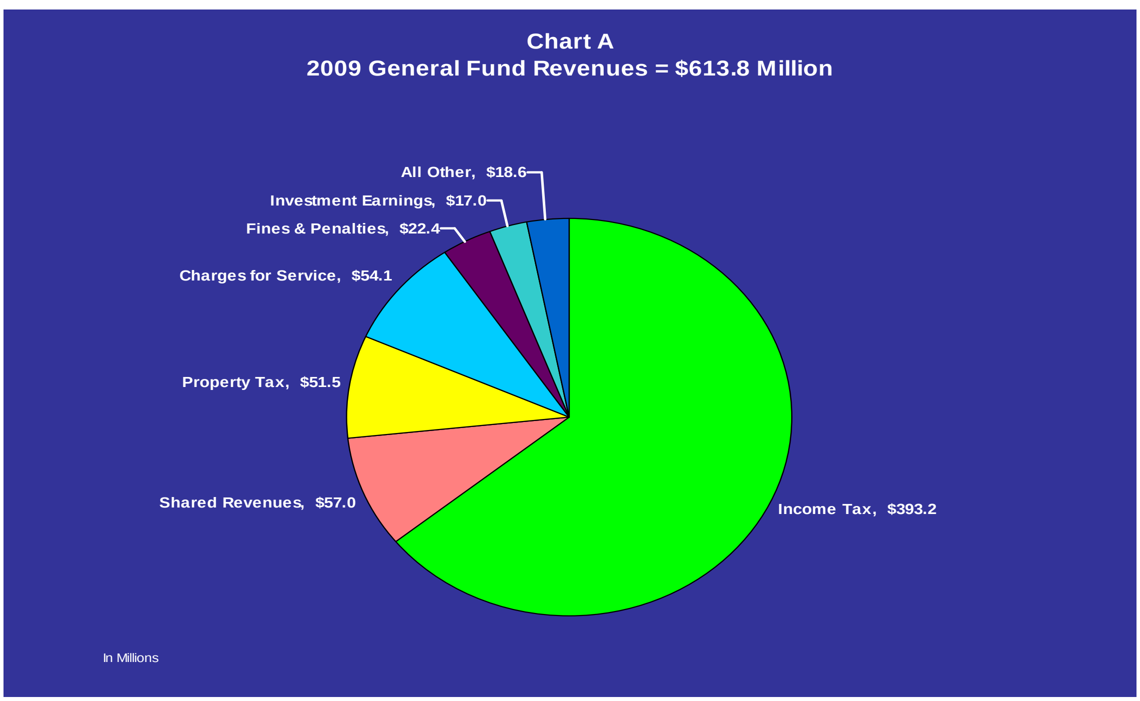
Financial Overview

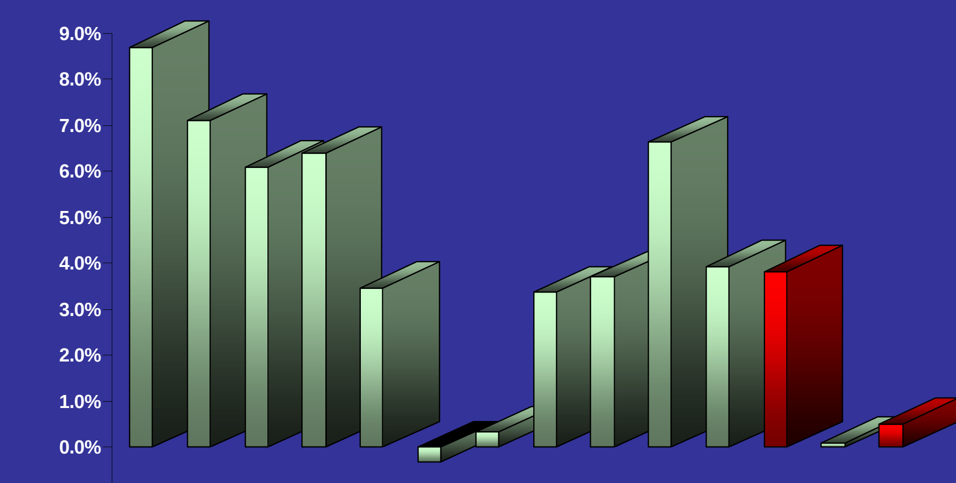
The City of Columbus faces enormous economic challenges heading into 2009. The deteriorating national economic situation, including the turmoil on Wall Street, the housing crisis, higher unemployment, increasing prices and lowered economic output, is severely affecting the city's ability to continue to provide basic services to its citizens. Income tax revenues are expected to grow by only one half of one percent in 2009. Property tax receipts will remain flat, due to the downturn in the real estate market, which has resulted in a cessation of residential reappraisals, and an increased number of foreclosures. State revenue sharing funds also remain flat, reflecting lowered state revenues. Finally, a major decline in general fund investment earnings is expected.

In light of the above, the Mayor created an Economic Advisory Committee in 2008 to assist the city in plotting a long-term course to maintain its history of balanced budgets, economic growth and the continued delivery of quality neighborhood services. This 15-member committee includes the City Auditor, City Council Finance Chairperson, and the Director of the Department of Finance and Management. The committee is considering the size of the general fund budgetary structural imbalance (the true gap between revenues and expenditures), and examining options to eliminate this imbalance. The committee is expected to issue a report of recommendations in early 2009.

The city's financial health hinges on the income tax, which represents nearly two-thirds of the revenue supporting the general fund operating budget. It is by far the main driver of the condition of the general fund budget. Chart A below, shows the proportion of revenue received from each major source to the general fund. The income tax along with three other revenue sources account for 91 percent of all general fund revenues available in 2009 for city operations. After the income tax, state shared revenues (various state taxes that are shared with local governments) are the second largest revenue source at 9.3 percent. Various charges for services represent 8.9 percent of general fund revenues and property taxes are the fourth largest source, at 8.4 percent of general fund revenues.



