop and implement their own economic development projects, initiatives, and services. Also funded within this theme are staff for brownfield remediation, business development office, business financing, and neighborhood commercial development. Economic development includes a total of six activities totaling \$1,581,531, or 19.2 percent of the CDBG budget.

Supportive Services

The supportive services goals are designed to make Columbus neighborhoods safer places in which to live, work and raise a family; to meet the comprehensive health needs, including health management skills, within our neighborhoods and target areas; to assist families and individuals moving from poverty or public assistance to stability or self-sufficiency; and to provide a coordinated system of childcare, education and development services for children, teens and families.

All activities funded under supportive services require benefit to low and moderate income citizens. Notable among these are the pregnancy support program, which impacts high-risk pregnant women through active community outreach; the capital kids program, which provides out-of-school programming for Columbus children; the sexual health awareness program which seeks to reduce STD/HIV infection, unwanted pregnancies and high-risk sexual activities; and the school's out program, which funds a day camp for children on days that the Columbus Public Schools are not in session. Supportive services include a total of seven activities totaling \$1,136,955, or 13.8 percent of the CDBG budget.

The CDBG budget also provides monies for programmatic support. Most notable is the loan servicing contract which provides for assistance in the administration of both the housing and economic development loan portfolios. Programmatic support includes a total of five activities totaling \$726,049, or 8.81 percent of the CDBG budget.

Non-Program Expenditures

CDBG regulations require any interest earned on revolving loan funds be remitted to the U.S. Treasury. The estimate for 2011 is \$20,000 and represents 0.24 percent of the total budget.

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

2011 CDBG PROPOSED OPERATING BUDGET						
<u>DIVISION</u>	<u>PERSONNEL</u>	<u>SUPPLIES</u>	<u>SERVICES</u>	<u>OTHER</u>	<u>CAPITAL</u>	<u>TOTAL</u>
Development - Admin.	1,018,709	3,000	218,214	-	-	1,239,923
Economic Development	746,637	4,350	830,544	-	-	1,581,531
Code Enforcement	909,679	2,000	178,892	-	27,000	1,117,571
Housing	1,003,582	18,400	1,041,704	575,412	27,000	2,666,098
Finance & Management	350,177	6,000	211,100	20,000	-	587,277
Public Health	239,710	-	-	-	-	239,710
Recreation and Parks	770,671	2,066	32,652	200	-	805,589
TOTAL	\$ 5,039,165	\$ 35,816	\$ 2,513,106	\$ 595,612	\$ 54,000	\$ 8,237,699

This page has been intentionally left blank.

Special Revenue Funds

Municipal Court Computer System Procurement and Maintenance Fund

2011 Cash Balance Statement

The municipal court computer fund is projected to begin 2011 with an unencumbered cash balance of \$1,084,457 and end the year with an available balance of \$636,373.

This fund was created to provide the Municipal Court with computer hardware, software, training and computer-related services. Effective March 1, 1993, the Ohio Revised Code was amended to allow the addition of court fees for the purpose of court computerization. For the Municipal Court Judges, the fee is \$3 per cause of action or appeal. The Municipal Court Clerk may add an amount of \$10 per transaction, including causes of action or appeals. The projection of total revenue attributable to the Municipal Court Judges for 2011 is \$420,000; revenue for the Clerk of Courts is \$1,495,000.

2011 MUNICIPAL COURT COMPUTER FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2011)	\$	1,084,457
Plus Estimated 2011 Receipts		1,915,000
Plus Estimated Encumbrance Cancellations		51,392
Total Estimated Available Resources	\$	3,050,849
Less 2011 Recommended Operating Budget		(2,414,476)
Projected Available Balance (December 31, 2011)	\$	636,373

Street Construction Maintenance and Repair Fund

2011 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund is projected to end 2011 with a fund balance of \$4,261,714. Revenue for the SCMR fund is expected to increase \$665,306 over 2010. In 2011, the storm water fund will reimburse the SCMR fund for the \$6.9 million cost of the street cleaning and snow and ice removal programs. In 2011, salt and asphalt will not be budgeted in this fund, while bridge maintenance will be budgeted at \$350,000. Also, a portion of the bulk program in the Refuse Collection Division will be funded by the SCMR fund.

2011 STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2011)	\$ 6,139,114
Plus Estimated 2011 Receipts	47,509,699
Plus Estimated Encumbrance Cancellations	<u>100,000</u>
Total Estimated Available Resources	\$ 53,748,813
Less 2011 Recommended Operating Budget	(49,487,099)
Projected Available Balance (December 31, 2011)	<u><u>\$ 4,261,714</u></u>

This page has been intentionally left blank.

2011 Revenue Summary

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2008 - 2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Charges for Services	\$ 830,198	\$ 1,804,849	\$ 1,287,237	\$ 1,286,447
Motor Vehicle Fuel Tax	24,771,460	24,073,649	23,877,354	23,996,741
Motor Vehicle License Tax	8,026,347	7,565,289	8,104,609	8,501,683
Franklin County Reimbursements	2,187,323	2,193,184	2,700,000	2,700,000
Traffic Lane Lining	423,752	-	-	-
Right of Way	916,833	1,092,550	964,190	1,009,168
Refunds/ Damages/Sale of Assets	337,188	387,302	355,352	18,176
Street Cleaning	7,205,482	6,568,864	6,738,872	6,906,763
Miscellaneous Revenues	1,233,736	267,025	301,216	344,033
Capital Reimbursement	1,284,002	1,225,421	2,515,563	2,746,688
Insurance Trust Fund Transfer	245,500	-	-	-
Encumbrance Cancellations	132,307	96,724	155,640	100,000
Unencumbered Cash Balance	7,695,946	5,596,488	4,756,168	6,139,114
TOTAL RESOURCES	\$ 55,290,074	\$ 50,871,345	\$ 51,756,201	\$ 53,748,813
PERCENT CHANGE		-7.99%	1.74%	3.85%

Revenue Notes:

- Motor vehicle fuel tax revenues will increase slightly in 2011.
- Right-of-way permit fees are estimated at \$1,009,168 in 2011.
- Franklin County reimbursements are estimated to be \$2.7 million in 2011.
- Motor vehicle license tax revenues will increase \$397,074 over 2010.
- Capital reimbursements are estimated at \$2,746,688 in 2011, an increase of \$231,125 over 2010.
- Reimbursements from the storm water fund will total \$6,906,763.

Street Construction Maintenance and Repair Fund Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2012 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues and motor vehicle license tax revenues is at 0.5 percent per year.
- Operations and maintenance expenses, excluding personnel, health insurance, pro rata and technology, are inflated at two percent per year. Personnel expenses assume 2 percent growth in years 2012 – 2020. Insurance costs are projected to grow by 10 percent annually in 2012 and beyond; however, projections include offsets due to incremental increases in employee shares. Pro rata charges represent 4.5 percent of revenue. It is assumed that there will be zero growth in technology expenses.
- The ending fund balance is projected to be positive in 2012 and then negative in all years thereafter.

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND PRO FORMA OPERATING STATEMENT												
REVENUE	Actual 2009	Estimated 2010	Proposed 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Motor Vehicle Fuel Tax	\$ 24,073,649	\$ 23,877,354	\$ 23,996,741	\$ 24,116,725	\$ 24,237,308	\$ 24,358,495	\$ 24,480,287	\$ 24,602,689	\$ 24,725,702	\$ 24,849,331	\$ 24,973,577	\$ 25,098,445
Charges for Services	1,804,849	1,287,237	1,286,447	1,309,069	1,332,142	1,355,676	1,379,681	1,404,164	1,429,136	1,454,607	1,480,587	1,507,086
Motor Vehicle License Tax	7,565,289	8,104,609	8,501,683	8,544,265	8,587,062	8,630,074	8,673,303	8,716,749	8,760,414	8,804,300	8,848,406	8,892,734
Franklin County Reimbursements	2,193,184	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
Traffic Lane Lining	-	-	-	-	-	-	-	-	-	-	-	-
Right of Way Permit Fees	1,092,550	964,190	1,009,168	1,039,443	1,070,626	1,102,745	1,135,827	1,169,902	1,204,999	1,241,149	1,278,384	1,316,735
Refunds/Damages/Sale of Assets	387,302	355,352	18,176	18,401	18,633	18,871	19,117	19,371	19,631	19,900	20,177	20,462
Miscellaneous Revenues	267,025	301,216	344,033	349,896	355,911	362,084	368,418	374,917	381,586	388,431	395,454	402,662
Capital Reimbursement	1,225,421	2,515,563	2,746,688	2,472,000	2,546,160	2,622,545	2,701,221	2,782,258	2,865,726	2,951,697	3,040,248	3,131,456
Street Cleaning Revenue	6,568,864	6,738,872	6,906,763	7,079,432	7,256,418	7,437,828	7,623,774	7,814,368	8,009,728	8,209,971	8,415,220	8,625,601
Insurance Trust Fund Transfer	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	45,178,133	46,844,393	47,509,699	47,629,231	48,104,261	48,588,319	49,081,628	49,584,418	50,096,923	50,619,386	51,152,053	51,695,181
Beginning Fund Balance	5,596,488	4,756,168	6,139,114	4,261,714	1,541,179	(2,144,022)	(6,856,085)	(12,662,191)	(19,634,941)	(27,852,831)	(37,400,771)	(48,370,654)
Encumbrance Cancellations	96,724	155,640	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL RESOURCES	50,871,345	51,756,201	53,748,813	51,990,945	49,745,439	46,544,297	42,325,543	37,022,227	30,561,982	22,866,555	13,851,282	3,424,526
OPERATING EXPENSES												
Personnel Services	26,219,088	26,140,426	27,393,017	27,940,877	28,499,695	29,069,689	29,651,083	30,244,104	30,848,986	31,465,966	32,095,285	32,737,191
Health Insurance	5,015,100	5,249,839	6,081,635	6,628,982	7,225,591	7,875,894	8,584,724	9,357,349	10,199,511	11,117,467	12,118,039	13,208,662
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	1,996,298	579,536	582,528	594,179	606,062	618,183	630,547	643,158	656,021	669,142	682,524	696,175
Contractual Services	2,808,335	3,516,817	3,863,182	3,940,446	4,019,255	4,099,640	4,181,632	4,265,265	4,350,570	4,437,582	4,526,333	4,616,860
Pro Rata	1,835,121	2,107,998	2,137,936	2,143,315	2,164,692	2,186,474	2,208,673	2,231,299	2,254,362	2,277,872	2,301,842	2,326,283
Technology	903,918	857,210	1,152,056	1,152,056	1,152,056	1,152,056	1,152,056	1,152,056	1,152,056	1,152,056	1,152,056	1,152,056
Fleet	4,903,980	4,654,431	5,055,315	5,156,421	5,259,550	5,364,741	5,472,036	5,581,476	5,693,106	5,806,968	5,923,107	6,041,569
Street Lighting	-	-	-	-	-	-	-	-	-	-	-	-
Landscape Services	2,018,999	2,059,000	2,100,180	2,163,185	2,228,081	2,294,923	2,363,771	2,434,684	2,507,725	2,582,956	2,660,445	2,740,259
311 Operations	198,352	158,178	135,150	139,205	143,381	147,682	152,113	156,676	161,376	166,217	171,204	176,340
Equipment	92,738	200,452	895,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Claims	3,248	93,200	91,100	91,100	91,100	91,100	91,100	91,100	91,100	91,100	91,100	91,100
Transfers	120,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	46,115,177	45,617,087	49,487,099	50,449,766	51,889,461	53,400,382	54,987,735	56,657,168	58,414,813	60,267,326	62,221,937	64,286,495
Ending Fund Balance	\$ 4,756,168	\$ 6,139,114	\$ 4,261,714	\$ 1,541,179	\$ (2,144,022)	\$ (6,856,085)	\$ (12,662,191)	\$ (19,634,941)	\$ (27,852,831)	\$ (37,400,771)	\$ (48,370,654)	\$ (60,861,969)

Health Special Revenue Fund

2011 Cash Balance Statement

The health special revenue fund is projected to end 2011 with a zero fund balance. Total available resources include any unencumbered cash at the beginning of the year, revenues deposited into the health special revenue fund, a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover the Health Department's operating expenditures.

2011 HEALTH SPECIAL REVENUE FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2011)	\$	-
Plus Estimated 2011 Receipts		5,467,221
Plus General Fund Transfer		19,433,535
Plus Estimated Encumbrance Cancellations		86,600
Total Estimated Available Resources	\$	24,987,356
Less 2011 Recommended Operating Budget		24,987,356
Projected Available Balance (December 31, 2011)	\$	-

This page has been intentionally left blank.

2011 Revenue Summary

HEALTH SPECIAL REVENUE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008 - 2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
General Fund Transfer	\$ 20,373,319	\$ 15,864,837	\$ 15,824,118	\$ 19,433,535
Licenses and Permit Fees	2,348,097	2,514,416	2,612,617	2,769,392
Home Health Inspections	9,432	11,340	12,000	12,000
Vital Statistics	1,191,411	1,032,318	1,008,693	1,003,150
Employee Assist. Program	401,829	411,292	345,000	400,000
Occupational Health & Safety	209,370	23,886	-	-
Miscellaneous Charges for Services	1,312,522	1,176,975	1,042,012	1,007,062
Miscellaneous Revenues and Refunds	127,552	745,202	252,364	275,617
Home Health Visits	36,610	-	-	-
Encumbrance Cancellations	200,583	245,729	131,000	86,600
Unencumbered Cash Balance	210,117	(482)	390,784	-
TOTAL RESOURCES	\$ 26,420,842	\$ 22,025,513	\$ 21,618,588	\$ 24,987,356
PERCENT CHANGE		-16.64%	-1.85%	15.58%

Revenue Notes:

- The health special revenue fund receives a transfer from the city's general fund each year to cover all budgeted operating expenses that cannot be supported solely by other Columbus Public Health Department revenue sources. The general fund subsidy totaling \$19,433,535 represents 78 percent of the department's operating revenues. This subsidy is higher than the past two years and represents an increase of 23 percent over the subsidy in 2010.
- Other revenues include license and permit fees, charges for services, birth and death certificate fees and various program fees. Revenues, not including the general fund subsidy, unencumbered balance or encumbrance cancellations, are projected to increase almost four percent from estimated 2010 revenues.
- Since 2009, Occupational Health Clinic services have been provided through an outside vendor.
- In Miscellaneous Revenues and Refunds, the 2009 amount includes \$500,000 from Columbus Neighborhood Health Centers.
- The department no longer receives revenues from Home Health Visits.
- In 2011, total revenues, excluding the beginning year unencumbered cash balance and estimated encumbrance cancellations, are projected to be \$24,900,756.

Recreation and Parks Operation and Extension Fund

2011 Cash Balance Statement

The recreation and parks operation and extension fund cash balance statement is itemized below. While the fund is not expected to have an unencumbered cash balance at the beginning of 2011, total available resources include a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover Recreation and Parks Department operating expenditures.

2011 RECREATION AND PARKS OPERATION AND EXTENSION FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2011)	\$	-
Plus Estimated 2011 Receipts		6,147,616
Plus General Fund Transfer		28,404,025
Plus Estimated Encumbrance Cancellations		289,695
Total Estimated Available Resources	\$	34,841,336
Less 2011 Recommended Operating Budget		(34,841,336)
Projected Available Balance (December 31, 2011)	\$	-

This page has been intentionally left blank.

2011 Revenue Summary

RECREATION AND PARKS OPERATION AND EXTENSION FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008 - 2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Adult Sports	\$ 841,452	\$ 883,493	\$ 803,200	\$ 792,200
Aquatics	61,247	58,722	58,100	60,795
Recreation Centers	758,593	1,297,241	676,135	787,338
Senior Citizen Centers	62,135	43,074	35,986	30,500
Other	3,124,794	2,700,108	2,819,068	2,807,792
Permits	866,074	904,602	823,400	881,271
Boat Docks and Stakes	193,640	217,455	195,305	198,220
CIP Reimbursement	181,834	500,000	460,000	537,000
Rent	66,141	30,223	46,000	35,000
Refunds	31,905	17,165	8,500	17,500
General Fund Transfer	26,963,237	21,175,580	23,382,410	28,404,025
Encumbrance Cancellations	287,893	315,398	360,000	289,695
Unencumbered Cash Balance	157,729	20,726	263,144	-
TOTAL RESOURCES	\$ 33,596,674	\$ 28,163,787	\$ 29,931,248	\$ 34,841,336
PERCENT CHANGE		-16.17%	6.28%	16.40%

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 2011 is \$28.4 million. The general fund subsidy does not include technology expenditures, which are budgeted in Finance and Management.
- Revenues come from adult sports leagues (softball, soccer, basketball, football and volleyball), recreation fees, gymnasium rentals, tree trimming, capital project management, and various other charges. Revenues are expected to be \$6.15 million.
- All city pools and recreation centers will be operational in 2011. The department will continue to waive the entry fee for all pools for the summer outdoor season.
- Tree trimming services in the right-of-way will continue to be billed to the street construction maintenance and repair fund (SCMR) in 2011, generating estimated revenue of \$2.1 million.

Golf Course Operations Fund

2011 Cash Balance Statement

The golf course operations fund is projected to begin 2011 with an unencumbered cash balance of \$17,366 and end the year with a surplus of \$52,882. Revenue receipts are projected at \$4,585,650. Total available resources, including expected encumbrance cancellations of \$35,000 are projected at \$4,638,016. This total represents a 9.94% increase over estimated 2010 total resources. Revenues are generated from greens fees, golf cart rental fees and the sale of refreshments at the seven municipal golf courses. Ninety percent of greens fee revenues are deposited into this fund, while the remaining ten percent goes directly toward golf course debt retirement.

2011 GOLF COURSE OPERATIONS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2011)	\$ 17,366
Plus Estimated 2011 Receipts	4,585,650
Plus Estimated Encumbrance Cancellations	<u>\$ 35,000</u>
Total Estimated Available Resources	4,638,016
Less 2011 Recommended Operating Budget	(4,585,134)
Projected Available Balance (December 31, 2011)	<u><u>\$ 52,882</u></u>

This page has been intentionally left blank.

2011 Revenue Summary

GOLF COURSE OPERATIONS FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008 - 2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Airport Golf Course	\$ 792,337	\$ 799,264	\$ 777,191	\$ 811,312
Mentel Golf Course	867,514	801,707	687,419	814,741
Champions Golf Course	711,880	657,148	593,828	672,640
Raymond/Wilson Road	1,418,288	1,372,530	1,322,822	1,395,022
Turnberry Golf Course	726,397	673,857	579,472	677,642
Walnut Hill Golf Course	208,380	206,564	189,267	214,293
Insurance Adjustment	22,500	-	-	-
Encumbrance Cancellations	42,275	50,832	69,000	35,000
Unencumbered Cash Balance	193,041	109,049	268,118	17,366
TOTAL RESOURCES	\$ 4,982,612	\$ 4,670,951	\$ 4,487,117	\$ 4,638,016
PERCENT CHANGE		-6.25%	-3.94%	3.36%

Revenue Notes:

- Revenue is directly related to weather conditions and is therefore difficult to project. Other factors that impact revenues include competition and the state of the economy.
- Total golf course revenues for 2011 are estimated at \$4.5 million. Encumbrance cancellations are projected at \$35,000 at this time. Total resources available to the division for 2011 are estimated at \$4.6 million, approximately three percent higher than total resources available in 2010.
- The division continues to closely monitor its revenues and expenditures, and plans to take mitigating action in the future should its financial position deteriorate.

Development Services Fund

2011 Cash Balance Statement

During 2010, all development services fund activity was moved from the Department of Development to the Building & Zoning Services Department. All fees and charges associated with development-related services are deposited into the fund. Revenue to the fund is projected at \$15.6 million in 2011. The fund is projected to end 2011 with an unencumbered cash balance of \$3,067,846.

2011 DEVELOPMENT SERVICES FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2011)	\$	2,899,815
Plus Estimated 2011 Receipts		15,600,000
Plus Estimated Encumbrance Cancellations		50,000
Total Estimated Available Resources	\$	18,549,815
Less 2011 Recommended Operating Budget		15,481,969
Projected Available Balance (December 31, 2011)	\$	3,067,846

2011 Revenue Summary

Revenue for the development services fund is estimated to increase by approximately 0.39 percent in 2011.

