

Columbus, Georgia



Columbus Consolidated Government Fiscal Year 2009 Operating Budget

Columbus Consolidated Government
Annual Operating Budget
July 1, 2008 - June 30, 2009

Mayor and Council

Mayor – Jim Wetherington

Mayor Pro-Tem; Councilor, District 4 - Evelyn Turner Pugh

Councilor, District 1 – Jerry “Pop” Barnes

Councilor, District 2 – Glenn Davis

Councilor, District 3 - Julius Hunter, Jr.

Councilor, District 5 – Mike Baker

Councilor, District 6 – Gary Allen

Councilor, District 7 - Evelyn “Mimi” Woodson

Councilor, District 8 – C. E. “Red” McDaniel

Post 9 At- Large – Wayne Anthony

Post 10 At- Large – Skip Henderson

Isaiah Hugley
City Manager

Lisa Goodwin
Deputy City Manager

David Arrington
Deputy City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Columbus Consolidated Government
Georgia**

For the Fiscal Year Beginning

July 1, 2007

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Columbus Consolidated Government for its annual budget for the fiscal year beginning July 1, 2007.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period for one year only. We believe our current document continues to conform to program requirements, and we are submitting it to GFOA to determine its' eligibility for another award.

City of Columbus, Georgia Organizational Chart

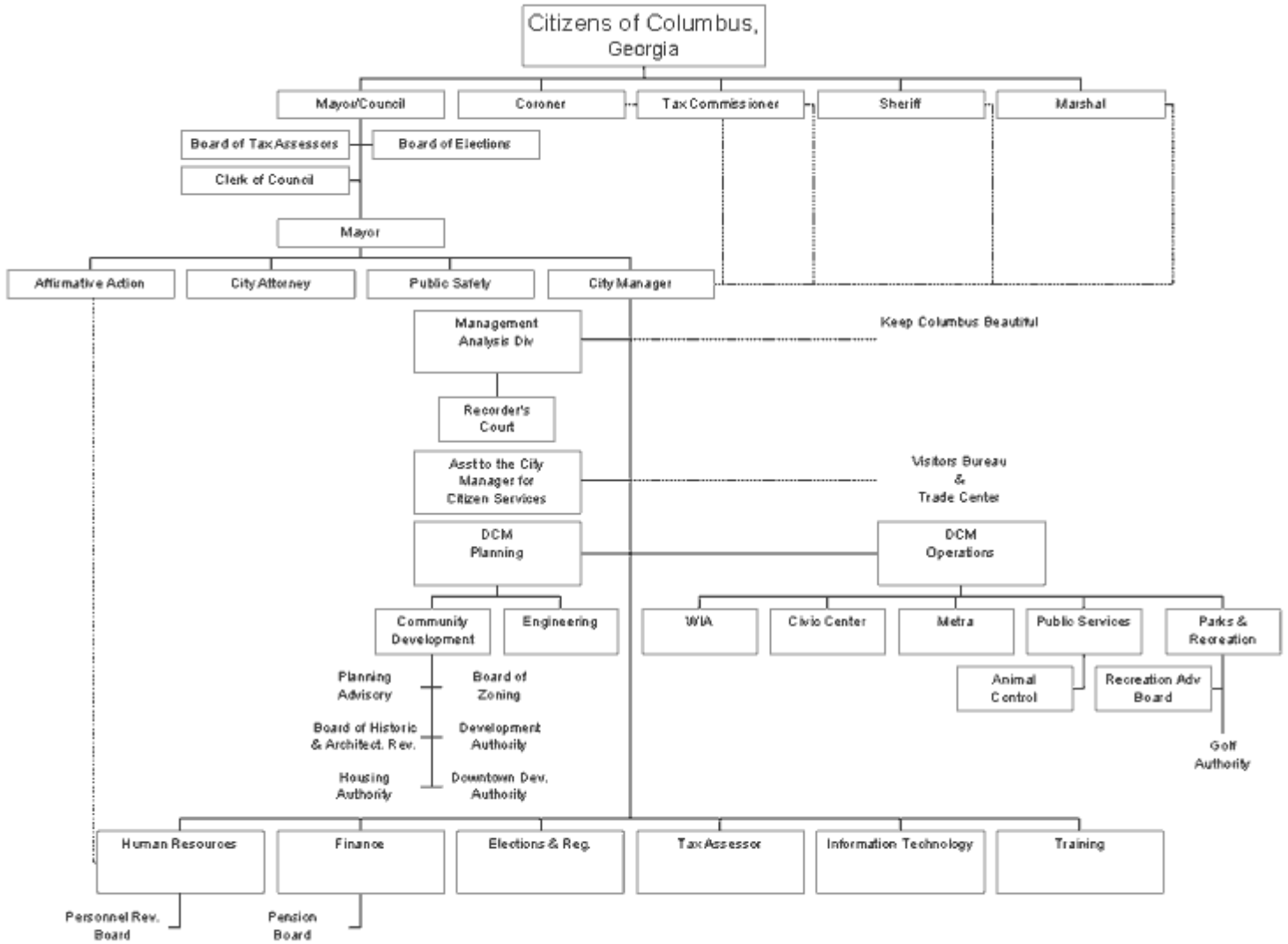


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QUICK REFERENCE GUIDE

There are three tools that will help the reader locate information in the current Operating Budget for Columbus, Georgia.

The first is the traditional **Table of Contents**, which outlines the entire document. Next is this **Quick Reference Guide**. It shows the reader where to find answers to commonly asked questions, along with section references and page numbers. If you have a similar question, this is the quickest way to find the answer. Last is the **Document Notes** on the following page, which briefly explains what each section of the book contains.

If you have this question Refer to the following Tabs & Page(s)

Question	Tab	Page
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DOCUMENT NOTES

The Columbus Consolidated Government budget document provides comprehensive information about the government's policies, goals, financial structure and operations. This document also contains information on major initiatives, demographics of the city and capital budget.

The **Introduction** contains the transmittal letters from the Mayor and City Manager, organizational chart, overview and general information on Columbus.

Budgetary Policy discusses the budget preparation process and a summary of the financial structure.

The **Personnel** section describes the benefit package and presents a history of authorized positions combined for all funds.

The **Financial Summaries** provides a graphic and financial overview of each adopted operating fund along with highlights on significant revenues and expenditures.

The **Operating Fund Summaries** includes a brief description of the department, performance measures, personnel summaries and program categories by costs.

The **Appendix** section includes a variety of data, which should be useful to the reader in better understanding the budget. Also, in this section is a Glossary for those not familiar with governmental terms and Capital Outlay listing.

The **Capital Improvement Program** has been moved to a separate document, providing detailed information on the various projects.

A dedicated effort is made to enlighten the general public about the government that serves them. Throughout the budget process, many of the issues are televised on the government access channel. A copy of the document is placed on file with the Clerk of Council in accordance with the City Charter. A budget document is made available in all Muscogee County libraries as well as the Columbus State University library.

Comments on the budget may be e-mailed to the City Manager's office at citymanager@columbusga.org. The Financial Planning Division may be contacted at (706) 653-4085.

Columbus Consolidated Government won its first budget award in FY93. Each subsequent year, the government has been honored by the distinction. We believe that this document follows that same tradition. Additionally, CCG has also received the Certificate for Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) since FY91.

July 1, 2008

To The Citizens of Columbus, Georgia and the Columbus City Council

Dear Fellow Citizens:

During my campaign for Mayor of Columbus, I promised our citizens that I would be actively involved in the budget process for our government. I believe I have continued to live up to that with this budget.

I am happy to present this budget to you as your Mayor in the amount of \$210,751,819. The Fiscal Year 2009 Adopted Budget is 2.55% over the FY08 Adopted Budget, however it is 8.90% below the FY08 Revised Budget. This is primarily due to the additional \$21,137,162 approved at mid-year to spend down fund balance to the administrative policy level of ninety (90) days. The tax rate for funding this budget remains the same as FY 2008 at 17.91 mills in Urban Service District 1, 13.05 mills in Urban Service District 2, and 11.85 mills in Urban Service District 4.

In preparing this budget, various factors were considered to insure your city government meets the challenges we face. With the current growth of our city and the expected expansion, you the citizens expect for services to remain at the current level for the upcoming year. We will continue to provide these services to the citizens we serve.

Last year, our employees were given 98 percent of the UGA Pay Plan that was adopted by our Council. I am recommending that we advance the Pay Plan to 100 percent of the July 1, 2008, market effective September 29, 2008, as adjusted by Dr. Steven Condrey of the University of Georgia. Advancement of the plan to 100 percent of the market includes longevity increases for our current employees of one step for two to nine years of service, and two steps for 10 or more years of service.

With the 100 percent pay plan implementation, I have proposed the city contribute \$250 less per year toward employee health care and the employee contribute an additional \$15.00 per pay period to offset the increase in healthcare costs.

I am recommending funding of seven additional General Fund positions in this budget in key areas. One in the Tax Assessor's Office, one in the Municipal Court Judge's Office, four in the Public Services Department, and one in the City Manager's Office.

This budget contains no General Fund capital purchases and \$2,646,550 across all other operating funds. We plan to revisit our capital needs at mid-year, and request additional capital to be funded from the General Fund-Fund Balance based on the year-end closeout of FY08. The same holds true for the Capital Improvement Program, not funded for the General Fund and \$3,090,027 across all operating funds. We are not able to fund crucial facility and infrastructure requirements at the desired level.

This budget is presented to you as a balanced budget, using only the General Fund-Fund Balance to meet the approved commitment to the Baker Village Revitalization project and subsidies for Bull Creek Golf Course, Oxbow Meadows Golf Course, and Emergency 911 Funds. As the Parking Management operation is evaluated for the future, a minimal amount of the fund's reserves is used to balance the Parking Management Fund. This budget was prepared to be able to sustain the level of funding in future years and is fiscally responsible. To Budget Chair Skip Henderson and other members of Council, I look forward to the discussions with each of you on what is included in this adopted budget to meet the needs and desires of the citizens and of our great city today, while preparing for future growth and impact tomorrow.

I want to thank City Manager Isaiah Hugley, Finance Director Pamela Hodge and the staff from each of their departments for their work in drafting this budget.

This is my adopted budget for fiscal year 2009.

Sincerely,

Jim Wetherington, Mayor
City of Columbus, Georgia

July 1, 2008

Dear Ladies and Gentlemen:

Columbus, Georgia is in a unique situation as we prepare for the growth of our community and meet the increased demands of the citizens, with limited revenue growth potential. The Columbus Consolidated Government is committed to providing services to meet the demands of our citizens and be prepared for the expected growth as we continue to stand for "PAST", Performance, Accountability, Service, and Trust.

In preparing this FY09 Adopted Budget, the needs and demands of the citizens we serve were at the root of our concerns. The goal for the FY09 Operating Budget was to live within our means, meet the citizen's requirements, and advance the University of Georgia pay plan for our employees. With more reliance being placed on consumer taxes, such as sales tax, and user fees, the local economy continues to have a tremendous relevance on the fiscal health of the government. The FY09 Operating Budget is balanced at \$210,751,819. In order to balance the budget, \$1,186,185 of fund balance was used. Fund Balance of \$498,715 was used from the General Fund for the approved commitment to the Baker Village Revitalization project, \$642,812 was used from the General Fund for subsidies to Bull Creek Golf Course, Oxbow Meadows Golf Course and Emergency 911 Funds, and \$44,658 was used from the Parking Management Fund. The staffing for the government in the General Fund for FY09 was increased by 7 positions to meet the critical demands of the operations. The growth in the City's digest allows for a minimal increase in the operations to account for the increased cost in fuel, electricity and other utilities. The growth does not meet the increased demands for capital and infrastructure repair and replacement.

The millage rate remains unchanged at 17.91 mills for USD #1, 13.05 mills for USD #2 and 11.85 for USD #4. The total General and Urban district subject to the 9 mill cap remains capped out at 9 mills.

Challenges

We continue to struggle for replacement of capital equipment and infrastructures. In this budget, we were not able to fund requests for equipment and infrastructure in the General Fund, but made a substantial investment in capital equipment and infrastructure during the FY08 Mid Year Budget Amendment. We were able to fund minimal capital requests in other operating funds, but left many justified equipment requests and projects unfunded. However, once the SPLOST allocation ends in FY09, the Paving and Sewer fund will hold the responsibility to fund stormwater and road improvement projects. The delay in replacing vehicles and equipment that exceed the replacement threshold, put an increased strain on the operating budget to provide maintenance and parts for an aging fleet of vehicles and equipment. We intend to request additional capital and infrastructure needs out of fund balance during the mid year budget amendment, once FY08 year end accounting has been completed. Costs of operations remains at a minimal level. Pension costs and health care benefits continue to escalate. The requirements of the pension fund will continue to have a significant impact on the personnel costs now and in the future with the requirement of governments to quantify post employment health benefits. In FY08, the pay and classification study conducted by the University of Georgia was implemented at 98% of the July 1, 2007 market rate. In FY09, the pay plan has been adjusted to 100% of the July 1, 2008 market rate and has a Adopted implementation date of October 1, 2008.

Budget Process

Early in the budget preparation period, we forecasted that growth in revenues would not fully support the operations of the government but the combination of reduction in expenditures and delaying capital and infrastructure purchases allowed us to balance the budget. Growth of the tax digest for FY09 is estimated at 3.00%. Departments were increased to only allow them to meet operational and service requirements. With departments essentially operating at minimal funding levels, departments will have the extraordinary challenge of providing more, in most cases, with continued less financial and human resources.

The chart below details the Adopted Operating Budget for FY09. The left column identifies the funding for each fund, and the right column shows the appropriation for each fund in comparison with the adopted budget for FY08. The Fund Balance column identifies those funds, which required fund balance to balance their appropriations: General Fund and Parking Management Fund.

FY2009 SUMMARY OF FUNDS AND APPROPRIATION						
TOTAL FUNDING				TOTAL APPROPRIATION		
FUNDS	FY09 REVENUE	FUND BALANCE	TOTAL	FY09 BUDGET	FY08 ADOPTED	% CHANGE
General	\$142,477,715	\$1,141,527	\$143,619,242	\$143,619,242	\$138,195,855	3.92%
Sewer	4,226,812	0	4,226,812	4,226,812	3,951,655	6.96%
Paving	13,602,995	0	13,602,995	13,602,995	12,722,624	6.92%
Medical Center	11,998,604	0	11,998,604	11,998,604	11,155,462	7.56%
Integrated Waste	10,369,272	0	10,369,272	10,369,272	10,195,550	1.70%
E911	3,216,916	0	3,216,916	3,216,916	3,404,612	-5.51%
Debt Service	6,742,948	0	6,742,948	6,742,948	7,965,303	-15.35%
Transportation	6,046,255	0	6,046,255	6,046,255	5,680,597	6.44%
Parking Management	291,000	44,658	335,658	335,658	342,761	-2.07%
Trade Center	2,674,490	0	2,674,490	2,674,490	2,570,921	4.03%
Bull Creek	1,654,507	0	1,654,507	1,654,507	1,571,894	5.26%
Oxbow Creek	550,058	0	550,058	550,058	577,033	-4.67%
Civic Center	4,744,175	0	4,744,175	4,744,175	6,295,438	-24.64%
Economic Development	969,887	0	969,887	969,887	883,141	9.82%
TOTAL	\$209,565,634	\$1,186,185	\$210,751,819	\$210,751,819	\$205,512,846	2.55%
Health	19,059,283	0	19,059,283	19,059,283	18,759,283	1.60%
Risk Management	3,387,000	0	3,387,000	3,387,000	2,965,000	14.23%
Community Development	1,783,962	0	1,783,962	1,783,962	2,144,925	-16.83%
WIA	1,614,134	0	1,614,134	1,614,134	1,499,979	7.61%

The total operating budget is \$210,751,819, not including WIA, Community Development, Risk Management and Health Insurance Fund. WIA and Community Development have different budget cycles due to federal regulations; an estimated budget is incorporated in the regular budget process. Budget adjustments for these funds will be forwarded to Council in the fall.

Assessment

The Columbus Consolidated Government offers an array of services to its residents including public safety, judicial, parks and recreation, sanitation and general government operations. At the time of consolidation in 1971, the government recognized that not all citizens within Muscogee County would receive equivalent levels of service. In recognition of this disparity, specific tax districts were established to levy taxes in direct proportion to services provided within each taxing district.

Currently, there are three urban service districts (USD1, USD2, and USD4), not including the special districts created for the Business Improvement District. The assessment and millage set for the primary three districts are distinguished by the services provided to each district: general services and urban services. The general services are provided to the total area of Muscogee County as fixed and established on the effective date of the last amendment to the charter. Functions and services provided to the general service district are commonly available and accessible or otherwise provided to all residents throughout the total area of the county. Examples are judicial services, parks and recreation, city administration, certain police services, health facilities and incarceration facilities. Urban service districts provide more comprehensive and intensive levels of governmental duties. Examples are fire protection, police patrol services and street maintenance. The total millage for urban and general service plus transportation services has a nine-mill cap not including debt service, Medical Center appropriation, and road and sewer millages.

The criterion for calculating the millage rate in each district is outlined below.

General Service - Services are of equal level throughout the county. Taxes are levied on all Muscogee County property owners.

Medical Center Tax - A three-mill levy is assessed with revenue paid to the Hospital Authority for medical care of county residents who cannot afford medical treatment.

METRA - This tax is levied to subsidize mass transit in the city. Taxes are levied after all other income from fares and other service charges and other governmental entities are calculated.

Urban Service - Services are diverse in various sections of the county. Taxes are levied proportionately on property owners of each district based on the level of service.

Fire Tax - The millage rate is dependent on the Fire Department's ISO rating for each district. They are proportional to the relative cost to insure a classified rated brick - veneer single family dwelling of average value of all such family dwellings throughout the county.

Patrol Services - The tax rate is calculated according to the median response time on all police calls.

Sewer - The tax rate is calculated according to the number of miles of public roads and streets in the district, which are maintained at local expense.

Street Maintenance - The tax rate is calculated according to the number of miles of public roads in each district per acre of land. Taxes are levied in the Paving Fund for this activity.

The chart below shows the distribution of the millage among districts.

TAX MILLAGE COMPARISON FY09 ADOPTED TO FY08 ADOPTED									
	URBAN SERVICE DISTRICT #1			URBAN SERVICE DISTRICT #2			URBAN SERVICE DISTRICT #4		
	FY08 Adopted	FY09 REC	Change	FY08 Adopted	FY09 REC	Change	FY08 Adopted	FY09 REC	Change
Total General and Urban	8.18	8.18	0.00	6.72	6.72	0.00	6.55	6.55	0.00
METRA	0.82	0.82	0.00	0.82	0.82	0.00	0.82	0.82	0.00
Total Subject to Cap	9.00	9.00	0.00	7.54	7.54	0.00	7.37	7.37	0.00
Sewer	1.07	1.07	0.00	0.12	0.12	0.00	N/A	N/A	N/A
Paving	3.36	3.36	0.00	0.91	0.91	0.00	N/A	N/A	N/A
Medical Center	3.00	3.00	0.00	3.00	3.00	0.00	3.00	3.00	0.00
Total M & O	16.43	16.43	0.00	11.57	11.57	0.00	10.37	10.37	0.00
Debt Service	1.23	1.23	0.00	1.23	1.23	0.00	1.23	1.23	0.00
Economic Development	0.25	0.25	0.00	0.25	0.25	0.00	0.25	0.25	0.00
Total Tax Rate	17.91	17.91	0.00	13.05	13.05	0.00	11.85	11.85	0.00

In Urban Service District #1, which encompasses most of the community's land area, the millage rate will remain unchanged at 17.91. Funding is continued for economic development activities. In Urban Service District #2, which extends along the northern boundary of Columbus, the tax rate will remain unchanged at 13.05. In Urban Service District #4, which is presently limited to some small parcels near the Fort Benning reservation, tax rate will remain unchanged at 11.85. Under the requirements of the Taxpayer Bill of Rights, three public hearings will be held in order for citizens to discuss the changes in the tax rate.

Personnel Changes and Employee Compensation

Each year, a major portion of the budget is allocated to personnel costs. In FY09, that percentage will exceed 61%. This budget includes an advancement of the University of Georgia pay and classification study at the 100% of the July 1, 2008 market rate with an implementation date of October 1, 2008. With the implementation of 100% market rate for the pay plan, the city will decrease its annual contribution from \$5,650 to \$5,400 per employee for health care and the employee's premium will be increased by \$15 per pay period to compensate for the increase in health care costs. A preferred rate is offered to those employees who are not tobacco users. There is an additional premium for employees with spouses who have access to employer sponsored health insurance. Staff will continue to pursue development of "tools" to help our employees make better health choices based on education and cost cutting strategies. Constitutional officers and those employees affected by the Governor's pay increase will receive an estimated 3% pay increase effective January 1, 2009.

There is an additional 7 positions in the General Fund for critical areas to include Public Services, Tax Assessor, Municipal Court Judge, and City Manager's Office. Other personnel adjustments are outlined in Section C of this document.

Capital Projects and Capital Outlay

The FY09 budget includes \$3,090,027 in capital improvements projects and \$2,646,550 for capital outlay. Funding has been included for landfill new cell construction and closure, road resurfacing, and pipe rehabilitation and replacement. Details of the capital improvement projects are found in Section E. The capital outlay is detailed in the Appendix – Section F.

Departmental Highlights

Listed below are the major budget highlights for each department. In the interest of brevity, only substantial operational changes are identified. Some departmental budgets have increases in personnel costs because of the increase from last fiscal year's pay plan implementation and pension costs. Major changes beyond personnel are identified with additional details contained in the following sections of the document.

- ◆ The Legislatives' FY09 funding level is \$510,795, a 1.65% increase from the FY08 adopted budget. This department includes the Council and the Clerk of Council divisions.
- ◆ The Executive's FY09 funding level is \$436,729, a 10.80% increase from the FY08 adopted budget. This department includes the Mayor's Office, the Mayor's Committee for Persons with Disabilities, and a reinstated Internal Auditor Department.
- ◆ The City Attorney's Office FY09 funding level is \$673,521, a 17.88% increase from the FY08 adopted budget.
- ◆ The City Manager's FY09 funding level is \$1,374,489, a 8.30% increase from the FY08 adopted budget. This department includes the City Manager's Office, Mail Room, Public Information, Criminal Justice Coordination, Risk Management and Citizen Service Center divisions.
- ◆ Finance's FY09 funding level is \$2,284,114, a 5.06% increase from the FY08 adopted budget. This department includes the Director's office, Accounting, Revenue, Financial Planning, and the Purchasing divisions.
- ◆ Information Technology's FY09 funding level is \$3,561,127, a 2.80% increase from the FY08 adopted budget.
- ◆ Human Resources' FY09 funding level is \$1,606,310, a 2.38% decrease from the FY08 adopted budget. This department includes the Director and Employee Benefits divisions.
- ◆ Inspections and Code Enforcement's FY09 funding level is \$1,732,044, a 16.14% decrease over the FY08 adopted budget. This includes the Inspections and Code Enforcement Department and Print Shop.
- ◆ The Planning Department's FY09 funding level is \$300,404, a 80.81% increase from the FY08 adopted budget.
- ◆ Engineering Services' FY09 funding level is \$1,979,507, a 6.71% increase over the FY08 adopted budget. This department includes Traffic Engineering, Geographic Information Systems and Radio Communications divisions. In addition to the aforementioned divisions, which are funded in the General Fund, this department manages divisions funded in the Sewer and Paving Funds. Engineering Services' Drainage Division will operate with \$560,312; a 6.49% increase above FY08's adopted budget and the Highways & Roads Division will operate with \$1,018,946, a 6.67% increase above FY08's adopted budget.

- ◆ Public Services' FY09 funding level is \$7,168,147, a 0.93% increase from the FY08 adopted budget. This department includes the Director's Office, Fleet Management, Special Enforcement, Cemeteries, Facilities Maintenance, and Other Maintenance & Repairs divisions. Besides managing the aforementioned divisions, which are funded in the General Fund, the department manages divisions in other Operating Funds that are listed below: Two divisions, Sewer Maintenance and Other Maintenance & Repairs, operate with \$2,819,740 in the Sewer Fund. This allocation is a 17.74% increase from the FY08 adopted budget for Public Services' sewer construction and maintenance activities.
 - ◆ Six divisions; Street Improvements, Landscape & Forestry, Street Repairs & Maintenance, Right-of-Way Maintenance, ROWM Community Services, and Other Maintenance & Repairs, operate with \$9,821,943 in the Paving Fund. This allocation is a 10.93% increase over the FY08's adopted budget for Public Services' paving and maintenance activities.
 - ◆ Six divisions; Solid Waste Collection, Recycling, Granite Bluff Inert Landfill, Oxbow Meadow Inert Landfill, Pine Grove Landfill, and Other Maintenance & Repairs, operate with \$9,052,727 in the Integrated Waste Management Fund. This allocation is a 23.10% increase from the FY08 adopted budget for Public Services' waste management program and maintenance activities.
 - ◆ Other Maintenance & Repairs is budgeted in the Metra Fund for \$12,000 and in the Civic Center Fund for \$100,000.
- ◆ Parks & Recreation's FY09 total funding level is \$10,490,986, a 12.69% increase from the FY08 adopted budget. This department includes the Director's Office, Park Services, Recreation Services, Community Schools, Athletics, Therapeutics, and Special Facilities (Memorial Stadium, Golden Park, Cooper Creek Tennis Center, Aquatics, Pottery Shop, and Senior Citizen's Center divisions). In addition to the aforementioned divisions, which are funded in the General Fund, the department also manages the program listed below:
 - ◆ Parks Refuse Collection operates with \$76,559 in the Integrated Waste Management Fund. This allocation is 1.19% increase over last year's budget for Parks & Recreation waste management program activities.
- ◆ Cooperative Extension Services' FY09 funding level is \$143,967, no change over the FY08's adopted budget. The staff members are state employees, but the Consolidated Government supplements seven salaries.
- ◆ Boards & Commissions' FY09 funding level is \$2,056,301, a 24.86% increase of the FY08 adopted budget due to FY09 being an election year. This department includes the Board of Tax Assessors and the Board of Elections and Registration.
- ◆ Police Services' FY09 funding level is \$26,646,180, an 3.33% increase from the FY08 adopted budget. This department includes the Chief of Police, Intelligence/Vice, Support Services, Field Operations, Office of Professional Standards, Administrative Services, and Investigative Services divisions. Besides managing the aforementioned divisions, which are funded by the General Fund, the department manages the emergency call center (E911).
 - ◆ The Emergency Call Center (E911) operates with \$3,216,916 in the Emergency Telephone Fund. This allocation is 5.51% less than last year's budget for E-911 activities. Operational costs continue to grow more rapidly than funding

appropriated from the \$1.50 surcharge on land-based telephone lines. Additionally, the \$1.00 surcharge on cellular telephones, effective November 1, 1998, has helped offset the expenditures needed to keep pace with operational costs. The transfer from the General Fund was increased in FY09 to \$183,953.

- ◆ Fire and Emergency Services' FY09 funding level is \$24,268,941, a 6.61% increase from the FY08 adopted budget. This department includes the Chief of Fire and EMS, Suppression and EMS, Training, Prevention, Hazardous Materials Response Team, Maintenance, Special Operations, Administrative Services, Logistics/Support, and Emergency Management divisions.
- ◆ The Muscogee County Prison's FY09 funding level is \$6,823,755, a 7.55% increase from the FY08 adopted budget.
- ◆ The Superior Court Judges' FY09 funding level is \$1,155,547, an 8.78% increase from the FY08 adopted budget.
- ◆ The District Attorney's FY09 funding level is \$1,677,906, a 2.14% increase over the FY08 adopted budget. The District Attorney's Office manages the Victim/Witness Assistance Program, which is partially funded by the Crime Victim Surcharge. The Victim Witness Program's FY09 funding level is \$200,861. This allocation reflects a 12.07% decrease from FY08's adopted budget. The remaining balance of the 5% surcharge will be carried forward at the end of the fiscal year. A portion of this budget is funded by proceeds of a 5% surcharge assessed on all court fines levied in the Chattahoochee Judicial Circuit.
- ◆ Adult Probation's FY09 funding level is \$146,741. This allocation reflects a 1.97% increase from the FY08 adopted budget.
- ◆ The Jury Manager's FY09 funding level is \$430,610. This allocation reflects a 3.52% decrease above FY08's adopted budget.
- ◆ The Juvenile Court's FY09 funding level is \$447,045, a 13.06% increase from the FY08 adopted budget.
- ◆ The Circuit wide Juvenile Court's FY09 funding level is \$263,662, a 3.90% increase from the FY08 adopted budget.
- ◆ The Clerk of Superior Court's FY09 funding level is \$1,853,746, a 4.95% decrease from the FY08's adopted budget.
- ◆ State Courts' FY09 funding level is \$1,530,953, a 5.89% increase from the FY08 adopted budget. This department includes State Court Judges and the State Court Solicitor's Office.
- ◆ The Public Defender's FY09 funding level is \$1,409,047, a 2.67% decrease from the FY08 adopted budget. The Indigent Defense Act was effective on January 1, 2005, which required the consolidation of Public Defender services in Superior and Juvenile Courts. This includes the Circuit wide Public Defender and the Muscogee County Public Defender.
- ◆ Municipal Court's FY09 funding level is \$2,225,310, a 4.95% increase from the FY08's adopted budget. This department includes Municipal Court Judge, Clerk of Municipal Court and the Municipal Court Marshal. Their budgets are detailed below:

- ◆ The Clerk of Municipal Court's FY09 appropriation is \$684,828, a 0.80% increase from the FY08 adopted budget.
- ◆ The Municipal Court Marshal's FY09 appropriation is \$1,180,519, a 3.05% increase from the FY08's adopted budget.
- ◆ The Municipal Court Judge's budget is \$359,963, a 21.88% increase above the current adopted budget.
- ◆ The Probate Court Judge's FY09 funding level is \$422,156, a 7.06% increase over the current adopted budget.
- ◆ The Muscogee County Sheriff's Office's FY09 funding level is \$23,940,186, a 2.79% increase over the FY08 adopted budget. This department includes the Sheriff Administration, Operations, Detention, and Motor Transport divisions.
- ◆ The Tax Commissioner's Office's FY09 funding level is \$1,396,493, a 2.64% decrease from the current adopted budget.
- ◆ The Coroner's Office's FY09 funding level is \$246,294, a 13.08% decrease below the FY08 adopted budget.
- ◆ The Consolidated Government provides funding to diverse community organizations. The Agency's FY09 funding level is \$1,770,494. A detail listing is included on D-43.
- ◆ The Medical Center's FY09 funding level is \$11,998,604. This appropriation reflects a 7.56% increase above the FY08 adopted budget. The Consolidated Government provides this funding to account for care to its indigent citizens.
- ◆ Debt Services' FY09 funding level is \$6,742,948, a 15.35% decrease from the FY08 adopted budget. This appropriation is scheduled to fund general bond obligations, lease contracts with the Columbus Building Authority, lease purchase programs, and other debt obligations. The Columbus Building Authority Lease Revenue Bonds, Series 2004, were defeased.
- ◆ Transportation Services' FY09 funding level is \$6,046,255, a 6.44% increase above FY08's adopted budget. This department includes the Director, Operations, Maintenance, Dial-A- Ride, and Grant Management and Planning divisions. Besides managing the aforementioned divisions, which are funded by the Transportation Fund, Metra also manages parking activities.
- ◆ Parking Management's FY09 funding level is \$335,658, a 2.07% decrease from the FY08 adopted budget. This fund was balanced using \$44,658 of the Parking Management Fund-Fund Balance. This division is responsible for the Parking Garage and Parking Enforcement. This division has taken on the management responsibility of the Bay Street Parking Garage.
- ◆ The Columbus Ironworks Convention and Trade Center's FY09 funding level is \$2,674,490, a 4.03% increase from the FY08's adopted budget. This department is budgeted as an enterprise fund, where \$837,581 and \$571,185 in revenue are projected from Beer and Hotel/Motel Taxes respectively. The remainder of the budget will be funded by various activities and events.
- ◆ Columbus' Golf Authority's FY09 funding level is \$2,204,565, a 2.56% increase above the FY08 adopted budget. The authority includes Bull Creek and Oxbow Creek Golf Courses. This budget includes an operational subsidy of \$608,859 to Oxbow Creek and Bull Creek from the General Fund.

- ◆ The Civic Center's FY09 funding level is \$4,744,175, a 24.64% decrease below FY08's adopted budget. The Civic Center receives a percentage of the Hotel/Motel Tax collected, totaling \$1,142,370.
- ◆ Employee Health and Life's FY09 funding level is \$19,059,283, a 1.60% increase over the FY08 adopted budget. The City's contribution will be \$5,400 per employee.
- ◆ Risk Management's FY09 funding level is \$3,387,000, a 14.23% increase over the FY08 adopted budget.
- ◆ Economic Development' budget increased to \$969,887. The amount is determined by an estimate of a quarter of a mill. Council will decide each year whether to make this appropriation.
- ◆ Workforce Investment Act (WIA), also formerly known as the Job Training Partnership Act (JTPA) will have a budget of \$1,614,134. Since this is a federally funded program, its program year overlaps with the City's fiscal year. Revisions will be forthcoming in the fall to adjust the funding levels when contracts are finalized.
- ◆ The Community Development Block Grant (CDBG) Fund FY09 funding level will be \$1,783,962. This is another federally funded program that overlaps the City's fiscal year where program adjustments will be needed in the fall.

Conclusion

The budget reflects the very challenging times we are confronting. It is essential that we are realistic about the budget decisions ahead of us. The goal is to remain financially flexible to endure changes in the economy. As we strive to find more creative ways to deliver services, we will also strive to plan today for a better tomorrow and meet the demands of the expected growth. The dedication and commitment of the staff to deliver services and sustain the City in these lean times is commendable.

Sincerely,

Isaiah Hugley
City Manager

Where is Columbus, Georgia?

Columbus, Georgia
Muscogee County



Just the Facts . . .

Climate: Balmy summers / Mild winters

Average High Temperature: 75.9°

Average Low Temperature: 54.4°

Average Monthly Rainfall: 4.05 inches

Average Annual Rainfall: 48.57"



Just the Facts . . .

Longitude: 84° 59' / Latitude: 32° 30'

Area: 221 Square Miles

Altitude: 250 feet above sea level

Population: 188,660

Year Founded: 1828

Year of Consolidation: 1971

COLUMBUS PROFILE

Nestled in Piedmont country on the banks of the Chattahoochee River is a town called Columbus. Founded in 1828, Columbus was the last planned city of the original thirteen colonies. It was originally inhabited by the Yuchi and Creek Indians and claimed by Spanish missionaries in 1679. Later the French and British discovered it as a strategic trading site. Because of its proximity to the Chattahoochee River, Columbus grew to become a center of shipping and military manufacturing. Before and during the Civil War, Columbus served as a center for arms manufacturing. Continuing its military relationship, the Columbus Soldiers' Aid Society sponsored the nation's first celebration of Memorial after the Civil War. Later in 1918, a small camp became Fort Benning, which is now the largest infantry school in the world and home to the Western Hemisphere Institute for Security Cooperation (WHINSEC).

In 1971, the City of Columbus and Muscogee County consolidated to form the first consolidated government in Georgia. The entire county is inside the city limits. Outer areas of the county are classified for taxing purposes as General Service Districts (GSD). The balance of the county is divided into two Urban Service Districts receiving more comprehensive services than GSD. The government has a ten-member council and Mayor. The Council is composed of one member from eight equally divided districts and two at-large districts serving four year terms. The Mayor, who also serves a four-year term, appoints the City Manager pending approval by Council. Open sessions are held by Council each Tuesday at 9:00 a.m.

The Columbus Consolidated Government (CCG) is a full service city providing a wide range of municipal programs and facilities. Services include the following: public safety, recreation and cultural events, transportation, planning and development, road maintenance and general governmental services. More than 2,800 employees work for CCG.

The Muscogee County Public School District, consolidated since 1958, has 56 schools with their enrollment exceeding 33,000 students. Numerous institutions of higher learning are located in the area as well: Columbus State University with an enrollment of more than 7,000 students and Columbus Technical Institute. Within commuting distance of Columbus are six other institutions including Auburn University, Troy State and LaGrange College.

Noteworthy historical sites exist within the county. There is the Springer Opera House, built in 1871, which is now the State Theater of Georgia offering adult and children's theater. After undergoing major renovations four years ago, the Springer is offering more variety shows than ever before. Port Columbus National Civil War Naval Museum opened last year near the Civic Center. Visitors are encouraged to visit the Columbus Museum and the Columbus Historical District, which includes the Columbus Ironworks, built in 1853 and the Liberty Theater. Numerous festivals are held on the Riverwalk with an annual Riverfest held each April featuring the Columbus Pig Jig and the Salisbury Fair, offering the best food in the area.

The South Commons Softball Complex & Stadium enjoys hosting regional tournaments. The Civic Center is exciting and has two professional teams the Columbus Cottonmouths in the Southern Professional Hockey League and the Arena Football team the Columbus Lions which is part of the American Indoor Football League.

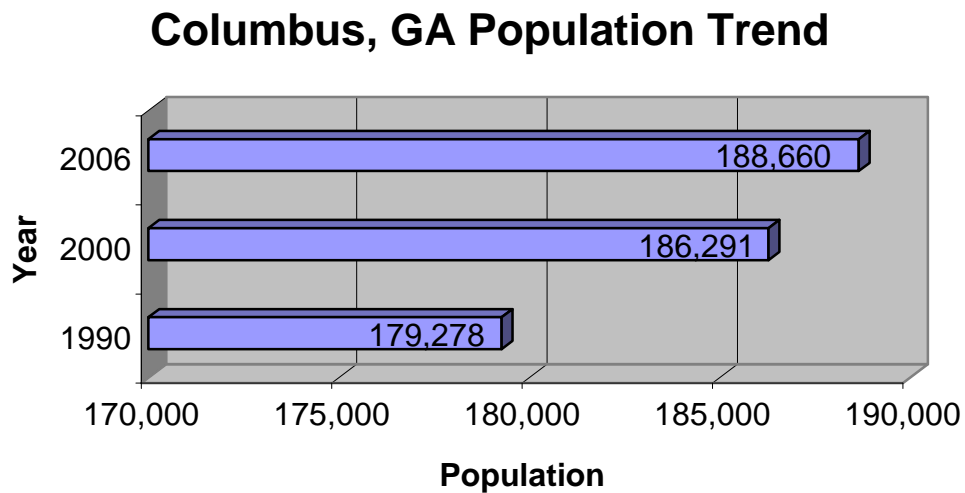
Golfing is available at the 36-hole Bull Creek, which is currently undergoing renovations and the nine-hole Oxbow Creek courses.

COLUMBUS PROFILE

Enjoy the Coca-Cola Space Science Center, a state of the art science facility providing spectacular laser light venues. The Rivercenter Performing Arts Center provides culture, entertainment, and enjoyment for many. Fall football is spectacular with regional college games, high school competition as well as little league fun. Finally, enjoy a leisurely stroll along the Columbus Riverwalk. Adjacent to the Chattahoochee, the Riverwalk provides more than twenty miles of scenic walkway with additions underway.

Demographics:

Columbus has seen steady population growth over the past twenty years. Since 1990, the population has steadily increased from 179,278 to 188,660, as shown in the chart below.

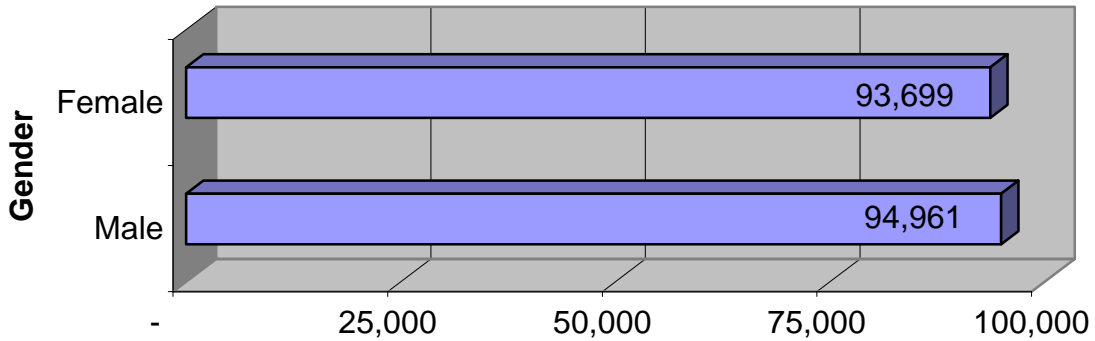


Source: U.S. Census Bureau, 2006 American Community Survey, 1990 and 2000 Census.

When it comes to gender, the population is split almost equal, between men and women. Many young professionals begin their family life in Columbus. The average age in Columbus is a youthful 33 years of age. This number is approximately 4 years less than the U.S. average. This shows Columbus as a strong center for vitality and spirit within Georgia and the surrounding areas.

COLUMBUS PROFILE

Population by Gender 2006

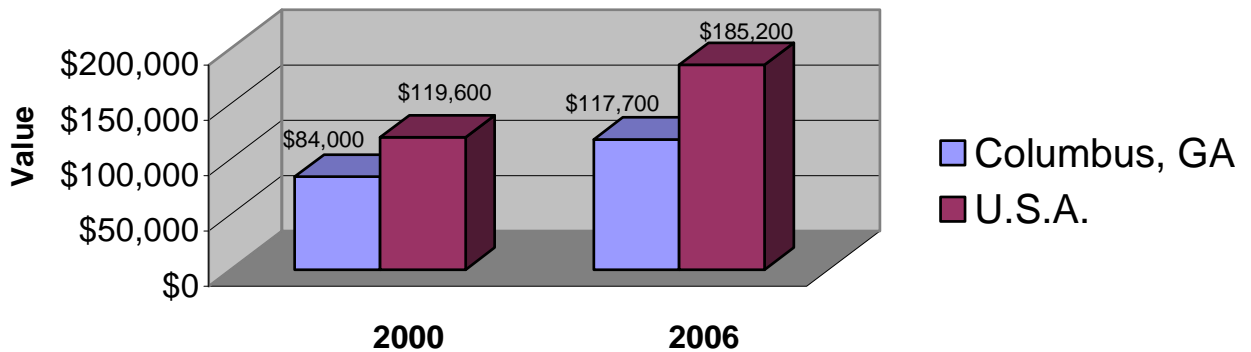


Source: U.S. Census Bureau, 2006 American Community Survey

W_{ealth}:

Columbus' steady population growth protected us from the severe swings seen recently in the U.S. real estate market. Median values of Columbus homes have not seen the dramatic increases as seen in the rest of the country. Median home value grew 28.6% between 2000 and 2006 in Columbus. The U.S. average grew 35.4% in the same time period. Therefore, Columbus' housing market is growing at a steadier and more affordable pace when compared to the national average.

Median Home Value

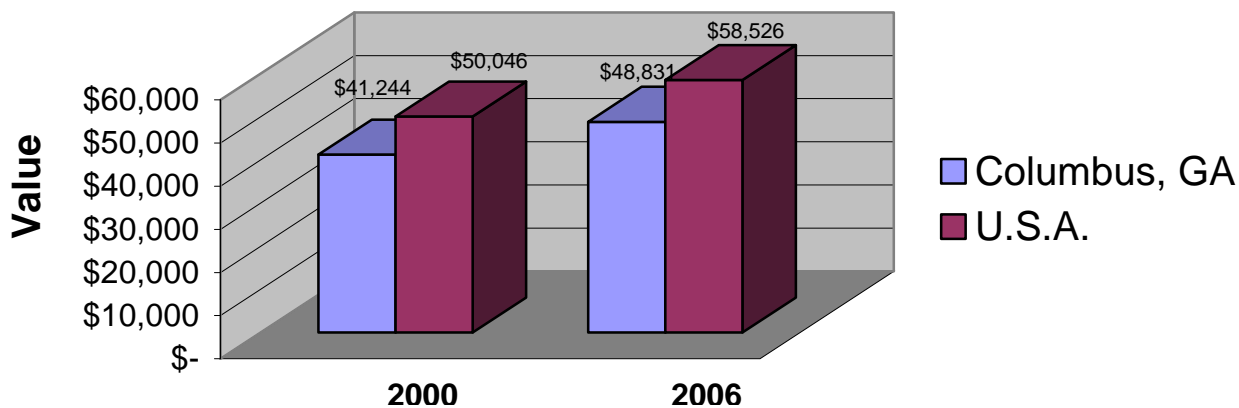


Source: U.S. Census Bureau, 2006 American Community Survey

Columbus' median income increased 15.54% between 2000 and 2006. This is higher than the U.S. average of 14.5% in the same period.

COLUMBUS PROFILE

Median Family Income



Source: U.S. Census Bureau, 2006 American Community Survey

Taking the previous information into account, we see that average home prices have stayed *below* the U.S. in appreciation, yet median family income has stayed *above* the national average. This illustrates Columbus as a place where people are earning more, and paying less for housing when compared to the rest of the country, a dream for many Americans.

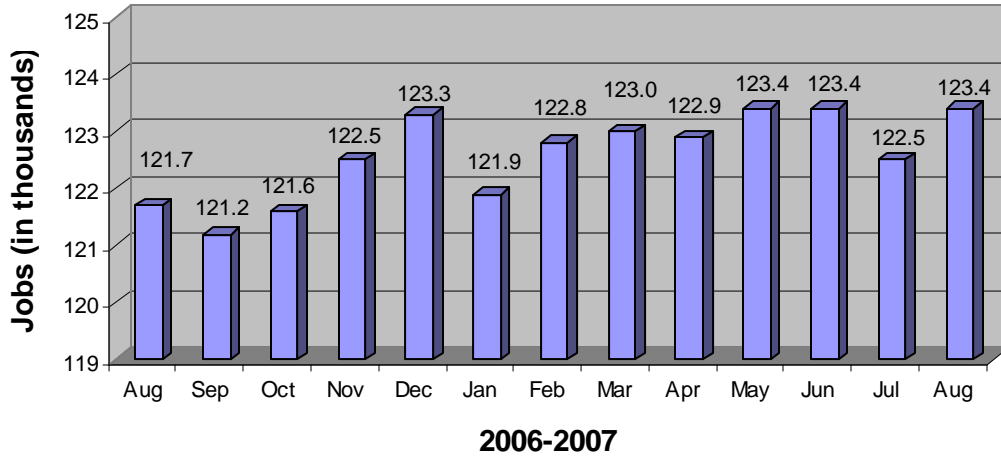
Economy:

Columbus' regional economy has historically been founded in manufacturing, although recent years have seen many new faces in Columbus' economic picture. Columbus is now home to American Family Life Assurance Corporation (AFLAC), Carmike Cinemas, RC Cola, Total Systems (TSYS) and United Technology's Pratt and Whitney to name a few. Synovus, the parent company of TSYS, has recently completed its state-of-the-art uptown campus along the Chattahoochee River, a monument to the progress and development of the uptown area.

The community has seen expansions in service areas and downsizing in traditionally manufacturing areas. Whatever the reason, the area continues to rebound and keep surging forward. Efforts to recruit and retain companies are championed by the Chamber of Commerce and other planning and development entities. Commercial and retail trade, as well as professional services, have attracted customers throughout the region, making Columbus a mecca for the surrounding counties. In the past year Columbus' metropolitan area has seen an increase of 1.4% in its labor force, as shown in the chart on page 19, and maintained a relatively low 5.5% unemployment rate.

COLUMBUS PROFILE

Columbus MSA Employment



Source: <http://www.dol.state.ga.us/>

Notes: Columbus MSA includes Chattahoochee, Harris, Marion, Muscogee, and Russell (Alabama) counties.

With future expansion from AFLAC, Cessna and the U.S. Department of Defense's Base Realignment and Closure (BRAC) program, Columbus is expected to grow by 45,000 people by 2012. Budgets must include these facts and prepare for future strain on the infrastructure of Columbus with increased public service and public safety needs. New housing and commercial development trends continue to grow. CCG continues to fund capital projects to spur development in the downtown area and economically disadvantaged areas. The success of the past is transforming the future.

All things considered, Columbus, the center of the Sunbelt South, is poised for dynamic growth and prosperity.

VISION COLUMBUS 2010

The People of Columbus Speak Out

Housing: The Vision

- Provide safe, soundly constructed, well-maintained, and affordable housing available to all.
- Eliminate substandard housing and enforce applicable codes and ordinances.
- Encourage and support partnerships among builders to provide low-cost housing for those in need.
- Achieve a balance between development and housing density.
- Protect neighborhoods from commercial development.

Neighborhood/Community Aesthetics: The Vision

- Preserve trees before, during and after development.
- Ensure that open spaces are clean and well-maintained.
- Provide and protect a generous amount of green space (nature parks and vegetation barriers).
- Provide passive as well as active parks.
- Provide culturally focused as well as activity-based parks.
- Promote the development of economically and racially diverse neighborhoods.
- Preserve historic homes and buildings.

Transportation: The Vision

- Provide public transportation that meets the needs of the community.
- Develop bicycle, bus and trolley systems.
- Develop a roadway system that will provide easy access around and throughout the city.
- Reduce high traffic volume in residential areas.
- Attract new carriers, routes and services to the Columbus Metropolitan Airport.
- Provide more parking facilities throughout the community and develop alternatives such as "Park and ride".

Public Safety: The Vision

- Provide greater police presence throughout the city.
- Build a well-staffed, well-trained, fully equipped police force.
- Improve communication between public safety officers and youth.
- Improve response time.
- Develop and support programs focused on prevention and appropriate alternatives to incarceration.
- Expand and upgrade jail facilities.

Education: The Vision

- Encourage parental involvement at school and in the home.
- Provide after-school learning, vocational training, tutorial programs and summer enrichment opportunities.
- Provide programs that address teen social problems.

Unity : The Vision

- "One Columbus."
- Provide race relations training for city employees and citizens.
- Encourage and support ongoing programs to promote unity and sensitivity to diversity in the community and workplace.
- Promote "bridge building" throughout the community to encourage unity and mutual respect among ethnically and culturally diverse groups.

VISION COLUMBUS 2010

- Encourage business participation in minority business mentor programs.
- Treat all people with dignity and respect.

Commercial and Economic Development: The Vision

- Focus effort for growth and development in the city as a whole.
- Encourage community-wide economic development through enterprise and empowerment zones.
- Encourage programs to provide funding for minority business development.
- Develop job-training programs to encourage youth.
- Support the growing tourism industry through expansion of hotel accommodations and new restaurants, recreational and leisure activities.
- Require businesses to keep properties neat, clean and properly maintained.

Uptown Development: The Vision

- Provide safe and visually appealing facilities.
- Expand parking facilities.
- Develop entertainment, cultural and recreational options.
- Attract major convention and trade show business.
- Develop Uptown into a 21st century model city where people want to visit, live, work and play.

Regionalism: The Vision

- Continue to develop mutually beneficial and supportive relationships with Phenix City and Fort Benning.
- Expand certain city services to surrounding counties and cities.

Quality of Life: The Vision

Health and Human Services

- Provide affordable, quality day care for children.
- Provide more facilities and programs for adults.
- Make quality health and medical facilities and human service resources available throughout the community.

Quality of Life: The Vision

Culture and the Arts

- Develop and nurture the cultural climate of the community.
- Expand existing parks and recreational facilities, with special focus on children, teen and senior adults.
- Develop family-oriented neighborhood parks and recreational parks and pocket parks in Uptown Columbus.
- Seek innovative approaches to expand parks and recreational options.
- Increase tourism through development of recreational facilities along the riverfront.

Community Facilities: The Vision

- Ensure that community facilities are clean, safe and accessible.
- Expand and enhance the public library system.
- Provide satellite centers for certain public services.

The Environment: The Vision

- Preserve trees before, during and after development.
- Ensure that open spaces are clean and well-maintained.
- Provide and protect a generous amount of green space (natural parks and vegetation)

VISION COLUMBUS 2010

barriers).

- Protect air and water quality.
- Protect and preserve the Chattahoochee River
- Upgrade wastewater treatment and solid waste facilities.
- Improve sewage and drainage systems throughout the city.
- Control the proliferation of exterior signage.
- Encourage and develop a stronger recycling program

Taxation: The Vision

- Re-evaluate the overall tax system.
- Use the city sales tax as funding base for additional community facilities.
- Provide tax incentives to attract small as well as large businesses to the community.
- Develop a program to assist existing small businesses.

Checklist for City Leaders:

Based on this community input, we heard you call for community leaders to:

- Design and implement a comprehensive study of all local taxes.
- Develop a comprehensive community master plan that will guide our progress.
- Evaluate, update and enforce local codes and ordinance that contribute to economic development and overall quality of life for all citizens.

BUDGETARY POLICIES AND PROCEDURES

The annual budget is a fiscal plan that presents the services to be provided to the community and the funds necessary to perform these services. Key steps in this process are described within.

Budget Preparation

The Columbus Consolidated Government (CCG) operates under a fiscal year that begins July 1 and ends June 30. The major steps in the process are outlined below with a detailed schedule on page A-7 and A-8.

Budget Adoption

Step 1: Council is provided a long-range financial plan showing revenue and expenditure histories. The plan predicts service costs and funding sources into the future along with the identification of potential concerns. This report is used as the financial framework for budget preparation.

Step 2: Departments develop performance and expenditure requests for the next fiscal year.

Step 3: During the months of March and April, the City Manager reviews all departmental operations and budget requests in order to propose a recommended balanced budget.

Step 4: Sixty days prior to the fiscal year commencing July 1, the Mayor submits to Council a proposed operating budget for all operating funds. The operating budget includes recommended expenditures and the means of financing them.

Step 5: A series of workshops and public hearings are held before making final changes to the Mayor's recommended budget.

Step 6: The annual budget is formally adopted by Council before July 1.

Expenditure Control

Once the annual budget is adopted, expenditure control is maintained on the appropriation unit basis (group of accounts) with travel and capital expenditures maintained under full control. Throughout the year, all expenditures and revenues are monitored.

Budget Control

Georgia Law, O.C.G.A. '36-81-3 establishes the legal level of budgetary control as the department. Within the overall budget limitations, authority is delegated to the City Manager. *When acting on the authority delegated by the City Manager to the Finance Director, it is recommended that intra-departmental transfers of appropriation and revenue anticipation may be approved as deemed necessary.* Under no circumstances, however, may the total budget of any department be increased or decreased without Council approval.

Budget Amendments

Amendments affecting the bottom line of any department are approved solely by Council. Section 7- 404 of the City Charter describes this authority:

"The Council may make appropriations [revenue and expense] in addition to those contained in the current operating or capital budgets at any regular or special meeting called for such purposes."

Policy Guidelines

The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. The informal statements of budgetary policies provide the basis for achieving this goal.

BUDGETARY POLICIES AND PROCEDURES

The following section outlines the policies used to guide the preparation and management of the City's budget. The section consists of operating budget policies, capital expenditures, policies, revenue policies and financial accounting policies.

The development and preparation of the City's budget are guided by the following policies.

All funds are required to balance. Anticipated revenue must equal the sum of budgeted expenditures. To the extent possible, all funds should be included in the budget process along with work programs, objectives and strategies.

The Capital Improvement Program requires coordination and planning in conjunction with the various operating fund budgets.

The General Fund is based on a long-range financial plan that includes unallocated fund reserves. The goal is to keep the reserve at approximately fifteen percent of budgeted expenditures. This reserve protects the City against catastrophic revenue losses and major emergency expenditures.

Revenue Policies

The City will maintain effective collections systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.

The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources that will be established and maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.

The City will implement user fees in all areas where feasible and productive as well as seek to set fees at levels related to the costs of providing the services. Moreover, user fees will be reviewed annually as part of the budget process and will be adjusted to maintain or move incrementally closer to full coverage of activities.

The projection of revenues will receive conservative treatment in order that actual revenues at the fund level will consistently equal or exceed budgeted revenues.

Financial Structure

The financial transactions of the City are budgeted and recorded in individual funds. A fund is an independent financial and accounting entity. It is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. Funds have a balancing set of accounts and records, cash and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations or restrictions. Although funds are independent entities within the financial records of a government, there is no requirement to physically segregate the assets. Funds are classified into three basic types: governmental, proprietary or fiduciary.

Government Funds

Governmental funds are used to account for all or most of the government's general activities, including the collection and disbursement of earmarked monies, the acquisition or construction of general fixed assets and the servicing of general long-term debt.

The following types of governmental funds are utilized by the City:

- The General Fund is the principal fund of the Consolidated Government and is used to account for all major activities of the government such as Police, Fire and Recreation.

BUDGETARY POLICIES AND PROCEDURES

- Special Revenue Funds are used to account for the proceeds of specific revenue sources legally restricted to expenditures of specific purposes. The Sewer, Paving and Medical Center Funds are examples of special revenue funds.
- Debt Service Funds account for the accumulation of resources for the payment of general long-term liability, principal, interest and related costs. The City's Debt Service Fund includes requirements to meet the general obligation bond issues, lease contracts, and lease purchase programs of the Georgia Municipal Association.
- Capital Project Funds are used to account for financial resources for the acquisition, renovation or construction of major capital facilities and improvements.

Proprietary Funds

Proprietary Funds are used to account for activities similar to those found in the private sector. The proprietary funds utilized by the City are as follows:

- Enterprise funds account for activities that are usually self-sustaining, principally through user charges for services rendered. An example of an enterprise fund is the Transportation System Fund.
- Internal Service Funds account for the financing of goods and services provided by one department or agency to other departments or agencies for the government on a cost reimbursement basis. The Risk Management and Employee Life and Health Insurance funds have been added to the Operating Budget.

Fiduciary Funds

Fiduciary funds are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own operations. When these assets are held under the terms of a formal trust agreement either a pension trust fund or a private purpose trust fund is used. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent. Traditionally these funds have not been included in the Operating Budget because the receipt of revenue is uncertain.

Accounting Basis

In June 1999, GASB released a new rule known as Statement 34. Often referred to as the "reporting model rule," Statement 34 radically changes the rules by which governmental financial statements are to be organized and presented to readers. The operational accountability is addressed in the government-wide financial statements, which are prepared on a full accrual basis. Information about the cost of delivering services to the citizens and the government's infrastructure assets are included as well. The fiscal accountability is considered through the individual fund financial statements that account for current financial resources of government through the modified accrual basis for governmental activities.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the

BUDGETARY POLICIES AND PROCEDURES

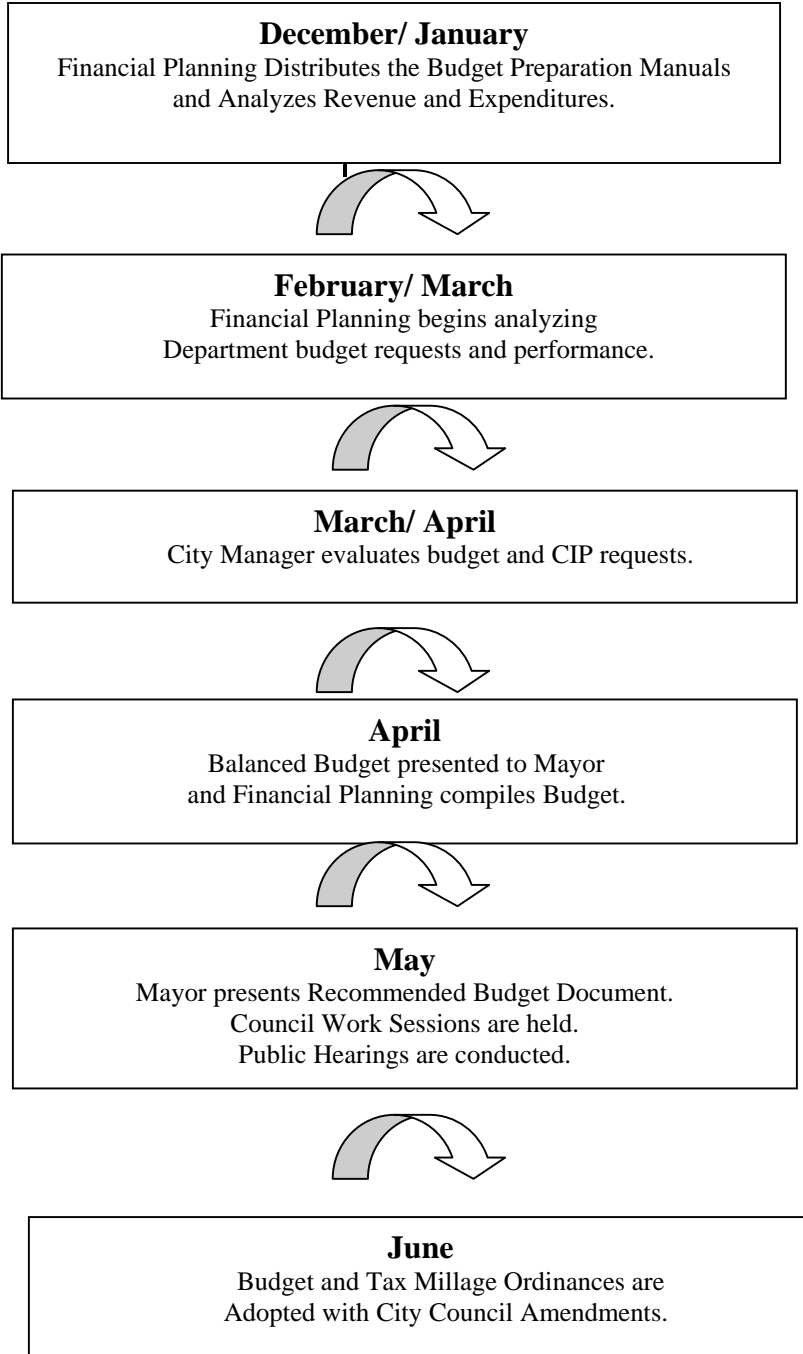
government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

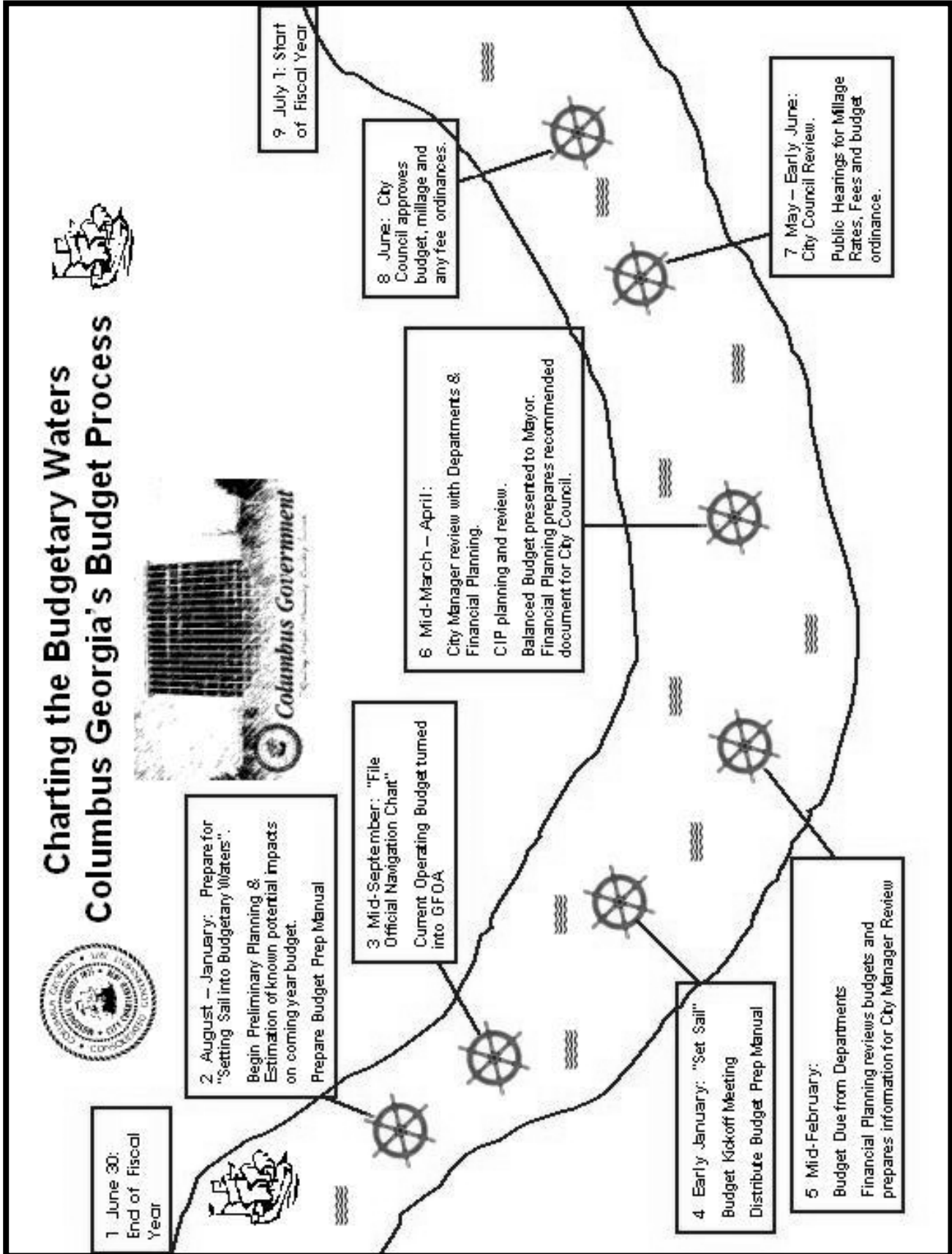
Budgetary Basis

All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). The General, Special Revenue, Debt Service and Capital Projects funds are developed on a modified accrual basis. The Enterprise Funds are developed on the accrual basis. All annual appropriations lapse at the fiscal year end. The basis for budgeting is consistent with the basis for accounting with the difference being encumbrances. The notable exception between the budgetary and accounting basis is the manner in which encumbrances are treated. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting - under which purchase orders, contracts and other commitments for expenditures of resources are recorded to reserve that portion of the applicable appropriation - is utilized in governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures because the commitments will be honored through subsequent year's budget appropriations. The other exceptions worth noting deal with capital outlay within the enterprise funds which are recorded as assets on a GAAP basis and expended on a budget basis; depreciation expense is recorded on a GAAP basis only.