An historical overview of income tax collections is illustrated in Chart B, below. The average rate of growth through the 1990's was 6.25 percent. For 40 years, it had never fallen below four percent. In 2001, the growth rate fell to 3.5 percent and then dropped precipitously in 2002 and 2003, growing not at all over those two years. Positive growth returned in 2004 and 2005, at 3.4 percent and 3.7 percent, respectively. In 2006, the city saw a significant rebound in growth to 6.6 percent. Unfortunately, this did not continue, and growth in 2007 declined to 3.9 percent. Income tax growth in 2008 has been flat and is projected to increase by only 0.1 percent, while 2009 receipts are currently projected to increase by just 0.5 percent.



	75-85*	86-90	91-95	96-00	01	02	03	04	05	06	07	08 Orig	08 Rev	09 Est
% Growth	8.7%	7.1%	6.1%	6.4%	3.5%	-0.3%	0.3%	3.4%	3.7%	6.6%	3.9%	3.8%	0.10%	0.5%

* Excludes '83 and '84 growth rates of 36.5% and 15.3%, respectively, due to tax rate increase effective 1/1/1983.
Red bars reflect the Auditor's original estimates for 2008 and 2009.

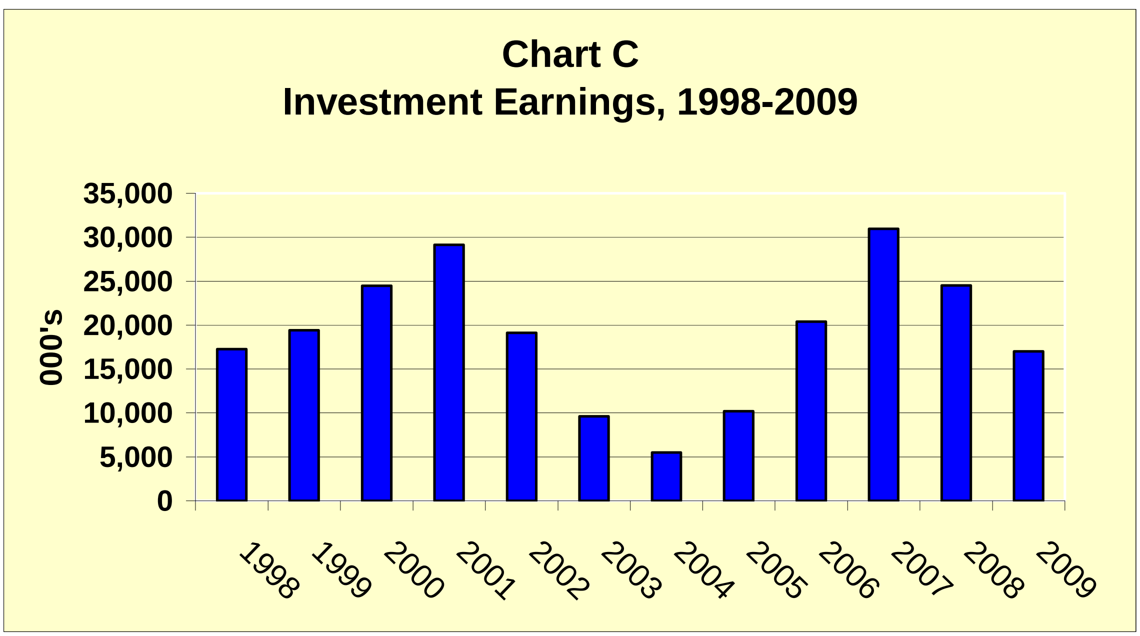
Growth in the other important revenue sources discussed above, namely state revenue sharing funds (including estate tax), charges for services and property tax has varied over the recent past.

Due to state budget difficulties, the portions of state revenue sharing funds known as local government funds were reduced and then frozen, with the city receiving about $47 million per year from 2002 to 2006 (after a high of $51 million in 2001). The freeze continued through mid-2007, after which the distribution formula changed, resulting in the city receiving projected revenue growth of only 0.29 percent in 2008. The current estimate for state revenue sharing reflects virtually no growth in 2009. Estate taxes represent the one portion of state revenue sharing that is not distributed by a formula. Estate tax receipts have been as high as $12 million in past years. However, in recent years, these receipts have declined as well, and are projected at $9.5 million in 2008 and $8.5 million in 2009.

The third largest revenue source, property tax receipts, fluctuates 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, but in 2009 that will not be the case, as Franklin County did not increase residential values as part of the 2008 appraisal update (payable in 2009). Therefore, only very modest growth (0.14 percent) is projected in property tax revenue in 2009.

One area of revenue where the city has seen some modest growth is in various charges for service. This category includes pro-rata charges (for services rendered by general fund divisions to divisions not funded by the general fund), parking meter revenues and other parking charges, and revenue from various divisions that charge for services. The main driver of growth in this revenue source in 2008 and 2009 is third party reimbursements for emergency medical services, which are expected to bring in $12 million in 2008 and $12.3 million in 2009, up from $8.8 million in 2007.

Receipts from investment earnings were as high as $29 million in 2001 but declined to a low of $5.5 million in 2004 after the recession. Since the 2004 low, earnings rebounded to $10.2 million in 2005, $20.4 million in 2006, and $30.9 million in 2007, a new high. However, the projection for 2008 is only $24.5 million, and for 2009 is $17 million. Because this source is dependent on interest rates and cash levels in the city treasury, its significant fluctuations (see Chart C below) make it an unreliable source of support for the general fund budget.



Since 2001, annual general fund revenues have been insufficient to support annual spending even in the face of rigorous spending controls that kept spending almost $63 million below budgeted levels during this time frame. The reason for this gap has been a failure to return to the revenue growth levels of the 1990's.

The gap between revenues and expenditures has been closed each year through temporary measures such as use of surpluses in the employee benefits fund, the transfer of almost $65 million of economic stabilization funds ("rainy day" funds), 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.