DEVELOPMENT SERVICES FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008 - 2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Service Public Inspections	\$ 3,088,699	\$ 1,638,720	\$ -	\$ -
Service Private Inspections	2,921,054	327,678	-	-
Service Capital Inspections	4,173,020	-	-	-
Service Other	292,653	50,612	-	-
BSD Residential Construction	3,027,728	3,889,725	3,948,703	3,845,781
BSD Multi-Family Construction	894,187	203,403	780,501	811,782
BSD Commercial Construction	7,520,317	6,555,964	6,466,201	6,670,719
BSD Zoning	1,309,610	1,127,951	1,330,394	1,194,739
BSD License/Registration	1,810,966	2,045,647	2,169,710	2,243,255
BSD All Other	442,977	640,133	843,482	833,724
Insurance Trust Fund Transfer	136,500	-	-	-
Unencumbered Cash Balance	1,129,776	486,662	1,684,678	2,899,815
Encumbrance Cancellations	76,864	97,847	41,194	50,000
TOTAL RESOURCES	\$ 26,824,351	\$ 17,064,342	\$ 17,264,863	\$ 18,549,815
PERCENT CHANGE		-36.38%	1.18%	7.44%

Development Services Fund Pro Forma Operating Statement

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

- Revenues are increased by 1.5 percent in the years 2012 - 2020.
- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at two percent per year. Personnel expenses assume 2 percent growth in years 2012 - 2020. Insurance costs are projected to grow by 10 percent annually in 2012 and beyond; however, projections include offsets due to incremental increases in employee shares. Pro rata fees represent approximately 4.5 percent of non-city revenue.
- The ending fund balance is projected to be positive through 2016.

DEVELOPMENT SERVICES FUND

PRO FORMA OPERATING STATEMENT

REVENUE SOURCE	Actual 2009	Estimated 2010	Proposed 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
PUBLIC SERVICE:												
PUBLIC INSPECTIONS	\$ 1,638,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PRIVATE INSPECTIONS	327,678	-	-	-	-	-	-	-	-	-	-	-
CAPITAL IMPROVEMENT INSPECTIONS	-	-	-	-	-	-	-	-	-	-	-	-
OTHER	50,612	-	-	-	-	-	-	-	-	-	-	-
BUILDING SERVICES:												
RESIDENTIAL CONSTRUCTION	3,889,725	3,948,703	3,845,781	3,903,468	3,962,020	4,021,450	4,081,772	4,142,998	4,205,143	4,268,220	4,332,244	4,397,227
MULTI-FAMILY CONSTRUCTION	203,403	780,501	811,782	823,959	836,318	848,863	861,596	874,520	887,638	900,952	914,466	928,183
COMMERCIAL CONSTRUCTION	6,555,964	6,466,201	6,670,719	6,770,780	6,872,341	6,975,427	7,080,058	7,186,259	7,294,053	7,403,464	7,514,516	7,627,233
ZONING	1,127,951	1,330,394	1,194,739	1,212,660	1,230,850	1,249,313	1,268,052	1,287,073	1,306,379	1,325,975	1,345,865	1,366,053
LICENSE/REGISTRATION	2,045,647	2,169,710	2,243,255	2,276,904	2,311,057	2,345,723	2,380,909	2,416,623	2,452,872	2,489,665	2,527,010	2,564,915
ALL OTHER	640,133	843,482	833,724	846,230	858,923	871,807	884,884	898,158	911,630	925,304	939,184	953,272
INSURANCE TRUST FUND TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	16,479,833	15,538,991	15,600,000	15,834,000	16,071,510	16,312,583	16,557,271	16,805,630	17,057,715	17,313,581	17,573,284	17,836,884
BEGINNING FUND BALANCE	486,662	1,684,678	2,899,815	3,067,846	3,066,740	2,873,660	2,470,430	1,837,316	952,889	(206,123)	(1,664,998)	(3,451,198)
ENCUMBRANCE CANCELLATIONS	97,847	41,194	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL RESOURCES	17,064,342	17,264,863	18,549,815	18,951,846	19,188,250	19,236,242	19,077,701	18,692,946	18,060,604	17,157,457	15,958,286	14,435,686
EXPENDITURES												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	11,375,001	9,819,427	10,476,622	10,686,154	10,899,878	11,117,875	11,340,233	11,567,037	11,798,378	12,034,346	12,275,032	12,520,533
EMPLOYEE INSURANCE	1,721,438	1,561,439	1,894,773	2,065,303	2,251,180	2,453,786	2,674,627	2,915,343	3,177,724	3,463,719	3,775,454	4,115,245
2ND PAY PERIOD	-	-	-	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	41,510	66,986	67,253	68,598	70,656	72,776	74,959	77,208	79,524	81,910	84,367	86,898
SERVICES	411,076	419,024	422,290	430,736	443,658	456,968	470,677	484,797	499,341	514,321	529,751	545,643
PRO RATA	690,635	699,255	702,000	712,530	723,218	734,066	745,077	756,253	767,597	779,111	790,798	802,660
TECHNOLOGY	982,916	1,371,009	1,529,891	1,529,891	1,529,891	1,529,891	1,529,891	1,529,891	1,529,891	1,529,891	1,529,891	1,529,891
FLEET	117,144	184,804	137,740	140,495	144,710	149,051	153,522	158,128	162,872	167,758	172,791	177,975
OTHER	39,944	43,379	48,150	48,150	48,150	48,150	48,150	48,150	48,150	48,150	48,150	48,150
CAPITAL OUTLAY	-	199,725	203,250	203,250	203,250	203,250	203,250	203,250	203,250	203,250	203,250	203,250
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	15,379,664	14,365,048	15,481,969	15,885,107	16,314,590	16,765,813	17,240,386	17,740,058	18,266,727	18,822,456	19,409,484	20,030,244
TOTAL EXPENSE	15,379,664	14,365,048	15,481,969	15,885,107	16,314,590	16,765,813	17,240,386	17,740,058	18,266,727	18,822,456	19,409,484	20,030,244
ENDING UNENCUMBERED FUND BAL.	\$ 1,684,678	\$ 2,899,815	\$ 3,067,846	\$ 3,066,740	\$ 2,873,660	\$ 2,470,430	\$ 1,837,316	\$ 952,889	\$ (206,123)	\$ (1,664,998)	\$ (3,451,198)	\$ (5,594,559)

1111 East Broad Street Fund

2011 Cash Balance Statement

In 2007, a special revenue fund entitled the “1111 East Broad Street Operations Fund” was established to allow the Facilities Management Division to deposit rental payments from occupants of the building owned by the city at this location. Facilities Management funds necessary for the operation of the building are deposited in this fund as well. The fund is expected to begin 2011 with an unencumbered cash balance of \$231,060. Revenue receipts from leases are projected at \$1,481,366, with \$980,501 generated from COWIC and \$500,865 from the Department of Technology. Estimated available resources total \$1,712,426. Operational expenses in 2011 are projected to be \$1.67 million, leaving a projected available balance at year end of \$39,046. No general fund transfer is likely to be needed in 2011.

2011 1111 EAST BROAD STREET FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2011)	\$	231,060
Plus Estimated 2011 Receipts		1,481,366
Plus Estimated 2011 General Fund Transfer		-
Plus Estimated Encumbrance Cancellations		-
Total Estimated Available Resources	\$	1,712,426
Less 2011 Recommended Operating Budget		(1,673,380)
Projected Available Balance (December 31, 2011)	\$	39,046

Private Inspection Fund

2011 Cash Balance Statement

On April 1, 2009, the Public Service Department ceased all expenditure and revenue activity in the development services fund and established two new funds – the private construction inspection fund and the internal service construction inspection fund. The private construction inspection fund captures the accounting activity of the Division of Design and Construction that is connected with the inspection of private development infrastructure construction that is generally associated with subdivision and commercial development. Revenues for 2011 are budgeted at \$1,915,569. The fund is expected to end 2011 with an unencumbered cash balance of \$197,618.

2011 PRIVATE INSPECTION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2011)	\$ 25,585
Plus Estimated 2011 Receipts	1,915,569
Plus Estimated Encumbrance Cancellations	<u>2,000</u>
Total Estimated Available Resources	\$ 1,943,154
Less 2011 Recommended Operating Budget	(1,745,536)
Projected Available Balance (December 31, 2011)	<u>\$ 197,618</u>

Special Revenue Funds

This page has been intentionally left blank.

Internal Service Funds

Employee Benefits Fund

2011 Cash Balance Statement

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

2011 EMPLOYEE BENEFITS FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2011)	\$ -
Plus Estimated 2011 Receipts	3,116,104
Total Estimated Available Resources	\$ 3,116,104
Less 2011 Recommended Operating Budget	(3,116,104)
Projected Available Balance (December 31, 2011)	\$ -

Revenue Notes:

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

Print and Mailroom Services Fund

2011 Cash Balance Statement

The print and copy center operates as an internal service fund, with costs supported by billing user agencies for print and copy services provided. Mailroom services, transferred from the Department of Technology to the Department of Finance and Management in 2008, are included in this fund as well. Revenues and expenditures for both the print center and the mailroom are accounted for in this fund. Charges for the mailroom, including postage charges, are billed back to user agencies. The fund is projected to begin 2011 with a negative unencumbered cash balance of \$65,238, primarily due to low print shop revenues. However, the fund is expected to end 2011 with an unencumbered cash balance of \$8,977, due to increased mail revenues.

2011 PRINT AND MAILROOM SERVICES FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2011)	\$	(65,238)
Plus Estimated 2011 Print Services Receipts		227,178
Plus Estimated 2011 Mailroom Services Receipts		1,144,469
Plus Estimated Encumbrance Cancellations		225,000
Total Estimated Available Resources	\$	1,531,409
Less 2011 Recommended Operating Budget - Print		(268,805)
Less 2011 Recommended Operating Budget - Mailroom		(1,253,627)
Projected Available Balance (December 31, 2011)	\$	<u><u>8,977</u></u>

PRINT/ COPY AND MAILROOM SERVICES REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008 - 2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Resale Printing	\$ 49,737	\$ 29,988	\$ 31,569	\$ 37,748
Copy Services	76,896	46,357	62,520	91,646
Printing Services	96,122	110,792	85,181	97,784
Transfers/Refunds/Misc.	1,500	-	-	-
Unencumbered Cash Balance	7,323	(58,051)	(63,055)	(65,238)
Encumbrance Cancellations	9,532	67,790	214,739	225,000
Mailroom Services	1,290,761	1,335,707	1,050,583	1,144,469
TOTAL RESOURCES	\$ 1,531,871	\$ 1,532,583	\$ 1,381,537	\$ 1,531,409
PERCENT CHANGE		0.05%	-9.86%	10.85%

Land Acquisition Fund

2011 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2011 revenue estimate is based on a projection of 3,380 hours of services billed at a rate of \$300 per hour. The division reviews its rate periodically and increases it when necessary to fully recover costs. The land acquisition fund is projected to end 2011 with an unencumbered cash balance of \$741.

2011 LAND ACQUISITION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2011)	\$ (128,635)
Plus Estimated 2011 Receipts	1,014,000
Plus Estimated Encumbrance Cancellations	<u>15,000</u>
Total Estimated Available Resources	\$ 900,365
Less 2011 Recommended Operating Budget	(899,624)
Projected Available Balance (December 31, 2011)	<u><u>\$ 741</u></u>

Technology Services Fund

2011 Cash Balance Statement

The technology services fund is housed in the Department of Technology and is projected to begin the year with an unencumbered cash balance of \$94,588 and end the year with the same. Encumbrance cancellations are at \$150,000, similar to 2010 cancellations. Revenues to the fund consist of charges to other city divisions for technology services, utilizing an updated rate model to determine applicable rates for various operational functions. In addition, the department procures goods, services, and other computer related equipment on the behalf of city divisions and bills back the cost as a direct charge. The department also receives revenue from outside sources, such as Franklin County, the Franklin Park Conservatory and the Martin Luther King facility, for services provided.

2011 TECHNOLOGY SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2011)	\$ 94,588
Plus Estimated 2011 Receipts	29,706,779
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	\$ 29,951,367
Less 2011 Recommended Operating Budget	(29,856,779)
Projected Available Balance (December 31, 2011)	<u>\$ 94,588</u>

Technology Services Fund Pro Forma Operating Statement

The department will continue to use a charge-back methodology to fully recover costs related to information technology services. In 2009, an updated rate model was completed which more accurately reflects user charges and services as well as cost recovery. The department continues to use a time and attendance reporting system for many of its services.

A pro forma operating statement for the ten-year period beginning in 2011 follows this section. It represents the Director's Office and the Information Services Division (ISD) revenues and expenditures for that period. The major assumptions are as follows:

- Personnel expenses assume two percent growth in years 2012 - 2020. Insurance costs are projected to grow by ten percent annually in 2012 and beyond; however, projections include offsets due to incremental increases in employee shares.
- The Information Services Division incurs debt service for capital expenditures such as terminal replacement, system migration, network

expansion, the city's Oracle site license and enterprise-wide network management software, data center renovations, hardware upgrades and mass storage, software upgrades, telephony upgrades, and other projects.

Details related to operations for year 2011 and beyond are as follows:

Administration

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

Applications Programming

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

Productions Service

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

Help Desk

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

Desktop Support

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

Systems Administration

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

Security

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

311 Support

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

Telephone Services

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

GIS Section

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

Metronet

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

Data Center

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

Account Management

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

Web Support

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

Government Television Channel

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

Interconnect

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

CHRIS

Provide technical leadership, direction and support to maintain the Columbus Human Resources Information System.

Internal Service Funds

Information Services Division Pro Forma Operating Statement												
	Actual 2009	Estimated 2010	Proposed 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Operating Revenue:												
Data Center Revenue	\$ 19,691,583	\$ 22,400,701	\$ 24,548,709	\$ 25,859,858	\$ 27,090,463	\$ 28,059,354	\$ 28,323,528	\$ 28,173,983	\$ 29,434,662	\$ 29,362,471	\$ 29,263,183	\$ 29,793,544
Postage Revenue	570,445	750,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
Direct Bill Items	2,765,716	3,327,989	4,277,769	4,397,547	4,520,678	4,647,257	4,777,380	4,911,147	5,048,659	5,190,021	5,335,342	5,484,731
Telephone Services Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	154,278	30,001	30,301	30,604	30,910	31,219	31,531	31,847	32,165	32,487	32,812	33,140
Total Operating Revenue	23,182,022	26,508,691	29,706,779	31,138,008	32,492,050	33,587,830	33,982,440	33,966,976	35,365,486	35,434,979	35,481,337	36,161,415
Worker Comp Refund	-	-	-	-	-	-	-	-	-	-	-	-
Insurance/Postage Refund	-	-	-	-	-	-	-	-	-	-	-	-
Encumbrance Cancellations	642,233	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Transfer/Non Billings	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	23,824,255	26,658,691	29,856,779	31,288,008	32,642,050	33,737,830	34,132,440	34,116,976	35,515,486	35,584,979	35,631,337	36,311,415
Beginning Fund Balance	1,016,380	(82,180)	94,588	94,588	94,588	94,588	94,588	94,588	94,588	94,588	94,588	94,588
Total Resources	24,840,635	26,576,511	29,951,367	31,382,596	32,736,638	33,832,418	34,227,028	34,211,564	35,610,074	35,679,567	35,725,925	36,406,003
Operating Expenses												
Personnel	11,493,263	12,064,997	-	-	-	-	-	-	-	-	-	-
Supplies	231,383	300,930	-	-	-	-	-	-	-	-	-	-
Services	4,410,828	4,624,018	-	-	-	-	-	-	-	-	-	-
Other	9,908	-	-	-	-	-	-	-	-	-	-	-
Equipment	86,665	96,500	-	-	-	-	-	-	-	-	-	-
Administration	-	-	1,582,986	1,627,310	1,672,874	1,719,715	1,767,867	1,817,367	1,868,253	1,920,564	1,974,340	2,029,622
Applications Programming	-	-	2,372,919	2,439,361	2,507,663	2,577,877	2,650,058	2,724,260	2,800,539	2,878,954	2,959,565	3,042,432
Computer Operations	-	-	1,218,309	1,252,422	1,287,489	1,323,539	1,360,598	1,398,695	1,437,858	1,478,119	1,519,506	1,562,052
Security	-	-	689,346	708,648	728,490	748,888	769,856	791,412	813,572	836,352	859,770	883,843
Help Desk	-	-	604,227	621,145	638,537	656,416	674,796	693,690	713,114	733,081	753,607	774,708
Desktop Support	-	-	1,579,635	1,623,865	1,669,333	1,716,074	1,764,124	1,813,520	1,864,298	1,916,499	1,970,161	2,025,325
Systems Administration	-	-	1,315,591	1,352,428	1,390,296	1,429,224	1,469,242	1,510,381	1,552,672	1,596,146	1,640,838	1,686,782
Account Management	-	-	669,815	688,570	707,850	727,670	748,044	768,990	790,521	812,656	835,410	858,802
Arlingate Building	-	-	345,160	354,824	364,760	374,973	385,472	396,265	407,361	418,767	430,492	442,546
Project Management	-	-	1,080,269	1,110,517	1,141,611	1,173,576	1,206,436	1,240,216	1,274,943	1,310,641	1,347,339	1,385,064
Contracts(SW/HW/LF)	-	-	3,236,455	3,327,076	3,420,234	3,516,000	3,614,448	3,715,653	3,819,691	3,926,643	4,036,589	4,149,613
Database	-	-	843,484	867,102	891,380	916,339	941,997	968,372	995,487	1,023,361	1,052,015	1,081,471
Architecture	-	-	670,609	689,386	708,689	728,532	748,931	769,901	791,458	813,619	836,401	859,820
Telephone Services	-	-	418,720	430,444	442,497	454,887	467,623	480,717	494,177	508,014	522,238	536,861
Network	-	-	1,516,134	1,558,586	1,602,226	1,647,088	1,693,207	1,740,617	1,789,354	1,839,456	1,890,961	1,943,908
Government Television Channel	-	-	657,896	676,317	695,254	714,721	734,733	755,306	776,454	798,195	820,545	843,520
GIS Section	-	-	-	-	-	-	-	-	-	-	-	-
Technology Director's Office	1,740,658	1,956,310	2,075,965	2,134,092	2,193,847	2,255,274	2,318,422	2,383,338	2,450,071	2,518,673	2,589,196	2,661,694
Direct Bill Items to Other Fund Agencies	3,423,916	4,077,989	5,127,769	5,247,547	5,370,678	5,497,257	5,627,380	5,761,147	5,898,659	6,040,021	6,185,342	6,334,731
Net Change in Encumbrances	-	-	-	-	-	-	-	-	-	-	-	-
27th pay period	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	21,396,621	23,120,744	26,005,289	26,709,637	27,433,707	28,178,051	28,943,236	29,729,847	30,538,482	31,369,760	32,224,313	33,102,794
Existing Debt	3,526,194	3,361,179	3,774,350	4,296,154	4,163,239	3,614,387	2,745,265	1,800,955	1,743,320	821,507	-	-
New Debt	-	-	\$77,140	282,217	1,045,105	1,945,392	2,443,939	2,586,175	3,233,683	3,393,712	3,407,024	3,208,621
Total Expenses	24,922,815	26,481,923	29,856,779	31,288,008	32,642,050	33,737,830	34,132,440	34,116,976	35,515,486	35,584,979	35,631,337	36,311,415
Annual Surplus/Deficit	(1,098,560)	176,768	-	-	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ (82,180)	\$ 94,588	\$ 94,588	\$ 94,588	\$ 94,588	\$ 94,588	\$ 94,588	\$ 94,588	\$ 94,588	\$ 94,588	\$ 94,588	\$ 94,588

Fleet Management Fund

2011 Cash Balance Statement

The Fleet Management Division recovers its costs by billing user divisions for services provided. The revenue includes rates of \$70 per hour for light vehicles and \$90 per hour for heavy vehicles, a 22 percent mark-up on parts, a 5 percent mark-up on commercial services and credit card fuel purchases, and a fuel overhead rate of \$.24 per gallon for bulk fuel.

The fleet management services fund is projected to end 2011 with a negative unencumbered cash balance of \$1,071,214. It is necessary to have outstanding encumbrances for fuel and services at year-end to allow the division to pay for these expenses until passage of the 2012 budget.

2011 FLEET MANAGEMENT SERVICES FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2011)	\$ (1,526,303)
Plus Estimated 2011 Receipts	31,337,502
Plus Estimated Encumbrance Cancellations	<u>500,000</u>
Total Estimated Available Resources	\$ 30,311,199
Less 2011 Recommended Operating Budget	(31,382,413)
Projected Available Balance (December 31, 2011)	<u><u>\$ (1,071,214)</u></u>

2011 Revenue Summary

FLEET MANAGEMENT REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008 - 2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Public Safety	\$ 14,750,881	\$ 12,985,928	\$ 13,004,686	\$ 14,514,861
Refuse Collection	6,424,959	6,161,679	6,168,016	6,182,703
Other General Fund	1,572,492	1,302,107	1,361,944	1,397,384
Other Funds	10,066,057	7,422,864	7,229,953	9,160,954
Refunds/Miscellaneous	128,480	354,507	87,000	81,600
Insurance Trust Fund Transfer	77,000	-	-	-
Unencumbered Cash Balance	(1,139,828)	(2,460,174)	(1,398,878)	(1,526,303)
Encumbrance Cancellations	184,363	1,017,800	1,094,116	500,000
TOTAL RESOURCES	\$ 32,064,404	\$ 26,784,711	\$ 27,546,837	\$ 30,311,199
PERCENT CHANGE		-16.47%	2.85%	10.04%

Revenue Notes:

- Revenues, excluding the unencumbered cash balance and encumbrance cancellations, will total \$31,337,502 in 2011, an increase of 12.52 percent from the 2010 projection.