BUDGETARY POLICIES AND PROCEDURES

BUDGET PREPARATION SCHEDULE





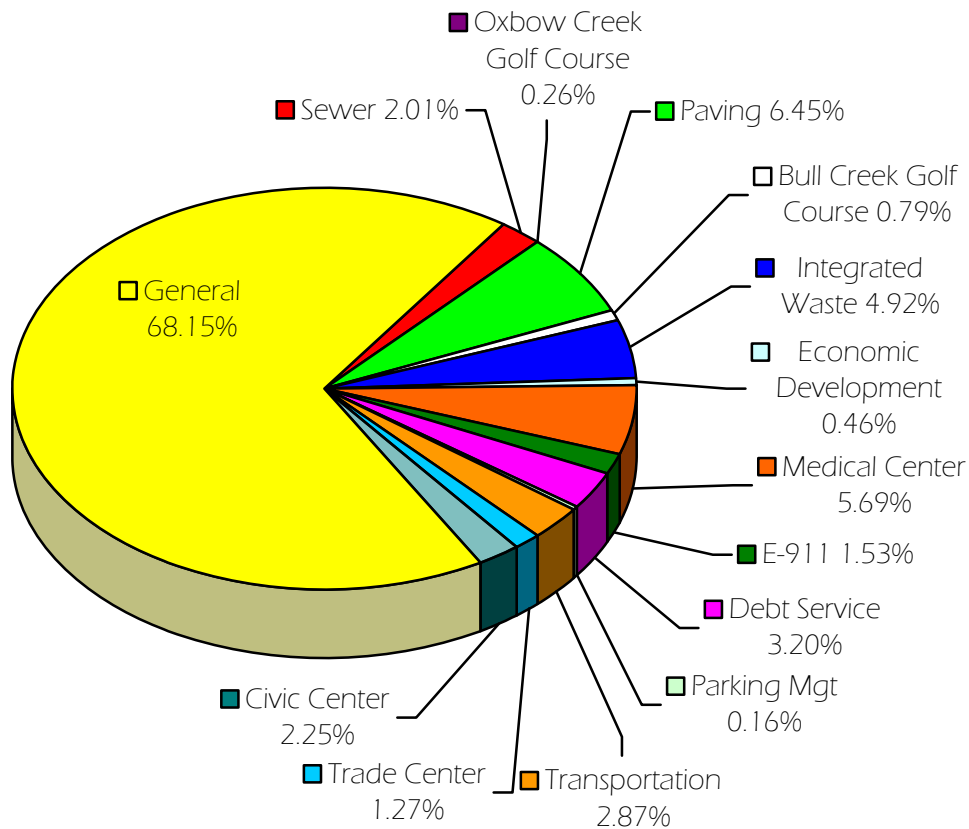
FINANCIAL SUMMARY / OPERATING FUNDS

The Big Picture

The Consolidated Government's Annual Operating Budget addresses only the principal operating funds of the city. The budgets for capital programs, most grant-funded programs, and similar operations are adopted separately.

The Operating Budget consists of several funds as illustrated on this page. The Financial Summary of this budget document is intended to display revenue sources and service areas for these operating funds. Following the Big Picture each fund is presented in more detail.

FY09 Operating Funds \$210,751,819

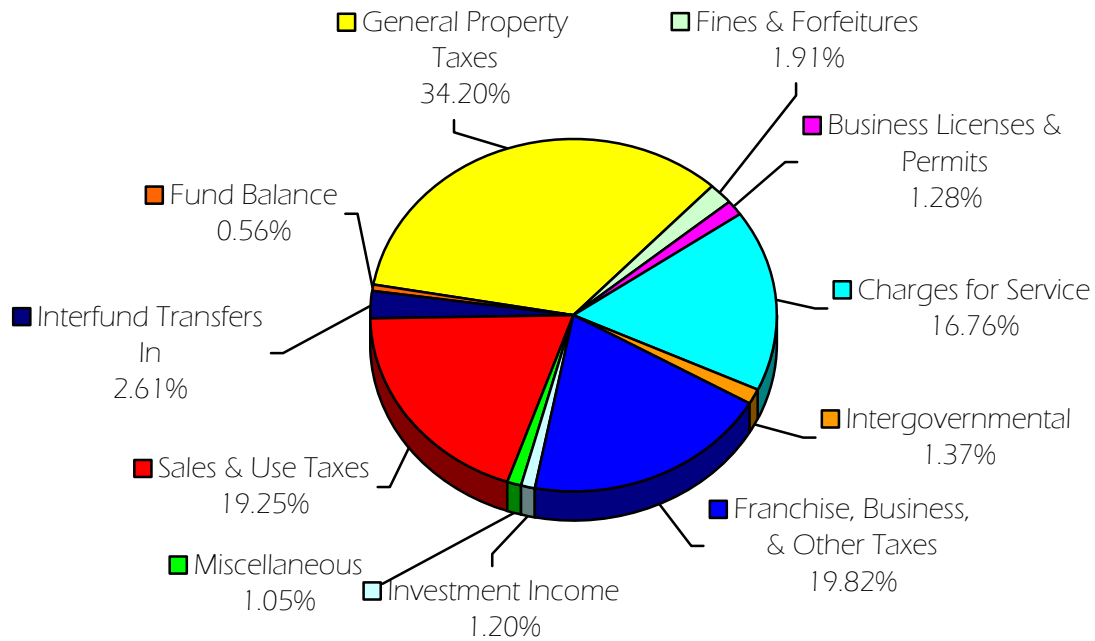


FINANCIAL SUMMARY / OPERATING FUNDS

The Big Picture

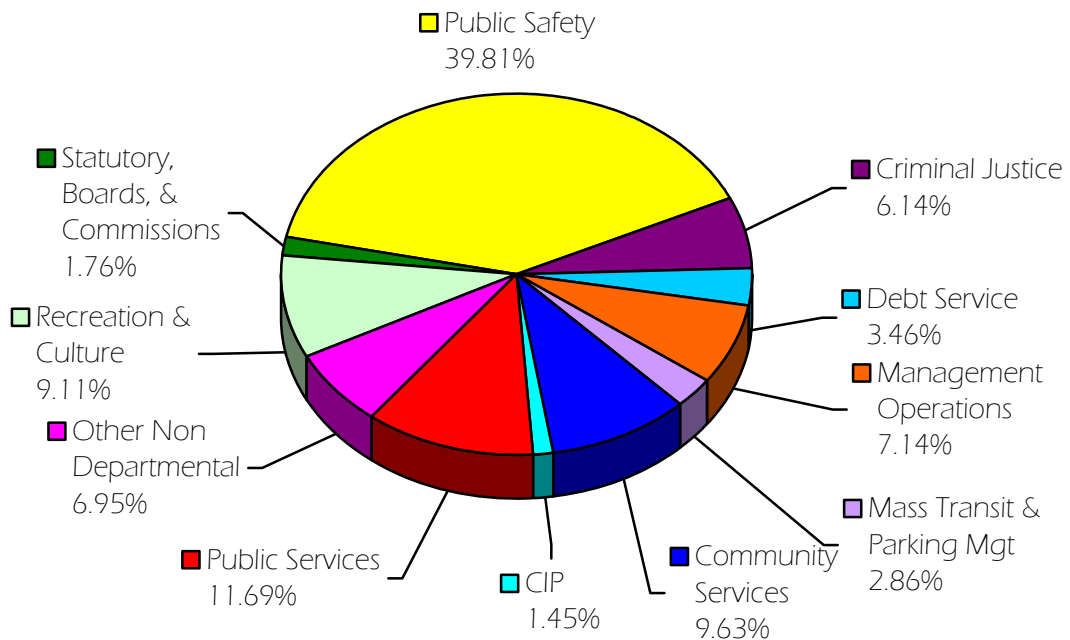
Where the money comes from . . .

Operating Revenue Sources



Where the money goes . . .

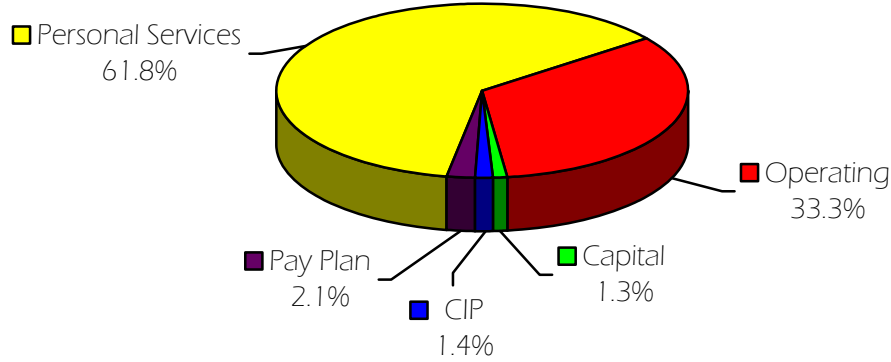
Operating Expenditures by Service Areas



FINANCIAL SUMMARY / OPERATING FUNDS

The Big Picture

Operating Budget Expenditures by Categories

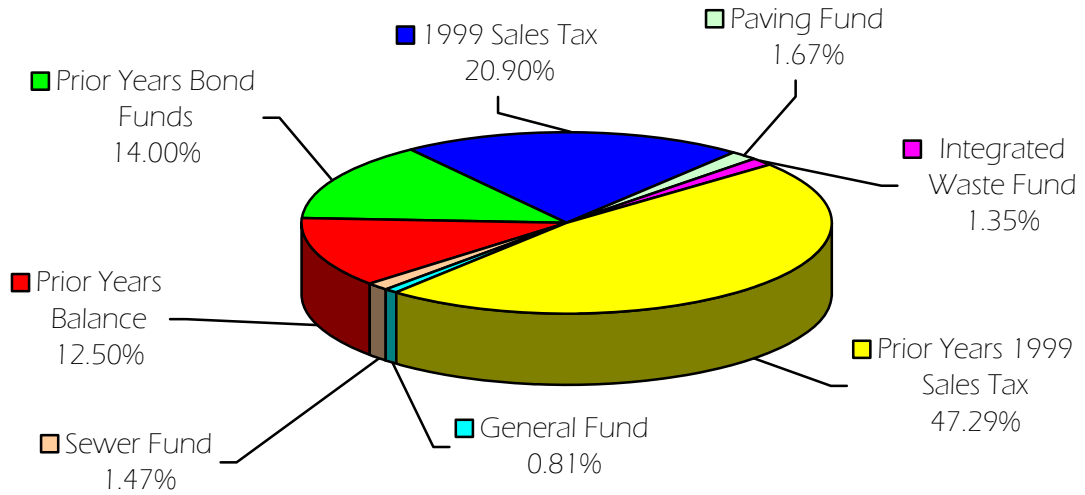


Fund	FY09 Expenditures					Authorized Positions by Fund* (Funded/Unfunded)
	Personal Services	Operating	Capital Outlay	Capital Improvement Projects	Total	
General	\$109,845,561	\$33,224,966	\$50,000	\$498,715	\$143,619,242	2,133
Sewer	\$2,780,679	\$892,965	\$73,500	\$479,668	\$4,226,812	62
Paving	\$7,553,435	\$3,736,147	\$540,900	\$1,772,512	\$13,602,994	170
Medical Center	\$0	\$11,998,604	\$0	\$0	\$11,998,604	0
Integrated Waste	\$4,834,187	\$4,552,354	\$643,600	\$339,132	\$10,369,273	105
Emergency Telephone	\$2,493,451	\$723,465	\$0	\$0	\$3,216,916	56
Economic Development Authority	\$0	\$969,887	\$0	\$0	\$969,887	0
Debt Service	\$0	\$6,742,948	\$0	\$0	\$6,742,948	0
METRA	\$3,410,829	\$1,476,676	\$1,158,750	\$0	\$6,046,255	74
Parking Management	\$196,471	\$139,187	\$0	\$0	\$335,658	4
Trade Center	\$1,218,064	\$1,358,526	\$97,900	\$0	\$2,674,490	29
Bull Creek	\$685,869	\$968,638	\$0	\$0	\$1,654,507	29
Oxbow Creek	\$233,211	\$316,847	\$0	\$0	\$550,058	8
Civic Center	\$1,535,187	\$3,077,088	\$131,900	\$0	\$4,744,175	29
Total Operating Funds	\$134,786,944	\$70,178,298	\$2,696,550	\$3,090,027	\$210,751,819	2,699
CDBG	\$325,807	\$1,420,653	\$95,100	\$0	\$1,841,560	12
WIA/JTPA	\$0	\$1,614,134	\$0	\$0	\$1,614,134	14
Risk Management	\$2,200,000	\$1,187,000	\$0	\$0	\$3,387,000	0
Health Management	\$0	\$19,059,283	\$0	\$0	\$19,059,283	0
Total Funds	\$137,312,751	\$93,459,368	\$2,791,650	\$3,090,027	\$236,653,796	2,725

*Does not include the personnel listed as "other funds" in personnel section

FINANCIAL SUMMARIES / OPERATING FUNDS

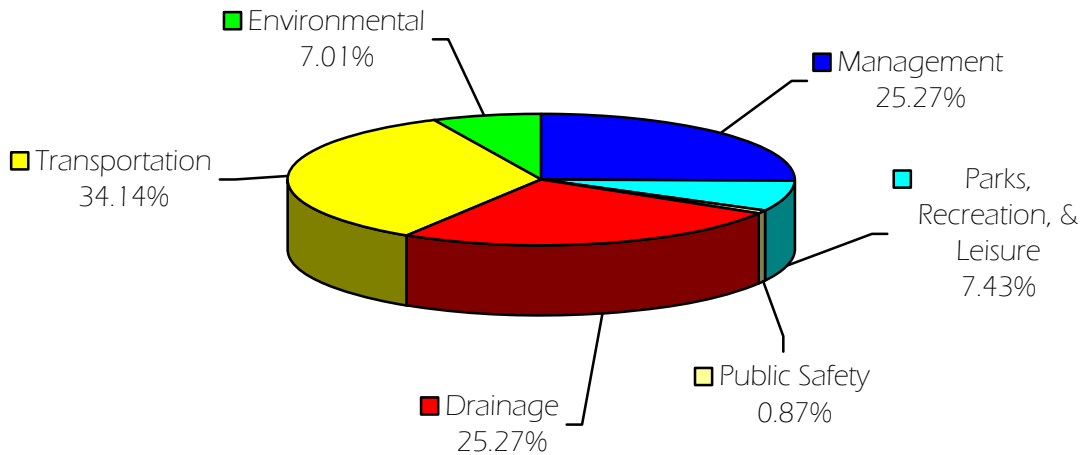
CIP Financing Sources \$96,226,908



FY09 CIP Financing Sources Overview	
Project	Financing Sources
General Fund	\$498,715
Sewer Fund	\$479,688
Paving Fund	\$1,772,512
Integrated Waste	\$339,132
1999 Sales Tax	\$12,000,000
Prior Years' 1999 Sales Tax	\$36,457,757
Prior Years' Balance	\$13,654,695
Prior Years' Bond Funds	\$13,532,204
Total	\$78,734,683

FINANCIAL SUMMARIES / OPERATING FUNDS

CIP Projects Costs by Type \$91,286,439



FY09 CIP Projects Overview		
Project	FY09 Cost	Impact on Operating Budget
Transportation	\$ 19,555,708	Neutral to Positive – Overall, these projects will reduce personnel time freeing labor for other projects and programs. No quantitative change expected. In long run, better roads will reduce service calls and require less maintenance for a few years allowing work on additional projects.
Management	\$27,347,244	Neutral to Positive – Overall, no impact on the FY09 budget is expected. In the long term, projects will reduce personnel time on some projects and streamline processes, so that resources can be used more effectively.
Public Safety/ Criminal Justice	\$947,794	Nominal – Overall, these projects will increase operating costs by less than \$ 100,000. No foreseeable impact on FY09 budget.
Drainage	\$8,258,452	Neutral to Positive – Overall, these projects will reduce maintenance and repair costs and freeing labor and budget to cover other needed projects. No expected impact in FY09.
Parks, Recreation, & Leisure	\$ 11,536,706	Nominal – No overall impact on FY09 budget. There may be moderate long-term issues such as long-term increase on operating of an amount less than \$ 100,000. Current resources will be spread out to minimize impact to operating costs as budgets are being held to a minimum.
Environmental	\$7,669,978	Nominal to Slight – Overall, the projects will increase operating costs by less than \$50,000. There are offsetting intangible benefits of preventing fines and reducing impacts on the economy.
TOTAL	\$78,734,683	Overall, the CIP projects will have a minimal impact on the City's FY09 Operating Budget based on timing of project completion. Long-term expectations are that with the offsetting positive improvements, the majority of negative impacts will be slight.

FINANCIAL SUMMARY / OPERATING FUNDS

Capital Improvement Projects (Continued)

Further information on Capital Improvement Projects is located on B-15 through B-16 in the Financial Summaries of the Operating Budget and the *FY09 Capital Improvement Program Budget Book*. The impact is discussed for each individual project in the accompanying CIP book; however, we have tried to give an overview of the budget impact for the categories and total budgets.

Depreciation expense is not included in this analysis, but needs such as staffing, daily operating costs and maintenance are considered. Some projects are difficult in defining the actual impact on the operating budget. However, we have attempted to give an educated projection to what the impact will be to our operating budget. The process of capital project updating has changed including a database for maintaining project status, notes and changes. We are hoping that as this becomes established, we will be able to better quantify and qualify future impact on budgets.

Trend Analysis and Projections

In preparing the annual budget, financial planning completes a financial trend analysis and five-year projection that is refined throughout the year with continuing analysis. Our budget book and analysis is based on our operating funds and 4 additional funds, CDBG, WIA, Risk Management and Employee Insurance Funds. This differs from the CAFR, in that it includes all funds. This analysis and forecast includes:

Revenues:

Revenues are based on a combination of historical trends, economic, demographic and financial conditions and expectations, and any pending legislation that will impact the flow of revenues. In the financial summaries narrative following, the trends and projection techniques used are mentioned for the various categories.

Expenditures:

Expenditure projections are completed prior to budget requests, but are updated during the budget process. Incorporated into the projections are expectations and assumptions based on historical trends, pending legislation impacts, and economic and financial trends and conditions.

This long-term approach to budget analysis and preparation accomplishes three purposes. First, it allows advanced planning and the identification of challenges early so that preventive plans and actions can be enacted. Second, fund balance can be maintained at an acceptable level to maintain cash flow and handle contingencies. The third purpose is that CCG policy makers can make informed decisions.

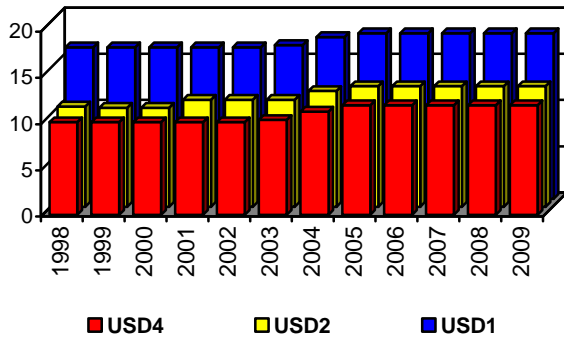
The following pages of the financial summaries include a breakdown of each fund. This is also where the revenues are reported. Our format is to summarize the categories with the detail of what makes up the category.

For the 2009 Budget Book, the revenue categories have been renamed and some categories have changed slightly to better match the uniform chart of accounts for Georgia. For example, Ad Valorem taxes are now General Property Taxes. Commissions have been moved from Commissions, Utility and Other Taxes category to be part of Charges for Service. Cost allocation has moved from a separate category to Charges for Services as well. Our goal is to ease analysis when comparing actuals in the CAFR with budgeted information in the Budget Book.

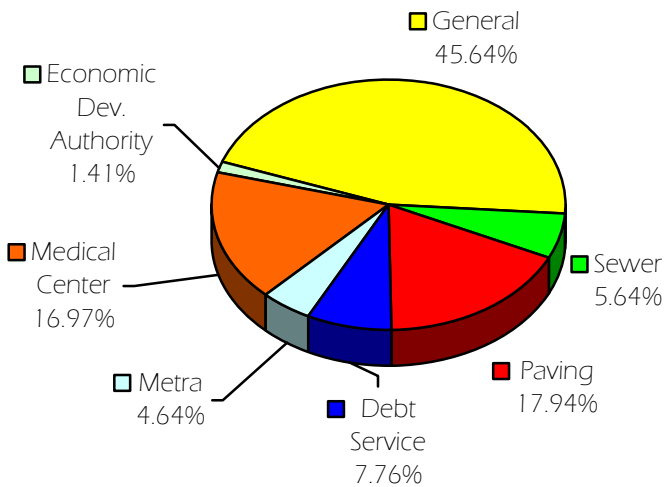
FINANCIAL SUMMARIES / OPERATING FUNDS

History of Millage

Mills



Ad Valorem Tax Distribution Among Funds



History of CCG's Millage

As reflected in the History of Millage chart (above), the millage rate remained relatively consistent from FY1996 to FY2003 and remained unchanged from FY2005 to present. There were small increases to the in the General Fund, the Paving and Debt Service Funds in FY2004 and FY2005. The Columbus Charter stipulates a 9-mill cap on "ordinary current expenses" which is the total of net general and urban millage and the transportation millage. The remaining millage includes the medical center, debt service, paving, sewer, and economic development authority fund. The current millage rates are listed in the Millage Table in the City Manager's message.

Sources Total: \$210,751,819

General Property Taxes: \$72,070,813, 34.20%

General Property Taxes are Ad Valorem taxes, penalties and interest on real and personal property, motor vehicles, mobile homes, intangible taxes, and all penalties, interest and FIFAs related to these taxes. They are projected based on estimated growth of the state approved tax digest at millage rates ordained by Council. The current trend reflects a modest increase in ad valorem taxes based on the natural growth of the digest. Projected ad valorem taxes are based on assumption of a 97 collection rate and the projected growth of the digest. The Medical Center fund is the one exception to the 97% collection rate assumption as contractually they receive 3.00 mills based on the value of a mill rather than actual collections. The *Ad Valorem Tax Distribution among Funds* Chart, on the left, shows the distribution of ad valorem taxes among the applicable operating funds.

In FY03, a new fund was established for Economic Development funded by a 0.25 millage rate as approved by Council. The funding is appropriated to the Economic Development Authority to promote growth in the City. Each fiscal year during budget deliberations, Council will decide whether to continue to appropriate monies for this fund.

Property Tax Primer

Ad Valorem or Property Tax is a large source of revenue for CCG. The basis of the taxation is the Fair Market Value (FMV) of the property established as of January 1 of each year.

The tax is levied on the assessed value of the property, which by GA state law is 40% of FMV.

The amount of tax is determined by the tax rate (millage) levied by City Council).

A mill is equal to \$1 for each \$1,000 of assessed value.

An additional challenge in our property tax structure is the property tax freeze, which freezes the FMV valuation of a property at purchase.

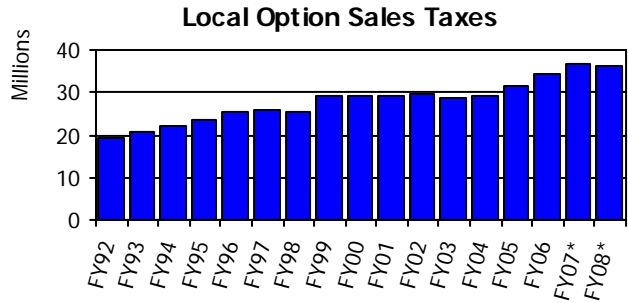
FINANCIAL SUMMARIES / OPERATING FUNDS

Franchise (Utility), Business and Other Taxes:
\$41,774,725, 19.82%

These revenues are sensitive to economic conditions and are projected based on historical trends and expected economic growth. Trends for franchise taxes have seen steady overall growth.

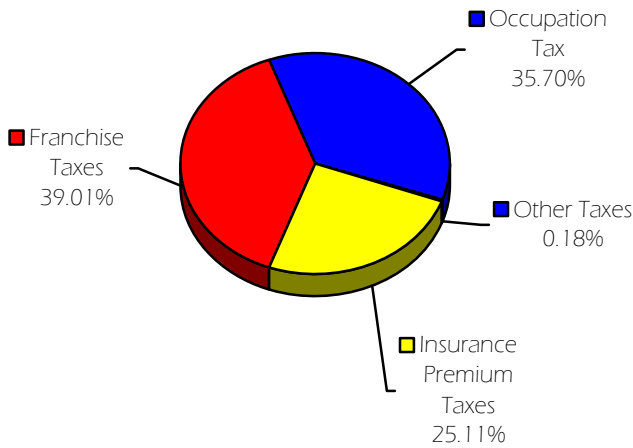
Business Taxes include Occupation Taxes, based on the gross income of certain businesses, and Insurance Premium Taxes. These taxes have had a steady growth overall and are sensitive to economic conditions.

Also included in this category are use taxes. Use taxes include taxes on various rental, advertising,



* Projected/Budgeted Values

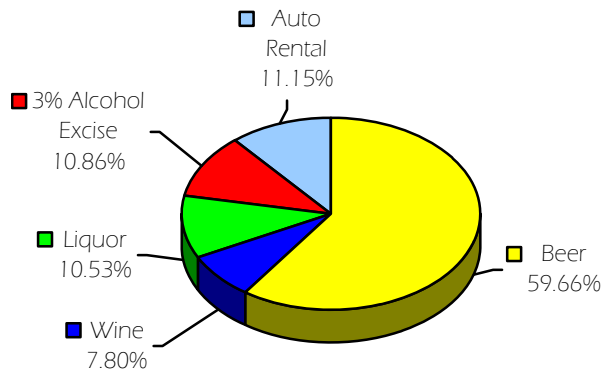
Franchise, Business and Other Taxes



See the Franchise, Business, and Other Taxes pie chart (below) for a breakdown of this category.

and merchandising charges, as well as taxes on Beer, Wine, Liquor, and a 3% Alcohol Excise tax. This revenue is projected based on current indicators and tax rates set by Council. There has been some growth to Auto rental and the 3% Alcohol (Mixed Drinks) excise tax in the past couple of years. Modest growth was projected for this fiscal year. This subcategory reflects less sensitivity to economic conditions.

Selective Sales and Use Taxes



Sales and Use Taxes:
\$40,567,189, 19.25%

A Local Option 1¢ Sales Tax is levied to keep the ad valorem tax as low as possible. The taxes are projected based on economic indicators (employment rate, consumer confidence, etc.) and estimated growth in sales. The State of Georgia limits local jurisdictions to one cent (1¢) for general purposes. The trend of growth of sales tax has leveled off. It has cycled up and down for the last couple of years, but is anticipated to increase modestly over the next fiscal year or two. The *Local Option Sales Tax* Chart reflects the trend in Sales Tax.

Charges for Service:
\$35,314,317, 16.76%

Service Charges include collections for government services, such as solid waste management fees, fees for use of public recreational facilities, emergency medical service fees and fees for the operation of the E-911 system and the city pound. Also included in this category are court fees and commissions. Commissions include the fees collected by the Tax Commissioner as well as the commissions paid on pay telephones. This revenue is projected based on historical trends and anticipated growth. Overall, commissions have

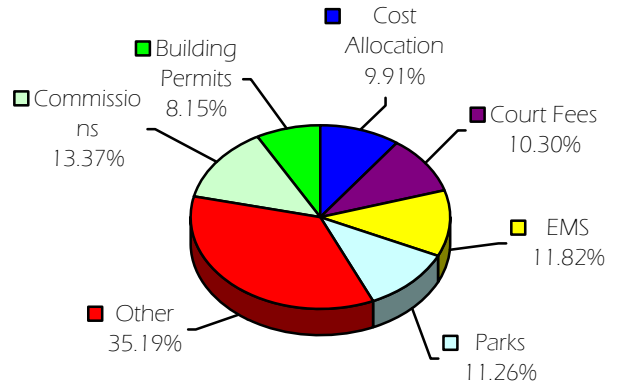
FINANCIAL SUMMARIES / OPERATING FUNDS

increased nominally. However, for the current fiscal year we budgeted a decrease to encompass decreasing pay telephone and state commissions.

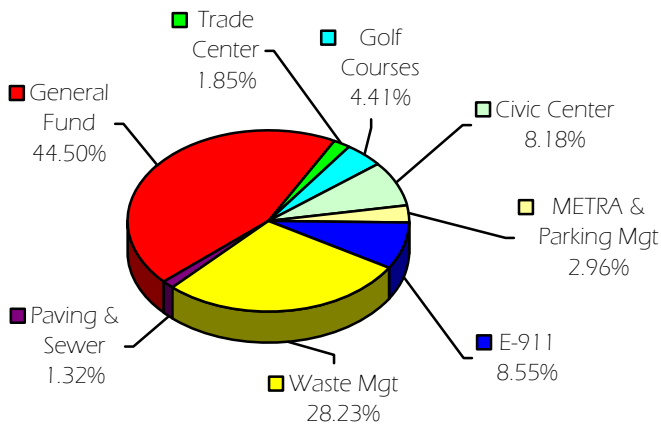
Also in service charges is cost allocation. Established in the FY93 Budget, cost allocation revenues reflect levels of service provided by the general fund central administrative functions (such as accounting, purchasing) to other fund, grant, and authority activities. The trend in cost allocation has increased but only slightly.

Charges by Area pie chart.

General Fund Charges for Service



Service Charges by Area



Fines and Forfeitures:

\$4,016,630, 1.91%

This category consists primarily of fines and charges imposed by the various courts of Muscogee County. Council sets some of these charges, while others are mandated by State. Overall, court fees, fines and forfeitures have slightly decreased. Within the last 3 calendar years, there have been some additions to the court system including an environmental court and a circuit-wide juvenile court, which will impact trending as they begin building a history of revenues.

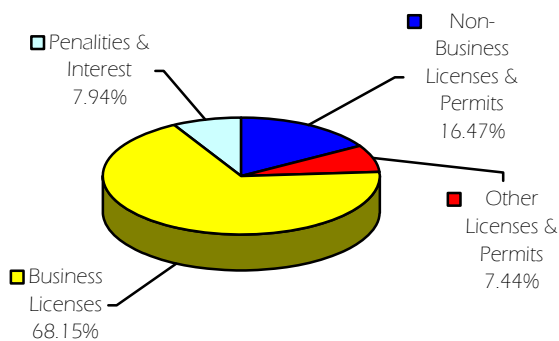
Projections for Service Charges are based on rates set by Council, historical trends, and economic indicators. The current trend has seen a modest increase in the past 5 years, the current budget shows a slight continuing decrease in park services fees for facility rentals and the after school program. See the *Service*

Licenses & Permits:

\$2,696,214, 1.28%

This category is derived from permits, business and professional license fees. Business Licenses include Beer, Wine and Liquor Licenses, Alcohol Application ID Card Permits and Insurance Licenses.

Licenses & Permits By Type



Non Business Licenses and Permits include permits for pet ownership, zoning petitions and marriage and gun licenses. Other Licenses and Permits include Certificates of Occupancy, burials, mobile home registrations and Hazardous Materials Permits. See *Business Licenses & Permits* (below) for a breakdown by type. Council sets the fees for these charges. By far the largest category falls in insurance and alcohol licenses.

Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Some of these fees and permits that are

FINANCIAL SUMMARIES / OPERATING FUNDS

sensitive to economic conditions are trending upward. Overall, licensing is remaining steady, whereas fees and permits are growing. Projections have followed these trends.

Intergovernmental:

\$2,881,026, 1.37%

This category consists of Federal, State and local government agency reimbursements for funding of local and statewide programs. Trends show a decrease in state and federal funding, which is reflected in projections.

The revenues (and expenditures) for cooperatively funded various Federal, State, and Local grant activities is located in an unpublished, Multi-Governmental fund.

Additionally, there are two published funds that are listed with the operating funds, but not included in these numbers. The Community Development Block Grant (CDBG) and Workforce Investment Act (WIA) are separate grant programs with different budget cycles because of federal regulations. An estimated budget is included in the budget process, and is adjusted by Council in the fall. Details about CDBG can be found on pages B-45 and D-142 and WIA can be found on pages B-46 and D-144.

Investment Income & Miscellaneous:

\$4,738,353, 2.25%

This category includes revenue from investment of City reserves. Revenues are based on projected rates of return on invested fund equity. This category also includes rents from City-owned property and sales of land, surplus equipment and various reports and databases. These revenues are projected based on fee schedules and current indicators. In addition, various one-time revenues, not categorized elsewhere, are included in this category. These revenue projections are based on historical trends.

Interfund Transfers In/ Fund Balance:

\$6,692,552, 3.17%

Interfund Transfers In:

\$5,506,367, 2.61%

Transfers-in account for the operating interfund transfers between the various funds to provide funding assistance and matching funds for Federal and State grants. This category accounts for the transfers of funds allocated to the Capital Improvement Program. For FY09, the transfers from the General Fund include transfers to Oxbow Creek Golf Course and E911 funds. The Hotel-Motel tax provides a source of revenue as a transfer in to the Civic Center and the Columbus Convention and Trade Center.

Fund Balance:

\$1,186,185, 0.56%

To balance the General Fund and Debt Service Fund, fund balance has been programmed to cover expenditures for each of these funds. For the General Fund, \$498,715 was programmed for the Baker Village Project. The fund balance usage is calculated based on the anticipated fund balance for year-end FY08. See *FY09 Summary of Revenues, Expenditures, & Change in Fund Balance* for details. (p. B-18 through B-19).

FINANCIAL SUMMARIES / OPERATING FUNDS

Service Areas Total: \$210,751,819

Management Operations:

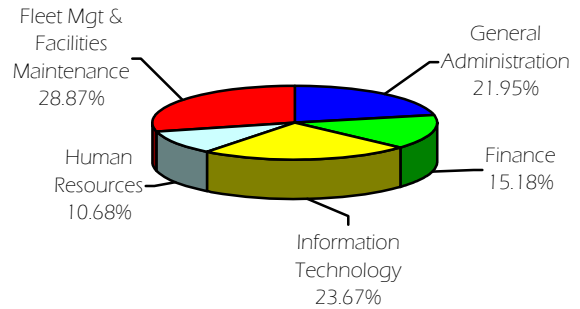
\$15,042,559, 7.14%

Activities and management needed to administer the daily operations of the Consolidated Government.

These activities are distributed through such offices as the City Manager, Human Resources, IT (Information Technology), Finance, Facilities Maintenance, and Fleet Maintenance. These offices provide support for line operations in their efforts to provide quality services to the citizens of the community.

See *Management Operations by Type* on right for expenditure breakdown of support offices.

Management Operations by Type



Community Services:

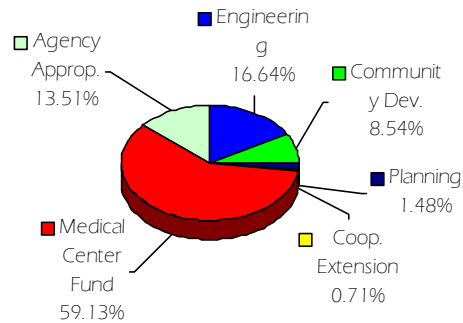
\$20,291,484, 9.63%

Community Services includes services that affect all citizens indirectly through the coordination of construction and development activities to ensure safety and a better quality of life. These services are distributed through such offices as Engineering, Inspections and Codes, Planning, and the Cooperative Extension division, which is operated in cooperation with the University of System of Georgia. Funds for other services are provided to various organizations in the community by Council approval through agency appropriations. See the Chart of *Community Services By Type* on right for breakdown by Department.

In addition, the City's Medical Center appropriations are budgeted at a value of three (3) mills to reimburse the Medical Center for indigent care. These are accounted for in the Medical Center Fund.

Although CDBG funds are not reflected in the General Fund's expenses, the City's Department of Community Reinvestment administers the CDBG (Community Development Block Grant) Program.

Community Services by Type



Public Services:

\$24,631,894, 11.69%

This category includes the divisions involved in delivering and administering essential services such as refuse collection, public cemeteries, and landfill operations. Certain paving and sewer maintenance such as ditch cleaning, road patching, etc. is managed by this function. Environmental activities are coordinated through divisions grouped here.

Statutory Boards & Commissions:

\$3,699,088, 1.77%

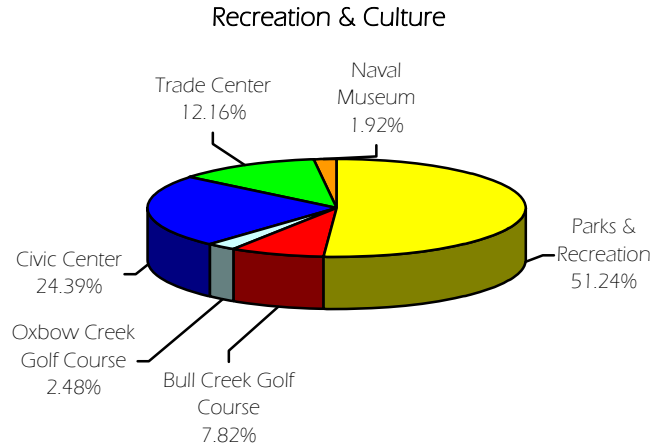
This area provides miscellaneous services to the community. The Board of Elections and Registrations maintains the official eligible voters file and conducts elections in Muscogee County. The Tax Commissioner's Office and the Board of Tax Assessors appraise property and collect due taxes in the county. The operations of the Coroner are included here.

FINANCIAL SUMMARIES / OPERATING FUNDS

Recreation & Culture:

\$19,209,420, 9.11%

Recreation and cultural activities are provided almost exclusively through the Department of Parks and Recreation. The Parks and Recreation department provides outdoor activities, youth and senior programs, while operating the city's major arena facilities (Golden Park, Memorial Stadium). This category also includes Bull Creek Golf Course, Columbus Ironworks Convention and Trade Center and the Columbus Civic Center. See *Recreation & Culture* Chart on the right.



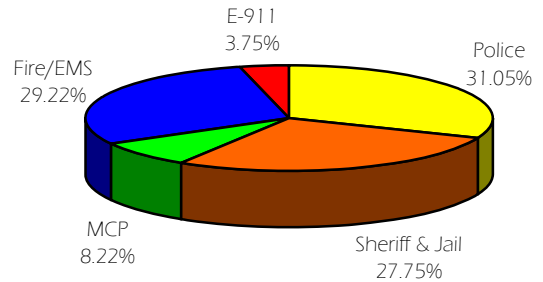
Public Safety:

\$83,904,374, 39.81%

Public Safety encompasses those departments and divisions actively involved in the direct protection or support of protection of Columbus' citizens and visitors. In addition to Police, Fire & Emergency Medical Services, and Emergency Management, the operations of the Sheriff's office and incarceration facilities are incorporated.

See *Public Safety Appropriations by Agency* on right for breakdown of FY09 budget proportions.

Public Safety Appropriations by Agency



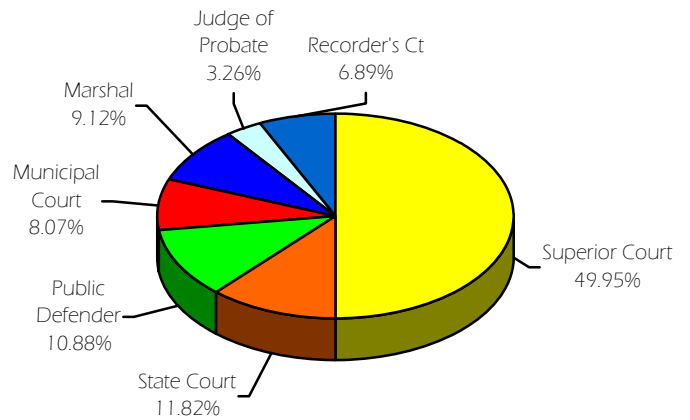
Criminal Justice:

\$12,947,695, 6.14%

The Criminal Justice system operated by the City consists of all municipal and traditionally county courts. The support functions include probation, legal and clerk's offices.

The *Judicial & Statutory* pie chart on right shows breakdown by court.

Judicial & Statutory



Debt Service:

\$7,295,448, 3.45%

The Debt Service Fund accounts for the retirement of general obligation bond issues, Columbus Building Authority lease contracts, GMA Lease Purchase Programs, and the Water Commission revolving loan contract.

FINANCIAL SUMMARIES / OPERATING FUNDS

Overview and Debt Financing Principles

All local governments must determine how capital projects will be financed. It is the policy of the Columbus Consolidated Government (CCG) to use debt sparingly to retain the capacity to issue additional debt if the need arises. Currently, CCG is currently well below the 20% level that is considered by the credit industry to be a danger signal. In addition, the CCG is well below the legal debt ceiling for general obligation debt (detailed on right).

The Columbus Consolidated Government maintains two debt service funds - Debt Service Fund and Sales Tax Proceeds Account Fund. These Funds are used to service debt from four sources: General Obligation Debt, Columbus Building Authority contractual debt, the Board of Water Commissioners revolving loan contract, and lease purchase programs with the Georgia Municipal Association. Proceeds of a dedicated property tax is the primary source of revenue for the Debt Service Fund and a 1% special purpose local option sales tax is the primary source of revenue for the Sales Tax Proceeds Account Fund. See pages B-48 through B-50 and D-146-150 for Debt service pages.

Debt Margin

The Columbus Consolidated Government remains well below the debt ceiling of 10% of assessed value of taxable property established by the State of Georgia's constitution. CCG is only using 5.0% of this established legal debt limit.

Computation of Legal Debt Margin For Fiscal Year Ending June 30, 2008

Assessed value of taxable property*	\$ 4,405,801,225
Debt Limit: 10% of assessed value	440,580,123
Less: Amount of debt applicable to debt limit	7,345,000
Legal Debt Margin Available	\$433,235,123

*Based on 2007 State Approved Gross Digest as of 08/01/08

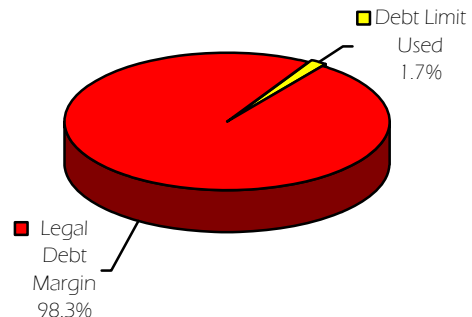
Debt Service: Bond Principal & Interest

In 1991, the Columbus Consolidated Government used \$4,650,000 of a \$41,850,000 bond issue by the Board of Water Commissioners to pay costs of the River Walk incurred in conjunction with the Combined Sewer Overflow project. The Consolidated Government makes annual payments to the Board of Water Commissioners to defray the agency's annual debt service on the portion of bond proceeds used for the River Walk. In FY09, the payment to the Water Works will be \$534,854. After this payment, there will be an outstanding balance of \$1,125,000 at an interest rate of 6.65% for FY09 and 6.75% for the following 3 years (FY10 through FY12) and will be paid off in 2012.

Debt Service: Lease Purchase Obligations

During FY91, the Mayor and City Council approved participation in the statewide pool under the auspices of the Georgia Municipal Association. Certificates of Participation were issued in the amount of \$127,635,000 through the lease program, with CCG's pro-rated share of the principal being \$10,855,000. The pool is structured as a 30-year financing vehicle with a 3-year initial use requirement. CCG can continue to use the pool only to the extent it used the pool in the first 3 years of the program ending in December 1993. It has allowed the Consolidated Government to finance capital equipment acquisitions through lease purchase agreements at costs, which are substantially below prevailing market conditions. In FY03 and FY04, there were no new lease purchases. However, CCG leased fire and EMS equipment in FY05, FY06, and FY07. In FY09 CCG will make a

Breakdown of Debt Limit



FINANCIAL SUMMARIES / OPERATING FUNDS

principal payment for past lease purchases of \$546,967.59. After this payment, there will be an outstanding balance of \$362,597.01 for the GMA lease purchase pool.

categorical expenses. In FY09 with the new pay plan implementation, the monies to be used for the implementation are budgeted in Contingency to be distributed properly when the plan is implemented which at time of budget approval was expected to be by the end of September.

Debt Service: Other Obligations

The Consolidated Government has directly or indirectly guaranteed the debt issued by the Bull Creek Golf Course Authority, the Columbus Iron Works Convention and Trade Center Authority, the Columbus Airport Commission, and the Hospital Authority of Columbus. However, because the debt is self-supporting, it is generally not considered debt of the CCG. In addition, the annual debt service payments of these issues are not budgeted in debt service funds.

Capital Improvement Projects (CIP):

\$3,046,414, 1.45%

The capital improvement program has been in operation since 1971 with the City consolidation. Funding comes from a variety of sources including transfers-in from the General, Paving, Sewer, and Integrated Waste Funds; 1993 and 1999 1¢ Special Purpose Local Option Sales Taxes (1993, 1999), Columbus Building Authority (CBA) – Contractual Debt (1997A, 1999B, 1999C, 2003A and 2003B Series) and Prior Years Balances. The program has historically been used for infrastructure projects such as road construction, drainage improvements, technology support and advancement, and miscellaneous project fund reserves. The number listed above includes only the transfers from the General, Sewer, and Paving funds into CIP projects. Additional funding includes the Integrated Waste Fund, 1999 Sales Tax and Prior Year's funding.

Mass Transit:

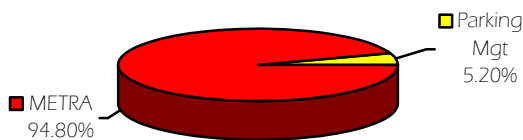
\$6,046,255, 2.86%

METRA is the City of Columbus' mass transit system of buses with financial assistance provided by the local, State and Federal governments.

In FY00, the Parking Management Fund was added to accommodate the parking garage and downtown parking. It is categorized here because it is managed by METRA.

The General Fund support is funded from property, utility, sales and other taxes, as well as other miscellaneous revenues. Integrated Waste support is based on service charges from residential and commercial waste.

Mass Transit Breakdown



The City's share of Road Projects is funded wholly from the Paving Fund. The road projects are treated as a transfer-out to the CIP Fund where it is matched with a greater share of State dollars. Drainage projects are located in the Sewer fund and located here due to the length of the projects and expense. Integrated Waste Management was added in 1994 to account for capital projects related to the construction, expansion or closing of landfills. The balance of projects, recreation and sidewalks, are financed with equally distributed revenues and constructed as SPLOST cash flow allows.

Other Non-Departmental Expense:

\$14,656,916, 6.95%

This category consists of expenditures that are not applicable to a specific department. Examples of the various non-departmental expenses include operating subsidies provided to the Integrated Waste and E911 Funds, contingency funds, and various other non-

The total financing for a given project may be available at one time, while the project may

FINANCIAL SUMMARIES / OPERATING FUNDS

take multiple fiscal years for completion. At the end of the fiscal year, the total financing sources are earmarked and recorded for that project and the balance is carried forward to the next fiscal year.

Capital Improvement Projects project budgets may include any of the following basic costs that are commonly associated with a capital improvement project: the renovation or expansion of existing facilities; an initial feasibility study for infrastructure and/or new facilities; site improvement and/or development and land acquisition; construction of infrastructure and/or a new facility; related management and/or administrative costs; and equipment and furnishings associated with the project. The capital projects are grouped by service type:

Management The Management service type includes projects impacting the general function and management of the Consolidated Government. The projects may also include land acquisition and development, facilities and infrastructure construction and renovation not directly associated with any of the other service classification. Typically, these projects are funded with contributions to the CIP from the operating funds.

Parks, Recreation & Leisure This type of project includes all costs associated with land acquisition, park development, facilities construction and renovation of gymnasiums, museums, recreation centers, marinas, tennis courts, fields and other facilities and infrastructure that are associated with recreational and leisure activities. These projects are primarily financed by the SPLOST, but also receive funding from the General Fund, grants and private contributions.

Public Safety / Criminal Justice All projects related to the delivery of Courts, Police, Fire, Sheriff, Marshal, Emergency Medical and Correction services are recorded in this section. These projects are typically funded by the General Fund, but may be financed through debt and other sources.

Drainage The projects classified as drainage are primarily concerned with storm water control, flood prevention, erosion control and soil conservation, sewer construction and renovation, open ditch and stream bank

stabilization; and detention/retention pond improvements.

Transportation Projects may be land and right-of-way acquisition, traffic signalization, roads, sidewalks, and path or trail construction. Road projects are primarily funded through contributions from the Paving Fund; however, other financing sources may include SPLOST or bond issues.

Environmental This category primarily encompasses projects associated with the landfills. Other projects may include urban reforestation, streetscapes and gateway projects. Detailed information of the financing, expenditures, and project description for the various projects is in the FY09 Capital Improvement Program Budget Book.

CIP impacts on the Operating Budget

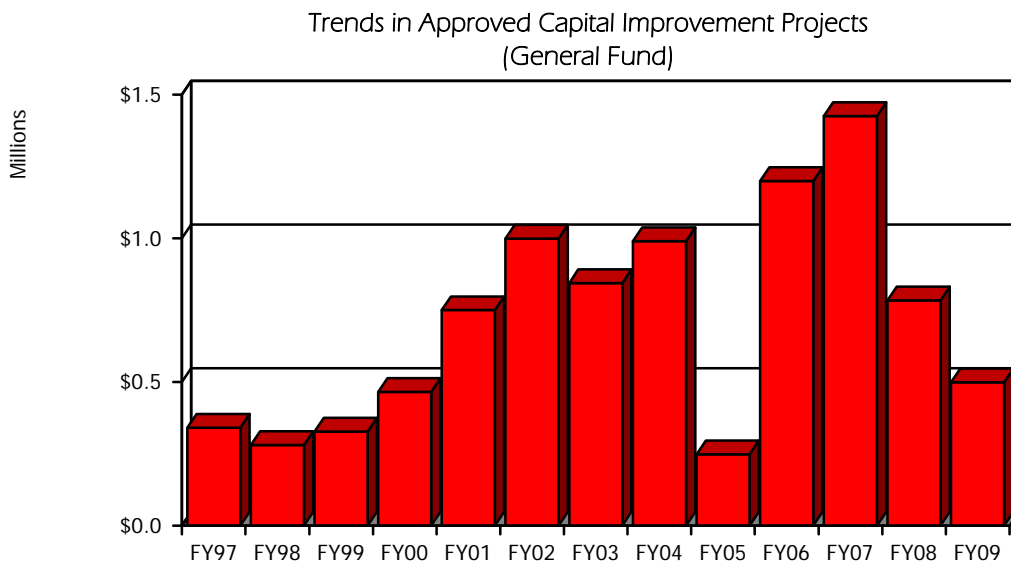
Because of lack of funding of the past few years, we have been unable to meet the demand for many worthy projects. Prioritizing has been essential to stretch a tight dollar as far as possible. This will have implications on future budgets. Currently, funding for our projects is primarily from sources other than operating budgets, so there is minimal impact on the operating budget for FY09.

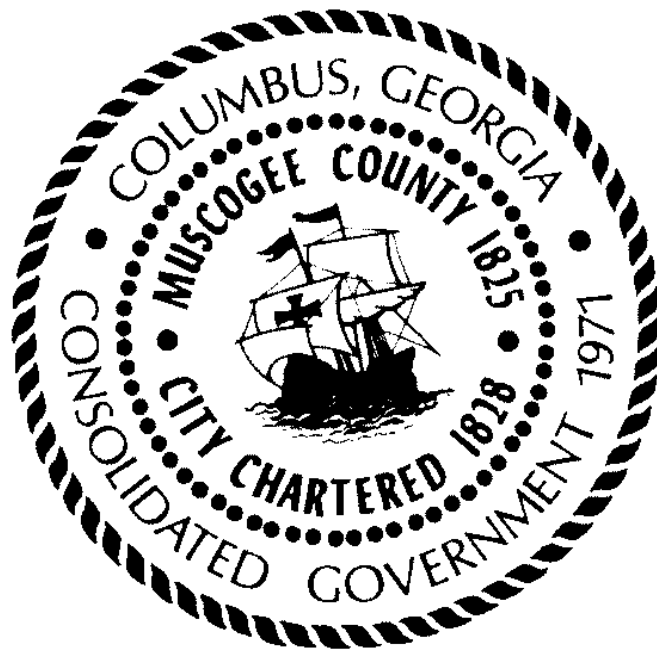
The alternative funding sources are providing funding to many repair and maintenance and infrastructure projects. These projects will reduce the cost of maintenance and repairs to aging infrastructure within the City.

Long term, we are going to see some reduction in operating costs to the City. We are unable to determine at this time if this will be offset by projects we are unable to fund, although it is believed the savings at this time will be greater. Any reduction will allow additional funding to be allocated to other operating costs or projects within the City.

FINANCIAL SUMMARIES / OPERATING FUNDS

Associated with the completion of various projects, there will be an impact of less than \$500,000 of operating costs on the FY09 operating budget. An overview of the costs and expenditures are on pages B-4 through B-5; Specific details are in the *FY09 Capital Improvement Program Budget Book* in the detail pages for each project.





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FY09 SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

OPERATING FUNDS								
	General Fund	Sewer Fund	Paving Fund	Medical Center Fund	Integrated Waste Fund**	Emergency Telephone Fund	Economic Development Fund	Debt Service Fund
Beginning Fund Balance as of 7/01/08 (undesignated, unreserved, & unaudited)	\$40,564,652	\$1,576,869	\$5,367,596	(\$2,555,296)	(\$211,874)	\$793,414	\$113,134	\$2,996,000
REVENUES								
General Property Taxes	33,207,490	4,099,312	13,046,045	11,998,604			969,887	5,568,245
Franchise, Business & Other Taxes	41,774,725							
Sales & Use Taxes	39,729,608							
Business Licenses & Permits	1,196,214							
Fines & Forfeitures	3,822,630							
Charges for Service	17,214,544	73,000	392,594		9,969,272	3,017,963		
Intergovernmental	320,193	4,500	14,356					671,452
Investment Income	1,700,000	50,000	150,000		400,000	15,000		98,251
Miscellaneous Revenues	512,311							405,000
Transfers-in	3,000,000					183,953		
Total Revenues	142,477,715	4,226,812	13,602,995	11,998,604	10,369,272	3,216,916	969,887	6,742,948
Total Available Resources	183,042,367	5,803,681	18,970,591	9,443,308	10,157,398	4,010,330	1,083,021	9,738,948
EXPENDITURES*								
Management Operations	15,042,559							
Community Services	5,743,735	560,312	1,018,946	11,998,604			969,887	
Public Services	2,825,484	2,776,127	9,821,943		9,052,727			
Recreation & Culture	10,490,986				76,559			
Public Safety	80,786,687					3,117,687		
Criminal Justice	12,947,695							
Statutory, Boards & Commissions	3,699,088							
Capital Improvements	498,715	479,668	1,772,512		339,132			
Other Non-Departmental	11,584,294	410,705	989,594		900,854	99,229		
Debt Service								6,742,948
Mass Transit								
Total Expenditures	143,619,243	4,226,812	13,602,995	11,998,604	10,369,272	3,216,916	969,887	6,742,948
Transfer to Other Funds***	(1,141,527)	0	0	0	0	0	0	0
TOTAL	142,477,715	4,226,812	13,602,995	11,998,604	10,369,272	3,216,916	969,887	6,742,948
<i>Projected Ending Fund Balance: 6/30/09</i>	<i>40,564,652</i>	<i>1,576,869</i>	<i>5,367,596</i>	<i>(2,555,296)</i>	<i>(211,874)</i>	<i>793,414</i>	<i>113,134</i>	<i>2,996,000</i>
Change in total Fund Balance projected for FY09	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

** Proprietary (Enterprise) funds - fund equity

***Excluding transfers to the CIP Fund included in the Capital Improvements line.

FY09 SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

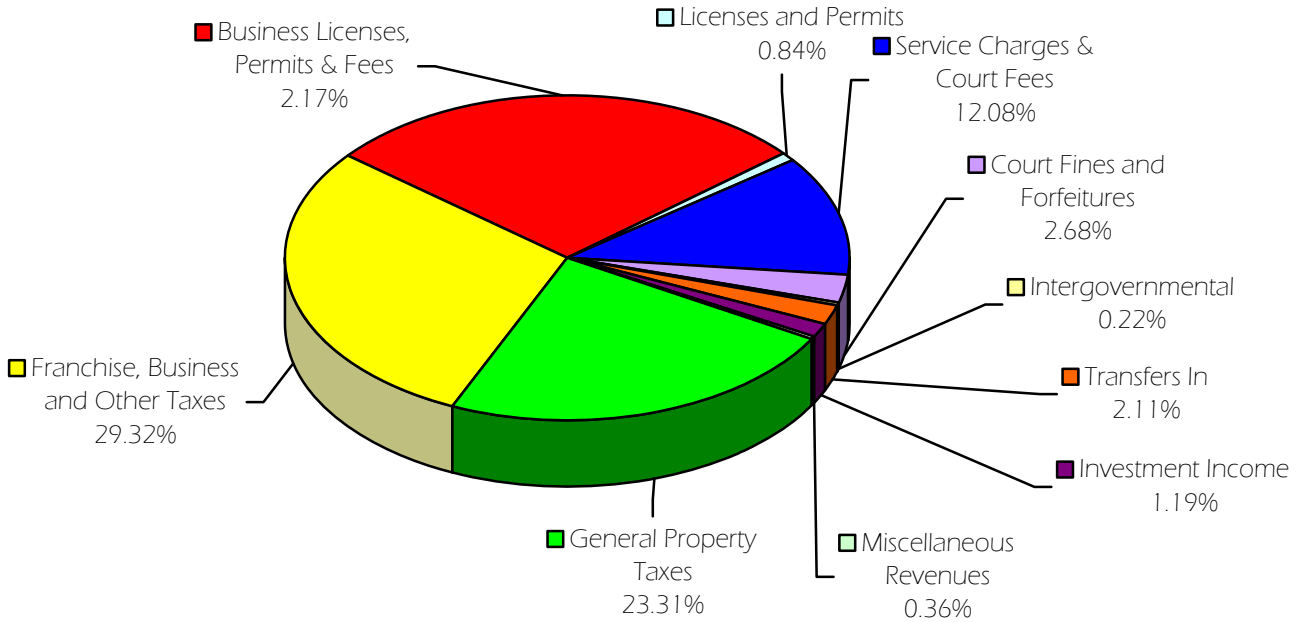
OPERATING FUNDS							
	Transportation Fund**	Parking Management Fund**	Trade Center Fund**	Bull Creek Golf Fund**	Oxbow Creek Golf Fund**	Civic Center Fund**	Total Operating Funds
Beginning Fund Balance as of 7/01/08 (undesignated, unreserved, & unaudited)	(\$5,938,629)	(\$1,150,932)	(\$678,670)	(\$1,973,676)	(\$1,457,346)	(\$6,364,233)	\$31,081,099
<i>REVENUES</i>							
General Property Taxes	3,181,230						72,070,813
Franchise, Business & Other Taxes							41,774,725
Sales & Use Taxes			837,581				40,567,189
Business Licenses & Permits							1,196,214
Fines & Forfeitures		194,000					4,016,630
Charges for Service	964,500	82,000	681,408	1,337,012	222,024	2,887,000	36,841,317
Intergovernmental	1,870,525						2,881,026
Investment Income	30,000	15,000	65,000			5,000	2,528,251
Miscellaneous Revenues			519,316	36,670		709,805	2,183,102
Transfers-in			571,185	280,825	328,034	1,142,370	5,506,367
Total Revenues	6,046,255	291,000	2,674,490	1,654,507	550,058	4,744,175	209,565,634
<i>Total Available Resources</i>	<i>107,626</i>	<i>(859,931)</i>	<i>1,995,820</i>	<i>(319,169)</i>	<i>(907,288)</i>	<i>(1,620,058)</i>	240,646,644
<i>EXPENDITURES*</i>							
Management Operations							15,042,559
Community Services							20,291,484
Public Services	12,000					100,000	24,588,281
Recreation & Culture			2,227,516	1,518,038	428,123	4,468,198	19,209,420
Public Safety							83,904,374
Criminal Justice							12,947,695
Statutory, Boards & Commissions							3,699,088
Capital Improvements							3,090,027
Other Non-Departmental	321,253	22,132	103,437	37,630	11,811	175,977	14,656,916
Debt Service			343,537	98,839	110,124		7,295,448
Mass Transit	5,713,002	313,526					6,026,528
Total Expenditures	6,046,255	335,658	2,674,490	1,654,507	550,058	4,744,175	210,751,819
Transfer to Other Funds***							(1,141,527)
TOTAL	6,046,255	335,658	2,674,490	1,654,507	550,058	4,744,175	209,610,292
<i>Projected Ending Fund Balance: 6/30/09</i>	<i>(5,938,629)</i>	<i>(1,195,589)</i>	<i>(678,670)</i>	<i>(1,973,676)</i>	<i>(1,457,346)</i>	<i>(6,364,233)</i>	<i>31,036,351</i>
Change in total Fund Balance projected for FY09	\$0	(\$44,658)	\$0	\$0	\$0	\$0	(\$44,658)
** Proprietary (Enterprise) funds - fund equity ***Excluding transfers to the CIP Fund included in the Capital Improvements line.							

SCHEDULE OF REVENUES / GENERAL FUND 0101

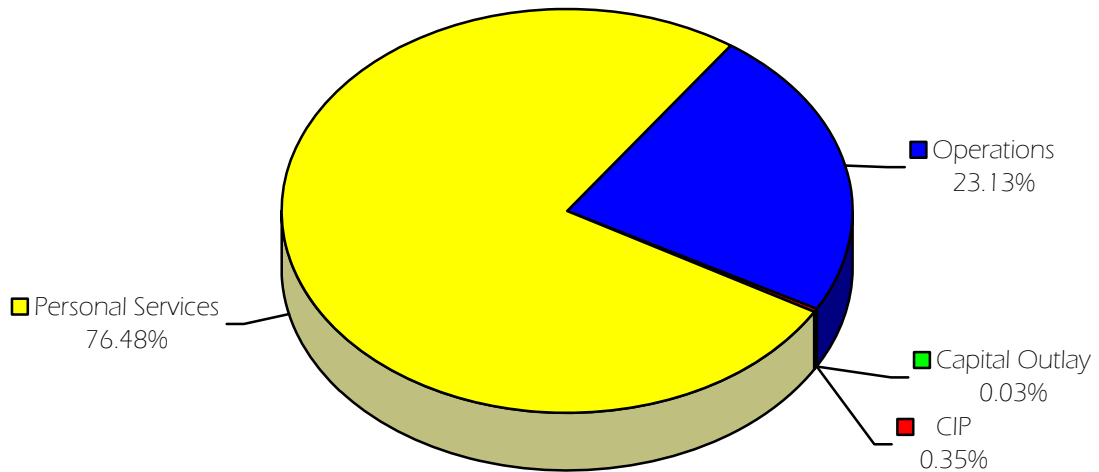
General Fund \$142,477,715

The General Fund accounts for all financial resources and expenditures that are not accounted for in specific purpose funds. It is the major operating fund of the government. The expenditures incurred are for current day-to-day expenses, operating equipment, and special appropriations.