Expenditure growth in the general fund from 2001 to 2007 averaged 5.4 percent. This increase was comprised of negotiated pay rate increases, escalating employee insurance costs, increased pension contribution rates, general inflation, and an increase in the number of police officers and firefighters. By contrast, the average revenue growth from 2001 to 2007 was only 3.1 percent. With a dwindling rainy day fund balance and diminishing options to shift general fund spending to other sources, the city has reached the point where the gap between annual revenues and expenditures must be addressed either through additional revenue, or in the absence of that, substantial reductions to services provided.

Chart D below illustrates this point. When the Finance and Management Department prepared a three-year financial plan in June of 2008, the "continuation" budget estimate, which is the level of funding needed to continue to provide the same services budgeted in 2008, was almost $698 million. The City Auditor projects general fund revenues in 2009 to be only $615 million---$83 million less than a continuation budget. The 2009 recommended budget is $643.5 million, which is actually smaller than the 2008 budget and over $50 million less than what would be needed to provide the same services as in 2008. And this budget is only possible due to the use of $28.5 million from the rainy day fund. The use of these funds will reduce the rainy day fund balance from $44.5 million at the beginning of 2008 year to $11.6 million at the beginning of 2009.

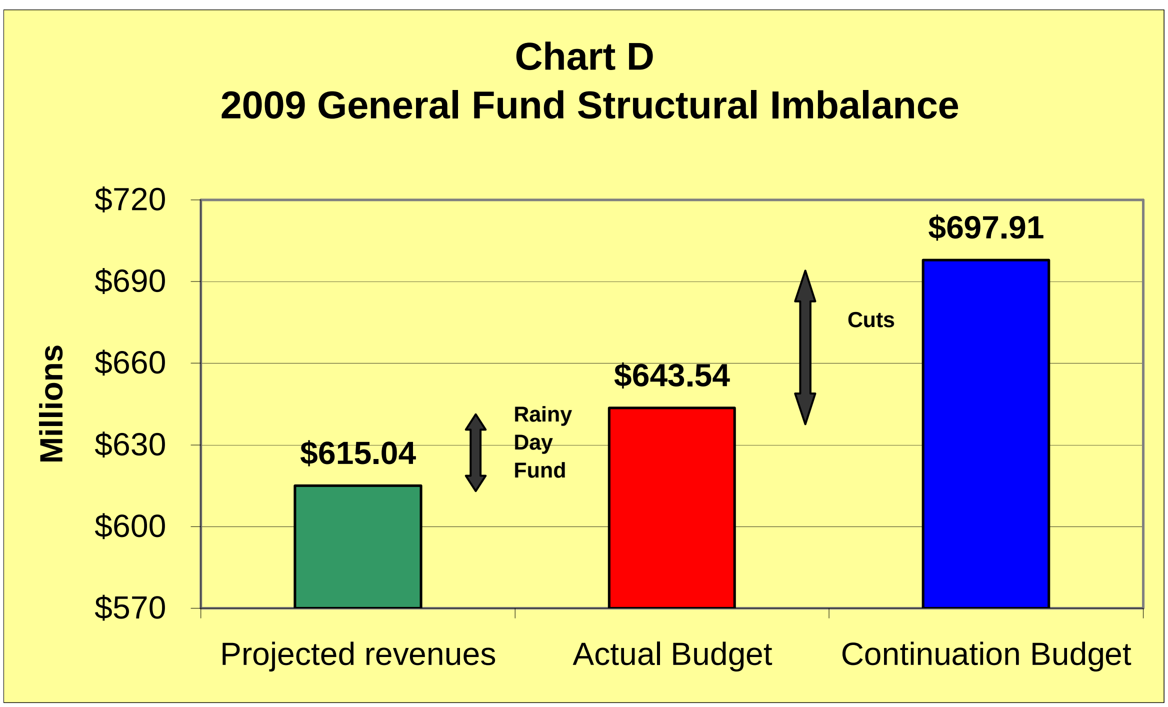
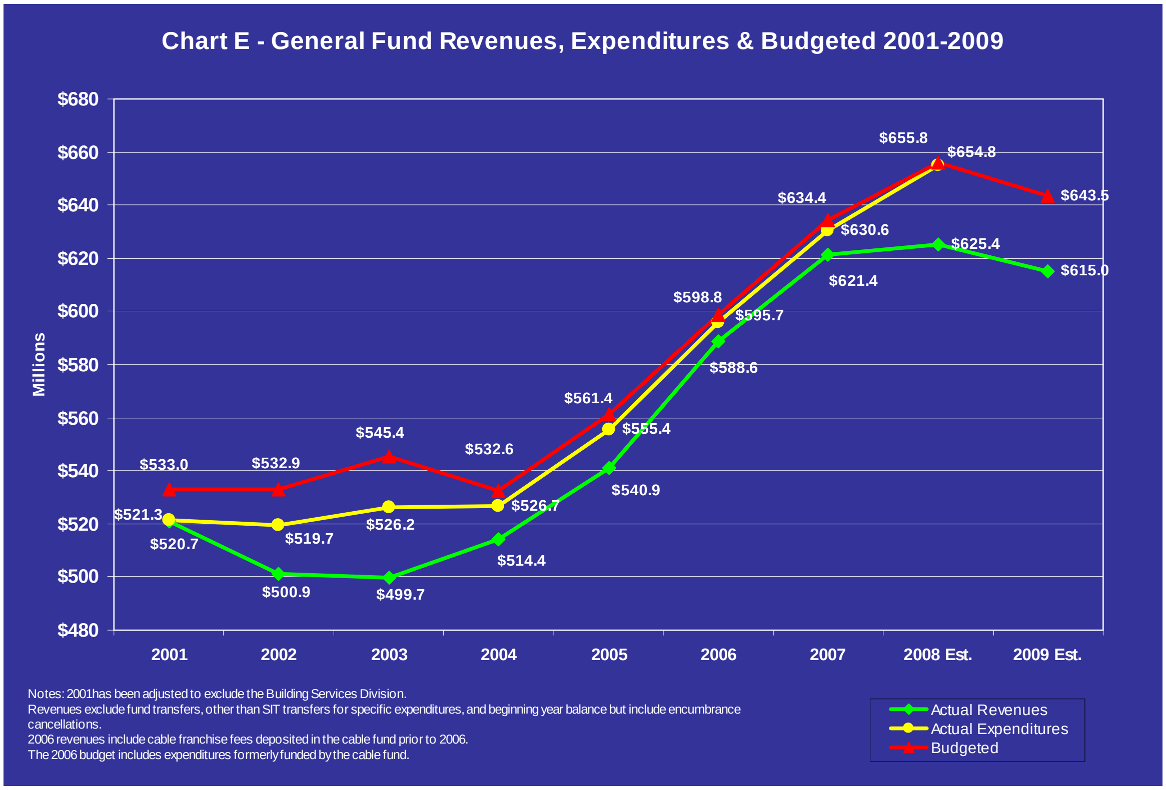