Fleet Management Services Fund Pro Forma Operating Statement

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

- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at two percent per annum. Personnel expenses assume 2 percent growth in years 2012 - 2020. Insurance costs are projected to grow by 10 percent annually in 2012 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Debt service principal and interest have been broken out separately. The debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued for the following: the design and construction of the division's Groves Road facility, a new compressed natural gas fueling station, a tire truck, and infrastructure improvements to all existing fuel stations.
- The recovery rates in the pro forma are adjusted as necessary in order for the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a 4.5 percent increase in revenues in 2012 as necessary to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

Internal Service Funds

FLEET MANAGEMENT FUND PRO FORMA OPERATING STATEMENT

	Actual 2009	Estimated 2010	Proposed 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUE SOURCE												
				4.50%			3.10%	2.50%	2.15%	2.60%	2.25%	2.50%
MAINTENANCE SERVICE CHARGES												
Public Safety	\$ 12,985,928	\$ 13,004,686	\$ 14,514,861	\$ 15,168,030	\$ 15,168,030	\$ 15,168,030	\$ 15,638,239	\$ 16,029,195	\$ 16,373,822	\$ 16,799,542	\$ 17,177,531	\$ 17,606,970
Refuse Collection	6,161,679	6,168,016	6,182,703	6,460,925	6,460,925	6,460,925	6,661,213	6,827,744	6,974,540	7,155,878	7,316,885	7,499,808
Other General Fund Divisions	1,302,107	1,361,944	1,397,384	1,460,266	1,460,266	1,460,266	1,505,535	1,543,173	1,576,351	1,617,336	1,653,726	1,695,069
Other Funds	7,422,864	7,229,953	9,160,954	9,573,197	9,573,197	9,573,197	9,869,966	10,116,715	10,334,225	10,602,914	10,841,480	11,112,517
State Highway Fuel Tax Refund	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenues	354,507	87,000	81,600	84,048	86,569	89,167	91,842	94,597	97,435	100,358	103,368	106,469
Insurance Refund	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	28,227,085	27,851,599	31,337,502	32,746,466	32,748,987	32,751,584	33,766,794	34,611,423	35,356,373	36,276,028	37,092,992	38,020,833
Beginning Fund Balance	(2,460,174)	(1,398,878)	(1,526,303)	(1,071,214)	9,275	402,063	78,342	22,822	48,652	7,979	38,747	49,655
Encumbrance Cancellations	1,017,800	1,094,116	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
TOTAL RESOURCES	26,784,711	27,546,837	30,311,199	32,175,252	33,258,262	33,653,647	34,345,136	35,134,245	35,905,025	36,784,008	37,631,738	38,570,489
EXPENDITURES												
Operations and Maintenance												
Personnel Services	7,465,413	7,574,564	7,891,537	8,049,368	8,210,355	8,374,562	8,542,053	8,712,895	8,887,152	9,064,895	9,246,193	9,431,117
Health Insurance	1,439,948	1,566,059	1,940,166	2,114,781	2,305,111	2,512,571	2,738,703	2,985,186	3,253,853	3,546,699	3,865,902	4,213,833
Materials & Supplies	12,400,457	12,801,879	14,125,781	14,408,297	14,696,463	14,990,392	15,290,200	15,596,004	15,907,924	16,226,082	16,550,604	16,881,616
Services	3,551,449	3,928,819	4,052,902	4,133,960	4,216,639	4,300,972	4,386,991	4,474,731	4,564,226	4,655,510	4,748,621	4,843,593
Other Disbursements	645	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500
Capital	54,576	16,146	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
Total Operations & Maintenance	24,912,488	25,896,967	28,069,886	28,767,405	29,491,113	30,242,634	31,023,723	31,836,279	32,682,357	33,564,181	34,484,159	35,444,898
Director's Office	718,783	724,248	814,976	839,425	864,608	890,546	917,263	944,781	973,124	1,002,318	1,032,387	1,063,359
Debt Service												
Principal	1,489,812	1,421,000	1,455,800	1,585,300	1,585,300	1,585,300	1,585,300	1,581,250	1,581,250	1,585,000	1,537,000	1,510,000
Interest	1,062,506	1,030,925	1,041,751	973,846	915,178	856,826	796,028	723,284	660,314	593,762	528,537	464,514
Total Debt Service	2,552,318	2,451,925	2,497,551	2,559,146	2,500,478	2,442,126	2,381,328	2,304,534	2,241,564	2,178,762	2,065,537	1,974,514
TOTAL EXPENSES	28,183,589	29,073,140	31,382,413	32,165,977	32,856,199	33,575,306	34,322,313	35,085,594	35,897,045	36,745,261	37,582,083	38,482,771
ENDING FUND BALANCE	\$ (1,398,878)	\$ (1,526,303)	\$ (1,071,214)	\$ 9,275	\$ 402,063	\$ 78,342	\$ 22,822	\$ 48,652	\$ 7,979	\$ 38,747	\$ 49,655	\$ 87,717

Construction Inspection Fund

2011 Cash Balance Statement

On April 1, 2009, the Public Service Department ceased all expenditure and revenue activity in the development services fund and established two new funds – the private construction inspection fund and the internal service construction inspection fund. The internal service construction inspection fund captures the accounting activity associated with the construction administration and inspection services of the Division of Design and Construction. This agency provides these services for roadway, bridge, water, sanitary and storm sewer, electric power and signal infrastructure for the City of Columbus. Revenues for 2011 are budgeted at \$7,217,405. The fund is expected to end 2011 with an unencumbered cash balance of \$0.

2011 CONSTRUCTION INSPECTION FUND BALANCE SUMMARY	
Unencumbered Cash Balance (January 1, 2011)	\$ 37,783
Plus Estimated 2011 Receipts	7,217,405
Plus Estimated Encumbrance Cancellations	<u>51,049</u>
Total Estimated Available Resources	\$ 7,306,237
Less 2011 Recommended Operating Budget	(7,306,237)
Projected Available Balance (December 31, 2011)	<u><u>\$ -</u></u>

This page has been intentionally left blank.

Enterprise Funds

Sewerage and Drainage Operating Fund

2011 Cash Balance Statement

The fund will begin 2011 with a cash balance of \$137.4 million, which includes \$60 million in a reserve fund.

2011 SEWERAGE AND DRAINAGE OPERATING FUND BALANCE SUMMARY		
Cash Balance (January 1, 2011)	\$	137,380,752
Plus Estimated 2011 Receipts		236,170,563
Total Estimated Available Resources	\$	373,551,315
Less 2011 Recommended Operating Budget (Sewers/Drains)		(235,639,836)
Less 2011 Recommended Operating Budget (Administration)		(4,772,146)
Projected Available Balance (December 31, 2011)	\$	<u>133,139,333</u>
Note: Cash Balance at January 1, 2011 does not include "bond debt service" reserve fund balance of \$10 million		

2011 Revenue Summary

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

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

Statements in this section relative to this fund are made on a cash basis, 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.

2011 Revenue Summary

SEWERAGE AND DRAINAGE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008-2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Service Charges:				
Sewer Sales	\$ 172,083,250	\$ 177,851,430	\$ 181,177,578	\$ 190,236,457
Wet Weather Charges	23,500,435	25,636,339	27,897,249	29,630,124
System Capacity Charges	5,713,215	3,471,405	4,300,521	4,343,526
Investment Income	19,040,662	6,767,844	2,700,492	2,727,497
Storm Maintenance Reimbursement	9,479,351	6,413,631	6,422,748	6,615,430
Other	3,544,042	3,020,988	2,874,069	2,617,529
Beginning Year Cash Balance	90,062,717	115,595,315	132,638,479	137,380,752
TOTAL RESOURCES	\$ 323,423,672	\$ 338,756,952	\$ 358,011,136	\$ 373,551,315
PERCENT CHANGE		4.74%	5.68%	4.34%

Does not include debt refinancing premiums

Revenue Notes:

- The Sewer and Water Advisory Board recommends a six percent increase in revenues in 2011. With this increase, revenues, excluding the beginning balance, will total \$236.17 million in 2011, over 10.7 million more than the 2010 projection.
- System capacity fees are assumed to grow by one percent. Growth of this fee has declined steadily over the last decade, as it is based on growth of the sanitary sewer system, which has also slowed in recent years.
- Due to the volatility of the market, the interest income projection is very conservative and reflects a growth rate of one percent over that of 2010. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.
- The storm maintenance reimbursement will continue in 2011. This transfer of funds from the storm sewer fund to the sanitary sewer fund is made to pay for shared resources.
- The low income discount is continued in 2011 on the commodity portion of the sanitary sewer bill to provide financial relief to qualified customers.

Sewer Pro Forma Operating Statement

Presented below is a pro forma operating statement for the sewerage system enterprise operating fund, reflecting sanitary sewer operations only. A separate pro forma statement for storm sewer operations is presented later in this document. Represented is a projection of the sewerage and drainage operating fund revenues and expenditures on a cash basis for the period 2010 through 2020, the assumptions for which are outlined below. The pro forma operating statement is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended various sewer rate increases to produce six percent more revenue in 2011.
- Sanitary sales growth is projected at zero percent per year in 2011 and 2012, at .5 percent in 2013 and 2014 and at 1 percent for the balance of the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually, representing modest growth of these charges.
- Projections for personnel costs reflect the rates in affect for the various collective bargaining agreements represented in the division.
- Equipment costs in 2008 and beyond include an annual allotment to the EPA-mandated capital replacement fund.
- Included in the operations and maintenance 2011 budget is \$10.69 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2011, new debt will be issued in the form of general obligation bonds to fund various sanitary and wet-weather sewer projects related to the federally mandated projects.
- Debt service for payment of Ohio Water Development Authority (OWDA) low-interest loans has been included within the appropriate debt schedules. Use of these low-interest monies decrease the debt retirement expenses associated with sanitary sewer projects. Unlike municipal bonds, debt service on OWDA-funded construction projects is not paid until construction is complete.
- The Division of Sewerage and Drainage's capital improvements plan has been reduced by ten percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.

SEWERAGE SYSTEM ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2010 - 2020
IN DOLLARS - 000'S OMITTED

	Estimated	Budget									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Cash Balance	132,638	137,381	133,139	127,766	123,683	123,969	98,023	71,070	61,908	73,011	91,091
Revenues		0.0% Growth		0.5% annual growth		1% annual growth					
Sewer Sales	181,178	181,178	191,710	203,419	218,340	236,619	257,619	281,784	308,254	335,722	344,066
Sewer Sales Increase	0	9,059	9,186	11,866	13,646	15,775	18,248	19,960	20,550	4,197	4,301
Wet Weather	27,897	28,235	29,989	31,722	33,877	36,294	39,019	42,094	45,402	48,792	49,957
Wet Weather Increase	0	1,395	1,353	1,749	1,983	2,258	2,571	2,764	2,806	568	610
Interest Income	2,700	2,727	2,755	2,782	2,810	2,838	2,867	2,895	2,924	2,953	2,983
System Capacity Charge	4,301	4,344	4,387	4,431	4,475	4,520	4,565	4,611	4,657	4,703	4,750
Other	2,874	2,618	2,632	2,678	2,725	2,773	2,821	2,872	2,859	2,881	2,939
Storm Sewer Transfer	6,423	6,615	6,814	7,018	7,229	7,446	7,669	7,899	8,136	8,380	8,632
Total Revenue	225,373	236,171	248,826	265,665	285,085	308,522	335,379	364,879	395,588	408,197	418,238
Total Resources	358,011	373,551	381,965	393,431	408,768	432,491	433,402	435,949	457,496	481,208	509,329
Expenditures											
Operations & Maintenance											
Personnel Services	35,289	38,247	39,394	40,576	41,793	43,047	44,339	45,669	47,039	48,450	49,904
Health Insurance	6,449	7,706	8,245	8,822	9,440	10,101	10,808	11,564	12,374	13,240	14,167
Supplies & Materials	8,183	8,548	8,804	9,069	9,341	9,621	9,909	10,207	10,513	10,828	11,153
Pro Rata	9,832	10,692	10,885	11,634	12,498	13,543	14,742	16,059	17,434	17,992	18,432
Contractual Services	38,981	41,115	42,349	43,619	44,928	46,276	47,664	49,094	50,567	52,084	53,646
Other	497	229	235	242	250	257	265	273	281	289	298
Equipment	2,303	2,041	2,102	2,165	2,230	2,297	2,366	2,437	2,510	2,585	2,663
Dept. Allocation	4,308	4,772	4,915	5,063	5,215	5,371	5,532	5,698	5,869	6,045	6,227
Total Operations & Maintenance	105,842	113,349	116,930	121,190	125,694	130,513	135,624	141,001	146,586	151,513	156,489
Debt Service											
Revenue Bond	18,524	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727	20,727
General Obligation	31,728	37,461	38,871	36,693	35,681	33,325	32,394	31,421	30,393	26,792	24,773
OWPCLF/OWDA Debt- Non Wet Weather	64,073	66,969	67,829	67,829	65,415	65,415	64,742	64,069	61,618	59,167	59,177
Proposed New Debt	0	1,747	9,719	23,191	37,168	84,378	108,738	116,721	125,126	131,918	138,485
Assessments	463	158	123	119	115	111	106	102	34	0	0
Total Debt Service	114,788	127,063	137,269	148,558	159,105	203,955	226,708	233,040	237,899	238,604	243,162
Total Expense	220,630	240,412	254,199	269,748	284,799	334,468	362,332	374,041	384,485	390,117	399,651
Ending Fund Balance	137,381	133,139	127,766	123,683	123,969	98,023	71,070	61,908	73,011	91,091	109,678
Projected Revenue Increase (2011)	2.00%	6.00%	5.75%	7.00%	7.50%	8.00%	8.50%	8.50%	8.00%	1.50%	1.50%

Electricity Enterprise Fund

2011 Cash Balance Statement

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

The fund will begin 2011 with a cash balance of over \$2.9 million, which includes the balance in the reserve fund as well as the operating fund.

2011 ELECTRICITY ENTERPRISE FUND BALANCE SUMMARY		
Cash Balance (January 1, 2011)	\$	2,924,536
Plus Estimated 2011 Receipts		93,120,399
Total Estimated Available Resources	\$	96,044,935
Less 2011 Recommended Operating Budget (Electricity)		(92,770,219)
Less 2011 Recommended Operating Budget (Administration)		(669,203)
Projected Available Balance (December 31, 2011)	\$	2,605,513

2011 Revenue Summary

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

Statements in this section relative to this fund are made on a cash basis, 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.

2011 Revenue Summary

ELECTRICITY ENTERPRISE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008-2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Charges for Electric Service	\$ 76,330,414	\$ 73,368,942	\$ 84,476,171	\$ 88,879,118
Investment Income	686,361	207,910	77,204	77,204
Other Revenue	2,162,828	1,926,528	3,636,143	3,723,013
Street Light Assessments	424,607	480,236	468,877	441,065
Transportation Street Lighting Revenue	3,248,056	-	-	-
Beginning Year Cash Balance	10,030,038	11,868,640	4,373,873	2,924,536
TOTAL RESOURCES	\$ 92,882,304	\$ 87,852,256	\$ 93,032,267	\$ 96,044,935
PERCENT CHANGE		-5.42%	5.90%	3.24%

Does not include debt refinancing premiums

Revenue Notes:

- Revenues, excluding the beginning year cash balance are expected to be \$93.12 million in 2011, a five percent increase over 2010 estimates.
- Revenues to the electricity enterprise fund are generated through the purchase of wholesale and resale of retail electricity.
- Effective May 2001, changes in state law caused the Division of Electricity to pay the proceeds of a kilowatt hour tax to the general fund. At that time, to avoid a net reduction in revenue to the division, the general fund reimbursed the payments to the electricity operating fund. However, in 2004, legislation was passed that allowed the general fund to keep the kilowatt hour proceeds. In turn, through 2008, the division received a portion of the costs associated with operation of the street light system from the street construction, maintenance and repair fund (SCMR fund). Starting in 2009, however, this intra-fund transfer was not made and will again not be made in 2011. What will occur in 2011 however is that the general fund will retain approximately half the proceeds of the kilowatt hour tax and return the other half to the electricity enterprise fund.
- Due to the volatility of the market, the interest income projection reflects no growth over that of 2010. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury on which interest can be earned.

Electricity Pro Forma Operating Statement

Presented below is a pro forma operating statement for the electricity enterprise operating fund, which outlines projections of operating fund revenues and expenditures on a cash basis for the period 2010 through 2020. Assumptions are outlined below. This division does not follow the same rate setting processes as the Water, Sanitary and Stormwater Divisions. Rather, its rates are determined by what the market will support given that there are other providers of retail electricity in the area. As such, the pro forma operating statement is essential to this division's planning, management and decision making processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The pro forma assumes operating, maintenance and debt service costs for the division's street lighting program through the entire pro forma period. The objective of the program is to install street lighting throughout the city with revenues derived from electric retail sales.
- Projections for personnel costs reflect the rates in affect for the various collective bargaining agreements represented in the division.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of electrical power. In 2011 \$65 million is budgeted for this wholesale power, which in turn, is sold to the division's customers. In 2012 through the end of the pro forma period, the projected purchase power amounts are discounted by two percent, reflecting a more realistic scenario of purchase power costs than those established by contract.
- The 2011 budget also includes \$4.3 million for payment of pro rata.
- Revenues will increase by 5 percent in 2011 and by 1.1 percent in 2012.
- Proposed new bonded debt is conservatively projected. It is assumed that such debt will be directly bonded at 4.5 percent in 2011 and 5.0 percent thereafter. Details regarding the proposed capital expenditures are available in the capital summary section of this document.
- The Division of Electricity's pro forma statement also assumes all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.

ELECTRICITY ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2010 - 2020
IN DOLLARS - 000'S OMITTED

	Estimated	Budget									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Cash Balance	4,374	2,925	2,606	4,028	4,425	4,229	3,028	2,862	2,681	2,074	1,134
Revenues											
Electricity Sales											
Residential	6,538	6,604	6,670	6,736	6,804	6,872	6,940	7,010	7,080	7,151	7,222
Commercial	68,309	69,003	69,705	70,415	71,131	71,856	72,588	73,327	74,075	74,830	75,594
Kilowatt Hour Tax Reduction	-3,257	-1,541	-1,559	-1,578	-1,598	-1,618	-1,638	-1,659	-1,679	-1,700	-1,722
Increase in PCRA	12,886	14,813	14,963	15,115	15,267	15,422	16,357	17,309	17,485	17,662	17,841
Total Electric Sales	84,476	88,879	89,779	90,687	91,605	92,532	94,247	95,988	96,960	97,942	98,935
Other Revenues	4,105	4,164	4,250	4,276	4,385	4,489	4,494	4,604	4,603	4,743	4,879
Investment Earnings	77	77	77	77	77	77	77	77	77	77	77
Total Revenue	88,658	93,120	94,105	95,041	96,067	97,098	98,818	100,669	101,641	102,763	103,891
Total Resources	93,032	96,045	96,711	99,069	100,492	101,327	101,846	103,532	104,322	104,837	105,025
Expenditures											
Operations & Maintenance											
Personnel Services	7,554	8,424	8,677	8,938	9,206	9,482	9,766	10,059	10,361	10,672	10,992
Health Insurance	1,155	1,395	1,493	1,598	1,709	1,829	1,957	2,094	2,241	2,398	2,565
Purchase Power	63,953	65,000	64,015	64,728	65,450	66,183	66,925	67,678	68,441	69,215	70,000
Supplies & Materials	990	1,496	1,541	1,587	1,635	1,684	1,734	1,787	1,840	1,895	1,952
Pro Rata	3,964	4,324	4,213	4,259	4,306	4,353	4,436	4,520	4,570	4,620	4,672
Services	5,393	5,218	5,370	5,526	5,686	5,852	6,022	6,198	6,379	6,565	6,757
Other Disbursements	50	85	85	85	85	85	85	85	85	85	85
Capital Equipment	561	1,530	1,576	1,623	1,672	1,722	1,774	1,827	1,882	1,938	1,996
Dept. Allocation	610	669	696	724	753	783	814	847	881	916	952
Total Operations & Maintenance	84,229	88,142	87,666	89,067	90,502	91,972	93,514	95,094	96,679	98,305	99,972
Debt Service											
Distribution G.O. Debt	3,565	3,315	3,005	2,777	2,335	2,246	946	834	666	290	280
Street Lighting G.O. debt	1,845	1,541	1,245	999	931	893	615	419	201	88	85
Street Light Assessments	469	441	413	323	311	290	167	146	9	8	
New Distribution Debt Service			288	1,175	1,627	2,107	2,677	3,058	3,439	3,803	4,152
New Street Lighting Debt Service			67	303	558	791	1,064	1,299	1,254	1,208	1,163
Total Debt Service	5,878	5,297	5,018	5,577	5,761	6,327	5,469	5,756	5,569	5,398	5,680
Total Expense	90,108	93,439	92,683	94,643	96,263	98,299	98,983	100,851	102,248	103,702	105,653
Ending Fund Balance	2,925	2,606	4,028	4,425	4,229	3,028	2,862	2,681	2,074	1,134	-627

Water Operating Fund

2011 Cash Balance Statement

The fund will begin 2011 with a cash balance of \$30.90 million.