Budget by Revenue Source



Budget by Expense Category



SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
TAXES						
General Property Taxes						
4001	Real Property - Current Year	\$21,361,899	\$26,341,556	\$23,748,803	\$28,422,945	7.90%
4002	Public Utility	50,992	0	26,823	0	N/A
4003	Timber	0	0	1,163	0	N/A
4005	Personal Property - Current Year	4,839,580	0	4,697,406	0	N/A
4006	Personal Property - Motor Vehicle	2,909,631	2,488,190	3,043,815	2,876,874	15.62%
4007	Mobile Homes	56,187	0	78,963	0	N/A
4012	Not On Digest - Real & Personal	56,617	77,000	125,642	96,000	24.68%
4015	Recording Intangibles	1,043,023	1,019,171	859,343	1,019,171	0.00%
	Subtotal	\$30,317,929	\$29,925,917	\$32,581,958	\$32,414,990	8.32%
Penalties & Interest						
4150	Penalties & Interest - Ad Valorem	635,953	600,000	577,396	600,000	0.00%
4151	Penalties & Interest - Auto	168,389	168,500	186,467	168,500	0.00%
4153	Breach Of Covenant	80,060	0	0	0	N/A
4154	FIFA's	37,772	36,009	31,648	24,000	-33.35%
	Subtotal	\$922,174	\$804,509	\$795,511	\$792,500	-1.49%
Franchise (Public Utility Taxes)						
4020	Georgia Power	8,320,170	8,520,170	8,746,796	8,965,456	5.23%
4021	Atmos Energy (Formerly United Cities)	1,482,793	1,300,000	1,634,767	1,527,277	17.48%
4022	Southern Bell	895,086	930,000	836,779	820,000	-11.83%
4023	Charter Communications	307,133	280,000	337,679	307,133	9.69%
4024	TCI	841,390	800,000	944,994	886,631	10.83%
4025	Knology Cable Franchise	771,435	650,000	767,367	771,435	18.68%
4026	Troup Electric	107,427	107,427	119,378	122,959	14.46%
4027	Flint Electric	71,421	71,421	76,135	76,135	6.60%
4028	Water Works - 6% Sales	2,879,987	2,922,320	2,833,709	2,818,954	-3.54%
4029	AT&T	18,679	0	6,227	0	N/A
4030	Public Service Telephone Co.	235	150	333	250	66.67%
4114	American Communication Svc.	326	0	61,179	40,000	N/A
4115	Knology Telephone Franchise	206,105	200,000	205,764	206,105	3.05%
4116	Lightwave, LLC - Fiber Optics	0	0	0	0	N/A
	Subtotal	\$15,902,187	\$15,781,488	\$16,571,107	\$16,542,335	4.82%
Business Tax						
4100	Occupation Tax	14,381,822	13,870,726	15,285,213	14,669,458	5.76%
4110	Insurance Premium Tax	9,761,622	10,152,087	10,182,458	10,487,932	3.31%
	Subtotal	\$24,143,444	\$24,022,813	\$25,467,671	\$25,157,390	4.72%
General Sales and Use Taxes						
4040	Local Option Sales Tax	36,654,141	36,372,804	36,650,237	36,736,532	1.00%
	Subtotal	\$36,654,141	\$36,372,804	\$36,650,237	\$36,736,532	1.00%

SCHEDULE OF REVENUES / GENERAL FUND 0101

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Selective Sales and Use Taxes					
4052 Beer Tax	\$1,728,593	\$1,785,764	\$1,822,214	\$1,785,764	0.00%
4053 Wine Tax	250,699	228,914	252,926	233,492	2.00%
4054 Liquor Tax	311,424	308,931	314,022	315,110	2.00%
4058 Auto Rental Tax	338,880	327,167	405,753	333,710	2.00%
4059 3% Alcohol Excise Tax	315,099	341,023	328,226	325,000	-4.70%
Subtotal	\$2,944,695	\$2,991,799	\$3,123,141	\$2,993,076	0.04%
Other Taxes					
4140 Other Taxes	76,850	75,000	70,006	75,000	0.00%
Subtotal	\$76,850	\$75,000	\$70,006	\$75,000	0.00%
TOTAL TAXES	\$110,961,420	\$109,974,330	\$115,259,631	\$114,711,823	4.31%
<u>LICENSES AND PERMITS</u>					
Business License					
4200 Beer License	111,335	110,090	96,820	111,335	1.13%
4201 Wine License	46,375	45,450	42,905	46,375	2.04%
4202 Liquor License	529,204	523,180	528,942	529,204	1.15%
4204 Alcohol Application I.D. Card Permits	33,700	29,070	24,745	33,700	15.93%
4210 Insurance License	98,364	94,600	97,344	94,600	0.00%
Subtotal	\$818,978	\$802,390	\$790,756	\$815,214	1.60%
Non-Business Licenses and Permits					
4250 Animal Permits	121,046	125,000	133,532	125,000	0.00%
4253 Zoning Petition Permits	21,855	25,000	15,737	22,000	-12.00%
4255 Judge Of Probate - Licenses	62,816	35,000	72,618	50,000	42.86%
Subtotal	\$205,717	\$185,000	\$221,887	\$197,000	6.49%
Other Licenses and Permits					
4252 Certificates Of Occupancy	54,710	57,661	50,095	50,000	-13.29%
4256 Burial Permits	34,550	35,000	8,640	35,000	0.00%
4257 Mobile Home Registration Permits	8,289	9,000	9,120	4,000	-55.56%
4259 Hazardous Materials Permits	6,450	0	12,200	0	N/A
Subtotal	\$103,999	\$101,661	\$80,055	\$89,000	-12.45%
Penalties and Interest					
4271 Penalties - Tag Fees	113,162	93,446	100,329	95,000	1.66%
Subtotal	\$113,162	\$93,446	\$100,329	\$95,000	1.66%
TOTAL LICENSES AND PERMITS	\$1,241,856	\$1,182,497	\$1,193,027	\$1,196,214	1.16%
<u>CHARGES FOR SERVICES</u>					
Charges for Services					
4450 Auto Tag Fees	192,218	194,297	209,806	194,297	0.00%
4452 Auto Tag Postage Fees	45,978	45,102	45,813	45,102	0.00%
4456 Lot Cleaning Maintenance Fees	0	0	(21,255)	0	N/A
4459 Data Services	2,032	2,000	1,455	2,000	0.00%
4465 Insurance Fees	50,495	50,000	54,660	51,510	3.02%
4501 Police False Alarm Fees	32,175	15,000	1,625	13,000	-13.33%

SCHEDULE OF REVENUES / GENERAL FUND 0101

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
4502 Fire False Alarm Fees	\$900	\$0	(\$450)	\$0	N/A
4505 Hazmat Cleanup Fees	0	0	(840)	0	-100.00%
4506 EMS Collections	3,381,542	2,108,375	2,803,636	2,160,000	2.45%
4508 EMS Special Events	16,215	12,000	21,585	15,465	28.88%
4510 Police - Conditional Discharge	6,246	0	0	0	N/A
4512 Jail Fees	529,637	702,634	498,157	550,000	-21.72%
4513 Alarm Registration	870	0	(450)	0	N/A
4515 MCP Inmates - Subsidy	3,778,090	3,773,000	3,765,020	3,778,090	.13%
4516 MCP Inmates - Releases	17,156	17,500	15,261	17,500	0.00%
4517 Muscogee County Jail Medical Reimbursement	40,882	40,000	71,500	41,000	2.50%
4610 Bad Check Fees	9,644	11,500	8,225	9,500	-17.39%
4611 Credit Card Service Fees	9,966	9,000	6,277	4,000	-55.56%
4620 Fuel Surcharge	30,503	25,000	39,084	30,000	20.00%
4682 Marina Concessions	0	0	38,581	30,000	N/A
4683 Marina Fees	0	0	13,010	22,000	N/A
4684 South Commons-Concessions	0	0	6,489	0	N/A
4837 Miscellaneous	3,267	0	9,716	0	N/A
4838 Returned Check Recoveries	522	0	823	0	N/A
4844 Refund Bldg Maintenance Retard Center	23,631	23,631	23,631	23,631	0.00%
Subtotal	\$8,171,969	\$7,029,039	\$7,611,359	\$6,987,095	-.06%
Cost Allocation					
4461 Cost Allocation Service Fees	2,465,398	2,367,352	2,044,782	1,825,182	-22.90%
Subtotal	\$2,465,398	\$2,367,352	\$2,044,782	\$1,825,182	-22.90%
Court Fees					
4430 Municipal Court - Court Fees	73,342	58,600	110,225	74,076	26.41%
4431 Recorders Court - Court Fees	2,060	2,500	2,624	2,525	1.00%
4432 Magistrate Court-Court Fees	66,464	63,108	78,953	67,799	7.43%
4433 Superior Court - Court Fees	492,996	342,264	515,179	345,687	1.00%
4434 Superior Ct - Misc. Fees	56,054	50,000	43,839	55,550	11.10%
4435 Probate Ct - Misc. Fees	19,115	17,013	18,780	17,183	1.00%
4436 Probate Court - Estates	141,831	141,651	147,688	143,068	1.00%
4437 Adult Probation	21,897	20,627	21,076	20,833	1.00%
4438 Recorders Court - Admin Fees	97,380	93,520	103,180	97,380	4.13%
4439 Juvenile Court - Court Fees	14	0	0	0	N/A
4440 D.U.I. Photo Fees	497	300	0	0	-100.00%
4442 District Attorney URESA Uniform	2,950	1,700	0	0	-100.00%
4443 Public Defenders Recovery	0	0	180	0	N/A
4449 Real Estate Transfer Fees	1,042,919	654,243	685,096	654,243	0.00%
4466 CW Public Defend - Admin Fees	8,349	0	0	8,000	N/A
4467 Noncompliance Fees - Juvenile Drug Court	1,070	0	3,245	1,100	N/A

SCHEDULE OF REVENUES / GENERAL FUND 0101

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
4471 Verification Fees	\$0	\$0	\$2,035	\$0	N/A
4472 Council Variance Fees	0	0	1,000	0	N/A
4473 Subdivision Plat Fees	0	0	13,740	0	N/A
4474 Zoning Fees	0	0	15,600	0	N/A
4496 Indigent Defense Fee	48,777	45,000	31,275	43,400	-3.56%
4537 Juvenile Ct - Supervisory Fees	16,411	15,985	11,920	16,145	1.00%
Subtotal	\$2,092,126	\$1,506,511	\$1,805,635	\$1,546,989	2.69%
Miscellaneous					
4837 Miscellaneous	623,718	60,000	137,376	80,000	33.33%
Subtotal	\$623,718	\$60,000	\$137,846	\$80,000	33.33%
Special Assessments					
4595 Street Assess & Demo Interest	5,452	0	(28,234)	0	N/A
Subtotal	\$5,452	\$0	(\$28,234)	\$0	N/A
Regulatory Fees					
4251 Building Permits	1,942,639	1,716,345	1,653,470	1,500,000	-12.60%
Subtotal	\$1,942,639	\$1,716,345	\$1,653,470	\$1,500,000	-12.60%
Other Fees – Commissions					
4532 School Tax Commissions	2,029,007	1,978,683	2,106,840	2,050,000	3.60%
4533 School Tax - Auto Commissions	210,089	203,010	219,894	205,040	1.00%
4534 State Of GA - Commissions	50,637	50,453	29,855	50,453	0.00%
4536 Bid - Commissions	14,474	15,824	13,676	15,824	0.00%
Subtotal	\$2,304,207	\$2,247,970	\$2,370,265	\$2,321,317	3.26%
Other Fees					
4448 Recordings	715,110	455,005	448,975	350,000	-23.08%
4518 Coroner Transports	650	400	600	500	25.00%
4530 Sheriff - Fees	473,941	445,000	492,501	450,000	1.12%
4531 Qualifying Fees	18,439	15,000	27,700	2,000	-86.67%
4558 Recycling Fees	3,610	3,500	5,843	3,500	0.00%
4559 Sale of Recycled Materials	300	0	0	0	N/A
4570 Spay/Neuter Voucher Fees	2,800	4,500	2,695	3,300	-26.67%
4571 Pound Fees	39,527	30,350	36,004	30,350	0.00%
4591 Lot Cleaning/Maintenance Fees	38,411	42,674	(92,630)	42,674	0.00%
4594 Ordained Building Demolition	13,102	37,952	(275,968)	15,000	-60.48%
4599 Public Service Clean-Up Fees	4,403	0	0	0	N/A
4862 Sale Of Salvage	1,755	1,300	9,411	5,000	284.62%
4867 Sale Of Engineering Documents	705	1,500	2,154	1,550	3.33%
4869 Sale Of Police Reports	219,042	230,000	188,874	220,000	-4.35%
4870 Sale Of Fire Reports	36,850	35,000	31,820	32,000	-8.57%
4871 Voter Lists	424	1,000	233	0	-100.00%
4879 Sale Of Planning & Development Doc	21,828	20,000	18,433	20,000	0.00%
4881 Sale Of Misc. Coroner's Reports.	489	400	820	550	37.50%
4884 Signage Sales - Developers	42,215	30,000	15,050	16,500	-45.00%

SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
4885	Sale Of Tax Commissioner Reports	\$6,190	\$2,500	\$5,000	\$2,500	0.00%
	Subtotal	\$1,639,791	\$1,356,081	\$917,515	\$1,195,424	-11.85%
Culture and Recreation						
4658	Tennis Fees	161,113	155,000	170,380	116,113	-25.09%
4659	Swimming Pools	67,642	80,000	62,420	70,000	-12.50%
4660	Concessions	23,681	22,000	29,012	23,500	6.82%
4664	Pool Concessions	42,109	42,000	34,109	45,000	7.14%
4671	After School Program	1,418,758	1,400,000	1,471,973	1,450,000	3.57%
4674	Youth Program Fees	26,430	27,500	21,266	27,500	0.00%
4675	Therapeutics Program Fees	555	0	0	0	N/A
4676	Cultural Arts Program Fees	31,335	36,000	43,738	38,000	5.56%
4677	Sr. Citizens Program Fees	9,570	12,500	11,401	9,500	-24.00%
4678	Athletic Program Fees	65,936	56,000	68,320	67,255	20.10%
4681	Fee Based Program Fees	35,061	22,000	26,453	0	-100.0%
	Subtotal	\$1,882,190	\$1,853,000	\$1,939,072	\$1,891,868	2.10%
TOTAL CHARGES FOR SERVICES		\$21,127,490	\$18,136,298	\$18,451,710	\$17,347,875	-4.35%
<u>COURT FINES AND FORFEITURES</u>						
4740	Recorders Court - Fines	2,541,087	2,471,980	2,676,133	2,500,000	1.13%
4741	Juvenile Court - Fines	3,691	14,000	14,974	12,000	-14.29%
4743	Environmental Court - Fines	56,165	55,000	38,500	55,000	0.00%
4744	Tree Replacement Fines	1,050	100	1,750	500	400.00%
4753	Recorders Ct. - Muscogee Surcharge	134,131	111,965	110,924	111,965	0.00%
4754	Superior Ct. - Muscogee Surcharge	18,057	15,000	625	15,000	0.00%
4755	State Ct. - Muscogee Surcharge	11,303	15,000	33,017	15,000	0.00%
4756	Municipal Ct. - Muscogee Surcharge	3,605	2,400	6,028	3,500	45.83%
4757	Harris County Surcharge	36,031	20,000	33,017	24,000	20.00%
4758	Talbot County Surcharge	16,783	11,500	8,856	11,500	0.00%
4759	Marion County Surcharge	5,340	3,500	7,399	6,000	71.43%
4760	Chattahoochee County Surcharge	14,726	23,535	17,259	21,500	-8.65%
4761	Taylor County Surcharge	19,699	15,500	22,851	20,100	29.68%
4762	Superior Ct - Fines & Forfeit	260,812	200,308	205,548	180,000	-10.14%
4763	Municipal Ct - Fines & Forfeit	310,065	325,500	312,259	310,065	-4.74%
4764	State Ct - Fines & Forfeitures	746,670	410,500	430,739	535,000	30.33%
4767	Crime Victims - Adult Probation	0	0	8,637	1,500	N/A
4861	Sale Of Unclaimed Property	41,035	0	23,469	0	N/A
TOTAL COURT FINES AND FORFEITURES		\$4,220,250	\$3,695,788	\$3,951,985	\$3,822,630	3.43%
<u>INTERGOVERNMENTAL</u>						
4343	Emergency Management Assist	47,364	53,157	47,364	47,364	-10.90%
4359	Miscellaneous Revenues	3,428	2,200	4,421	3,500	59.09%
4376	Disaster Reimbursement	50,845	0	0	0	N/A
4400	Payment Lieu Taxes Housing Auth	36,392	32,521	44,522	32,521	0.00%
4402	Administrative Office Of Court	131,351	131,350	132,651	133,321	1.50%
4414	Harris County	59,212	60,000	60,000	67,031	11.72%

SCHEDULE OF REVENUES / GENERAL FUND 0101

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
4422 Dept Of Public Health	\$0	\$0	\$0	\$0	N/A
4426 Talbot County	9,348	11,007	10,878	10,584	-3.84%
4427 Marion County	0	9,784	9,775	9,408	-3.84%
4428 Chattahoochee County	3,050	3,669	3,627	3,528	-3.84%
4429 Taylor County	11,463	13,543	13,296	12,936	-4.48%
TOTAL INTERGOVERNMENTAL	\$352,453	\$317,231	\$326,534	\$320,193	.93%
<u>INVESTMENT INCOME</u>					
4772 Gains/Losses On Investments	(141,703)	0	(24,578)	0	N/A
4780 Investment Interest	2,903,089	2,075,000	3,288,148	1,700,000	-18.07%
4796 Interest - Tax Commissioner	237,000	0	0	0	N/A
4846 Interest 9hole Addition	4,035	999	999	0	-100.00%
TOTAL INVESTMENT INTEREST	\$3,002,421	\$2,075,999	\$3,264,569	\$1,700,000	-18.11%
<u>MISCELLANEOUS REVENUES</u>					
Rents and Royalties					
Culture and Recreation					
4654 Memorial Stadium	17,502	22,500	19,804	22,500	0.00%
4655 Golden Park	48,000	48,000	48,000	48,000	0.00%
4665 Facilities Rental	9,035	8,000	8,584	8,000	0.00%
4666 Facilities Rental -Promenade	5,795	5,500	6,300	5,500	0.00%
4667 Facilities Rental -Commercial Ctr	14,661	18,000	15,836	14,000	-22.22%
4668 Facilities Rental -Rugby	400	400	590	400	0.00%
4669 Facilities Rental -Lake Oliver Marina	4,079	3,500	0	0	-100.00%
4680 South Commons -Softball Complex	26,608	30,000	14,902	30,000	0.00%
Subtotal	\$126,080	\$135,900	\$114,016	\$128,400	-5.52%
Other Rents and Royalties					
4877 Rental Of City Property	84,318	58,634	73,072	84,183	43.57%
4878 Rental/Lease Income	13,600	4,800	51,073	4,800	0.00%
4882 800 MHz System Annual Maintenance	0	9,300	0	4,500	-51.16%
Subtotal	\$97,918	\$72,734	\$124,145	\$93,483	28.53%
Subtotal Rents and Royalties	\$223,998	\$208,634	\$238,161	\$221,883	6.35%
Commissions					
4816 Pay Phone - MCP	142,216	138,374	148,036	140,000	1.18%
Subtotal	\$142,216	\$138,374	\$148,036	\$140,000	1.18%
Other Miscellaneous Revenue					
4821 Detox/Major Building Repairs	16,427	16,502	16,427	16,427	-0.45%
4822 Detox/Mental - Insurance	670	670	670	670	0.00%
4843 Naval Center Reimbursement	182,608	230,817	9,768	0	-100.00%
Subtotal	\$199,705	\$247,989	\$26,865	\$17,097	-93.11%
Reimbursement for Damaged Property					
4851 Damage To City Property	0	0	6,063	0	N/A

SCHEDULE OF REVENUES / GENERAL FUND 0101

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
4852 Repairs To City Vehicles	\$1,094	\$0	\$333	\$0	N/A
4853 Claims/Settlements	356,761	0	(1,831)	0	N/A
4854 Damaged/Lost Equipment Reimbursement	4,543	0	0	0	N/A
Subtotal	\$362,397	\$0	\$4,565	\$0	N/A
TOTAL MISCELLANEOUS REVENUES	\$928,316	\$594,997	\$417,627	\$378,980	-36.31%
<u>CONTRIBUTIONS</u>					
4802 Donations	110,537	0	16,237	0	N/A
TOTAL CONTRIBUTIONS	\$110,537	\$0	\$16,237	\$0	N/A
<u>OTHER FINANCING SOURCES</u>					
Sale of General Fixed Assets					
4907 Sale Of General Fixed Assets	206,474	0	109,099	0	N/A
Subtotal	\$206,474	\$0	\$109,099	\$0	N/A
Interfund Transfers In					
4943 Transfer In - Hotel/Motel	704,440	0	0	0	N/A
4947 Transfer In - County Jail Penalty	0	1,720,000	0	3,000,000	74.42%
4937 Transfer In - CDBG	0	0	1,000,550	0	N/A
Subtotal	\$704,440	\$1,720,000	\$1,000,550	\$3,000,000	74.42%
TOTAL OTHER FINANCING SOURCES	\$910,914	\$1,720,000	\$1,109,649	\$3,000,000	74.42%
Total General Fund Revenues	\$142,745,120	\$137,697,140	\$143,974,732	\$142,477,715	3.47%

*Unaudited

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

	Department	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Council						
100-1000	City Council	\$289,205	\$317,574	\$326,351	\$312,013	-1.75%
100-2000	Clerk of Council	185,734	184,930	197,334	198,782	7.49%
	Subtotal	\$474,939	\$502,504	\$523,685	\$510,795	1.65%
Mayor						
110-1000	Mayor's Office	304,268	316,002	319,892	333,581	5.56%
110-2200	Mayor's Committee Handicapped	0	0	0	0	0.00%
110-2600	Internal Auditor	0	78,149	28,888	103,148	31.99%
	Subtotal	\$304,268	\$394,151	\$348,780	\$436,729	10.80%
City Attorney						
120-1000	City Attorney	568,579	571,342	841,595	673,521	17.88%
	Subtotal	\$568,579	\$571,342	\$841,595	\$673,521	17.88%
City Manager						
130-1000	City Manager	550,221	551,415	590,505	585,758	6.23%
130-2200	Management/ Research & Analysis	0	0	0	0	N/A
130-2400	Real Estate	62,737	0	0	0	N/A
130-2500	Mail Room	40,482	44,284	50,100	45,780	3.38%
130-2600	Public Information Agency	77,124	80,702	87,559	129,545	60.52%
130-2700	Criminal Justice Coordination	165,948	199,507	180,330	199,507	0.00%
130-2800	Risk Management	52,989	57,439	59,087	59,821	4.15%
130-2850	Citizen's Service Center	283,926	335,845	333,041	354,078	5.43%
	Subtotal	\$1,233,427	\$1,269,192	\$1,300,622	\$1,374,489	8.30%
Special Projects						
140-1000	Special Projects	0	0	0	0	0.00%
	Subtotal	\$0	\$0	\$0	\$0	0.00%
Finance						
200-1000	Finance Director	278,191	335,577	310,063	331,504	-1.21%
200-2100	Accounting	410,976	427,990	438,075	441,258	3.10%
200-2200	Revenue	823,085	825,709	858,208	873,438	5.78%
200-2900	Financial Planning	185,318	257,284	183,931	267,510	3.97%
200-2950	Purchasing	311,447	327,529	370,299	370,404	13.09%
	Subtotal	\$2,009,017	\$2,174,089	\$2,160,576	\$2,284,114	5.06%
Information Technology						
210-1000	Information Technology	3,492,579	3,464,203	3,598,295	3,561,127	2.80%
	Subtotal	\$3,492,579	\$3,464,203	\$3,598,295	\$3,561,127	2.80%

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

Department		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Human Resources						
220-1000	Human Resources	\$652,507	\$806,838	\$769,091	\$771,020	-4.44%
220-2100	Employee Benefits	770,287	838,610	819,046	835,290	-0.40%
TOTAL		\$1,422,794	\$1,645,448	\$1,588,137	\$1,606,310	-2.38%
Inspections and Code						
240-2100	Planning	128,243	0	0	0	N/A
240-2200	Inspections & Code Enforcement	1,343,588	1,859,589	1,592,004	1,549,363	-16.68%
240-2900	Print Shop	175,953	205,870	173,990	182,681	-11.26%
Subtotal		\$1,647,784	\$2,065,459	\$1,765,994	\$1,732,044	-16.14%
Planning						
242-1000	Planning	128,244	166,142	215,253	300,404	80.81%
Subtotal		\$128,244	\$166,142	\$215,253	\$300,404	80.81%
Real Estate						
245-1000	Real Estate	0	72,267	82,923	70,130	-2.96%
Subtotal		\$0	\$72,267	\$82,923	\$70,130	-2.96%
Engineering						
250-2100	Traffic Engineering	1,293,337	1,283,430	1,533,397	1,447,896	12.81%
250-2400	Geographic Information Systems	185,497	210,156	322,420	188,714	-10.20%
250-3110	Radio Communications	300,447	361,486	354,327	342,898	-5.14%
Subtotal		\$1,779,281	\$1,855,072	\$2,210,144	\$1,979,508	6.71%
Public Services						
260-1000	Public Services	257,401	310,470	248,514	276,156	-11.05%
260-2300	Fleet Management	1,605,357	1,819,237	1,890,256	1,631,064	-10.34%
260-2400	Special Enforcement	1,062,924	1,131,183	1,172,123	1,218,713	7.74%
260-2600	Cemeteries	217,064	243,189	216,452	248,480	2.18%
260-2700	Facility Maintenance	2,423,067	2,592,143	2,618,148	2,711,599	4.61%
260-3710	Other Maintenance/ Repairs	810,506	1,005,995	1,001,712	1,082,135	7.57%
Subtotal		\$6,376,319	\$7,102,217	\$7,147,205	\$7,168,147	0.93%
Parks and Recreation						
270-1000	Parks & Recreation	375,187	382,794	446,521	421,945	10.23%
270-2100	Parks Services	4,583,789	4,240,992	4,494,084	4,373,863	3.13%
270-2400	Recreation Services	1,364,627	1,308,791	1,519,481	1,557,438	19.00%
270-3220	Golden Park	97,149	93,109	116,185	96,992	4.17%
270-3230	Memorial Stadium	52,578	58,720	55,556	60,954	3.80%
270-3410	Athletics	343,969	388,610	397,985	394,041	1.40%
270-3505	Community Schools	1,160,841	1,447,203	1,064,885	2,159,789	49.24%
270-4048	Cooper Creek Tennis Ctr	244,577	260,436	262,102	253,977	-2.48%
270-4413	Aquatics	512,561	458,440	553,726	476,183	3.87%

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

Department		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Parks and Recreation (continued)						
270-4433	Therapeutics	\$101,871	\$124,668	\$105,297	\$129,291	3.71%
270-4434	Pottery Shop	162,004	157,818	170,895	181,901	15.26%
270-4435	Senior Citizen's Center	300,029	387,960	344,055	359,462	-7.35%
270-9999	Lake Oliver Marina	0	0	0	25,150	N/A
	Subtotal	\$9,299,182	\$9,309,541	\$9,530,772	\$10,490,986	12.69%
Cooperative Extension						
280-1000	Cooperative Extension	119,718	143,967	145,619	143,967	0.00%
	Subtotal	\$119,718	\$143,967	\$145,619	\$143,967	0.00%
Boards and Commissions						
290-1000	Tax Assessor	910,376	1,116,412	1,081,660	1,221,024	9.37%
290-2000	Elections & Registration	687,199	530,477	627,012	835,277	57.46%
	Subtotal	\$1,597,575	\$1,646,889	\$1,708,672	\$2,056,301	24.86%
Police						
400-1000	Chief of Police	574,790	772,989	727,882	730,113	-5.55%
400-2100	Intelligence/Vice	759,847	928,260	1,016,228	979,215	5.49%
400-2200	Support Services	2,609,716	2,734,577	2,760,333	2,747,175	0.46%
400-2300	Field Operations	11,474,200	12,024,730	12,454,955	12,684,139	5.48%
400-2400	Office of Professional Stds	359,220	379,003	381,837	380,953	0.51%
400-2500	Metro Drug Task Force	141,995	139,373	152,618	143,555	3.00%
400-2700	Special Operations	42,659	67,760	21,515	48,500	-28.42%
400-2800	Administrative Services	1,198,234	1,231,104	1,270,375	1,205,121	-2.11%
400-3210	Conditional Discharge	25,027	0	0	0	N/A
400-3230	Motor Transport	1,928,098	1,118,040	2,300,572	1,163,040	4.02%
400-3320	Investigative Services	6,150,248	6,390,936	6,468,795	6,564,369	2.71%
	Subtotal	\$25,264,034	\$25,786,772	\$27,555,110	\$26,646,180	3.33%
Fire and EMS						
410-1000	Chief of Fire & EMS	360,072	465,484	389,547	379,413	-18.49%
410-2100	Fire/EMS Operations	18,883,202	19,399,126	20,434,309	20,862,333	7.54%
410-2600	Fire/EMS Special Ops	999,489	1,097,550	1,066,294	1,104,473	0.63%
410-2800	Fire/EMS Admin Services	724,801	824,364	767,767	850,838	3.21%
410-2900	Emergency Management	131,105	137,751	136,646	167,136	21.33%
410-3610	Logistics/Support	1,043,182	839,413	1,742,404	904,748	7.78%
	Subtotal	\$22,141,851	\$22,763,688	\$24,536,967	\$24,268,941	6.61%
Muscogee County Prison (MCP)						
420-1000	MCP	5,965,420	6,344,801	6,625,060	6,823,755	7.55%
	Subtotal	\$5,965,420	\$6,344,801	\$6,625,060	\$6,823,755	7.55%
Homeland Security						
410-2900	Emergency Management	0	0	69	0	N/A
410-3610	Logistics/Support	0	0	1,077	0	N/A
	Subtotal	\$0	\$0	\$1,146	\$0	N/A

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

Department	FY07 Actual	FY08 Revised	FY08 Actual	FY09 Adopted	% Change
Superior Court					
500-1000 Chief Judge - Superior Crt	\$329,790	\$392,232	\$358,425	\$366,723	-6.50%
500-2000 District Attorney	1,530,557	1,642,715	1,595,251	1,677,906	2.14%
500-2100 Adult Probation	130,743	143,903	140,232	146,741	1.97%
500-2110 Juvenile Court	400,194	652,058	279,076	447,045	-31.44%
500-2115 Juvenile Court Clerk	0	0	263,264	265,736	N/A
500-2120 Court Intake Services	25,081	26,035	20,174	26,000	-0.13%
500-2125 Circuit Wide Juvenile Crt	246,931	253,769	260,648	263,662	3.90%
500-2140 Jury Manager	391,558	446,333	328,804	430,610	-3.52%
500-2150 Judge Allen	123,184	123,728	200,423	178,804	44.51%
500-2160 Judge Johnston	106,644	136,515	95,508	138,146	1.19%
500-2170 Judge Pullen	147,809	139,340	154,190	140,955	1.16%
500-2180 Judge Peters	117,544	131,787	153,917	133,415	1.24%
500-2190 Judge Jordan	138,587	138,643	130,394	197,504	42.46%
500-2200 Victim Witness Program	149,575	228,433	169,855	200,861	-12.07%
500-3000 Clerk of Superior Court	1,684,939	1,950,297	1,876,586	1,853,746	-4.95%
Subtotal	\$5,523,136	\$6,405,788	\$6,026,747	\$6,467,854	0.97%
State Court					
510-1000 State Court Judges	502,012	516,851	534,362	556,574	7.69%
510-2000 State Court Solicitor	891,043	928,984	979,949	974,379	4.89%
Subtotal	\$1,393,055	\$1,445,835	\$1,514,311	\$1,530,953	5.89%
Public Defender					
520-1000 Public Defender Muscogee	1,071,073	1,171,983	1,179,088	1,132,802	-3.34%
520-2000 County Public Defender	218,404	275,702	225,111	276,245	0.20%
Subtotal	\$1,289,477	\$1,447,685	\$1,404,199	\$1,409,047	-2.67%
Municipal Court					
530-1000 Municipal Court Judge	240,516	295,348	310,556	359,963	21.88%
530-2000 Clerk of Municipal Court	606,458	679,389	698,209	684,828	0.80%
530-3000 Marshal	899,142	1,145,531	1,294,529	1,180,519	3.05%
530-3100 Jr. Marshal Program	78,274	0	42,183	0	N/A
Subtotal	\$1,824,390	\$2,120,268	\$2,345,477	\$2,225,310	4.95%
Probate Court					
540-1000 Judge of Probate	383,860	394,330	447,389	422,156	7.06%
Subtotal	\$383,860	\$394,330	\$447,389	\$422,156	7.06%
Sheriff Department					
550-1000 Administration	1,034,384	1,240,411	1,184,751	1,381,656	11.39%
550-2100 Uniform Division	3,175,686	3,016,095	3,287,715	4,304,659	42.72%
550-2200 Criminal Division	1,123,087	1,199,164	1,068,501	0	-100.00%
550-2300 Training	233,236	237,904	264,767	0	-100.00%
550-2400 Motor Transport	348,606	205,500	339,749	240,000	16.79%
550-2500 Recorders Court	849,926	859,421	876,816	892,375	3.83%
550-2600 Jail	12,161,034	13,291,433	13,465,480	13,382,534	0.69%

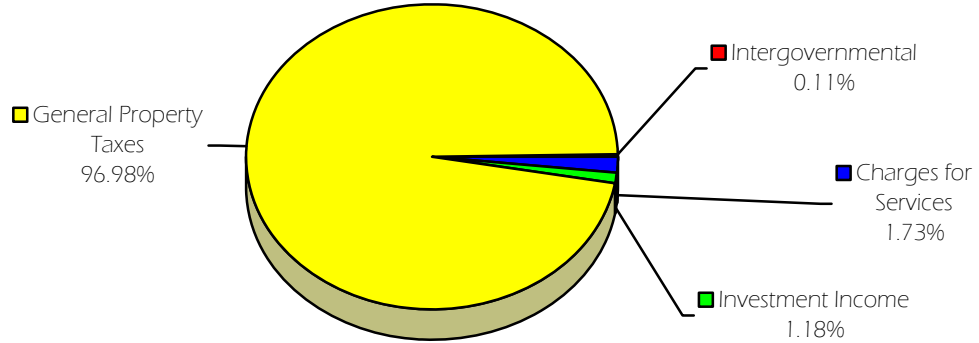
SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

Department	FY07 Actual	FY08 Revised	FY08 Actual	FY09 Adopted	% Change
550-2650 Medical Director	\$3,474,258	\$3,229,406	\$3,973,532	\$3,738,962	15.78%
550-3510 Environmental Court	7,751	11,425	9,938	0	-100.00%
Subtotal	\$22,407,968	\$23,290,759	\$24,471,249	\$23,940,186	2.79%
Tax Commissioner					
560-1000 Tax Commissioner	1,305,210	1,434,419	1,343,296	1,396,493	-2.64%
Subtotal	\$1,305,210	\$1,434,419	\$1,343,296	\$1,396,493	-2.64%
Coroner					
570-1000 Coroner	227,786	283,357	220,409	246,294	-13.08%
Subtotal	\$227,786	\$283,357	\$220,409	\$246,294	-13.08%
Non-Categorical					
590-1000 Agency Appropriations	1,761,542	1,766,954	1,981,478	1,770,494	0.20%
590-2000 Contingency	254,976	4,342,527	306,812	3,700,879	-14.78%
590-3000 Non-Categorical	4,207,636	3,268,415	4,077,173	3,404,475	4.16%
590-4000 Interfund Transfers	6,814,497	4,321,715	13,880,480	4,626,167	7.04%
590-6000 Airport	3,148	0	0	0	N/A
590-6500 Naval Museum	284,782	396,059	307,719	351,488	-11.25%
590-7000 Law Library	251	0	0	0	0.00%
Subtotal	\$13,326,832	\$14,095,670	\$20,553,662	\$13,853,503	-1.72%
Total General Fund	\$131,506,725	\$138,195,855	\$150,213,298	\$143,619,242	3.92%

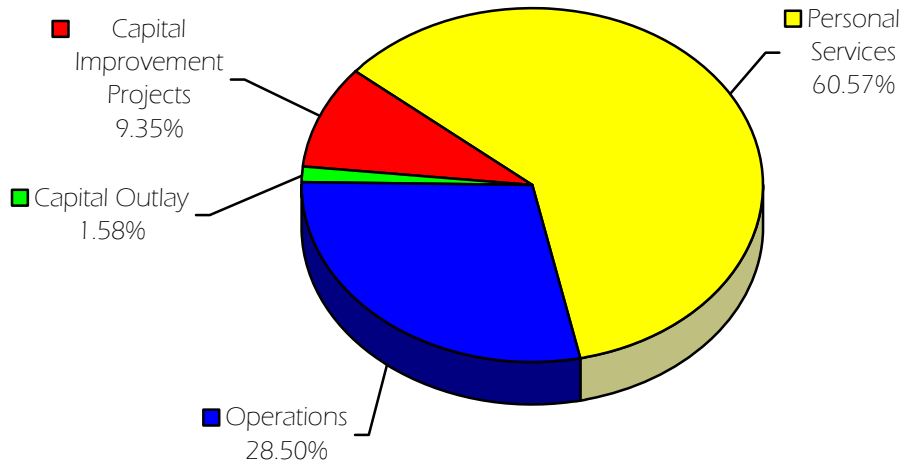
OVERVIEW / SEWER FUND 0202

Sewer Fund \$4,226,812

Budget by Revenue Source



Budget by Expense Category



The Sewer Fund accounts for the operations, maintenance and improvement of the storm and sanitary sewer systems.

OVERVIEW / SEWER FUND 0202

SCHEDULE OF REVENUES

SEWER FUND 0202

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
<u>TAXES</u>					
General Property Taxes					
4001 Real Property - Current Year	\$2,652,503	\$3,265,009	\$2,929,421	\$3,506,499	7.40%
4002 Public Utility	6,332	0	3,321	0	N/A
4003 Timber	0	0	34	0	N/A
4005 Personal Property - Current Year	600,925	0	579,417	0	N/A
4006 Personal Prop - Motor Vehicle	366,387	313,318	382,587	361,603	15.41%
4007 Mobile Homes	7,316	0	10,292	0	N/A
4012 Not On Digest - Real & Persona	7,030	12,000	15,498	12,000	0.00%
4015 Recording Intangibles	129,511	109,709	105,999	120,000	9.38%
Subtotal	\$3,770,004	\$3,700,036	\$4,026,569	\$4,000,102	8.11%
Penalties and Interest					
4150 Penalties & Interest - Ad Valorem	78,966	78,000	71,221	78,000	0.00%
4151 Penalties & Interest - Auto	21,204	20,000	23,438	21,210	6.05%
Subtotal	\$100,170	\$98,000	\$94,659	\$99,210	1.23%
TOTAL TAXES	\$3,870,173	\$3,798,036	\$4,121,228	\$4,099,312	7.93%
<u>INTERGOVERNMENTAL</u>					
4400 Payment In Lieu Taxes Housing Authority	4,519	4,378	5,492	4,500	2.79%
TOTAL INTERGOVERNMENTAL	\$4,519	\$4,378	\$5,492	\$4,500	2.79%
<u>CHARGES FOR SERVICES</u>					
Streets and Public Improvement Fees					
4464 Land Disturbance Fees	24,200	35,000	16,796	18,000	-48.57%
4596 Erosion Control	58,625	75,000	47,381	55,000	-26.67%
Subtotal	\$82,826	\$110,000	\$64,177	\$73,000	-33.64%
Other Charges for Services					
4837 Miscellaneous	488	0	303	0	N/A
Subtotal	\$488	\$0	\$303	\$0	N/A
TOTAL CHARGES FOR SERVICES	\$83,313	\$110,000	\$64,480	\$73,000	-33.64%
<u>INVESTMENT INCOME</u>					
4772 Gains/Losses On Investments	3,154	0	10,565	0	N/A
4780 Investment Interest	103,660	39,241	110,192	50,000	27.42%
TOTAL INVESTMENT INCOME	\$106,814	\$39,241	\$120,757	\$50,000	27.42%
<u>MISCELLANEOUS</u>					
4862 Sale of Salvage	0	0	892	0	N/A
TOTAL MISCELLANEOUS	\$0	\$0	\$892	\$0	N/A
Total Sewer Fund	\$4,064,819	\$3,951,655	\$4,312,849	\$4,226,812	6.96%

OVERVIEW / SEWER FUND 0202

SCHEDULE OF EXPENDITURES

SEWER FUND 0202

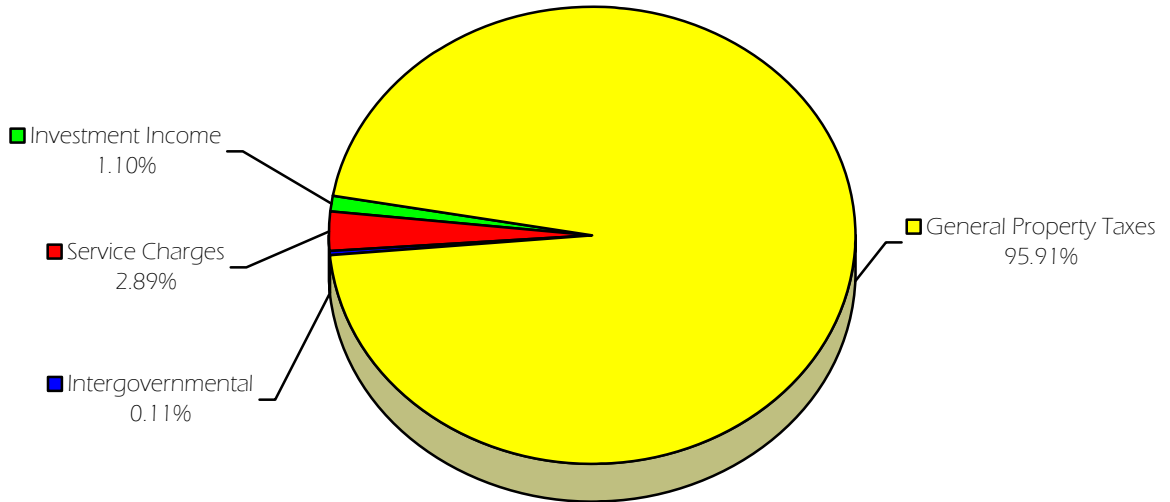
	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Changes
Engineering					
250-2300 Drainage	\$366,143	\$373,870	\$376,433	\$384,708	2.90%
250-2600 Stormwater	168,721	152,314	134,291	175,604	15.29%
Total Engineering	\$534,864	\$526,184	\$510,724	\$560,312	6.49%
Public Services					
260-3210 Sewer Maintenance	2,170,499	2,391,420	2,725,695	2,771,127	15.88%
260-3710 Other Maintenance/Repairs	0	3,395	0	5,000	47.28%
Total Public Services	\$2,170,499	\$2,394,815	\$2,725,695	\$2,776,127	15.92%
Non-Categorical					
590-2000 Contingency	0	110,028	0	151,256	37.47%
590-3000 Non-Categorical	178,217	188,751	188,751	209,449	10.97%
590-4000 Interfund Transfers	224,720	731,877	2,331,877	529,668	-27.63%
Total Non-Categorical	\$402,937	\$1,030,656	\$2,520,628	\$890,373	-13.61%
Total Sewer Fund	\$3,108,300	\$3,951,655	\$5,757,047	\$4,226,812	6.96%

*Unaudited

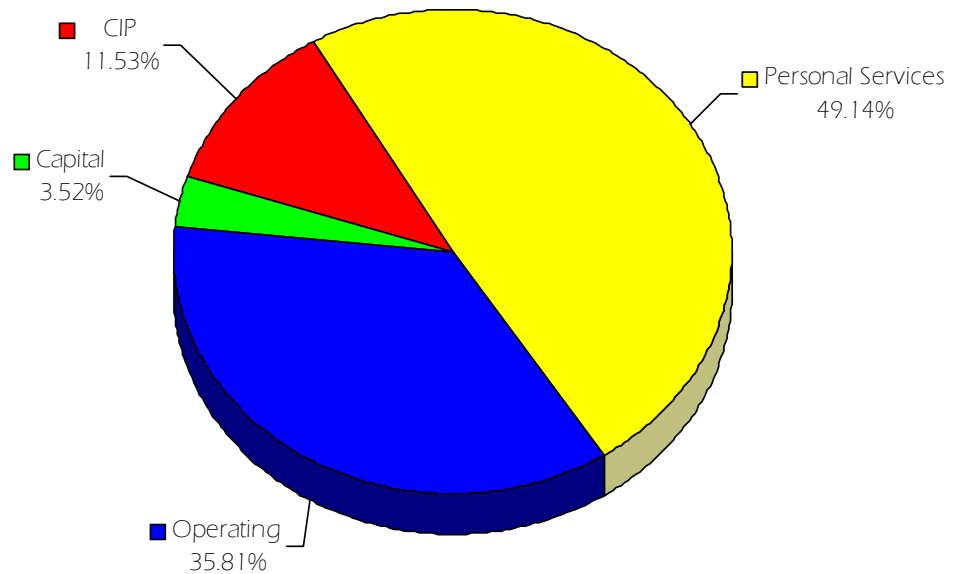
OVERVIEW / PAVING FUND 0203

Paving Fund \$13,602,994

Budget by Revenue Source



Budget by Category



The Paving Fund accounts for maintenance of and improvements to the City's roads and bridges.

OVERVIEW / PAVING FUND 0203

SCHEDULE OF REVENUES

PAVING FUND 0203

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
<u>TAXES</u>					
General Property Taxes					
4001 Real Property - Current Year	\$8,427,131	\$10,377,401	\$9,321,198	\$11,157,034	7.51%
4002 Public Utility	20,116	0	10,567	0	N/A
4003 Timber	0	0	190	0	N/A
4005 Personal Property - Current Year	1,909,171	0	1,843,669	0	N/A
4006 Personal Prop - Motor Vehicle	1,160,507	992,415	1,212,327	1,145,836	15.46%
4007 Mobile Homes	22,998	0	32,344	0	N/A
4012 Not On Digest - Real & Personal	22,335	43,000	49,313	40,000	-6.98%
4015 Recording Intangibles	411,463	395,407	337,281	410,000	3.69%
Subtotal	\$11,973,721	\$11,808,223	\$12,806,889	\$12,752,870	8.00%
Penalties and Interest					
4150 Penalties & Interest - Ad Valorem	250,878	276,014	226,620	225,000	-18.48%
4151 Penalties & Interest - Auto	67,162	67,500	74,268	68,175	1.00%
Subtotal	\$318,040	\$343,514	\$300,888	\$293,175	-14.65%
TOTAL TAXES	\$12,291,761	\$12,151,737	\$13,107,777	\$13,046,045	7.36%
<u>INTERGOVERNMENTAL</u>					
4377 Sale of Timber	800	0	0	0	N/A
4400 Payment Lieu of Taxes -Housing Authority	14,356	13,400	17,474	14,356	7.13%
TOTAL INTERGOVERNMENTAL	\$15,156	\$13,400	\$17,474	\$14,356	7.13%
<u>CHARGES FOR SERVICES</u>					
Charges for Services					
4837 Miscellaneous	4,733	0	1,331	0	N/A
Subtotal	\$4,733	\$0	\$1,331	\$0	N/A
Special Assessments					
4593 Street Repair Reimbursement	28,705	37,594	23,335	37,593	0.00%
4595 Street Assess & Demo Interest	123	0	0	0	N/A
Subtotal	\$28,828	\$37,594	\$23,335	\$37,593	0.00%
State Road Maintenance Fee					
4597 Maintaining State Highways	342,895	325,000	342,895	355,000	9.23%
Subtotal	\$342,895	\$325,000	\$342,895	\$355,000	9.23%
Other Fees					
4599 Public Service Clean-Up Fees	0	0	0	0	N/A
Subtotal	0	0	0	0	N/A
TOTAL CHARGES FOR SERVICES	\$376,455	\$362,594	\$367,561	\$392,594	8.27%
<u>INVESTMENT INCOME</u>					
4772 Gains/Losses On Investments	31,997	0	20,544	0	N/A
4780 Investment Interest	198,473	194,893	252,148	150,000	-23.03%
TOTAL INVESTMENT INCOME	\$230,470	\$194,893	\$272,692	\$150,000	-23.03%
Total Paving Fund	\$12,913,843	\$12,722,624	\$13,765,504	\$13,602,994	6.92%

*Unaudited

OVERVIEW / PAVING FUND 0203

SCHEDULE OF EXPENDITURES

PAVING FUND 0203

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Engineering					
250-2200 Highways and Roads	\$927,229	\$955,253	\$940,658	\$1,018,946	6.67%
Total Engineering	\$927,229	\$955,253	\$940,658	\$1,018,946	6.67%
Public Services					
260-2100 Street Improvements	1,675,647	1,740,508	1,918,753	1,975,774	13.52%
260-2800 Landscape and Forestry	2,001,077	2,186,119	2,077,590	2,209,391	1.06%
260-3110 Repairs and Maintenance	2,044,481	1,967,527	2,042,863	2,231,233	13.40%
260-3120 Right-Of-Way Maintenance	2,499,950	2,742,615	2,694,695	3,179,074	15.91%
260-3130 Community Services: Right-Of-Way Maintenance	190,995	212,287	197,258	221,471	4.33%
260-3710 Other Maintenance/Repairs	0	5,000	401	5,000	0.00%
Total Public Services	\$8,412,150	\$8,854,056	\$8,931,560	\$9,821,943	10.93%
Non-Categorical					
590-2000 Contingency	0	434,914	0	353,322	-18.76%
590-3000 Non-Categorical	626,142	654,343	650,060	566,271	-13.46%
590-4000 Interfund Transfers	1,938,554	1,824,058	2,474,058	1,842,512	1.01%
Total Non-Categorical	\$2,564,696	\$2,913,315	\$3,124,118	\$2,762,105	-5.19%
Total Paving Fund	\$11,904,075	\$12,722,624	\$12,996,336	\$13,602,994	6.92%

*Unaudited

OVERVIEW / MEDICAL CENTER FUND 0204

Medical Center Fund \$ 11,998,604

The Medical Center Fund accounts for funding indigent hospital care for the residents of Columbus. It is funded by contract based on the value of a 3.00 mill levy.

SCHEDULE OF REVENUES

MEDICAL CENTER FUND 0204

	FY07 Actual	FY08 Revised	FY08 Actual	FY09 Adopted	% Change
<u>TAXES</u>					
General Property Taxes					
4001 Real Property - Current Year	\$7,934,436	\$10,195,969	\$8,834,731	\$10,900,185	6.91%
4003 Timber	0	0	0	0	N/A
4005 Personal Property - Current Year	1,797,565	0	1,747,476	0	N/A
4006 Personal Prop - Motor Vehicle	1,077,128	959,493	1,127,294	1,098,419	14.48%
4007 Mobile Homes	20,630	0	28,986	0	N/A
TOTAL TAXES	\$10,829,759	\$11,155,462	\$11,738,997	\$11,998,604	7.56%
<u>OTHER FINANCING SOURCES</u>					
Interfund Transfers In					
4931 Transfer In - General Fund	0	0	0	0	N/A
Subtotal	\$0	\$0	\$0	\$0	N/A
TOTAL OTHER FINANCING SOURCES	\$0	\$0	\$0	\$0	N/A
Total Medical Center Fund	\$10,829,759	\$11,155,462	\$11,738,997	\$11,998,604	7.56%

*Unaudited

SCHEDULE OF EXPENDITURES

MEDICAL CENTER FUND 0204

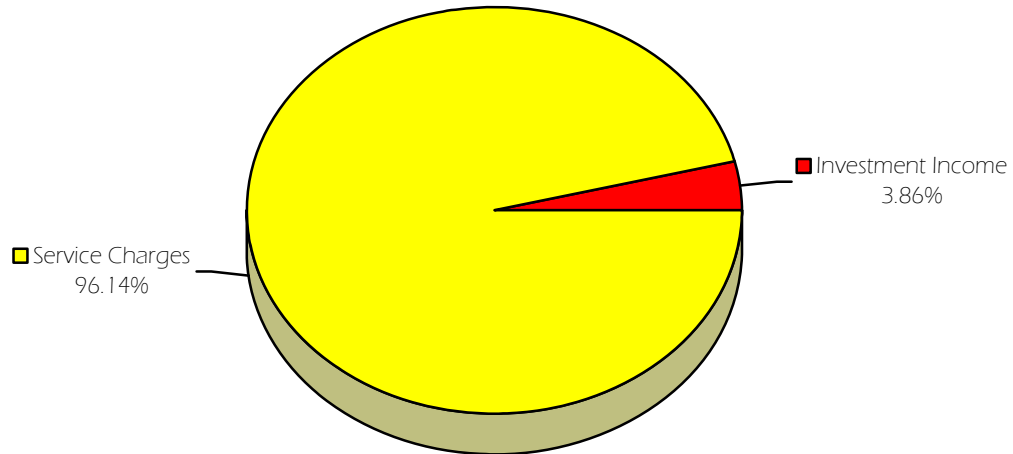
	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Changes
Medical Center					
200-3000 Medical Center	\$10,861,113	\$11,155,462	\$11,676,770	\$11,998,604	7.56%
Total Medical Center	\$10,861,113	\$11,155,462	\$11,676,770	\$11,998,604	7.56%
Total Medical Center Fund	\$10,861,113	\$11,155,462	\$11,676,770	\$11,998,604	7.56%

*Unaudited

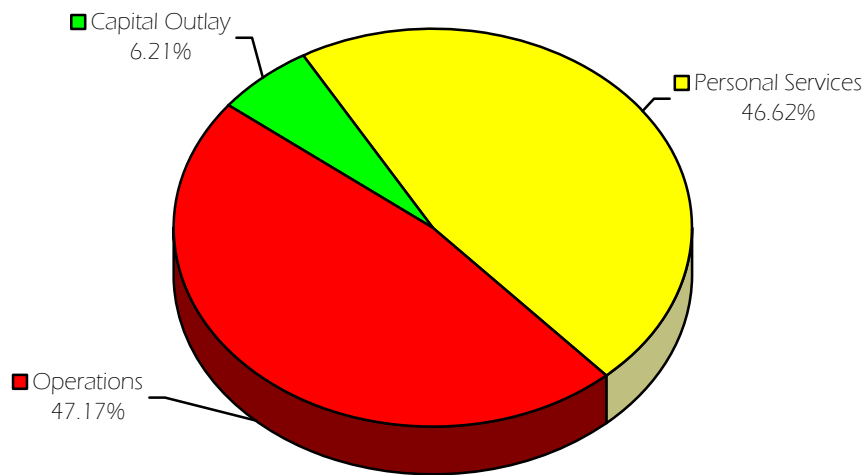
OVERVIEW / INTEGRATED WASTE MANAGEMENT FUND 0207

Integrated Waste Management Fund \$10,369,273

Budget by Revenue Source



Budget by Expense Category



The Integrated Waste Management Fund accounts for the expenses associated with the collection and disposal of solid waste and recycling in Muscogee County.

OVERVIEW / INTEGRATED WASTE MANAGEMENT FUND 0207

SCHEDULE OF REVENUES

INTEGRATED WASTE MANAGEMENT FUND 0207

		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
<u>CHARGES FOR SERVICE</u>						
Sanitation						
4550	Inert Landfill Fees - Granite Bluff	\$ 135,067	\$ 199,980	\$ 125,029	\$ 201,980	1.00%
4552	Commercial Solid Waste Collection Fees	90,320	82,000	78,855	90,320	10.15%
4553	Residential Solid Waste Collection	9,089,991	9,102,030	9,130,561	9,180,891	0.87%
4556	Inert Landfill Fees - Oxbow Mead	19,605	8,500	12,485	9,000	5.88%
4557	Pine Grove Landfill	439,243	315,959	447,591	400,000	26.60%
	Subtotal	\$9,774,226	\$9,708,469	\$9,794,521	\$9,882,191	1.79%
Other Fees						
4558	Recycling Fees	67,118	52,081	32,296	52,081	0.00%
4588	Tree Fee	44,968	35,000	30,211	35,000	0.00%
	Subtotal	\$ 112,086	\$87,081	\$62,507	\$87,081	0.00%
Charges for Services						
4837	Miscellaneous	3,740	0	885	0	N/A
	Subtotal	\$3,740	\$0	\$885	\$0	N/A
TOTAL CHARGES FOR SERVICES		\$9,890,052	\$9,795,550	\$9,857,913	\$9,969,272	1.77%
<u>INVESTMENT INCOME</u>						
4772	Gains/Losses On Investments	44,663	0	82,251	0	N/A
4780	Investment Interest	422,948	400,000	442,063	400,000	0.00%
TOTAL INVESTMENT INCOME		\$467,611	\$400,000	\$524,314	\$400,000	0.00%
<u>OTHER FINANCING SOURCES</u>						
4906	Property Sales	(8,500)	0	(4,100)	0	N/A
4908	Gain Sale Of Assets	(38,997)	0	(40,799)	0	N/A
TOTAL OTHER FINANCING SOURCES		(\$47,497)	\$0	(\$44,899)	\$0	N/A
Total Integrated Waste Management Fund		\$10,310,166	\$10,195,550	\$10,337,328	\$10,369,273	1.70%

*Unaudited

OVERVIEW / INTEGRATED WASTE MANAGEMENT FUND 0207

SCHEDULE OF EXPENDITURES INTEGRATED WASTE MANAGEMENT FUND 0207

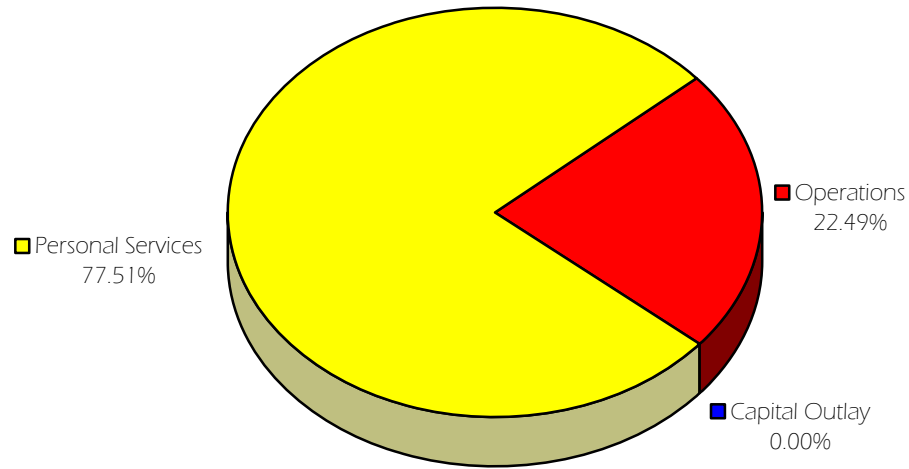
	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Public Services					
260-3510 Solid Waste Collection	\$4,324,300	\$4,638,728	\$5,008,213	\$5,836,370	25.82%
260-3520 Recycling	674,299	743,663	930,132	1,066,741	43.44%
260-3540 Granite Bluff Inert Landfill	160,410	168,474	201,877	204,946	21.65%
260-3550 Oxbow Meadow Inert Landfill	174,121	219,859	191,009	233,004	5.98%
260-3560 Pine Grove Landfill	1,161,044	1,569,785	2,264,453	1,698,087	8.17%
260-3710 Other Maintenance/Repairs	0	13,580	913	13,580	0.00%
Total Public Services	\$6,494,174	\$7,354,089	\$8,596,597	\$9,052,728	23.10%
Parks and Recreation					
270-3150 Refuse Collection - Parks	85,420	75,656	71,447	76,559	1.19%
Total Parks and Recreation	\$85,420	\$75,656	\$71,447	\$76,559	1.19%
Non-Categorical					
590-2000 Contingency	0	169,591	0	196,081	15.62%
590-3000 Non-Categorical	865,675	716,214	740,901	624,773	-12.77%
590-4000 Interfund Transfers	80,000	1,880,000	80,000	419,132	-77.71%
Total Non-Categorical	\$945,675	\$2,765,805	\$820,901	\$1,239,986	-55.17%
Total Integrated Waste Fund	\$7,525,269	\$10,195,550	\$9,488,945	\$10,369,273	1.70%

*Unaudited

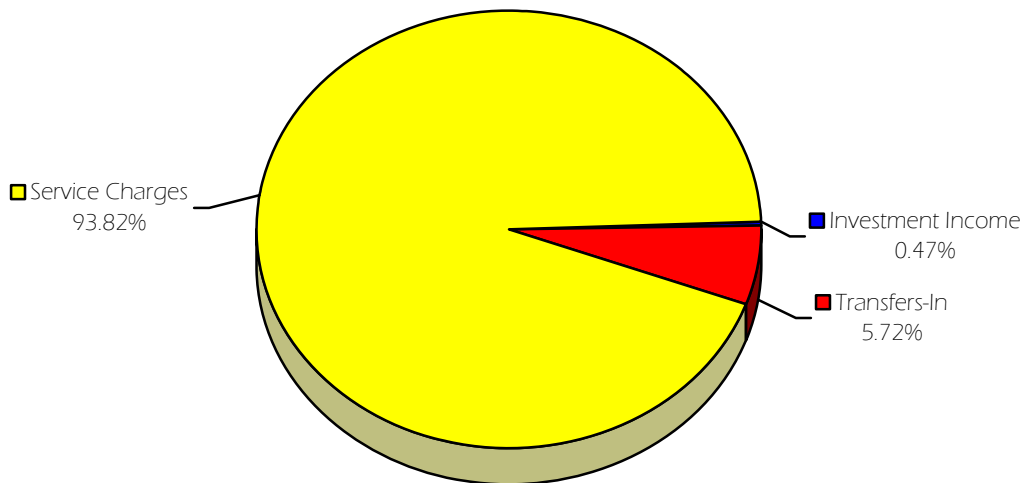
OVERVIEW / EMERGENCY TELEPHONE FUND 0209

Emergency Telephone Fund \$3,216,916

Budget by Expense Category



Budget by Revenue Source



The Emergency Telephone Fund accounts for expenses for the Emergency 911 System that ensures public safety departments respond quickly to emergency situations.

OVERVIEW / EMERGENCY TELEPHONE FUND 0209

SCHEDULE OF REVENUES

EMERGENCY TELEPHONE FUND 0209

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
<u>CHARGES FOR SERVICE</u>					
4500 Emergency Telephone Surcharge	\$1,629,481	\$1,625,088	\$1,490,358	\$1,633,213	0.50%
4514 Wireless Surcharge	1,316,474	1,319,412	1,409,529	1,384,750	4.95%
TOTAL CHARGES FOR SERVICE	\$2,945,955	\$2,944,500	\$2,899,887	\$3,017,963	2.49%
<u>INVESTMENT INCOME</u>					
4780 Investment Interest	57,114	35,112	20,970	15,000	-57.28%
TOTAL INVESTMENT INCOME	\$57,114	\$35,112	\$20,970	\$15,000	-57.28%
<u>OTHER FINANCING SOURCES</u>					
Interfund Transfers In					
4931 Transfer In - General Fund	0	425,000	0	183,953	-56.72%
Subtotal	\$0	\$425,000	\$0	\$183,953	-56.72%
TOTAL OTHER FINANCING SOURCES	\$0	\$425,000	\$0	\$183,953	-56.72%
Total Emergency Telephone Fund	\$3,003,069	\$3,404,612	\$2,920,857	\$3,216,916	-5.51%

*Unaudited

SCHEDULE OF EXPENDITURES

EMERGENCY TELEPHONE FUND 0209

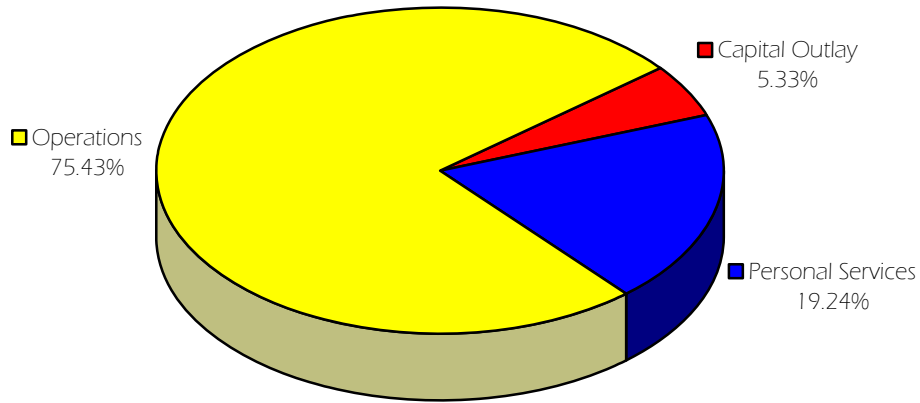
	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
E-911					
400-3220 E-911	\$2,725,907	\$2,940,359	\$3,464,279	\$3,117,687	6.03%
Total E-911	\$2,725,907	\$2,940,359	\$3,464,279	\$3,117,687	6.03%
Non-Categorical					
590-2000 Contingency	0	151,344	0	99,229	-34.43%
590-3000 Non-Categorical	312,145	312,909	0	0	-100.00%
Total Non-Categorical	\$312,145	\$464,253	\$0	\$99,229	-78.63%
Total Emergency Telephone Fund	\$3,038,052	\$3,404,612	\$3,464,279	\$3,216,916	-5.51%

*Unaudited

OVERVIEW / CDBG FUND 0210

CDBG Fund \$1,783,962

Budget by Expense Category



The Community Development Block Grant (CDBG) Fund accounts for grant monies received from the Department of Housing and Urban Development under the Community Development Block Grant Program.

SCHEDULE OF REVENUES

CDBG FUND 0210

		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
099	Community Development Block Grant (CDBG)	\$2,092,995	\$2,144,925	\$3,188,870	\$1,783,962	-16.83%
Total CDBG Fund		\$2,092,995	\$2,144,925	\$3,188,870	\$1,783,962	-16.83%

*Unaudited

SCHEDULE OF EXPENDITURES

CDBG FUND 0210

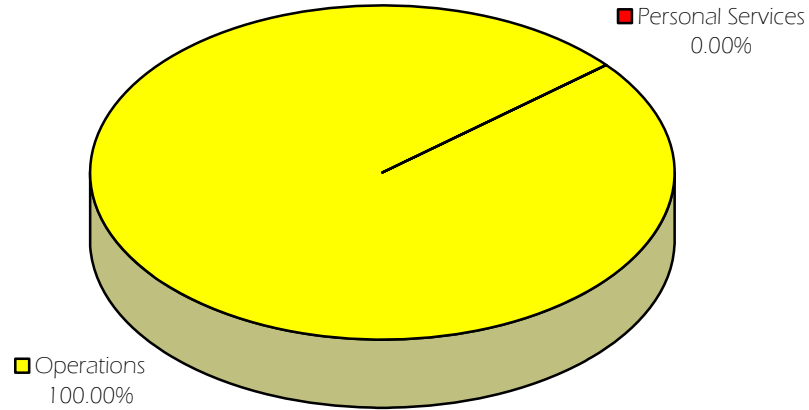
		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
130	Community Development Block Grant (CDBG)	\$2,693,590	\$2,144,925	\$3,179,321	\$1,841,560	-14.10%
Total CDBG Fund		\$2,693,590	\$2,144,925	\$3,179,321	\$1,841,560	-14.10%

*Unaudited

OVERVIEW / WORKFORCE INVESTMENT ACT FUND 0220

Workforce Investment Act (WIA) Fund \$1,614,134

Budget by Expense Category



The Workforce Investment Act Program Fund accounts for grant monies received from the Department of Labor under the Job Training Partnership Act.

SCHEDULE OF REVENUES WORKFORCE INVESTMENT ACT FUND 0220

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
099 Workforce Investment Act (WIA)	\$1,561,963	\$1,499,979	\$1,698,871	\$1,614,134	7.61%
Total WIA Fund	\$1,561,963	\$1,499,979	\$1,698,871	\$1,614,134	7.61%

*Unaudited

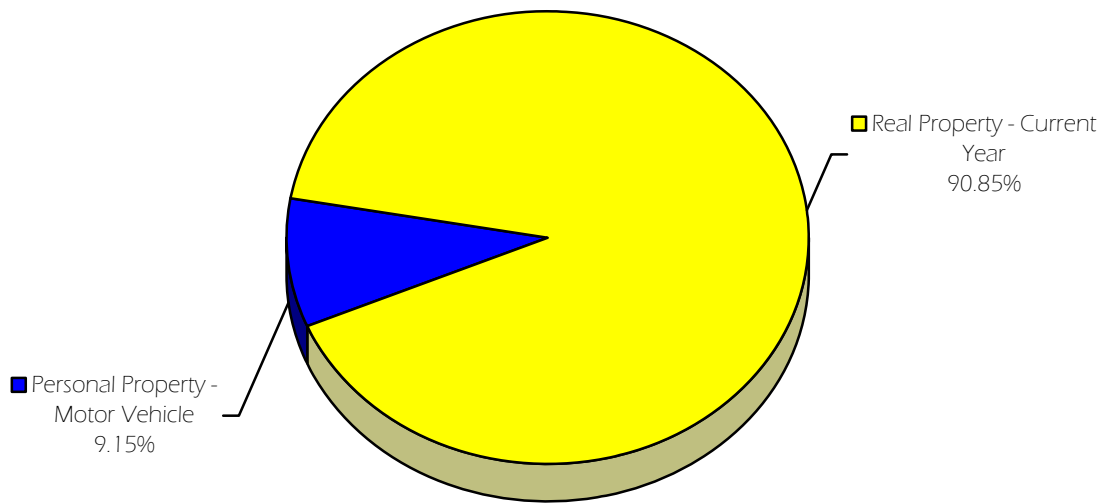
SCHEDULE OF EXPENDITURES WORKFORCE INVESTMENT ACT FUND 0220

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
670, 675 & 680 Workforce Investment Act (WIA)	\$1,561,963	\$1,499,979	\$1,698,871	\$1,614,134	7.61%
Total WIA Fund	\$1,561,963	\$1,499,979	\$1,698,871	\$1,614,134	7.61%

*Unaudited

Economic Development Authority Fund \$969,887

Budget by Revenue Source



The Economic Development Authority Fund accounts for funds utilized in economic development activities for the citizens of the City of Columbus. It is budgeted on the anticipated collection rate of 0.25 mills.