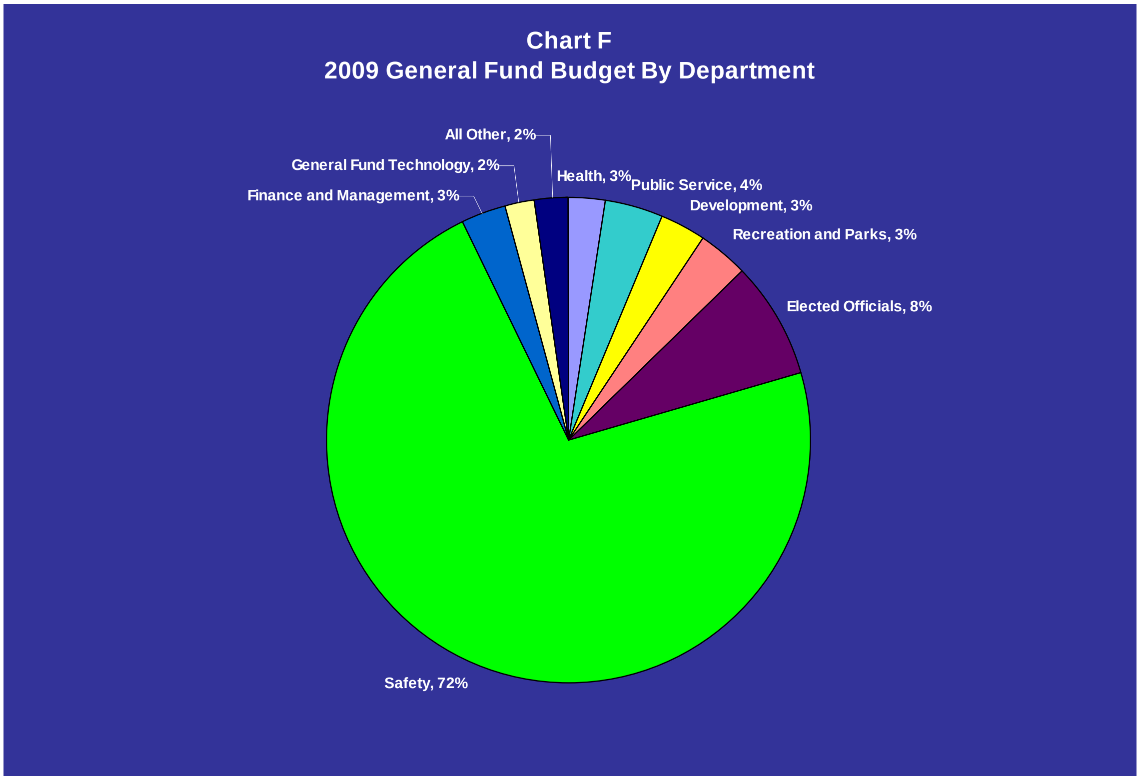
Chart E below shows general fund revenues, budgeted totals, and actual expenditures since 2001. Several things are worth noting: spending was held virtually flat for the four years from 2001 to 2004; total revenues in 2004 remained 1.2 percent **below** those in 2001; up until 2008, expenditures have been below budgeted appropriations; and revenues since 2001 have remained below expenditures, leaving the "gaps" in those years.



Actual revenues compared to actual expenditures have shown consistent, large gaps since 2001 when revenues first began to falter. The gap started at under $1.0 million in 2001, and will be $29.4 million in 2008. While the city's goal has been to return structural balance to the budget, it has not been possible over the past several years.

Chart E also shows that from 2001 to 2008, actual expenditures have been held below budget levels. This was accomplished even with very flat, no growth appropriation levels in 2001 through 2004. The city has implemented very strict spending controls in the areas of personnel hiring and spending for goods and services. Through hiring controls and layoffs, the civilian general fund workforce has been reduced by over 500 positions since 2000, a 26.4 percent reduction. Employees now bear a greater share of their health insurance costs and wage increases were reduced from those seen in the 1990's. Where appropriate, operations were removed from the general fund and made self-sufficient or shifted to other funds.