2011 WATER OPERATING FUND BALANCE SUMMARY		
Cash Balance (January 1, 2011)	\$	30,901,143
Plus Estimated 2011 Receipts		163,175,256
Total Estimated Available Resources	\$	194,076,399
Less 2011 Recommended Operating Budget (Water)		(159,275,876)
Less 2011 Recommended Operating Budget (Administration)		(4,256,518)
Projected Available Balance (December 31, 2011)	\$	30,544,005
Note: Cash Balance at January 1, 2011 does not include "bond debt service" reserve fund balance of \$10 million		

2011 Revenue Summary

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

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

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

2011 Revenue Summary

WATER OPERATING FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008-2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Water Sales	\$ 115,658,355	\$ 127,557,616	\$ 139,899,317	\$ 148,643,024
Water Penalty Fees	1,561,608	1,727,213	1,747,006	1,764,476
System Capacity Charges	4,939,564	2,987,186	2,787,361	2,815,235
Sewer Billings	8,462,673	5,796,878	5,850,811	6,026,335
Meter Service Fee	424,567	741,917	381,839	385,657
Investment Income	6,568,651	1,977,259	1,016,232	1,026,394
Other Revenue	5,198,456	1,983,692	2,489,242	2,514,134
Beginning Year Cash Balance	33,259,857	34,746,266	31,298,309	30,901,143
TOTAL RESOURCES	\$ 176,073,731	\$ 177,518,027	\$ 185,470,117	\$ 194,076,399
PERCENT CHANGE		0.82%	4.48%	4.64%

Does not include debt refinancing premiums

Revenue Notes:

- The Sewer and Water Advisory Board recommends a 7.5 percent increase in revenues in 2011, largely funded by rate increases to the various customer classes. With this increase, revenues, excluding the beginning balance, will total over \$163.17 million in 2011, an increase of 5.8 percent over the 2010 projection.
- Sewer billing charges are projected to total \$6.026 million in 2011. These charges reflect the Sewer Division's portion of the cost of operating the billing system in 2011.
- System capacity fees are assumed to grow by one percent. Growth of this fee has declined steadily over the last decade, as it is based on growth of the water system, which has also slowed in recent years.
- The low income discount is continued in 2011 on the commodity portion of the water bill to provide financial relief to qualified customers.
- Due to the volatility of the market, the interest income projection is very conservative and reflects a growth rate of one percent over that of 2010. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.

Water Pro Forma Operating Statement

A pro forma operating statement from 2010 through 2020 is presented below. The statement is designed to project the utility's revenues and expenditures for that period, given certain assumptions and is essential to the planning and rate setting process. The major assumptions upon which water pro forma's numbers are based are as follows:

- The sewer and water advisory board recommended rate increases to produce 7.5 percent more revenue in 2011.
- Water sales growth is projected at zero percent per year in 2011 and 2012, at .5 percent in 2013 and 2014 and at 1 percent for the balance of the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually, representing modest growth of these charges.
- Interest rates on investments of revenues and reserves are projected to be one percent.
- Projections for personnel costs reflect the rates in affect for the various collective bargaining agreements represented in the division.
- Included in the operations and maintenance budget for 2011 is \$7.5 million for payment of pro rata, \$17.0 million for the purchase of chemicals and \$8.5 million for payment of electricity.
- Proposed new debt is issued in the form of bonds at an assumed interest rate of 4.25 percent in 2010 and 5.0 percent thereafter.
- The Division of Water's capital improvements budget (CIB) has been discounted by 20 percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.

WATER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2010 - 2020
IN DOLLARS - 000'S OMITTED

	Estimated	Budget									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Cash Balance	31,298	30,901	30,544	26,589	20,846	11,190	7,356	4,323	3,088	2,412	3,144
Revenues		0.0% Growth		0.5% annual growth		1% annual growth					
Water Sales	139,899	139,899	150,392	162,480	176,355	190,587	205,968	214,268	219,657	221,853	224,072
Water Sales Increase	0	8,744	9,399	10,832	10,287	11,118	5,149	2,678	0	0	0
Interest Income	1,016	1,026	1,037	1,047	1,057	1,068	1,079	1,090	1,100	1,111	1,123
System Capacity Charges	2,787	2,815	2,843	2,872	2,901	2,930	2,959	2,988	3,018	3,048	3,079
Sewer Billing Charges	5,851	6,026	6,207	6,393	6,585	6,783	6,986	7,196	7,412	7,634	7,863
Penalties	1,747	1,764	1,782	1,800	1,818	1,836	1,854	1,873	1,892	1,911	1,930
Meter Service Fees	382	386	390	393	397	401	405	409	413	418	422
Other	2,489	2,514	2,539	2,565	2,590	2,616	2,642	2,669	2,695	2,722	2,750
Total Revenue	154,172	163,175	174,589	188,382	201,991	217,339	227,043	233,171	236,188	238,698	241,238
Total Resources	185,470	194,076	205,133	214,971	222,838	228,529	234,399	237,495	239,276	241,110	244,381
Expenditures											
Operations & Maintenance											
Personnel Services	35,986	38,892	40,059	41,260	42,498	43,773	45,086	46,439	47,832	49,267	50,745
Health Insurance	6,826	8,096	8,663	9,269	9,918	10,612	11,355	12,150	13,001	13,911	14,884
Supplies & Materials	23,229	21,145	21,779	22,433	23,106	23,799	24,513	25,248	26,005	26,786	27,589
Pro Rata	6,938	7,493	7,857	8,477	9,090	9,780	10,217	10,493	10,628	10,741	10,856
Contractual Services	24,103	23,151	23,845	24,561	25,297	26,056	26,838	27,643	28,473	29,327	30,206
Data Processing	0	0	0	0	0	0	0	0	0	0	0
Other	592	100	103	106	109	113	116	119	123	127	130
Equipment	638	1,440	1,483	1,528	1,574	1,621	1,669	1,719	1,771	1,824	1,879
Dept. Allocation	3,796	4,257	4,384	4,516	4,651	4,791	4,934	5,083	5,235	5,392	5,554
Total Operations & Maintenance	102,107	104,573	108,173	112,150	116,243	120,545	124,729	128,894	133,068	137,374	141,844
Debt Service											
Revenue Bond	6,173	0	0	0	0	0	0	0	0	0	0
General Obligation	46,289	58,055	64,023	61,677	59,980	56,116	54,727	50,618	46,317	40,599	38,140
Proposed New Debt	0	904	6,349	20,298	35,424	44,512	50,619	54,894	57,479	59,993	62,407
Total Debt Service	52,462	58,959	70,372	81,975	95,404	100,628	105,346	105,513	103,796	100,592	100,548
Total Expense	154,569	163,532	178,544	194,124	211,647	221,173	230,075	234,407	236,864	237,966	242,392
Ending Fund Balance	30,901	30,544	26,589	20,846	11,190	7,356	4,323	3,088	2,412	3,144	1,990
Projected Revenue Increase	8.50%	7.50%	7.50%	8.00%	7.00%	7.00%	3.00%	1.50%	0.00%	0.00%	0.00%

Storm Sewer Maintenance Fund

2011 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 2011 with a cash balance of \$13.1 million, including the \$9 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.

2011 STORM SEWER MAINTENANCE FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2011)	\$	13,121,481
Plus Estimated 2011 Receipts		<u>38,089,373</u>
Total Estimated Available Resources	\$	51,210,854
Less 2011 Recommended Operating Budget		-
Less 2011 Recommended Operating Budget (Administration)		(1,285,689)
Projected Available Balance (December 31, 2011)	\$	<u><u>49,925,165</u></u>
Note: Balance at January 1, 2011 includes reserve fund balance		

2011 Revenue Summary

Storm sewer maintenance fees provide the vast majority of revenues to this fund. In August 1995, the Division of Sewerage and Drainage implemented a new fee structure based on the impervious area of a given property, which directly relates to stormwater runoff into the storm drainage system. The stormwater service fee is based upon an equitable and consistent rate system, defined in equivalent residential units (ERU), where one ERU equals 2,000 square feet of impervious area. The fee, as recommended by the Sewer and Water Advisory Board and approved by Columbus City Council, was \$2.44/ERU per month for 1995. During 1995, however, revenues exceeded original projections by nearly 50 percent, a result of higher than projected ERU's, and lower than projected credit applications. For that reason, the sewer and water advisory board recommended a rate decrease for 1996, to \$1.64/ERU per month. In 2000, the stormwater rate increased by 35 percent, after remaining static for five years. It was again increased in 2001 by 12.5 percent, by 9.5 percent in 2002, by 5 percent in 2003, by 5 percent in 2008 and by 9 percent in 2009.

The Sewer and Water Advisory Board recommends no increase to the storm sewer maintenance fee in 2011.

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

2011 Revenue Summary

STORM SEWER MAINTENANCE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2008-2011				
REVENUE SUMMARY	2008 Actual	2009 Actual	2010 Estimated	2011 Proposed
Storm Maintenance Fees	\$ 29,919,595	\$ 32,565,490	\$ 36,468,696	\$ 37,203,862
Investment Earnings	1,773,864	531,708	290,260	298,968
Other Revenues	8,562,253	360,357	578,090	586,543
Beginning Year Cash Balance	18,477,371	9,229,497	10,017,172	13,121,481
TOTAL RESOURCES	\$ 58,733,083	\$ 42,687,052	\$ 47,354,218	\$ 51,210,854
PERCENT CHANGE		-27.32%	10.93%	8.14%

Does not include debt refinancing premiums or transfers from other funds

Revenue Notes:

- 2011 revenues are based on a charge of \$4.57 per ERU, per month.

Storm Sewer Maintenance Pro Forma Operating Statement

- The Storm Sewer Maintenance pro forma operating statement assumes that there will be no increase to storm sewer maintenance fee in 2011 and that it will remain at \$4.57 per ERU, or equivalent residential unit.
- The division's capital improvements plan has been discounted by 15 percent throughout the pro forma period. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- In 2005, costs associated with the street cleaning function were added to the storm sewer pro forma operating statement, having been transferred from the Public Service Department. In 2008, snow removal costs were added. In 2011, both these functions total \$6.9 million, and are included in the storm sewer budget.

STORM SEWER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT FOR YEARS 2010 - 2020
IN DOLLARS - 000'S OMITTED

	Estimated	Budget									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Cash Balance	10,017	13,121	15,861	17,258	17,697	17,435	16,525	15,063	13,361	11,937	11,300
Revenues		0.0% Growth		0.5% annual growth			1% annual growth				
Storm Maintenance Service Charges	36,469	37,204	37,204	37,390	38,152	39,119	39,934	40,337	40,744	41,588	42,445
Rate Increase (Decrease)	0	0	0	514	525	359	0	0	373	381	389
Investment Earnings	290	299	308	317	327	336	347	357	368	379	390
Penalties	447	451	456	460	465	470	474	479	484	489	494
Other Revenues	131	135	139	144	148	152	157	162	166	171	177
Total Revenue	37,337	38,089	38,107	38,825	39,617	40,436	40,912	41,335	42,136	43,009	43,895
Total Resources	47,354	51,211	53,968	56,083	57,313	57,871	57,436	56,397	55,497	54,945	55,194
Expenditures											
Operations & Maintenance											
Personnel Services	1,201	1,375	1,416	1,458	1,502	1,547	1,594	1,641	1,691	1,741	1,794
Health Insurance	212	308	330	353	378	404	433	463	495	530	567
Supplies & Materials	66	41	42	43	44	46	47	48	50	51	53
Contractual Services	738	488	502	517	533	549	565	582	600	618	636
Pro Rata	1,680	1,639	1,715	1,747	1,783	1,820	1,841	1,860	1,896	1,935	1,975
Equipment	0	27	27	28	29	30	31	32	33	34	35
Other	358	80	82	85	87	90	93	96	98	101	104
Reimbursement to Sanitary	8,000	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438
Dept. Allocation	1,146	1,286	1,324	1,364	1,405	1,447	1,490	1,535	1,581	1,629	1,678
DoT Allocation	959	1,488	1,532	1,578	1,626	1,675	1,725	1,777	1,830	1,885	1,941
Street Cleaning	6,702	6,900	7,107	7,320	7,540	7,766	7,999	8,239	8,486	8,741	9,003
Total Operations & Maintenance	21,062	21,630	22,318	22,982	23,668	24,377	25,091	25,825	26,599	27,399	28,224
Debt Service											
General Obligation	13,170	13,720	13,529	13,098	12,691	12,288	11,893	11,485	11,060	10,284	9,190
Proposed New Debt	0	0	862	2,307	3,519	4,681	5,390	5,726	5,903	5,963	5,800
Total Debt Service	13,170	13,720	14,392	15,405	16,210	16,969	17,282	17,211	16,962	16,247	14,990
Total Expense	34,233	35,350	36,710	38,386	39,878	41,346	42,374	43,036	43,561	43,646	43,214
Ending Fund Balance	13,121	15,861	17,258	17,697	17,435	16,525	15,063	13,361	11,937	11,300	11,980
Projected Revenue Increase (2011 - 2020)	9.00%	0.00%	0.00%	1.50%	1.50%	1.00%	0.00%	0.00%	1.00%	1.00%	1.00%

All Funds Summary

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

All Funds Summary

2011 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY CHARACTER									
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL	
GENERAL FUND	\$ 534,966,764	\$ 10,253,000	\$ 83,351,134	\$ 571,750	\$ 2,027,500	\$ -	\$ 75,179,852	\$ 706,350,000	
Safety Staffing Contingency Fund	9,000,000	-	-	-	-	-	-	9,000,000	
Divisions of Police & Fire									
SPECIAL REVENUE FUNDS									
Municipal Court Computer Fund									
Judges	237,600	285,300	194,165	-	-	-	-	717,065	
Clerk	833,690	47,400	481,121	-	-	-	335,200	1,697,411	
Total Court Computer	1,071,290	332,700	675,286	-	-	-	335,200	2,414,476	
Street Construction, Main. & Repair									
Service Administration	2,741,578	4,160	170,197	-	-	-	-	2,915,935	
Refuse Collection	3,045,417	3,000	415,780	-	-	-	-	3,464,197	
Mobility Options	1,778,606	11,523	251,419	1,500	-	-	-	2,043,048	
Planning & Operations	22,909,519	556,321	12,958,501	86,600	895,000	-	-	37,405,941	
Design & Construction	2,999,632	7,524	647,922	3,000	-	-	-	3,657,978	
Total SCMR	33,474,652	582,528	14,443,819	91,100	895,000	-	-	49,487,099	
Development Services Fund									
Building & Zoning	12,371,395	67,253	2,791,921	48,150	203,250	-	-	15,481,969	
Total Development Services	12,371,395	67,253	2,791,921	48,150	203,250	-	-	15,481,969	
Private Inspection Fund									
Design & Construction	1,410,203	6,950	302,883	500	25,000	-	-	1,745,536	
Health Special Revenue									
Department of Public Health	17,462,282	712,400	6,794,924	17,750	-	-	-	24,987,356	
Rec. and Parks Oper. & Extension									
Department of Recreation & Parks	24,983,170	938,669	8,601,364	95,000	40,644	-	182,489	34,841,336	
Golf Operations									
Division of Golf	2,991,686	273,500	1,317,948	2,000	-	-	-	4,585,134	
Broad Street Operations Fund									
Division of Facilities Management	-	36,000	1,637,380	-	-	-	-	1,673,380	
E-911 Fund									
Division of Police	1,455,696	-	-	-	-	-	-	1,455,696	
COPS Hiring Recovery Program (CHRP) Grant Fund									
Division of Police	3,707,413	-	-	-	-	-	-	3,707,413	
Photo Red Light Fund									
Division of Police	1,775,000	-	-	-	-	-	-	1,775,000	
Emergency Human Services Fund									
Development Administration	-	-	902,000	-	-	-	-	902,000	
INTERNAL SERVICE FUNDS									
Print and Mailroom Services Fund									
Print Services	149,747	34,233	84,825	-	-	-	-	268,805	
Mailroom Services	145,277	3,700	1,104,650	-	-	-	-	1,253,627	
Total Print and Mailroom Services	295,024	37,933	1,189,475	-	-	-	-	1,522,432	
Land Acquisition									
Division of Land Acquisition	820,586	15,500	63,538	-	-	-	-	899,624	
Technology Services									
Administration	2,075,965	1,171,129	3,899,990	-	56,650	-	-	7,203,734	
Information Services	12,737,863	378,349	5,542,843	-	142,500	3,851,490	-	22,653,045	
Total Technology Services	14,813,828	1,549,478	9,442,833	-	199,150	3,851,490	-	29,856,779	
Fleet Management Services									
Division of Fleet Management	9,831,703	14,125,781	4,052,902	9,500	50,000	2,497,551	-	30,567,437	
Finance and Management Administration	814,976	-	-	-	-	-	-	814,976	
Total Fleet Management Services	10,646,679	14,125,781	4,052,902	9,500	50,000	2,497,551	-	31,382,413	
Construction Inspection Fund									
Service Administration	624,177	450	34,318	-	-	-	-	658,945	
Design & Construction	5,794,652	45,800	753,040	1,800	52,000	-	-	6,647,292	
Total Construction Inspection Fund	6,418,829	46,250	787,358	1,800	52,000	-	-	7,306,237	
Employee Benefits									
Department of Human Resources	2,303,384	29,700	783,020	-	-	-	-	3,116,104	
Department of Finance and Management	-	-	315,000	-	-	-	-	315,000	
Total Employee Benefits	2,303,384	29,700	1,098,020	-	-	-	-	3,431,104	
ENTERPRISE FUNDS									
Various Enterprise Funds									
Public Utilities Director's Office	9,148,792	274,988	1,549,776	-	10,000	-	-	10,983,556	
Water System Enterprise									
Division of Water	46,988,003	21,144,821	30,643,587	100,000	1,440,000	58,959,465	-	159,275,876	
Sewerage System Enterprise									
Division of Sewers and Drains	45,952,595	8,547,959	51,727,510	228,500	2,040,600	106,336,109	20,806,563	235,639,836	
Storm System Enterprise									
Division of Sewers and Drains	1,683,101	40,500	18,514,349	80,000	26,600	13,720,066	-	34,064,616	
Electricity Enterprise									
Division of Electricity	9,819,897	66,496,181	9,542,234	84,680	1,530,000	5,297,227	-	92,770,219	
COMMUNITY DEVELOPMENT BLOCK GRANT									
Dept of Development - Administration	1,018,709	3,000	218,214	-	-	-	-	1,239,923	
Economic Development	746,637	4,350	830,544	-	-	-	-	1,581,531	
Code Enforcement	909,679	2,000	178,892	-	27,000	-	-	1,117,571	
Housing	1,003,582	18,400	1,041,704	575,412	27,000	-	-	2,656,098	
Department of Finance and Management	350,177	6,000	211,100	20,000	-	-	-	587,277	
Department of Public Health	239,710	-	-	-	-	-	-	239,710	
Department of Recreation and Parks	770,671	2,066	32,652	200	-	-	-	805,589	
	5,039,165	35,816	2,513,106	595,612	54,000	-	-	8,237,699	
Grand Total All Funds	\$ 789,599,434	\$ 125,547,907	\$ 251,943,347	\$ 1,926,342	\$ 8,593,744	\$ 190,661,908	\$ 96,504,104	\$ 1,464,776,786	