OVERVIEW / ECONOMIC DEVELOPMENT AUTHORITY FUND 0230

SCHEDULE OF REVENUES

ECONOMIC DEVELOPMENT AUTHORITY FUND 0230

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
TAXES					
General Property Taxes					
4001 Real Property - Current Year	661,203	807,181	736,228	881,098	9.16%
4003 Timber	0	0	43	0	N/A
4005 Personal Property - Current Year	149,797	0	145,623	0	N/A
4006 Personal Prop - Motor Vehicle	89,761	75,960	93,941	88,789	16.89%
4007 Mobile Homes	1,719	0	2,415	0	N/A
TOTAL TAXES	\$902,480	\$883,141	\$978,250	\$969,887	9.82%
Total Economic Development Authority Fund	\$902,480	\$883,141	\$978,250	\$969,887	9.82%

*Unaudited

SCHEDULE OF EXPENDITURES

ECONOMIC DEVELOPMENT AUTHORITY FUND 0230

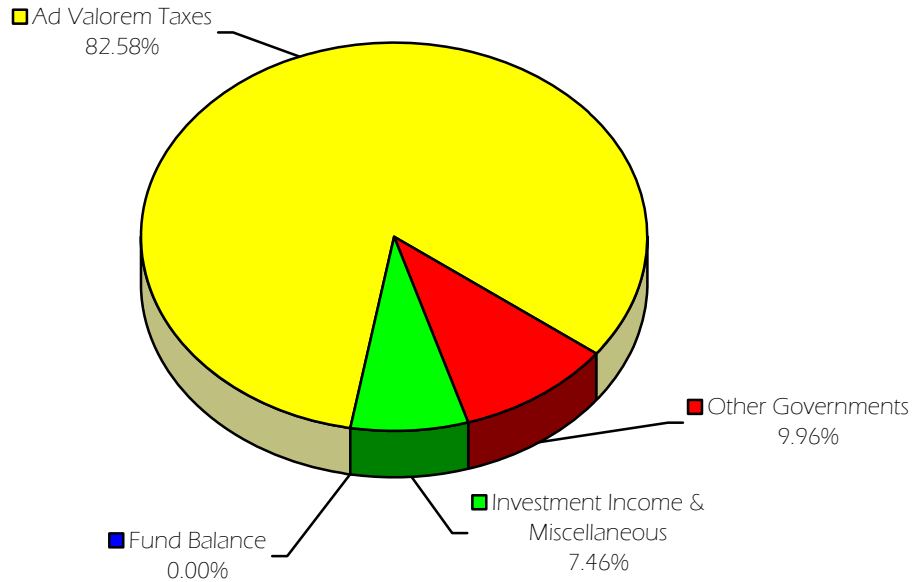
	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Non-Categorical					
590-1000 Agency Appropriations	\$908,369	\$883,141	\$941,421	\$969,887	9.82%
Total Non-Categorical	\$908,369	\$883,141	\$941,421	\$969,887	9.82%
Total Economic Development Authority Fund	\$908,369	\$883,141	\$941,241	\$969,887	9.82%

*Unaudited

OVERVIEW / DEBT SERVICE FUND 0405

Debt Service Fund \$6,742,948

Budget by Revenue Source



Debt Margin

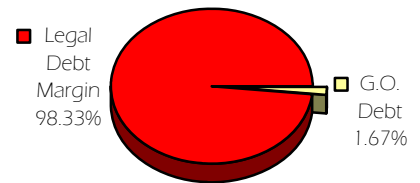
The Columbus Consolidated Government remains well below the debt ceiling of 10% of assessed value of taxable property established by the State of Georgia’s constitution using only 3.9% of this established legal debt limit.

Computation of Legal Debt Margin
For Fiscal Year Ending June 30, 2008

Assessed value of taxable property*	\$ 4,405,801,225
Debt Limit: 10% of assessed value	440,580,123
Less: Amount of debt applicable to debt limit	7,345,000
Legal Debt Margin	\$433,235,123

*Based on 2008 State Approved Gross Digest as of 08/01/08

Debt Margin Limit



The Debt Service Fund accounts for debt payments to meet the obligations for revenue bonds.

OVERVIEW / DEBT SERVICE FUND 0405

SCHEDULE OF REVENUES

DEBT SERVICE FUND 0405

		FY07	FY08	FY08	FY09	%
		Actual	Revised	Actual*	Adopted	Change
<u>TAXES</u>						
General Property Taxes						
4001	Real Property - Current Year	\$3,693,737	\$4,554,729	\$4,033,701	\$4,885,289	7.26%
4002	Public Utility	8,817	0	4,573	0	N/A
4003	Timber	0	0	209	0	N/A
4005	Personal Property - Current Year	836,840	0	797,871	0	N/A
4006	Personal Prop - Motor Vehicle	441,623	377,656	462,191	436,841	15.67%
4007	Mobile Homes	8,458	0	11,884	0	N/A
4012	Not On Digest - Real & Persona	9,790	11,760	21,341	9,000	-23.47%
4015	Recording Intangibles	180,355	108,898	145,962	108,898	0.00%
	Subtotal	\$5,179,620	\$5,053,043	\$5,477,732	\$5,440,028	7.66%
Penalties and Interest						
4150	Penalties & Interest - Ad Valorem	109,966	107,364	98,073	105,217	-2.00%
4151	Penalties & Interest - Auto	25,558	19,000	28,314	23,000	21.05%
	Subtotal	\$135,524	\$126,364	\$126,387	\$128,217	1.47%
TOTAL TAXES		\$5,315,145	\$5,179,407	\$5,604,119	\$5,568,245	7.51%
<u>INTERGOVERNMENTAL</u>						
4359	Miscellaneous Revenues	22,000,000	0	0	0	N/A
	Payment Lieu Taxes Housing					
4400	Auth	6,293	658,170	7,562	5,400	-99.18%
4415	Columbus Water Works	649,861	93,455	658,170	649,862	595.37%
4425	Bull Creek Golf Course	80,010	0	93,455	16,190	N/A
TOTAL INTERGOVERNMENTAL		\$22,736,164	\$751,625	\$759,187	\$671,452	-10.67%
<u>INVESTMENT INCOME</u>						
4772	Gains/Losses On Investments	0	5,400	0	0	N/A
4780	Investment Interest	78,878	72,114	164,281	98,251	36.24%
TOTAL INVESTMENT INCOME		78,878	77,514	164,281	98,251	26.75%
<u>MISCELLANEOUS</u>						
4837	Miscellaneous	386,726	405,000	456,236	405,000	0.00%
TOTAL MISCELLANEOUS		\$386,726	\$405,000	\$456,236	\$405,000	0.00%
<u>INTERFUND TRANSFERS IN</u>						
4989	Transfers In - 2001 Co	0	0	4,043	0	N/A
TOTAL INTERFUND TRANSFERS IN		\$0	\$0	\$4,043	\$0	N/A
Total Debt Service Fund		\$28,516,912	\$6,413,546	\$6,987,866	\$6,742,948	5.14%

*Unaudited

OVERVIEW / DEBT SERVICE FUND 0405

SCHEDULE OF EXPENDITURES

DEBT SERVICE FUND 0405

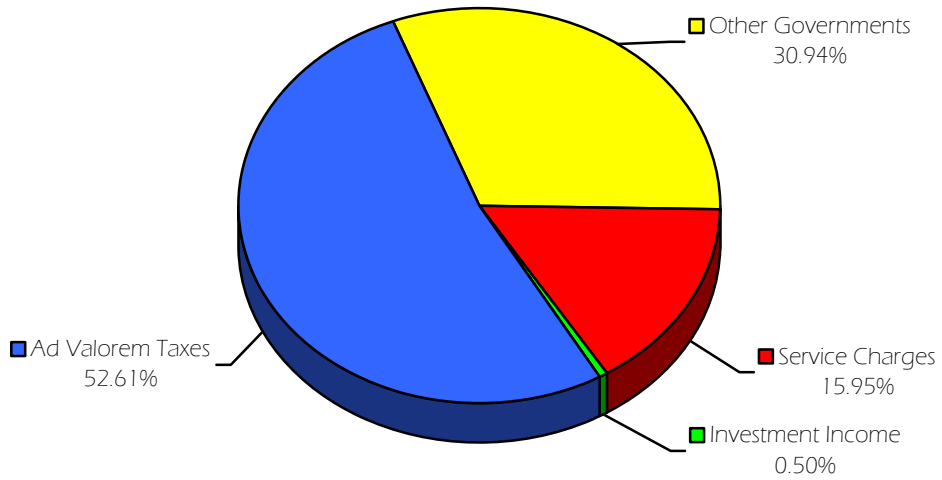
		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Debt Service						
200-2000	Debt Service	\$0	\$0	\$0	\$0	N/A
200-2800	Water & Sewer Revenue Bonds	528,063	535,622	535,622	534,854	-0.14%
200-3450	1997A Lease Revenue Bonds	665,924	668,340	668,339	664,977	-0.50%
200-3470	1999A Lease Revenue Refunding Bonds	1,155,430	1,163,030	1,163,030	1,163,830	0.07%
200-3472	1999C Lease Revenue Bonds	908,263	909,219	909,219	908,375	-0.09%
200-3474	2003A Lease Revenue Bond	2,022,756	2,024,467	2,024,467	2,026,861	0.12%
200-3475	2003B Taxable Lease Revenue Bond	756,414	752,339	752,339	752,989	0.09%
200-3476	2004 Lease Revenue Bonds	22,623,003	1,298,549	0	0	-100.00%
200-3610	GMA Loan Program	638,579	613,737	594,480	691,062	12.60%
Total Debt Service		29,298,432	7,965,303	6,647,496	6,742,948	-15.35%
Total Debt Service Fund		\$29,298,432	\$7,965,303	\$6,647,496	\$6,742,948	-15.35%

*Unaudited

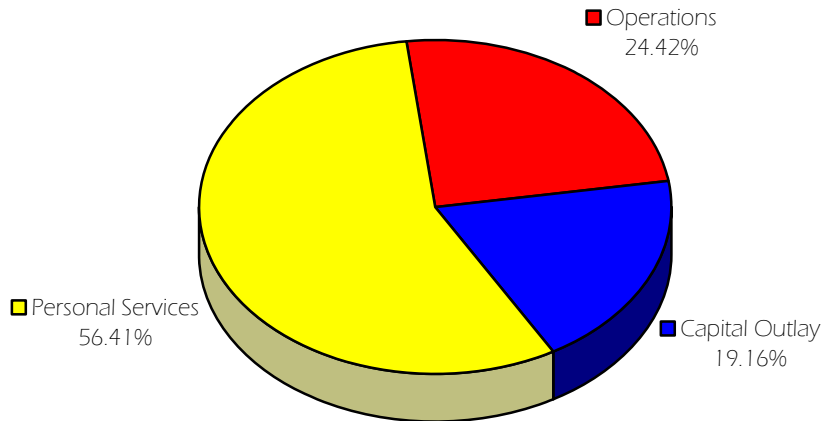
OVERVIEW / TRANSPORTATION FUND 0751

Transportation Fund \$6,046,255

Budget by Revenue Source



Budget by Expense Category



The Transportation Fund accounts for all expenses related to METRA, including administration and operations.

OVERVIEW / TRANSPORTATION FUND 0751

SCHEDULE OF REVENUES

TRANSPORTATION FUND 0751

		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
<u>TAXES</u>						
General Property Taxes						
4001	Real Property - Current Year	\$2,168,746	\$2,675,422	\$2,414,827	\$2,890,002	8.02%
4003	Timber	0	0	139	0	N/A
4005	Personal Property - Current Year	491,335	0	477,643	0	N/A
4006	Personal Prop - Motor Vehicle	294,415	251,771	308,127	291,228	15.67%
4007	Mobile Homes	5,639	0	7,923	0	N/A
TOTAL TAXES		\$2,960,135	\$2,927,193	\$3,208,659	\$3,181,230	8.68%
<u>INTERGOVERNMENTAL</u>						
4301	FTA Capital Grant	961,890	1,422,676	1,528,604	1,465,568	3.01%
4302	FTA Section 9 - Planning	113,890	129,484	120,279	146,284	12.97%
4330	Dot Capital Grant	119,271	177,834	220,678	177,278	-0.31%
4337	Dot Section 9 - Planning	73,820	75,794	74,071	77,895	2.77%
4400	Payment Lieu Taxes Housing Auth	3,695	3,500	4,527	3,500	0.00%
TOTAL INTERGOVERNMENTAL		\$1,272,566	\$1,809,288	\$1,948,159	1,870,525	3.38%
<u>CHARGES FOR SERVICE</u>						
Charges for Service						
4837	Miscellaneous	5,943	5,633	1,118	1,000	-82.25%
	Subtotal	\$5,943	\$5,633	\$1,118	\$1,000	-82.25%
Transit Charges						
4560	Subscription Farebox Revenue	15,533	14,000	8,521	10,000	-28.57%
4561	Passenger Services	821,645	853,808	894,718	891,000	4.36%
4562	Dial-A-Ride	46,122	51,175	50,107	42,000	-17.93%
4563	Advertising	0	0	4,566	10,000	N/A
	Subtotal	\$883,300	\$918,983	\$957,912	\$953,000	3.70%
Other Fees						
4540	Handicap I.D. Fees	10,415	9,000	11,686	10,000	11.11%
4558	Recycling Fees	330	500	377	500	0.00%
	Subtotal	\$10,745	\$9,500	\$12,063	\$10,500	10.53%
TOTAL CHARGES FOR SERVICE		\$899,987	\$934,116	\$971,093	\$964,500	3.25%
<u>INVESTMENT INCOME</u>						
4780	Investment Interest	19,113	10,000	45,607	30,000	200.00%
TOTAL INVESTMENT INCOME		\$19,113	\$10,000	\$45,607	\$30,000	200.00%
<u>MISCELLANEOUS</u>						
4906	Property Sales	0	0	-750	0	N/A
4908	Gain Sale of Assets	0	0	-6,155	0	N/A
TOTAL MISCELLANEOUS		\$0	\$0	-\$6,905	\$0	N/A
Total Transportation Fund		\$5,151,884	\$5,680,597	\$6,166,613	\$6,046,256	6.44%

*Unaudited

OVERVIEW / TRANSPORTATION FUND 0751

SCHEDULE OF EXPENDITURES

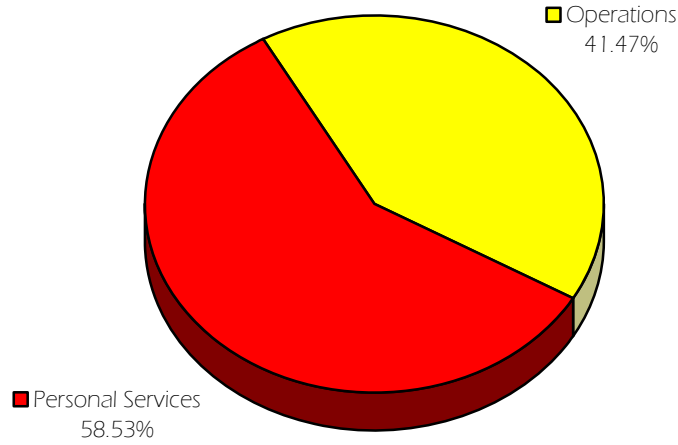
TRANSPORTATION FUND 0751

		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Public Services						
260-3710	Other Maintenance/Repairs	\$2,748	\$12,000	\$0	\$12,000	0.00%
Total Public Services		\$2,748	\$12,000	\$0	\$12,000	0.00%
Non-Departmental						
590-2000	Contingency	0	135,123	0	109,811	-18.73%
590-3000	Non-Categorical	91,936	104,821	85,691	96,442	-7.99%
590-4000	Interfund Transfers	115,000	115,000	115,000	115,000	0.00%
Total Non-Departmental		\$206,936	\$354,944	\$200,691	\$321,253	-9.49%
METRA						
610-1000	Director	130,207	137,435	148,014	153,069	11.38%
610-2100	Operations	1,679,846	1,804,099	1,770,442	1,960,546	8.67%
610-2200	Maintenance	1,138,388	1,117,187	1,369,338	1,241,720	11.15%
610-2300	Dial-A-Ride	218,933	242,966	229,833	261,688	7.71%
610-2400	FTA	563,998	1,769,462	1,918,618	1,822,517	3.00%
610-2900	Charter Services	15,154	22,000	15,255	28,000	27.27%
610-3410	Planning-FTA (5303)	66,205	66,232	65,594	65,268	-1.46%
610-3420	Planning-FTA (5307)	142,751	154,272	150,348	180,195	16.80%
Total METRA		\$3,955,482	\$5,313,653	\$5,667,442	\$5,713,003	7.52%
Total Transportation Fund		\$4,165,166	\$5,680,597	\$5,868,133	\$6,046,256	6.44%

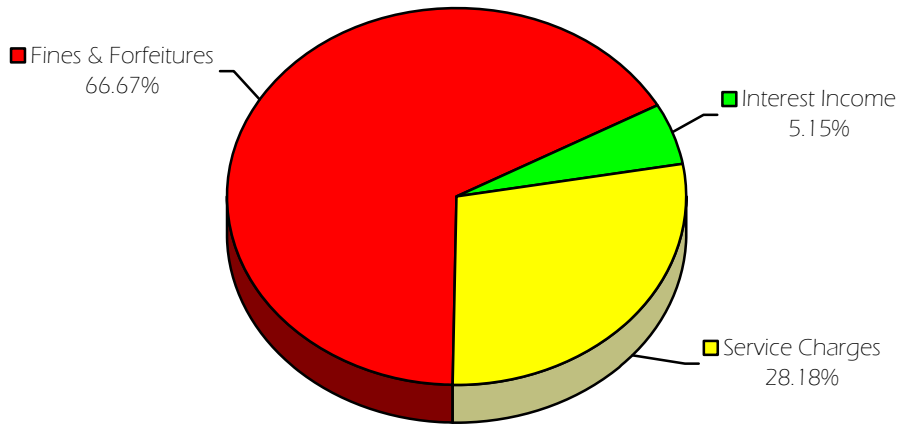
OVERVIEW / PARKING MANAGEMENT FUND 0752

Parking Management Fund \$335,658

Budget by Expense Category



Budget by Revenue Source



The Parking Management Fund accounts for all expenses related to Columbus' Uptown Parking District, including parking and enforcement.

OVERVIEW / PARKING MANAGEMENT FUND 0752

SCHEDULE OF REVENUES

PARKING MANAGEMENT FUND 0752

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
<u>CHARGES FOR SERVICE</u>					
4568 Parking Fees	\$59,052	\$66,348	\$36,572	\$50,000	-24.64%
4569 Public Parking Fees	36,650	37,650	29,207	32,000	-15.01%
TOTAL CHARGES FOR SERVICE	\$95,702	\$103,998	\$65,779	\$82,000	-21.15%
<u>FINES AND FORFEITURES</u>					
4752 Parking Violations Tickets	255,667	213,763	160,648	194,000	-9.25%
TOTAL FINES AND FORFEITURES	\$255,667	\$213,763	\$160,648	\$194,000	-9.25%
<u>INVESTMENT INCOME</u>					
4772 Gains/Losses On Investments	-1,296	0	-255	0	N/A
4780 Investment Interest	19,705	25,000	14,605	15,000	-40.00%
TOTAL INVESTMENT INCOME	\$18,409	\$25,000	\$14,350	\$15,000	-40.00%
Total Parking Management Fund	\$369,778	\$342,761	\$240,777	\$291,000	-15.10%

*Unaudited

SCHEDULE OF EXPENDITURES

PARKING MANAGEMENT FUND 0752

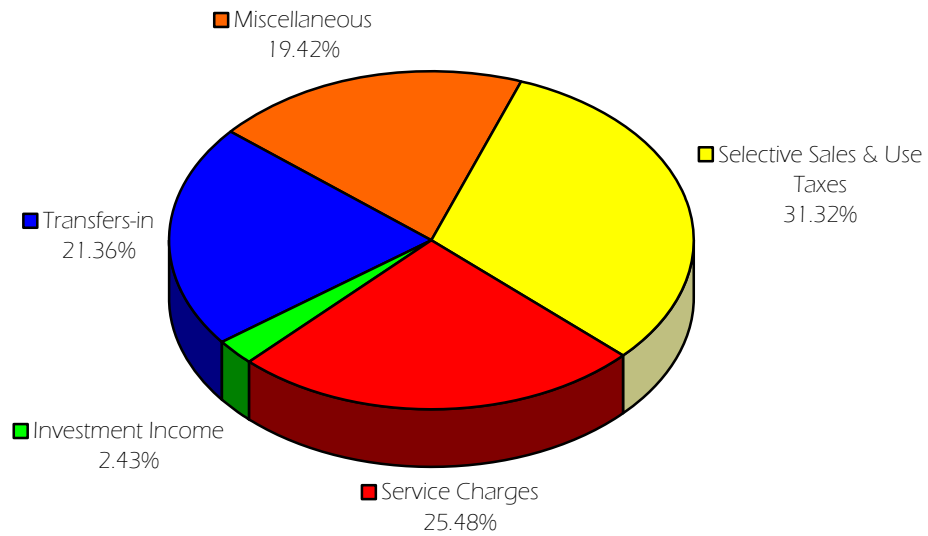
	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Changes
Non-Departmental					
590-2000 Contingency	\$0	\$13,334	\$0	\$8,405	-36.97%
590-3000 Non-Categorical	12,071	13,899	13,899	13,727	-1.24%
Total Non-Departmental	\$12,071	\$27,233	\$13,899	\$22,132	-18.73%
Parking Management					
610-2800 Parking Management	311,438	315,528	333,164	313,526	-0.63%
Total Parking Management	\$311,438	\$315,528	\$333,164	\$313,526	-0.63%
Total Parking Management Fund	\$323,509	\$342,761	\$347,063	\$335,658	-2.07%

*Unaudited

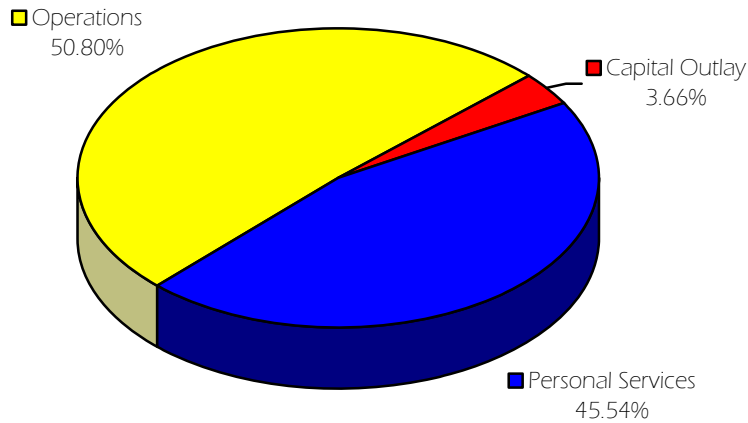
OVERVIEW / COLUMBUS IRON WORKS TRADE
& CONVENTION CENTER FUND 0753

Columbus Iron Works Trade & Convention Center Fund
\$2,674,490

Budget by Revenue Source



Budget by Expense Category



The Columbus Ironworks Convention & Trade Center Fund provides for the administration, operation, and maintenance of the Columbus Ironworks Convention and Trade Center.

OVERVIEW / COLUMBUS IRON WORKS TRADE
& CONVENTION CENTER FUND 0753

COLUMBUS IRON WORKS TRADE
SCHEDULE OF REVENUES & CONVENTION CENTER FUND 0753

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
<u>SELECTIVE SALES & USE TAXES</u>					
4052 Beer Tax	\$805,367	\$794,912	\$780,949	\$837,581	5.37%
TOTAL SELECTIVE SALES & USE TAXES	\$805,367	\$794,912	\$780,949	\$837,581	5.37%
<u>CHARGES FOR SERVICE</u>					
Charges for Service					
4568 Parking Fees	4,029	10,000	4,904	5,000	-50.00%
4837 Miscellaneous	14,944	37,055	16,508	25,000	-32.53%
Subtotal	\$18,973	\$47,055	\$21,412	\$30,000	-36.24%
Trade Center Operations					
4580 Convention Services Revenue	8,049	14,158	5,968	14,158	0.00%
4581 Food Service Contract - Events	667,727	615,107	603,568	635,250	3.27%
Subtotal	\$675,776	\$629,265	\$609,536	\$649,408	3.20%
Other Charges for Services					
4827 Outside Personnel Services	377	700	225	700	0.00%
4828 Copy Work	930	1,300	933	1,300	0.00%
Subtotal	\$1,307	\$2,000	\$1,158	\$2,000	0.00%
TOTAL CHARGES FOR SERVICE	\$696,056	\$678,320	\$632,106	\$681,408	.46%
<u>INVESTMENT INCOME</u>					
4780 Investment Interest	69,216	65,000	74,096	65,000	0.00%
TOTAL INVESTMENT INCOME	\$69,216	\$65,000	\$74,096	\$65,000	0.00%
<u>MISCELLANEOUS</u>					
Miscellaneous					
4842 Vendors Comp. - Sales Tax	176	200	192	200	0.00%
Subtotal	\$176	\$200	\$192	\$200	0.00%
Rents and Royalties					
4874 Equipment Rental	93,395	92,900	102,261	97,545	5.00%
4875 Space Rental	379,251	392,000	381,105	421,571	7.54%
Subtotal	\$472,646	\$484,900	\$483,366	\$519,116	7.06%
TOTAL MISCELLANEOUS	\$472,822	\$485,100	\$483,558	\$519,316	7.05%
<u>OTHER FINANCING SOURCES</u>					
INTERFUND TRANSFERS IN					
4943 Transfer In - Hotel/Motel Tax	538,397	547,589	591,022	571,185	4.31%
Subtotal	\$538,397	\$547,589	\$591,022	\$571,185	4.31%
TOTAL OTHER FINANCING SOURCES	\$538,397	\$547,589	\$591,022	\$571,185	4.31%
Total Trade Center Fund	\$2,581,858	\$2,570,921	\$2,561,731	\$2,674,490	4.03%

*Unaudited

OVERVIEW / COLUMBUS IRON WORKS TRADE
& CONVENTION CENTER FUND 0753

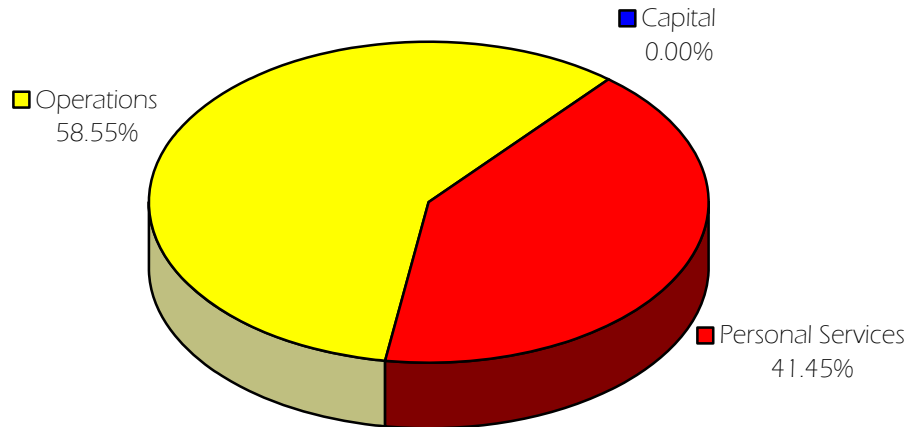
SCHEDULE OF EXPENDITURES		COLUMBUS IRON WORKS TRADE & CONVENTION CENTER FUND 0753				
		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Changes
Non-Categorical						
590-2000	Contingency	\$37,483	\$81,808	\$50,869	\$53,753	-34.29%
590-3000	Non-Categorical	49,472	45,625	51,570	49,684	8.90%
Total Non-Categorical		\$86,955	\$127,433	\$102,439	\$103,437	-18.83%
Trade Center						
620-1000	Trade Center	\$503,613	\$583,385	\$548,576	\$602,236	3.23%
620-2100	Sales	148,306	233,992	198,364	228,498	-2.35%
620-2200	Operations	328,950	514,472	467,890	531,956	3.40%
620-2300	Building Maintenance	710,084	768,509	848,959	864,826	12.53%
620-2600	Trade Center-Bonded Debt	239,831	343,130	237,222	343,537	0.12%
Total Trade Center		\$1,930,784	\$2,443,488	\$2,301,011	\$2,571,053	5.22%
Total Trade Center Fund		\$2,017,739	\$2,570,921	\$2,403,450	\$2,674,490	4.03%

*Unaudited

OVERVIEW / BULL CREEK GOLF COURSE FUND 0755

Bull Creek Golf Course Fund \$1,654,507

Budget by Expense Category



The Bull Creek Golf Course Fund provides for administration, operation, and maintenance of Bull Creek Golf Course.

SCHEDULE OF REVENUES

BULL CREEK GOLF COURSE FUND 0755

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Approved	% Change
<u>CHARGES FOR SERVICE</u>					
4541 Golf Course Handicap Fees	\$1,450	\$2,000	\$850	\$415	-79.25%
4542 Operations - Golf Course	1,034,551	1,226,368	1,096,927	1,057,072	-13.80%
4543 Golf Range Fees	24,900	43,526	30,293	28,854	-33.71%
4544 Snack Bar - Golf Course	136,145	120,000	161,763	160,671	33.89%
4582 Sale Of Merchandise	89,999	140,000	89,811	90,000	-35.71%
TOTAL	\$1,287,045	\$1,531,894	\$1,379,644	\$1,337,012	-12.72%
<u>MISCELLANEOUS</u>					
4837 Miscellaneous	0	0	544	300	N/A
4878 Rental/Lease Income	47,324	40,000	27,194	36,370	-9.08%
4908 Gain Sale of Assets	0	0	-26,511	0	N/A
TOTAL	\$47,324	\$40,000	\$1,227	\$36,670	-8.33%
<u>INTERFUND TRANSFERS IN</u>					
4931 Transfer In - General Fund	0	0	0	280,825	N/A
TOTAL	\$0	\$0	\$0	\$280,825	N/A
Total Bull Creek Fund	\$1,334,369	\$1,571,894	\$1,380,871	\$1,654,507	5.26%

*Unaudited

OVERVIEW / BULL CREEK GOLF COURSE FUND 0755

SCHEDULE OF EXPENDITURES

BULL CREEK GOLF COURSE FUND 0755

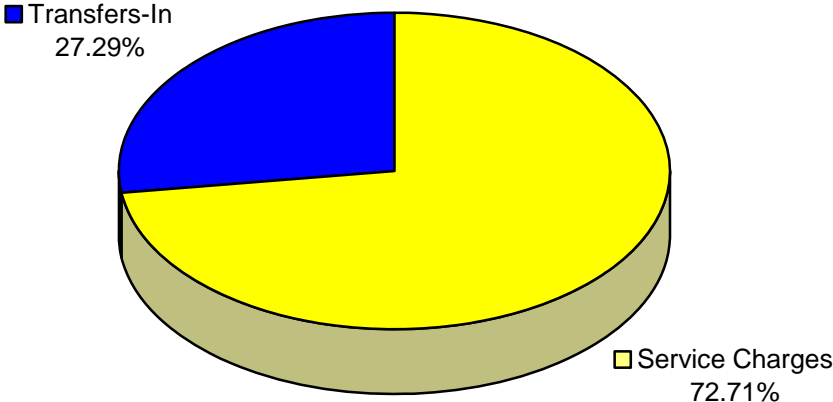
		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Approved	% Change
Non-Categorical						
590-2000	Contingency	\$0	\$0	\$0	\$0	0.00%
590-3000	Non-Categorical	38,699	40,246	40,653	37,630	-6.50%
Total Non-Categorical		\$38,699	\$40,246	\$40,653	\$37,630	6.40%
Bull Creek						
630-2100	Bull Creek - Maintenance	699,272	694,654	727,950	850,763	22.47%
630-2200	Bull Creek - Operations	551,706	737,301	586,693	667,275	-9.50%
630-2400	Bull Creek Debt Service	18,555	99,693	23,875	98,839	-0.86%
Total Bull Creek		\$1,269,533	\$1,531,648	\$1,338,518	\$1,616,877	5.56%
Total Bull Creek Golf Course Fund		\$1,308,232	\$1,571,894	\$1,379,171	\$1,654,507	5.26%

*Unaudited

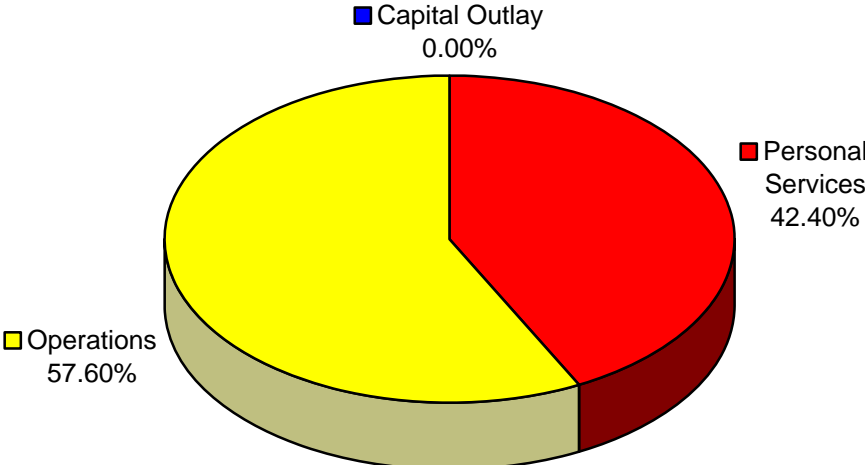
OVERVIEW / OXBOW CREEK GOLF COURSE FUND 0756

Oxbow Creek Golf Course Fund \$550,058

Budget by Revenue Source



Budget by Expense Category



The Oxbow Creek Golf Course Fund provides for administration, operation, and maintenance of Oxbow Creek Golf Course.

OVERVIEW / OXBOW CREEK GOLF COURSE FUND 0756

<u>SCHEDULE OF REVENUES</u>		<u>OXBOW CREEK GOLF COURSE FUND 0756</u>				
		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Approved	% Change
<u>CHARGES FOR SERVICE</u>						
4541	Golf Course Handicap Fees	\$ 114	\$ 350	\$ 0	\$ 0	0.00%
4542	Operations - Golf Course	160,997	364,683	163,245	160,997	-55.85%
4543	Golf Range Fees	12,050	12,000	10,386	12,000	0.00%
4544	Snack Bar - Golf Course	34,155	35,000	36,786	38,167	9.05%
4582	Sale Of Merchandise	11,176	15,000	10,345	10,860	-27.60%
TOTAL CHARGES FOR SERVICE		\$218,492	\$427,033	\$220,762	\$222,024	-47.93%
<u>OTHER FINANCING SOURCES</u>						
Interfund Transfers In						
4931	Transfer In - General Fund	150,000	150,000	150,000	328,034	118.69%
Subtotal		\$150,000	\$150,000	\$150,000	\$328,034	118.69%
TOTAL OTHER FINANCING SOURCES		\$150,000	\$150,000	\$150,000	\$328,034	118.69%
Total Oxbow Creek Golf Fund		\$368,492	\$577,033	\$370,762	\$550,058	-4.67%

*Unaudited

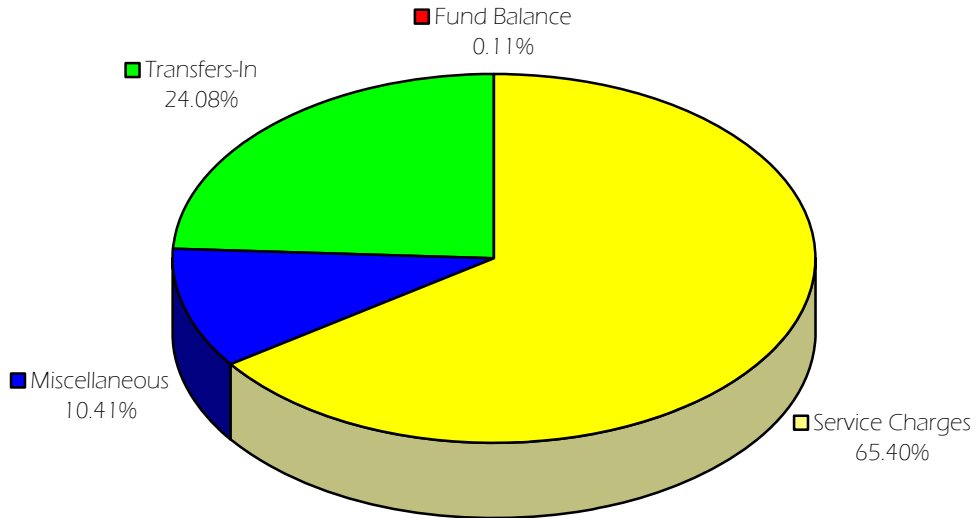
<u>SCHEDULE OF EXPENDITURES</u>		<u>OXBOW CREEK GOLF COURSE FUND 0756</u>				
		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Approved	% Change
<u>Non-Categorical</u>						
590-3000	Non-Categorical	\$ 14,279	\$ 13,298	\$ 14,851	\$ 11,811	-11.18%
Total Non-Categorical		\$ 14,279	\$ 13,298	\$ 14,851	\$ 11,811	-11.18%
<u>Oxbow Creek</u>						
640-2100	Oxbow Creek Pro Shop	186,495	214,948	195,225	220,009	2.35%
640-2200	Oxbow Creek Maintenance	201,471	238,505	204,323	208,114	-12.74%
640-2300	Oxbow Creek Debt Service	48,477	110,282	45,326	110,124	-0.14%
Total Oxbow Creek		\$436,443	\$563,735	\$444,874	\$538,247	-4.52%
Total Oxbow Creek Golf Fund		\$450,722	\$577,033	\$459,725	\$550,058	-4.67%

*Unaudited

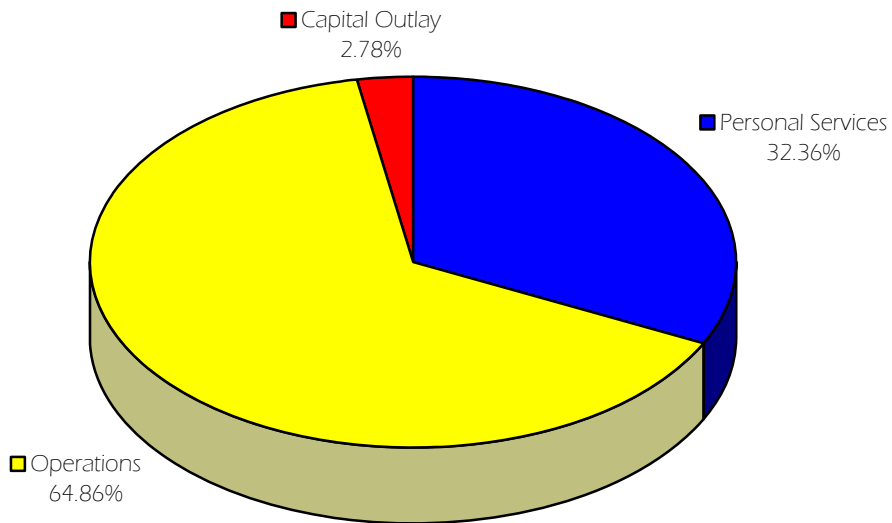
OVERVIEW / CIVIC CENTER FUND 0757

Civic Center Fund \$4,744,175

Budget by Revenue Source



Budget by Expense Category



The Civic Center Fund accounts for the operation of the multi-functional recreational facility.

OVERVIEW / CIVIC CENTER FUND 0757

SCHEDULE OF REVENUES

CIVIC CENTER FUND 0757

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
<u>CHARGES FOR CHARGES</u>					
Civic Center Charges					
4576 Catering - Hockey	\$3,548	\$4,000	\$5,661	\$4,000	0.00%
4587 Food Svc Contract – Hockey	121,564	130,000	118,615	130,000	0.00%
4576 Catering - Football	903	7,500	1,852	1,000	-86.67%
4587 Food Svc Contract – Football	12,400	15,000	36,998	10,000	-33.33%
4576 Catering - Events	50,978	45,000	61,274	45,000	0.00%
4581 Food Svc Contract - Events	0	0	0	0	-58.33%
4582 Sale Of Merchandise - Events	40,167	60,000	21,047	25,000	-58.33%
4587 Food Svc Contract - Events	124,168	135,000	116,345	125,000	-7.41%
Subtotal	\$353,727	\$396,500	\$361,792	\$340,000	-14.25%
Event Fees					
4573 Ticket Sales – Hockey	372,295	400,000	314,235	300,000	-25.00%
4575 Ticket Sales - Football	44,743	30,000	35,950	45,000	50.00%
4575 Box Office Fees – Football	0	5,000	0	0	-100.00%
4573 Ticket Sales – SFX	0	0	0	0	N/A
4575 Box Office Fees – SFX	0	0	0	0	N/A
4573 Ticket Sales – Events	2,331,544	3,000,000	1,732,466	2,058,000	-31.40%
4575 Box Office Fees - Events	4,528	25,000	75	5,000	-80.00%
Subtotal	\$2,753,110	\$3,460,000	\$2,082,726	\$2,408,000	-30.40%
Charges for Services					
4568 Parking Fees	25,144	20,000	13,328	0	-100.00%
4872 Sale Of Advertisements	3,325	5,000	4,049	2,500	-50.00%
4837 Miscellaneous	749,397	716,500	432,999	352,305	-50.83%
Subtotal	\$777,866	\$741,500	\$450,376	\$354,805	-52.15%
Other Fees					
4862 Sale Of Salvage	678	0	0	0	N/A
Other Fees	\$678	\$0	\$0	\$0	N/A
TOTAL CHARGES FOR SERVICES	\$3,885,380	\$4,598,000	\$2,894,894	\$3,102,805	-32.52%
<u>INVESTMENT INCOME</u>					
4780 Investment Interest	8,691	10,000	6,907	5,000	-50.00%
4772 Gains/Losses On Investments	118	0	-196	0	N/A
TOTAL INVESTMENT INCOME	\$8,809	\$10,000	\$6,711	\$5,000	-50.00%
<u>MISCELLANEOUS</u>					
Reimbursement for Damaged Property					
4802 Donations	0	0	1,675,000	0	N/A
4853 Claims/Settlements	241,664	0	0	0	N/A
4908 Gain Sale of Assets	0	0	-10,437	0	N/A
Subtotal	\$241,664	\$0	\$1,664,563	\$0	N/A

OVERVIEW / CIVIC CENTER FUND 0757

SCHEDULE OF REVENUES

CIVIC CENTER FUND 0757

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Rents and Royalties					
4880 Rent - Civic Center	400,830	406,260	376,473	355,000	-12.62%
4574 Facility Fee	156,574	186,000	118,944	139,000	-25.27%
Subtotal	\$557,404	\$592,260	\$495,417	\$494,000	-16.59%
TOTAL MISCELLANEOUS	\$799,068	\$592,260	\$2,159,980	\$494,000	-16.59%
OTHER FINANCING SOURCES					
Interfund Transfers In					
4943 Transfer In - Hotel/ Motel Tax	1,076,798	1,095,178	1,182,049	1,142,370	4.31%
Subtotal	\$1,076,798	\$1,095,178	\$1,182,049	\$1,142,370	4.31%
TOTAL OTHER FINANCING SOURCES	\$1,076,798	\$1,095,178	\$1,182,049	\$1,142,370	4.31%
Total Civic Center Fund	\$5,770,055	\$6,295,438	\$6,243,634	\$4,744,175	-24.64%

*Unaudited

SCHEDULE OF EXPENDITURES

CIVIC CENTER FUND 0757

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Civic Center					
160-1000 Civic Center Operations	\$1,769,555	\$1,713,988	\$2,246,425	\$1,905,017	11.15%
160-2100 Hockey	554,734	544,482	511,603	583,585	7.18%
160-2200 AF2 Football	91,324	73,742	83,077	73,148	-0.81%
160-2300 NBDL	0	0	0	0	0.00%
160-2400 SFX	0	0	0	0	0.00%
160-2500 Other Events	3,023,257	2,960,262	1,922,664	1,906,448	-35.06%
160-2600 Temporary Labor Pool	0	0	0	0	0.00%
Total Civic Center	\$5,438,870	\$5,292,474	\$4,763,769	\$4,468,198	-15.57%
Public Services					
260-3710 Other Maintenance/Repairs	86,626	50,000	89,450	100,000	100.00%
Total Public Services	\$86,626	\$50,000	\$89,450	\$100,000	100.00%
Non-Categorical					
590-2000 Contingency	0	0	0	56,712	0.00%
590-3000 Non-Categorical	111,700	111,700	122,465	119,265	6.77%
590-4000 Interfund Transfers	0	0	0	0	0.00%
Total Non-Categorical	\$111,700	\$111,700	\$122,465	\$175,977	57.54%
Total Civic Center Fund	\$5,637,196	\$5,454,174	\$4,975,684	\$4,744,175	-13.02%

*Unaudited

OVERVIEW / HEALTH AND INSURANCE FUND 0850

Health and Insurance Fund \$19,059,283

The Health and Insurance Fund accounts for the self-funded employee health care program and employee life insurance program.

SCHEDULE OF REVENUES HEALTH AND LIFE INSURANCE FUND 0850

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
099 Health & Life Insurance Fund	\$16,849,360	\$18,759,283	\$18,250,954	\$19,059,283	16.00%
Total Health & Insurance Fund	\$16,849,360	\$18,759,283	\$18,254,954	\$19,059,283	16.00%

*Unaudited

SCHEDULE OF EXPENDITURES HEALTH AND LIFE INSURANCE FUND 0850

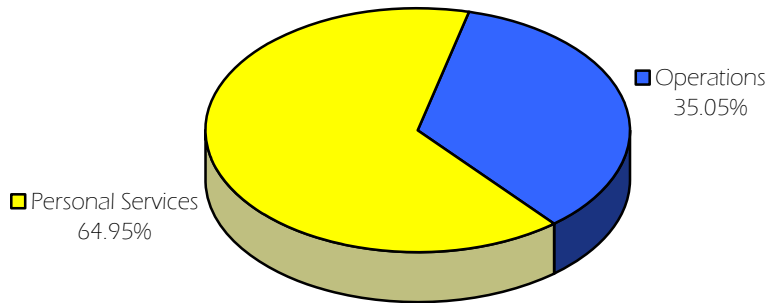
	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
220-3310 Health Ins. Claims	14,811,587	17,184,283	15,791,841	17,484,283	1.75%
220-3320 Health Ins. Fees	1,394,292	1,575,000	1,422,533	1,575,000	0.00%
Total Health & Insurance Fund	\$16,205,879	\$18,759,283	\$17,214,374	\$19,059,283	1.60%

*Unaudited

OVERVIEW / RISK MANAGEMENT FUND 0860

Risk Management Fund \$3,387,000

Budget by Expense Category



The Risk Management Fund accounts for vehicle accidents and workers' compensation claim management, and related costs.

SCHEDULE OF REVENUES

RISK MANAGEMENT FUND 0860

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
099 Risk Management	\$3,105,796	\$2,965,000	\$3,144,191	\$3,387,000	14.23%
Total Risk Management Fund	\$3,105,796	\$2,965,000	\$3,144,191	\$3,387,000	14.23%

*Unaudited

SCHEDULE OF EXPENDITURES

RISK MANAGEMENT FUND 0860

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted	% Change
Risk Management					
130-3830 Unfunded Claims	214,001	660,000	208,551	437,000	-33.79%
220-3820 Workers Compensation	2,522,122	2,255,000	2,370,876	2,950,000	30.82%
590-2000 Contingency	0	50,000	0	0	0.00%
Total Risk Management Fund	\$2,736,123	\$2,965,000	\$2,579,427	\$3,387,000	14.23%

*Unaudited

PERSONNEL

A top priority of the Columbus Consolidated Government (CCG) is to provide the most efficient services while retaining quality employees who are committed to excellence and the community. The CCG employs a staff of more than *2,800* full-time, part-time, and temporary employees, who provide a wide range of services to the community.

The CCG provides a total benefit package that includes the following:

- Major Medical Health Insurance
- Life Insurance
- Social Security
- Long Term Disability Insurance
- Retirement Plan
- Sick and Vacation Pay
- Worker's Compensation
- Cafeteria Plan
- Deferred Compensation Plans
- Dental Insurance

Major Medical Health Insurance

The CCG provides health insurance to all full-time employees. Coverage begins on the first day of coincident with or immediately following completion of 30 days of active employment. The City will decrease its annual contribution to \$5,400 per employee from \$5,650 for healthcare. A premium increase of \$15.00 per pay period across all plans for employees is recommended.

Life Insurance (Accidental Death & Dismemberment)

The CCG provides life, accidental death, and dismemberment insurance to all full-time employees. Coverage is to equal one and one-half (1½) times an employee's annual salary, rounded to the next highest \$500. The cost of this benefit is \$0.5 per \$1,000 of their salary.

Long-Term Disability

CCG provides long-term disability coverage to all full-time employees. The Social Security Administration Office must declare an employee disabled, after which the plan allows the disabled employee to collect 60% of their monthly salary (offset by Social Security, Worker's Compensation and certain other pensions and disability plans).

Social Security (FICA)

CCG contributes the employer's share of FICA, 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$102,000. Maximum is for Social Security only. The Federal Insurance Program has no cap on Medicare contribution earnings.

PERSONNEL

Retirement

The CCG exacts two retirement plans: one for general government employees and an enhanced plan for public safety employees. Both plans offer early and normal retirement options, once time vests an employee. The city contributes 100% of the costs of the program. The general government employees' plan must generate a minimum of *\$5.99 million* based on employee salaries and *\$10.32 million* for public safety employees' salaries.

Vacation

All city officials and permanent employees accrue and accumulate annual leave based on their years of service as displayed in the following table.

Service	Earned	Accumulate
0 - 10 years	10 days	20 days
10 - 15 years	15 days	20 days
15+ years	20 days	30 days

Sick Leave

All city officials and permanent employees accrue 13 days of sick leave per year. An employee may accumulate the following maximums: 60 days in a reserve account and 30 days in a base account for a total of 90 days. We may pay employees who have accumulated a base of 30 days of sick leave by the end of the last pay period in November. We pay one-fourth of an accumulated sick leave value based on the employee's salary/wage beyond the base 30 days upon approval of City Council. The remaining three-fourths above the 30 days are added to the employees' sick leave reserve accumulation until a maximum of 60 days. The reserve account can supplement any sick leave requirement beyond the employees' annual accumulation.

Other Benefits

The Columbus Consolidated Government (CCG) offers deferred compensation, cafeteria and dental plans for employees. Although the city does not contribute to the plans, we offer the plans as a convenience to the employee.

Holidays

In the past the CCG has observed nine (9) holidays and one (1) floating holiday during the year. Columbus Day has been approved as an additional holiday so the CCG will now observe ten (10) holidays and one (1) floating holiday. This year the CCG will observe the floating holiday on December 24, 2008. A schedule of holidays is listed on the next page:

PERSONNEL

HOLIDAY	DATE OBSERVED	DAY
Independence Day	July 4, 2008	Friday
Labor Day	September 1, 2008	Monday
Columbus Day	October 13, 2008	Monday
Veteran's Day	November 11, 2008	Tuesday
Thanksgiving Day/Day After	November 27 & 28, 2008	Thursday and Friday
Floating Holiday	December 24, 2008	Wednesday
Christmas	December 25, 2008	Thursday
New Year's Day	January 1, 2009	Thursday
M. L. King, Jr. Birthday	January 19, 2009	Monday
Memorial Day	May 25, 2009	Monday

Personnel Summary

The chart below details compensation and benefits discussed in earlier sections. Net personnel expenditures make up 61.84% of the total operating budget. Salaries, wages, and overtime are the largest elements of the compensation and benefits.

Elements	Budget	% of Net
General Government Salaries, Wages & Overtime	45,201,444	34.68%
Public Safety Salaries, Wages, & Overtime	48,250,591	37.02%
FICA Contributions	7,139,453	5.48%
General Government Retirement	5,962,545	4.58%
Public Safety Retirement	10,373,143	7.96%
Group Health Care Contribution	13,093,800	10.05%
Group Life Insurance	426,236	0.33%
Other Benefits & Administrative Fees*	880,451	0.68%
Total	131,327,663	100.78%
<i>Less Projected Salary Savings</i>	<i>(1,000,000)</i>	<i>-0.78 %</i>
Net Personnel Expense	130,327,663	100.00%

* \$0 is included in Other Benefits to set aside funding for Post-retirement healthcare and other post-employment benefits (OPEB) per GASB Statement No. 45, *Accounting and Financial reporting by Employers for Postemployment Benefits Other Than Pensions*.

We detail the personnel summary for the Columbus Consolidated Government on pages C4-C11 along with departmental changes.

PERSONNEL

	FY07 Actual	FY08 Revised	FY09 Rec
General Fund			
Council	10	10	10
Clerk of Council	3	3	3
Mayor	6	6	6
Internal Auditor	0	1	1
City Attorney	4	4	4
Total Executive/Legal	23	24	24
City Manager	5	5	6
Mail Room	1	1	1
Public Information & Relations	2	2	2
Citizen's Service Center	8	8	8
Risk Management	1	1	1
Total City Manager	17	17	18
Finance-Administration	3	3	3
Accounting	8	8	8
Revenue	15	15	15
Financial Planning	4	4	4
Purchasing	7	7	7
Total Finance	37	37	37

PERSONNEL

	FY07 Actual	FY08 Revised	FY09 Rec
Information Technology	24	24	24
Human Resources	13	13	13
Inspections	26	26	26
Print Shop	4	4	4
Total Inspections and Code	30	30	30
Community Reinvestment	1	1	1
Planning	3	6	6
Traffic Engineering	23	23	23
Geographic Information Systems	3	3	3
Radio Communication	4	4	4
Total Engineering	30	30	30
Public Services Administration	4	4	4
Fleet Management	36	36	38
Special Enforcement	23	23	24
Cemeteries	5	5	5
Facility Maintenance	27	27	28
Total Public Services	95	95	99
Parks and Recreation Administration	7	7	7
Park Services	79	79	79
Recreation Administration	44	44	44

PERSONNEL

	FY07 Actual	FY08 Revised	FY09 Rec
Athletic	5	5	5
Community Schools Operations	142	142	142
Cooper Creek Tennis Center	8	8	8
Aquatics	34	34	34
Therapeutic	3	3	3
Cultural Arts Center	7	7	7
Senior Citizen's Center	9	9	9
Total Parks & Recreation	338	338	338
Tax Assessor	22	22	23
Elections & Registration	6	6	6
Total Boards and Elections	28	28	29
Police Services Chief	10	10	10
Intelligence/Vice	16	24	23
Support Services	41	41	40
Field Operations	235	235	239
Office of Professional Standards	5	5	5
METRO Drug	2	2	3
Administrative Services	20	20	19
Conditional Discharge	0	0	0
Investigative Services	102	95	91
Total Police	431	431	430
Chief of Fire & EMS	5	5	5
Operations	333	345	345
Special Operations	11	11	11

PERSONNEL

	FY07 Actual	FY08 Revised	FY09 Rec
Administrative Services	12	12	12
Emergency Management	2	2	2
Logistics/Support	3	3	3
Total Fire & EMS	366	378	378
Muscogee County Prison	111	111	111
Superior Court Judges	19	19	19
District Attorney	25	25	25
Adult Probation	3	3	3
Juvenile Court	8	9	9
Circuit Wide Juvenile Court	3	3	3
Jury Manager	3	3	3
Victim/Witness	6	6	6
Superior Court Clerk	37	37	37
State Court Judges	6	6	6
State Court Solicitor	13	13	13
Public Defender	10	10	10
Municipal Court Judge	4	4	5
Clerk of Municipal Court	14	14	14
Municipal Court Marshal	18	18	20
Judge of Probate	6	6	6
Sheriff	351	352	352
Tax Commissioner	30	30	30
Coroner	4	4	4
TOTAL GENERAL FUND	2,107	2,127	2,133

PERSONNEL

	FY07 Actual	FY08 Revised	FY09 Rec
Sewer Fund			
Drainage	8	8	8
Sewer Maintenance	54	54	54
Total Sewer Fund	62	62	62
Paving Fund			
Highway and Roads	14	14	14
Street Improvements	30	30	30
Street Repairs & Maintenance	46	46	47
Right-of-Way (ROW) & Environmental Maintenance	53	53	53
ROW Community Services	3	3	3
Landscape & Forestry	23	23	23
Total Paving Fund	169	169	170
Integrated Waste Fund			
Solid Waste Collection	73	73	73
Recycling	12	12	13
Granite Bluff Inert Landfill	3	3	3
Oxbow Meadow Inert Landfill	4	4	4
Pine Grove Sanitary Landfill	11	11	11
Park Services Refuse Collection	1	1	1
Total Integrated Waste Fund	104	104	105
Emergency Telephone Fund			
Emergency 911 Communications	56	56	56
Total Emergency Telephone Fund	56	56	56

PERSONNEL

	FY07 Actual	FY08 Revised	FY09 Rec
Civic Center Fund			
Civic Center Operations	29	29	29
Total Civic Center Fund	29	29	29
Transportation Fund			
Administration	2	2	2
Operations	43	43	43
Maintenance	16	16	17
Dial-A-Ride	5	7	7
FTA-Planning	5	5	5
Total Transportation Fund	71	73	74
Parking Management Fund			
Parking Garage/Enforcement	6	6	4
Total Parking Management Fund	6	6	4
CDBG Fund			
Economic Development	12	12	12
Total CDBG Fund	12	12	12
JTPA/WIA Fund			
Job Training	14	14	14
Total JTPA/WIA Fund	14	14	14
Columbus Ironworks & Trade Center Fund			
Trade Center Operations	27	27	29
Total Columbus Ironworks & Trade Center Fund	27	27	29
Bull Creek Golf Course Fund			
Bull Creek Golf Course	29	29	29

PERSONNEL

	FY07 Actual	FY08 Revised	FY09 Rec
Total Bull Creek Fund	29	29	29
Oxbow Creek Golf Course Fund			
Oxbow Creek Golf Course	8	8	8
Total Oxbow Creek Golf Course Fund	8	8	8
Total Other Funds	93	94	94
Total Personnel	2,787	2,810	2,820

NEW POSITIONS

<u>Agency/Organization</u>	<u>Position</u>	<u>Effective Date</u>
General Fund 0101		
City Manager	(1) Administrative Assistant	7/1/2008
Fleet Management	(1) Fleet Maint. Tech. II	7/1/2008
	(1) Fleet Maint. Tech. I	7/1/2008
Special Enforcement	(1) Special Enforcement Officer	7/1/2008
Facilities	(1) Building Service Worker	7/1/2008
Tax Assessor	(1) Appraiser/Auditor	7/1/2008
Municipal Court Judge	(1) Deputy Clerk II	7/1/2008
Paving Fund 0203		
Repairs and Maintenance	(1) Asst. Division Manager	7/1/2008
Integrated Waste Fund 0207		
Recycling	(1) Waste Equipment Operator	7/1/2008
Columbus Ironworks & Trade Center Fund 0753		
Trade Center	(1) Full-time Event Attendant	1/1/2009
	(1) Part-time Event Attendant	1/1/2009

PERSONNEL

RECLASSIFIED POSITIONS

<u>Agency/Organization</u>	<u>Position</u>	<u>Effective Date</u>
General Fund 0101 Fire/EMS	Admin. Asst. (G10) to EMA Planner (PS17)	7/1/2008
Fire/EMS	Firefighter (PS12) to Sergeant Recruiter (PS16)	7/1/2008
Sewer Fund 0202 Stormwater	Stormwater Tech (G12) to Stormwater Data Tech	7/1/2008
Sewer Maintenance	Stormwater Tech (G12) to Stormwater Data Tech	7/1/2008

TRANSFERRED POSITIONS

<u>Agency/Organization</u>	<u>Position</u>	<u>Effective Date</u>
Transportation Fund 0752 Parking Enforcement	Correctional Officer to METRA Maint.	7/1/2008

DELETED POSITIONS

<u>Agency/Organization</u>	<u>Position</u>	<u>Effective Date</u>
Parking Management Fund 0752 Parking Management	Enforcement Officer	7/1/2008

ADDITIONAL COMPENSATION

Constitutional officers and those employees affected by the Governor's pay increase will receive an estimated 2.5% pay increase effective January 1, 2009.

Pay Plan advancement to 100% of July 1, 2008 market has been recommended to be funded in the FY09 Budget for \$4,502,890, with an implementation date of September 29th, 2008. Positions not classified by UGA are not included in this pay plan implementation.



Mission Statement:

The Council and Clerk of Council's Office are responsible for facilitating the activities of the Columbus Council by providing administrative and public policy assistance, managing official records and documents and assisting various boards, authorities, and commissions.

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
100:				
1000 Council	\$289,205	\$317,574	\$326,351	\$312,013
2000 Clerk of Council	185,734	184,930	197,334	198,782
DEPARTMENT TOTAL	\$474,939	\$502,504	\$523,685	\$510,795
% CHANGE		5.80%	10.26%	1.65%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$365,571	\$407,195	\$418,665	\$400,332
Operations	109,368	95,309	105,020	110,463
OPERATING BUDGET	\$474,939	\$502,504	\$523,685	\$510,795
Capital Budget	0	0	0	0
DEPARTMENT TOTAL	\$474,939	\$502,504	\$523,685	\$510,795
% CHANGE		5.80%	10.26%	1.65%

*Unaudited

COUNCIL / 100

Personnel Summary: Authorized Positions -

	FY08 Actual	FY08 Revised	FY09 Adopted
100-1000 Council	10	10	10
Mayor Pro Tem	1	1	1
Councilors	9	9	9
100-2000 Clerk of Council	3	3	3
Clerk of Council	1	1	1
Deputy Clerk of Council	1	1	1
Administrative Specialist II	1	1	1
TOTAL	13	13	13

Council

Program Description:

The City Council is the legislative body of the Columbus Consolidated Government. It consists of ten members, whom eight are elected from districts and two are elected citywide for four-staggered terms. The Clerk of Council appoints members to citizen boards and commissions and confirms the City Manager. The City Council also decides the type and level of service provided by the consolidated government, review and adopt resolutions, ordinances, the operating budget and approve purchases and contracts exceeding \$10,000.

Clerk of Council

Program Description:

The Clerk of Council (COC) is the administrative arm of the City Council. The Clerk prepares and maintains the minutes of Columbus Council meetings. A comprehensive index file of ordinances and resolutions adopted by the City Council is processed and maintained by the Clerk. Additionally, the Clerk is responsible for maintaining and updating the official copy of the Columbus Code and is a supplemental service to departments and paid subscribers. Furthermore, the office is responsible for securing permits and fee collections for each interment in the city's four cemeteries.

Goals, Objectives and Performance Data -

Goal: To provide the best and most-prompt service for our customers in the least amount of time, while providing accurate information in a timely manner. To assist the Mayor and Council with board appointment nominees.

Objective: To produce a thorough and accurate documentation from the proceedings of the Council Meeting, which will provide beneficial information to the citizens.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of requests responded to within one day or less.	85%	88%	91%

COUNCIL / 100

Goal: To address the needs of citizens in areas of concern which will reduce the desire to bring their matter(s) before the members of Council.

Objective: To reduce the average number of individuals appearing before Council by making every attempt to resolve the issue administratively in coordination with other departments.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Average number of citizens appearing before Council per meeting.	8	7	6



Mission Statement:

To provide quality services, and to serve the citizens of our community with respect for their needs. Demonstrate responsible citizenship by supporting the development of the communities we serve.

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
110:				
1000 Mayor	\$304,268	\$316,002	\$319,892	\$333,581
2600 Internal Auditor	0	78,149	28,888	103,148
DEPARTMENT TOTAL	\$304,268	\$394,151	\$348,780	\$436,729
% CHANGE		29.54%	14.63%	10.80%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$270,396	\$348,466	\$314,440	\$391,504
Operations	33,872	45,685	34,340	45,225
OPERATING BUDGET	\$304,268	\$394,151	\$348,780	\$436,729
Capital Budget	0	0	0	0
DEPARTMENT TOTAL	\$304,268	\$394,151	\$348,780	\$436,729
% CHANGE		29.54%	14.63%	10.80%

*Unaudited

MAYOR / 110

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Adopted
110-1000 Mayor	5	5	5
Mayor	1	1	1
Executive Assistant to the Mayor	1	1	1
Administrative Assistant	1	1	1
Administrative Specialist III	2	2	2
110-2600 Internal Auditor			
Internal Auditor	1	1	1
TOTAL	6	6	6

MAYOR

Program Description:

The Mayor represents the City of Columbus at all levels in governmental matters, including liaison to Phenix City, AL, Fort Benning, GA and the Georgia General Assembly. Similarly, the Mayor serves as host for visiting dignitaries. The Mayor shares projects and joint ventures plus community promotion with other quasi-governmental agencies such as the Columbus Chamber of Commerce, Georgia Municipal Association, the Lower Chattahoochee Regional Development Center and many others. This type of participation results in a combined effort to improve governmental operations and start new programs to benefit the city of Columbus, Muscogee County, Georgia and surrounding communities.