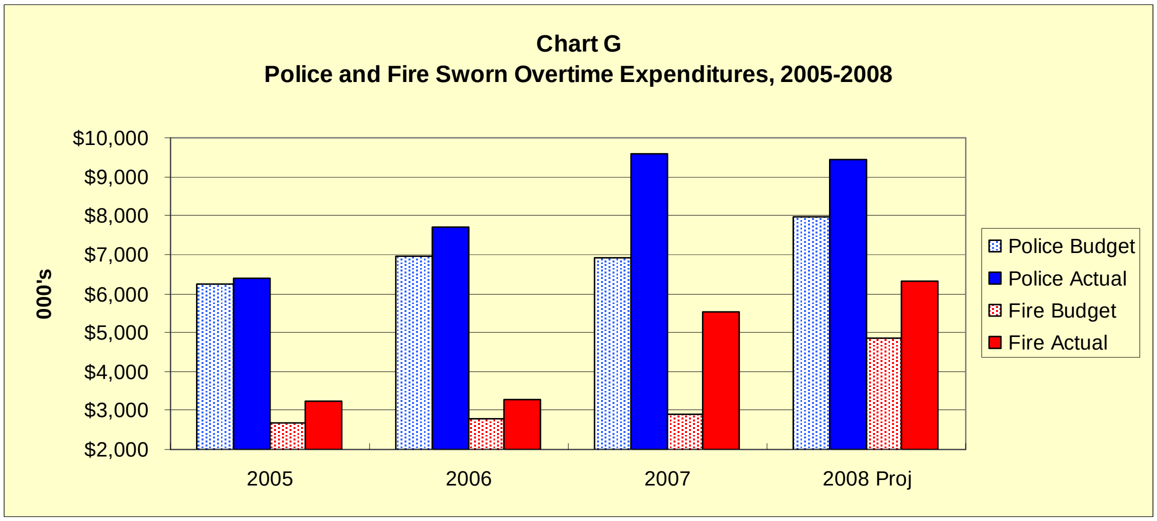
While annual general fund spending growth in the 1990's averaged 7.4 percent, the projected spending for 2008 will be less than 26 percent higher than it was in 2001, or an annual average growth rate of just 3.7 percent. These severely restrained general fund spending levels are even more striking in light of the fact the Department of Public Safety, which comprises approximately 72 percent of the total general fund operating budget, (see Chart F below), has generally been protected from any significant reductions.



Reductions in other general fund operations have resulted in Public Safety's share of the general fund budget increasing from 64.5 percent in 2000 to 72 percent today. Even during restrained budget years when other programs were being reduced, a key priority was to maintain staffing levels among police and fire uniformed personnel.

One area that has proven extremely problematic for the city to control over the past several years is the management of sworn overtime expenses in the Police and Fire divisions. During the four years between 2005 and 2008, police overtime expenses increased by 47.5 percent, while fire overtime increased by over 96 percent. As can be seen in Chart G on the following page, sworn overtime exceeded budgeted levels for both divisions in all four years. In 2007, overtime expenditures exceeded the budgets in the Police and Fire divisions by 58 percent and 92 percent, respectively. In 2008, in an attempt to identify the causes and recommend corrective actions, meetings were held with representatives from both divisions, the Safety Director's Office, and the Finance and Management Department.

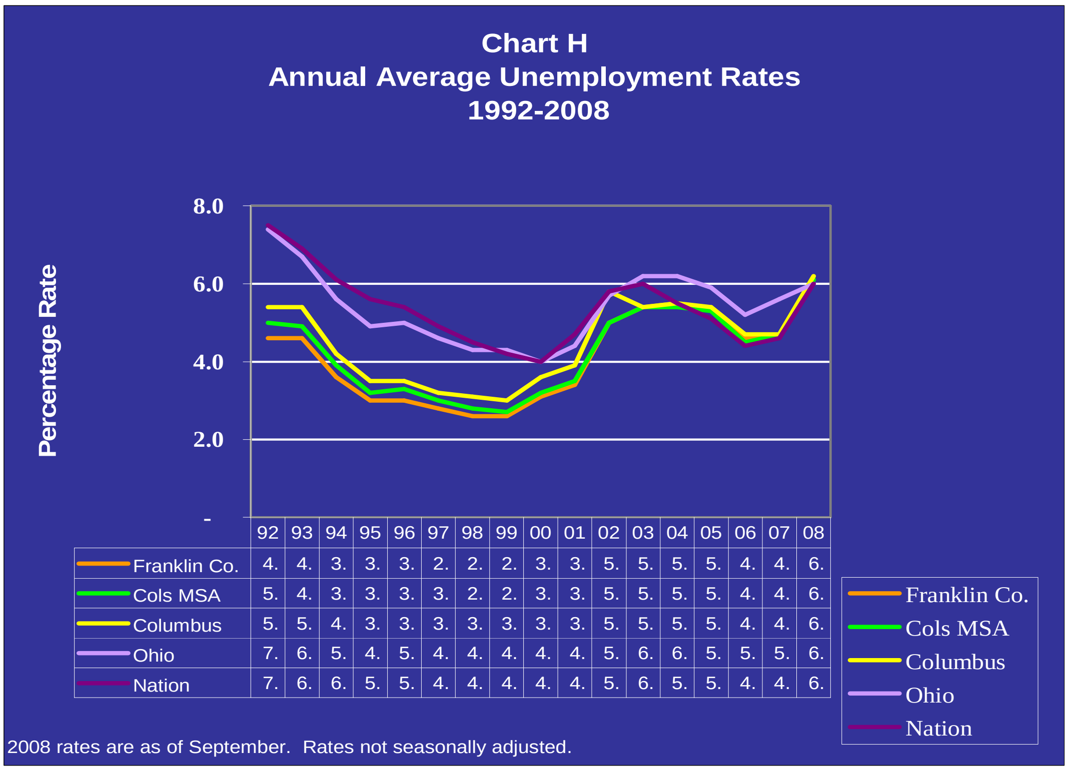
In the Division of Fire, overtime is affected by the number of available paramedics and firefighters in fire stations. Currently, the division is training additional firefighters to become certified paramedics, and they will have an impact on staffing and overtime next year. The division will also continue to prioritize and adjust the scheduling of mandatory training and annual physicals to help maximize personnel resources and assist injured personnel in moving to transitional work situations, and those on light duty back into regular work assignments, if able. These efforts, along with the addition of 34 new firefighters who graduated from the Fire Academy on September 26th, will further aid in managing fire overtime. The reasons for sworn overtime in Police are not as readily identifiable and require more study and conversation in order to get under control.