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS				
	2008 ACTUAL	2009 ACTUAL	2010 PROJECTED	2011 PROPOSED
GENERAL FUND	\$ 651,995,838	\$ 617,027,619	\$ 655,255,086	\$ 706,350,000
Safety Staffing Contingency Fund	-	-	-	9,000,000
Divisions of Police & Fire	-	-	-	-
SPECIAL REVENUE FUNDS				
Municipal Court Computer				
Judges	714,268	480,463	441,432	717,065
Clerk	2,127,845	1,691,548	1,841,273	1,697,411
Total Municipal Court Computer	2,842,113	2,172,011	2,282,705	2,414,476
Street Construction, Maint. & Repair				
Service Administration	2,064,605	2,812,078	3,073,300	2,915,935
Refuse Collection	5,227,056	3,847,606	2,977,311	3,464,197
Mobility Options	-	1,759,178	1,944,742	2,043,048
Planning & Operations	-	34,368,461	34,365,912	37,405,941
Design & Construction	-	3,327,854	3,265,822	3,657,978
Transportation	42,401,926	-	-	-
Total SCMR	49,693,587	46,115,177	45,617,087	49,487,099
Development Services Fund				
Development Administration	583,799	502,209	114,544	-
Service Administration	425,483	127,970	-	-
Planning & Operations	-	233,317	-	-
Design & Construction	-	1,600,173	-	-
Transportation	9,988,078	-	-	-
Building & Zoning	15,340,331	12,915,995	14,250,504	15,481,969
Total Development Services	26,337,691	15,379,664	14,365,048	15,481,969
Private Inspection Fund				
Design & Construction	-	1,495,549	1,744,416	1,745,536
Health Special Revenue				
Department of Public Health	25,854,953	21,634,731	21,618,587	24,987,356
Rec. & Parks Oper. & Extension				
Department of Recreation & Parks	32,835,808	27,900,643	29,931,248	34,841,336
Golf Operations				
Division of Golf	4,873,564	4,402,833	4,469,752	4,585,134
Broad Street Operations Fund				
Division of Facilities Management	1,476,202	1,542,833	1,611,878	1,673,380
E-911 Fund				
Division of Police	-	-	3,860,124	1,455,696
COPS Hiring Recovery Program (CHRP) Grant Fund				
Division of Police	-	-	2,774,864	3,707,413
Photo Red Light Fund				
Division of Police	737,528	716,364	531,200	1,775,000
Emergency Human Services Fund				
Various	1,425,905	2,460,000	901,537	902,000
INTERNAL SERVICE FUNDS				
Print Services Fund				
Print Services	242,409	254,019	258,898	268,805
Mailroom Services	1,347,512	1,341,377	1,187,877	1,253,627
Total Print and Mailroom Services	1,589,921	1,595,396	1,446,775	1,522,432
Land Acquisition				
Division of Land Acquisition	716,163	735,297	829,062	899,624
Technology Services				
Administration	5,522,360	5,164,574	6,034,298	7,203,734
Division of Information Services	21,727,451	19,759,241	20,447,624	22,653,045
Total Technology Services	27,249,811	24,923,815	26,481,922	29,856,779
Fleet Management Services				
Division of Fleet Management	33,700,606	27,464,804	28,348,892	30,567,437
Finance and Management Administration	823,972	718,783	724,248	814,976
Total Fleet Management Services	34,524,578	28,183,587	29,073,140	31,382,413
Construction Inspection Fund				
Service Administration	-	348,953	580,208	658,945
Design & Construction	-	3,871,450	5,525,859	6,647,292
Total Construction Inspection Fund	-	4,220,403	6,106,067	7,306,237
Employee Benefits				
Department of Human Resources	2,416,397	2,515,417	2,677,675	3,116,104
Department of Finance and Management	237,315	241,090	295,000	315,000
Total Employee Benefits	2,653,712	2,756,507	2,972,675	3,431,104
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	37,153,703	8,837,183	9,868,967	10,983,556
Water System Enterprise				
Division of Water	140,240,849	147,478,224	150,773,179	159,275,876
Sewerage System Enterprise				
Division of Sewers and Drains	207,164,706	213,448,926	216,322,794	235,639,836
Storm System Enterprise				
Division of Sewers and Drains	40,063,597	31,926,050	33,087,031	34,064,616
Electricity Enterprise				
Division of Electricity	83,088,996	93,006,378	89,497,855	92,770,219
CDBG				
Office of Education	398,550	(19)	-	-
Development Administration	662,845	824,121	1,151,161	1,239,923
Economic Development	2,204,829	1,502,566	1,740,148	1,581,531
Code Enforcement	-	679,092	1,035,027	1,117,571
Neighborhood Services	1,511,714	349,471	-	-
Planning	64,108	-	-	-
Housing	3,948,947	2,247,725	2,574,954	2,666,098
Department of Finance and Management	868,371	673,001	491,291	557,277
Department of Public Health	308,106	247,251	248,035	239,710
Department of Recreation and Parks	236,199	713,830	810,356	805,589
Total CDBG	10,203,669	7,237,138	8,060,972	8,237,699
NEIGHBORHOOD STABILIZATION FUND				
Development Administration	-	3,979,632	3,659,674	-
Code Enforcement	-	42,398	392,801	-
Neighborhood Services	-	21,011	-	-
Housing	-	10,575,699	5,834,363	-
Department of Finance and Management	-	133,823	658,548	-
Total NSP	-	14,752,563	10,545,386	-
Grand Total All Funds	\$ 1,382,722,894	\$ 1,319,947,891	\$ 1,370,010,357	\$ 1,464,776,786
2008 expenditures do not include expenditures for the 27th pay period, in order to provide meaningful comparisons				

All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2008 Actual	2009 Actual	2010 Budgeted	2011 Budgeted
GENERAL FUND	5,008	4,835	4,998	5,037
COPS Hiring Recovery Program (CHRP) Grant Fund				
Division of Police	0	0	50	50
SPECIAL REVENUE FUNDS				
Street Construction, Main. & Repair				
Service Administration	29	33	34	29
Refuse Collection	65	48	38	40
Mobility Options	0	16	18	18
Planning & Operations	0	276	280	288
Design & Construction	0	29	35	31
Transportation	337	0	0	0
Total SCMR	431	402	405	406
Development Services Fund				
Development Administration	4	4	6	0
Service Administration	4	0	0	0
Planning & Operations	0	0	0	0
Design & Construction	0	0	0	0
Transportation	112	0	0	0
Building & Zoning	140	113	117	130
Total Development Services	260	117	123	130
Private Inspection Fund				
Design & Construction	0	13	22	19
Health Special Revenue				
Department of Public Health	203	151	183	190
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	284	211	245	262
Golf Operations				
Division of Golf	33	31	32	29
Municipal Court Computer Fund				
Judges	2	3	3	3
Clerk	8	8	12	12
Total Municipal Court Computer	10	11	15	15
INTERNAL SERVICE FUNDS				
Print and Mail Services				
Mailroom Services	2	2	2	2
Print Services	2	2	2	2
Total Print and Mail Services	4	4	4	4
Land Acquisition				
Division of Land Acquisition	6	8	8	8
Technology Services				
Technology Administration	10	16	16	17
Division of Information Services	128	117	120	120
Fleet Management Services				
Finance and Management Administration	8	7	7	7
Division of Fleet Management	122	114	127	127
Construction Inspection Fund				
Service Administration	0	5	3	7
Design & Construction	0	58	72	73
Employee Benefits				
Department of Human Resources	18	22	22	22
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Power and Water	515	505	551	551
Sewerage System Enterprise				
Division of Sewers and Drains	487	482	522	522
Storm System Enterprise				
Division of Sewers and Drains	18	18	23	23
Electricity Enterprise				
Division of Power and Water	88	86	99	99
Various Enterprise Funds				
Public Utilities Director's Office	89	88	95	95
COMMUNITY DEVELOPMENT BLOCK GRANT				
Office of Education	4	0	0	0
Development Administration	7	10	11	11
Economic Development	9	7	8	8
Code Enforcement	0	9	9	9
Housing	19	8	11	10
Neighborhood Services	14	0	0	0
Department of Finance and Management	5	3	3	3
Department of Public Health	4	4	3	3
Department of Recreation and Parks	0	4	4	4
Total CDBG	62	45	49	48
NEIGHBORHOOD STABILIZATION FUND				
Development Administration	0	1	1	3
Code Enforcement	0	1	1	1
Housing	0	1	1	1
Department of Finance and Management	0	2	2	2
Total NSF	0	5	5	7
Grand Total All Funds	7,784	7,351	7,796	7,868
Note: In the general fund, 2010 and 2011 are budgeted, except for Police and Fire uniformed personnel (which are year end estimates).				

Capital Summary

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

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

Voted debt typically carries lower interest expense than non-voted debt. Moreover, because it is good public policy to solicit voter input and participation in the capital prioritization process, the city typically requests voter approval of bond packages. On November 4, 2008, voters approved six separate bond issues totaling \$1.7 billion, generally intended to accommodate planned capital improvements mainly through 2016 for non-enterprise agencies, and through 2012 and 2014 for water and sanitary sewers, respectively.

The 2008 voted bond package provides voted authority for Safety and Health, Transportation, Refuse Collection, Sanitary Sewers, Water, and Recreation and Parks capital projects.

The proposed Capital Improvements Program (CIP) provides approximately \$2.7 billion in funding for various capital improvements for the 2011-2016 period. Of this amount, \$640.4 million is to be supported by the special income tax fund (SIT). The SIT fund is used primarily to support non-enterprise debt. Respective system revenues service the debt issued for information services, fleet, water, electricity, sanitary sewer and storm sewer improvements.

The proposed CIP incorporates several key assumptions. The Police and Firemen's Disability and Pension Fund Employer's Accrued Liability Refunding Bond will continue to be funded by the SIT fund. The existing debt service for cable capital projects for non-enterprise divisions will continue to be supported by the SIT. The CIP also includes ongoing funding for mechanized refuse collection equipment, fire apparatus, recreational projects and various street and highway projects.

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

An updated analysis of the SIT fund and a listing of all projects funded in the CIP and respective funding sources follow. This document includes funding through 2016 for all city divisions with scheduled projects.

Special Income Tax Analysis

The city deposits one-fourth of the City of Columbus' two and one-half percent income tax to the special income tax (SIT) fund to service debt, primarily for non-enterprise agencies. In 2011, SIT income tax deposits are projected at nearly \$162.2 million. Non-enterprise agencies primarily represent operations funded by the general fund or the street construction, maintenance and repair fund that do not have separate revenue sources. Non-enterprise projects include construction and improvements of expressways, parks, fire stations and equipment, police facilities, and streets and traffic control. In addition, the SIT fund services debt on the Capitol South redevelopment projects.

The SIT analysis also includes some debt service associated with storm sewers, primarily those projects authorized in the 1991 voted bond package, which totaled \$25 million. All other debt service for storm sewers is paid from the storm maintenance fund. Tipping fees for solid waste disposal are budgeted at \$14.6 million in 2011. It is preferable that this expense be borne by the general fund. However, at present, due to fiscal constraints, it is not included in the ten-year general fund pro forma operating statement.

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

Income tax growth is the most important determinant of the city's capacity to issue additional debt. Table One shows the projected debt service requirements from the SIT fund for 2010 to 2019. Various assumptions and explanations are highlighted at the bottom of the table.

Table Two and Figures One and Two provide a summary of the CIP by division and funding source. Figure Two highlights the amount of councilmanic and non-enterprise voted 2008 projects in the CIP; the associated debt service will be supported by the SIT fund.

Coverage Factor:

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

FIGURE ONE
2011 - 2016 CAPITAL IMPROVEMENTS PLAN
PERCENT BY DIVISION - \$2.66 BILLION

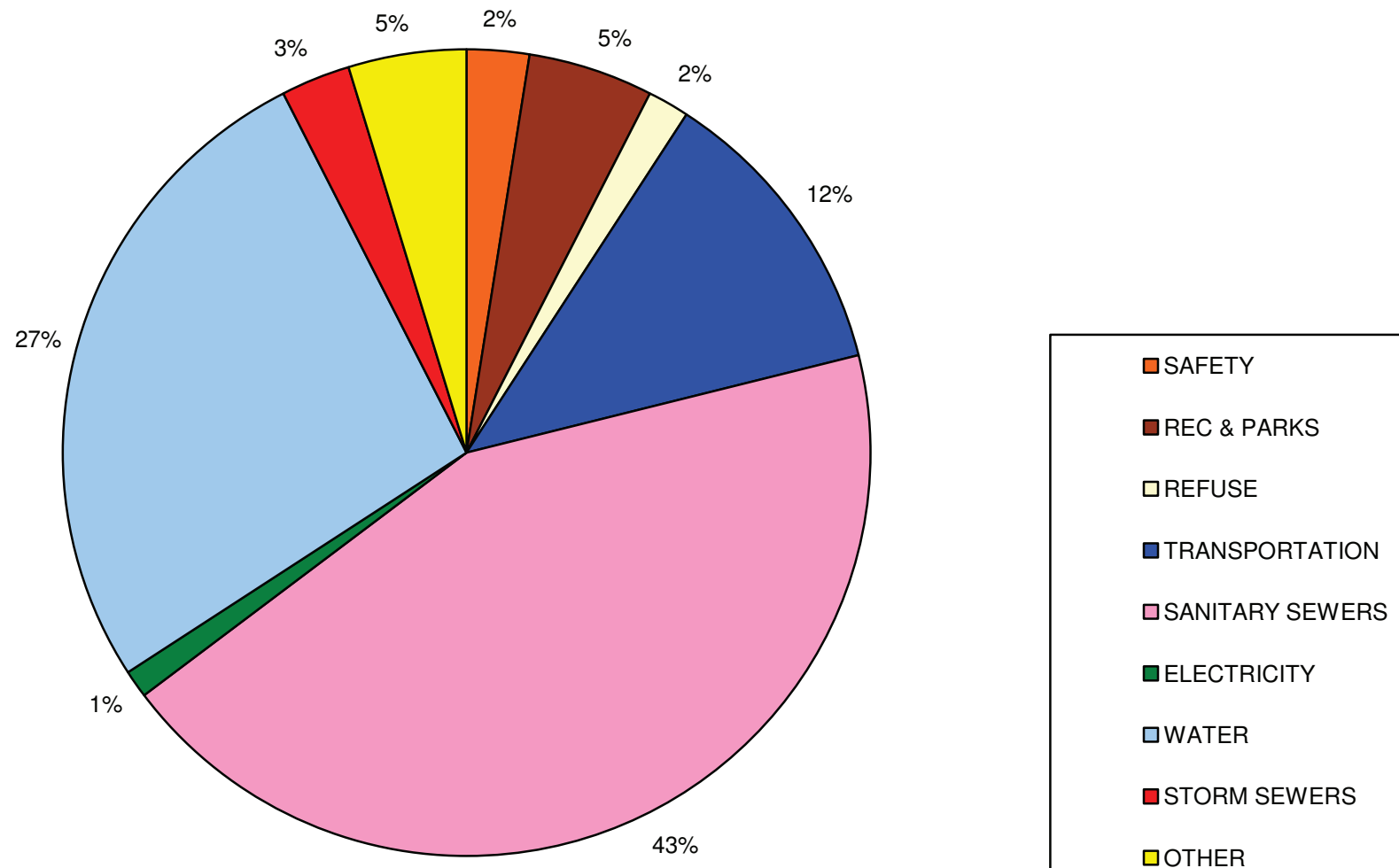
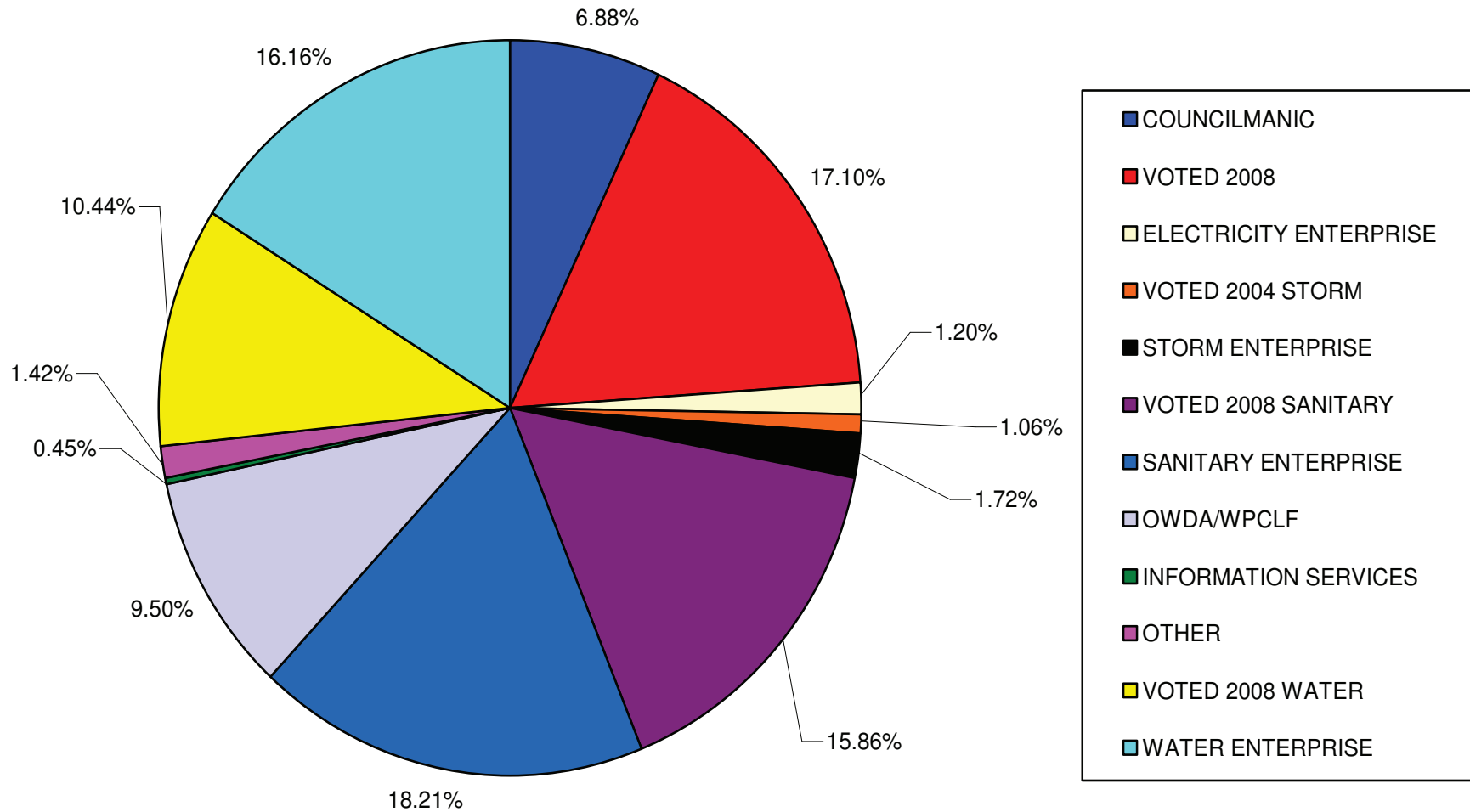


FIGURE TWO
2011 - 2016 CAPITAL IMPROVEMENTS PLAN
PERCENT BY FUNDING SOURCE - \$2.66 BILLION



BEGINNING SIT UNENCUMBERED CASH BALANCE:		
FUND 430	\$110,506	CASH BALANCE LESS VP's
FUND 430	(22,755)	AC's & ENCUMBRANCES
FUND 430	18,413	ADJUSTMENTS (See Sheet P for the details.)
FUND 411	<u>49</u>	UNENC. CASH BALANCE
	\$106,213	BEG. UNENC. CASH BALANCE
PREPARED BY: FINANCE & MANAGEMENT DEPARTMENT		