Besides appointing the City Manager, the Mayor appoints the Public Safety Department Chiefs in his capacity as the Public Safety Director. The Mayor serves as a member on varied boards and commissions, including the Civilian and Military Council and chairs the City's Employee Pension Board.

Overall, the Mayor's Office is primarily responsible for serving in an advisory capacity for the operations and administrative functions of the Columbus Consolidated Government.

Goals, Objectives and Performance Data -

Goal: To respond in a timely manner to citizen concerns that are brought to the attention of the Mayor's Office.

Objective: To respond to citizen concerns within three to five business days.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of concerns responded to within three business days.	94%	96%	97%

MAYOR / 110

Internal Auditor

Mission Statement:

To uphold the highest standards of accountability for the Mayor, the City of Columbus and it's employees, through auditing and sound accounting procedures.

Program Description:

The Internal Auditor provides independent and objective appraisals of departmental procedures within the City. This position reports directly to the Mayor, elected officials, and city employees with unbiased reviews, using competency and integrity to certify findings and provide solutions. Once solutions are enacted, the Internal Auditor uses quality control measures to monitor the implementation of new or revised procedures.



Mission Statement:

The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in such a manner, as to eliminate or minimize legal damages that flow from such difficulties, and to advise the government and its officers how to steer clear of legal problems before decisions are made which might create such problems.

Program Description:

The City Attorney is responsible for preparing ordinances and resolutions for Council Action, legislative bills, reviewing contracts, advising and consulting on administrative matters. The department also participates in general legislative programs through activities of city and county organizations. Staff represents the Mayor and departments in local, state and federal courts.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
120:				
1000 City Attorney	\$568,579	\$571,342	\$841,595	\$673,521
DEPARTMENT TOTAL	\$568,579	\$571,342	\$841,595	\$673,521
% CHANGE		4.86%	48.02%	17.84%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$264,400	\$286,792	\$295,325	\$302,521
Operations	304,179	284,550	543,607	371,000
OPERATING BUDGET	\$568,579	\$571,342	\$838,932	\$673,521
Capital Budget	0	0	2,664	0
DIVISION TOTAL	\$568,579	\$571,342	\$841,595	\$673,521
% CHANGE		4.86%	48.02%	17.84%

*Unaudited

CITY ATTORNEY/120

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
120-1000 City Attorney	4	4	4
City Attorney	1	1	1
Assistant City Attorney	1	1	1
Administrative Assistant	1	1	1
Administrative Specialist III	1	1	1
TOTAL	4	4	4

Goals, Objectives, and Performance Data –

Goal: The goal of the City Attorney’s Office is to fulfill the functions of the office as established in the Columbus Charter in an efficient and effective manner.

Objective: To respond to and prepare all responses to legislative issues, litigation demands, opinion requests and administrative matters in a timely and efficient manner.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Claims and lawsuits received.	207	210	198
Ordinances & resolutions prepared.	619	622	625
Contracts approved as to form.	355	358	370
Opinion requests & referrals.	380	390	400
Review or Responses to open records requests	150	175	185

Budget Notes:

-The operating increases are due to an increase in unexpected Litigation/Court Costs and Consulting.



City Manager

Mission Statement:

The City Manager's office is responsible for carrying out the Mayor/Council's policy decisions for providing vision and leadership to the organization and for overseeing the day-to-day operations of the Columbus Consolidated Government (CCG). Also, the City Manager's office acts as the custodian to all real and personal property of the government.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
130:				
1000 Administration	\$550,221	\$551,415	\$590,505	\$585,758
2200 Management Research & Analysis	0	0	0	0
2400 Real Estate	62,737	0	0	0
2500 Mail Room	40,482	44,284	50,100	45,780
2600 Public Information & Relations	77,124	80,702	87,559	129,545
2700 Criminal Justice Coordination	165,948	199,507	180,330	199,507
2800 Risk Management	52,989	57,439	59,087	59,821
2850 Citizen's Service Center	283,926	335,845	333,041	354,078
DEPARTMENT TOTAL	\$1,233,427	\$1,269,192	\$1,300,622	\$1,374,489
% CHANGE		2.90%	5.45%	8.30%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,123,193	\$1,158,614	\$1,209,897	\$1,225,051
Operations	101,803	110,578	90,725	149,438
OPERATING BUDGET	\$1,224,996	\$1,269,192	\$1,300,622	\$1,374,489
Capital Budget	8,431	0	0	0
DEPARTMENT TOTAL	\$1,233,427	\$1,269,192	\$1,300,622	\$1,374,489
% CHANGE		2.90%	5.45%	8.30%

*Unaudited

CITY MANAGER / 130

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
130-1000 Administration	5	5	6
City Manager	1	1	1
Deputy City Manager	2	2	2
Assistant to the City Manager	1	1	1
Administrative Assistant	1	1	2
130-2400 Real Estate	1	0	0
Land Disposition Technician	1	0	0
130-2500 Mail Room	1	1	1
Administrative Technician III	1	1	1
130-2600 Public Information & Relations	1	2	2
TV Station Manager	1	1	1
Communications Technician	0	1	1
130-2800 Risk Management	1	1	1
Risk Manager	1	1	1
130-2850 Citizens Service Center	8	8	8
Citizen Service Coordinator	1	1	1
Citizen Service Technician	5	5	5
Records Specialist	1	1	1
Administrative Assistant	1	1	1
TOTAL	17	17	18

Administration

Program Description:

The City Manager is responsible for the direction, supervision, and review of departmental operations. Preparation of the annual operating and capital improvement budget, submission of reports to the Mayor and Council on finance and administrative activities of the Government, fall under the City Managers duties. The City Manager advises and makes recommendations to the Mayor and Council on the present and future financial status of the Government. The City Manager confers with, coordinates, and assists local, state, and federally elected and appointed officials, and acts a general liaison between the Mayor, Council and all other entities.

Goals, Objectives and Performance Data –

Goal: To clearly and completely articulate recommendations on policy and operations of the CCG to the Mayor and Council, and to effectively and economically implement CCG policy.

Objective: Respond to a minimum of 90% of citizen concerns within 6 days.

CITY MANAGER / 130

Objective: Ensure that 97% of Council Agenda reports are complete, accurate, and on time.

Objective: Ensure a response to Council on referrals by next Council Meeting.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Average number of days to respond to citizen's concerns.	7 days	6 days	6 days
Percentage of Council agenda reports submitted accurate and on time.	97%	98%	98%
Average number of days to respond to Council referrals and correspondence.	7 days	7 days	6 days

Budget Notes:

-The following personnel change was approved in this budget:

- One (1) Administrative Assistant position added.

Real Estate

Program Description:

The Real Estate division oversees the acquisition, disposition and management of the land holdings of the CCG.

Budget Notes:

-This division was moved to the Community Reinvestment Department from the City Manager's Department for the FY08 Budget.

Mail Room

Program Description:

The Mail Room is responsible for the processing and distribution of all incoming/outgoing mail and informational materials for the CCG.

Goals, Objectives and Performance Data –

Goal: To ensure that departments within the City receive accurate and timely pickup and delivery of outgoing and incoming mail.

Objective: Implement needed procedures to make the delivery of mail more efficient and accurate.

Objective: Provide superior customer service to individuals utilizing the mail system.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage for each day the mail is placed in mail boxes by 11:00 am.	95%	97%	97.5%

CITY MANAGER / 130

Public Information and Relations

Program Description:

The Public Information and Relations Office (PIRO) is the designated distributor of information regarding the CCG. Organized as a division of the City Manager's Office, the PIRO is in the position to directly service and correspond with departments, agencies, and authorities of the CCG. The office provides continuity in news releases, broadcast messages, brochures, newsletters, and other printed materials on behalf of the CCG. Conversely, the office responds to citizen inquiries, complaints, and comments by directing the citizen to the appropriate departments.

The Columbus Consolidated Government has joined other jurisdictions in airing public hearings, local legislative sessions, and other public programs on a government access channel (CCGTV).

Goals, Objectives and Performance Data –

Goal: To continue to improve our on air presence with short and long term goals, which ensure greater use of CCGTV and increase our viewers.

Objective: Improve the efficiency of CCGTV.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of meetings broadcast live and replayed on the channel.	120	125	130

Criminal Justice Coordination

Program Description:

This division provides oversight and management of the court appearance fees paid to the various law enforcement agencies within the City.

Risk Management

Program Description:

This division identifies and measures all exposures to loss, development of risk management policy, negotiates insurance, adjust claims, maintains records, provides statistical analysis of data, and oversees critical loss control activities.

Goals, Objectives and Performance Data –

Goal: To institute all practical measures to reduce and control the number of at-fault accidents.

Objective: Implement a program that will hold each department accountable for at-fault losses by charging the amount paid out back to the department.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
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CITY MANAGER / 130

Number of at-fault losses.	93	92	90
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Goal: To implement programs that achieves maximum productivity with the limited resources in the most efficient and economical manner.

Objective: Utilize existing programs for the purpose of giving status reports quarterly.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of training meetings.	6	6	7
Percent of accident reports received within 3 days.	85%	90%	90%

Citizens Service Center

Program Description:

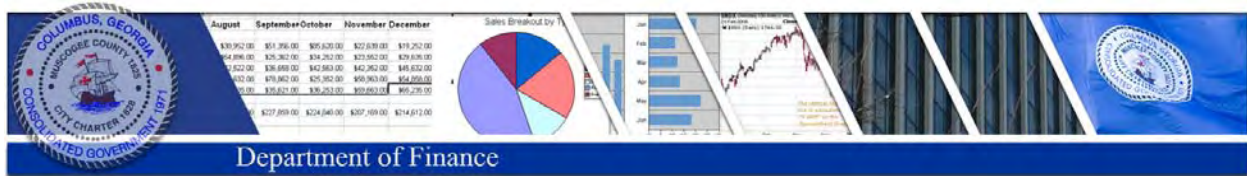
The Citizens Service Center is responsible for receiving calls from citizens requesting assistance on all non-emergency services within the Columbus Consolidated Government. This division provide the residents of Columbus, Georgia with current and accurate information pertaining to the CCG and coordinate the resolution of these concerns or requests for services by generating service requests and distributing them to the appropriate departments.

Goals, Objectives and Performance Data -

Goal: To serve citizens in a friendly, professional, and helpful manner and offer complete and accurate information to internal and external customers by telephone, email or in person.

Objective: To reduce citizens' complaints concerning non-responsiveness and excessive transfer of calls.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of calls received.	172,705	173,220	173,761
Number of walk-ins.	1,468	1,482	1,496
Number of total work orders.	23,829	24,067	24,308
Notary Public Requests.	110	137	140



Mission Statement:

To maintain the CCG's overall financial stability through sound financial planning and management practices. We are committed to the highest standards of accountability, accuracy, timeliness, professionalism and innovation in providing financial services to our internal and external customers.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
200:				
1000 Finance Director	\$278,191	\$335,577	\$310,063	\$331,504
2100 Accounting	410,976	427,990	438,075	441,258
2200 Revenue	823,085	825,709	858,208	873,438
2900 Financial Planning	185,318	257,284	183,931	267,510
2950 Purchasing	311,447	327,529	370,299	370,404
DEPARTMENT TOTAL	\$2,009,017	\$2,174,089	\$2,160,576	\$2,284,114
% CHANGE		8.22%	7.54%	5.06%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,667,917	\$1,843,739	\$1,787,247	\$1,927,139
Operations	341,100	330,350	373,329	356,975
OPERATING BUDGET	\$2,009,017	\$2,174,089	\$2,160,576	\$2,284,114
Capital Budget				
DEPARTMENT TOTAL	\$2,009,017	\$2,174,089	\$2,160,576	\$2,284,114
% CHANGE		8.22%	7.54%	5.06%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
200-1000 Administration	3	3	3
Director of Finance	1	1	1
Administrative Supervisor	1	1	1
Administrative Technician I	1	1	1
200-2100 Accounting	8	8	8
Accounting Division Manager	1	1	1
Payroll Supervisor	1	1	1

FINANCE / 200

Accountant II	1	1	1
Grant Compliance Accountant	1	1	1
Fiscal Technician IV	1	1	1
Fiscal Technician III	2	2	2
Payroll Technician	1	1	1
200-2200 Revenue	15	15	15
Revenue Division Manager	1	1	1
Tax Supervisor	1	1	1
Cash/Investment Officer	1	1	1
Collection Supervisor	1	1	1
Auditor	2	2	2
Fiscal Technician III	2	2	2
Customer Service Technician	3	3	3
Collection Technician II	3	3	3
Financial Analyst	1	1	1
200-2900 Financial Planning	4	4	4
Assistant Finance Director	1	1	1
Senior Management Analyst	0	1	1
Budget Analyst	3	2	2
200-2950 Purchasing	7	7	7
Purchasing Division Manager	1	1	1
Buyer II	2	2	2
Buyer I	2	2	2
Fiscal Technician II	1	1	1
Administrative Technician I	0	1	1
Administrative Technician I (Part-time)	1	0	0
TOTAL	37	37	37

FINANCE / 200

Administration

Program Description:

The Finance Director is responsible for supervising and coordinating the administration of major fiscal services, and providing accurate and current data concerning the expenditures of various operating programs and revenue collected by the CCG. The Finance Department includes the Accounting, Financial Planning, Purchasing, and Revenue Divisions.

Accounting

Program Description:

The Accounting Division maintains the general ledger and all subsidiary ledgers, processes, and records all disbursements. We verify and record all revenues, process and record capital assets and maintain capital assets inventory, process and record all payroll transactions to include remittance of all withholdings and preparation and disbursement of W2's and 1099R's. The Accounting Division also prepares the basic financial statements and note disclosures in the Management Discussion and Analysis and Statistical Section of the Comprehensive Annual Financial Report (CAFR), in compliance with standards established by the Governmental Accounting Standards Board (GASB), Government Finance Officer's Association (GFOA), and the legal requirements of the State of Georgia.

Goals, Objectives, and Performance Data -

- Goal:** To provide accounting oversight and guidance to departments to ensure that generally accepted accounting principles, legal requirements, policies and procedures are consistently applied to maintain the integrity of the financial records and to fully meet reporting requirements.
- Objective:** To prepare monthly financial reports for 100% of the City's 48 funds within 10 days after month end.
- Objective:** To receive an unqualified audit opinion.
- Objective:** To be awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the City's CAFR.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of monthly financial statements published	13	13	13
Percent of financial statements completed on time	100%	100%	100%
Receive an unqualified audit opinion	Yes	Yes	Yes
Receipt of the Certificate of Achievement	Yes	Yes	Yes

- Goal:** To provide guidance and oversight in accounts payable practices in order to maintain proper accountability, accurate financial reporting, and timely payment to our external customers (vendors).
- Objective:** To develop a policies and procedures manual for vendor payment processing for use by new employees responsible for paying bills and employees of the Accounting Division for training.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of manual completed	60%	70%	75%

FINANCE / 200

Goal:	To coordinate an accurate and timely payroll for the City's workforce and retirees, and remittance of all third party deductions and withholdings within stated guidelines and standards.		
Objective:	To process the City's seven various payrolls – weekly, biweekly, monthly, court appearance, election, two separate payrolls for the Workforce Investment Program, and payments to third parties for deductions and withholdings.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of payrolls processed	156	156	156
Number tax deposits processed	64	64	64
Percentage processed within guidelines	100%	100%	100%

Revenue

Program Description:

The Revenue Division performs two primary functions: Occupational Tax and Collections. Occupational Tax is responsible for issuing licenses pertaining to business, alcoholic beverage, and vehicle delivery as well as collection, audits, and enforcement of ordinances relative to various taxes such as gross receipts, alcohol excise taxes, insurance premium and franchise taxes. The collections function pertains to the collection and deposit of all monies received by Columbus Consolidated Government and billing and collection of numerous government services. Treasury functions include the verification, coding, receipting, and daily depositing of all revenues for the various funds. Other Revenue Division functions include bank relations and account reconciliation, distribution of payroll, issuance of solid waste permits, and the investment and cash management of surplus funds.

Goals, Objectives and Performance Data –

Goal:	To improve the collections and cash flow through more effective processes.		
Objective:	To expand technology to include the use of the internet web site for information, application, and payment processing.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of forms available on the web site	6	8	10
Goal:	To improve the rate of return on investments.		
Objective:	To continually evaluate money managers and investment third parties.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Increased rates of return	4.7%	4.2%	4.5%
Goal:	To communicate effectively, externally and internally, to reduce misunderstandings, expedite processes, and reduce the margin of error.		
Objective:	To improve the quality of the licensing and tax billing functions and processes.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Reduce the licensing delinquency report.	13%	15%	14%

FINANCE / 200

Financial Planning

Program Description:

The primary function of this division is to coordinate the preparation of the Columbus Consolidated Government's annual operating and capital budgets. The budget season begins in January with preparation, distribution and instructions of the budgets forms and guidance from the City Manager. The staff assists with budget request reviews and final preparation of the recommended budget for submission to Council prior to May 1. During the Council review, the staff provides technical, analytical and research support. Following Council adoption by July 1, the staff integrates the Council adjustments and prepares the budget document for production and submission to Government Finance Officers Association (GFOA) for evaluation.

Goals, Objectives and Performance Data –

Goal: To obtain GFOA Distinguished Budget award with no areas cited for improvement.

Objective: A rating of proficient in policy, communications, operations and financial as cited by GFOA.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Rating of 100% Proficiency	92%	93%	94%

Goal: To develop and improve the quality of financial reports available to management and staff.

Objective: Development and analysis of financial reports.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Development of Financial Plan by January 31	No	Yes	Yes
Quarterly reports within 15 days of end of the quarter	55%	60%	62%

Goal: To facilitate communications with departments to streamline the financial processes.

Objective: To improve communications and the delivery of services to the departments.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Bi-annual Departmental visits (all Departments)	96%	97%	98%
Cross training analysts on major procedures and directives	90%	90%	92%
Percentage of inquiries responded to within 48 hours	96%	97%	98%

Purchasing

Program Description:

The Purchasing Division is responsible for securing all supplies, tools, equipment, and services for the Columbus Consolidated Government operations consistent with the procurement ordinance. In addition, the division is responsible for the protection, preservation, proper storage and disposal of surplus materials and equipment. The division acts as a liaison between the vendor and the City's various departments.

FINANCE / 200

Goals, Objectives and Performance Data –

Goal:	To provide more training opportunities for internal customers in order to enhance their efficiency when using the financial system.		
Objective:	Reduce the errors by internal customers by 50%		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Training Classes Offered	15	16	16

Goal:	To complete a standard operating procedures (SOP) manual in order to enhance division efficiency and provide a codified resource for old and new staff members.		
Objective:	Reduce the number of times an employee must search for reference information.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of SOPs completed or updated	5	6	10

Goal:	To encourage use of the Purchasing Card in all departments in order to reduce unnecessary lag time obtaining purchases under \$500 and reduce travel reservation lags.		
Objective:	Reduce the number of purchase orders and checks generated for small purchases and for travel purposes.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of cardholders	275	284	300



Mission Statement:

To provide efficient, innovative, and cost effective Information Technology Services necessary to support and enhance the daily business operations of the Consolidated government so as to better serve the citizens of Columbus, Georgia.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
210:				
1000 Information Technology	\$3,492,579	\$3,464,203	\$3,598,295	\$3,561,127
DEPARTMENT TOTAL	\$3,492,579	\$3,464,203	\$3,598,295	\$3,561,127
% CHANGE		-81%	3.03%	2.80%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,332,185	\$1,386,919	\$1,433,979	\$1,446,299
Operations	1,884,675	1,875,334	1,939,268	2,114,828
OPERATING BUDGET	\$3,216,860	\$3,262,253	\$3,373,247	\$3,561,127
Capital Budget	275,719	201,950	225,048	0
DEPARTMENT TOTAL	\$3,492,579	\$3,464,203	\$3,598,295	\$3,561,127
% CHANGE		-81%	3.03%	2.80%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
210-1000 Administration			
Director of IT	1	1	1
Data Processing Operations Mgr.	1	1	1
Technical Operations Mgr.	1	1	1
Application Development & Support Mgr.	1	1	1
LAN Mgr.	1	1	1
Application Support Analyst	5	5	5
Application Developer	2	2	2
Web Developer	2	2	2
PC Services	3	3	3
Computer Operator	5	5	5
Data Control Technician	2	2	2
Administrative Supervisor	0	0	0
TOTAL	24	24	24

INFORMATION TECHNOLOGY / 210

Program Description:

The Department of Information Technology provides a full range of management information and processing services for the Consolidated Government. This includes long range planning and implementations of new information systems that best meet the requirement of user departments.

The Data Processing Division is organized in two sections: Systems/Programming and Operations. Systems/Programming provides system analysis, application programming, and operating system maintenance. Operations include: control services, personal computer support and maintenance of local area networks.

Goals, Objectives, and Performance Data –

Goal: To provide division level information to Internet users, thereby increasing their knowledge of the departments and divisions of the Consolidated Government.

Objective: Create an informational website for each department division.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of department division websites online.	90%	90%	96%

Goal: Provide 150 employees with upgraded personal computers.

Objective: Purchase and install 150 IBM personal computers.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of personal computers installed.	N/A	82%	90%



Mission Statement:

Serving all citizens of our community in a legally, morally, and ethically appropriate manner. The Human Resources Department strives to improve employment opportunities, advancement opportunities, employee relations and employee performance through better communications, cultivation of a diverse workforce and implementation of proactive policies, procedures, programs and training.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Projected
220:				
1000 Administration	\$652,507	\$806,838	\$769,091	\$771,020
2100 Employee Benefits	770,287	838,610	819,046	835,290
DEPARTMENT TOTAL	\$1,422,794	\$1,645,448	\$1,588,137	\$1,606,310
% CHANGE		15.64%	11.62%	12.89%

*Unaudited

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Projected
Personal Services	\$1,260,662	\$1,417,427	\$1,397,589	\$1,432,500
Operations	162,132	228,021	190,548	173,810
OPERATING BUDGET	\$1,422,794	\$1,645,448	\$1,588,137	\$1,606,310
Capital Budget	0	0	0	0
DIVISION TOTAL	\$1,422,794	\$1,645,448	\$1,588,137	\$1,606,310
% CHANGE		15.64%	11.62%	12.89%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Projected
220-1000			
Director of Human Resources	1	1	1
Affirmative Action Officer	1	0	0
Assistant Human Resources Director	0	1	1
Human Resources Analyst	2	2	2
Human Resources Specialist I	4	4	4

HUMAN RESOURCES / 220

Human Resources Technician II	0	1	1
Human Resources Technician I	4	5	5
Part Time Administrative Technician III	1	0	0
Technical Trainer/ Developer	0	1	1
TOTAL	13	15	15

Administration

Program Description:

The Administration Division within the Department of Human Resources provides services to recruit, develop, and retain highly professional employees and quality customer service to the citizens of Columbus.

Goals, Objectives and Performance Data –

Goal: To process personnel actions in a timely manner.

Objective: To maintain personnel action processing time in 3 days or less.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Average days required to process personnel actions	3.0	2.78	2.55

Goal: To process and file personnel actions and documents accurately at a percentage of 2% or less.

Objective: To conduct statistically valid random sampling on a monthly basis, for data entry and filing accuracy, for performance measurements and improvements.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Average monthly data entry error rate, expressed as a percentage of total personnel actions and documents entered.	1.5	1.5	1.3

Employee Benefits

Program Description:

The Employee Benefits Division within the Department of Human Resources manages employee benefits. Some examples of employee Benefits: the COBRA & FLEX programs, deferred income, unemployment insurance, savings programs, thrift programs, employees' assistance and other programs.



Mission Statement:

The mission of the Inspections and Codes Department is to ensure a safe and environmentally sound community to all of the residents and those who visit here by supporting all programs of the Columbus Consolidated Government that raise public awareness and to provide for the safety of life, health, and general welfare of the public through the enforcement of the International Building, Plumbing, Electrical, Gas, Mechanical, and Property Maintenance Codes, the Zoning Ordinance, the Flood Plain Ordinance, and the Georgia Safety Fire Regulations. All of these codes are nationally recognized construction codes.

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Projected
240:				
2100 Planning	\$128,243	\$166,142	\$0	\$0
2200 Inspections	1,343,588	1,859,589	1,592,004	1,549,363
2900 Print Shop	175,953	205,870	173,990	182,681
DEPARTMENT TOTAL	\$1,647,784	\$2,231,601	\$1,765,994	\$1,732,044
% CHANGE		35.43%	7.17%	5.11%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Projected
Personal Services	\$1,413,606	\$1,661,294	\$1,491,100	\$1,551,689
Operations	134,434	303,107	200,228	180,355
OPERATING BUDGET	\$1,548,040	\$1,964,401	\$1,691,328	\$1,732,044
Capital Budget	99,744	267,200	74,666	0
DEPARTMENT TOTAL	\$1,647,784	\$2,231,601	\$1,765,994	\$1,732,044
% CHANGE		35.43%	7.17%	5.11%

*Unaudited

INSPECTIONS AND CODES / 240

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Projected
240-2200 Inspections & Codes	22	24	24
Inspections & Codes Division Director	1	1	1
Inspections and Codes Assistant Division Director	0	1	1
Plans Examiner	3	2	2
Inspection Supervisor	2	0	0
Inspection Services Coordinator	1	1	1
Sign and Codes Inspector	0	1	1
Mechanical Inspector	3	4	4
Building Inspector	4	4	4
Electrical Inspector	3	4	4
Property Inspector	2	2	2
Zoning Technician	1	1	1
Administrative Assistant	1	1	1
Permit Technician	1	2	2
240-2900 Print Shop	4	4	4
Print Shop Supervisor	1	1	1
Duplicating Service Technician	1	1	1
Graphics Designer	1	1	1
Print Shop Technician	1	1	1
TOTAL	26	28	28

Inspections and Codes

Program Description:

The Department is responsible for the enforcement of the latest editions of the Georgia State Minimum International Codes Building, Plumbing, Electrical, Gas, Mechanical, and Property Maintenance Codes, adopted by the State of Georgia as the State Construction Codes. Furthermore, the Department enforces the Local Zoning Ordinance, the Flood Plan Ordinance, Soil Erosion and Sedimentation Control and the Georgia Safety Fire Regulations.

Goals, Objectives and Performance Data –

Goal:	To provide an effective inspection service to ensure the safety of life, health, and general welfare of the public through Code Enforcement.
Objective:	Continue the systematic program to remove all derelict structures and to rehabilitate substandard housing.
Objective:	Assist the Board of Zoning Appeals technically and process appeals under the Zoning Ordinance to BZA.
Objective:	Administer examinations and provide technical assistance to the Building Contractors Examining Board.

INSPECTIONS AND CODES / 240

Objective: Enforce the provisions of the Georgia Safety Fire Law as required by State Law.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Inspections	35,906	42,850	44,990
Permits Issued	19,445	24,850	25,093
Plans Checked	2,263	5,625	4,500
Revenue Collections	\$2,016,879	\$1,700,000	\$1,900,500
Construction Valuations	\$409,875,427	\$352,000,000	\$395,500,000

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Board of Zoning Appeal Cases	140	209	200

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Building Contractors Examining. (Certificates of Qualifications Issued)	561	625	550

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Housing Code – Community Development.			
Code Enforcement Program – Field Inspections.	424	1,050	800
Complaints Investigated.	649	649	650

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Georgia State Fire Regulations – Certificates Issued.	39	25	40

INSPECTIONS AND CODES / 240

Print Shop

Program Description:

Assist all City Departments with their printing needs, which includes designs, typesetting, color copies, color printing, folding, stapling, binding and the overall knowledge of any printing projects.

Goal: To improve the quality and productivity of printing services with the assistance of upgraded equipment and overall printing/graphic training to increase the expediting of jobs.

Objective: Develop procedures to efficiently use our equipment to ensure quality.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Graphics/Software Trainings	2	3	3
Graphic Software Upgrade	2	2	2
PlateMaker/Film System	0	0	1

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Online Work Order (%)	95%	100%	100%
Offset Printing Impressions	3,500,000	3,750,000	4,000,000
Quick Copies	800,000	850,000	900,000
Plate Filing System (%)	80%	90%	100%



Mission Statement:

The mission of the Planning Department is to provide continuous, comprehensive, and coordinated planning efforts, through a proactive public participation process, that will provide for local and regional growth and mobility, while fostering sustainable development sensitive to community and natural resources.

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Projected
242:				
1000 Planning	\$128,244	\$166,142	\$215,253	\$300,404
DEPARTMENT TOTAL	\$128,244	\$166,142	\$215,253	\$300,404
% CHANGE		29.55%	67.85%	134.24%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Projected
Personal Services	N/A	\$112,345	\$174,834	\$263,649
Operations	N/A	53,797	40,419	36,755
OPERATING BUDGET	N/A	\$166,142	\$215,253	\$300,404
Capital Budget	N/A	0	0	0
DEPARTMENT TOTAL	N/A	\$166,142	\$215,253	\$300,404
% CHANGE		29.55%	67.85%	134.24%

*Unaudited

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Adopted
242-1000 Planning			
Planning Director	1	0	0
Planner	2	3	3
Principal Planner	0	1	1
ROW Coordinator	0	0	0
Planning Manager	0	1	1
Graphics Designer	1	0	0
Administrative Specialist II	1	0	0
Technician I	1	0	0
TOTAL	6	5	5

PLANNING / 242

Planning

Program Description:

To lead in creative and sustainable solutions for land use development through comprehensive surveys and studies of existing and future conditions, and through the preparation of plans for the sound management of physical, social and economic growth in the community.

Goals, Objectives and Performance Data -

Goal:	Implement and manage a long range planning process through comprehensive and special area plans to build a sound strategic framework for Columbus' growth and stability.
Objective:	To execute and sustain the city's comprehensive plan for development in the community.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Unified Development Ordinance Comprehensive Plan	1	1	1
Neighborhood Revitalization Plans	0	0	1
Midtown Project	1	1	1
Army Community Heritage Partnership	1	1	1
Georgia Greenspace Program	1	1	1

Goal:	Ensure an accessible development review process that is fair, efficient, timely and supportive of adopted city goals.
Objective:	To develop and maintain a master plan for development in the community.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Review Zoning Cases	81	89	98
Review Subdivision Plats	223	245	270
Review Special Exception Use Cases	3	7	15

Goal:	To promote and enhance historical properties and sites throughout the community.
Objective:	To provide technical support and guidance on historic related matters.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Review Board of Historic and Architectural Cases	100	98	110

Budget Notes:

The following personnel was approved in FY08 Mid Year budget:

- One (1) Planning Manager
- Two (2) Planners



Mission Statement:

To provide an enhanced quality of life for all citizens who live and work in the region by: the delivery of an effective/safe transportation system to move people and goods throughout the community; provide management that is environmentally sensitive to our Natural Resources through the oversight of Storm Water and drainage structure, and to provide data, construction, and communication support to other City Departments by the effective and efficient delivery of Geographical Information, Construction Management, and Radio Communications.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
250:				
2100 Traffic Engineering	\$1,293,337	\$1,283,430	\$1,533,397	\$1,447,896
2400 Geographic Information Systems (GIS)	185,497	210,156	322,420	188,714
3110 Radio Communications	300,447	361,486	354,327	342,898
DEPARTMENT TOTAL	\$1,779,281	\$1,855,072	\$2,210,144	\$1,979,508
% CHANGE		4.26%	24.22%	11.25%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,209,614	\$1,306,958	\$1,372,096	\$1,441,876
Operations	496,001	523,114	633,560	537,632
OPERATING BUDGET	\$1,705,615	\$1,830,072	\$2,005,656	\$1,979,508
Capital Budget	73,666	25,000	204,488	0
DEPARTMENT TOTAL	\$1,779,281	\$1,855,072	\$2,210,144	\$1,979,508
% CHANGE		4.26%	24.22%	6.71%

*Unaudited

ENGINEERING / 250

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
250-2100 Traffic Engineering	22	23	23
Traffic Engineer (Division Manager)	1	1	1
Traffic Operations Supervisor	1	1	1
Traffic Signal Supervisor	1	1	1
Traffic Analyst	1	1	1
Traffic Engineer	1	2	2
Traffic Engineer Technician II	1	1	1
Traffic Engineer Technician I	1	1	1
Traffic Signal Technician II	3	4	4
Traffic Signal Technician I	2	0	0
Traffic Operations Technician	1	1	1
Signal Pavement Marker	1	0	0
Traffic Construction Technician	4	5	5
Traffic Construction Specialist	1	3	3
Signal Construction Specialist	1	0	0
Sign/Paving Marking Specialist	1	1	1
Administrative Specialist II	1	1	1
250-2400 Geographic Information System (GIS)	3	3	3
GIS Coordinator	1	1	1
Graphic Supervisor	0	0	0
GIS Technician	1	1	1
Graphic Designer	0	0	0
CAD Technician	1	1	1
250-3110 Radio Communications	4	4	4
Radio Communications Foreman	1	1	1
Radio Technician IV	1	1	1
Radio Technician III	1	1	1
Radio Technician II	1	1	1
TOTAL	29	30	30

ENGINEERING / 250

Traffic Engineering

Program Description:

Install, operate and maintain (1) traffic signals, (2) traffic control signs, (3) pavement markings, (4) radio communication and (5) administer street lighting along public roadways.

Goals, Objectives and Performance Data –

Goal: Install, operate and maintain traffic signals to move traffic through signalized intersections safely and efficiently.

Objective: Establish preventative maintenance schedule for each of the 250 traffic signals in order to reduce services calls and after hour emergency service calls.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Preventative maintenance of signalized intersections	251	260	265

Goal: Install and maintain traffic control signs to insure clear visibility and nighttime reflectivity to provide safe guidance to motorist and pedestrians.

Objective: Inspect and replace damaged and worn out signs.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Replace degraded Traffic signs	3062	1899	2160

ENGINEERING / 250

Geographic Information System

Program Description:

This division provides a comprehensive range of geographic information and mapping to the city departments and citizens of Columbus. GIS provides a platform for land, facilities, and infrastructure management that complements graphic and relational data services.

Goals, Objectives and Performance Data –

Goal: To preserve original development plans by scanning original documents.

Objective: Maintain database of images of original plats

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of Total plats that are scanned and cataloged.	80%	90%	100%

Goal: To achieve a greater degree of accuracy in tax maps.

Objective: To limit the amount of time devoted to corrections.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Ratio of New Edits to Corrections	2:1	2:1	3:1

Radio Communications

Program Description:

This division is responsible for administering, installing and maintaining radio communication equipment and services to departments, agencies and authorities of the Columbus Consolidated Government.

Goals, Objectives and Performance Data –

Goal: To insure that all radios (portables, mobiles, control stations, etc.) are operating to peak performance within the City's 800 MHz Radio Communication system.

Objective: Provide timely repairs of departmental radios and provide spare radios for employees to continue to perform their work.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Reduce average repair time (hours)	1.4	1.5	1.2



Mission Statement:

The Department of Public Services strives to serve the community by providing street and road maintenance, storm drainage, environmental enforcement, urban forest maintenance, waste disposal and maintenance of city owned properties in a safe and efficient manner, which is sensitive to the environment. The department is committed to doing its part to enhance the high quality of life for the current and future generations.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
260:				
1000 Administration	\$257,401	\$310,470	\$248,514	\$276,156
2300 Fleet Management	1,605,357	1,819,237	1,890,256	1,631,064
2400 Special Enforcement	1,062,924	1,131,183	1,172,123	1,218,713
2600 Cemeteries	217,064	243,189	216,452	248,480
2700 Facilities Maintenance	2,423,067	2,592,143	2,618,148	2,711,599
3710 Other Maintenance & Repairs	810,506	1,005,995	1,001,712	1,082,135
DEPARTMENT TOTAL	\$6,376,319	\$7,102,217	\$7,147,205	\$7,168,147
% CHANGE		11.38%	12.09%	12.42%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$3,858,163	\$4,310,493	\$4,322,504	\$4,221,013
Operations	2,470,485	2,791,724	2,700,524	2,947,134
OPERATING BUDGET	\$6,328,648	\$7,102,217	\$7,023,028	\$7,168,147
Capital Budget	47,671	0	124,177	0
DEPARTMENT TOTAL	\$6,376,319	\$7,102,217	\$7,147,205	\$7,168,147
% CHANGE		11.38%	12.09%	12.42%

*Unaudited

PUBLIC SERVICES / 260

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
260-1000 Administration	4	4	4
Director of Public Services	1	1	1
Deputy Director of Public Services, Operations	0	0	0
Driver Training Administrator	0	1	0
Driver Training Program Administrator/Safety Officer	1	0	1
Public Service Employee Coordinator	1	1	1
Administrative Supervisor	1	1	1
260-2300 Fleet Management	35	36	38
Assistant Director of Public Services, Budget and Fleet Management Division Manager	1	1	1
Assistant Fleet Manager	1	1	1
Buyer II	1	1	1
Warranty Officer	2	1	2
Vehicle Body Technician	2	1	2
Fleet Maintenance Supervisor	2	2	2
Fleet Maintenance Technician III	6	6	6
Fleet Maintenance Technician II	17	17	18
Fleet Maintenance Technician I	3	4	4
Inventory Control Technician	1	1	1
Inmate Labor	14	14	14
260-2400 Special Enforcement	21	22	23
Special Enforcement Division Manager	1	1	1
Special Enforcement Animal Rescue Supervisor	1	1	1
Administrator Coordinator	1	0	1
Special Enforcement Supervisor	2	3	2
Special Enforcement Officer	4	9	5
Communications Officer	2	3	2
Animal Control Officer II	3	3	3
Animal Control Officer I	6	1	6
Animal Control Technician	2	0	2
260-2600 Cemeteries	4	4	4
Cemetery Division Manager	1	1	1
Public Services Crew Leader	1	1	1
Correctional Detail Officer	1	1	1
Equipment Officer III	1	1	1

PUBLIC SERVICES / 260

	FY07 Actual	FY08 Revised	FY09 Adopted
260-2700 Facilities Maintenance (F/M)	25	25	26
F/M Division Manager	1	1	1
Assistant Director of F/M	0	0	0
F/M Supervisor II	0	0	0
F/M Supervisor I	0	0	0
F/M Technician III	0	0	0
F/M Technician II	0	0	0
F/M Supervisor	1	1	1
Government Center F/M Supervisor	1	1	1
Jail F/M Supervisor	1	1	1
Electrical Supervisor	1	1	1
Electrician II	3	3	3
Electrician I	1	1	1
HVAC Supervisor	1	1	1
HVAC Technician II	2	2	2
HVAC Technician I	1	1	1
Plumbing Supervisor	1	1	1
Plumber II	2	2	2
Plumber I	1	1	1
Carpenter II	1	1	1
Custodial Services Supervisor	1	1	1
Custodial Services Assistant	1	1	1
Correctional Supervisor	1	1	1
Correctional Officers	2	2	2
F/M Worker I	1	1	1
Administrative Technician	1	1	1
Building Service Worker	0	0	1
	37	37	37
	91	89	91

Administration

Program Description:

The Administration Division oversees the responsibility of the Fleet Management, Special Enforcement, Cemetery and Facilities Maintenance Divisions. Additionally, the division has jurisdiction over sewer construction and repairs, street improvements, right-of-way, community service, landscape and forestry, waste management, maintaining city owned properties and other public services.

Goals, Objectives and Performance Data –

Goal: To improve internal communication with all employees so that not only employees understand the departmental goals and objectives, but also so that they know of opportunities, awards, programs and events that are available to them.

Objective: Produce a quarterly newsletter for Public Services employees.

PUBLIC SERVICES / 260

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of newsletters produced.	4	4	4

Goal: To increase awareness, techniques and the understanding of leadership necessary to increase not only the productivity but also the well being of our employees.

Objective: Conduct training to all Division Managers, supervisors, team and crew leaders in the fundamentals of leadership.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of team/crew leaders that complete training.	15	15	15

Fleet Management

Program Description:

To maintain a high percentage of operational fleet vehicles and equipment. Ensure preventative maintenance schedules for Fleet vehicles and equipment are closely adhered to.

Goals, Objectives and Performance Data –

Goal: To obtain a 1% decrease in repair cost and repair of city vehicles and equipment.

Objective: Replace high mileage/hour vehicles and equipment.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Keep overall maintenance costs to a minimum.	\$2,528,983	\$2,828,809	\$2,252,629

Budget Notes:

The following personnel was approved in this budget:

- One (1) Fleet Maintenance Tech II/ Truck Repair Shop
- One (1) Fleet Maintenance Tech I/ Small Engine Repair Shop

Special Enforcement

Program Description:

The Special Enforcement Division enforces all aspects of the Animal & Fowl Ord., this includes, but not limited to the efficient operation of the Animal Shelter as well as ensuring all biting animals are quarantined as required by the state. We ensure compliance with rabies vaccinations, the registering of all animals through our permitting system as well as, animal cruelty investigations, biting cases, cleanliness of pens, excessive barking and many other animal related issues. In addition, this division also is responsible for all Environmental Law Enforcement such as, but is not limited to the enforcement of the Solid Waste Ord., Business Licenses, Alcohol Licensing, Gross Receipt Taxes, Mobile Home Taxes, Scrap Tire Management, Illegal Dumping, Weed Violations, Junk vehicles, Fencing Violations and other environmental violations.

PUBLIC SERVICES / 260

Goals, Objectives and Performance Data –

Goal: Increase adoptable animal placement by 10%.

Objective: Continue assisting PAWS Columbus Inc., the MC Humane Society and other licensed animal agencies by selecting the most adoptable animals from the general population and placing them with these agencies for adoption.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Total number of animals placements.	993	993	1092

Budget Notes:

-The following personnel was approved in this budget:
- One (1) Special Enforcement Officer.

Cemeteries

Program Description:

To provide burial/grounds maintenance service for the citizens of the tri-state area and funeral homes. This includes, but is not limited to, grounds maintenance/repairs, genealogy research, preparation of gravesites, and surrounding areas for funeral, as well as large scale social functions. Also, repair of roads, and abandoned lots, and other special projects as assigned by management.

Goals, Objectives and Performance Data –

Goal: Continue to repave 1 mile of road in Riverdale Cemetery each year.

Objective: To improve the condition of the roads in all four City owned cemeteries. This will allow for a hazard free passage for visitors.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Continue to repair potholes throughout all four of the City owned cemeteries.	1 mile	0	1 mile

Goal: Continue to repair potholes throughout all four of the City owned cemeteries.

Objective: To improve travel on every passage throughout all City owned cemeteries.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Amount of potholes actually repaired either individually or with the mile overlay.	0	7	10

PUBLIC SERVICES / 260

Facilities Maintenance

Program Description:

The Facilities Maintenance Division mission is to provide general maintenance and preventive maintenance to all city facilities including carpentry, painting, electrical, plumbing, HVAC, irrigation and small construction.

Goals, Objectives and Performance Data –

Goal: Perform maintenance and preventive maintenance on a timely schedule for each building.

Objective: Perform inspections of all facilities annually.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Total percentage of inspections annually	50%	55%	70%

Budget Notes:

-The following personnel was approved in this budget:

- One (1) Building Service Worker

Other Maintenance and Repairs

Program Description:

This division coordinates and accounts for all building maintenance and repairs to the various city facilities. The facilities are classified into three categories: Parks & Recreation, Public Safety, or General Government.



Mission Statement:

The Columbus Parks and Recreation Department strives to enhance the quality of life for all citizens of this community by providing passive and active recreational, educational and cultural programming services for all age groups. It is our objective to provide parks and recreation facilities that are safe, accessible and aesthetically pleasing to the entire community. This division will strive for continual improvement of its broad-based, recreational programs to ensure opportunities for all citizens in order to maintain its leadership among comparable sized cities in the United States.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
270:				
1000 Administration	\$375,187	\$382,794	\$446,521	\$421,945
2100 Parks Services	4,583,789	4,240,992	4,494,084	4,373,863
2400 Recreation Services	1,364,627	1,308,791	1,519,481	1,557,438
3220 Golden Park	97,149	93,109	116,185	96,992
3230 Memorial Stadium	52,578	58,720	55,556	60,954
3410 Athletics	343,969	388,610	397,985	394,041
3505 Community School	1,160,841	1,447,203	1,064,885	2,159,789
4048 Cooper Creek Tennis Center	244,577	260,436	262,102	253,977
4049 Lake Oliver Marina	0	0	0	25,150
4413 Aquatics	512,561	458,440	553,726	476,183
4433 Therapeutics	101,871	124,668	105,297	129,291
4434 Cultural Arts Center	162,004	157,818	170,895	181,901
4435 Senior Citizens Center	300,029	387,960	344,055	359,462
DEPARTMENT TOTAL	\$9,299,182	\$9,309,541	\$9,530,772	\$10,490,986
% CHANGE		.11%	2.49%	12.69%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$5,618,917	\$6,160,087	\$6,190,302	\$7,336,980
Operations	3,101,695	3,065,659	3,186,452	3,154,006
OPERATING BUDGET	\$8,720,612	\$9,225,746	\$9,376,754	\$10,490,986
Capital Budget	578,570	83,795	154,018	0
DEPARTMENT TOTAL	\$9,299,182	\$9,309,541	\$9,530,772	\$10,490,986
% CHANGE		.11%	2.49%	12.69%

*Unaudited

PARKS AND RECREATION / 270

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
270-1000	7	7	7
Director of Parks and Recreation	1	1	1
Assistant Director of Parks and Recreation	1	1	1
Finance Manager	1	1	1
Employment Coordinator	1	1	1
Administrative Specialist III	1	1	1
Admin Tech I – Ma Rainey	2	2	2
270-2100 Park Services	79	79	79
Park Services Division Manager	1	1	1
Correctional Supervisor	13	13	13
Administrative Specialist II	1	1	1
Administrative Technician I	0	0	0
Park Services Manager	0	0	0
Chemical Applications Tech.	1	1	1
Park Maintenance Supervisors (G6 and G8)	12	12	12
Park Maintenance Supervisor (G4)	1	1	1
Park Maintenance Worker III	1	1	1
Park Maintenance Worker II	1	1	1
Park Maintenance Worker I	25	25	25
Park Crew Leader	1	1	1
MEO III	7	7	7
MEO II	3	3	3
MEO I	3	3	3
Custodian	1	1	1
Custodian-PT	3	3	3
Park Maintenance Worker I-PT	5	5	5
 Inmate Labor	 144	 144	 144
270-2400 Recreation Administration	44	44	44
Recreation Division Manager	0	0	0
Administrative Specialist II	0	0	0
Administrative Tech-PT	1	1	1
Recreation Specialist III	6	6	6
Recreation Specialist II	2	2	2
Recreation Program Supervisor	2	2	2
Recreation Center Leaders-PT	33	33	33
270-3410 Athletics	5	5	5
Athletic Program Supervisor	2	2	2
Athletic Program Manager	0	0	0
Athletic Program Specialist	1	1	1
Athletic Chief- PT	2	2	2

PARKS AND RECREATION / 270

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
270-3505 Community Schools Operations	142	142	142
Community Schools District Supervisor	1	1	1
Finance Manager	1	1	1
Admin. Specialist II	1	1	1
Site Supervisor- PT	36	36	36
Program Leader- PT	103	103	103
270-4048 Cooper Creek Tennis Center	8	8	8
Tennis Specialist II	1	1	1
Tennis Specialist I	2	2	2
Park Maintenance Worker I-PT	5	5	5
270-4413 Aquatics	34	34	34
Aquatics Supervisor- PT	2	2	2
Swimming Pool Manager- PT	4	4	4
Assistant Swimming Pool Manager- PT	4	4	4
Head guard/Lifeguard- PT	12	12	12
Concessionaire- PT	4	4	4
Laborer- PT	2	2	2
Concessionaire Managers- PT	4	4	4
Administrative Assistant- PT	2	2	2
270-4433 Therapeutics	3	3	3
Recreation Program Supervisor	1	1	1
Recreation Specialist II	1	1	1
Recreation Leader- PT	1	1	1
270-4434 Cultural Arts Center	7	7	7
Recreation Program Supervisor	1	1	1
Pottery Specialists- PT	6	6	6
270-4435 Senior Citizens Center	9	9	9
Recreation Program Specialist III	2	2	2
Recreation Program Specialist II	1	1	1
Custodian	2	2	2
Custodian- PT	1	1	1
Recreation Center Leaders-PT	3	3	3
TOTAL	338	338	338

Administration

Program Description:

The Parks and Recreation Department's Administrative division provides leadership and vision for the delivery of comprehensive recreational programming and facilities. These programs and facilities are offered through five divisions: Administration, Parks Services, Recreation Services, Community Schools and Athletics.

PARKS AND RECREATION / 270

Goals, Objectives, and Performance Data –

Goal:	Ensure management is acquainted and familiar with all aspects of programs.		
Objective:	To provide efficient service through continued spot checks of services and facilities by upper management.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of events, facilities and programs.	25	30	32

Goal:	Utilize in-house marketing, provided by CCGTV, to promote the Parks and Recreation philosophy, available programs, activities and other opportunities.		
Objective:	Schedule numerous CCGTV spots regarding Parks and Recreation opportunities and events. Additionally, provide a department special featuring Parks and Recreation.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of events, facilities and programs highlighted on CCGTV.	10	12	22

Park Services

Program Description:

The Park Services division provides the management and maintenance of all city park, land and recreation facilities. This division is responsible for the general maintenance of all buildings, grounds, playground equipment and other amenities, which includes: 33 athletic fields; 32 little league fields; 66.5 multi-purpose courts; 65 playgrounds; 16 recreation centers; 22 softball fields; swimming pools; 47 tennis courts; and 10 miles of fitness and walking trails, including the new 5-mile south Riverwalk which runs from Fieldcrest Mill to Fort Benning at Oxbow Meadows. This division also maintains Memorial Stadium and Golden Park.

Goal:	Enhance park amenities and infrastructure for citizens by repairing and replacing 100% of damaged, hazardous or unsightly items within three to four working days, based on funding.		
Objective:	Establish electronic logging system to ensure proper tracking/completion of work orders and citizen concerns.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent increase of response time of all work orders.	65%	70%	75%

Goals, Objectives, and Performance Data –

Goal:	To increase citizen satisfaction with the Park Services response time for work orders, requests and citizen complaints.		
Objective:	To conduct daily staff briefings to review workload and establish schedules in order to accomplish 100% of workload in terms of preparing for events/work orders, requests and citizen complaints.		

PARKS AND RECREATION / 270

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of requests/complaints responded to in less than 24 hours based on category of requests as to work to be performed.	65%	65%	85%

Recreation Administration

Program Description:

This is the administrative section of the Recreation Division of the Parks and Recreation Department. The division consists of five sections: Recreation Services (formerly Youth Programs), The Senior section, Cultural Arts, Therapeutics and Retired Seniors Volunteer Program. This division provides recreational programming at community centers, senior centers, recreation centers and the Cultural Arts Studio, as well as many special events and tournaments.

Goals, Objectives, and Performance Data –

- Goal:** To provide structured non-athletic programming to youth ages 5-18 years of age.
- Objective:** To increase female participation target group 13-18 years of age by 10% in structured non-athletic programs conducted by the Recreation Division.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Solicit and track the number of female participants in target group, that register and participate in structured, non-athletic programs conducted in FY06.	322	334	355

Golden Park

Program Description:

Golden Park is a baseball stadium with a seating capacity of 4,000 and is leased to the Greater Columbus Baseball Club, a member of the Southern League. The league games accounts for approximately seventy games per year, with an additional forty games by high school, college, Babe Ruth and independent leagues.

Goals, Objectives, and Performance Data –

- Goal:** Provide the citizens of Columbus, GA, surrounding areas, and game participants a safe and well-maintained facility for baseball and social entertainment.
- Objective:** To ensure the public, and game participants, a safe and well-maintained environment for sporting and social gatherings.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Total number of attendance	96,606	100,390	100,973

PARKS AND RECREATION / 270

Memorial Stadium

Program Description:

Memorial Stadium is a football stadium with a seating capacity of 12,265 and is primarily used for high school, college and youth football games. This stadium is also used for concerts, band festivals and other events.

Goals, Objectives, and Performance Data –

Goal:	To earn the reputation as the finest football facility in Southwest Georgia and East Alabama for sporting and social entertainment.		
Objective:	To operate successfully in an ethical manner to satisfy our customer's expectations with motivated, service-oriented employees.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Total number of attendance	46,360	47,194	47,194

Athletics

Program Description:

This division acts as an administrative body to a wide range of sporting events. Functions include organization and implementation of local league play. Special programming embraces the Georgia Recreation and Park Association, State Championship Amateur Softball Association, state, regional, national championships and a variety of invitational NFCA leadoff classics, SEC softball championships, and SEC baseball championships. Local, regional, state and international programs are goal-oriented toward community promotion, visibility and economic impact.

Goals, Objectives, and Performance Data –

Goal:	To recruit and promote championship athletic events.		
Objective:	To help brand our community's athletic identity.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of events hosted.	23	23	24

Community School Operations

Program Description:

This division is responsible for the operation of the Community Schools program in various elementary and middle schools throughout the city. The Community Schools Program provides after school camps, summer camps and holiday camps for elementary and middle school age youth. Some of the activities the youth can participate in are: arts and crafts, music, dance, drama, sports, recreational, cultural and social activities.

PARKS AND RECREATION / 270

Goals, Objectives, and Performance Data –

Goal: To expose an increased number of youth to music, dramatic play and artistic abilities.

Objective: By introducing the components in our goal we will strive to enhance the creativity, welfare and balance for all youth through experience and knowledge.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Total number of participants	1,263	1,276	1,276
Total weekly art and music programs	33	33	33

Goal: To provide additional and expanded cultural awareness programming.

Objective: By introducing the component in our goal we will strive to enhance the quality of life for all youth through experience and knowledge of the diversity and unity of our community.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Weekly cultural programming	1,155	1,155	1,155

Cooper Creek Tennis Center

Program Description:

Cooper Creek Tennis Center features thirty courts in a passive park environment. This rubico clay complex provides the citizens of Columbus a facility unrivaled in Georgia. Functions include the establishment of leagues, clinics and tournaments for youths and adults. Special programs include the establishment of the United States Tennis Association (USTA) schools program and the continued close association with the Columbus Regional Tennis Association (CORTA) in an effort to increase participation and revenue in the tennis program within Columbus and to help attract state and regional tournaments to our facility.

Goals, Objectives, and Performance Data –

Goal: To provide Columbus citizens with recreational league play.

Objective: To operate USTA league programs for juniors, adults and seniors.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of USTA tournament participants/spectators.	1,200	1,224	1,224
Number of participants.	4,926	5,049	5,049

PARKS AND RECREATION / 270

Aquatics

Program Description:

This division is responsible for the new leisure pools that were funded through the 1999 SPLOST and some of the previously existing pools. These pools are strategically placed in the city for maximum use by citizens. Each community was instrumental in picking the different features for their particular pool. The pools have been well received and are a terrific asset to Columbus and its residents. Programming for the new facilities include leisure swimming, learn-to-swim classes, water safety classes, staff development courses, competitive swimming and special group services. Special services include facility rentals, senior adult water aerobics and programs for the physically challenged.

Goals, Objectives, and Performance Data –

Goal: To maintain an attendance level proportionate to the hours of operation.

Objective: To operate swimming facilities for a period of 10 weeks at 35 hours per week.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Daily average attendance at all pools.	1,393	1,504	1,504

Therapeutic

Program Description:

This division operates recreation programs for the community's disabled population. Programs include arts and crafts, pottery, bowling, gardening exercise, sports training, dancing, camping, field trips and Special Olympics. It also serves as resource and referral for citizen agencies serving the needs of our special population.

Goals, Objectives, and Performance Data –

Goal: Develop a relationship with outside agencies that provide services to the disabled population.

Objective: Schedule informative meetings and promote programs with brochures and letters.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of agencies.	7	8	8

Cultural Arts Center

Program Description:

The Cultural Arts Center provides programs that reach persons of diverse interest and ability. It is designed to encourage the participation of youth, adults, senior adults and those with physical disabilities. The program adapts to the group or person's needs. There are cooperative sessions and tours of other agencies and community groups.

PARKS AND RECREATION / 270

Goals, Objectives, and Performance Data –

Goal: To promote community involvement through visual artist programs.

Objective: To expand our volunteer and mentor program by 10% and maintain current levels of tours, talks, demonstrations, special needs and community involvement.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of volunteer program participants.	672	706	706
Number of mentor program participants.	947	958	958
Number of special needs program participants.	1,940	2,231	2,231
Number of tours, talks, and demonstrations.	365	456	456
Number of community project participants.	15,167	15,698	15,698

Senior Citizens Center

Program Description:

The Senior Citizens Center division provides diversified recreational and leisure services for senior adults of Columbus through direct programming, facilities, advisement and referral with transportation, staff and volunteer assistance for handicapped and frail, elderly citizens. They coordinate, sponsor and promote programs with state and local agencies for the benefit of local participants, bringing visibility to Columbus and the program's participants.

Goals, Objectives and Performance Data –

Goal: Provide recreational alternatives focusing on improving quality of life and health.

Objective: Alter the logistics of the Mayor's Fitness Walk to incorporate a more diverse population through a collaborative effort of the Mayor's Council on Health and Fitness.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Attendance at Mayor's Walk.	382	397	397

Lake Oliver Marina

Program Description:

Lake Oliver is a 2,150-acre lake situated between the Goat Dam and the Oliver Dam on the Chattahoochee River. Lake Oliver Marina provides access to the Chattahoochee Riverwalk. The Marina will provide citizens with a safe area for watersports, fishing, and water access for their boats. The all-new Baitshop reflects the naval traditions of Columbus, GA.



Mission Statement:

To respond to the citizens of Columbus' needs and interest in Agriculture, the environment, families, and 4-H youth with unbiased research based education.

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
280:				
1000 Cooperative Extensive	\$119,718	\$143,967	\$145,619	\$143,967
DEPARTMENT TOTAL	\$119,718	\$143,967	\$145,619	\$143,967
% CHANGE		20.26%	21.64%	0%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$93,906	\$113,105	\$111,816	\$113,105
Operations	24,051	30,862	33,182	30,862
OPERATING BUDGET	\$117,957	\$143,967	\$144,998	\$143,967
Capital Budget	1,761	0	621	0
DEPARTMENT TOTAL	\$119,718	\$143,967	\$145,619	\$143,967
% CHANGE		20.26%	21.64%	0%

*Unaudited

Program Description:

The Cooperative Extension Service is the educational arm of the USDA. The Columbus Extension Service is divided into five program areas: Agriculture and Natural Resources, Expanded Food and Nutrition, 4-H Youth, Home Economics, and Resource Development. Agriculture works with homeowners, corporate and industrial entities and city government in the production of food and city beautification. Expanded Food and Nutrition provide in-depth training to low-income families on budgeting, meal planning and improved diets, food and nutrition, family economics and stability, clothing and textiles, and the human environment. 4-H provides youth an opportunity to learn leadership roles. Home Economics place an emphasis on meeting the needs of contemporary living. Resource Development includes people working together locally on common concerns or problems.

COOPERATIVE EXTENSION SERVICES / 280

Goals, Objectives and Performance Data –

Goal:	Provide "Learning for Life" education for all Columbus area residents.		
Objective:	Conduct needs assessment and establish plan of work that addresses critical community issues.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of needs assessment/critical issues documents	5	6	6
Goal:	Increase environmental awareness and outdoor quality of life for Columbus residents.		
Objective:	To conduct educational programs for professionals, community groups, schools, businesses, agencies and Master Gardeners.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of educational programs contact hours.	1,200	1,350	1,350
Consultations	6,000	6,200	6,200
Soil and water tests	200	300	300



Mission Statement:

Strives to compile an accurate, uniform and timely Tax Digest meeting the requirements of the Department of Revenue and the State Code. Maintain current property records to include ownership, sales information and physical data. In addition to performing duties in a professional manner and provide good customer service.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
290:				
1000 Tax Assessor	\$910,376	\$1,116,412	\$1,081,660	\$1,221,024
DEPARTMENT TOTAL	\$910,376	\$1,116,412	\$1,081,660	\$1,221,024
% CHANGE		22.63%	18.81%	52.94%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$835,292	\$985,291	\$1,001,175	\$1,121,563
Operations	75,084	131,121	80,485	99,461
OPERATING BUDGET	\$910,376	\$1,116,412	\$1,081,660	\$1,221,024
Capital Budget	0	0	0	0
DEPARTMENT TOTAL	\$910,376	\$1,116,412	\$1,081,660	\$1,221,024
% CHANGE		22.63%	18.81%	52.94%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
290-1000			
Chief Tax Appraiser	1	1	1
Tax Assistant Division Manager	4	4	4
Appraiser III	3	3	3
Appraiser II	4	4	4
Appraiser I	3	5	6
Administrative Technician III	4	5	5
TOTAL	19	22	23

BOARD OF TAX ASSESSORS / 290-1000

Program Description:

Besides being responsible for the proper accounting of all taxable and non-taxable property, we require the five-member board to maintain uniformity of assessments, hear and rule on taxpayer appeals and adjudicate matters referred by the Tax Commissioner. Genre matters include rulings and eligibility for homestead exemption, taxability, certain adjustments and refunds. The Council appoints the Board Members.

Goals, Objectives and Performance Data –

Goal: The Muscogee County Board of Tax Assessors strives to compile an accurate, uniform and timely Tax Digest meeting the requirements of the Department of Revenue and State Code.

Objective: To comply with the Department of Revenue’s requirements for an acceptable tax digest.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of real estate parcels. Personal property accounts	81,565	82,223	82,223

Budget Notes:

The following personnel was approved in this budget:

- One (1) Appraiser/Auditor



Mission Statement:

To obtain and maintain the registration of eligible citizens and to administer and supervise the conduct of all elections and primaries in Muscogee County in a timely, accurate and efficient manner.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
290:				
2000 Elections & Registrations	\$687,199	\$530,477	\$627,012	\$835,277
DEPARTMENT TOTAL	\$687,199	\$530,477	\$627,012	\$835,277
% CHANGE		-22.81%	-8.76%	57.46%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$362,112	\$330,273	\$403,625	\$385,724
Operations	304,987	190,204	223,387	449,553
OPERATING BUDGET	\$667,099	\$520,477	\$627,012	\$835,277
Capital Budget	20,100	10,000	0	0
DEPARTMENT TOTAL	\$687,199	\$530,477	\$627,012	\$835,277
% CHANGE		-22.81%	-8.76%	57.46%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
290-2000			
Election Director	1	1	1
Election Registration Coordinator	2	2	2
Election Technician	2	2	2
Election Technician/Customer Service Technician	0	0	0
Board Members	5	5	5
TOTAL	10	10	10

Program Description:

Besides administering and supervising the conduct of all elections and primaries in Muscogee County, the Board conducts the process of obtaining and maintaining the registration of eligible citizens. The Council appoints the board members.

ELECTIONS AND REGISTRATIONS / 290-2000

Goals, Objectives and Performance Data –

Goal: To provide for the preparation and use of the ExpressPoll, an enhancement to the statewide uniform voting system, for use at voting precincts during primaries, elections and runoffs.

Objective: To enhance the speed and accuracy of voting in the precincts.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of ExpressPolls used	0	96	96

Goal: To utilize ExpressPoll units at precincts within the county in lieu of the printed electors list and ballot encoders.

Objective: To reduce the number of poll workers at each precinct.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of Poll workers per election	0	450	450

Goal: To provide voter identification cards to registered Muscogee County voters to be in the voting process.

Objective: To follow state mandated provision of voter identification to voters who present themselves with the proper documentation.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of identification cards produced	0	1,000	1,000



Mission Statement:

The Columbus Police Department will deliver effective and responsive law enforcement to all citizens of the City of Columbus in a fair and equitable manner. As an integral part of the Columbus Community, we are committed to communicate with those we serve and to join with them in establishing priorities to enhance the quality of life for the entire community.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
400:				
1000 Office of the Chief	\$574,790	\$772,989	\$727,882	\$730,113
2100 Intelligence / Vice	759,847	928,260	1,016,228	979,215
2200 Support Services	2,609,716	2,734,577	2,760,333	2,747,175
2300 Field Operations	11,474,200	12,024,730	12,454,955	12,684,139
2400 Office of Professional Standards	359,220	379,003	381,837	380,953
2500 METRO Drug Task Force	141,995	139,373	152,618	143,555
2700 Special Operations	42,659	67,760	21,515	48,500
2800 Administrative Services	1,198,234	1,231,104	1,270,375	1,205,121
3210 Conditional Discharge **	25,027	0	0	0
3230 Motor Transport	1,928,098	1,118,040	2,300,572	1,163,040
3320 Investigative Services	6,150,249	6,390,936	6,468,795	6,564,369
DEPARTMENT TOTAL	\$25,264,035	\$25,786,772	\$27,555,110	\$26,646,180
% CHANGE		2.07%	9.07%	3.33%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$22,241,607	\$23,586,998	\$24,109,323	\$24,407,941
Operations	2,213,506	2,140,574	2,492,912	2,238,239
OPERATING BUDGET	\$24,455,113	\$25,727,572	\$26,602,235	\$26,646,180
Capital Budget	808,922	59,200	952,875	0
PROGRAM TOTAL	\$25,264,035	\$25,786,772	\$27,555,110	\$26,646,180
% CHANGE		2.07%	9.07%	3.33%

*Unaudited

**Unit was dissolved in FY07. This unit will not be reinstated in the foreseeable future.

POLICE / 400

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
400-1000 Administration	9	10	10
Chief of Police	1	1	1
Deputy Chief	0	1	1
Police Lieutenant	1	1	1
Police Officer	1	1	1
Administrative Assistant	3	3	2
Administrative Secretary	1	1	1
Finance Manager	1	1	1
Accounting Clerk	1	1	1
Administrative Clerk II			1
400-2100 Intelligence/Vice	16	16	23
Police Captain	1	1	1
Police Sergeant	2	2	4
Police Corporal	9	9	11
Police Officer	3	3	6
Asset Coordinator	1	1	1
400-2200 Support Services	41	41	40
Police Major	1	1	1
Police Captain	1	1	1
Command Sergeant			1
Police Sergeant	2	2	1
Police Corporal	5	5	3
Police Officer	8	9	9
Administrative Secretary	1	1	1
Building Service Workers	3	3	3
Criminal Records Technician	15	15	16
Records Supervisor	3	2	1
Police Cadet	1	1	1
Building Crew Leader	1	1	1
Records Manager			1
400- 2300 Field Operations	235	235	239
Police Major	1	1	1
Police Captain	3	3	3
Police Lieutenant	8	8	7
Command Sergeants			2
Police Sergeant	30***	30	25
Police Corporal	1	1	29
Police Officer	190**	190	170
Administrative Secretary	1	1	1
Administrative Clerk I	1	1	1
400-2400 Office of Professional Standards	5	5	5
Police Major	1	1	1
Police Lieutenant	1	1	1
Police Sergeant	2	2	2
Administrative Secretary	1	1	1

POLICE / 400

	FY07 Actual	FY08 Revised	FY09 Adopted
400-2500 METRO Drug Task Force	2	2	3
Police Sergeant	1	1	1
Police Corporal	1	1	2
400-2800 Administrative Services	20	20	19
Police Major	1	1	1
Police Captain	1	1	1
Police Lieutenant	1	1	1
Police Sergeant	4	4	4
Police Corporals	0	0	3
Police Officer	8	8	3
Police HR Technician	2	2	1
Administrative Secretaries	1	1	2
Accounting Clerk	1	1	1
Facility Maintenance Technician	1	1	1
Criminal Records Technician			1
400-3320 Investigative Services	102	102	91
Police Major	1	1	1
Police Captain	1	1	1
Police Lieutenant	8	8	8
Police Sergeant	18	18	19
Police Corporal	46	48	55
Police Officer	13	11	2
Administrative Secretary	4	4	1
Administrative Clerk I			3
Criminal Record Technician	1	1	1
TOTAL	430	431	430

POLICE / 400

Office of the Chief

Program Description:

The office of the Chief of Police is a functional area of the Police Department that encompasses several activities other than those of the chief administrative officer. The division is the primary administrative section of the Police Department that provides guidance and control over the activities of the department and develops rules and regulations, policies and procedures that are necessary to insure its proper operation.