Area Employment

The Columbus Metropolitan Statistical Area (MSA), which includes Delaware, Fairfield, Franklin, Licking, Madison, Morrow, Pickaway, and Union Counties, had 1,300 more jobs in September 2008 than in September 2007, an increase of 0.14 percent. However, the region's unadjusted unemployment rate finished September at 6.1 percent, up significantly from 4.8 percent a year ago, suggesting that even though the region has added jobs, it has not been enough to offset the additional people that are in the job market- those working or seeking work. The Columbus MSA unemployment rate is just slightly higher than the U.S. and Ohio rates, which were both 6.0 percent in September. The rate for the City of Columbus itself is 6.2 percent, while the Franklin County rate is 6.1 percent.

Chart H, below, illustrates that the historical advantage that Columbus and its environs had historically enjoyed with respect to unemployment rates as compared to the U.S. and the State of Ohio has virtually disappeared. Up until 2001, there was a significant difference between the local rates and both the state and national rates. In 1992, the spread between the national rate and the rate for the Columbus region was 2.5 percent, falling to 1.1 percent in 2001. Beginning in 2006, the MSA rate was actually higher than the national average, and for the first time in those 16 years, in 2008 the local rate was actually higher than that of the State of Ohio.



	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08
Franklin Co.	4.	4.	3.	3.	3.	2.	2.	2.	3.	3.	5.	5.	5.	5.	4.	4.	6.
Cols MSA	5.	4.	3.	3.	3.	3.	2.	2.	3.	3.	5.	5.	5.	5.	4.	4.	6.
Columbus	5.	5.	4.	3.	3.	3.	3.	3.	3.	3.	5.	5.	5.	5.	4.	4.	6.
Ohio	7.	6.	5.	4.	5.	4.	4.	4.	4.	4.	5.	6.	6.	5.	5.	5.	6.
Nation	7.	6.	6.	5.	5.	4.	4.	4.	4.	4.	5.	6.	5.	5.	4.	4.	6.

2008 rates are as of September. Rates not seasonally adjusted.

In spite of the current economic trials, there is hope that Columbus will pull through these challenging times. The greater Columbus area continues to attract and retain businesses. Of the top 40 regional employers, 15 are in the high-growth industries of financial services, healthcare, pharmaceuticals, information services, energy, and technology, which bodes well for future job growth.

And of the more than one million people working here, 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.

Columbus is headquarters to several major national and multinational corporations, including Cardinal Health, Nationwide Insurance, American Electric Power, the Limited Brands and Big Lots. Battelle Memorial Institute, a research center for government and private industry, has its world headquarters in Columbus and several leading information providers are also based in Columbus, including Chemical Abstracts Service and the Online Computer Library Center. In recent years, the health care industry has emerged as a predominant new growth sector, with the city boasting four nationally-recognized health systems employers which employ 3,100 health care workers and contribute over $4 billion to the local economy. The ten largest employers in the city are listed below.

Ten Largest Employers Ranked by Number of Full-Time Employees		
1	State of Ohio	26,239
2	The Ohio State University	20,345
3	JPMorgan Chase & Co.	14,469
4	Federal Government	13,721
5	Nationwide	11,768
6	OhioHealth	9,336
7	City of Columbus	8,227
8	Honda of America	8,000
9	Columbus Public Schools	7,181
10	Franklin County	6,055

Source: Business First of Columbus, Inc.

December 2007

Economic Development

2008 marks the sixth 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 Audubon Center Park on the Whittier Peninsula is set to begin construction later this spring. The city is also moving forward with the construction of two new parking garages, and private partners are looking at developing acres of surface parking lots into new housing and retail throughout the downtown area. Since 2002, the city has worked with 35 different companies to keep or bring 3,000 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.

Recent downtown projects include the redevelopment of the northeast corner at Broad and High into high-rise residential and office space. The project includes luxury condominiums overlooking the State Capitol building, street-level retail shops and restaurants, and a glass-walled, local network news live broadcast studio.

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 is constructing a $25 million apartment and condominium project south of the old Lazarus building, continuing the renaissance in the River South district. The development will include 130 apartments and 76 condominiums that will be affordable to young people who may not be able to afford other downtown living options. The units are expected to open in winter 2010.

Construction began in 2008 on the Scioto Mile, a $38 million project, in an unprecedented, 50/50 partnership between the 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 to two lanes from four 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 also will 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 summer of 2011.

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. It will be the largest construction enterprise ever undertaken in central Ohio.

Construction of a 10,000-seat stadium located in downtown's Arena District at the corner of Nationwide Boulevard and Neil Avenue is set to be completed by the 2009 season opener. The Columbus Clippers Triple-A professional baseball team will join the Columbus Blue Jackets NHL hockey team to create a year-round hub of sports activity in the already-booming Arena District. Huntington Park is another example of a successful commitment by both public and private sectors to fund and support growth and development in downtown Columbus.

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 FitchRatings. 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. FitchRatings 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 rainy day fund) and the anticipated expenditure fund (formerly known as the 27th pay period fund).

The rainy day fund was created in 1988 with an initial deposit of $4 million to create a reserve for unforeseen future events that could disrupt basic city services. The goal of the fund was to reach five percent of general fund expenditures. Until 1998, annual deposits of $1 million were made to the fund. In 1998, the fund received an infusion of $7 million from a refund from the Ohio Bureau of Workers Compensation. In order to balance the general fund budget, $10.2 million was used in 2003, the first use of the fund since its establishment. An additional $25 million was used in 2004. On May 4, 2004, the city deposited $55.1 million from the Solid Waste Authority of Central Ohio into this fund. These monies resulted from a bond issue by SWACO and were paid to the city in partial satisfaction of lease rental payments due the city. Transfers of $13 million in 2005 and $12 million in 2006 were made to ensure that basic city services could be continued in those years. In 2006, the city received nearly $10 million for pollution credits from SWACO, which, along with investment earnings, enabled the fund to end 2007 at $44.5 million, or over 7 percent of general fund expenditures. In 2008, primarily due to declining revenues as a result of the national economic downturn, it was necessary to transfer $4.4 million to the general fund. And, in order to avoid drastic reductions in basic city services, it will be necessary to transfer $28.5 million in 2009. The Mayor's Economic Advisory Committee will be making recommendations in early 2009 regarding how to bring general fund revenues back in line with necessary spending. At that time, the city will begin planning how the economic stabilization fund will be replenished, in accordance with the city's financial policies.