Capital Summary

Table Two 2011 - 2016 CAPITAL IMPROVEMENTS PROGRAM								
PUBLIC SAFETY/POLICE 30- 03 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
30-03 Police Facility Renovation					1,680,000	1,680,000	3,360,000	Councilmanic SIT Supported
30-03 Police Facility Renovation	1,680,000	1,680,000	1,680,000	1,680,000			6,720,000	Voted 2008 Debt SIT Supported
Subtotal - PUBLIC SAFETY/POLICE 30- 03	\$1,680,000	\$1,680,000	\$1,680,000	\$1,680,000	\$1,680,000	\$1,680,000	\$10,080,000	
PUBLIC SAFETY/FIRE 30- 04 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
New Fire Station Acquisition		5,000,000		5,000,000			10,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Apparatus Replacement - Medics					1,285,000	2,000,000	3,285,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Medics	2,000,000	2,000,000	2,000,000	2,000,000	715,000		8,715,000	Voted 2008 Debt SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders					2,000,000	2,000,000	4,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	2,000,000	2,000,000			8,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Apparatus Replacement - Engines					2,000,000	2,000,000	4,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000	2,000,000			8,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Facility Renovation					1,320,000	1,320,000	2,640,000	Councilmanic SIT Supported
30-04 Fire Facility Renovation	1,320,000	1,320,000	1,320,000	1,320,000			5,280,000	Voted 2008 Debt SIT Supported
Subtotal - PUBLIC SAFETY/FIRE 30- 04	\$7,320,000	\$12,320,000	\$7,320,000	\$12,320,000	\$7,320,000	\$7,320,000	\$53,920,000	
DEVELOPMENT/DEV ADMINISTRATION 44- 01 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Green Columbus Initiatives/Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Councilmanic SIT Supported
59-09 Economic & Community Development	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
44-10 Housing Preservation	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	11,000,000	Councilmanic SIT Supported
Roof Program	500,000						500,000	Councilmanic SIT Supported
Housing Preservation/Home again		500,000					500,000	Councilmanic SIT Supported
44-10 Emergency Shelter Repair	250,000	450,000	350,000	350,000	350,000	350,000	2,100,000	Councilmanic SIT Supported
Subtotal - DEVELOPMENT/DEV ADMINISTRATION 44- 01	\$3,000,000	\$4,200,000	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000	\$21,600,000	
FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Roof Renovation Program	150,000						150,000	Councilmanic SIT Supported
Facility Renovations - Staff Reimbursement	200,000						200,000	Councilmanic SIT Supported
Southside Health Project		5,050,000					5,050,000	Voted 2008 Debt SIT Supported
Facility Renovations - Various	400,000	3,798,000	3,848,000	3,848,000	3,848,000	3,848,000	19,590,000	Councilmanic SIT Supported
109 N. Front Street - Critical Observation Repair	250,000						250,000	Councilmanic SIT Supported
Staff Augmentation	200,000						200,000	Councilmanic SIT Supported
Architectural and Engineering Various	200,000						200,000	Councilmanic SIT Supported
Building Evaluations	100,000						100,000	Councilmanic SIT Supported
City Hall Renovations - HVAC	5,910,000						5,910,000	Councilmanic SIT Supported
City Hall Renovations" - Various		2,842,000	2,842,000	2,842,000	2,842,000	2,842,000	14,210,000	Councilmanic SIT Supported

FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Municipal Court Renovations - Various	280,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,280,000	Councilmanic SIT Supported
59-07 Neighborhood Health Ctr Renovation		500,000					500,000	Councilmanic SIT Supported
Old Police Headquarters	27,250,000						27,250,000	Councilmanic SIT Supported
Subtotal - FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27	\$34,940,000	\$14,190,000	\$8,690,000	\$8,690,000	\$8,690,000	\$8,690,000	\$83,890,000	
FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45- 05 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Fleet Fuel Site Infrastructure	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)
Fleet Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)
Subtotal - FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45- 05	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000	
TECHNOLOGY/DOT ADMINISTRATION 47- 01 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
47-02 Operations Equipment Upgrade	300,000	200,000					500,000	Information Services
47-02 Data Center Facility Upgrades	540,000	200,000	100,000				840,000	Information Services
47-02 Disaster Recovery Project	300,000	300,000					600,000	Information Services
47-02 Connectivity Project Fiber/Wireless	850,000	750,000	500,000	750,000	750,000	750,000	4,350,000	Information Services
47-02 Fiber Optics Purchase Plan		3,500,000	1,500,000				5,000,000	Councilmanic SIT Supported
Routing Equipment Upgrade	125,000	35,000	170,000	10,000	25,000	50,000	415,000	Information Services
47-02 Enterprise System Upgrades	150,000	290,000	200,000	40,000	500,000		1,180,000	Information Services
Enterprise System Security Program (Citywide)		143,000			76,000		219,000	Information Services
47-02 Human Resources Information	500,000		600,000				1,100,000	Information Services
E-Gov Initiatives	100,000						100,000	Information Services
CS Telephony Upgrade - VOIP	150,000	120,000	150,000	150,000	600,000	150,000	1,320,000	Information Services
CS Telephony Upgrade - IVR Enhancements	110,000	90,000	60,000	40,000			300,000	Information Services
CS Client Management Suite	197,000						197,000	Information Services
CS VMWare Virtual Desktop Infrastructure	140,000	3,100	53,000	3,100	53,100	3,100	255,400	Information Services
Media Services - Studio Equipment	200,000						200,000	Information Services
Media Services - Video Storage Equipment	120,000						120,000	Information Services
Media Services - Field Camera System			25,000	25,000	25,000		75,000	Information Services
Media Services - Remote Production Switcher		35,000					35,000	Information Services
Media Services - Council Cameras Equipment	75,000						75,000	Information Services
Media Services - NLE Editor Purchases				25,000	25,000	25,000	75,000	Information Services
Media Services - Wireless Cam Transmission System		20,000					20,000	Information Services
Subtotal - TECHNOLOGY/DOT ADMINISTRATION 47- 01	\$3,857,000	\$5,686,100	\$3,358,000	\$1,043,100	\$2,054,100	\$978,100	\$16,976,400	
HEALTH/HEALTH 50- 01 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
59-07 Blind School Renovation	120,000						120,000	Councilmanic SIT Supported
Subtotal - HEALTH/HEALTH 50- 01	\$120,000	\$0	\$0	\$0	\$0	\$0	\$120,000	

Capital Summary

RECREATION AND PARKS/RECREATION AND PARKS 51- 01 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
51 Urban Infra.- Rec & Parks					753,200	753,200	1,506,400	Councilmanic SIT Supported
51 Urban Infra.- Rec & Parks	750,000	750,000	753,200	753,200			3,006,400	Voted 2008 Debt SIT Supported
51-01 Swimming Facilities						2,318,000	2,318,000	Councilmanic SIT Supported
51-01 Swimming Facilities	318,000	2,318,000	2,318,000	2,318,000	2,318,000		9,590,000	Voted 2008 Debt SIT Supported
Swimming facilities- new Spraygrounds					875,000	875,000	1,750,000	Councilmanic SIT Supported
Swimming facilities- new Spraygrounds		875,000	875,000	875,000			2,625,000	Voted 2008 Debt SIT Supported
Dodge Pool Replacement	2,000,000						2,000,000	Voted 2008 Debt SIT Supported
Park and Playgrounds - Misc.					106,000	106,000	212,000	Councilmanic SIT Supported
Park and Playgrounds - Misc.	106,000	106,000	106,000	106,000			424,000	Voted 2008 Debt SIT Supported
Hard Surface Improvements: yearly improvements					500,000	500,000	1,000,000	Councilmanic SIT Supported
Hard Surface Improvements: yearly improvements	500,000	500,000	500,000	500,000			2,000,000	Voted 2008 Debt SIT Supported
Hard Surface and Tennis Court Improvements					300,000	300,000	600,000	Councilmanic SIT Supported
Hard Surface and Tennis Court Improvements	300,000	300,000	300,000	300,000			1,200,000	Voted 2008 Debt SIT Supported
Neighborhood park renovations					400,000	400,000	800,000	Councilmanic SIT Supported
Neighborhood park renovations	400,000	400,000	400,000	400,000			1,600,000	Voted 2008 Debt SIT Supported
New Park Development					450,000	450,000	900,000	Councilmanic SIT Supported
New Park Development	450,000	450,000	450,000	450,000			1,800,000	Voted 2008 Debt SIT Supported
Franklin/Conservatory Park Improvements	800,000	800,000	800,000	800,000			3,200,000	Voted 2008 Debt SIT Supported
park improvements: grant matches					100,000	100,000	200,000	Councilmanic SIT Supported
park improvements: grant matches	100,000	100,000	100,000	100,000			400,000	Voted 2008 Debt SIT Supported
51-01 Facility Renovations					5,764,400	5,850,000	11,614,400	Councilmanic SIT Supported
51-01 Facility Renovations	4,685,000	5,850,000	5,850,000	5,850,000	85,600		22,320,600	Voted 2008 Debt SIT Supported
Facility Imps - Contingencies					200,000	200,000	400,000	Councilmanic SIT Supported
Facility Imps - Contingencies	200,000	200,000	200,000	200,000			800,000	Voted 2008 Debt SIT Supported
Milo Grogan Recreation Center Expansion		3,500,000					3,500,000	Voted 2008 Debt SIT Supported
HVAC Improvements: various facilities					3,150,000	3,150,000	6,300,000	Councilmanic SIT Supported
HVAC Improvements: various facilities	665,000	3,150,000	3,150,000	3,150,000			10,115,000	Voted 2008 Debt SIT Supported
facility: roof improvements various					800,000	800,000	1,600,000	Councilmanic SIT Supported
facility: roof improvements various	800,000	800,000	800,000	800,000			3,200,000	Voted 2008 Debt SIT Supported
Street Greens: Green Initiative					400,000	400,000	800,000	Councilmanic SIT Supported
Street Greens: Green Initiative	400,000	400,000	400,000	400,000			1,600,000	Voted 2008 Debt SIT Supported
51-01 Park Acquisition					774,000	774,000	1,548,000	Councilmanic SIT Supported
51-01 Park Acquisition	774,000	774,000	774,000	774,000			3,096,000	Voted 2008 Debt SIT Supported
Bikeway Trail Safety - Harrison West					432,000	432,000	864,000	Councilmanic SIT Supported
Bikeway Trail Safety - Harrison West	432,000	432,000	432,000	432,000			1,728,000	Voted 2008 Debt SIT Supported
51-01 Greenways Projects					3,000,000	3,000,000	6,000,000	Councilmanic SIT Supported
51-01 Greenways Projects		3,000,000	3,000,000	3,000,000			9,000,000	Voted 2008 Debt SIT Supported
greenways: alum creek, easton to Innis park	1,100,000						1,100,000	Voted 2008 Debt SIT Supported
greenways: connector feeders	625,000						625,000	Voted 2008 Debt SIT Supported

RECREATION AND PARKS/RECREATION AND PARKS 51- 01 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
greenways: nafsger to big walnut park	425,000						425,000	Voted 2008 Debt SIT Supported
greenways-goodale st improvements	850,000						850,000	Voted 2008 Debt SIT Supported
Watercourse Bike Path Develop. & Connection Imp					1,000,000	1,000,000	2,000,000	Councilmanic SIT Supported
Watercourse Bike Path Develop. & Connection Imp		1,000,000	1,000,000	1,000,000			3,000,000	Voted 2008 Debt SIT Supported
51-01 Safe Playgrounds					500,000	500,000	1,000,000	Councilmanic SIT Supported
51-01 Safe Playgrounds	250,000	500,000	500,000	500,000			1,750,000	Voted 2008 Debt SIT Supported
Dog Parks					250,000	250,000	500,000	Councilmanic SIT Supported
Dog Parks	250,000		250,000	250,000			750,000	Voted 2008 Debt SIT Supported
Security Enhancements	400,000						400,000	Voted 2008 Debt SIT Supported
Recreation and Parks Public Investment Improvements	200,000						200,000	Voted 2008 Debt SIT Supported
Subtotal - RECREATION AND PARKS/RECREATION AND PARKS 51- 01	\$17,780,000	\$26,205,000	\$22,958,200	\$22,958,200	\$22,158,200	\$22,158,200	\$134,217,800	
RECREATION AND PARKS/GOLF DIVISION 51- 03 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Golf- equipment replacements					200,000	200,000	400,000	Councilmanic SIT Supported
Golf- equipment replacements	225,000	175,000	275,000	200,000			875,000	Voted 2008 Debt SIT Supported
golf: drainage improvements					50,000	50,000	100,000	Councilmanic SIT Supported
golf: drainage improvements		50,000	25,000	50,000			125,000	Voted 2008 Debt SIT Supported
golf: bunker improvements					70,000	70,000	140,000	Councilmanic SIT Supported
golf: bunker improvements	70,000	70,000	70,000	70,000			280,000	Voted 2008 Debt SIT Supported
golf: hard surface improvements					100,000	100,000	200,000	Councilmanic SIT Supported
golf: hard surface improvements	75,000	75,000	100,000	100,000			350,000	Voted 2008 Debt SIT Supported
Golf Improvements- Miscellaneous					50,000	50,000	100,000	Councilmanic SIT Supported
Golf Improvements- Miscellaneous	50,000	50,000	50,000	50,000			200,000	Voted 2008 Debt SIT Supported
golf improvements: General Golf Facility Improvements					150,000	150,000	300,000	Councilmanic SIT Supported
golf improvements: General Golf Facility Improvements	60,000	60,000	100,000	150,000			370,000	Voted 2008 Debt SIT Supported
Airport Improvements	140,000	140,000					280,000	Voted 2008 Debt SIT Supported
Subtotal - RECREATION AND PARKS/GOLF DIVISION 51- 03	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$3,720,000	
PUBLIC SERVICE/12 - TRANSPORTATION 59-10 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
UIRF - Urban Infrastructure Recovery Fund	4,950,000	4,950,000	5,651,813	5,651,813	5,651,813	5,651,813	32,507,252	Voted 2008 Debt SIT Supported
Misc. Econ. Development - Columbus Coated Fabrics Redevelopment	3,160,000						3,160,000	Voted 2008 Debt SIT Supported
Street Equipment	3,139,265	1,984,944	4,487,339	5,129,556	5,932,505	5,932,505	26,606,114	Voted 2008 Debt SIT Supported
Morse Road Area Investment - Morse Road Phase 1	602,677						602,677	Voted 2008 Debt SIT Supported
NCR-TBD	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000	Voted 2008 Debt SIT Supported
Intersection Improvements - Olentangy River Road at Henderson Road	400,000						400,000	Voted 2008 Debt SIT Supported
ADA Curb Ramps - Citywide Curb Ramps	385,000		800,000	600,000		600,000	2,385,000	Voted 2008 Debt SIT Supported
Arterial Street Rehabilitation - Fairwood Avenue/Watkins Rd-Koebel Rd	250,000						250,000	Voted 2008 Debt SIT Supported

Capital Summary

PUBLIC SERVICE/12 - TRANSPORTATION 59-10 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Arterial Street Rehabilitation - Stelzer Road Phase 1 (Allegheny Ave/Old James - Johnstown Road)		167,979					167,979	Voted 2008 Debt SIT Supported
Arterial Street Rehabilitation - Hard Road Phase A/Sawmill Road - Smoky Row Road					10,019,000		10,019,000	ODOT (Ohio Dept of Transportation)
Alley Rehabilitation - Downtown SID Improvements	595,000	550,000	525,000	525,000			2,195,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Emerald Parkway/Tuttle Crossing Blvd - Rings Road	1,400,000						1,400,000	Voted 2008 Debt SIT Supported
Roadway Improvements - SCMRF reimbursements	2,500,000	2,500,000	2,500,000	2,550,500	2,550,000	2,550,000	15,150,500	Voted 2008 Debt SIT Supported
Roadway Improvements - I-70/71 reconstruction project	2,600,000						2,600,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Lazelle Road	600,000		600,000	500,000	3,522,995		5,222,995	Voted 2008 Debt SIT Supported
Roadway Improvements - Guardrail	350,000						350,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Avery Road		15,000	60,000				75,000	Voted 2008 Debt SIT Supported
Curb Reconstruction - Qwik Curb Commodity	100,000	50,000	25,000	25,000	25,000	25,000	250,000	Voted 2008 Debt SIT Supported
Curb Reconstruction - Citywide Curb Rehabilitation Program		500,000					500,000	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - Jackson Pike	40,000						40,000	Voted 2008 Debt SIT Supported
Resurfacing - Resurfacing Projects	18,500,000	18,500,000	18,500,000	18,500,000	18,500,000	18,500,000	111,000,000	Voted 2008 Debt SIT Supported
Resurfacing - Preventive Surface Treatments	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - Annual Citywide Project 1	1,000,000	1,000,000	1,500,000	1,500,000		1,500,000	6,500,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - Major Bridge Rehabilitation	2,100,000	3,071,698	2,506,473	305,444		2,022,995	10,006,610	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - State Route Bridge Rehabilitation	500,000	500,000					1,000,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - General Engineering Design Services		150,000					150,000	Voted 2008 Debt SIT Supported
Housing Initiatives - Roadway	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000	Voted 2008 Debt SIT Supported
Parking Meters - Commodities	500,000	500,000	500,000	500,000	500,000		2,500,000	Voted 2008 Debt SIT Supported
Bikeway Development - Spot/Miscellaneous Improvements (Intersection Related)		630,000					630,000	Voted 2008 Debt SIT Supported
Bikeway Development - SR 161 Bikeway Connector/Sawmill Road - Linworth Road	100,000		600,000	1,420,000			2,120,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bike Hitches/Racks	20,000	20,000	20,000	20,000	20,000	20,000	120,000	Voted 2008 Debt SIT Supported
Bikeway Development - Pavement Marking and Signage Contract		250,000					250,000	Voted 2008 Debt SIT Supported
Bikeway Development - Olentangy to Alum Creek East-West Connector Phase 2		100,000					100,000	Voted 2008 Debt SIT Supported
Computerized Signals - Commodities	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Voted 2008 Debt SIT Supported
School Flashers - 20 MPH - Commodities	150,000	50,000	245,000	50,000	50,000	50,000	595,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - Commodities	700,000	700,000	700,000	700,000	700,000	700,000	4,200,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - Columbus Traffic Signal System Phase B		9,135,866					9,135,866	ODOT (Ohio Dept of Transportation)

PUBLIC SERVICE/12 - TRANSPORTATION 59-10	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Project Name								
Traffic Signal Installation - Columbus Traffic Signal System Phase C					6,293,732		6,293,732	ODOT (Ohio Dept of Transportation)
Traffic Signal Installation - CTSS Phase D						8,641,230	8,641,230	ODOT (Ohio Dept of Transportation)
Sign Upgrading/Streetname Signs - Commodities	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000	Voted 2008 Debt SIT Supported
Raised Pavement Markings - Commodities	200,000	200,000	150,000	150,000	150,000	150,000	1,000,000	Voted 2008 Debt SIT Supported
Permanent Pavement Markings	600,000	600,000	600,000	600,000	600,000	500,000	3,500,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Lane Avenue Sidewalks	900,000						900,000	ODOT (Ohio Dept of Transportation)
Pedestrian Safety Improvements - Lane Avenue Sidewalks	100,000						100,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Franklinton Community Mobility Plan		250,000					250,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Obetz Road Sidewalks	190,000						190,000	Federal Match Projects
Pedestrian Safety Improvements - Obetz Road Sidewalks	40,000						40,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Weinland Park Community Mobility Program (WPCMP)	125,000	125,000					250,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements-New Sidewalk Design and Construction	185,000	2,025,000					2,210,000	Voted 2008 Debt SIT Supported
Facilities - Salt Barn Roofs	600,000						600,000	Voted 2008 Debt SIT Supported
SciTech-OSU research park envir.		4,700,000					4,700,000	Voted 2008 Debt SIT Supported
Operation Safewalks - Joyce Avenue Phase 1	990,803						990,803	Voted 2008 Debt SIT Supported
Subtotal - PUBLIC SERVICE/12 - TRANSPORTATION 59-10	\$54,272,745	\$58,925,487	\$45,670,625	\$44,427,313	\$60,215,045	\$52,543,543	\$316,054,758	
PUBLIC SERVICE/REFUSE COLLECTION 59- 02	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Project Name								
Mechanized Collection Equipment - 96-Gallon Containers				387,074	568,479	631,043	1,586,596	Councilmanic SIT Supported
Mechanized Collection Equipment - 96-Gallon Containers	498,390	502,925	558,255	176,268			1,735,838	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers					1,321,489	1,506,573	2,828,062	Councilmanic SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers	1,208,676	1,187,232	1,351,284	1,386,732			5,133,924	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks				3,184,821	2,229,378	2,340,846	7,755,045	Councilmanic SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks	1,834,110	1,925,820	3,033,162				6,793,092	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks				845,904		932,610	1,778,514	Councilmanic SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks		767,262					767,262	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - Rear Loading Packer Trucks					707,895	247,764	955,659	Councilmanic SIT Supported
Mechanized Collection Equipment - Rear Loading Packer Trucks	194,129	611,508	428,054				1,233,691	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks					678,321		678,321	Councilmanic SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks	558,057		615,258				1,173,315	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - Flatbed Trucks				81,560	171,276		252,836	Councilmanic SIT Supported
Mechanized Collection Equipment - Flatbed Trucks	140,910	73,978	77,677				292,565	Voted 2008 Debt SIT Supported