Goals, Objectives, and Performance Data –

- Goal:** To provide police services in an effective, fair, and unbiased manner with professional, well-trained, educated officers operating with integrity and high ethical standards.
- Objective:** Prepare monthly crime analysis reports on criminal activity by the 10th of each month.
- Objective:** Conduct daily meetings of the Command Staff to monitor the progress of investigations, programs, projects and current activities.
- Objective:** Monitor and review the Departmental Budget status reports with the Command Staff monthly.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of monthly reports prepared	100%	100%	100%
Number of daily meetings	249	250	250
Percent of monthly budget reviews conducted	100%	100%	100%

Vice/Intelligence

Program Description:

Vice/Intelligence is responsible for documenting and investigating persons involved in criminal activity. Such criminal activity will include illegal use, sale, distribution and trafficking of drugs (controlled substances), prostitution, illegal gambling, illegal use, sale and/or distribution of alcohol, or firearms, manufacture, sale and/or distribution of obscene or pornographic material and organized criminal activities or any activity which involves offenses for profit or undermines the stability or welfare of the community.

Goals, Objectives, and Performance Data –

- Goal:** Enforce all laws in a professional, fair and equitable manner while protecting the rights of each person.
- Objective:** Conduct thirteen (13) drug sweeps in Muscogee County Schools using the K-9 unit.
- Objective:** Conduct checks of businesses that are licensed to sell alcohol in Muscogee County.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of school drug sweeps conducted	11	13	13
Number of Muscogee County Schools	61	61	61
Number of businesses with alcohol licenses checked	166	250	250

POLICE / 400

Support Services

Program Description:

The Bureau of Support Services provides a variety of support functions for the entire Department. It includes the state-of-the-art 911 Center; the Quartermaster, where all supplies are maintained; Motor Transport where all rolling stock is monitored; Property and Evidence where evidence and recovered property is stored and protected; and the Central Records Unit where tens of thousands of reports, warrants and other documents are maintained.

Goals, Objectives, and Performance Data –

Goal:	To provide documentation and criminal justice data entry services in compliance with Federal, State and local requirements.
Objective:	To increase efficiency in processing all police incident reports, pre-employment criminal history inquiries, and in receiving, processing and disposing of all property, evidence and contraband in accordance to proper guidelines.
Objective:	To improve response and processing to citizens' and businesses' requests for police services (reports, fingerprinting, identification cards and permits, criminal histories, etc.)

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of reports processed	60,684	61,084	61,084
Number of inquiries processed	5,916	7,857	7,857

Field Operations

Program Description:

The Bureau of Field Operations is the largest of the Department's bureaus. This Bureau provides primary police services to the community as first responders for any request for police assistance by providing emergency responses and preventive patrols. The Bureau includes a Tactical Unit that is trained to handle special functions as well as normal patrol duties. In addition, they work closely with various community organizations fighting drugs and crimes in their own neighborhoods. The bicycle patrol concentrates on the Riverwalk, Cooper Creek Park, South Commons and those other areas where they blend in with the relaxed activities.

Goals, Objectives, and Performance Data –

Goal:	To develop safer roadways throughout the City while providing efficient, professional police service.
Objective:	Conduct at least thirty-six (36) details in selected school zones.
Objective:	Conduct at least sixteen (16) traffic details at designated high-risk intersections.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of traffic details conducted	100%	100%	100%
Number of school zone details conducted	15	16	16

POLICE / 400

Goal:	To develop a safe community by enforcing all laws in a fair and equitable manner.		
Objective:	Conduct at least twenty (20) operations saturating known high crime areas.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of special details	100%	110%	110%
Number of special details	20	22	22

Office of Professional Standards

Program Description:

The Office of Professional Standards acts as the internal affairs unit of the Department. They play a pivotal role in preserving the integrity of the Department by investigating major complaints against officers. The unit also assures that the Department is in compliance with specific standards to maintain national and state accreditation. Only two percent of the police agencies in country are accredited

Goals, Objectives, and Performance Data –

Goal:	Provide police services in an effective, fair, and unbiased manner with professional, well-trained, educated officers operating with integrity and high ethical standards.		
Objective:	Track all complaints against the department and departmental employees for compliance to policy and procedures.		
Objective:	Conduct research projects, grants and other tasks as assigned by the Command Staff.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of cases tracked	21	18	18
Assignments conducted	90	88	88

Metro Drug Task Force

Program Description:

This Office is responsible for the enforcement of Drug Violations and organized crime violations on a regional basis. The two Columbus Police Department's Officers assigned are members of a task force comprising five (5) municipal and county jurisdictions.

Goals, Objectives, and Performance Data –

Goal:	Provide police services in an effective, fair, and unbiased manner with professional, well-trained, educated officers operating with integrity and high ethical standards.		
Objective:	Coordinate monthly CEO meetings with five (5) member agencies to monitor the progress of investigations and current activities.		
Objective:	Conduct and coordinate a minimum of five (5) major criminal investigations in each agency's jurisdiction during the fiscal year.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected

POLICE / 400

Number of CEO meetings coordinated	5	5	5
Percentage of agency jurisdictions that the minimum of five major criminal investigations were conducted	100%	100%	100%

Special Operations

Program Description:

The Special Operations Unit is a new division set up to be the cost center for special operations expenditures.

Administrative Services

Program Description:

Bureau of Administrative Services maintains training, community relations and safety programs for the Department. All officers are trained in one of Georgia's few in-house Police Training Units. They oversee recruit and in-service training using a unit that is comprised of certified training instructors. In addition, many other officers in the Department are certified instructors and are used to supplement the training staff in certain police specialties. The Training Unit also maintains the pistol and shotgun ranges, as well as the FATS training equipment. The firing ranges are used by more than 34 different local, state and federal agencies for firearms training and qualification. Administrative Services also maintains the D.A.R.E. and Neighborhood Watch programs.

Goals, Objectives and Performance Data -

Goal: To develop, implement, & maintain the educational programs & events designed to enhance the department's commitment to the proactive approach of policing.

Objective: Provide advanced training for Officers.

Objective: Increase the number of neighborhood watch programs

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of sworn officers receiving advanced training	420	460	460
Number of neighborhood watch programs established	8	10	10

POLICE / 400

Motor Transport

Program Description:

The Motor Transport Unit maintains an inventory of all police vehicles. This includes patrol cars, motorcycles, the bomb trainer and utility trucks. The Police Department is concerned with prompt and efficient maintenance, by keeping more officers in service and available to respond.

Goals, Objectives, and Performance Data –

Goal: To maintain, control and assign all police fleet vehicles in accordance with the City policy and guidelines.

Objective: To provide fleet management services for Administrative, Detective and Patrol cars, Police Motorcycles, Department Trucks and Vans, and Scooters.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of patrol vehicles maintained	241	246	246
Number of administrative & detective vehicles maintained	145	145	145

Investigative Services

Program Description:

The Bureau of Investigative Services investigates major crimes, monitors gang activities and conducts juvenile activities. The Bureau has specialized units such as the Gang Task Force and Juvenile Division unit, which works with the Muscogee County School District in mentoring and supervising youthful offenders. This Bureau also has utilized the GREAT (Gang Resistance Education and Training) program in the school system to educate teens to the problems of gangs.

Goals, Objectives and Performance Data –

Goal: Enforce all laws in a professional, fair, and equitable manner while protecting the rights of each citizen. Develop a safe community through crime prevention, education, and innovative, proactive programs.

Objective: Conduct at least twelve (12) warrant sweeps to reduce the number of outstanding warrants.

Objective: Utilize the Gang Resistance and Education Training (GREAT) program to educate Seventh grade students.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of warrant sweeps conducted	12	12	12
Number of students in GREAT program	5,040	5,500	5,500



Mission Statement:

The mission of this department is to ensure a safe community to work and raise a family, by providing the most efficient response and mitigation of fires, hazardous materials, medical, natural disasters and other emergencies that threaten the welfare of our citizens.

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
410:				
1000 Chief	\$360,072	\$465,484	\$389,547	\$379,413
2100 Operations	18,883,202	19,399,126	20,434,309	20,862,333
2600 Special Operations	999,489	1,097,550	1,066,294	1,104,473
2800 Administrative Services	724,801	824,364	767,767	850,838
2900 Emergency Management	131,106	137,751	136,646	167,136
3610 Logistics and Support	1,043,182	839,413	1,742,404	904,748
DEPARTMENT TOTAL	\$22,141,852	\$22,763,688	\$24,536,967	\$24,268,941
% CHANGE		2.81%	10.82%	6.61%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$20,397,962	\$20,943,736	\$21,980,977	\$22,570,559
Operations	1,647,887	1,804,952	1,802,708	1,698,382
OPERATING BUDGET	\$22,045,849	\$22,748,688	\$23,783,685	\$24,268,941
Capital Budget	96,003	15,000	753,282	0
DEPARTMENT TOTAL	\$22,141,852	\$22,763,688	\$24,536,967	\$24,268,941
% CHANGE		2.81%	10.82%	6.61%

*Unaudited

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Adopted
410-1000 Chief	5	5	5
Chief of Fire and EMS	1	1	1
Deputy Fire Chief	1	1	1
Fire Captain	1	1	1

FIRE AND EMS / 410

Fire Technician	1	1	1
Administrative Coordinator	1	1	1
410-2100 Operations	333	345	345
Deputy Chief of Operations	1	1	1
Battalion Chief	9	9	9
EMS Division Chief	1	1	1
Fire Captain	25	25	25
Fire Lieutenant	45	45	45
Fire Engineer	58	58	58
Sergeant Recruiter	0	0	1
Firefighter/EMT	137	149	148
Firemedic	40	40	40
Paramedics FT	15	15	15
Administrative Specialist II	1	1	1
Administrative Specialist I	1	1	1
410-2600 Special Operations	11	11	11
Deputy Chief of Special Operations	1	1	1
Division Chief of Training	1	1	1
Fire and EMS Training Captain	1	1	1
Fire and EMS Training Lieutenants	6	6	6
Administrative Specialist II	1	1	1
Administrative Tech II	1	1	1
410-2800 Administrative Services	12	12	12
Deputy Chief	1	1	1
Division Commander of Prevention (Fire Marshal)	1	1	1
Assistant Fire Marshal/Fire Captain	1	1	1
Fire Inspectors/Fire Lieutenant	5	5	5
Administrative Specialist II	1	1	1
Investigator	3	3	3
Personnel Summary: Authorized Positions –			
	FY07	FY08	FY09
	Actual	Revised	Adopted
410-2900 Emergency Management	2	2	2
Emergency Management Coordinator	1	1	1
EMA Planner	0	0	1
Administrative Specialist II	1	1	0
410-3610 Logistics and Support	3	3	3
Civilian, Logistics Tech	1	1	1
Maintenance Technician (Sergeant)	1	1	1
Maintenance Technician (Firefighter)	1	1	1
TOTAL	366	378	378

FIRE AND EMS / 410

Chief

Program Description

This division is responsible for the management of personnel and resources to effectively and efficiently accomplish the organizational goals of the Department of Fire and Emergency Medical Services.

Operations

Program Description:

The Operations Division seeks to provide superior and quality fire protection services to the community. This service is predicated upon saving lives, protecting property, and preserving the environment.

Goals, Objectives, and Performance Data -

Goal: To effectively respond to all emergencies within the appropriate time frames established by the department using established accreditation guidelines.

Objective: Initial responding fire apparatus to arrive within (4) minutes of dispatch and the initial full alarm assignment to arrive within (8) minutes 90% of the time.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of calls that are within the designated times.	98%	99%	100%

Goal: To achieve full integration of Fire, EMS, and EMA Departments in as timely a manner as possible.

Objective: To complete cross training of personnel to appropriate EMT certification as directed by promotional policy.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of personnel trained to appropriate EMT certification.	65%	78%	89%

Goal: To provide the safest, most efficient and effective emergency services to the citizens of Columbus.

Objective: Provide required minimum staffing for all units (24 hour shifts, 365 days per year).

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Minimum staffing levels maintained each shift.	96%	98%	99%

Special Operations

Program Description:

The Special Operations Division is responsible for the training and oversight of the Special Operation

FIRE AND EMS / 410

Teams to include Hazardous Materials Response, BioHaz/Weapons of Mass Destruction, High Angle Rope Rescue, Confined Space Rescue, Trench Rescue, Water Rescue and Wilderness Search and Rescue. Additionally, it is also responsible for the provision of high quality Fire and EMS training for all department personnel that meets or exceeds Federal, State and local government standards.

Goals, Objectives, and Performance Data -

Goal: To satisfy annual Insurance Service Office (ISO) categories of training.

Objective: Provide 4 hours of annual Hazardous Materials training for each of the field personnel in the department.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Complete annual hazardous materials training for 90% of the 300 field personnel in the department in the 3 rd and 4 th quarter of FY2008.	89%	94%	100%

Goal: To satisfy Georgia Firefighter Standards & Training annual Firefighter Recertification Training Requirements.

Objective: Insure all certified Firefighters in the department meet the State requirements for Firefighter Recertification.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Insure all certified firefighters assigned to the Operations Division of the department obtain a minimum of 24 hours of approved classroom training.	100%	100%	100%

Administrative Services

Program Description:

The responsibilities of the administration services division are to provide fair and equitable recruitment, hiring practices and promotional opportunities for all eligible prospective candidates. In addition, maintain personnel and medical records for all employees of the organization. The Fire Prevention division attempts to provide the safest community possible for all citizens in which to live, work and raise a family by instituting fiscally responsible and pro-active approaches to fire safety education and code enforcement which will provide a medium for accomplishing the overall mission of the Columbus Fire Department.

Goals, Objectives, and Performance Data -

Goal: To decrease the probabilities of a fire situation by insuring fire prevention code inspections are conducted on those buildings identified as Special Hazards in the Official Code of Georgia Annotated, Sec.25-2-13.

Objective: To conduct annual fire prevention code inspections on buildings identified as Special Hazards.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of inspections completed on Special Hazard buildings.	80%	90%	92%

FIRE AND EMS / 410

Goal:	To maintain 5 day completion time for the initial phase of plan review for a fire alarm/suppression system after being assigned to Fire Prevention.		
Objective:	To complete all initial phases of plan review for fire alarm/suppression systems within 5 working days after being assigned to Fire Prevention.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of initial phase of plans reviewed for fire/alarm suppression systems completed within 5 working days after being assigned to Fire Prevention.	97%	98%	98.3%

Emergency Management

Program Description:

The Columbus Emergency Management program is responsible for the planning and coordination of the Government's efforts to mitigate against, prepare for, respond to and recover from major emergencies. Readiness requires continuous planning, coordinating, exercising plans, training response personnel and maintaining equipment and facilities ensuring a reliable, immediate response during emergency situations. During a major emergency, the Emergency Operations Center must be capable of selectively activating to perform the necessary command control and coordination functions. The readiness posture and capability of Emergency Management must be maintained at a level to respond rapidly and efficiently to emergencies. Public awareness and knowledge of emergency conditions and procedures are critical to public safety.

Goals, Objectives, and Performance Data -

Goal:	To upgrade and enhance the technological capabilities of the City's Emergency Operations Center.		
Objective:	To insure that the Emergency Operations Center is adequately equipped to manage emergencies regarding Homeland Security and Emergency Management issues and has the capability to integrate with state and federal agencies.		
Goal:	To provide public safety response personnel and agencies and outside support agencies the opportunity to test their response policies and protocols through realistic exercises and drills.		
Objective:	To conceive, design, and conduct a sufficient number of tabletop, functional, and full scale exercise within this jurisdiction.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Full Scale (1 every 4 years required by FEMA)	100%	100%	100%
Functional (2 required every year by FEMA)	100%	100%	100%
Tabletop (2 required every year by FEMA)	100%	100%	100%

FIRE AND EMS / 410

Logistics/Support

Program Description:

To maintain all fire department buildings, vehicles and equipment according to federal, state, local and industry codes. Additionally, the division manages fixed assets, maintenance records, and both expendable and non-expendable supplies and equipment.

Goals, Objectives, and Performance Data -

Goal: Maintain a high degree of efficiency in the maintenance of all staff vehicles.

Objective: Insure the operational readiness of all staff vehicles.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percent of vehicle requests for repairs/service coordinated and scheduled with appropriate department within one working day of request for repairs/service.	95%	97%	98%



Mission Statement:

As a work prison, the mission is three-fold: To protect the public through effective control and custody of inmates, provide effective methods of self-improvement for inmates, and provide a safe and professional work environment for our staff.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
420:				
1000 Muscogee County Prison	\$5,965,420	\$6,344,801	\$6,625,060	\$6,823,755
DEPARTMENT TOTAL	\$5,965,420	\$6,344,801	\$6,625,060	\$6,823,755
% CHANGE		6.36%	11.06%	7.55%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$4,524,320	\$4,836,980	\$5,064,679	\$5,311,432
Operation	1,402,542	1,464,321	1,520,165	1,512,323
OPERATING BUDGET	\$5,926,862	\$6,301,301	\$6,584,844	\$6,823,755
Capital Budget	38,558	43,500	40,216	0
PROGRAM TOTAL	\$5,965,420	\$6,344,801	\$6,625,060	\$6,823,755
% CHANGE		6.36%	11.06%	7.55%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
420-1000 MCP			
Warden	1	1	1
Deputy Warden	2	2	2
Correctional Officer IV, Lieutenant	3	3	3
Correctional Sergeant	5	5	5
Correctional Officer I/II	93	93	93
Senior Correctional Counselor	1	1	1
Correctional Counselor	2	2	2
Records Manager	1	1	1
Executive Secretary I	1	1	1
Intermediate Account Clerk	1	1	1
Data Entry Clerk I	1	1	1

MUSCOGEE COUNTY PRISON / 420

Inmate Labor	80	80	80
TOTAL	111	111	111

Budget Notes:

FY08 – 9 Correctional Positions were added

Program Description:

The Muscogee County Prison (MCP) operates according to Georgia law, rules, and regulations of the State Board of Corrections, and the City Council. It is the responsibility of the warden to assume custody of assigned inmates under the jurisdiction of the State Board of Corrections. The warden and his personnel are charged with the responsibility of safe and secure custody, exercise service, recreation, visitation, education, and religious programs for assigned inmates.

As a work prison, MCP provides a cost-effective, inmate labor force. Inmates assigned to MCP are used to supplement the city's work force in the operation of the institution, maintenance of public roads, public services (including sanitation) and other functions of the city government.

Goals, Objectives, and Performance Data –

Goal: To provide public safety through hyper vigilance within the facility.
Objective: To monitor and maintain safe operations for public protection through hourly inspections & documentation.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of daily inspections and reports completed	100%	100%	100%
Number of daily inspections and reports completed	8,760	8,760	8,760

Goal: To provide public safety through hyper vigilance through effective supervision and accountability of inmate movement and work details for the betterment of our community.
Objective: To achieve maximum control for public protection.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of Inmate head counts conducted	100%	100%	100%
Number of Inmate head counts (outside facility)	2,920	2,920	2,920
Number of Inmate head counts (inside facility)	1,825	1,825	1,825



Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
500:				
1000 Superior Court Judges	\$329,790	\$392,232	\$358,425	\$366,723
2000 District Attorney	1,530,557	1,642,715	1,595,251	1,677,906
2100 Adult Probation Office	130,743	143,903	140,232	146,741
2110 Juvenile Court	400,194	652,058	279,076	447,045
2115 Juvenile Court Clerk	0	0	263,264	265,736
2120 Court Intake Services	25,081	26,035	20,174	26,000
2125 Circuit Wide Jury Court	246,931	253,769	260,648	263,662
2140 Jury Manager	391,558	446,333	328,804	430,610
2150 Judge Allen	123,184	123,728	200,423	178,804
2160 Judge Johnston	106,644	136,515	95,508	138,146
2170 Judge Pullen	147,809	139,340	154,190	140,955
2180 Judge Peters	117,544	131,787	153,917	133,415
2190 Judge Jordan	138,587	138,643	130,394	197,504
2200 Victim/Witness	149,575	228,433	169,855	200,861
3000 Superior Court Clerk	1,684,939	1,950,297	1,876,586	1,853,746
DEPARTMENT TOTAL	\$5,523,136	\$6,405,788	\$6,026,747	\$6,467,854
% CHANGE		15.98%	9.12%	.97%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$4,486,026	\$5,015,564	\$4,978,392	\$5,222,759
Operations	1,037,110	1,390,224	1,043,438	1,245,095
OPERATING BUDGET	\$5,523,136	\$6,405,788	\$6,021,830	\$6,467,854
Capital Budget	0	0	4,917	0
DEPARTMENT TOTAL	\$5,523,136	\$6,405,788	\$6,026,747	\$6,467,854
% CHANGE		15.98%	9.12%	.97%

JUDICIAL AND STATUTORY / 500/1000-3000

*Unaudited

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Adopted
500-1000 Superior Court Judges	19	19	19
Senior Judge Superior Court	4	4	4
Judge Superior Court	6	6	6
Court Reporters	6	6	6
Law Clerk	2	2	2
Administrative Technician II (P/T)	1	1	1
500-2000 District Attorney	25	25	25
District Attorney	1	1	1
Assistant District Attorney	10	10	10
Investigation Supervisor	1	1	1
Investigator II	6	6	6
Administrative Services	1	1	1
Paralegal	1	1	1
Leg Administrative Specialist II	5	5	5
500-2100 Adult Probation	3	3	3
Child Support Enforcement Manager	1	1	1
Fiscal Technician III	1	1	1
Fiscal Technician II	1	1	1
500-2110 Juvenile Court	8	8	8
Judge of Juvenile Court	1	1	1
Court Coordinator I	1	1	1
Custody Investigator	1	1	1
Judicial Administrative Technician II	2	2	2
Judicial Administrative Technician III	1	1	1
Judicial Administrative Technician I	1	1	1
Legal Administrative Specialist	1	1	1
500-2125 Circuit-Wide Juvenile Court	3	3	3
Presiding Judge	1	1	1
Associate Judge (PT)	2	2	2
500-2140 Jury Manager	3	3	3
Jury Coordinator	1	1	1
Administrative Technician I (PT)	1	1	1
Judicial Administrative Technician III	1	1	1
500-2200 Victim/Witness Assistance Program	6	6	6
Victim Witness Program Administrator	1	1	1
Victim Witness Program Assistant	1	1	1
Victim Witness Advocate	4	4	4

JUDICIAL AND STATUTORY / 500/1000-3000

	FY07 Actual	FY08 Revised	FY09 Adopted
500-3000 Clerk of Superior Court	37	37	37
Clerk of Superior Court	1	1	1
Chief Deputy	0	0	1
Assistant Chief Deputy	0	0	1
Senior Deputy Clerk	7	7	7
Deputy Clerk II	22	22	23
Deputy Clerk I	2	2	4
Administrative Technician I	1	1	0
Administrative Technician I (PT)	2	2	0
Court Coordinator II	2	2	0
TOTAL	104	104	104

SUPERIOR COURT JUDGES/500-1000

Program Description –

The Superior Courts are presided over by six judges, elected by the voters of the six counties making up the Chattahoochee Judicial Circuit. These counties are Muscogee, Chattahoochee, Harris, Marion, Talbot, and Taylor. Sessions of the court, both civil and criminal, are held in the county courthouse of each county. Felony cases, divorce/ alimony, child custody, equity cases, and cases involving land titles must be tried in the Superior Court. The Superior Court has concurrent jurisdiction with the other courts to try other civil cases and misdemeanor criminal cases. In addition, this court determines appeals from the Probate Court, and in certain instances, from the Juvenile and Municipal Court.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
500:				
1000 Superior Court Judges	\$329,790	\$392,232	\$358,425	\$366,723
DEPARTMENT TOTAL	\$329,790	\$392,232	\$358,425	\$366,723
% CHANGE		18.93%	8.68%	-6.50%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$214,199	\$266,848	\$244,405	\$241,339
Operations	115,591	125,384	114,020	125,384
OPERATING BUDGET	\$329,790	\$392,232	\$358,425	\$366,723
Capital Budget	0	0	0	0
DIVISION TOTAL	\$329,790	\$392,232	\$358,425	\$366,723
% CHANGE		18.93%	8.68%	-6.50%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
500-1000 Superior Court Judges			
Senior Judge Superior Court	4	4	4
Judge Superior Court	6	6	6
Court Reporters	6	6	6
Law Clerk	2	2	2
Administrative Technician II (P/T)	1	1	1
TOTAL	19	19	19

DISTRICT ATTORNEY / 500-2000/2200

Mission Statement:

The mission of the District Attorney's office is to prepare a file for each case, identify the evidence and witnesses needed, research the pertinent law and determine the correct charges. The District Attorney's office strives to stay ahead of, and on top of the legal burdens placed upon the prosecutors, to protect the rights of all citizens, victims and defendants.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
500:				
2000 District Attorney	\$1,530,557	\$1,642,715	\$1,595,251	\$1,677,906
2200 Victim/Witness	149,575	228,433	169,855	200,861
DEPARTMENT TOTAL	\$1,680,132	\$1,871,148	\$1,765,106	\$1,878,767
% CHANGE		11.37%	5.06%	.41%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,581,709	\$1,773,686	\$1,659,938	\$1,765,636
Operations	98,423	97,462	105,168	113,131
OPERATING BUDGET	\$1,680,132	\$1,871,148	\$1,765,106	\$1,878,767
Capital Budget	0	0	0	0
DEPARTMENT TOTAL	\$1,680,132	\$1,871,148	\$1,765,106	\$1,878,767
% CHANGE		11.37%	5.06%	.41%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
500-2000 District Attorney	25	25	25
District Attorney	1	1	1
Assistant District Attorney	10	10	10
Investigation Supervisor	1	1	1
Investigator II	6	6	6
Administrative Services	1	1	1
Paralegal	1	1	1
Leg Administrative Specialist II	5	5	5
500-2200 Victim/Witness Assistance Program	6	6	6
Victim Witness Program Administrator	1	1	1
Victim Witness Program Assistant	1	1	1
Victim Witness Advocate	4	4	4
TOTAL	31	31	31

DISTRICT ATTORNEY / 500-2000/2200

District Attorney

Program Description:

The District Attorney is elected for a four-year term and is the prosecuting attorney for the Superior Courts in the Chattahoochee Judicial Circuit. The duties of this office are by statute and include the prosecution of criminal cases in Superior Court. The District attorney and his staff prosecute a broad range of felony criminal cases, in the Superior and Juvenile courts, representing the State of Georgia.

Goals, Objectives, and Performance Data –

Goal: To prosecute cases and charges presented from all sources.

Objective: To keep an accounting of cases and charges presented for prosecution.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Total cases received	2,850	2,875	2,900
Total charges received	7,000	7,100	7,200

Goal: To efficiently and aggressively dispose of all cases and charges in a timely manner.

Objective: Keep an accounting of dispositions of cases and charges.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Adopted
Total cases disposed	2,800	2,850	2,900
Total charges disposed	7,000	7,050	7,100

District Attorney – Victim/Witness Assistance Program

Program Description:

The Victim Witness Assistance Program (VWAP) works directly with the District Attorney's Office and is responsible for helping the victims, families, and witnesses through the criminal justice system. The program informs families of the status of criminal prosecutions and helps the District Attorney's Office track the vital witnesses for their cases.

Goals, Objectives, and Performance Data –

Goal: To assist more victims by raising community awareness of the services provided through the office.

Objective: Provide advance notification of court proceedings to victims and witnesses.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Notifications	5,800	5,960	6,000
Referrals to other agencies	1,100	1,286	1,300

SUPERIOR COURT – ADULT PROBATION / 500-2100

Mission Statement:

To collect child support, alimony, restitution and attorney fees to assist children in having their basic needs met.

Program Description:

The Adult Probation Office is responsible for receiving, recording and disbursing monies received pursuant to court orders from Superior, State and Municipal Courts on child support, alimony, attorney fees and other miscellaneous charges. The division is responsible for computing arrears on court orders and must appear in court to testify on behalf of the state, plaintiff or defendant. Other responsibilities are as follows: initiates and testifies on revocation hearings on abandonment of illegitimate children charges, brings citations for contempt charges against respondents in other states, collects restitutions on criminal charges.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
500:				
2100 Adult Probation	\$ 130,743	\$ 143,903	\$ 140,232	\$ 146,741
DEPARTMENT TOTAL	\$ 130,743	\$ 143,903	\$ 140,232	\$ 146,741
% CHANGE		10.07%	7.26%	1.97%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$ 125,638	\$ 128,073	\$ 133,889	\$ 132,941
Operations	5,105	15,830	6,343	13,800
OPERATING BUDGET	\$ 130,743	\$ 143,903	\$ 140,232	\$ 146,741
Capital Budget	0	0	0	0
DIVISION TOTAL	\$ 130,743	\$ 143,903	\$ 140,232	\$ 146,741
% CHANGE		10.07%	7.26%	1.97%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
500-2100 Adult Probation			
Child Support Enforcement Manager	1	1	1
Fiscal Technician III	1	1	1
Fiscal Technician II	1	1	1
TOTAL	3	3	3

SUPERIOR COURT – JUVENILE COURT / 500-2110/2120/2125

Program Description:

The Juvenile Court has jurisdiction over cases involving children under the age of 17 who are alleged to be unruly, delinquent, deprived, in need of treatment (i.e., mentally, emotionally ill, or mentally retarded), or who are alleged to have committed a traffic offense. The judge, who is appointed by the Superior Court judges for a term of four years, presides over these cases as well as contested divorce custody cases transferred to the Juvenile Court by the Superior Court Judges. In FY03, a Circuit-wide Juvenile Court was established per GA 15-11-18. This includes one full-time judge and 2 part-time judges who hold preliminary/detention, shelter, and traffic hearings, assess and sign bonds, warrants and other legal documents. The support staff ensures that all cases have been properly handled by conferring with attorneys, and other professionals.

The Georgia Department of Children and Youth Services provides intake and probation officers for the court. The Intake Department is located in the Juvenile Court facility. A Protective Services Coordinator is provided by the Georgia Department of Human Resources with courtesy supervision provided by the court coordinator.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
500:				
2110 Juvenile Court	\$400,194	\$652,058	\$279,076	\$447,045
2120 Court Intake Services	25,081	26,035	20,174	26,000
2125 Circuit Wide Jury Court	246,931	253,769	260,648	263,662
DEPARTMENT TOTAL	\$672,206	\$931,862	\$559,898	\$736,707
% CHANGE		38.63%	-16.71%	-20.94%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$548,954	\$747,245	\$422,200	\$549,000
Operations	123,252	184,617	137,698	187,707
OPERATING BUDGET	\$672,206	\$931,862	\$559,898	\$736,707
Capital Budget	0	0	0	0
DEPARTMENT TOTAL	\$672,206	\$931,862	\$559,898	\$736,707
% CHANGE		38.63%	-16.71%	-20.94%

*Unaudited

SUPERIOR COURT – JUVENILE COURT / 500-2110/2120/2125

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Adopted
500-2110 Juvenile Court	11	15	15
Judge of Juvenile Court	1	1	1
Court Coordinator	1	1	1
Drug Court Program Coordinator	0	1	1
Case Manager	0	2	2
Custody Investigator	1	1	1
Judicial Administrative Tech. III	2	2	2
Judicial Administrative Tech. II	2	2	2
Judicial Administrative Tech I	2	2	2
Legal Administrative Specialist	2	3	3
500-2125 Circuit-Wide Juvenile Court	3	3	3
Presiding Judge	1	1	1
Associate Judge- PT	2	2	2
TOTAL	14	18	18

SUPERIOR COURT – JURY MANAGER / 500-2140

Program Description:

It is the responsibility of the Jury Manager to furnish jurors to all nine trial Courts, including grand jurors. This responsibility necessitates accompanying duties such as subpoenas, payroll, deferment, orientation and oath of jurors. The effective utilization of the services of jurors is more economical for the taxpayer and more efficient for the Courts.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
500:				
2140 Jury Manager	\$391,558	\$446,333	\$328,804	\$430,610
DEPARTMENT TOTAL	\$391,558	\$446,333	\$328,804	\$430,610
% CHANGE		13.99%	-16.03%	-3.52%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$106,919	\$106,753	\$113,661	\$111,460
Operations	284,639	339,580	215,143	319,150
OPERATING BUDGET	\$391,558	\$446,333	\$328,804	\$430,610
Capital Budget	0	0	0	0
DIVISION TOTAL	\$391,558	\$446,333	\$328,804	\$430,610
% CHANGE		13.99%	-16.03%	-3.52%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
500-2140 Jury Manager			
Jury Coordinator	1	1	1
Administrative Technician I (PT)	1	1	1
Judicial Administrative Technician III	1	1	1
TOTAL	3	3	3

CLERK OF SUPERIOR COURT / 500-3000

Program Description:

The Clerk of Superior Court serves in the capacity as Clerk of Superior Court, Juvenile Court, and as Clerk of State Courts. This is an elected person with a term of four years. The clerk's main responsibility is to serve as the recorder of all real estate transactions for Muscogee County, and to collect delinquent fines.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
500:				
3000 Clerk of Superior Court	\$1,684,939	\$1,950,297	\$1,876,586	\$1,853,746
DEPARTMENT TOTAL	\$1,684,939	\$1,950,297	\$1,876,586	\$1,853,746
% CHANGE		15.75%	11.14%	-4.95%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,579,740	\$1,657,060	\$1,751,528	\$1,721,610
Operations	105,199	293,237	125,058	132,136
OPERATING BUDGET	\$1,684,939	\$1,950,297	\$1,876,586	\$1,853,746
Capital Budget	0	0	0	0
DIVISION TOTAL	\$1,684,939	\$1,950,297	\$1,876,586	\$1,853,746
% CHANGE		15.75%	11.14%	-4.95%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
500-3000 Clerk of Superior Court			
Clerk of Superior Court	1	1	1
Chief Deputy	0	1	1
Assistant Chief Deputy	0	1	1
Senior Deputy Clerk	7	7	7
Deputy Clerk II	22	23	23
Deputy Clerk I	2	4	4
Administrative Technician I	1	0	0
Administrative Tech. I (PT)	2	0	0
Court Coordinator II	2	0	0
TOTAL	37	37	37



Mission Statement:

To conduct a thorough, fair, vigorous and just prosecution of all misdemeanor cases bound over from Recorder’s and Municipal courts in Muscogee County.

State Court - Judges

Program Description:

The State Courts are presided over by two judges who are elected for a term of four years. The Court tries both civil and criminal cases with a jury composed of twelve persons. Criminal cases tried in this court are limited to misdemeanors and appeals from Recorder’s Court by the State Constitution.

State Court - Solicitor

Program Description:

The State Court Solicitor’s Office prosecutes all Muscogee County misdemeanor and City Ordinance violations appealed from Recorder’s Court. Investigators collect all warrants, citations, reports, documents, records, histories and evidence, including witness interviews. Recommendations for disposition and sentencing are made and cases are presented to a Judge for pleas. The Solicitor’s Office coordinates jail pleas and arraignment dockets before a State Court Judge.

The Solicitor’s Office works in tandem with a State Court Judge-appointed probation company to ensure fine payments, community service performance, jail reporting and restitution. The Solicitor’s Office originates warrants for a variety of reasons including probation violations and failure to appear for court dates.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
510:				
1000 State Court Judges	\$502,012	\$516,851	\$534,362	\$556,574
2000 Solicitor	891,042	928,984	979,949	974,379
DEPARTMENT TOTAL	\$1,393,054	\$1,445,835	\$1,514,311	\$1,530,953
% CHANGE		3.79%	8.70%	5.89%

*Unaudited

Expenditures by Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,346,686	\$1,411,231	\$1,468,995	\$1,483,939
Operations	46,368	34,604	45,316	47,014
OPERATING BUDGET	\$1,393,054	\$1,445,835	\$1,514,311	\$1,530,953
Capital Budget	0	0	0	0
DEPARTMENT TOTAL	\$1,393,054	\$1,445,835	\$1,514,311	\$1,530,953
% CHANGE		3.79%	8.70%	5.89%

STATE COURT / 510

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
510-1000 State Court Judges	6	6	6
State Court Judges	2	2	2
Court Reporter	2	2	2
Judicial Administrative Technician III	2	2	2
510-2000 Solicitor	13	13	13
Solicitor State Court	1	1	1
Assistant Solicitor State Court	4	4	4
Chief Assistant Solicitor	1	1	1
Investigator Supervisor	1	1	1
Investigator I	2	2	2
Investigator II	1	1	1
Court Coordinator I	1	1	1
Judicial Administrative Technician II	2	2	2
TOTAL	19	19	19

Goals, Objectives and Performance Data -

Goal: To accurately and efficiently prosecute cases in a timely manner.

Objective: To accurately compile cases from case initiation to arraignment within two months.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of cases prosecuted.	9,500	9,500	9,700



Mission Statement:

To process cases through the criminal justice system as expediently as possible while providing high quality and professional representation of clients.

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
520:				
1000 Public Defender	\$1,071,073	\$1,171,983	\$1,179,088	\$1,132,802
2000 Muscogee County Public Defender	218,404	275,702	225,111	276,245
DEPARTMENT TOTAL	\$1,289,477	\$1,447,685	\$1,404,199	\$1,409,047
% CHANGE		12.27%	8.90%	-2.67%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$440,936	\$452,111	\$477,728	\$475,623
Operations	848,541	995,574	926,471	933,424
OPERATING BUDGET	\$1,289,477	\$1,447,685	\$1,404,199	\$1,409,047
Capital Budget	0	0	0	0
DEPARTMENT TOTAL	\$1,289,477	\$1,447,685	\$1,404,199	\$1,409,047
% CHANGE		12.27%	8.90%	-2.67%

*Unaudited

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Projected
520-1000			
Assistant Public Defender	1	2	2
Investigator II	7	7	7
Investigator I	1	0	0
Legal Administrative Specialist II	1	1	1
Legal Administrative Specialist I	1	1	1
TOTAL	11	11	11

PUBLIC DEFENDER / 520

Administration

Program Description:

The Office of the Public Defender provides legal representation to persons who cannot afford to hire an attorney. The people represented have pending juvenile court or new superior court (felony) cases, or a probation revocation for a prior conviction.

Goals, Objectives and Performance Data –

Goal: The Public Defender is charged with the responsibility of assuring that people have the same access to expert legal representation as other members of the community and that they are treated fairly and equitably by the judicial system.

Objective: Our objective is to provide each person in the Superior Courts of Chattahoochee, Harris, Marion, Muscogee, Talbot, and Taylor counties with competent legal representation.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Based on Calendar Year case count	8,286	9,021	9,899



Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
530:				
1000 Municipal Court Judge	\$240,517	\$295,348	\$310,556	\$359,963
2000 Clerk of Municipal Court	606,458	679,389	698,209	684,828
3000 Marshal	899,141	1,145,531	1,294,529	1,180,519
3100 Junior Marshal Program	78,274	0	42,183	0
DEPARTMENT TOTAL	\$1,824,390	\$2,120,268	\$2,345,477	\$2,225,310
% CHANGE		16.22%	28.56%	4.95%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,623,372	\$1,854,631	\$1,998,502	\$2,056,527
Operations	183,007	146,255	206,534	168,783
OPERATING BUDGET	\$1,806,379	\$2,000,886	\$2,205,036	\$2,225,310
Capital Budget	18,011	119,382	140,441	0
DEPARTMENT TOTAL	\$1,824,390	\$2,120,268	\$2,345,477	\$2,225,310
% CHANGE		16.22%	28.56%	4.95%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
530-1000 Municipal Court Judge	4	4	4
Municipal Court Judge	1	1	1
Court Coordinator	1	1	1
Judicial Administrative Tech. III	1	1	1
Judicial Administrative Tech. II	1	1	1
530-2000 Clerk of Municipal Court	13	14	14
Clerk of Municipal Court	1	1	1
Court Coordinator I	1	1	1
Judicial Administrative Tech. II	10	10	10
Judicial Administrative Tech. I	1	1	1
Executive Assistant	0	1	1
530-3000 Marshal	15	18	18
Municipal Court Marshal	1	1	1

MUNICIPAL COURT / 530

Chief Deputy Marshal	1	1	1
Deputy Marshal Lieutenant	1	1	1
Deputy Marshal Sergeant	1	1	1
Deputy Marshal	10	12	12
Administrative Specialist II	1	1	1
Communication Technician III	0	1	1
TOTAL	32	35	35

Judge

Program Description:

This court is presided over by a judge elected to a four-year term. In criminal cases, this court acts as a committal court only, except it may accept guilty pleas and impose sentences in certain cases. In cases resulting from the violation of state statutes in which the defendant does not plead guilty, the court determines if there is sufficient evidence to warrant committing the case to the Superior Court or State Court for trial. In such instances, a bail bond is required for the defendant's release from confinement while awaiting trial. This court also has jurisdiction of certain civil cases.

Goals, Objectives and Performance Data –

Goal: To reduce the length of time it takes to have a hearing on individual cases. Currently, once an answer is filed it takes 4 to 6 months to get the case heard.

Objective: To have hearings on cases that have answers filed in a timely manner. Legislation instructs courts to have hearings within 15-30 days of filing an answer.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of cases that went to trial.	506	550	580

Clerk

Program Description:

The voters of Muscogee County elect the Clerk of Municipal Court to a four-year term. Municipal Court has jurisdiction of civil cases when the amount does not exceed \$15,000 including suits for damages, breach of contract, and garnishments and writs of possession up to \$15,000. In addition, all dispossessory proceedings, attachment levies, foreclosure liens and distress warrants are handled in Municipal Court. The Clerk of Municipal Court must record and maintain minutes and pleadings; collect and disburse court monies and costs to litigants. Warrants are also issued for bad checks, peace, criminal charges and good behavior.

MUNICIPAL COURT / 530

Marshal

Program Description:

The Marshal's Department enforces the orders, writs and precepts of the Municipal Court. The department has original jurisdiction to enforce all orders and directives of the Municipal and Magistrate Courts.

Goals, Objectives and Performance Data –

Goal: To increase the service and quality of all processes of Municipal Court and provide superior law enforcement.

Objective: To ensure all civil papers are served in a timely manner and deputies are providing law enforcement when needed.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of Civil Papers received	29,744	34,205	60,000
Number of Civil Papers served	23,320	25,069	48,000
Number of Traffic Tickets Issued	137	151	2,376

Budget Notes:

-The following personnel change was approved in this budget:

- One (1) Deputy Clerk II



Probate Court

Program Description:

The Judge of Probate is elected to a four-year term. Legal issues regarding the probate of wills; administration of estates; marriage licenses; mental health statutes; and guardians for minors are handled by this court.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
540:				
1000 Judge of Probate	\$383,860	\$394,330	\$447,389	\$422,156
DEPARTMENT TOTAL	\$383,860	\$394,330	\$447,389	\$422,156
% CHANGE		2.73%	16.55%	7.06%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$354,685	\$352,049	\$384,575	\$392,756
Operations	29,175	28,500	37,602	29,400
OPERATING BUDGET	\$383,860	\$380,549	\$422,177	\$422,156
Capital Budget	0	13,781	25,212	0
DEPARTMENT TOTAL	\$383,860	\$394,330	\$447,389	\$422,156
% CHANGE		2.73%	16.55%	7.06%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
540-1000 Probate Court			
Probate Judge	1	1	1
Chief Clerk of Probate Court	1	1	1
Judicial Administrative Tech. II	4	4	4
TOTAL	6	6	6

PROBATE COURT / 540

Goal: To timely process all petitions and applications in a consistent manner as required by law.

Objective: To conduct all Court matters courteously, efficiently and in full accordance with the applicable law, equally and without bias.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of petitions filed.	1,362	1,335	?
Marriage licenses issued.	1,456	1,465	?
Pistol licenses issued.	609	640	?



Mission Statement:

We, the members of the Muscogee County Sheriff's Office, are dedicated to safeguarding the lives and property of our community through fair and impartial treatment of all citizens. We strive to protect the community and to operate the Muscogee County Jail within the boundaries of the State and U.S. Constitutions while providing safe, humane and secure environment for both the staff and inmates. We are committed to effectively serving the Judiciary needs of all the Courts within our jurisdiction. We seek to strengthen our partnerships with all facets of our community and will fulfill our duties by adapting to the changing needs of our citizens and by adhering to the highest standards of integrity, ethics and professionalism when performing our duties as employees of Muscogee County Sheriff's Office.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
550:				
1000 Administration	\$1,034,384	\$1,240,411	\$1,184,751	\$1,381,656
2100 Operations (Uniform &Criminal)	3,175,686	3,016,095	3,287,715	4,304,659
2200 Criminal	1,123,087	1,199,164	1,068,501	0
2300 Training	233,236	237,904	264,767	0
2400 Motor Transport	348,606	205,500	339,749	240,000
2500 Recorders Court	849,926	859,421	876,816	892,375
2600 Jail	12,161,034	13,291,433	13,465,480	13,382,534
2650 Medical	3,474,258	3,229,406	3,973,532	3,738,962
3510 Environmental Court	7,751	11,425	9,938	0
DEPARTMENT TOTAL	\$22,407,968	\$23,290,759	\$24,471,249	\$23,940,186
% CHANGE		3.94%	9.21%	6.84%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$17,644,932	\$18,132,350	\$18,879,146	\$18,802,934
Operations	4,656,258	5,059,609	5,495,477	5,137,252
OPERATING BUDGET	\$22,301,190	\$23,191,959	\$24,374,623	\$23,940,186
Capital Budget	106,778	98,800	96,626	0
DEPARTMENT TOTAL	\$22,407,968	\$23,290,759	\$24,471,249	\$23,940,186
% CHANGE		3.94%	9.21%	6.84%

*Unaudited

SHERIFF / 550

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Adopted
550-1000 Administration	14	14	17
Sheriff	1	1	1
Chief Deputy Sheriff	1	1	1
Sheriff Captain	1	1	3
Deputy Sheriff Lieutenant	1	1	2
Deputy Sheriff Sergeant	2	2	2
Deputy Sheriff	2	2	2
Fiscal Technician III	1	1	1
Administrative Technician II	1	1	1
Administrative Technician I	1	1	1
Administrative Services	1	1	1
Administrative Specialist II	1	1	1
Public Safety Record Supervisor	1	1	1
550-2100 Operations (change from Uniform effective 7/01/08)	47	47	69
Sheriff Captain	1	1	2
Deputy Sheriff Lieutenant	2	2	2
Deputy Sheriff Sergeant	5	5	7
Deputy Sheriff	33	33	41
Deputy Sheriff - Investigations	1	1	4
Communication Technician IV	3	3	3
Security Guards	2	2	2
Administrative Specialist II	0	0	2
Deputy Sheriff Technician	0	0	2
Record Supervisors	0	0	2
Administrative Specialist II – part-time	0	0	2
550-2200 Criminal (merged with Operations effective 7/01/08)	22	22	0
Sheriff Captain	1	1	0
Deputy Sheriff Sergeant	2	2	0
Deputy Sheriff Investigator	3	3	0
Deputy Sheriff	8	8	0
Administrative Specialist II	2	2	0
Deputy Sheriff Technician	2	2	0
Record Supervisors	2	2	0
Administrative Specialist II – part-time	2	2	0
550-2300 Training (merged with Administration effective 7/01/08)	3	3	0

SHERIFF / 550

	FY07 Actual	FY08 Revised	FY09 Adopted
Deputy Sheriff Lieutenant	2	2	0
Deputy Sheriff Sergeant	1	1	0

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
550-2500 Recorders Court	17	17	20
Recorder's Court Judge	1	1	2
Recorder's Court Judge - PT	3	3	5
Sheriff Captain	1	1	1
Deputy Sheriff Sergeant	1	1	1
Record Supervisor	1	1	1
Administrative Technician II	8	8	8
Fiscal Technician II	2	2	2
550-2600 Detention (changed from Jail effective 7/01/08)	253	263	263
Deputy Sheriff – Warden	1	1	1
Sheriff Captain	2	2	2
Deputy Sheriff Lieutenant	6	7	7
Deputy Sheriff Sergeant	22	22	22
Deputy Sheriff	117	126	126
Sheriff Correctional Officer	79	79	79
Criminal Records Technician	6	6	6
I.D. Technician	8	8	8
Administrative Technician	1	1	1
Fiscal Technician	2	2	2
550-2650 Medical	29	29	29
Health Service Administrator	1	1	1
Registered Nurse	4	4	4
Licensed Practical Nurse	19	19	19
Medical Technician	2	2	2
Medical Records Technician	2	2	2
Corrections Counselor	1	1	1
550-3510 Environmental Court (merged with Recorders Court effective 7/01/08)	3	3	0
Recorder's Court Judge	1	1	0
Recorder's Court Judge PT	2	2	0
TOTAL	379	388	388

SHERIFF / 550

Budget Notes:

The Sheriff Department reorganized from nine bureaus to six bureaus. The Administration Bureau is a combination of Administration and Training Bureaus, the Operations Bureau is a combination of Uniform and Criminal Bureaus, the Motor Transport Bureau, the Records Court Bureau is a combination of Records Court and Environmental Court Bureaus, Detention Bureau and Medical Bureau.

Administration

Program Description:

The Administrative Bureau provides Administrative support to the various divisions within the Sheriff's Office. This division performs numerous tasks on a daily basis to provide this type of support. We seek to strengthen our partnership with all facets of our community and will fulfill our duties by adapting to the changing needs of our citizens and by adhering to the highest standards of integrity, ethics and professionalism when performing our duties as employees of the Muscogee County Sheriff's Office.

Goals, Objectives and Performance Data –

Goal:	The Administration Bureau will serve the public with the best service and enter civil papers with efficiency.		
Objective:	To provide the best overall service with efficiency by planning, organizing, directing and representing the Sheriff's Office using good communication and decision making. To complete 100% of civil documents.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of civil documents processed.	69,631	80,045	84,000

Goal:	To address the phone calls that's received in the Sheriff's Office with efficiency and in a timely manner.		
Objective:	To process 100% of the phone calls with efficiency while giving the public the best service.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of phone calls received	52,032	57,213	60,000

Operations

Program Description:

The Operations Bureau of the Muscogee County Sheriff's Office is responsible for Field Service Operations. These services mainly include but are not necessarily limited to the following: Patrol Services, Court Services, Investigative/Felony Apprehension Services (Internal and External), Civil Processes, Misdemeanor warrant apprehension and service, Canine services, Bomb Squad, Special Events, Special Response Teams, Mobile Command Deployment.

SHERIFF / 550

Goals, Objectives and Performance Data –

Goal: To provide continuous patrol services for the citizens and government of Muscogee County, Georgia, and to ensure vital support to all Divisions and Bureau’s of the Muscogee County Sheriff’s Office. Render these services by adhering to the highest standards of professionalism and integrity that meets the expectations of all our customers.

Objective: Timely response to all calls for services. Every Deputy having the ability, training, skill, and resources to perform the appropriate law enforcement response and meet the demand of service required for resolution.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of misdemeanor criminal warrants checked.	12,500	12,500	12,000

Goal: Protect and serve all Courts that operate judicially within Muscogee County. Provide protection for judges, attorneys, court staff, jurors, citizens, and prisoners. Ensure courtrooms are monitored and well maintained. Maintain order and enforce court directives that ensure the courts can function judicially prudent lending to operational efficiency and preserving the integrity and legal methods of Judicial System.

Objective:

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Court Cases attended.	28,000	28,000	28,500

Motor Transport

Program Description:

The main function of the Motor Transport division is to ensure that all departmental vehicles are in proper operating condition and meet prescribed safety standards. Motor transport is responsible for monitoring vehicle activity and scheduling preventative maintenance and needed repairs.

Recorders Court

Program Description:

Recorders Court hears traffic, criminal and city ordinance cases made by the Columbus Police Department, Special Enforcement, Airport Police, Housing Authority, Metro Narcotic Task Force, Fire Department and the Georgia State Patrol. The court’s functional responsibility is to set bail, issue warrants, collect fines/bonds, hear and determine if probable cause exists for Superior/State Court offenses, and adjudicate City Ordinances and certain state offenses. The Treasury Division collects all fines/bonds and other monies directed by the Courts.

Goals, Objectives and Performance Data –

Goal: To train all Recorder’s Court employees on State guidelines for the collection of mandated surcharges to fines.

Objective: Have each employee complete web-based training, by the end of the year.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of employees to complete training.	14%	14%	100%

SHERIFF / 550

Detention

Program Description:

The Muscogee County Detention Center is a housing facility for pretrial state, local, federal, and sentenced misdemeanants/city ordinance inmates. In addition, the Detention Center on average holds 100-150 state inmates.

Goals, Objectives and Performance Data –

Goal: To expand the current legal inmate housing capacity and related service facilities of the Muscogee County Detention Center to accommodate the current and future inmate population. To eliminate inmates sleeping on the floor.

Objective: Construction of additional inmate housing and service facilities to expand the bed capacity of the Muscogee County Detention Center from 1,069 to 1,800.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
The percentage of funding, planning and construction completed each year.	0%	0%	25%

Budget Notes:

-The following personnel was approved in the FY08 Mid Year Budget:

- One (1) Lieutenant

Medical

Program Description:

The Medical Bureau provides medical/dental and mental health care to all inmates of the Muscogee County Jail and Muscogee County Prison.

Goals, Objectives and Performance Data –

Goal: To meet federal, state and NCCHC guidelines in the delivery of medicine.

Objective: All medications are delivered to the appropriate patient within 24 hours of prescription.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Requests met within set timelines.	90%	95%	95%



Mission Statement:

To provide tag and tax services that are accessible and responsive to the needs of the citizens of Muscogee County through innovation, technology, and a professional workforce.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
560:				
1000 Tax Commissioner	\$1,305,210	\$1,434,419	\$1,343,296	\$1,396,493
DEPARTMENT TOTAL	\$1,305,210	\$1,434,419	\$1,343,296	\$1,396,493
% CHANGE		9.90%	2.92%	-2.64%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,127,800	\$1,228,094	\$1,211,941	\$1,230,418
Operations	177,410	206,325	131,355	166,075
OPERATING BUDGET	\$1,305,210	\$1,434,419	\$1,343,296	\$1,396,493
Capital Budget	0	0	0	0
DEPARTMENT TOTAL	\$1,305,210	\$1,434,419	\$1,343,296	\$1,396,493
% CHANGE		9.90%	2.92%	-2.64%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
560-1000 Tax Commissioner			
Tax Commissioner	1	1	1
Chief Deputy Tax Commissioner	1	1	1
Deputy Tax Commissioner I	3	3	3
Accountant III	1	1	1
Customer Service Technician II	6	6	6
Customer Service Technician I	15	15	15
Administrative Specialist III	1	1	1
Administrative Technician I- PT	2	2	2
TOTAL	30	30	30

Program Description:

TAX COMMISSIONER / 560

The Tax Commissioner's primary job is to collect ad valorem taxes due by the residents of Muscogee County for the State of Georgia, Columbus Consolidated Government and Muscogee County School District. The Tax Commissioner is responsible for the receiving of tax returns and homestead exemption application and the certification of the real and personal property digest to the State of Georgia, Department of Revenue, and Property Tax Division. Intangible taxes are also the responsibility of this office.

Goals, Objectives and Performance Data –

Goal: To administer tags and titles.

Objective: Ensure that all taxes due are collected.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of tags sold.	163,000	167,400	165,400
Number of titles issued.	81,000	85,000	83,000
Number of bills mailed.	360,000	374,000	374,000



Mission:

The Coroner's office exists to serve the residents and visitors of Muscogee County by conducting thorough medico legal death investigations. The Coroner's Office will remain diligent in our effort to seek the truth, establish accurate conclusions, produce prompt reports and function with integrity and compassion in all aspects of our specialized professional expertise and dedicate ourselves to continuous progress towards excellence.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
570:				
1000 Office of the Coroner	\$227,786	\$283,357	\$220,409	\$246,294
DEPARTMENT TOTAL	\$227,786	\$283,357	\$220,409	\$246,294
% CHANGE		24.40%	-3.24%	-13.08%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$188,628	\$263,831	\$199,422	\$224,837
Operation	24,118	19,526	20,987	21,457
OPERATING BUDGET	\$212,746	\$283,357	\$220,409	\$246,294
Capital Budget	15,040	0	0	0
PROGRAM TOTAL	\$227,786	\$283,357	\$220,409	\$246,294
% CHANGE		24.40%	-3.24%	-13.08%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
570-1000 Administration			
Coroner	1	1	1
Deputy Coroner	2	2	2
Administrative Specialist II	1	1	1
Part-Time Deputy Coroner	1	1	1
TOTAL	5	5	5

Program Description:

The Coroner is elected for a four-year term and is charged with the responsibility of investigating deaths from unknown or violent causes, and deaths that occur while unattended by a physician. The Coroner is also charged with holding inquests, assisting law enforcement agencies with investigations, locating, advising, and counseling with families of the deceased, maintaining an up-to-date and complete record system on each case, and the responsibility of transporting bodies to the Medical

CORONER / 570

Examiner's Lab in Atlanta for autopsy.

Goals, Objectives and Performance Data –

Goal: To provide highest level of training and working conditions possible for investigators for safety and efficiency.

Objective: Assure investigators attend classes in their area of expertise.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of completion	93%	94%	95%

Goal: To properly conduct body transport to maintain a high standard in establishing accurate conclusion of time of death, cause of death, and other applicable factors.

Objective: To maintain a low level of incidents during body transports.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of transports without incident	100%	100%	100%



Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:				
1000 Agency Appropriations	\$1,761,541	\$1,766,954	\$1,981,478	\$1,770,494
2000 Contingency	254,976	4,342,527	306,812	3,700,879
3000 Non-Categorical	4,207,636	3,268,415	4,077,173	3,404,475
4000 Inter-Fund Transfer	6,814,497	4,321,715	13,880,480	4,626,167
6000 Airport	3,148	0	0	0
6500 Port Columbus Naval Museum	284,782	396,059	307,719	351,488
7000 Law Library	251	0	0	0
DEPARTMENT TOTAL	\$13,326,831	\$14,095,670	\$20,553,662	\$13,853,503
% CHANGE		5.77%	54.23%	-1.72%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$448,141	\$4,485,976	\$437,234	\$4,062,284
Operations	12,542,326	9,509,694	10,201,466	9,741,219
OPERATING BUDGET	\$12,990,467	\$13,995,670	\$10,638,700	\$13,803,503
Capital Budget	336,364	100,000	9,914,962	50,000
DEPARTMENT TOTAL	\$13,326,831	\$14,095,670	\$20,553,662	\$13,853,503
% CHANGE		5.77%	54.23%	-1.72%

*Unaudited

NON-DEPARTMENTAL / 590

Agency Appropriations

Program Description:

The Consolidated Government provides funds to agencies that provide services to the community. The chart below shows the agency appropriations for each organization.

<u>Agency</u>	<u>FY08 Appropriation</u>	<u>FY09 Recommended</u>
Health Department Services	\$813,475	\$813,475
Health Department Rent	282,643	282,643
Department of Family and Children Services	90,000	90,000
Airport Commission	40,000	40,000
Lower Chattahoochee RDC	149,033	149,033
Lower Chattahoochee RDC/Senior Meals	0	0
Keep Columbus Beautiful	65,784	65,784
Senior Referral Service	0	0
New Horizons Community Service Board	234,823	234,823
Lower Chattahoochee Direct Service Corp	43,029	43,029
Uptown Columbus	81,000	81,000
Literacy Alliance	16,200	16,200
TOTAL	\$1,815,987	\$1,815,987

Contingency

Program Description:

The Contingency Fund is an amount established in each annual budget to finance unusual items, which cannot be anticipated in the budget preparation. As these items occur during the year, transferring the required funds to the appropriate account reduces the contingency.

Non-Categorical

Program Description:

Appropriations and expenditures, which pertain solely to a specific department, are budgeted by that department. However, there are certain expenditures, which are not applicable to a specific department, and the non-categorical section has been established for recording these appropriations and expenditures.

Inter-fund Transfer

Program Description:

This activity accounts for operating transfers from the General Fund to other funds. Transfers are made to provide required matching funds for federal and/or state grants. Also, this activity accounts for resources transferred to other funds where actual costs are recorded with funding assistance from the General Fund, such as the Emergency 911 Fund. Finally, this activity accounts for transfers of funds allocated to the Capital Improvement Program.

NON-DEPARTMENTAL / 590

Budget Notes:

-The budget reflects the funding for these specific Capital Improvement Projects.

<u>Project Description</u>	<u>Budget</u>
Baker Village	\$498,715

*The detail for these projects can be found in the Capital Improvement Program Budget Book.

Budget Notes:

-Pay Implementation Plan included at \$3,474,321.

Port Columbus Naval Museum

Program Description:

The Port Columbus-Civil War Naval Center is a nationally recognized tourism and educational facility dedicated to the collection, preservation, study and interpretation of the Confederate States Navy in general and specifically, the salvaged Confederate warships "Jackson" and "Chattahoochee". The Naval Center is one of the premiere tourist attractions in Columbus receiving more than 20,000 visitors annually.



Sewer Fund

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:				
2000 Contingency	\$0	\$110,028	\$0	\$151,256
3000 Non-Categorical	178,217	188,751	188,751	209,449
4000 Inter-Fund Transfer	224,720	731,877	2,331,877	529,668
250:				
2300 Drainage	366,143	373,870	376,433	384,708
2600 Storm Water	168,721	152,314	134,291	175,604
260:				
3210 Sewer Maintenance	2,170,498	2,391,420	2,725,695	2,771,127
3710 Other Maintenance & Repairs	0	3,395	0	5,000
DEPARTMENT TOTAL	\$3,108,299	\$3,951,665	\$5,757,047	\$4,226,812
% CHANGE		27.13%	85.22%	6.96%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$2,096,492	\$2,531,240	\$2,467,396	\$2,780,679
Operations	853,441	1,420,415	772,404	1,372,633
OPERATING BUDGET	\$2,949,933	\$3,951,655	\$3,239,800	\$4,153,312
Capital Budget	158,366	0	2,517,247	73,500
DEPARTMENT TOTAL	\$3,108,299	\$3,951,655	\$5,757,047	\$4,226,812
% CHANGE		27.13%	85.22%	6.96%

*Unaudited

SEWER FUND / 0202

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Adopted
250-2300 Drainage	8	8	8
Engineer	3	3	3
Engineer Inspector	2	2	2
Engineer Technician	1	1	1
Survey Crew Worker II	1	1	1
Survey Crew Worker I	1	1	1
260-3210 Sewer Maintenance	53	53	53
Rainwater/Sewer Division Manager	1	1	1
Rainwater Manager	1	1	1
Sewer Manager	1	1	1
Correctional Supervisor	11	11	11
Chemical Application Supervisor	1	1	1
Chemical Application Technician	2	2	2
Drainage Technician	1	1	1
Public Services Crew Supervisor	0	0	1
Public Services Crew Leader	6	6	5
Motor Equipment Operator III	5	5	5
Motor Equipment Operator II	6	6	5
Motor Equipment Operator I	5	5	5
Maintenance Worker	12	12	12
Secretary	1	1	1
Inmate Labor	70	70	70
TOTAL	61	61	61

Non-Department – Contingency

Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, large emergency expenditures are not always accounted for by a specific department; therefore, we have established the contingency section to record these appropriations and expenditures.

Non-Department – Non-Categorical

Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures. This cost center factors a cost allocation charge that reimburses the General Fund for administrative services provided in the previous year.

SEWER FUND / 0202

Non-Departmental- Inter Fund Transfers

Program Description:

This cost center records the allocations of appropriations to the Capital Improvement Projects Fund for recording and accounting purposes.

Project Description	Budget
Pipe Rehabilitation/ Replacement*	\$436,055
TOTAL	\$436,055

*The detail for these projects can be found in the Capital Improvement Program Budget Book.

Budget Notes:

-Pay Plan Implementation included at \$151,256.

Drainage

Program Description:

The Drainage division, managed by the Engineering Department, is responsible for providing engineering services to agencies of the Columbus Consolidated Government. Services include reporting and monitoring storm water activity, meeting federal storm water mandates, and inspecting constructions projects for proper storm water flow. Additionally, the division conducts contract administration, issues permit for construction on public right-of-way, and reviews development plans for compliance with flood plan ordinance and the soil erosion ordinance.