The anticipated expenditure fund was established in 1994 to plan for the next occurrence of a fiscal year in which there are 27 pay periods rather than the standard 26. This fund received $5.33 million in refunded monies from the Ohio Bureau of Workers Compensation in 1998, and regular deposits have been made each year since 1994. The expenditure, which will occur in 2008, is currently estimated at $17.5 million. Additional deposits into the fund will continue in 2009 and beyond to ensure that there are sufficient funds to build the fund back up for the next occurrence, which is estimated to be in 2020.

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

Economic Stabilization Fund Recommended Future Deposits (000's Omitted)

Year	Deposit	Investment Earnings*	Expended	Year-End Balance	% of GF Budget
1999		$ 1,224		$ 23,807	5.11%
2000		1,442		25,249	5.00%
2001		1,621		26,870	5.06%
2002		1,136		28,006	5.39%
2003		608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005		1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,000	-	44,480	7.04%
2008		-	4,376	40,104	6.17%
2009		802	28,500	12,406	1.79%
2010		248		12,655	1.75%
2011		253		12,908	1.70%
2012		258		13,166	1.66%

In 2008, investment earnings were deposited to the Anticipated Expenditures Fund. Assumes two percent investment rate in 2009-2012.

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)

Year	Deposit	Expended	Year-End Balance
2001	750	83	10,552
2002	750		11,302
2003	750		12,052
2004	750		12,802
2005	750		13,552
2006	1,850		15,402
2007	1,850		17,252
2008	2,000	17,500	1,752
2009	1,751		3,503
2010	1,821		5,324
2011	1,894		7,218
2012	1,970		9,188

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.

2009 Budget Scenario

The 2009 budget was balanced with limited resources while employing certain key principles, as follows:

- Build a budget from the ground up which is keyed to the city's strategic plan implementing the Columbus Covenant
- Focus on the basic priorities in city services for neighborhoods—police and fire protection, refuse collection, and basic public health services
- Review all program areas to identify activities the city should no longer be engaged in, given limited resources
- Review revenue sources to identify new revenues, opportunities for increased revenues, and options to shift general fund expenses to alternative funding sources
- Continue to implement performance management, working toward providing performance measures for all city programs, which will inform the budget process
- Promote efficiencies in government through reorganization of divisions, consolidation of functions, review of management structure and centralized fleet management
- Rely on attrition to the extent possible in reducing the number of general fund employees
- Continue hiring controls and diligent review of general fund spending to keep 2009 spending at the lowest level necessary to provide essential services to the citizens of Columbus

General Fund Pro Forma

A general fund pro forma operating statement is provided herein, which projects the city's future general fund financial outlook. The pro forma bases year 2009 revenues on the City Auditor's official Estimate of Available General Fund Resources, except as noted. The following assumptions were used in developing the pro forma.

Pro Forma Operating Statement Assumptions

Like all financial forecasting tools, pro forma projections are based on a series of assumptions that invariably do not prove totally accurate over time. Moreover, projections become less certain the further one extends the forecasting horizon. This pro forma statement assumes that year-end deficits, which are not permissible per state law, will be corrected through expenditure adjustments in order to force a positive year-end fund balance. The document presented herein represents the Finance and Management Department's best estimate of the city's financial status into the future, given the major assumptions below. Revenue growth assumptions for most sources in 2010 and beyond are based upon an historical ten-year average.

Expenditure Assumptions

- The standard inflation rate for non-personnel items is three percent in 2009 and thereafter.
- Personnel costs (excluding insurance costs) are projected at either the wage rates in effect per current collective bargaining agreements or, for those units that have contracts that are currently under negotiation or expiring in 2008, wage rates of zero percent growth through 2009 and three percent thereafter. Personnel costs are projected at wage rates of zero percent growth in 2009 and three percent thereafter for non-bargaining unit employees. For bargaining units with current contracts, wage increases are projected at zero percent growth in the first year after the expiration of the current agreement and three percent thereafter. No funds have been budgeted for pay increases beyond 2009 or for pay increases in 2009 except for current collective bargaining agreements remaining in effect in 2009. Additionally, there is no guarantee that revenues will be sufficient to support these assumptions.
- Insurance costs will grow by 10 percent annually in 2009 and beyond.
- Expenditure projections for 2010 and beyond are premised on not restoring any of the reductions that were made to balance the budget in 2009.
- The pro forma projects an $8 million expenditure for vehicle replacement for general fund divisions in 2010, to make up for purchases deferred from 2008 and 2009. The majority of expenditures will be for replacement of safety vehicles, primarily police cruisers. Expenditures of $6 million per year, adjusted for inflation, are projected in 2011 and beyond.

Revenue Assumptions

- Income tax receipts will grow by 0.5 percent in 2009, by 2 percent in 2010 and by 3 percent thereafter.
- Property taxes will remain flat in 2009, and then grow by 2 percent in 2010 and beyond, except in triennial update years, when it will increase by 7.25 percent.
- Local government fund revenue is projected to remain at the 2008 level in 2009 and beyond.
- Estate taxes are projected at $8.5 million in 2009 and thereafter.
- Investment earnings will be $17 million in 2009 and 2010 and then grow by 15 percent thereafter.
- Hotel/motel tax revenue is projected to grow by 1.76 percent in 2009 and 4.0 percent in 2010 and beyond.
- Charges for services are expected to grow by 1.85 percent 2009. The source will then grow by 5.5 percent thereafter.
- The kilowatt hour tax will grow by 0.6 percent in 2009 and then grow by 1 percent thereafter.
- Fines and penalties will grow by 5.14 percent in 2009, and then will increase by 5.5 percent.