Capital Summary

PUBLIC SERVICE/REFUSE COLLECTION 59- 02 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Mechanized Collection Equipment - Compactor Trucks					193,368		193,368	Councilmanic SIT Supported
Mechanized Collection Equipment - Compactor Trucks	159,085						159,085	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - Knuckle Boom Trucks					190,689	400,448	591,137	Councilmanic SIT Supported
Mechanized Collection Equipment - Knuckle Boom Trucks	470,643	494,175					964,818	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - Dumpsters				14,641	16,105	17,716	48,462	Councilmanic SIT Supported
Mechanized Collection Equipment - Dumpsters	11,000	12,100	13,310				36,410	Voted 2008 Debt SIT Supported
New Morse Road Transfer Station	7,000,000						7,000,000	Voted 2008 Debt SIT Supported
Facility Improvements	1,000,000	500,000					1,500,000	Voted 2008 Debt SIT Supported
Subtotal - PUBLIC SERVICE/REFUSE COLLECTION 59- 02	\$13,075,000	\$6,075,000	\$6,077,000	\$6,077,000	\$6,077,000	\$6,077,000	\$43,458,000	
PUBLIC UTILITIES/STORM SEWER 60-15 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Stormwater Infrastructure Upgrades in the Northwest Alum Creek Area		660,000			2,000,000		2,660,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Early Ditch Relief Area		550,000			1,050,000		1,600,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the West Fifth Avenue Area		150,000	50,000	800,000			1,000,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Barthman/Parsons Area			200,000	20,000		1,100,000	1,320,000	Storm Sewer Enterprise (Unvoted)
Stormwater Infrastructure Upgrades in the Livingston/James Area		400,000			550,000		950,000	Storm Sewer Enterprise (Unvoted)
60-15 Linden Area Wide Storm System	7,000,000						7,000,000	Voted 2004 Debt-Storm Sewer
Parklane Avenue SSI	250,000						250,000	Voted 2004 Debt-Storm Sewer
East 25th/Joyce Avenue Stormwater Systems Improvement		1,100,000					1,100,000	Storm Sewer Enterprise (Unvoted)
Eastside Neighborhood Stormwater System Improvements	100,000	1,500,000					1,600,000	Voted 2004 Debt-Storm Sewer
General Engineering Svcs - Storm			200,000	200,000	200,000	200,000	800,000	Storm Sewer Enterprise (Unvoted)
General Engineering Svcs - Storm	200,000	200,000					400,000	Voted 2004 Debt-Storm Sewer
60-15 Riverview Drive Street Reconstruct			1,100,000				1,100,000	Storm Sewer Enterprise (Unvoted)
60-15 Elmore Ave Stormwater Imps		100,000					100,000	Voted 2004 Debt-Storm Sewer
Saddle Run Storm Sewer Improvements		750,000					750,000	Voted 2004 Debt-Storm Sewer
60-15 Marion Road Storm Sewer			2,400,000				2,400,000	Storm Sewer Enterprise (Unvoted)
60-15 Lockbourne Road Storm Sewer			2,600,000				2,600,000	Storm Sewer Enterprise (Unvoted)
Bulen Avenue Stormwater System Improvements	384,000						384,000	Voted 2004 Debt-Storm Sewer
Oakwood Avenue Stormwater System Improvements					350,000		350,000	Storm Sewer Enterprise (Unvoted)
Oakwood Avenue Stormwater System Improvements	50,000	20,000					70,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Project No. 1		25,000			450,000		475,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Projects No. 2					450,000		450,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Projects No. 2	700,000	25,000					725,000	Voted 2004 Debt-Storm Sewer
60-15 Linworth Rd/Meeklyn Dr Storm Sewer		1,500,000					1,500,000	Storm Sewer Enterprise (Unvoted)
Belvidere Avenue Stormwater System Improvements		65,000	1,000,000				1,065,000	Storm Sewer Enterprise (Unvoted)
Belvidere Avenue Stormwater System Improvements	120,000						120,000	Voted 2004 Debt-Storm Sewer

PUBLIC UTILITIES/STORM SEWER 60-15 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Weisheimer Road Stormwater System Improvements		750,000					750,000	Voted 2004 Debt-Storm Sewer
Linden Neighborhood Stormwater System Improvements Phase 2			1,000,000				1,000,000	Storm Sewer Enterprise (Unvoted)
Linden Neighborhood Stormwater System Improvements Phase 2	50,000						50,000	Voted 2004 Debt-Storm Sewer
Clintonville Neighborhood Stormwater System Improvements Phase 2		100,000		1,000,000			1,100,000	Storm Sewer Enterprise (Unvoted)
Lehnert Farms/Bolton Field SSI		100,000		2,500,000			2,600,000	Storm Sewer Enterprise (Unvoted)
Clintonville/Northridge SSI		100,000		3,000,000			3,100,000	Storm Sewer Enterprise (Unvoted)
Rich/Holtzman Alley Drainage Improvements	100,000						100,000	Voted 2004 Debt-Storm Sewer
60-15 Storm Sewer Contingencies		596,500	1,200,000	1,200,000	1,200,000	1,200,000	5,396,500	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies	1,200,000	603,500					1,803,500	Voted 2004 Debt-Storm Sewer
60-15 Fairwood Ave/Koebel Road Drainage	600,000						600,000	Voted 2004 Debt-Storm Sewer
Third Avenue Underpass Stormwater System Improvements			1,725,000				1,725,000	Storm Sewer Enterprise (Unvoted)
Third Avenue Underpass Stormwater System Improvements	270,000						270,000	Voted 2004 Debt-Storm Sewer
60-15 Idlewild Dr. Storm Sewer	5,750,000						5,750,000	Voted 2004 Debt-Storm Sewer
60-15 Ashburton/Mayfair SSI	2,000,000						2,000,000	Voted 2004 Debt-Storm Sewer
60-15 Skyline Dr Stormwater Imps			2,070,000				2,070,000	Storm Sewer Enterprise (Unvoted)
60-15 North Central Area Wide Strm Sys		250,000	250,000		2,000,000		2,500,000	Storm Sewer Enterprise (Unvoted)
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements	3,207,500						3,207,500	Voted 2004 Debt-Storm Sewer
17th Avenue Improvements			3,200,000				3,200,000	Storm Sewer Enterprise (Unvoted)
17th Avenue Improvements	250,000						250,000	Voted 2004 Debt-Storm Sewer
Leonard Avenue Storm Sewer Improvements	15,000	600,000					615,000	Voted 2004 Debt-Storm Sewer
Terrace Avenue / Broad Street Stormwater System Improvements		100,000		1,000,000			1,100,000	Storm Sewer Enterprise (Unvoted)
Holt Avenue / Somersworth Drive Stormwater System Improvements		50,000	1,000,000				1,050,000	Storm Sewer Enterprise (Unvoted)
Holt Avenue / Somersworth Drive Stormwater System Improvements	200,000						200,000	Voted 2004 Debt-Storm Sewer
Cooper Park Stormwater System Improvements		50,000		1,000,000			1,050,000	Storm Sewer Enterprise (Unvoted)
Stormwater Green Initiative		100,000	100,000	100,000	100,000	100,000	500,000	Storm Sewer Enterprise (Unvoted)
Stormwater Green Initiative	100,000						100,000	Voted 2004 Debt-Storm Sewer
Stormwater Master Plan		1,000,000					1,000,000	Voted 2004 Debt-Storm Sewer
Subtotal - PUBLIC UTILITIES/STORM SEWER 60-15	\$22,546,500	\$11,445,000	\$18,095,000	\$10,820,000	\$8,350,000	\$2,600,000	\$73,856,500	
PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
60-05 Sanitary Sewer Construction				500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Construction		500,000	500,000				1,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Walnut Trunk, Central College Road Subtrunk F1B			2,500,000				2,500,000	Voted 2008 Debt-Sanitary Sewer

Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
60-05 Blacklick Creek Interceptor				1,000,000		60,000,000	61,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Blacklick Creek Interceptor		2,100,000	2,100,000				4,200,000	Voted 2008 Debt-Sanitary Sewer
60-05 Alum Creek Relief Tunnel (ART)				198,516,060			198,516,060	Sanitary Sewer Enterprise (Unvoted)
60-05 Alum Creek Relief Tunnel (ART)				91,483,940			91,483,940	Voted 2008 Debt-Sanitary Sewer
60-05 Alum Creek Relief Tunnel (ART)				75,000,000			75,000,000	WPCLF/OWDA
Olentangy Relief Tunnel (ORT)					5,000,000		5,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Contingency				1,000,000	1,000,000	1,000,000	3,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Contingency	1,000,000	1,000,000	1,000,000				3,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Walnut Subtrunk Sewer, Williams Road Area West			300,000				300,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP WAS Concentrator Building Decommissioning					378,000		378,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Biosolids Land Application Improvements		968,000	14,515,000				15,483,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Support Facilities	1,472,000		15,455,000				16,927,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Solids Handling Improvements	794,000	11,903,000					12,697,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Digester	266,000	620,000	10,047,000				10,933,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Electrical Harmonics Improvements	2,300,000						2,300,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST		665,000	1,552,000		23,285,000		25,502,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protective Coating Systems				1,150,000	1,150,000	1,150,000	3,450,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP, Corrosion Prevention and Protective Coating Systems	1,150,000	1,150,000	1,150,000				3,450,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Other Real Needs				1,021,000	15,309,000	55,000	16,385,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Other Real Needs			437,000				437,000	Voted 2008 Debt-Sanitary Sewer
Wastewater Plants Upgrade Project "88"			9,000,000				9,000,000	Voted 2008 Debt-Sanitary Sewer
WWTPs Ash Lagoons Improvements	448,000	18,326,000					18,774,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Major Incineration Rehabilitation				757,000	1,766,000	26,489,000	29,012,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Support Facilities		17,833,000					17,833,000	Voted 2008 Debt-Sanitary Sewer
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTPs		2,325,000					2,325,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Instrumentation And Control (I&C) System Upgrade				500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Instrumentation And Control (I&C) System Upgrade	1,000,000	500,000	500,000				2,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 WWTFs Renovations and Rehabilitations				3,000,000	3,378,000		6,378,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTFs Renovations and Rehabilitations	3,000,000	3,000,000	3,000,000				9,000,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Corrosion Prevention & Protective Coating Sys. Consultant				150,000	150,000		300,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Corrosion Prevention & Protective Coating Sys. Consultant		150,000	150,000				300,000	Voted 2008 Debt-Sanitary Sewer
Wastewater Treatment Facilities Construction and Contingencies				1,700,000	1,700,000	1,700,000	5,100,000	Sanitary Sewer Enterprise (Unvoted)
Wastewater Treatment Facilities Construction and Contingencies	3,900,000	1,600,000	1,700,000				7,200,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
60-05 SWWTP, New Headworks	2,289,000						2,289,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biogas Utilization				10,047,000			10,047,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Biogas Utilization		287,000	670,000				957,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility		1,784,000					1,784,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility			26,762,000				26,762,000	WPCLF/OWDA
WWTF Upgrade - General Program				2,194,000	2,194,000	2,194,000	6,582,000	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program	2,194,000	2,194,000	2,194,000				6,582,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Professional Construction Mgmt				957,000	3,676,000	4,159,000	8,792,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Mgmt		4,798,000	6,360,000				11,158,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Corrosion Prevention & Protective Coating Systems	2,000,000	2,000,000	2,000,000				6,000,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Pavement Replacement and Improvements	1,260,000						1,260,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Odor Reduction Improvements - Part 2					130,000	302,000	432,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP, Other Real Needs				491,000	1,145,000	17,511,000	19,147,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Professional Program Management Services, DOSD 2006-2010 Capital Improvements Program								Voted 2008 Debt-Sanitary Sewer
Sanitary Sewers Rehabilitation				500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
Sanitary Sewers Rehabilitation	500,000	500,000	500,000				1,500,000	Voted 2008 Debt-Sanitary Sewer
2011 Annual Lining Contract	2,100,000						2,100,000	Voted 2008 Debt-Sanitary Sewer
2012 Annual Lining Contract		2,100,000					2,100,000	Voted 2008 Debt-Sanitary Sewer
2013 Annual Lining Contract			2,100,000				2,100,000	Voted 2008 Debt-Sanitary Sewer
2014 Annual Lining Contract				2,100,000			2,100,000	Sanitary Sewer Enterprise (Unvoted)
2015 Annual Lining Contract					2,100,000		2,100,000	Sanitary Sewer Enterprise (Unvoted)
2016 Annual Lining Contract						2,100,000	2,100,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I/I-NW Alum Creek Area		3,101,000					3,101,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-Early Ditch Relief Area					3,377,000		3,377,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I/I-Early Ditch Relief Area		1,338,000					1,338,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I&I - West Fifth Area				3,795,000			3,795,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I&I - West Fifth Area		1,119,000	138,000				1,257,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sewer System Remediation I/I Barthman/Parsons Ave.				50,000		1,250,000	1,300,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sewer System Remediation I/I Barthman/Parsons Ave.			200,000				200,000	Voted 2008 Debt-Sanitary Sewer
Sanitary System Remediation I/I-Livingston/James Area					12,870,000		12,870,000	Sanitary Sewer Enterprise (Unvoted)
Sanitary System Remediation I/I-Livingston/James Area		2,870,000					2,870,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I&I - Miller-Kelton Area				5,800,000			5,800,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I&I - Miller-Kelton Area		750,000	50,000				800,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I&I - Plum Ridge Area						350,000	350,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I/I-Sullivant Avenue Area				1,000,000			1,000,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Remediation I/I-Sullivant Avenue Area		300,000	50,000				350,000	Voted 2008 Debt-Sanitary Sewer

Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Sewer System Capacity Model update 2006				500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Capacity Model update 2006		500,000	500,000				1,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Run Subtrunk, Big Run South Road			1,800,000				1,800,000	Voted 2008 Debt-Sanitary Sewer
BWARI Corrosion Investigation					500,000		500,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut/Rickenbacker Sanitary Interceptor	9,000,000						9,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor		50,000,000					50,000,000	WPCLF/OWDA
Olentangy Main Trunk-Mt. Air				3,200,000			3,200,000	Sanitary Sewer Enterprise (Unvoted)
Upper Scioto West Air Quality Improvement		1,500,000					1,500,000	Voted 2008 Debt-Sanitary Sewer
Upper Scioto West Subtrunk, Hayden Run Area, West of Cosgray Rd			4,000,000				4,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Scioto-Main Sanitary Subtrunk				2,900,000			2,900,000	Sanitary Sewer Enterprise (Unvoted)
Upper Scioto West Air Quality Improvement	75,000		750,000				825,000	Voted 2008 Debt-Sanitary Sewer
Design of Compressed Natural Gas Infrastructure	249,424						249,424	Voted 2008 Debt-Sanitary Sewer
Utilities Complex Improvements, Customer Service Center				5,794,000			5,794,000	Sanitary Sewer Enterprise (Unvoted)
Utilities Complex Improvements, Customer Service Center			176,000				176,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6				1,000,000			1,000,000	Sanitary Sewer Enterprise (Unvoted)
Franklin Main Interceptor Rehabilitation, Sec. 6		850,000					850,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 8	3,345,000						3,345,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Run/Hellbranch Subtrunk			2,000,000				2,000,000	Voted 2008 Debt-Sanitary Sewer
6005 Fulton/Mound/Noble Sewer Rehab	4,600,000						4,600,000	Voted 2008 Debt-Sanitary Sewer
6005 Scioto Main/West Side Relief Rehab	1,000,000						1,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Outfall Rehabilitation	700,000	150,000	11,000,000				11,850,000	Voted 2008 Debt-Sanitary Sewer
60-05 OSIS Augment Sewer, Henry St.-JPWWTP				7,000,000	1,600,000		8,600,000	Sanitary Sewer Enterprise (Unvoted)
60-05 OSIS Augment Sewer, Henry St.-JPWWTP	7,000,000	11,000,000	13,000,000				31,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 OSIS Augment Sewer, Henry St.-JPWWTP	75,000,000						75,000,000	WPCLF/OWDA
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	800,000						800,000	Voted 2008 Debt-Sanitary Sewer
Cherry and 4th Combined Sewer Separation		16,000,000					16,000,000	Voted 2008 Debt-Sanitary Sewer
First Avenue Inflow Redirection Project		1,700,000					1,700,000	Voted 2008 Debt-Sanitary Sewer
Mound e/o I-71 Sewer Separation		2,500,000					2,500,000	Voted 2008 Debt-Sanitary Sewer
Town Street / Fourth Street Inflow Redirection Project		14,000,000					14,000,000	Voted 2008 Debt-Sanitary Sewer
Richards/Granden/Torrence Area Sanitary Relief Sewer		2,000,000					2,000,000	Voted 2008 Debt-Sanitary Sewer
Bulen/Gault/Livingston Area Sanitary Relief Sewer					5,334,000		5,334,000	Sanitary Sewer Enterprise (Unvoted)
Bulen/Gault/Livingston Area Sanitary Relief Sewer		700,000					700,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Olentangy Main Trunk Sewer	5,000,000						5,000,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer	100,000	5,000,000					5,100,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWERS 60-05 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer				6,000,000			6,000,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer		500,000	100,000				600,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer				100,000	5,000,000		5,100,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer	700,000		500,000				1,200,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - North				600,000		6,000,000	6,600,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Trunk Sewer - North		800,000	100,000				900,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section Sewer					500,000	100,000	600,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section Sewer			800,000				800,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - South				600,000		500,000	1,100,000	Sanitary Sewer Enterprise (Unvoted)
Asset Management Program Development	750,000	600,000	500,000				1,850,000	Voted 2008 Debt-Sanitary Sewer
Markison Avenue Relief Sewer Increased Capture (Section 2)				50,000		285,000	335,000	Sanitary Sewer Enterprise (Unvoted)
King Avenue Local Storage				50,000		731,000	781,000	Sanitary Sewer Enterprise (Unvoted)
King Avenue Local Storage		95,000					95,000	Voted 2008 Debt-Sanitary Sewer
Plum Ridge Driveway Drain Removal	100,000		2,000,000				2,100,000	Voted 2008 Debt-Sanitary Sewer
Brimfield Area Sanitary System Repair Project	25,000	324,636					349,636	Voted 2008 Debt-Sanitary Sewer
2011 General Construction Contract	1,500,000						1,500,000	Voted 2008 Debt-Sanitary Sewer
2012 General Construction Contract		1,500,000					1,500,000	Voted 2008 Debt-Sanitary Sewer
2013 General Construction Contract			1,500,000				1,500,000	Voted 2008 Debt-Sanitary Sewer
2014 General Construction Contract				1,500,000			1,500,000	Sanitary Sewer Enterprise (Unvoted)
2015 General Construction Contract					1,500,000		1,500,000	Sanitary Sewer Enterprise (Unvoted)
2016 General Construction Contract						1,500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
Fenway Court Sanitary Pump Station	25,000	250,000					275,000	Voted 2008 Debt-Sanitary Sewer
Stella Court Sanitary Pump Station	25,000	250,000					275,000	Voted 2008 Debt-Sanitary Sewer
Second Ave. Pump Station Replacement	175,000	35,000	1,500,000				1,710,000	Voted 2008 Debt-Sanitary Sewer
Williams Rd. Sanitary Pump Station Control Valve Upgrade		1,500,000					1,500,000	Voted 2008 Debt-Sanitary Sewer
Indianola Avenue Local Storage				100,000			100,000	Sanitary Sewer Enterprise (Unvoted)
Indianola Avenue Local Storage			1,606,000				1,606,000	Voted 2008 Debt-Sanitary Sewer
Whetstone Park of Roses Wet Weather Treatment Facility (Clintonville)					7,250,000		7,250,000	Sanitary Sewer Enterprise (Unvoted)
Whetstone Park of Roses Wet Weather Treatment Facility (Clintonville)		946,000	100,000				1,046,000	Voted 2008 Debt-Sanitary Sewer
Third Avenue CSO Local Storage Tank					2,232,000		2,232,000	Sanitary Sewer Enterprise (Unvoted)
Third Avenue CSO Local Storage Tank		100,000					100,000	Voted 2008 Debt-Sanitary Sewer
Frambes Avenue CSO Local Storage Tank				2,485,000	100,000		2,585,000	Sanitary Sewer Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Clintonville Whetstone Park Wet Weather Relief Sewer					4,973,000		4,973,000	Sanitary Sewer Enterprise (Unvoted)
Clintonville Whetstone Park Wet Weather Relief Sewer		649,000					649,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Leachate Basin			1,000,000				1,000,000	Voted 2008 Debt-Sanitary Sewer
Affordability Analysis		500,000					500,000	Voted 2008 Debt-Sanitary Sewer
Subtotal - PUBLIC UTILITIES/SANITARY SEWERS 60- 05	\$135,842,424	\$199,730,636	\$147,862,000	\$434,591,000	\$109,597,000	\$129,376,000	\$1,156,999,060	
PUBLIC UTILITIES/ELECTRICITY 60- 07 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	505,000	505,000	505,000	505,000	505,000	505,000	3,030,000	Electricity Enterprise (Unvoted)
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	455,000						455,000	Voted 2004 Debt-Electricity
Street Light Force Account	260,000	260,000	260,000	260,000	260,000		1,300,000	Electricity Enterprise (Unvoted)
Street Lighting Materials	100,000	100,000	100,000	100,000	100,000		500,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. II) System Improvements	450,000						450,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. III) System Improvements	470,000	655,000	922,000				2,047,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. IV) System Improvements	370,000						370,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. IV) System Improvements	75,000						75,000	Voted 2004 Debt-Electricity
60-07 Distribution System Improvements	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Electricity Enterprise (Unvoted)
Dublin Ave. Control Building	2,600,000	500,000					3,100,000	Electricity Enterprise (Unvoted)
Dublin Ave. Plant Smoke Stack Demolition			300,000				300,000	Electricity Enterprise (Unvoted)
Dublin Avenue Substation 69 KV Breaker	60,000						60,000	Electricity Enterprise (Unvoted)
60-07 Streetlight Inspections/Betterment	150,000	150,000	150,000	150,000	150,000		750,000	Electricity Enterprise (Unvoted)
Vehicle Purchase	360,000	360,000	360,000	360,000	360,000		1,800,000	Electricity Enterprise (Unvoted)
Salem Village Street Lighting		227,000					227,000	Electricity Enterprise (Unvoted)
Agler Road Street Lighting	57,000						57,000	Electricity Enterprise (Unvoted)
Renner Rd. Street Lighting	14,000						14,000	Electricity Enterprise (Unvoted)
S. Hamilton Rd. Street Lighting		188,000					188,000	Electricity Enterprise (Unvoted)
Alternate 69 KV Feed to W Substat	800,000						800,000	Electricity Enterprise (Unvoted)
Alternate 69 KV Feed to W Substat	900,000						900,000	Voted 2004 Debt-Electricity
Broad Meadows Street Lighting	75,000						75,000	Electricity Enterprise (Unvoted)
Forest Hills Street Lighting	238,000						238,000	Electricity Enterprise (Unvoted)
South Westgate/Sylvan Street Lighting	285,000						285,000	Electricity Enterprise (Unvoted)
Valleyview Street Lighting	153,000						153,000	Electricity Enterprise (Unvoted)
Winchester Lakes Street Lighting	26,000						26,000	Electricity Enterprise (Unvoted)
Laurel Canyon Street Lighting	120,000						120,000	Electricity Enterprise (Unvoted)
Willow Creek Street Lighting		220,704					220,704	Electricity Enterprise (Unvoted)
New Substation Transformer				1,729,000			1,729,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (Northridge to Karl/Maize)				500,000			500,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (Karl to Oakland Park/Ferris)			280,000				280,000	Electricity Enterprise (Unvoted)