Goals, Objectives and Performance Data -

Goal:	To improve the quality of storm water runoff through our required Wet Weather Monitoring and Illicit discharge Detection and Elimination Programs.		
Objective:	Perform mandated wet weather sampling at each of our five NPDES permitted sites three times a year.		
Objective:	Perform mandated testing required in our Field Screening Program and any other samples taken due to citizen concerns/complaints.		
Objective:	Conduct annual inspection of local industries that have coverage under the State's General Storm Water Permit.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of samples collected and tested.	14	18	25
Number of inspections conducted.	14	25	35

Budget Notes:

-The following personnel change was approved in this budget:

- One (1) Stormwater Tech reclassified to Stormwater Data Tech.

SEWER FUND / 0202

Storm water

Program Description:

The Drainage division, managed by the Engineering Department, is responsible for providing engineering services to agencies of the Columbus Consolidated Government. Services include reporting and monitoring storm water activity, meeting federal storm water mandates, and inspecting constructions projects for proper storm water flow. Additionally, the division conducts contract administration, issues permit for construction on public right-of-way, and reviews development plans for compliance with flood plan ordinance and the soil erosion ordinance.

Goal: To document in-stream water quality trends and pollutant removal efficiencies of stormwater best management practices (BMPs) through our GaEPD-approved Stormwater Management Program to include wet weather, 303(d) creek program.

Objective: Perform required water quality monitoring for the wet weather, 303(d) program.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of samples collected for two monitoring programs	350	350	350

Goal: To educate our citizens and promote environmental stewardship through our Public Information & Education Program and perform required inlet marking as part of the Community Rating System (Flood Plan Management Program)

Objective: Perform required storm sewer inlets marked.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of inlets marked.	250	250	250

Sewer Maintenance

Program Description:

The Rainwater/Sewer Maintenance Division (RSMD), managed by Public Services Department, is responsible for maintaining storm easements including ditches, inlets, drain pipes, watersheds, detention ponds, construction and installation of storm sewers and ensuring the free flow of storm water. RSMD provides technical and management services to implement Storm Water Maintenance, Environmental Enforcement, Animal control and Care, Street Improvement, Street Repair and Maintenance, Refuse and Recycling Collection, Waste Disposal, Fleet and facilities Maintenance, Right-of-Way Maintenance, Urban Forest Maintenance, Cemetery Maintenance, Drivers Education and Training and Community Services Coordination. To preserve the quality of life for the citizens of Muscogee County.

SEWER FUND / 0202

Goals, Objectives and Performance Data -

Goal: To improve the flow of water in storm drain pipes.

Objective: Pressure clean 19.9 miles of storm drainpipes to help prevent blockage.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Adopted
Miles of storm drain pipes pressured clean annually	17.9	18.4	19.9

Budget Notes:

-The following capital was approved in this budget:

- Three (3) Portable Radios
- Two (2) Mobile Radios for vehicle
- One (1) Mid Size Pickup
- One (1) 6" Water Pump
- One (1) Tamp
- One (1) Concrete Mixer
- One (1) Mid Size SUV

-Above expenses will be funded out of Sewer Fund CIP interest.

Other Maintenance and Repairs

Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. This cost center is established to account for maintenance and repair activities specific to the Sewer Fund divisions.



Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:				
2000 Contingency	\$0	\$434,914	\$0	\$353,322
3000 Non-Categorical	626,142	654,343	650,060	566,271
4000 Inter-Fund Transfer	1,938,554	1,824,058	2,474,058	1,842,512
250:				
2200 Highways and Roads	927,229	955,253	940,658	1,018,946
260:				
2100 Street Improvements	1,675,647	1,740,508	1,918,753	1,975,774
2800 Landscape & Forestry	2,001,077	2,186,119	2,077,590	2,209,391
3110 Street Repairs & Maintenance	2,044,481	1,967,527	2,042,863	2,231,233
3120 Right-of-Way and Environmental Maintenance	2,499,950	2,742,615	2,694,695	3,179,074
3130 Right-of-Way Maintenance - Community Service	190,995	212,287	197,258	221,471
3710 Other Maintenance & Repairs	0	5,000	401	5,000
FUND TOTAL	\$11,904,075	\$12,722,624	\$12,996,336	\$13,602,994
% CHANGE		6.88%	9.18%	6.92%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$6,113,120	\$7,265,697	\$6,749,358	\$7,553,435
Operations	5,302,276	5,297,587	3,492,526	5,508,659
OPERATING BUDGET	\$11,415,396	\$12,563,284	\$10,241,884	\$13,062,094
Capital Budget	488,679	159,340	2,754,452	540,900
DEPARTMENT TOTAL	\$11,904,075	\$12,722,624	\$12,996,336	\$13,602,994
% CHANGE		6.88%	9.18%	6.92%

PAVING FUND / 0203

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
250-2200 Highway and Roads	14	14	14
Director of Engineering	1	1	1
Assistant Director of Engineering	1	1	1
Senior Engineering Inspector	1	1	1
Engineering Inspector I	2	2	2
Survey Crew Leader	1	1	1
Survey Supervisor	1	1	1
Administrative Specialist III	1	1	1
Administrative Technician I	1	1	1
Survey/Party Chief	1	1	1
Civil Engineering Technician	1	1	1
Administrative Specialist II	1	1	1
CAD Technician	1	1	1
Survey Crew Worker	1	1	1
260-2100 Street Improvements	30	30	30
Heavy Equipment Division Manager	1	1	1
Heavy Equipment Division Assistant Manager	1	1	1
Heavy Equipment Supervisor	1	1	1
Heavy Equipment Operator	4	4	4
Motor Equipment Operator III	13	13	13
Motor Equipment Operator II	7	7	7
Correctional Supervisor	1	1	1
Maintenance Worker I	1	1	1
Administrative Specialist II	1	1	1
260-2800 Landscape & Forestry	23	23	23
Right-of-Way, Landscape & Forestry Division Chief	1	1	1
Tree Ordinance Inspector	1	1	1
Assistant Manager/Forestry	1	1	1
Contract Administrator	1	1	1
Tree Trimmer Crew Leader	4	4	4
Tree Trimmer	5	5	5
Tree Hydration Specialist	2	2	2
Motor Equipment Operator II/III	6	6	6
Park Maintenance Worker I	2	2	2
Inmate Labor	6	6	6
260-3110 Street Repairs & Maintenance	45	45	45
Street Division Manager	1	1	1
Street Division Assistant Manager	1	1	1
Correctional Supervisors	3	3	3
Public Service Crew Leaders	5	5	5

PAVING FUND / 0203

Motor Equipment Operator II	8	8	8
Motor Equipment Operator I	1	1	1
Maintenance Worker III	7	7	7
Maintenance Worker II	4	4	4
Maintenance Worker I	14	14	14
Administrative Specialist II	1	1	1
Inmate Labor	15	15	15
260-3120 Right-of-Way & Environmental Maintenance	53	53	53
Right-of-Way Maintenance Assistant Division Manager	1	1	1
Administrative Specialist II	1	1	1
Chemical Application Crew Leader	1	1	1
Chemical Application Technicians	3	3	3
Correction Supervisor	8	8	8
Tree Trimmer	1	1	1
Motor Equipment Operator III	8	8	8
Motor Equipment Operator II	7	7	7
Motor Equipment Operator I	5	5	5
Maintenance Worker I	13	13	13
Maintenance Crew Leader	1	1	1
Park Maintenance Supervisor	4	4	4
260-3130 Right-of-Way Maintenance – Community Service	3	3	3
Community Service Coordinator	1	1	1
Maintenance Crew Leader	1	1	1
Maintenance Worker I	1	1	1
TOTAL	168	168	168

Non-Departmental – Contingency

Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, large emergency expenditures are not always accounted for by a specific department; therefore, we have established the contingency section to record these appropriations and expenditures.

Non-Departmental – Non-Categorical

Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures. This cost center factors a cost allocation charge that reimburses the General Fund for administrative services provided in the previous year.

PAVING FUND / 0203

Non-Departmental – Inter fund Transfers

Program Description:

This cost center records the allocations of appropriations to the Capital Improvement Projects Fund for recording and accounting purposes.

Budget Notes:

-The budget reflects the funding for these specific Capital Improvement Projects.

<u>Project Description</u>	<u>Budget</u>
Resurfacing	\$1,772,512
TOTAL	\$1,772,512

Budget Notes:

-Pay Plan Implementation included at \$353,322.

Highway and Roads

Program Description:

The Highway and Roads division, managed by the Engineering Department, provides engineering services to agencies of the Columbus Consolidated Government. Services include street acceptance, preparation of engineering reports and studies, identifying easements and public right of ways, drafting construction plans, contracts and specifications, inspecting construction projects and administering construction contracts. The division manages the pavement management program.

Goals, Objectives and Performance Data -

Goal: To increase the citizen satisfaction of the City's roadways.

Objective: To reduce the number of calls for unsatisfactory utility repairs through permit management.

<u>Performance Indicators:</u>	<u>FY07 Actual</u>	<u>FY08 Revised</u>	<u>FY09 Projected</u>
Number of permits.	909	1506	1208

Budget Notes:

-The following capital was approved in this budget:

- One (1) Mid Size SUV

Street Improvements

Program Description:

Repair all city shoulders and provide routine maintenance on state shoulders. Because emergency vehicles, the U.S. Post Office, and the School District provide services; we perform minimal maintenance on select private roads for the use thereof. The Street Improvement Division sweeps and cleans all city streets, bridges, and intersections. The division responds to problems initiated by citizens. It supports other divisions and departments with heavy equipment and operators. It conducts excavating and grading for special projects or construction. Its also responsible for the removal of silt from ditches and retention ponds.

PAVING FUND / 0203

Goals, Objectives and Performance Data -

Goal: To sweep and clean every paved street in the city with a street sweeper.

Objective: To sweep every street in the city at least once during the year. To sweep all intersections, bridges, I-185 wall and the downtown area at least once per month.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Amount of city streets swept within the city. (In Miles)	1,500	1,700	2,000

Goal: To clean and dredge ditches and creeks on a routine schedule.

Objective: Clean and dredge 2,500 feet of ditches and creeks annually.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Amount of ditches and creeks cleaned. (In Feet)	4,400	5,500	6,000

Goal: To improve detention pond function and remove silt from retention ponds by cleaning annually.

Objective: Clean silt from retention and detention ponds at least once annually.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of detention and retention ponds cleaned annually.	6	6	7

Budget Notes:

-The following capital was approved in this budget:

- One (1) Stationary Steam Cleaner
- One (1) Bull Dozer
- One (1) Flat Bed Dump Truck

PAVING FUND / 0203

Landscape & Forestry

Program Description:

To provide urban forestry services to include removing, pruning, and planting of city trees. The division also provides contract inspection on the city's gateways and enforces the Tree Preservation and Replacement Ordinance.

Goals, Objectives and Performance Data -

Goal: To prune trees on city properties.

Objective: Increase the number of trees pruned by 3%.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of trees pruned.	3,197	2,924	3,012

Budget Notes:

-The following capital was approved in this budget:

- One (1) Bucket Truck

Street Repairs and Maintenance

Program Description:

To repair right-of-way areas; i.e. potholes, asphalt maintenance, curbs/gutters, sidewalks, guardrails, inlet tops and fences.

Goals, Objectives and Performance Data -

Goal: To improve asphalt maintenance within the City of Columbus.

Objective: To increase asphalt maintenance and repairs by 10%

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Tonnage Used	2,800	3,000 (10%)	3,100 (11%)

Goal: To keep sidewalks and curbs and gutters, in a safe and serviceable condition.

Objective: To increase repairs and replacement of curbs and gutters, sidewalks, and inlet tops by 10% over the next year.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Feet repaired.	11,600	12,200 (8%)	12,400 (9%)

PAVING FUND / 0203

Budget Notes:

-The following personnel change was approved in this budget:

- One (1) Assistant Division Manager

-The following capital was approved in this budget:

- One (1) Heavy Equipment Trailer

ROW/Environmental Beautification

Program Description:

To cut vegetation along city right-of-ways and city property, to apply herbicides to reduce the amount of unwanted vegetation, to provide landscaping activities along city right-of-ways and city property, to provide emergency response services for removal of debris, spills, and ice on the roadways, and to assist other divisions as needed.

Goals, Objectives and Performance Data -

Goal: To maintain a neat appearance within the city's small median type parks.

Objective: Service an average of 62 parks once every two weeks.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Average number of parks maintained every two weeks.	38.08	30.08 (-21%)	62 (206.1%)

Goal: Reduce the frequency of needed cutting on right-of-ways and other property.

Objective: Treat 5,000 acres of land annually with herbicides.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Annual acreage treated.	2,677.89	3,019	5,000

Budget Notes:

-The following capital was approved in this budget:

- Four (4) Commercial Versatile Mowers (Zero Turn Mower)
- Six (6) Farm Tractors
- Three (3) 5' Bush Hog Mowers
- One (1) 6' Flail Mower
- One (1) Flat Bed Dump Truck
- One (1) Tractor
- One (1) Inmate Van
- One (1) 7 Yard Dump Truck
- One (1) Equipment Trailer

PAVING FUND / 0203

Right-Of-Way Maintenance – Community Service

Program Description:

Maintains two (2) city cemeteries and 40-50 city owned properties. Provide support for various city supported activities such as Riverfest Weekend, Help the Hooch, Christmas tree and telephone book recycling programs. Clean the city and county right-of-way of litter and debris.

Goals, Objectives and Performance Data -

Goal: To pick up litter on the City's rights-of-ways.

Objective: To increase the number of miles policed by 3% every year.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of miles policed.	10,044	10,345	20,655

Goal: To increase the number of probationers assigned.

Objective: Coordinate directly with the Courts to increase by 5% the number of sentenced individuals and assigning them to the Department of Public Services.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of probationers assigned.	546	573	602

Budget Notes:

-The following capital was approved in this budget:

- One (1) Zero Turn Radius Mower

Other Maintenance and Repairs

Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. This cost center is established to account for maintenance and repair activities specific to the Paving Fund divisions.

MEDICAL CENTER FUND / 0204

Program Description:

The Consolidated Government and the Medical Center have a contractual agreement whereby hospital services are provided to indigent Muscogee County residents. The Medical Center receives an amount equal to the revenue produced by three mills of property tax to cover such services after the approval of said patient bills by the Consolidated Government.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
200:				
3000 Medical Center	\$10,861,113	\$11,155,462	\$11,676,770	\$11,998,604
DEPARTMENT TOTAL	\$10,861,113	\$11,155,462	\$11,676,770	\$11,998,604
% CHANGE		2.71%	7.51%	7.56%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$0	\$0	\$0	\$0
Operation	10,861,113	11,155,462	11,676,770	11,998,604
OPERATING BUDGET	\$10,861,113	\$11,155,462	\$11,676,770	\$11,998,604
Capital Budget	0	0	0	0
PROGRAM TOTAL	\$10,861,113	\$11,155,462	\$11,676,770	\$11,998,604
% CHANGE		2.71%	7.51%	7.56%

*Unaudited



Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:				
2000 Contingency	\$0	\$169,591	\$0	\$196,081
3000 Non-Categorical	865,675	716,214	740,901	624,773
4000 Inter-Fund Transfer	80,000	1,880,000	80,000	419,132
260:				
3510 Solid Waste Collection	4,324,300	4,638,728	5,008,213	5,836,370
3520 Recycling	674,299	743,663	930,132	1,066,741
3540 Granite Bluff Inert Landfill	160,410	168,474	201,877	204,946
3550 Oxbow Meadow Inert Landfill	174,121	219,859	191,009	233,004
3560 Pine Grove Sanitary Landfill	1,161,044	1,569,785	2,264,453	1,698,087
3710 Other Maintenance & Repairs	0	13,580	913	13,580
270:				
3150 Refuse Collection	85,420	75,656	71,447	76,559
DEPARTMENT TOTAL	\$7,525,269	\$10,195,550	\$9,488,945	\$10,369,273
% CHANGE		35.48%	26.09%	37.79%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$3,933,422	\$4,486,882	\$4,431,924	\$4,834,186
Operations	3,311,731	5,708,668	4,109,386	4,891,487
OPERATING BUDGET	\$7,245,153	\$10,195,550	\$8,541,310	\$9,725,673
Capital Budget	280,116	0	947,634	643,600
DEPARTMENT TOTAL	\$7,525,269	\$10,195,550	\$9,488,944	\$10,369,273
% CHANGE		35.48%	26.09%	37.79%

*Unaudited

INTEGRATED WASTE FUND / 0207

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Adopted
260-3510 Solid Waste Collection	68	70	70
Refuse Collection Division Manager	1	1	1
Administrative Specialist II	1	1	1
Waste Collection Supervisor	5	5	5
Waste Equipment Operator	52	54	54
Waste Collection Worker	9	11	11
260-3520 Recycling	12	12	13
Recycling Division Manager	1	1	1
Recycling Supervisor	1	1	1
Waste Equipment Operator	10	10	11
260-3540 Granite Bluff Inert Landfill	3	3	3
Landfill Manger	1	1	1
Landfill Control Officer	2	2	2
260-3550 Oxbow Meadow Inert Landfill	4	4	4
Landfill Manger	1	1	1
Landfill Control Officer	2	2	2
Heavy Equipment Operator	1	1	1
260-3560 Pine Grove Sanitary Landfill	10	11	11
Landfill Manager	1	1	1
Landfill Assistant Manager	1	1	1
Weight Master	1	1	1
Heavy Equipment Operator	1	2	2
Landfill Control Officer	6	6	6
270-3150 Refuse Collection	1	1	1
MEO II	1	1	1
TOTAL	98	101	102

Non-Departmental Contingency

Program Description:

The Contingency Fund is an amount established in each annual budget to finance unusual items, which cannot be anticipated in the budget preparation. As these items occur during the year, transferring the required funds to the appropriate account reduces the contingency.

Non-Departmental Non-Categorical

Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures. This cost center factors a cost allocation charge that reimburses the General Fund for administrative services provided

INTEGRATED WASTE FUND / 0207

in the previous year. The largest component of the cost allocation charges to the Integrated Waste Fund is vehicle maintenance.

Non-Departmental Inter fund Transfers

Program Description:

This cost center records the allocations of appropriations to the Capital Improvement Projects Fund for recording and accounting purposes.

Budget Issues:

-The budget reflects the funding for this specific Capital Improvement Projects.

Project Description	Budget
Landfill Construction, Closure and Post Closure	\$ 339,132
TOTAL	\$ 339,132

Budget Notes:

-Pay Plan Implementation included at \$ 196,081.

Solid Waste Collection

Program Description:

The Solid Waste Collection division collects household garbage, yard waste and bulky waste.

Goal: To lower the number of collection stops missed.

Objective: To reduce the number of missed pick-ups by 3% annually.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Annual number of missed pick-ups.	3,179	3,080 (3% Decrease)	2,987 (3% Decrease)

Goal: To reduce the number of customer complaints.

Objective: To reduce the number of customer complaints by 3% annually.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Annual number of customer complaints.	124	120 (3% Decrease)	116 (3% Decrease)

Budget Notes:

-The following capital was approved in this budget:

- One (1) Stationary Steam Cleaner
- Two (2) Garbage Trucks
- One (1) Grab-All Truck
- Two (2) Mid Size Pickup Truck

INTEGRATED WASTE FUND / 0207

- One (1) Portable Radio
- One (1) Mobile Radio

Recycling

Program Description:

This division is responsible for the collection of Recyclable Commodities.

Goals, Objectives and Performance Data -

Goal: To provide the opportunity for each resident to participate in recycling.

Objective: Increase the number of participants in recycling.

Objective: Increase the tonnage of recyclables collected.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of participants.	41,200	42,500	43,500

Goal: To promote the concept of recycling to the general public.

Objective: Increase the tonnage of recyclables collected.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Pounds of Recyclables collected.	7,337,060	7,410,430	7,484,534

Goal: Improve the multi-family housing recycling program.

Objective: Increase the number of apartment complexes participating in the multi-family housing recycling program.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of complexes participating.	10	11	12

Budget Notes:

The following capital was approved in this budget:

- One (1) Recycling Truck

Budget Notes:

The following personnel was approved in this budget:

- One (1) Waste Equipment Operator

Granite Bluff Inert Landfill

Program Description:

The Granite Bluff Inert Landfill site is responsible to operate a state of the art inert landfill in compliance with Federal, State, and Local directives.

INTEGRATED WASTE FUND / 0207

Goals, Objectives and Performance Data -

Goal: To increase recycling to ensure longer life span for the inert disposal site.

Objective: To increase on-site mulching operations by 20%-40%.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Inert waste tonnage collected	21,514	25,817	30,980

Oxbow Meadows Inert Landfill

Program Description:

The Oxbow Meadows Inert Landfill gives the City of Columbus an increased disposal capacity, and therefore an increased life span for this critical disposal element. The landfill is operated five days a week in full compliance with all State and Federal regulating statutes.

Goals, Objectives and Performance Data -

Goal: Increase recycling to ensure longer life span for the inert disposal site.

Objective: Increase on-site mulching operations up to a possible 20%-40%

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of tons mulched.	3,669	7,007	7,345

Goal: To provide for the disposal of inert material.

Objective: To accept inert material from citizens and residents of Muscogee County.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Inert materials accepted.	18,574	23,593	28,612

Pine Grove Landfill

Program Description:

The Pine Grove Landfill responsibility is to operate a state of the art Municipal Solid Waste Landfill in compliance with Federal, State and Local directives.

Goals, Objectives and Performance Data -

Goal: To provide for the disposal of municipal solid waste (MSW) and construction and demolition (C&D) materials.

Objective: To accept MSW and C&D material for the citizens, residents, and other commercial customers of Muscogee County.

INTEGRATED WASTE FUND / 0207

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Tonnage of MSW accepted	72,510	74,686	76,926
Tonnage of C&D accepted	6,736	6,938	7,146
Special Handling	3,018	3,108	3,201

Budget Notes:

-The following capital was approved in this budget:

- One (1) Pickup ¾ Ton 4x4 Truck
- One (1) Portable Radio
- One (1) Stationary Steam Cleaner

Other Maintenance and Repairs

Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. This cost center is established to account for maintenance and repair activities specific to the Integrated Waste Fund division.

Refuse Collections

Program Description:

The Parks and Recreation Department is responsible for the pick-up of waste deposited in trash receptacles in parks around the city. Operating with one truck, this division picks up trash from over 2,000 cans in 49 parks including South Commons and the River Walk. The Parks Refuse division operates seven days a week from April 1 to November 1, and five days a week the remaining 5 months per year. During the week, the division is able to utilize inmate labor. The truck makes two trips per day to the landfill except for Saturday when the landfill closes at noon and on Sunday when the landfill is closed.

Budget Notes:

-The following capital was approved in this budget:

- \$1,397,000 of Capital will be funded by CIP Vehicle Replacement.



Mission Statement:

The 911 Center will provide effective and responsive emergency and non-emergency communication services in a professional and efficient manner for public safety and other agencies. As an integral part of the Columbus Community, we are committed to communicate with those we serve and to join with them in establishing priorities to enhance the quality of life for the entire community.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
400:				
3220 E-911	\$2,725,907	\$2,940,359	\$3,464,279	\$3,117,687
590:				
2000 Contingency	0	151,344	0	99,229
3000 Non-Categorical	312,145	312,909	0	0
DEPARTMENT TOTAL	\$3,038,052	\$3,404,612	\$3,464,279	\$3,216,916
% CHANGE		12.07%	14.03%	-5.51%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$2,043,134	\$2,411,684	\$2,346,270	\$2,493,451
Operation	818,694	967,179	385,908	723,465
OPERATING BUDGET	\$2,861,828	\$3,378,863	\$2,732,178	\$3,216,916
Capital Budget	176,224	25,749	732,101	0
PROGRAM TOTAL	\$3,038,052	\$3,404,612	\$3,464,279	\$3,216,916
% CHANGE		12.07%	14.03%	-5.51%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
400-3220: E-911			
Police Lieutenant	1	1	1
Police Officer	2	2	2
E-911 Center Supervisor	6	6	6
Communication Technicians I/II/III	45	45	45
Administrative Clerk I	1	1	1
Administrative Secretary	1	1	1
TOTAL	56	56	56

EMERGENCY TELEPHONE FUND / 0209

Emergency Telephone

Program Description:

The 911 Center is divided into two areas: the Public Safety Message Center and the Emergency Operations Center. The Public Safety Message Center is the administrative telephone-answering unit for the Police and Fire Departments. The 911 Operations Center is responsible for receiving requests for emergency services and dispatching the appropriate units to the emergency; monitoring and dispatching the Police, State Sheriff's, Fire and EMS radio channels; the Civil Defense National Warning System; all bank alarms, the FBI and National Guard Alarms; and implementing emergency procedures in concert with other agencies.

Goals, Objectives and Performance Data –

Goal: To provide emergency and non-emergency communications services in a professional and efficient manner for public safety and other agencies.

Objective: To dispatch all calls for service in a timely, accurate and professional manner.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Police Calls Dispatched.	168,303	173,520	173,520
Fire Calls Dispatched.	21,185	22,032	22,032
EMS Calls Dispatched.	22,487	22,981	22,981

Budget Notes:

Non-Departmental Contingency

Program Description:

The Contingency Fund is an amount established in each annual budget to finance unusual items, which cannot be anticipated in the budget preparation. As these items occur during the year, transferring the required funds to the appropriate account reduces the contingency.

Non-Categorical

Program Description:

Appropriations and expenditures that pertain solely to a specific department are budgeted by that department. However, there are certain expenditures that are not applicable to a specific department. The non-categorical section has been established for recording these appropriations and expenditures.

Budget Notes:

-This is the cost allocation for the Emergency Telephone Fund.



Program Description:

Provide reinvestment opportunities including the promotion of providing decent, safe, affordable housing for all citizens by collaboration with non-profits and for profit housing developers.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
130 CDBG Program	\$2,693,589	\$2,144,925	\$3,179,321	\$1,841,560
DEPARTMENT TOTAL	\$2,693,589	\$2,144,925	\$3,179,321	\$1,841,560
% CHANGE		-20.37%	18.03%	-14.14%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$266,898	\$474,399	\$261,872	\$325,807
Operations	1,755,763	1,595,526	2,609,216	1,420,653
OPERATING BUDGET	\$2,022,661	\$2,069,925	\$2,871,088	\$1,746,460
Capital Budget	670,928	75,000	308,233	95,100
DIVISION TOTAL	\$2,693,589	\$2,144,925	\$3,179,321	\$1,841,560
% CHANGE		-20.37%	18.03%	-14.14%

*Unaudited

Program Description:

The Community Reinvestment provides comprehensive CDBG reinvestment opportunities while providing services for the homeless and providing safe, affordable, and decent housing to the citizens of Muscogee County.

Goals, Objectives and Performance Data –

Goal: To provide decent housing and create a viable living environment.

Objective: To demolish previously cited code violations for unsafe housing units that create and/or contribute to slum and blight conditions.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of code violations/citations/notices resulting in demolitions	47	15	25

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) / 0210

Goal: To prevent further deterioration and decline of neighborhoods through the correction of housing code violations in eligible residential structures.

Objective: To aid the elderly and/or disable citizens with emergency repairs through the Project Care Program

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of project care rehabilitation	5	6	10

Budget Notes:

-Capital outlays total of \$95,100.

WORKFORCE INVESTMENT ACT (WIA) FUND / 0220

Program Description:

The Workforce Investment Act (WIA) Program accounts for grant monies received from the Department of Labor to carry out the federal objectives formerly carried out by the Job Training Partnership Act (JTPA) Program:

- To authorize and fund different employment and training programs.
- To establish programs that provide job-training services for dislocated workers, economically disadvantaged adults and youth facing significant employment barriers.

Adult and Dislocated Workers

WIA authorizes "core" and "intensive" services. "Core" services are available to all adults and include job search and placement assistance; labor market information; initial assessment of skills and needs; information about available services; and follow-up services. "Intensive" services are available for unemployed individuals who are not able to find jobs through core services alone. These services include more comprehensive assessments, development of employment plans, counseling, case management and short-term pre-vocational services. Additionally, the Act authorizes the provision of temporary income support to enable participant continuation in training.

Youth

WIA authorizes eligible youth ages 14 through 21 to be considered as low-income and must meet one or more of the following challenges:

- (1) School dropout; (2) basic literacy skills deficiency; (3) homeless, runaway, or foster child; (4) pregnant or a parent; (5) an offender; or (6) need help completing an educational program or securing/holding a job.

Furthermore, 30% of these funds must help those who are in school. Additionally, the program just provides summer employment opportunities linked to academic and occupational learning.

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services				
Operation				
OPERATING BUDGET	\$1,561,963	\$1,499,979	\$1,698,871	\$1,614,134
Capital Outlay				
TOTAL	\$1,561,963	\$1,499,979	\$1,698,871	\$1,614,134
% CHANGE		-3.97%	8.77%	7.61%

*Unaudited

ECONOMIC DEVELOPMENT AUTHORITY FUND / 0230

Program Description:

The Columbus Consolidated Government and the Development Authority of Columbus have an agreement whereby economic development activities that include; working with local and regional entities in attracting quality companies, working to broaden the Muscogee County tax base, job creation and retention are provided by the Development Authority, in conjunction with the Greater Columbus Chamber of Commerce. The Development Authority will receive the revenue produced by 0.25 mills of ad valorem taxes to cover such activities.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:				
1000 Agency Appropriations	\$908,369	\$883,141	\$941,421	\$969,887
DEPARTMENT TOTAL	\$908,369	\$883,141	\$941,421	\$969,887
% CHANGE		-2.78%	3.64%	9.82%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$0	\$0	\$0	\$0
Operation	908,369	883,141	941,421	969,887
OPERATING BUDGET	\$908,369	\$883,141	\$941,421	\$969,887
Capital Budget	0	0	0	0
PROGRAM TOTAL	\$908,369	\$883,141	\$941,421	\$969,887
% CHANGE		-2.78%	3.64%	9.82%

*Unaudited

DEBT SERVICE FUND / 0405

Program Description:

The Debt Service Fund accounts for the retirement of general obligation bond issues, Columbus Building Authority lease contracts, the Water Commissioners revolving loan contract and Lease Purchase Programs.

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$0	\$0	\$0	\$0
Operation	29,298,431	7,965,303	6,647,496	6,742,948
OPERATING BUDGET	\$29,298,431	\$7,965,303	\$6,647,496	\$6,742,948
Capital Budget	0	0	0	0
PROGRAM TOTAL	\$29,298,431	\$7,965,303	\$6,647,496	\$6,742,948
% CHANGE		-72.81%	-77.31%	-15.35%

*Unaudited

Overview and Debt Financing Principles:

The Columbus Consolidated Government maintains two debt service funds - Debt Service Fund and Sales Tax Proceeds Account Fund. These Funds are used to service debt from four sources: General Obligation Debt, Columbus Building Authority contractual debt, the Board of Water Commissioners revolving loan contract, and lease purchase programs with the Georgia Municipal Association. Proceeds of a dedicated property tax is the primary source of revenue for the Debt Service Fund and a 1% special purpose local option sales tax is the primary source of revenue for the Sales Tax Proceeds Account Fund. Further information is available in the Financial Summaries, B-13 and B-14 and starting on B-50.

All local governments must determine how capital projects will be financed. It is the policy of the Columbus Consolidated Government (CCG) to use debt sparingly to retain the capacity to issue additional debt if the need arises. Currently, CCG is currently well below the 20% level that is considered by the credit industry to be a danger signal. In addition, the CCG is well below the legal debt ceiling for general obligation debt (details on Debt Margin below).

Debt Margin:

The current general obligation bond rating:
Standard & Poor's: AA

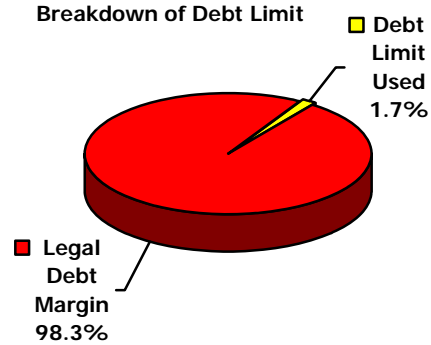
The Columbus Consolidated Government remains well below the debt ceiling of 10% of assessed value of taxable property established by the State of Georgia's constitution using only .2% of this established legal debt limit.

DEBT SERVICE FUND / 0405

Computation of Legal Debt Margin For Fiscal Year Ending June 30, 2008

Assessed value of taxable property*	\$ 4,405,801,225
Debt Limit: 10% of assessed value	440,580,123
Less: Amount of debt applicable to debt limit	7,345,000
 Legal Debt Margin Available	 \$433,235,123

*Based on 2008 State Approved Gross Digest as of 08/01/2008



General Obligation Debt -

The following table lists the components of general obligation debt for the Columbus Consolidated Government.

Fiscal Year	2000 Sales Tax Bonds			2003 Sales Tax Bonds			Total	
	Principal	Interest Rate	Interest	Principal	Interest Rate	Interest	Principal	Interest
2009	4,975,000	5.00%	124,375	\$2,370,000	3.00%	\$35,550	7,345,000	159,925
	\$4,975,000		\$124,375	\$2,370,000		\$35,550	\$7,345,000	\$159,925

Contractual Debt: Columbus Building Authority -

The Columbus Building Authority was created to provide a means to issue revenue bonds to acquire, construct, equip, maintain, and operate self-liquidating projects. The Consolidated Government has an agreement with the Columbus Building Authority whereby all assets purchased through the Columbus Building Authority are leased to the Consolidated Government. The Consolidated Government services the Building Authority's debt in lieu of making rental payments. The Consolidated Government has directly or indirectly guaranteed the Authority's debt.

DEBT SERVICE FUND / 0405

Columbus Building Authority Contractual Debt -

Fiscal Year	1997A Revenue Bond		1999A Refunding Bond		1999C Revenue Bond		2003A Lease Revenue Bond	
	Principal	Interest 5.1-5.65%	Principal	Interest* 4.0-4.20%	Principal	Interest 6.1-6.85	Principal	Interest 5.1-5.65%
2009	411,803	253,173	1,020,000	143,830	430,000	478,435	654,130	1,372,730
2010	433,251	231,348	1,065,000	103,030	455,000	450,886	679,783	1,353,106
2011	454,699	207,952	1,115,000	59,365	485,000	421,390	701,159	1,330,164
2012	480,437	183,398	325,000	13,650	515,000	389,761	731,087	1,305,623
2013	506,175	157,214	0	0	550,000	355,810	761,014	1,276,380
2014	531,912	129,375	0	0	585,000	319,344	795,217	1,244,988
2015	557,650	99,854	0	0	625,000	280,009	829,420	1,211,191
2016	587,677	68,346	0	0	670,000	237,263	867,899	1,176,977
2017	621,994	35,143	0	0	715,000	190,854	910,652	1,131,413
2018	0	0	0	0	760,000	141,073	953,406	1,083,603
2019	0	0	0	0	815,000	87,509	1,000,435	1,041,654
2020	0	0	0	0	870,000	29,798	1,051,739	996,634
2021	0	0	0	0	0	0	1,103,043	948,780
2022	0	0	0	0	0	0	1,158,623	897,764
2023	0	0	0	0	0	0	1,218,478	843,309
2024	0	0	0	0	0	0	1,282,609	785,431
2025	0	0	0	0	0	0	1,351,014	724,507
2026	0	0	0	0	0	0	1,419,420	660,334
2027	0	0	0	0	0	0	1,496,377	592,202
2028	0	0	0	0	0	0	1,573,333	521,124
2029	0	0	0	0	0	0	1,658,841	446,391
2030	0	0	0	0	0	0	1,744,348	367,596
2031	0	0	0	0	0	0	1,838,406	280,378
2032	0	0	0	0	0	0	1,932,464	188,458
2033	0	0	0	0	0	0	2,035,072	96,666
2034	0	0	0	0	0	0	0	0
Total	\$4,585,598	\$1,365,803	\$3,525,000	\$319,875	\$7,475,000	\$3,382,132	\$29,747,969	\$21,877,403

DEBT SERVICE FUND / 0405

Columbus Building Authority Contractual Debt -

Fiscal Year	2003A Trade Center Lease Revenue Bond		2003B Taxable Lease Revenue Bond		Total	
	Principal	Interest	Principal	Interest**	Principal	Interest
		2.5-5.00%		4.75-5.8%		
2009	110,870	232,666	180,000	572,989	\$2,806,803	\$3,053,823
2010	115,217	229,340	190,000	563,089	\$2,938,251	\$2,930,799
2011	118,841	225,451	200,000	552,639	\$3,074,699	\$2,796,961
2012	123,913	221,292	210,000	541,637	\$2,385,437	\$2,655,361
2013	128,986	216,336	220,000	530,089	\$2,166,175	\$2,535,829
2014	134,783	211,015	235,000	519,089	\$2,281,912	\$2,423,811
2015	140,580	205,287	245,000	507,339	\$2,397,650	\$2,303,680
2016	147,101	199,488	260,000	494,783	\$2,532,677	\$2,176,857
2017	154,348	191,765	280,000	481,133	\$2,681,994	\$2,030,308
2018	161,594	183,662	295,000	466,433	\$2,170,000	\$1,874,771
2019	169,565	176,551	315,000	449,470	\$2,300,000	\$1,755,184
2020	178,261	168,921	335,000	431,358	\$2,435,000	\$1,626,711
2021	186,957	160,810	360,000	412,095	\$1,650,000	\$1,521,685
2022	196,377	152,163	380,000	391,395	\$1,735,000	\$1,441,322
2023	206,522	142,934	410,000	369,545	\$1,835,000	\$1,355,788
2024	217,391	133,124	435,000	345,970	\$1,935,000	\$1,264,525
2025	228,986	122,798	465,000	320,740	\$2,045,000	\$1,168,045
2026	240,580	111,921	495,000	293,770	\$2,155,000	\$1,066,025
2027	253,623	100,373	530,000	265,060	\$2,280,000	\$957,635
2028	266,667	88,326	565,000	234,320	\$2,405,000	\$843,770
2029	281,159	75,659	605,000	201,550	\$2,545,000	\$723,600
2030	295,652	62,304	650,000	166,460	\$2,690,000	\$596,360
2031	311,594	47,522	690,000	128,760	\$2,840,000	\$456,660
2032	327,536	31,942	740,000	88,740	\$3,000,000	\$309,140
2033	344,928	16,384	790,000	45,820	\$3,170,000	\$158,870
Total	\$5,042,031	\$3,708,034	\$10,080,000	\$9,374,273	\$60,455,598	\$40,027,520

1991 Water & Sewerage Revenue Bonds

Fiscal Year	Principal	Interest	Total	%
2009	330,000	204,853	534,853	6.65%
2010	350,000	182,422	532,422	6.75%
2011	375,000	159,141	534,141	6.75%
2012	400,000	133,750	533,750	6.75%
TOTAL	\$1,455,000	\$680,166	\$2,135,166	

DEBT SERVICE FUND / 0405

1997A Oxbow Creek Golf Course

Fiscal Year	Principal	Interest	Total	Interest Rate
2009	68,197	41,927	110,124	5.25%
2010	71,749	38,312	110,061	5.35%
2011	75,301	34,438	109,739	5.40%
2012	79,563	30,372	109,935	5.43%
2013	83,825	26,036	109,861	5.48%
2014	88,088	21,425	109,513	5.53%
2015	92,350	16,536	108,886	5.60%
2016	97,323	11,319	108,641	5.65%
2017	103,006	5,820	108,826	5.65%
TOTAL	\$759,402	\$226,185	\$985,586	

GMA Bond Pool Summary

Fiscal Year	Principal	Interest Rate	Total
2009	546,967.59	0.00%	546,967.59
2010	362,597.01	0.00%	362,597.01
TOTAL	\$909,564.60	0.00%	\$909,564.60



Mission Statement:

METRA's mission is to provide safe, reliable, dependable and cost-effective transit service with a professional team of employees, dedicated to their customer needs and committed to excellence.

Expenditures By Division –

		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
260:					
3710	Other Maintenance and Repairs	\$2,748	\$12,000	\$0	\$12,000
590:					
2000	Contingency	0	135,123	0	109,811
3000	Non Categorical Expenses	91,936	104,821	85,691	96,442
4000	Inter-Fund Transfer	115,000	115,000	115,000	115,000
610:					
1000	Administration	130,207	137,435	148,014	153,069
2100	Operations	1,679,846	1,804,099	1,770,442	1,960,546
2200	Maintenance	1,138,388	1,117,187	1,369,338	1,241,720
2300	Dial-A-Ride	218,933	242,966	229,833	261,688
2400	Capital – FTA	563,998	1,769,462	1,918,618	1,822,517
2900	Charter Services	15,154	22,000	15,255	28,000
3410	Planning - FTA (Grant 5303)	66,205	66,232	65,594	65,268
3420	Planning - FTA (Grant 5307)	142,751	154,272	150,348	180,195
DEPARTMENT TOTAL		\$4,165,166	\$5,680,597	\$5,868,133	\$6,046,256
% CHANGE			36.38%	40.89%	45.16%

METRA / 0751

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$2,797,658	\$3,117,289	\$2,945,106	\$3,410,828
Operations	1,312,862	1,356,588	1,524,665	1,476,678
OPERATING BUDGET	\$4,110,520	\$4,473,877	\$4,469,771	\$4,887,506
Capital Budget	54,646	\$1,206,720	1,398,362	1,158,750
DEPARTMENT TOTAL	\$4,165,166	\$5,680,597	\$5,868,133	\$6,046,256
% CHANGE		36.38%	40.89%	45.16%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Projected
610-1000 Administration	2	2	2
Director of Transportation	1	1	1
Assistant Director of Transportation	0	0	0
Transportation Service Manager	0	0	0
Administrative Specialist III	1	1	1
610-2100 Operations	44	46	46
Transit Manager	1	1	1
Transit Supervisor	2	2	2
Administrative Technician II	1	1	1
Bus Operator	39	41	41
Maintenance Crew Leader	1	1	1
610-2200 Maintenance	17	16	17
METRA Maintenance Manager	1	1	1
Fleet Maintenance Technician III	4	4	4
Fleet Maintenance Technician II	8	8	8
Fleet Maintenance Technician I	4	3	3
System Support Analyst	1	1	1
Correctional Officer	0	0	1
610-2300 Dial – A – Ride	7	5	5
ADA Coordinator	1	0	0
Bus Operator	6	5	5
610-3410 Planning – FTA – (5303)	1	1	1
Grants Planning Division Manager	1	1	1
610-3420 Planning – FTA – (5307)	3	4	4
Transit Supervisor	1	1	1
Transit Specialist	1	1	1
Administrative Specialist II	1	2	2
TOTAL	74	71	71

METRA / 0751

Other Maintenance and Repairs

Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. We established this cost center to account for maintenance and repair activities specific to Transportation Fund divisions.

Non- Departmental/ Non- Categorical Expenses (590-3000)

Program Description:

Department budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures.

Non- Departmental/ Inter-Fund Transfers (590-4000)

Program Description:

We allocate appropriations for Capital Improvement Projects here for record and accounting purposes. Additionally, this cost center accounts for operating transfers from the Transportation Fund to the Risk Management Fund providing workers' compensation benefits for METRA employees.

Budget Notes:

-Pay Plan Implementation included at \$ 109,811.

METRA Administration

Program Description:

To provide safe, reliable, dependable and cost effective service with a professional team of employees dedicated to our customers needs and committed to excellence. Also, to provide administrative support for the mission of each division.

Goals, Objectives and Performance Data -

Goal: To enhance management and leadership skills at all levels.

Objective: Managers and first line supervisors to complete MDP I, II, III and/or a minimum of 40 hours of annual training.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Completion Certificate	2	2	2

Goal: Overall policy and program guidance for transit services.

Objective: To develop and implement transit service in keeping with guidelines set forth by the city, FTA and GDOT.

METRA / 0751

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Annual Audits and Federal Triennial Reviews	9	3	5

Operations

Program Description:

To ensure that all employees perform their job in a way that reflects favorably toward METRA and be given every opportunity to exercise a positive influence on every customer served.

Goals, Objectives and Performance Data -

Goal: To increase ridership.

Objective: To conduct route surveys and other studies that will determine what changes are needed that will increase ridership.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
GFI Reporting Information	60%	70%	85%

Goal: To improve customer service throughout the department.

Objective: Provide coaching and adequate training to staff that will improve customer service

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Customer Feedback/Surveys	70%	75%	85%

Budget Notes:

- Two (2) Bus Operators was approved in the FY08 Mid Year Budget.

METRA / 0751

Maintenance

Program Description:

Perform preventative maintenance, scheduled repairs and emergency repairs on all METRA motorized equipment.

Goals, Objectives and Performance Data –

Goal: To improve the quality of work performed.

Objective: To ensure that all jobs performed are quality checked by a supervisor. Emphasize that quality is the best methods to achieve a higher level of customer satisfaction.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Quality check report will be used as an indicator.	80%	90%	95%

Goal: To prepare maintenance personnel to operate vehicles on an as needed basis during an emergency evacuation.

Objective: Ensure that all maintenance personnel are trained on emergency procedures.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Periodic refresher training.	75%	90%	95%

Budget Notes:

-The following personnel change was approved in this budget:

- One (1) Correctional Officer transferred from Parking Management

Dial-A-Ride

Program Description:

The Dial-A-Ride division screens, schedules and provides reliable demand response curbside transit service to elderly and/or disable persons that lack the ability to use the regular transit system. The program ensures transportation services for the physically challenged persons according to the Americans With Disabilities Act.

Goals, Objectives and Performance Data -

Goal: To reduce incidents and accidents.

Objective: Monitor drivers and their destinations. Continue to provide refresher training for all Dial-A-Ride operators.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Provide ride checks with each operator.	100%	100%	100%

METRA / 0751

Goal:	Provide safe transportation to persons with disabilities.		
Objective:	Operators will pre-trip and inspect their vehicles to make sure they are safe for the customers		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Survey locations before new service to ensure the safety of the customers and the operators.	70%	85%	100%

Capital – FTA

Program Description:

Develop, purchase, and receive capital items needed to support public transportation in Columbus/Muscogee County and Fort Benning.

Goals, Objectives and Performance Data -

Goal:	To purchase capital items that support the public transit divisions and the parking division of METRA by following the purchasing regulations as prescribed by the Federal Transit Administration (FTA), the Georgia Department of Transportation (GDOT), and the Columbus Consolidated Government (CCG)		
Objective:	Bid to purchase capital items greater than \$5,000 and secure quote documentation on purchase items less than \$5,000 as delineated in the CCG Purchasing procedures manual		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Purchase capital items before the end of the fiscal year	100%	100%	100%

Goal:	To develop the local capital budget and contact with FTA and GDOT for capital funding		
Objective:	Local budgeting approval process and inclusion in the Transportation Improvement Program, FTA Grant Program, and the GDOT Capital Grant		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Local Budget approval process and funding. Executed contracts with FTA and GDOT	100%	100%	100%

Budget Notes:

-The following capital was approved in this budget:

- Rebuilt engines
- Rebuilt transmissions
- One (1) 25'-35' LF buses (standard)
- One (1) Trolley
- One (1) Service Truck

METRA / 0751

Charter Services

Program Description:

The Charter Services of Metra purpose is to provide special transportation services to private/ public groups at a fixed rate for the sole benefit of group or organization.

Goals, Objectives and Performance Data -

Goal: To make charter services available to organizations to meet their transportation/ shuttle needs for special events.

Objective: To provide these services on a first come serve basis with the current three charter buses in the fleet in a fixed cost within a 50 mile radius.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of Charter and Ridership Services	0	120 Charter 9,305 Ridership	70 Charter 4,100 Ridership

Grant Planning – FTA 5303

Program Description:

Transit planning consists of these basic components: research, data analysis and planning, and maintenance of the transit grants. We accomplish research and forecasting according to Federal Transportation Administration (FTA) requirements using established guidelines. Statistical ridership populations, socioeconomic factors and employment patterns are the primary variables in data analysis.

This division is project oriented: annual reports, special studies, videos, transit information and related activities with a primary focus on mass transit. FTA provides federal dollars for planning at 80% of expenses. The GA DOT provides State dollars for planning at 10% of expenses. The city must apply for both.

METRA / 0751

Goals, Objectives and Performance Data -

Goal: To maintain transit strategies that are pro environment.

Objective: To update the short range and long range transit planning to reflect the changes in demographics, destinations and other issues affecting public transportation (i.e., security, environmental, congestion).

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
The Unified Planning Work Program (UPWP), Transportation Improvement Program (TIP), STIP, congestion mitigation strategies, participation in environmental impact assessments, ridership demands, and demographic data.	100%	100%	100%

Goal: To maintain coordinated transit activities.

Objective: Participate with the Metropolitan Planning Organization in transportation activities, review routes and survey customers for service viability

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Transit, traffic and transportation agencies, MPO planning certification, 3C Planning Process, and environmental impacts, surveys, and driver information	100%	100%	100%

Grant Planning – FTA 5307

Program Description:

Transit planning consists of these basic components: research, data analysis and planning, and maintenance of the transit grants. We accomplish research and forecasting according to Federal Transportation Administration (FTA) requirements using established guidelines. Statistical rider ship populations, socioeconomic factors and employment patterns are the primary variables in data analysis.

The Federal Transit Administration (FTA) is the Federal Agency working with the Georgia Department of Transportation (GA DOT) addressing mass transit. FTA provides federal dollars for planning at 80% of expenses. The GA DOT provides State dollars for planning at 10% of expenses. The city must apply for both.

Goals, Objectives and Performance Data -

Goal: To administer and manage transit grants and contracts from FTA, GDOT and other funding sources of capital, planning, and planning expenses

Objective: Make application for, receive, and manage transit funded grants and contracts from FTA, GDOT and other similar public funding sources

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Executed contracts, quarterly reports, FTA Triennial Reviews, and annual audits	100%	100%	100%

METRA / 0751

Goal: To maintain data for the financial and operating funds

Objective: Compile on a regular basis revenue and other data as performance indicators of transit effectiveness

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Perform and evaluate revenue reports, MIS reports, Georgia Transit Fact Report, City Manager's Report, FTA Triennial Report Data, General Farebox Information reports and other management reports	100%	100%	100%

Budget Notes:

- Assistant Director reclassified to Director was approved in the FY08 Mid Year Budget.



Mission Statement:

To provide a safe, reliable, dependable and cost effective transit service with a professional team of employees, dedicated to our customers needs and committed to excellence.

Expenditures By Division -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:				
2000 Contingency	\$0	\$13,334	\$0	\$8,405
3000 Non Categorical	12,071	13,899	13,899	13,727
610:				
2800 Parking Management	311,438	315,528	333,164	313,526
FUND TOTAL	\$323,509	\$342,761	\$347,063	\$335,658
% CHANGE		5.95%	7.28%	-2.07%

*Unaudited

Expenditures By Category -

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$212,008	\$257,202	\$225,538	196,471
Operations	111,501	85,559	121,525	139,187
OPERATING BUDGET	\$323,509	\$342,761	\$347,063	\$335,658
Capital Budget	0	0	0	0
DIVISION TOTAL	\$323,509	\$342,761	\$347,063	\$335,658
% CHANGE		5.95%	7.28%	-2.07%

*Unaudited

Personnel Summary: Authorized Positions -

	FY07 Actual	FY08 Revised	FY09 Projected
610-2800 Parking Management			
Parking Division Manager	1	1	1
Parking Enforcement Supervisor	1	1	1
Parking Enforcement Officer	4	4	4
Correctional Supervisor	1	1	0
PT Parking Enforcement Officer	0	0	0
TOTAL	7	7	6

PARKING MANAGEMENT FUND / 0752

Non-Departmental

Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures.

Parking Management Fund

Program Description:

The division responsibility is to enforce the Parking Ordinances.

Goals, Objectives and Performance Data -

Goal: To enforce ordinances regarding parking in the Uptown Management Area, Lakebottom, and 9th Street.

Objective: To monitor Uptown Enforcement Area, Lakebottom, and 9th Street and issue citations when parking violations occur.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Increased revenue from issued tickets for violations and payments processed.	90%	93%	95%

Goal: To collect revenue for outstanding unpaid citations written by Metra and other law enforcement agencies of the city.

Objective: To ensure that repeat violators pay outstanding, unpaid citations, which includes notifying violator via certified mail, and depending upon the violator, could include possible immobilization and eventual towing of the vehicle.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Increased revenue for outstanding unpaid citations.	88%	90%	93%

Budget Notes:

-Pay plan implementation included at \$8,405.

Budget Notes:

-The following personnel change was approved in this budget:
- One (1) Correctional Officer transferred to Parking Management



Mission Statement:

To serve as an organization dedicated to excellence in its operation and service delivery, act as a catalyst for economic development and stability for Columbus, and serve as a positive force for community identity and city image.

Expenditures By Division –

		FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:					
2000	Contingency	\$37,483	\$81,808	\$50,869	\$53,753
3000	Non-Categorical	49,472	45,625	51,570	49,684
620:					
1000	Administration	503,613	583,385	548,576	602,236
2100	Sales	148,306	233,992	198,364	228,498
2200	Operations	328,950	514,472	467,890	531,956
2300	Maintenance	710,084	768,509	848,959	864,826
2600	Bonded Debt	239,831	343,130	237,222	343,537
DEPARTMENT TOTAL		\$2,017,739	\$2,570,921	\$2,403,450	\$2,674,490
% CHANGE			27.42%	19.12%	4.03%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$863,718	\$1,172,599	\$1,090,570	\$1,218,064
Operations	1,121,318	1,279,741	1,216,126	1,358,526
OPERATING BUDGET	\$1,985,036	\$2,452,340	\$2,306,696	\$2,576,590
Capital Budget	32,703	118,581	96,754	97,900
DEPARTMENT TOTAL	\$2,017,739	\$2,570,921	\$2,403,450	\$2,674,490
% CHANGE		27.42%	19.12%	4.03%

*Unaudited

COLUMBUS IRONWORKS AND TRADE CENTER / 0753

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
620-1000 Administration	12	12	12
Executive Director	1	1	1
Assistant Director	1	1	1
Financial Manager	1	1	1
Fiscal Technician III	1	1	1
Administrative Specialist III	1	1	1
Administrative Specialist I	1	1	1
Administrative Technician (PT)	2	2	2
Event Attendants (PT)	2	2	2
620-2100 Sales	2	2	2
Event Coordinator	2	2	2
620-2200 Operations	12	13	13
Event Attendant Crew Leader	1	1	1
Event Attendant	6	6	6
Event Operation Supervisor	1	1	1
Event Attendant	4	4	4
Groundskeeper/Landscaper	0	1	1
620-2300 Maintenance	3	3	3
Facilities Maintenance Supervisor	1	1	1
Facilities Maintenance Technician	2	2	2
TOTAL	29	30	30

Non-Categorical

Program Description:

Appropriations and expenditures, which pertain solely to a specific department, are budgeted in this department. However, there are certain expenditures that are not department specific and the non-categorical section has been established for recording these appropriations and expenditures.

Administration

Program Description:

Administration maintains accounts receivable, accounts payable, prepares yearly budget and monthly reports and prepares bids for purchases of equipment and services as needed.

COLUMBUS IRONWORKS AND TRADE CENTER / 0753

Goals, Objectives and Performance Data –

Objective:	Attend convention centers conventions, trade shows and industry-related meetings.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of convention/trade shows attended.	4	5	6

Goal:	To increase economic impact of the City by promoting out-of-town convention business.		
Objective	Increase number of conventions booked.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of convention days booked.	85	95	97

Sales

Program Description:

The Sales Division is responsible for talking with potential clients, scheduling events held in the facility, and following up on bookings by processing the necessary paperwork. They coordinate events such as room layout, equipment needed and special requests with staff members.

Goals, Objectives and Performance Data –

Goal:	Track all customer inquiries and outgoing calls to maximize events booked as well as provide for quality customer service.		
Objective:	Conduct follow-up communication with all sales leads to achieve increased number of event days booked.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Total Event Days Booked	705	806	825

Budget Notes:

-The following personnel change was approved in this budget:

- One (1) Administrative Secretary added.

Operations

Program Description:

The Service Operations Division services the exterior of the facility as related to landscaping and maintains the cleanliness of the interior of the facility. They set up and break down all meeting rooms and exhibit halls for each event. They are also responsible for maintaining the audio and visual equipment for each event.

COLUMBUS IRONWORKS AND TRADE CENTER / 0753

Goals, Objectives and Performance Data –

Goal: Provide quality equipment and responsive staff to all customers and events.

Objective: To reduce employee injuries due to unsafe work practices or environment.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of employee injuries.	3	1	0

Goal: To maintain 100% customer satisfaction with respect to cleanliness and attractiveness of facility.

Objective: To receive no negative remarks on customer comment cards concerning the cleanliness or appearance of the facility.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of negative comment cards received concerning cleanliness.	0	0	0

Budget Notes:

-Pay plan implementation included at \$70,000.

Maintenance

Program Description:

The Building Maintenance Division oversees the operation and maintenance of all fixed assets (equipment).

Goals, Objectives and Performance Data –

Goal: Perform required duties of this department while employing proper rules and techniques to ensure safety to both the employees and the customers.

Objective: To reduce employee injuries due to unsafe work practices or environment.

Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Number of employee injuries.	0	1	0

Bonded Debt

Program Description:

The debt service cost center accounts for the retirement of general obligation, revenue bonds, and capital leases of the Trade Center.



Mission Statement:

To provide the best possible product at an affordable price to the citizens of Columbus, Ga.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:				
2000 Contingency	\$0	\$0	\$0	\$0
3000 Non-Categorical	38,699	40,246	40,653	37,630
630:				
2100 Maintenance	699,272	694,654	727,950	850,763
2200 Operations	551,706	737,301	586,693	667,275
2400 Debt Service	18,555	99,693	23,875	98,839
FUND TOTAL	\$1,308,232	\$1,571,894	\$1,379,171	\$1,654,507
% CHANGE		20.15%	5.42%	5.26%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$579,804	\$639,506	\$625,612	\$685,869
Operations	728,428	908,388	734,217	968,638
OPERATING BUDGET	\$1,308,232	\$1,547,894	\$1,359,829	\$1,654,507
Capital Budget	0	24,000	19,342	0
DEPARTMENT TOTAL	\$1,308,232	\$1,571,894	\$1,379,171	\$1,654,507
% CHANGE		20.15%	5.42%	5.26%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
630-2100 Maintenance	18	18	18
Superintendent	1	1	1
Assistant Superintendent	1	1	1
Prison Labor Foreman	1	1	1
Irrigation Technician	1	1	1
Mechanic	1	1	1
Laborer	12	12	12
Laborer-PT	1	1	1
630-2200 Operations	11	11	11
Executive Director	1	1	1
Golf Professional	1	1	1
Assistant to Golf Pro	3	3	3
Office Manager	1	1	1
Custodian	1	1	1
Cart Attendant	2	2	2

BULL CREEK GOLF COURSE / 0755

Shop Clerk	2	2	2
TOTAL	29	29	29

Contingency

Program Description:

The Contingency Fund is an amount established in each annual budget to finance unusual items, which cannot be anticipated in the budget preparation. As these items occur during the year, transferring the required funds to the appropriate account reduces the contingency.

Non-Categorical

Program Description:

Appropriations and expenditures that pertain solely to a specific department are budgeted by that department. However, there are certain expenditures that are not applicable to a specific department and the non-categorical section has been established for recording these appropriations and expenditures.

Maintenance

Program Description:

The overall goal of the maintenance section is to maintain Bull Creek Golf Course as one of the top 25 golf courses in the United States. The maintenance staff is responsible for Golf Course turf grass maintenance such as fertilizer and chemical application, irrigation installation and repair, tree management, cart path repair and the daily task of grooming 36 holes.

Operations

Program Description:

The operations section strives to provide an efficient operation to the public. They create an atmosphere of service and maintain a price range suitable to attract all public golf players in the area. The activities consist of numerous golf tournaments for couples, juniors, individuals and teams, as well as company outings designed to benefit the company, their customers and employees.

Debt Service

Program Description

The debt service cost center accounts for the repayment of loans made by Bull Creek Golf Course.



Mission Statement:

To provide the best possible product at an affordable price to the citizens of Columbus, Ga.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
590:				
3000 Non-Categorical	\$ 14,279	\$ 13,298	\$ 14,851	\$ 11,811
640:				
2100 Pro Shop	186,495	214,948	195,225	220,009
2200 Maintenance	201,471	238,505	204,323	208,114
2300 Debt Service	48,477	110,282	45,325	110,124
FUND TOTAL	\$450,722	\$577,033	\$459,724	\$550,058
% CHANGE		28.02%	2.00%	-4.67%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$214,887	\$256,216	\$214,312	\$233,211
Operations	235,835	296,817	226,070	316,847
OPERATING BUDGET	\$450,722	\$553,033	\$440,382	\$550,058
Capital Budget	0	24,000	19,342	0
DEPARTMENT TOTAL	\$450,722	\$577,033	\$459,724	\$550,058
% CHANGE		28.02%	2.00%	-4.67%

*Unaudited

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
630-2100 Pro Shop	5	5	5
Manager	1	1	1
Assistant Manager	2	2	2
Bookkeeper	1	1	1
Cart Attendant	1	1	1
630-2200 Maintenance	4	4	4
Superintendent	1	1	1
Assistant Superintendent	1	1	1
Prison Labor Foreman	1	1	1
Shop Clerk	1	1	1
Grounds General (PT)	0	0	0
TOTAL	9	9	9

OXBOW CREEK GOLF COURSE / 0756

Non- Categorical

Program Description:

Appropriations and expenditures, which pertain solely to a specific department, are budgeted by that department. However, there are certain expenditures that are not applicable to a specific department and the non-categorical section has been established for recording these appropriations and expenditures.

Pro Shop

Program Description:

The operations section strives to provide an efficient operation to the public. They create an atmosphere of service and maintain a price range suitable to attract all public golf players in the area. The activities consist of numerous golf tournaments for couples, juniors, individuals and teams, as well as company outings designed to benefit the company, their customers and employees.

Maintenance

Program Description:

The overall goal of the maintenance section is to maintain Oxbow Creek Golf Course. The maintenance staff is responsible for Golf Course turf grass maintenance such as fertilizer and chemical application, irrigation installation and repair, tree management, cart path repair and the daily task of grooming 9 holes.

Debt Service

Program Description:

The debt service cost center accounts for the repayment of loans made by Oxbow Creek Golf Course.



Mission Statement:

To provide events with quality professional services, while progressively managing clean, safe, well maintained and self-supporting facilities.

Expenditures By Division –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
160:				
1000 Civic Center – Operations	\$1,769,555	\$1,928,980	\$2,246,425	\$1,905,017
2100 Civic Center – Hockey	554,734	580,442	511,603	583,585
2200 Civic Center – AF2 Football	91,324	67,568	83,077	73,148
2300 Civic Center – NDBL	0	0	0	0
2400 Civic Center – SFX	0	0	0	0
2500 Civic Center – Other Events	3,023,257	3,465,983	1,922,664	1,906,448
2600 Temporary Labor Pool	0	0	0	0
260:				
3710 Other Maintenance & Repairs	86,626	50,000	89,450	100,000
590:				
2000 Contingency	0	80,000	0	56,712
3000 Non-Categorical	111,700	122,465	122,465	119,265
4000 Interfund Transfers	0	0	0	0
FUND TOTAL	\$5,637,196	\$6,295,438	\$4,975,684	\$4,744,175
% CHANGE		11.68%	-11.74%	-24.64%

*Unaudited

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,456,278	\$1,579,629	\$1,550,539	\$1,535,187
Operations	4,166,911	4,558,005	3,035,349	3,077,088
OPERATING BUDGET	\$5,623,189	\$6,137,634	\$4,585,888	\$4,612,275
Capital Budget	14,007	157,804	389,796	131,900
DEPARTMENT TOTAL	\$5,637,196	\$6,295,438	\$4,975,684	\$4,744,175
% CHANGE		11.68%	-11.74%	-24.64%

*Unaudited

CIVIC CENTER / 0757

Personnel Summary: Authorized Positions –

	FY07 Actual	FY08 Revised	FY09 Adopted
160-1000 Civic Center – Operations	31	31	31
Civic Center Director	1	1	1
Administrative Services Manager	1	1	1
Administrative Specialist III	1	1	1
Project Analyst	1	1	1
Accountant I	1	1	1
Box Office Supervisor	1	1	1
Operation Coordinator	1	1	1
Facility Maintenance Supervisor	1	1	1
Events Coordinator II	2	2	2
Receptionist, Part-time	2	2	2
Parks Maintenance Supervisor	1	1	1
Parks Maintenance Workers I	2	2	2
Fiscal Technician III	1	1	1
Foreman Supervisor	0	1	1
Crew Leaders	2	1	1
Labors	4	4	4
Ticket Clerks – PT	1	1	1
Labors – PT	8	8	8
TOTAL	31	31	31

Non-Categorical

Program Description:

Appropriations and expenditures that pertain solely to a specific department are budgeted by that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures. This cost center factors a cost allocation charge that reimburses the General Fund for administrative services provided in the previous year.

Inter-fund Transfers

Program Description:

Amounts transferred from one fund to another to assist in financing the services of the recipient fund. They are budgeted and accounted for separately from other revenues and expenditures.

Operations

Program Description:

The Columbus Civic Center is multi-purpose public assembly facility with 10,000 arena seats, 23,000 square feet of flat floor space and 5,000 square feet of hospitality suites. The Civic Center is the premiere venue in a large sports complex known as the “The South Commons Sports and Entertainment Complex.” In addition to hosting a variety of special events, family shows, and concerts, the Civic Center is home to two professional sports franchises: a hockey team and an arena football team.

CIVIC CENTER / 0757

Goals, Objectives and Performance Data –

Goal:	(Finance) To ensure all accounts payable documents are processed in a timely manner.		
Objective:	Ensure all invoices are turned in for payment as soon as they are received.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of invoices processed within 5 days.	100%	100%	100%

Goal:	(Box Office) To become a Ticketmaster outlet.		
Objective:	To provide an additional service to the citizens as well as creating a new revenue source.		
Performance Indicators:	FY07 Actual	FY08 Revised	FY09 Projected
Percentage of increased ticket sales by providing this additional service.	N/A	N/A	25%

Budget Notes (continued):

-The following capital was approved in this budget:

- (2) Golf Carts
- Carpet Extractor
- Riding Scrubber
- Forklift
- (40) Trussings
- (4) Motors
- (12) Security Arm Gates
- (20) Event Radios

-Pay plan implementation included at \$80,000.