- Licenses and permits are projected to increase 2.58 percent in 2009, and 3 percent thereafter.

Division Specific Assumptions

- No police recruit classes are funded in 2009. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- No fire recruit classes are funded in 2009. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division presume that the bulk collection program will return to the general fund in 2010. An analysis of the street construction, maintenance and repair fund pro forma operating statement shows that the fund cannot sustain these expenses after 2009 while still maintaining a sufficient cash balance.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Beginning Balance	$ 17,277,690	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Income Tax	391,200,000	393,200,000	401,064,000	413,096,000	425,489,000	438,254,000	451,402,000	464,944,000	478,892,000	493,259,000	508,057,000
Property Tax	51,427,000	51,500,000	52,530,000	53,581,000	57,466,000	58,615,000	59,787,000	64,122,000	65,404,000	66,712,000	68,046,000
Kilowatt Hour Tax	3,380,000	3,400,000	3,434,000	3,468,000	3,503,000	3,538,000	3,573,000	3,609,000	3,645,000	3,681,000	3,718,000
Hotel/Motel Tax	3,636,000	3,700,000	3,848,000	4,002,000	4,162,000	4,328,000	4,501,000	4,681,000	4,868,000	5,063,000	5,266,000
Shared Revenues	58,048,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000	56,990,000
License and Permit Fees	9,017,000	9,250,000	9,528,000	9,814,000	10,108,000	10,411,000	10,723,000	11,045,000	11,376,000	11,717,000	12,069,000
Fines and Penalties	21,257,000	22,350,000	23,579,000	24,876,000	26,244,000	27,687,000	29,210,000	30,817,000	32,512,000	34,300,000	36,187,000
Investment Earnings	24,500,000	17,000,000	17,000,000	19,550,000	22,483,000	25,855,000	29,733,000	34,193,000	39,322,000	45,220,000	52,003,000
Charges for Service	53,069,000	54,050,000	57,023,000	60,159,000	63,468,000	66,959,000	70,642,000	74,527,000	78,626,000	82,950,000	87,512,000
All Other Revenue	9,846,000	3,595,000	3,666,940	3,741,038	3,817,359	3,895,970	3,976,939	4,060,337	4,146,238	4,234,715	4,325,846
Total Revenues	625,380,000	615,035,000	628,662,940	649,277,038	673,730,359	696,532,970	720,537,939	748,988,337	775,781,238	804,126,715	834,173,846
Fund Transfers	12,118,661	28,500,000	-	-	-	-	-	-	-	-	-
Total Available Resources	**654,776,351**	**643,535,000**	**628,662,940**	**649,277,038**	**673,730,359**	**696,532,970**	**720,537,939**	**748,988,337**	**775,781,238**	**804,126,715**	**834,173,846**
% Change in Total Revenues from Prior Yr.	0.63%	-1.65%	2.22%	3.28%	3.77%	3.38%	3.45%	3.95%	3.58%	3.65%	3.74%
% Change in Total Resources from Prior Yr	1.07%	-1.72%	-2.31%	3.28%	3.77%	3.38%	3.45%	3.95%	3.58%	3.65%	3.74%
Expenditures:	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
Development	21,938,930	19,617,125	20,180,185	20,731,716	21,465,556	22,232,601	23,034,964	23,874,937	24,755,002	25,677,850	26,646,403
Fire	192,165,716	195,119,667	198,317,082	205,685,173	213,481,476	221,678,247	230,304,157	239,390,406	248,970,959	259,082,817	269,766,308
Governmental Services	75,349,087	78,280,935	81,564,646	83,853,323	87,024,054	90,348,851	93,837,980	97,502,572	101,354,701	105,407,473	109,675,125
Health	19,850,819	16,117,938	16,798,528	17,240,328	17,897,845	18,589,118	19,316,564	20,082,810	20,890,718	21,743,406	22,644,271
Judicial Services	24,188,687	24,894,000	25,830,928	26,528,182	27,657,832	28,854,753	30,124,299	31,472,323	32,905,216	34,429,969	36,054,224
Other Safety	15,968,917	14,583,889	15,036,728	15,455,337	15,983,615	16,534,202	17,108,416	17,707,674	18,333,511	18,987,583	19,671,684
Police	255,770,061	252,407,095	261,622,367	271,080,362	281,458,627	292,378,244	303,878,456	316,001,980	328,795,347	342,309,265	356,599,027
Recreation and Parks	26,223,237	20,636,333	21,136,196	21,694,000	22,532,757	23,415,471	24,345,340	25,325,845	26,360,779	27,454,278	28,610,849
Refuse Collection	22,246,634	20,360,605	26,416,549	27,159,811	28,188,983	29,270,467	30,407,977	31,605,553	32,867,589	34,198,873	35,604,621
Fleet-Vehicles	1,074,263	1,517,413	8,000,000	6,000,000	6,180,000	6,365,400	6,556,362	6,753,053	6,955,644	7,164,314	7,379,243
Operating Expenditures	**654,776,351**	**643,535,000**	**674,903,209**	**695,428,232**	**721,870,744**	**749,667,354**	**778,914,515**	**809,717,152**	**842,189,466**	**876,455,827**	**912,651,755**
% Change/Previous Year	3.84%	-1.72%	4.87%	3.04%	3.80%	3.85%	3.90%	3.95%	4.01%	4.07%	4.13%
Required Expenditure Reductions and/or Revenue Increases	-	-	(46,240,269)	(46,151,194)	(48,140,385)	(53,134,383)	(58,376,576)	(60,728,815)	(66,408,228)	(72,329,113)	(78,477,909)

Footnotes:

Revenue estimates for 2010 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.