PUBLIC UTILITIES/ELECTRICITY 60- 07 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Circuit Upgrades (Oakland Park to McGuffey/Karl)				60,000			60,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (McGuffey to Hudson/Oakland Park)				325,000			325,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (Hudson to 4th/McGuffey)				310,000			310,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (Arcadia to 4th/Indianola)				440,000			440,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Hudson/Arcadia)				55,000			55,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Chittenden/Hudson)		750,000					750,000	Electricity Enterprise (Unvoted)
Balmoral Road Street Lighting		332,000					332,000	Electricity Enterprise (Unvoted)
Georgesville Road Street Lighting		110,000					110,000	Electricity Enterprise (Unvoted)
Sunbury Road Street Lighting (Ulry & Old Granville)		165,000					165,000	Electricity Enterprise (Unvoted)
Sunbury Road Street Lighting (Mock to Holt)			32,000				32,000	Electricity Enterprise (Unvoted)
Clinton Estates Street Lighting			234,000				234,000	Electricity Enterprise (Unvoted)
Hyde Park Street Lighting			114,000				114,000	Electricity Enterprise (Unvoted)
Rathbone Avenue Area Street Lighting			63,000				63,000	Electricity Enterprise (Unvoted)
Waggoner Rd. Street Lighting			51,000				51,000	Electricity Enterprise (Unvoted)
Cardinal Park Street Lighting			18,000				18,000	Electricity Enterprise (Unvoted)
Cortona Woods Street Lighting			26,000				26,000	Electricity Enterprise (Unvoted)
Idlewild Manor Street Lighting			110,000				110,000	Electricity Enterprise (Unvoted)
Southgate Manor Street Lighting			90,000				90,000	Electricity Enterprise (Unvoted)
Westshire Estates Street Lighting			61,000				61,000	Electricity Enterprise (Unvoted)
Wilshire Heights Street Lighting			100,000				100,000	Electricity Enterprise (Unvoted)
Frank Road Street Lighting			97,000				97,000	Electricity Enterprise (Unvoted)
Olentangy River Road Street Lighting			165,000				165,000	Electricity Enterprise (Unvoted)
Devonshire Street Lighting				634,000			634,000	Electricity Enterprise (Unvoted)
Deerfield Village Street Lighting				233,000			233,000	Electricity Enterprise (Unvoted)
Eastmoor South Street Lighting				252,000			252,000	Electricity Enterprise (Unvoted)
Strawberry Farms Subdivision Street Lighting					2,165,000		2,165,000	Electricity Enterprise (Unvoted)
Indianola Building Upgrades	100,000	100,000					200,000	Electricity Enterprise (Unvoted)
Geographical Informational System Mapping (GIS)	200,000	200,000	200,000	200,000	200,000		1,000,000	Electricity Enterprise (Unvoted)
Preston Rd. Street Lighting		26,000					26,000	Electricity Enterprise (Unvoted)
Conversions From 7,200 Volt to 14.2KV					500,000	500,000	1,000,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program					375,000	375,000	750,000	Electricity Enterprise (Unvoted)
5th Avenue Circuit 7218 Reconductoring					600,000		600,000	Electricity Enterprise (Unvoted)
Reconstruction of Circuit 7223						500,000	500,000	Electricity Enterprise (Unvoted)
Reconductoring 11th Ave (Grant to Kingry)					200,000		200,000	Electricity Enterprise (Unvoted)
Reconductoring Circuit 14115 on Steel (Wheatland to Hague)						175,000	175,000	Electricity Enterprise (Unvoted)
Subtotal - PUBLIC UTILITIES/ELECTRICITY 60- 07	\$9,123,000	\$5,148,704	\$4,538,000	\$6,413,000	\$5,715,000	\$2,355,000	\$33,292,704	

Capital Summary

PUBLIC UTILITIES/WATER 60-09 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
Hoover Reservoir Erosion Control	1,000,000						1,000,000	Voted 2008 Debt-Water
Hoover Reservoir Erosion Control			500,000			1,000,000	1,500,000	Water Enterprise (Unvoted)
Miscellaneous Water Facilities		200,000					200,000	Voted 2008 Debt-Water
Miscellaneous Water Facilities			300,000	300,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
Water Main Rehabilitation	4,500,000						4,500,000	Voted 2008 Debt-Water
Water Main Rehabilitation		4,000,000	4,200,000	21,000,000	29,000,000	29,000,000	87,200,000	Water Enterprise (Unvoted)
Alum Creek Water Line Improvements	3,000,000						3,000,000	Voted 2008 Debt-Water
Water Service Repair/Replacement	750,000						750,000	Voted 2008 Debt-Water
Alcott Road Area W.L. Imp's (fka Project #4)	3,000,000						3,000,000	Voted 2008 Debt-Water
Eastmoor Area W.L. Imp's (fka Project # 5)	3,000,000						3,000,000	Voted 2008 Debt-Water
Project No. 8 W.M. Replacement			3,000,000				3,000,000	Water Enterprise (Unvoted)
Project No. 9 W.M. Replacement			3,000,000				3,000,000	Water Enterprise (Unvoted)
Project No. 10 W.M. Repl.			3,000,000				3,000,000	Water Enterprise (Unvoted)
Project No. 11 W.M. Repl.			3,000,000				3,000,000	Water Enterprise (Unvoted)
Project No. 12 W.M. Replacement			3,000,000				3,000,000	Water Enterprise (Unvoted)
Project No. 13 W.M. Replacement			3,000,000				3,000,000	Water Enterprise (Unvoted)
Project No. 14 W.M. Replacement			3,000,000				3,000,000	Water Enterprise (Unvoted)
Project No. 15 W.M. Replacement			3,000,000				3,000,000	Water Enterprise (Unvoted)
Project No. 16 W.M. Replacement				3,500,000			3,500,000	Water Enterprise (Unvoted)
Project No. 17 W.M. Replacement				3,500,000			3,500,000	Water Enterprise (Unvoted)
O'Shaughnessy Hydroelectric - FERC				100,000		200,000	300,000	Water Enterprise (Unvoted)
Hap Cremean Water Plant Raw Water Line			400,000	41,000,000			41,400,000	Water Enterprise (Unvoted)
DRWP Miscellaneous Improvements	200,000	200,000					400,000	Voted 2008 Debt-Water
DRWP Miscellaneous Improvements			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements	200,000	200,000					400,000	Voted 2008 Debt-Water
HCWP Misc. Improvements			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
Distribution Improvements		600,000					600,000	Voted 2008 Debt-Water
Distribution Improvements			600,000	600,000	600,000	600,000	2,400,000	Water Enterprise (Unvoted)
PAWP Facility Misc. Improvements	200,000	200,000					400,000	Voted 2008 Debt-Water
PAWP Facility Misc. Improvements			200,000	200,000	200,000	200,000	800,000	Water Enterprise (Unvoted)
DRWP Olentangy River Intake			11,000,000				11,000,000	Water Enterprise (Unvoted)
McKinley Avenue Quarry Improvements				1,000,000			1,000,000	Water Enterprise (Unvoted)
DRWP High Service Pumps				1,000,000	9,500,000		10,500,000	Water Enterprise (Unvoted)
South Wellfield Expansion - CW-120 (includes engineering for all phases)			22,500,000				22,500,000	Water Enterprise (Unvoted)
Watershed Road Improvements		1,700,000					1,700,000	Water Enterprise (Unvoted)
HCWP Basin Concrete Rehab.				800,000	2,200,000		3,000,000	Water Enterprise (Unvoted)
HCWP A & B Raw & Fin. Water	200,000						200,000	Voted 2008 Debt-Water
HCWP A & B Raw & Fin. Water		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)

PUBLIC UTILITIES/WATER 60-09 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
60-09 Water Meter Renewal		1,600,000	2,210,000	2,431,000	2,674,100	2,941,510	11,856,610	Water Enterprise (Unvoted)
Valve Renewal Program	1,000,000						1,000,000	Voted 2008 Debt-Water
Valve Renewal Program				1,000,000			1,000,000	Water Enterprise (Unvoted)
60-09 Public Office Facility					5,000,000		5,000,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities	204,000						204,000	Voted 2008 Debt-Water
Watershed Misc. Improv. Facilities		200,000	200,000	500,000	200,000	200,000	1,300,000	Water Enterprise (Unvoted)
HCWP Automation Upgrade		700,000					700,000	Water Enterprise (Unvoted)
Watershed Protection Easements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
DRWP Capacity Incr. Detailed Design & Construction		181,976,000					181,976,000	Voted 2008 Debt-Water
DRWP Capacity Incr. Detailed Design & Construction		7,024,000					7,024,000	Water Enterprise (Unvoted)
HCWP Treatment Imps - Detailed Design & Construction	42,000,000						42,000,000	Voted 2008 Debt-Water
Alum Creek Pumping Station Improvements		5,250,000					5,250,000	Water Enterprise (Unvoted)
O'Shaughnessy Hydroelectric Imps					500,000		500,000	Water Enterprise (Unvoted)
Gen'l Engin. Svcs - Supply Grp.		500,000	500,000	500,000	500,000	500,000	2,500,000	Water Enterprise (Unvoted)
West Broad St. Water Main - Part II		150,000	3,000,000				3,150,000	Water Enterprise (Unvoted)
Mound District Booster Station		3,000,000					3,000,000	Water Enterprise (Unvoted)
PAWP Electrical Service Upgrade			10,500,000				10,500,000	Water Enterprise (Unvoted)
Misc. Booster Station and Water Tank Imp's		500,000	500,000	500,000	500,000	500,000	2,500,000	Water Enterprise (Unvoted)
Stand-By Power for Critical Water Booster Stations		840,000	330,000				1,170,000	Water Enterprise (Unvoted)
Taylor - Nelson Water Main Cleaning		1,500,000					1,500,000	Water Enterprise (Unvoted)
Livingston Ave. Water Main Cleaning		100,000	1,500,000				1,600,000	Water Enterprise (Unvoted)
Water Storage Tank Painting		1,100,000	1,200,000	1,200,000	1,200,000	1,200,000	5,900,000	Water Enterprise (Unvoted)
Security Enhancements (incl. all eng. & constr. @ Hoover)		1,500,000		5,000,000	2,000,000		8,500,000	Water Enterprise (Unvoted)
Security Enhancements - 910 Dublin Rd.	2,500,000						2,500,000	Voted 2008 Debt-Water
Security Enhancements - HCWP			4,000,000				4,000,000	Water Enterprise (Unvoted)
60-09 Morse/Hamilton Booster Station		200,000	3,000,000				3,200,000	Water Enterprise (Unvoted)
Mound/Harmon 20" Water Main Cleaning		150,000	1,000,000				1,150,000	Water Enterprise (Unvoted)
HCWP Disinfection Improvements			1,000,000		11,000,000		12,000,000	Water Enterprise (Unvoted)
PAWP Disinfection Improvements				1,000,000		4,500,000	5,500,000	Water Enterprise (Unvoted)
PAWP Surface Water Treatment Upgrade	5,000,000						5,000,000	Voted 2008 Debt-Water
PAWP Surface Water Treatment Upgrade			42,000,000				42,000,000	Water Enterprise (Unvoted)
HCWP Window Replacement	50,000						50,000	Voted 2008 Debt-Water
HCWP Window Replacement		500,000					500,000	Water Enterprise (Unvoted)
Proposed Water Plant Location Evaluation & Land Acquisition	500,000						500,000	Voted 2008 Debt-Water
Proposed Water Plant Location Evaluation & Land Acquisition			2,000,000				2,000,000	Water Enterprise (Unvoted)
HCWP & DRWP Coating Projects		1,650,000					1,650,000	Water Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/WATER 60- 09 Project Name	2011	2012	2013	2014	2015	2016	Total Budget	Funding Source
DRWP Fluoride Storage Expansion & Misc. Chemical System Upgrades				300,000	1,800,000		2,100,000	Water Enterprise (Unvoted)
HCWP Roof Restoration			1,000,000				1,000,000	Water Enterprise (Unvoted)
Hague Ave. 24" Water Main		2,000,000					2,000,000	Water Enterprise (Unvoted)
Dublin Rd. 36" Water Main, Pt. II		6,000,000					6,000,000	Water Enterprise (Unvoted)
Frebis Ave. 20" Water Main		150,000	2,000,000				2,150,000	Water Enterprise (Unvoted)
Cleveland Ave. Booster Station Expansion			3,000,000				3,000,000	Water Enterprise (Unvoted)
HCWP Floc and Lime Basin Reconstruction		325,000	325,000	325,000			975,000	Water Enterprise (Unvoted)
HCWP Lime Slaker Replacement		750,000					750,000	Water Enterprise (Unvoted)
Asset Management Program Development	600,000						600,000	Voted 2008 Debt-Water
Asset Management Program Development			500,000				500,000	Water Enterprise (Unvoted)
HCWP Sludge Disposal Line Repl. - Part I (incl. eng. for all phases)			500,000				500,000	Water Enterprise (Unvoted)
60-09 HCWP Intake Structure & Low Head Dam Rehabilitation				500,000	3,200,000		3,700,000	Water Enterprise (Unvoted)
HCWP Wash Water Tank Interior & exterior Coating			250,000				250,000	Water Enterprise (Unvoted)
DRWP & PAWP HVAC Improvements				200,000	1,100,000		1,300,000	Water Enterprise (Unvoted)
Water Treatment Plant Environmental Ugrades	200,000						200,000	Voted 2008 Debt-Water
Water Treatment Plant Environmental Ugrades		1,100,000					1,100,000	Water Enterprise (Unvoted)
Water Quality Assurance Lab Renovations			400,000				400,000	Water Enterprise (Unvoted)
DRWP Chemical Building & Pump Station Electrical Upgrades				200,000	1,000,000		1,200,000	Water Enterprise (Unvoted)
Professional Construction Mgmt.- Supply Group	25,650,000						25,650,000	Voted 2008 Debt-Water
Professional Construction Mgmt.- Supply Group		650,000	8,350,000	1,300,000	4,300,000		14,600,000	Water Enterprise (Unvoted)
HCWP Standby Power				450,000	4,500,000		4,950,000	Water Enterprise (Unvoted)
DRWP Standby Power				300,000	3,000,000		3,300,000	Water Enterprise (Unvoted)
Emergency Repair CT	85,000						85,000	Voted 2008 Debt-Water
Emergency Repair CT		700,000	800,000	800,000	800,000	900,000	4,000,000	Water Enterprise (Unvoted)
SCADA System for Division of Water	150,000						150,000	Voted 2008 Debt-Water
SCADA System for Division of Water		2,400,000					2,400,000	Water Enterprise (Unvoted)
DRWP Laboratory Upgrades				50,000		250,000	300,000	Water Enterprise (Unvoted)
DRWP Central Maintenance Shop				300,000	1,600,000	6,300,000	8,200,000	Water Enterprise (Unvoted)
Hoover Maintenance Building Renovations				200,000			200,000	Water Enterprise (Unvoted)
Griggs Maintenance Complex Renovations			100,000		500,000		600,000	Water Enterprise (Unvoted)
Subtotal - PUBLIC UTILITIES/WATER 60- 09	\$93,989,000	\$230,015,000	\$154,665,000	\$90,856,000	\$87,874,100	\$49,291,510	\$706,690,610	
Grand Total	\$398,365,669	\$576,440,927	\$425,333,825	\$644,295,613	\$324,150,445	\$287,489,353	\$2,656,075,832	

Funding Summary by Division	2011	2012	2013	2014	2015	2016	Total Budget
Dev Administration	3,000,000	4,200,000	3,600,000	3,600,000	3,600,000	3,600,000	21,600,000
Construction Management	34,940,000	14,190,000	8,690,000	8,690,000	8,690,000	8,690,000	83,890,000
Fleet Management	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Health	120,000						120,000
Police	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000
Fire	7,320,000	12,320,000	7,320,000	12,320,000	7,320,000	7,320,000	53,920,000
Transportation	54,272,745	58,925,487	45,670,625	44,427,313	60,215,045	52,543,543	316,054,758
Refuse Collection	13,075,000	6,075,000	6,077,000	6,077,000	6,077,000	6,077,000	43,458,000
Storm Sewer	22,546,500	11,445,000	18,095,000	10,820,000	8,350,000	2,600,000	73,856,500
Sanitary Sewers	135,842,424	199,730,636	147,862,000	434,591,000	109,597,000	129,376,000	1,156,999,060
Electricity	9,123,000	5,148,704	4,538,000	6,413,000	5,715,000	2,355,000	33,292,704
Water	93,989,000	230,015,000	154,665,000	90,856,000	87,874,100	49,291,510	706,690,610
Recreation and Parks	17,780,000	26,205,000	22,958,200	22,958,200	22,158,200	22,158,200	134,217,800
Golf Division	620,000	620,000	620,000	620,000	620,000	620,000	3,720,000
DoT Administration	3,857,000	5,686,100	3,358,000	1,043,100	2,054,100	978,100	16,976,400
Total	\$398,365,669	\$576,440,927	\$425,333,825	\$644,295,613	\$324,150,445	\$287,489,353	\$2,656,075,832

Funding Summary by Source	2011	2012	2013	2014	2015	2016	Total Budget
Storm Sewer Enterprise (Unvoted)		5,896,500	18,095,000	10,820,000	8,350,000	2,600,000	45,761,500
Water Enterprise (Unvoted)		46,639,000	154,665,000	90,856,000	87,874,100	49,291,510	429,325,610
Voted 2008 Debt-Water	93,989,000	183,376,000					277,365,000
Councilmanic SIT Supported	38,060,000	16,840,000	13,790,000	16,804,000	47,026,600	50,145,200	182,665,800
Fleet Management (Unvoted)	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Information Services	3,857,000	2,186,100	1,858,000	1,043,100	2,054,100	978,100	11,976,400
Federal Match Projects	190,000						190,000
Voted 2004 Debt-Electricity	1,430,000						1,430,000
Voted 2008 Debt SIT Supported	93,657,745	101,739,621	84,325,825	83,568,513	47,020,913	43,902,313	454,214,930
Voted 2004 Debt-Storm Sewer	22,546,500	5,548,500					28,095,000
Sanitary Sewer Enterprise (Unvoted)				268,107,060	86,312,000	129,376,000	483,795,060
WPCLF/OWDA	75,000,000	50,665,000	28,314,000	75,000,000	23,285,000		252,264,000
Voted 2008 Debt-Sanitary Sewer	60,842,424	149,065,636	119,548,000	91,483,940			420,940,000
ODOT (Ohio Dept of Transportation)	900,000	9,135,866			16,312,732	8,641,230	34,989,828
Electricity Enterprise (Unvoted)	7,693,000	5,148,704	4,538,000	6,413,000	5,715,000	2,355,000	31,862,704
Total	\$398,365,669	\$576,440,927	\$425,333,825	\$644,295,613	\$324,150,445	\$287,489,353	\$2,656,075,832

This page has been intentionally left blank.