Hockey

Program Description:

The Columbus Civic Center is home of the Southern Professional Hockey League (SPHL) Columbus Cottonmouths. A tenant since the building's opening in 1996, the Cottonmouths play an average of 28 home games annually in the Civic Center in addition to several play-off games. The Cottonmouths, formerly of the East Coast Hockey League (ECHL), also have offices housed in the Civic Center.

Budget Notes:

-The following capital was approved in this budget:

- Rubber Matting
- Hockey Netting
- Reusable Logos

AF2 Football

Program Description:

Professional football has returned to Columbus with the Columbus Lions. The American Indoor

CIVIC CENTER / 0757

Football League (AIFL) began its season in 2006. Over the course of the season, the AIFL plays 8 home games at the Civic Center.

Other Events

Program Description:

The Civic Center is focused on providing space for approximately 150 event days throughout the year.

Public Services-Other Maintenance and Repairs

Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. This cost center is established to account for maintenance and repair activities specific to the Paving Fund divisions.

RISK MANAGEMENT FUND / 0860

Program Description:

The Risk Management Fund is established for the purposes of providing self-insurance funding for vehicle claims and worker's compensation management.

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$1,859,405	\$1,630,000	\$1,679,771	\$2,200,000
Operations	876,718	1,335,000	899,656	1,187,000
OPERATING BUDGET	\$2,736,123	\$2,965,000	\$2,579,427	\$3,387,000
Capital Budget	0	0	0	0
DIVISION TOTAL	\$2,736,123	\$2,965,000	\$2,579,427	3,387,000
% CHANGE		8.37%	-5.73%	14.23%

*Unaudited

EMPLOYEE HEALTH INSURANCE FUND / 0850

Program Description:

The Employee Health & Life Insurance Fund is established for the purposes of funding medical and life insurance claims.

Expenditures By Category –

	FY07 Actual	FY08 Revised	FY08 Actual*	FY09 Adopted
Personal Services	\$0	\$0	\$0	\$0
Operations	16,205,879	18,759,283	17,214,374	19,059,283
OPERATING BUDGET	\$16,205,879	\$18,759,283	\$17,214,374	\$19,059,283
Capital Budget	0	0	0	0
DIVISION TOTAL	\$16,205,879	\$18,759,283	\$17,214,374	\$19,059,283
% CHANGE		15.76%	6.22%	1.60%

*Unaudited

GLOSSARY

The Annual Operating Budget contains specialized and technical terminology that is unique to public finance and budgeting as well as unique to the Columbus Georgia area. The following glossary has been included in this document to assist the reader in understanding these terms.

ACCOUNT NUMBER: A line item code defining an appropriation.

ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

APPRAISED VALUE: The estimate of fair market value assigned to property by an appraiser or tax assessor. For tax assessment purposes, such value is stated as of the last countrywide reappraisal date.

APPROPRIATION: Authorization given by Council to make expenditures or incur obligations for approved work programs with specific limitations.

ASSESSED VALUATION: A valuation set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation.

BASE BUDGET: The minimum amount of funding necessary to continue the current level of service including inflation and equipment replacement schedules.

BENCHMARK POSITION: Positions to be used as points of reference when measuring our employee's pay with pay levels in our labor market.

BOND: A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

BOND REFINANCING: The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing. The term "budget" is used in two senses in practice. The budget, once adopted, is the legal authorization to expend City funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management in accordance with procedures specified by law and/or administrative rules and regulations.

BUDGET ADJUSTMENT: A legal procedure utilized by the budget staff to revise a budget appropriation. The Budget Officer has the authority to adjust expenditures within or between departmental budgets according to budget policy, no increase in the total budget can occur without approval of Council.

BUDGET CONTROL: The control or management of a governmental unit or enterprise in accordance and within the limitations of available appropriations and available revenues.

BUDGET MESSAGE: A general discussion of the proposed budget as presented in writing to the legislative body.

CCG: The acronym for Columbus Consolidated Government.

CAPITAL IMPROVEMENTS: Building, infrastructure, and other attachments or annexations to land and facilities which are intended to remain so attached or annexed.

CAPITAL IMPROVEMENTS PROGRAM (CIP): A plan for capital expenditures to be incurred each year over

GLOSSARY

a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

CAPITAL OUTLAY: Capital items are defined as tangible items such as tools, desks, machinery, and vehicles costing more than \$500 each and having a useful life of more than one year.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A federal domestic assistance grant to develop viable urban communities by providing decent housing and a suitable living environment as well as expanding economic opportunities for persons of low and moderate income.

CODE: A group of numbers that may identify a fund, department/division, line item or project.

CONSOLIDATED GOVERNMENT: A county and city whose governments are combined into a single entity.

CONSUMER PRICE INDEX (CPI): An index of items used to measure the change in prices over time.

CONTINGENCY: A budgetary reserve set aside for emergencies or expenditures not otherwise budgeted.

COST ALLOCATION: Method designed to recover indirect costs from non-general fund activities for the administration of specific General Fund services provided to those activities.

DEBT SERVICE: Payment of interest and repayment of principal on city debt.

DEPARTMENT: A major administrative organizational unit of the City that indicates overall management responsibility for one or more divisions.

DEPRECIATION: (1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a fixed asset other than a wasting asset that is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

DIVISION: A major administrative organizational unit of the City that indicates overall management responsibility for one or more activities.

EXPENDITURES: Decreases in net financial resources. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays.

EXPENSES: Decreases in net total assets. Expenses represent the total cost of operations during period regardless of the timing of related expenditures.

FISCAL YEAR: A twelve-month period of which the annual operating budget applies and, at the end of which, a government determines its financial position and the results of its operations.

FIXED ASSETS: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FRANCHISE FEE: A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

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FUND: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

FUND BALANCE: The unused balance of governmental funds and expendable trust funds, which include certain reservations of funds established for control purposes. It is not equivalent to "net worth".

GENERAL FUND: The principal fund operating the city that accounts for most of the financial resources of the government. General fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenues. This fund includes most of the basic operating services, such as fire and police protection, finance and records, leisure services, public services and general administration.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Uniform minimum standards of/and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP incorporates the conventions; rules and procedures necessary to define accepted accounting practices at a particular time. GAAP provides a standard by which to measure financial presentations.

GENERAL OBLIGATION (G.O.) BOND: This type of bond is backed by the full faith, credit and taxing power of the government.

GENERAL SERVICES DISTRICT: District accounting for the governmental services pertaining to the consolidated City of Columbus, GA. The revenues from this district's millage rate support the General Fund.

GFOA: Government Finance Officers Association.

GIS: Geographical Information Systems.

GRANTS: Contributions or gifts or cash or other assets from another government (usually from state or federal agencies) and are normally restricted to expenditure or use for a specified purpose, activity, or facility.

HAZMAT: An abbreviation for Hazardous Materials.

IMPROVEMENT: Any amount of service or request above the current level of service.

INFRASTRUCTURE: The physical foundation of a community and capital assets of a permanent nature. For example: land, streets, roads, highways, bridges, buildings, water pipes & sewer lines.

IMPROVEMENT: Any amount of service or request above the current level of service.

INTERFUND CHARGES: Charges for services rendered by a non-internal service activity to a user in a different fund.

INTERFUND REIMBURSEMENTS: Receipt of funds as reimbursement for charges for services rendered by a non-internal service activity to a user in a different fund.

INTERFUND TRANSFERS: See "Transfers In/Out".

INTERGOVERNMENTAL REVENUE: Revenue collected by one government and distributed to another level of government(s).

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INTERMENT: Placing of a corpse in a grave.

ILLEGALLY ADOPTED BUDGET: The total of the budgets of each city fund including budgeted transactions between funds.

LIABILITIES: Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date.

LINE ITEM: A method in which a unit of appropriate is expressed or defined.

LONG TERM DEBT: Debt with a maturity of more than one year after the date of issuance.

LOCAL OPTION SALES TAX (LOST): State legislation allows local governments to levy an additional sales tax within its jurisdiction. The City of Columbus currently collects proceeds based on a 1% approved local option. Use of these funds is unrestricted.

MCP: The acronym for Muscogee County Prison.

MILLAGE RATE: The ad valorem property tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.

MODIFIED ACCRUAL BASIS: The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay and other employee benefit amounts which need not be recognized in the current period, but for which larger than normal accumulations must be disclosed in the notes to the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5) principal and interest on long-term debts which are generally recognized when due. All governmental funds and Trust Funds are accounted for using this method.

NET BUDGET: The legally adopted budget less all interfund transactions. Interfund transactions representing transfers and interfund reimbursements are subtracted from the legally adopted budget amount to prevent being double counted from the perspective of the entire budget.

NONDEPARTMENTAL: Functions and accounts that are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

ORDINANCE: A formal legislative enactment by the City Council and has the full force and effect of law within the boundaries of the City.

OPERATING EXPENSES: The cost for personnel, materials and equipment required for a department to function.

PERFORMANCE MEASURES: Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

PERSONAL SERVICES: Expenditures for salaries, wages and fringe benefits for personnel.

PROGRAM: The collection of services being performed to achieve a desired goal.

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PROJECTED: Estimation of revenues and expenditures based on past trends, current and expected economic conditions, and future financial forecasts.

PROPERTY TAX: A tax levied on the assessed value of real, public utility and personal property. Generally, assessed value is 40% of fair market value.

PUBLIC HEARING: The portions of open meetings held to present evidence and provide information on both sides of an issue.

RESERVE: An account used to indicate that a portion of a fund balance is restricted for a specific purpose.

REVENUE: Money or income received by the Consolidated Government from external sources such as taxes collected or an amount received for performing a service.

REVENUE BOND: A revenue bond is backed only by the revenues received from a specific enterprise or project, such as a hospital or toll road.

REVISED BUDGET: The revised budget is the budget that has been modified from the approved budget due to changes from carryover funds from the previous year and from the mid-year adjustments.

RISK MANAGEMENT: The coordinated and continuous effort to minimize the potential financial and human resource losses arising from workers compensation, liability and property exposures.

SELF-INSURANCE: The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks, and losses that do occur are charged against those accounts or funds.

STATUTE: A written law enacted by a duly organized and constituted legislative body.

SUPPLEMENTAL: Any amount of service or request about the current level of service.

TAXABLE VALUE: This is calculated as 40% of the assessed value.

TAX RATE: The amount of tax stated in terms of a unit of the tax base; for example, five mills equal five dollars per thousand of taxable value.

PERSONAL SERVICES: Expenditures for salaries, wages and fringe benefits for personnel.

PROGRAM: The collection of services being performed to achieve a desired goal.

PUBLIC HEARING: The portions of open meetings held to present evidence and provide information on both sides of an issue.

SELF-INSURANCE: The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks. Any losses that do occur are charged against those accounts or funds.

SPECIAL PURPOSE LOCAL OPTION SALES TAX (SPLOST): A voter approved 1% Sales Tax used for specified Capital Improvement Projects.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for

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the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TRANSFERS IN/OUT: Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.

USEFUL LIFE: Period or time-span an item is expected to continue providing financial service.

ACRONYMS

Acronyms of Budget specialized and technical terminology that is unique to public finance and budgeting as well as unique to the Columbus Georgia area. The following acronyms have been compiled to assist the reader in understanding these terms.

CAFR: Comprehensive Annual Financial Report

CBA: Columbus Building Authority

CCG: Columbus Consolidated Government.

CDBG: Community Development Block Grant.

CIP: Capital Improvement Program.

CPI: Consumer Price Index.

DFACS: Department of Family and Children Services.

EMS: Emergency Medical Service.

GASB: Governmental Accounting Standards Board.

G. O. Bond: General Obligation Bond.

GFOA: Government Finance Officers Association.

GIS: Geographical Information Systems.

HAZMAT: Hazardous Materials.

LOST: Local Option Sales Tax.

MCP: Muscogee County Prison.

SPLOST: Special Purpose Local Option Sales Tax.

WIA: Workforce Investment Act.

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
GENERAL FUND (0101)					
100-1000 CITY COUNCIL					
Chairs	\$250	15	\$3,750		\$0
Total			\$3,750		\$0
210-1000 Information Technology					
Panasonic Tough Book Computers	\$3,530	17	\$60,010		\$0
Court Case Management Computer System	\$2,500,000	1	\$2,500,000		\$0
Document Management	\$9,267	3	\$27,800		\$0
High Speed Document Scanners	\$2,800	6	\$16,800		\$0
ArcGIS PLTS Software Package	\$4,500	5	\$22,500		\$0
Civil 3 Land Development Software	\$4,000	2	\$8,000		\$0
GIS IBM Computer/Monitor	\$5,000	1	\$5,000		\$0
Lenovo Laptop Computer	\$1,750	1	\$1,750		\$0
Replacement Computers/Monitors	\$800	150	\$120,000		\$0
Auto Turn 5.1 Raster Program	\$5,000	1	\$5,000		\$0
Total			\$2,766,860		\$0
220-1000 Human Resources					
Conference Table	\$700	1	\$700		\$0
Conference Chairs	\$200	4	\$800		\$0
Total			\$1,500		\$0
240-2200 INSPECTIONS AND CODES					
Secretarial Chairs	\$200	3	\$600		\$0
Jeep Cherokee	\$23,000	4	\$92,000		\$0
Jeep Cherokee New Development Inspector positions	\$23,000	3	\$69,000		\$0
Capital Expenditures for New Development Inspector positions	\$8,100	1	\$8,100		\$0
Computer Equipment for New Development Inspector positions	\$15,000	1	\$15,000		\$0
PlateMaker/Film System (Replace broken film developer used to make negatives in darkroom.)	\$11,500	1	\$11,500		\$0
Mid-Size Truck Replacement	\$15,500	1	\$15,500		\$0
Total			\$211,700		\$0
250 ENGINEERING					
250-2100 TRAFFIC ENGINEERING					
GeoCollector subfoot Handheld GPS and software package	\$7,500	2	\$15,000		\$0
Total			\$15,000		\$0
250-2400 GIS					
Aerial Photography/Topography Update	\$150,000	1	\$150,000		\$0
Trimble GeoXH GPS Unit	\$7,500	1	\$7,500		\$0
RICOH Wide Format Copier Replacement	\$20,000	1	\$20,000		\$0
Total			\$177,500		\$0
250-3110 RADIO COMMUNICATIONS					
Total			\$0		\$0
260 PUBLIC SERVICES					
260-1000 PUBLIC SERVICES ADMINISTRATION					
Mid-size Sedan/ Replace #5998	\$15,500	1	\$15,500		\$0
Total			\$15,500		\$0
260-2600 PUBLIC SERVICES CEMETARIES					
Flat Bed Dump with 12' Bed	\$33,000	1	\$33,000		\$0
Total			\$33,000		\$0

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
260-2300 FLEET MAINTENANCE					
Mid-size Sedan / Replace #9560	\$15,500	1	\$15,500		\$0
Portable Steam Cleaner	\$2,700	2	\$5,400		\$0
Service Truck Heavy Equipment	\$40,000	1	\$40,000		\$0
Total			\$60,900		\$0
260-2400 SPECIAL ENFORCEMENT					
Mid-Size Sedan/ Replace #9117	\$15,500	1	\$15,500		\$0
Animal Control Trucks w/Camper (Replacement)	\$37,800	1	\$37,800		\$0
Animal Control Trucks w/Camper (Replacement)	\$37,800	1	\$37,800		\$0
Mid-Size Sedan (Replacement)	\$15,500	1	\$15,500		\$0
Mid-Size Sedan (Replacement)	\$15,500	1	\$15,500		\$0
Animal Control Trucks w/Camper for New Officer	\$37,800	1	\$37,800		\$0
Animal Control Trucks w/Camper for New Officer	\$37,800	1	\$37,800		\$0
Mid-Size Sedan for New Position	\$15,500	1	\$15,500		\$0
Mid-Size Sedan for New Position	\$15,500	1	\$15,500		\$0
Motorola MTS 2000 Radios for New Personnel	\$3,000	5	\$15,000		\$0
Mid-Size Sedan/MY approval (switch of AC Truck)	\$15,500	1	\$15,500		\$0
Total			\$259,200		\$0
260-2700 FACILITIES MAINTENANCE					
Carpet for HR, Clerk of Superior Court, and North Precinct of Police	\$27,137	1	\$27,137		\$0
Mid-Size Sedan for New Position	\$15,500	1	\$15,500		\$0
Utility Truck Replacement	\$23,000	1	\$23,000		\$0
Total			\$65,637		\$0
270 PARKS & RECREATION					
270-2100 Park Services					
Zero-turn Radius Mowers	\$8,800	3	\$26,400		\$0
Sixteen Foot Trailers	\$2,500	3	\$7,500		\$0
Repair and Replace Double Churches Tennis Courts and Batting Cages	\$75,000	1	\$75,000		\$0
Replace and Upgrade Lights on Rosehill Softball Field	\$140,000	1	\$140,000		\$0
Repair and Replace Riverwalk Signage	\$273,000	1	\$273,000		\$0
Total			\$521,900		\$0
270-3220 Golden Park					
Complete Brick Wall at Golden Park	\$300,000	1	\$300,000		\$0
Replace Infield and Outfield at Golden Park; to Include Irrigation System	\$700,000	1	\$700,000		\$0
Outfield Brick Wall Padding at Golden Park	\$100,000	1	\$100,000		\$0
Total			\$1,100,000		\$0
270-3230 Memorial Stadium					
Musco Lighting for Memorial Stadium	\$400,000	1	\$400,000		\$0
Total			\$400,000		\$0
270-3505 Community Schools					
Folding Tables - Community Schools	\$80	50	\$4,000		\$0
Folding Chairs - Community Schools	\$12	150	\$1,800		\$0
Total			\$5,800		\$0
270-4413 Aquatics					
Double Head Chemical Feeder	\$600	5	\$3,000		\$0
Leisure Pool Main Pump	\$5,000	1	\$5,000		\$0
Total			\$8,000		\$0
270-4434 Pottery Shop					
Laptop Computers	\$2,000	2	\$4,000		\$0
Renovations for Britt David Studios	\$423,095	1	\$423,095		\$0
Total			\$427,095		\$0

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
270-4435 Senior Citizen's Center					
Bingo System	\$6,000	3	\$18,000		\$0
Steam Table	\$7,000	1	\$7,000		\$0
Folding tables, oblong	\$100	20	\$2,000		\$0
Folding Tables, round with wheels	\$700	10	\$7,000		\$0
Park Sign	\$2,500	1	\$2,500		\$0
Total			\$36,500		\$0
280-1000 COOPERATIVE EXTENSION					
Desktop Computer and Monitor	\$1,500	2	\$3,000		\$0
Total			\$3,000		\$0
290-1000 TAX ASSESSOR					
Midsized SUV's 4x4. Tied to position requests for Appraiser/Auditor I	\$23,000	2	\$46,000		\$0
Midsized SUV's 2x4 - replacements	\$21,000	2	\$42,000		\$0
Office Cubicles/chairs. Tied to position requests for Appraiser/Auditor I	\$2,200	2	\$4,400		\$0
Wall to divide conference room into 2 rooms - tied to position requests for Appraiser/Auditor I	\$650	1	\$650		\$0
Total			\$93,050		\$0
290-2000 ELECTIONS					
3/4 Ton Cargo Van replacement	\$20,000	1	\$20,000		\$0
Total			\$20,000		\$0
400 POLICE					
Pursuit Vehicles and Tech Packages	\$47,000	69	\$3,243,000		\$0
C-V Unmarked Vehicles (Ford Taurus)	\$15,500	16	\$248,000		\$0
Harley Davidson Motorcycles	\$20,500	3	\$61,500		\$0
Motorola Mobile Data Terminal Computers	\$7,400	60	\$444,000		\$0
High Speed Data System for Mobile Data Terminal Computers	\$1,600,000	1	\$1,600,000		\$0
Motorola NetRMS Records Management System	\$972,614	1	\$972,614		\$0
Motorcycle Dual Antenna Radar Unit	\$2,247	18	\$40,446		\$0
Arctic Cat ATV (requested 3 added 2 from mid year)	\$8,000	5	\$40,000		\$0
Smith & Wesson .45 caliber Replacements	\$830	10	\$8,300		\$0
X26 Advanced Taser and Holster	\$875	20	\$17,500		\$0
All Terrain Vehicle Trailers	\$1,200	10	\$12,000		\$0
Raleigh Mountain Bike	\$1,200	20	\$24,000		\$0
10,000 sq. ft. Stand Alone P&E Storage Building	\$1,200,000	1	\$1,200,000		\$0
Tag Recognition Software and Hardware	\$28,437	1	\$28,437		\$0
Card Reader for North and South Precinct	\$8,000	2	\$16,000		\$0
Ten Target Wireless Flexi Pneumatic System	\$21,035	1	\$21,035		\$0
Pistol Target System Upgrade	\$3,000	1	\$3,000		\$0
Firearms Training Simulator Disk	\$4,000	1	\$4,000		\$0
Chevy Tahoe	\$32,330	1	\$32,330		\$0
Go Forth Scooter	\$20,000	1	\$20,000		\$0
15 Passenger Van	\$21,000	2	\$42,000		\$0
¾ Ton Pick-Up Truck	\$22,000	1	\$22,000		\$0
Nighttime Optical Thermal Imaging Camera	\$4,000	20	\$80,000		\$0
M-16 Conversion Kits	\$600	10	\$6,000		\$0
Sonic Rifle Cleaner	\$7,000	1	\$7,000		\$0
Video Security System for Public Safety Building	\$52,773	1	\$52,773		\$0

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
Upgrade Public Safety Building Access System	\$13,858	1	\$13,858		\$0
P&E Locker Unit	\$50,000	1	\$50,000		\$0
Infocus LP 850 Projector	\$3,715	2	\$7,430		\$0
Bike Outfit Accessories	\$1,200	1	\$1,200		\$0
Display Kit	\$2,000	1	\$2,000		\$0
250 sq. yds carpet for North Precinct	\$6,250	1	\$6,250		\$0
Zero Radius Lawn Tractor	\$8,500	1	\$8,500		\$0
Air Purification / Filtration System	\$6,000	1	\$6,000		\$0
Cargo Van	\$21,000	2	\$42,000		\$0
Nautilus Commercial Treadmill	\$2,450	2	\$4,900		\$0
Night Vision Binoculars with Zoom Lens (SOA)	\$2,600	3	\$7,800		\$0
Penn Arms 37mm Grenade Launcher (SOA)	\$1,910	4	\$7,640		\$0
Total			\$8,403,513		\$0
410-3610 FIRE - Logistics					
Land for Station 9	\$500,000	1	\$500,000		\$0
Quint (Dual purpose fire and ladder truck for Station 10)	\$909,563	1	\$909,563		\$0
Personal Protective Clothing for New Personnel (Station 10)	\$1,500	15	\$22,500		\$0
Fire Engine (Replace Engine No. 8)	\$358,313	1	\$358,313		\$0
Staff Vehicles (FY08 Midyear Carryovers)	\$25,000	2	\$50,000		\$0
Staff Vehicles (FY09 Requests)	\$25,000	7	\$175,000		\$0
Firehouse Implementation	\$30,000	1	\$30,000		\$0
SBCA Cylinders	\$900	8	\$7,200		\$0
Breathing Apparatus (Various Parts)	\$59,870	1	\$59,870		\$0
Thermal Imagers	\$9,000	3	\$27,000		\$0
Bay Doors	\$3,700	18	\$66,600		\$0
AEDs	\$1,800	5	\$9,000		\$0
Protective Clothing for Existing Personnel	\$1,300	200	\$260,000		\$0
Emergency Watercraft	\$30,000	3	\$90,000		\$0
Evacuation Chairs	\$2,400	5	\$12,000		\$0
Rescue Airbags	\$7,000	2	\$14,000		\$0
Security Systems for Fire Stations	\$1,500	6	\$9,000		\$0
Station 2 (Structure and furniture)	\$1,780,000	1	\$1,780,000		\$0
Station 9 (Structure and furniture)	\$1,780,000	1	\$1,780,000		\$0
Land (Station 16)	\$1,157,625	1	\$1,157,625		\$0
Land (Station 17)	\$1,157,625	1	\$1,157,625		\$0
Total			\$8,475,296		\$0
420-1000 MCP					
Full Size Crown Vic (replacement)	\$20,000	2	\$40,000		\$0
15 Passenger Van (replacement)	\$20,000	2	\$40,000		\$0
Full Size 4x4 3/4 Regular Cab (replacement)	\$25,000	1	\$25,000		\$0
Motorola Repeater	\$5,773	1	\$5,773		\$0
Motorola 800 Mhz Radios	\$1,317	15	\$19,755		\$0
Glock 22 w/Night Sights, 3 L/E mags & Cleaning kit	\$42,900	1	\$42,900		\$0
Leather Gear for equipment	\$15,300	1	\$15,300		\$0
Surveillance Camera upgrade to digital	\$68,484	1	\$68,484		\$0
Utility Trailer with Dual Axle	\$2,500	1	\$2,500		\$0
Total			\$259,712		\$0

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
500-2000 DISTRICT ATTORNEY					
Filing system	\$30,000	1	\$30,000		\$0
Total			\$30,000		\$0
520-1000 PUBLIC DEFENDER					
Full Size Sedan	\$21,000	1	\$21,000		\$0
Total			\$21,000		\$0
530 MUNICIPAL COURT					
530-1000 MUNICIPAL COURT JUDGE					
Desks	\$2,500	2	\$5,000		\$0
Total			\$5,000		\$0
530-2000 MUNICIPAL COURT CLERK					
Replacement Desks	\$989	8	\$7,912		\$0
Total			\$7,912		\$0
530-3000 MARSHAL'S OFFICE					
Pursuit Cars	\$22,000	9	\$198,000		\$0
Tech Packages	\$25,000	9	\$225,000		\$0
Full Size Car	\$21,000	1	\$21,000		\$0
Uniforms & Equipment	\$10,828	10	\$108,280		\$0
Evidence Locker	\$4,351	1	\$4,351		\$0
Weapons Rack	\$1,623	2	\$3,246		\$0
Office Furniture	\$5,000	1	\$5,000		\$0
FX Marking cartridges	\$650	1	\$650		\$0
Total			\$565,527		\$0
550 SHERIFF					
550-1000 ADMINISTRATION					
Offender Watch-Annual Subscription-Sex Offender Notification	\$7,000	1	\$7,000		\$0
Pedestal Desk and Return	\$1,130	1	\$1,130		\$0
Pelco DX-8100 Video recorders and Shipping and Handling	\$7,373	2	\$14,746		\$0
Panasonic Camcorder HDR H18DV	\$550	1	\$550		\$0
Taser Simulation Training Suit	\$425	1	\$425		\$0
Proteck Ballistic Shield Level IIIA	\$1,050	3	\$3,150		\$0
HydraRam II Hydraulic Forcible Entry Tool	\$1,898	1	\$1,898		\$0
Colt M4 Rifles	\$1,095	4	\$4,380		\$0
Broco Assault Breacher's Torch Kit	\$2,929	1	\$2,929		\$0
Royal Arms Intl. Standoff Muzzles for Breaching Shotguns	\$157	4	\$628		\$0
Night Vision Binoculars	\$639	3	\$1,917		\$0
Advanced Combat Helmet	\$515	15	\$7,725		\$0
Airsoft Simulation Weapons Package	\$2,935	1	\$2,935		\$0
Canon FaxPhone Fax Machine	\$340	1	\$340		\$0
Glock Model 17T Simunitions Weapons Ammunition and Gear	\$680	5	\$3,400		\$0
Total			\$53,153		\$0
550-2100 UNIFORM DIVISION					
Portable Bomb X-ray	\$22,000	1	\$22,000		\$0
Pan Disruptor	\$4,200	1	\$4,200		\$0
Disruptor Laser Bomb	\$1,200	1	\$1,200		\$0
Remote Bomb Firing Device	\$1,500	1	\$1,500		\$0
Mark 700 Bomb Suit	\$7,700	1	\$7,700		\$0
Segway	\$5,145	1	\$5,145		\$0

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
Portable Explosive Magazine Device	\$808	1	\$808		\$0
Expedition	\$30,000	1	\$30,000		\$0
1 Watt receiver transmitter	\$6,095	1	\$6,095		\$0
Pole Can Video System	\$21,795	1	\$21,795		\$0
Wireless Video System	\$7,000	1	\$7,000		\$0
Wireless Laptop Computer	\$2,000	3	\$6,000		\$0
Laser Jet Printer	\$899	1	\$899		\$0
Night Vision Pocket Scope	\$4,795	1	\$4,795		\$0
Full size truck 4x4 3/4	\$22,000	1	\$22,000		\$0
Motorola XTS2500 Level II Astro Digital Operation Patrol/Courts	\$2,677	14	\$37,478		\$0
Rain Jackets w/pants	\$119	75	\$8,918		\$0
Tint meters	\$135	25	\$3,375		\$0
Window Tint Prisoner transport vehicles	\$160	12	\$1,920		\$0
Replacement for Unitell Trasmmitter/recording system for undercover ops.	\$6,000	1	\$6,000		\$0
19-inch, LCD Monitors	\$750	8	\$6,000		\$0
Total			\$204,828		\$0
550-2400 MOTOR TRANSPORT					
Vehicles (LOST projection)	\$820,000	1	\$820,000		\$0
Total			\$820,000		\$0
550-2500 RECORDER'S COURT					
Marantz CDR310 Recorder Package	\$1,598	1	\$1,598		\$0
Court Security System cameras, monitors, DVD recorders, installation	\$39,000	1	\$39,000		\$0
15 passenger Van w/cage	\$29,645	1	\$29,645		\$0
Fireproof File Cabinet	\$1,590	1	\$1,590		\$0
Office chairs	\$3,500	1	\$3,500		\$0
Corner work station	\$699	1	\$699		\$0
Office Desks	\$897	1	\$897		\$0
3-Seat Lobby sofa	\$675	1	\$675		\$0
Bullet Proof Glass	\$2,366	3	\$7,098		\$0
Total			\$84,702		\$0
550-2600 Jail					
Motorola XTS 2500 Portable Radios	\$2,800	160	\$448,000		\$0
Taser X26 law enforcement electronic control device	\$800	125	\$100,000		\$0
Food Warmer/Serving Carts	\$4,000	4	\$16,000		\$0
Mid-back chairs, SAF6301BG	\$229	20	\$4,580		\$0
High-back chairs, VL840, BSX VL841NST11	\$300	3	\$900		\$0
Left pedestal desk, DMI 7350-570	\$1,386	3	\$4,158		\$0
Right pedestal corner credenza DMI 7350-517	\$1,508	3	\$4,524		\$0
Overhead hutch, DMI 7350-62	\$1,238	3	\$3,714		\$0
Lateral file, 2 drawer, DMI 7350-152	\$898	3	\$2,694		\$0
Guest chair VL803, VL803NST11	\$165	6	\$990		\$0
Total			\$585,560		\$0
570-1000 CORONER					
Cubicles for office staff (tied to position request)	\$13,700	1	\$13,700		\$0
Midsized admin vehicle (tied to position request)	\$15,500	1	\$15,500		\$0
Total			\$29,200		\$0
GENERAL FUND TOTAL			\$25,771,295		\$0

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
SEWER FUND (0202)					
260-3210 SEWER MAINTENANCE					
Inmate Van / Additional Vehicle	\$32,000	1	\$32,000	0	\$0
Portable Radio's	\$3,000	3	\$9,000	3	\$9,000
Mobile Radio's/ Two Additional for Vehicle	\$3,000	2	\$6,000	2	\$6,000
Mid Size Pickup	\$17,000	1	\$17,000	1	\$17,000
Handheld Concrete Saw	\$900	1	\$900	0	\$0
6" Water Pump	\$16,000	1	\$16,000	1	\$16,000
Tamp	\$3,000	1	\$3,000	1	\$3,000
Concrete Mixer	\$3,500	1	\$3,500	1	\$3,500
Mid Size SUV	\$19,000	1	\$19,000	1	\$19,000
Total			\$106,400		\$73,500
SEWER FUND TOTAL					
			\$106,400		\$73,500
PAVING FUND (0203)					
250-2200 HIGHWAY AND ROADS					
Mid-Size SUV	\$23,000	1	\$23,000		\$23,000
Total			\$23,000		\$23,000
260-2100 STREET IMPROVEMENTS					
Stationary Steam Cleaner	\$6,800	1	\$6,800	1	\$6,800
Street Sweeper / Additional	\$135,000	1	\$135,000	0	\$0
Bull Dozer / Replace #9972	\$330,000	1	\$330,000	0	\$0
Bull Dozer / Replace #6027	\$120,000	1	\$120,000	1	\$120,000
7 Yard Dump Truck / Replace #5786	\$65,000	1	\$65,000	0	\$0
Flat Bed Dump Truck / Replace #9786	\$33,000	1	\$33,000	1	\$33,000
Total			\$689,800		\$159,800
260-3110 REPAIRS AND MAINTENANCE					
Milling Machine	\$3,800	1	\$3,800	0	\$0
Heavy Equipment Trailer	\$8,300	1	\$8,300	1	\$8,300
Total			\$12,100		\$8,300
260-3120 RIGHT OF WAY MAINTENANCE					
Flat Bed Dump Truck / Replace #9333 and 9902	\$66,000	1	\$66,000	0	\$0
Commercial Versatile Mowers (Zero-Turn Mower)	\$7,500	4	\$30,000	4	\$30,000
Farm Tractors	\$24,000	6	\$144,000	6	\$144,000
5' Bush Hog Mowers	\$3,200	3	\$9,600	3	\$9,600
6' Flail Mower	\$5,000	1	\$5,000	1	\$5,000
Flat Bed Dump Truck / Replace #9143	\$33,000	1	\$33,000	1	\$33,000
Tractor/Replace #9901	\$22,000	1	\$22,000	1	\$22,000
Inmate Van/Replace #9696	\$32,000	1	\$32,000	1	\$32,000
Full Size PickUp / Replace #9108	\$19,000	1	\$19,000	0	\$0
7 Yard Dump Truck / Replace #5624	\$65,000	1	\$65,000	1	\$65,000
Equipment Trailer	\$1,700	1	\$1,700	1	\$1,700
Total			\$427,300		\$342,300

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
260-3130 COMMUNITY SERVICES-ROW MAINTENANCE					
Commercial Zero Turn Radius Mower	\$7,500	1	\$7,500	1	\$7,500
Total			\$7,500		\$7,500
PAVING FUND TOTAL					
			\$1,159,700		\$540,900
INTEGRATED WASTE MANAGEMENT FUND (0207)					
260-3510 SOLID WASTE COLLECTION					
Stationary Steam Cleaner	\$6,800	1	\$6,800	1	\$6,800
Peterbuilt Garbage Trucks Two are for Additional Personnel	\$160,000	6	\$960,000	2	\$320,000
Grab-All Truck	\$110,000	1	\$110,000	1	\$110,000
Mid Size Pickup Truck Two are for additional personnel	\$15,500	4	\$62,000	2	\$31,000
Motorola Portable Radio w/ Astro Digital Operation (3) Two are for additional personnel	\$3,000	3	\$9,000	1	\$3,000
Mobile Radios Two are for additional personnel	\$3,000	3	\$9,000	1	\$3,000
Total			\$1,156,800		\$473,800
260-3520 RECYCLING					
Recycling Trucks One is for additional Waste Equipment Operator	\$138,000	2	\$276,000	1	\$138,000
Mobile Radios One is for additional personnel	\$3,000	2	\$6,000	0	\$0
Total			\$282,000		\$138,000
260-3540 GRANITE BLUFF LANDFILL					
Rhino Bush Hog	\$3,100	1	\$3,100	0	\$0
Utility Single Axle Trailer	\$1,700	1	\$1,700	0	\$0
Kawasaki Mule 3010	\$15,058	1	\$15,058	0	\$0
Total			\$19,858		\$0
260-3550 OXBOW MEADOW LANDFILL					
Commercial Zero Turn Radius Mower	\$7,500	1	\$7,500	0	\$0
Utility Single Axle Trailer	\$1,700	1	\$1,700	0	\$0
Kawasaki Mule 3010	\$15,058	1	\$15,058	0	\$0
Total			\$24,258		\$0
260-3560 PINE GROVE LANDFILL					
Long Arm Excavator	\$360,000	1	\$360,000	0	\$0
Pick Up 3/4 Ton 4x4	\$22,000	2	\$44,000	1	\$22,000
Portable Radio Motorola XTS2500	\$3,000	1	\$3,000	1	\$3,000
Stationary Steam Cleaner	\$6,800	1	\$6,800	1	\$6,800
Commercial Zero Turn Radius Mower	\$7,200	1	\$7,200	0	\$0
Off Road 4x4 Small Utility Vehicle Mule	\$15,000	1	\$15,000	0	\$0
7 Yd Dump Truck	\$65,000	1	\$65,000	0	\$0
Total			\$501,000		\$31,800
INTEGRATED WASTE FUND TOTAL					
			\$1,983,915		\$643,600
EMERGENCY TELEPHONE (E-911) FUND (0209)					
400-3220					
911 Center Console Expansion	\$346,000	1	\$346,000		\$0
Expansion of the 911 Center	\$175,000	1	\$175,000		\$0
Backup Location for 911 Center	\$125,000	1	\$125,000		\$0
Total			\$646,000		\$0
EMERGENCY TELEPHONE (E-911) FUND TOTAL					
			\$646,000		\$0

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
CDBG FUND (0210)					
400-3220					
Site Improvements	\$70,000	1	\$70,000	1	\$70,000
Land	\$25,000	1	\$25,000	1	\$25,000
Computer Equipment	\$100	1	\$100	1	\$100
Total			\$95,100		\$95,100
CDBG FUND TOTAL					
			\$95,100		\$95,100
TRANSPORTATION SERVICES (METRA) FUND (0751)					
610-2400 CAPITAL-FTA					
Rebuilt Engines	\$70,000	1	\$70,000	1	\$70,000
Rebuilt Transmissions	\$50,000	1	\$50,000	1	\$50,000
25'-35' Buses (Standard)	\$300,000	1	\$300,000	1	\$300,000
Trolley	\$300,000	1	\$300,000	1	\$300,000
Service Truck	\$25,000	1	\$25,000	1	\$25,000
Operational Equipment	\$283,350	1	\$283,350	1	\$283,350
Operational Equipment	\$9,000	1	\$9,000	1	\$9,000
Facilities Equipment	\$120,500	1	\$120,500	1	\$120,500
Facilities Equipment	\$900	1	\$900	1	\$900
Total			\$1,158,750		\$1,158,750
TRANSPORTATION SERVICES FUND TOTAL					
			\$1,158,750		\$1,158,750
COLUMBUS IRONWORKS & TRADE CENTER FUND (0753)					
620-2200 OPERATIONS					
One-Man Platform Scissor Lift	\$8,500	1	\$8,500	1	\$8,500
LCD Projectors	\$1,600	4	\$6,400	4	\$6,400
Video Monitors	\$1,500	8	\$12,000	8	\$12,000
LCD Televisions	\$2,500	2	\$5,000	2	\$5,000
Floor tile Replacement - Halls	\$20,000	1	\$20,000	1	\$20,000
Tables 18X17	\$140	14	\$1,960	14	\$1,960
Tables 18X96	\$149	42	\$6,258	42	\$6,258
Tables, 60"	\$192	40	\$7,680	40	\$7,680
Tables, 72"	\$282	6	\$1,692	6	\$1,692
Tables, 30X96	\$166	29	\$4,814	29	\$4,814
Tables 30X48	\$130	10	\$1,300	10	\$1,300
Table Cart, 42"-72"	\$257	7	\$1,799	7	\$1,799
Table Cart, 2472	\$230	1	\$230	1	\$230
Table Cart, 2496	\$192	4	\$768	4	\$768
Table Cart, 3096	\$172	3	\$516	3	\$516
Table Cart, 3048	\$165	1	\$165	1	\$165
Risers, 4'X8'X16"	\$550	8	\$4,400	8	\$4,400
Riser, 4'X8'X24"	\$594	12	\$7,128	12	\$7,128
Risers, 4'X8'X8"	\$500	4	\$2,000	4	\$2,000
2-Step Stair Unit, with Rails 16"	\$425	2	\$850	2	\$850
3-Step Stair Unit, with Rails 24"	\$485	4	\$1,940	4	\$1,940
Black Skirting, 8' Panels	\$100	25	\$2,500	25	\$2,500
Total			\$97,900		\$97,900

FY09 CAPITAL OUTLAY REQUEST

Item	Price	QTY REQ.	Requested	QTY Approved	FY09 Adopted
CIVIC CENTER FUND (0757)					
160-1000 CIVIC CENTER					
Curtain Motors	\$3,500	4	\$14,000	4	\$14,000
Carpet Extractor	\$8,000	1	\$8,000	1	\$8,000
Ice Skates (Was approved in midyear, held off until FY09 for reapproval)	\$60	150	\$9,000	150	\$9,000
Chairs	\$90	80	\$7,200	80	\$7,200
Tables	\$200	39	\$7,800	39	\$7,800
Trussing for Curtains	\$10,400	1	\$10,400	1	\$10,400
Recovering Lobby Stairs	\$45,000	1	\$45,000	1	\$45,000
Total			\$101,400		\$101,400
160-2100 HOCKEY					
Hockey Glass	\$273	55	\$15,000	55	\$15,000
Hockey Netting for Stands	\$1,000	2	\$2,000	2	\$2,000
Hockey Netting for Goals	\$500	2	\$1,000	2	\$1,000
Rubber Matting	\$2,500	2	\$5,000	2	\$5,000
Reusable Logos	\$7,500	1	\$7,500	1	\$7,500
Total			\$30,500		\$30,500
CIVIC CENTER FUND TOTAL			\$131,900		\$131,900

Columbus Consolidated Government
 Classification List by Position/Grade
 Revised 6/17/2007

DEPT	POSITION	GRADE
CA/1	City Attorney	28
CA/2	Assistant City Attorney	24
CA/3	Legal Assistant	14
CA/4	Legal Administrative Clerk	11
CC/1	Clerk of Council	22
CC/2	Deputy Clerk of Council	14
CC/3	Administrative Secretary	10
CD/1	Warden	25
CD/2	Deputy Warden – Administration	23
CD/3	Deputy Warden – Security	23
CD/4	Lieutenant – Corrections	20
CD/5	Sergeant – Corrections	18
CD/6	Counselor – Corrections	16 ¹
CD/7	Technician – Corrections	14
CD/8	Correctional Officer	12 ²
CD/9	Administrative Coordinator	14
CD/10	Accounting Technician	12
CD/11	Accounting Clerk	10
CD/12	Administrative Clerk I	9
CEM/1	Cemeteries Manager	19
CEM/2	Public Services Crew Leader	12
CEM/3	Correctional Officer – Cemeteries	12
CEM/4	Equipment Operator I	10
CEM/5	Maintenance Worker I	7 ³
CIV/1	Civic Center Director	25
CIV/2	Operations Manager	20
CIV/3	Civic Center Finance Manager	17
CIV/4	Marketing Manager	20
CIV/5	Ticketing Operations Manager	17
CIV/6	Maintenance Supervisor – Civic Center	15
CIV/7	Events Coordinator	15
CIV/8	Correctional Officer – Civic Center	12
CIV/9	Accounting Technician	12
CIV/10	Administrative Secretary	10
CIV/11	Arena Technician	9
CIV/12	Box Office Coordinator	12
CIV/13	Box Office Representative	9
CIV/14	Administrative Clerk I	9
CIV/15	Building Service Worker	6
CIV/16	Facilities Maintenance Worker I	11 ⁵
CMO/1	City Manager	29
CMO/2	Deputy City Manager	28
CMO/3	Deputy City Manager – Operations	28
CMO/4	Assistant to the City Manager	22

DEPT	POSITION	GRADE
CMO/5	Executive Assistant	14
CMO/6	Administrative Assistant	12
CMO/8	TV Station Manager	19
CMO/9	Administrative Services Coordinator	14
CMO/10	Records Specialist	14
CMO/11	Citizen Service Center Coordinator	14
CMO/12	Citizen Service Center Technician	10
CMO/13	Administrative Assistant – Citizen Service Center	12
CMO/14	Mailroom Supervisor	12
CMO/15	Mail Clerk	7
COR/1	Deputy Coroner	16
COR/2	Administrative Assistant	12
CR/1	Community Reinvestment Director	24
CR/2	Assistant Community Reinvestment Director	21
CR/3	Project Manager	19
CR/4	Finance Manager – Community Reinvestment	17
CR/5	Construction Services Specialist	15
CR/6	Community Reinvestment Technician I	10 ⁴
CR/7	Administrative Technician	12
CR/8	Community Reinvestment Clerk	9
CS/1	Community Service Coordinator	19
CS/2	Public Services Crew Leader	12
CS/3	Maintenance Worker I	7 ³
CSC/1	Chief Deputy Clerk	21
CSC/2	Assistant Chief Deputy Clerk	18
CSC/3	Senior Deputy Clerk – Administration	14
CSC/4	Senior Deputy Clerk – Real Estate	14
CSC/5	Senior Deputy Clerk	14
CSC/6	Deputy Clerk II – Civil	12
CSC/7	Deputy Clerk II – Criminal	12
CSC/8	Deputy Clerk II – Imaging	12
CSC/9	Deputy Clerk II – Real Estate	12
CSC/10	Deputy Clerk II	12
CSC/11	Deputy Clerk I – Real Estate	10
CSC/12	Deputy Clerk I	10
CSC/13	Senior Deputy Clerk – Civil	14
CSC/14	Senior Deputy Clerk – Criminal	14
CSE/1	Child Support Enforcement Manager	14
CSE/2	Accounting Clerk	10
CTC/1	Executive Director	UNC
CTC/2	Assistant Trade Center Director	21
CTC/3	Trade Center Finance Manager	17
CTC/4	Events Operations Supervisor	15
CTC/5	Maintenance Supervisor – CTC	15
CTC/6	Conference Facilitator	15
CTC/7	Accounting Technician	12
CTC/8	Administrative Assistant	12

DEPT	POSITION	GRADE
CTC/9	Facilities Maintenance Worker I	11 ⁵
CTC/10	Events Attendant Crew Leader	12
CTC/11	Administrative Clerk I	9
CTC/12	Events Attendant I	8 ⁶
CTC/13	Groundskeeper/ Landscaper	10
CTC/14	Administrative Secretary	10
DA/1	Assistant District Attorney	21 ⁷
DA/2	Investigator Supervisor – District Attorney	19
DA/3	Investigator – District Attorney	16 ¹
DA/4	Victim Advocate	14
DA/5	Administrative Assistant	12
DA/6	Legal Administrative Clerk	11
DA/7	Victim Witness Program Administrator	18
DA/8	Paralegal	15
ENG/1	Engineering Director	25 ⁸
ENG/2	Administrative Assistant	12
ENG/3	Administrative Secretary	10
ENG/4	Stormwater Management Engineer	22 ⁹
ENG/5	Project Engineer	22 ⁹
ENG/6	Traffic Engineering Manager	23 ¹⁰
ENG/7	Traffic Engineer	22 ⁹
ENG/8	Traffic Operations Supervisor	19
ENG/9	Traffic Signal Supervisor	17
ENG/10	Senior Traffic Signal Technician	14
ENG/11	Traffic Signal Technician	12 ¹¹
ENG/12	Traffic Signal Construction Specialist	12
ENG/13	Traffic Sign and Marking Supervisor	16
ENG/14	Traffic Control Technician	10
ENG/15	Radio Communications Supervisor	17
ENG/16	Senior Radio Technician	14
ENG/17	Radio Technician	12 ¹¹
ENG/18	Senior Traffic Engineering Technician	16
ENG/19	Traffic Engineering Technician	14
ENG/20	Traffic Analyst	14
ENG/21	Administrative Technician	12
ENG/22	Administrative Clerk I	9
ENG/23	Engineering Inspection Coordinator	17
ENG/24	Engineering Inspector	16 ¹
ENG/25	Survey Supervisor	17
ENG/26	Survey Crew Leader	14
ENG/27	Survey Technician	12
ENG/28	Survey Crew Worker	9
ENG/29	Engineering Technician	14 ¹²
ENG/30	Stormwater Technician	12
ENG/31	GIS Coordinator	21
ENG/32	GIS/Graphics Supervisor	17
ENG/33	GIS Technician	14
ENG/34	CAD Technician	14
ER/1	Elections and Registration Director	24
ER/2	Elections Coordinator	14

DEPT	POSITION	GRADE
ER/3	Registration Coordinator	14
ER/4	Elections Technician	9 ¹³
FAC/1	Facilities Maintenance Manager	23
FAC/2	Assistant Facilities Maintenance Manager	19
FAC/3	Facilities Maintenance Supervisor – Carpentry	16
FAC/4	Facilities Maintenance Supervisor – Electrical	16
FAC/5	Facilities Maintenance Supervisor – HVAC	16
FAC/6	Facilities Maintenance Supervisor – Plumbing	16
FAC/7	Facilities Maintenance Supervisor – Government Center	16
FAC/8	Facilities Maintenance Supervisor – County Jail	16
FAC/9	Custodial Services Supervisor	16
FAC/10	Correctional Officer – Facilities	12
FAC/11	Irrigation Technician	12
FAC/12	Carpenter I	13 ¹⁴
FAC/13	Electrician I	13 ¹⁴
FAC/14	HVAC Technician I	13 ¹⁴
FAC/15	Plumber I	13 ¹⁴
FAC/16	Facilities Maintenance Worker I	11 ⁵
FAC/17	Administrative Technician	12
FAC/18	Custodial Operations Assistant	12
FAC/19	Building Service Worker	6
FB/1	Forestry and Beautification Manager	23
FB/2	Assistant Manager – Forestry	19
FB/3	Assistant Manager – Beautification	19
FB/4	Forestry Administrator	18*
FB/5	Urban Forestry Supervisor	15
FB/6	Public Services Supervisor	14
FB/7	Chemical Application Supervisor	13
FB/8	Contract Inspector	14
FB/9	Correctional Officer – Forestry	12
FB/10	Public Services Crew Leader	12
FB/11	Tree Trimmer Crew Leader	13 ¹⁵
FB/12	Administrative Technician	12
FB/13	Tree Evaluator	12
FB/14	Equipment Operator III	12
FB/15	Tree Trimmer II	12
FB/16	Tree Trimmer I	10
FB/17	Equipment Operator II	11
FB/18	Chemical Application Technician	11
FB/20	Equipment Operator I	10
FB/21	Maintenance Worker I	7 ³
FD/1	Fire Chief/EMA Director	27
FD/2	Assistant Fire Chief	24
FD/3	Deputy Fire Chief	23
FD/4	Deputy Fire Chief – Homeland Security	23
FD/5	Emergency Management Deputy Director	23
FD/6	Division Chief – Health, Safety, and Information Systems	22
FD/7	Training Chief	22
FD/8	Battalion Chief	22
FD/9	Fire Marshal	22

DEPT	POSITION	GRADE
FD/10	Captain – EMS Coordinator	20**
FD/11	Captain – Rescue	20**
FD/12	Captain – Logistics (EMS)	20**
FD/13	Captain – Training/Captain – Paramedic Instructor	20**
FD/14	Fire Captain	20**
FD/15	Captain – Logistics	20**
FD/16	Lieutenant – EMS	18**
FD/17	Lieutenant – Training	18**
FD/18	Fire Lieutenant	18**
FD/19	Assistant Fire Marshal	20**
FD/20	Lieutenant – Fire Inspector	18**
FD/21	Lieutenant – Investigator	18**
FD/22	Lieutenant – Logistics	18**
FD/23	Fire Sergeant	16**
FD/24	Sergeant – Investigations	16**
FD/25	Firefighter – Medic	14**
FD/26	Firefighter – EMT	14
FD/27	Firefighter	12
FD/28	Firefighter – Logistics	12
FD/29	Support Technician – Logistics	12
FD/30	Administrative Coordinator	14
FD/31	Fire Payroll Technician	12
FD/32	Administrative Secretary	10
FD/33	Administrative Clerk I	9
FD/34	EMT	13**
FIN/1	Finance Director	26
FIN/2	Assistant Finance Director	24
FIN/3	Budget and Management Analyst	17 ¹⁶
FIN/4	Accounting Manager	23
FIN/5	Senior Accountant	19
FIN/6	Grant Compliance Accountant	19
FIN/7	Payroll Supervisor	18
FIN/8	Payroll Coordinator	14
FIN/9	Senior Accounts Payable Technician	13
FIN/10	Accounts Payable Technician	12
FIN/11	Purchasing Manager	23
FIN/12	Buyer Specialist	17
FIN/13	Buyer	14 ¹⁷
FIN/14	Purchasing Technician	12
FIN/15	Purchasing Clerk	9
FIN/16	Revenue Manager	23
FIN/17	Investment Officer	20
FIN/18	Tax Supervisor	18
FIN/19	Collections Supervisor	16
FIN/20	Revenue Auditor	17
FIN/21	Collections Technician	12
FIN/22	Accounting Technician	12
FIN/23	Administrative Assistant	12
FIN/24	Customer Service Representative	9 ¹⁸
FIN/25	Financial Analyst	17 ¹⁶
FIN/26	Administrative Secretary	10

DEPT	POSITION	GRADE
FM/1	Assistant Director/Fleet Maintenance Manager	24
FM/2	Assistant Fleet Manager	19
FM/3	Automotive and Tire Shop Supervisor	17
FM/4	Truck Shop Supervisor	16
FM/5	Body Shop Supervisor	16
FM/6	Heavy Equipment Shop Supervisor	16
FM/7	Small Engine Shop Supervisor	15
FM/8	Contract Warranty Specialist	15
FM/9	Fleet Maintenance Buyer	12
FM/10	Fleet Maintenance Technician III	14
FM/11	Fleet Maintenance Technician II	12
FM/12	Fleet Maintenance Technician I	10
FM/13	Inventory Control Technician	10
FM/14	Support Clerk	7
HED/1	Heavy Equipment Manager	21
HED/2	Heavy Equipment Supervisor	15
HED/3	Senior Heavy Equipment Operator	14
HED/4	Correctional Officer – Heavy Equipment	12
HED/5	Heavy Equipment Operator	13
HED/6	Equipment Operator III	12
HED/7	Equipment Operator II	11
HED/8	Maintenance Worker I	7
HR/1	Human Resources Director	26
HR/2	Assistant Human Resources Director	24
HR/3	Human Resources Analyst	19
HR/4	Human Resources Specialist	16
HR/5	Human Resources Technician II	14
HR/6	Human Resources Technician I	12
HR/7	Administrative Clerk I	9
HR/8	Technical Trainer/Developer	16
IC/1	Building Inspection and Codes Director	25
IC/2	Administrative Assistant	12
IC/3	Assistant Building Inspection and Codes Director	23
IC/4	Plans Examiner	19
IC/5	Building Inspection Coordinator	18
IC/6	Building Inspector	16 ¹⁹
IC/7	Electrical Inspection Coordinator	18
IC/8	Electrical Inspector	16 ¹⁹
IC/9	Property Maintenance Coordinator	18
IC/10	Property Maintenance Inspector	16 ¹⁹
IC/11	Sign and Codes Inspector	15 ²⁰
IC/12	Mechanical Inspection Coordinator	18
IC/13	Mechanical Inspector	16 ¹⁹
IC/14	Inspection Services Coordinator	14
IC/15	Permit Technician	10
IC/16	Zoning Technician	10
IC/17	Print Shop Supervisor	17
IC/18	Graphic Designer	12
IC/19	Print Shop Technician	11
IC/20	Duplicating Service Technician	9

DEPT	POSITION	GRADE
IT/1	Information Technology Director	26
IT/2	Technical Operations Manager	23
IT/3	Application Development and Support Manager	23
IT/4	Local Area Network Manager	22
IT/5	Web Development Manager	22
IT/6	Application Development Project Leader	20
IT/7	Application Support Project Leader	20
IT/8	Application Support Analyst	19
IT/9	Application Developer	19
IT/10	Web Developer	17
IT/11	Host Operations Supervisor	19
IT/12	Telecommunications Technician	14
IT/13	Lead Host Computer Operator	13
IT/14	Host Computer Operator	12
IT/15	Data Control Technician	12
IT/16	Personal Computer Services Supervisor	17
IT/17	Personal Computer Specialist	14
IT/18	Personal Computer Technician	12
JC/1	Drug Court Coordinator	18
JC/2	Case Manager	16
JC/3	Juvenile Court Coordinator	16
JC/4	Senior Deputy Clerk – Juvenile	14
JC/5	Custody Investigator	13
JC/6	Deputy Clerk II – Juvenile	12
JC/7	Deputy Clerk I – Juvenile	10
JC/8	Administrative Secretary	10
JM/1	Jury Manager	16
JM/2	Deputy Clerk II – Jury Management	12
JM/3	Administrative Clerk I	9
MAR/1	Chief Deputy Marshal	22
MAR/2	Lieutenant	20
MAR/3	Sergeant	18
MAR/4	Deputy Marshal	14
MAR/5	Administrative Assistant	12
MAR/6	Communication Technician III	10
MC/1	Court Coordinator – Municipal Court	18
MC/2	Senior Deputy Clerk – Municipal Court	14
MC/3	Deputy Clerk II – Municipal Court	12
MC/4	Administrative Secretary	10
MMC/1	Court Coordinator	18
MMC/2	Senior Deputy Clerk – Magistrate/Municipal Court	14
MMC/3	Deputy Clerk II – Magistrate/Municipal Court	12
MO/1	Executive Assistant	14
MO/2	Disability Committee Coordinator	12
MO/3	Administrative Secretary	10
MO/4	Internal Auditor/Compliance Officer	25

DEPT	POSITION	GRADE
PC/1	Probate Law Clerk/Hearing Officer	21
PC/2	Deputy Clerk II – Probate Court	12
PD/1	Chief of Police	27
PD/2	Deputy Chief of Police	24
PD/3	Police Major	23
PD/4	Police Captain	22
PD/5	Police Lieutenant	20
PD/6	Command Sergeant	19
PD/7	Police Sergeant	18
PD/8	Records Manager	16
PD/9	Police Finance Manager	17
PD/11	Police Corporal	16
PD/13	911 Center Supervisor	14
PD/14	Police Officer	14
PD/15	Records Supervisor	14
PD/16	Asset Forfeiture Coordinator	14
PD/17	Emergency Communications Technician III	12
PD/18	Facilities Maintenance Technician	12
PD/19	Emergency Communications Technician II	11
PD/20	Police Cadet	10
PD/21	Criminal Records Technician	10
PD/22	Building Service Crew Leader	10
PD/23	Administrative Secretary	10
PD/24	Administrative Clerk II	10
PD/25	Emergency Communications Technician I	10
PD/26	Accounting Clerk	10
PD/27	Administrative Clerk I	9
PD/28	Support Clerk	7
PD/29	Building Service Worker	6
PD/30	Administrative Assistant	12
PD/31	Police Human Resources Technician	12
PDEF/1	Investigator – Public Defender	16 ¹
PDEF/2	Legal Administrative Clerk	11
PL/1	Planning Director	25
PL/2	Planning Manager	22
PL/3	Planner	17 ²¹
PL/4	Right-of-Way/Transportation Planning Coordinator	20
PL/5	Transportation Planner	17 ²¹
PL/6	Administrative Secretary	10
PL/7	Planning Technician	11
PR/1	Parks and Recreation Director	25
PR/2	Assistant Parks and Recreation Director	23
PR/3	Athletic Division Manager	19
PR/4	Recreation Services Division Manager	19
PR/5	Recreation Program Manager – Cultural Arts	17
PR/6	Parks Services Division Manager	19
PR/7	Administrative Operations Manager	18
PR/8	Parks Services Manager	17
PR/9	Athletic Program Supervisor – Aquatics	16

DEPT	POSITION	GRADE
PR/10	Community Schools District Supervisor	16
PR/11	Athletic Program Supervisor	16
PR/12	Recreation Program Supervisor – Therapeutics	16
PR/13	Recreation Program Supervisor – Recreation Services	16
PR/14	Recreation Program Supervisor – Cultural Arts	16
PR/15	Parks Crew Supervisor	14
PR/16	Recreation Program Specialist III	14
PR/17	Correctional Officer – Parks	12
PR/18	Employment Coordinator	14
PR/19	RSVP Recreation Program Specialist III	14
PR/20	Athletic Program Specialist	14
PR/21	Recreation Program Specialist II	13
PR/22	Accounting Technician	12
PR/23	Chemical Application Technician	11
PR/24	Tennis Supervisor	12
PR/25	Motor Equipment Operator III	12
PR/26	Motor Equipment Operator II	11
PR/27	Administrative Secretary	10
PR/28	Parks Crew Leader	10
PR/29	Tennis Specialist II	10
PR/30	Motor Equipment Operator I	10
PR/31	Administrative Clerk I	9
PR/32	Tennis Specialist I	9
PR/33	Parks Maintenance Worker I	7 ²²
PR/34	Custodian	6
PR/35	Chemical Application Supervisor	13
PS-ADM/1	Public Services Director	26
PS-ADM/2	Assistant Public Services Director	24
PS-ADM/3	Safety Coordinator	17
PS-ADM/4	Public Services Coordinator	18
PS-ADM/5	Administrative Supervisor	13
PS-ADM/6	Administrative Technician	12
SC/1	Senior Deputy Clerk	14
SC/2	Law Clerk	19 ²³
SD/1	Chief Deputy Sheriff	24
SD/2	Jail Commander	23 ²⁴
SD/3	Major	23
SD/4	Captain	22
SD/5	Health Services Administrator	21
SD/6	Lieutenant	20
SD/7	Sergeant	18
SD/8	Registered Nurse	18
SD/9	Deputy Sheriff Technician	16
SD/10	Investigator	16
SD/11	ID Technician	16
SD/12	Clinic Manager	16
SD/13	Licensed Practical Nurse	14
SD/14	Deputy Sheriff	14
SD/15	Medical Technician	12
SD/16	Sheriff Correctional Officer	12

DEPT	POSITION	GRADE
SD/17	Accounting Technician	12
SD/18	Communication Technician III	10
SD/19	Criminal Records Technician	10
SD/20	Administrative Clerk II	10
SD/21	Accounting Clerk	10
SD/22	Judicial Administrative Technician II (Full time)	10
SD/23	Administrative Secretary	10
SD/24	Administrative Clerk I	9
SD/25	Judicial Administrative Technician I (Part time)	9
SD/26	Medical Records Clerk	9
SD/27	Security Guard	9
SD/28	Administrative Coordinator	14
SD/29	Sheriff Human Resources Technician	12
SD/30	Judicial Administrative Technician III	12
SE/1	Special Enforcement Manager	21
SE/2	Special Enforcement Supervisor	16
SE/3	Animal Resource Center Supervisor	16
SE/4	Administrative Coordinator	14
SE/5	Special Enforcement Officer	13
SE/6	Animal Control Officer II	13
SE/7	Animal Control Officer I	12
SE/8	Communications Officer	10
SE/9	Administrative Clerk I	9
SE/10	Animal Control Tech	10
SG/1	Chief Assistant Solicitor General	22 ²⁵
SG/2	Assistant Solicitor General	21 ²⁵
SG/3	Victim Witness Program Administrator	18
SG/4	Court Coordinator – Solicitor General	17
SG/5	Investigator Supervisor – Solicitor General	18
SG/6	Victim Advocate Investigator	15
SG/7	Investigator – Solicitor General	16 ¹
SG/8	Deputy Clerk II – Solicitor General	12
SMD/1	Street Maintenance Manager	21
SMD/2	Assistant Street Maintenance Manager	19
SMD/3	Public Services Crew Supervisor	15
SMD/4	Correctional Officer – Street Maintenance	12
SMD/5	Public Services Crew Leader	12
SMD/6	Equipment Operator II	11
SMD/7	Maintenance Worker III	9
SMD/8	Maintenance Worker II	8
SMD/9	Maintenance Worker I	7
STWTR/1	Stormwater Manager	21
STWTR/2	Assistant Stormwater Manager	19
STWTR/3	Stormwater Crew Supervisor	15
STWTR/4	Chemical Application Supervisor	13
STWTR/5	Stormwater Drainage Technician	15
STWTR/6	Correctional Officer – Stormwater	12
STWTR/7	Crew Leader – Stormwater	12
STWTR/8	Equipment Operator III	12

DEPT	POSITION	GRADE
STWTR/9	Equipment Operator II	11
STWTR/10	Chemical Application Technician	11
STWTR/11	Equipment Operator I	10
STWTR/12	Maintenance Worker I	7
STWTR/13	Equipment Operator Crew Leader	13
SW/1	Solid Waste and Recycling Manager	23
SW/2	Assistant Division Manager – Solid Waste and Recycling	19
SW/3	Waste Collection Route Supervisor	15
SW/4	Recycling Route Supervisor	15
SW/5	Waste Equipment Operator	12
SW/6	Recycling Truck Driver	12
SW/7	Waste Collection Worker	8
TA/1	Chief Appraiser	25
TA/2	Personal Property Manager	20
TA/3	Administrative Manager	20
TA/4	Residential Property Manager	20
TA/5	Commercial Property Manager	20
TA/6	Appraiser I – Personal Property	14 ²⁶
TA/7	Appraiser I – Real Property	14 ²⁶
TA/8	Administrative Assistant	12
TA/9	Appraisal Technician	10
TC/1	Chief Deputy Tax Commissioner	21
TC/2	Accounting Operations Administrator	20
TC/3	Deputy Tax Commissioner	18
TC/4	Administrative Technician	12
TC/5	Tax Clerk II	11
TC/6	Tax Clerk I	10
TC/7	Support Clerk	7
TR/1	Director of Transportation	25
TR/2	Deputy Transportation Director	23
TR/3	Transit Manager	20
TR/4	Maintenance Manager	20
TR/5	ADA Coordinator	18
TR/6	Parking Division Manager	18
TR/7	Transit Supervisor	16
TR/8	Safety/Training Coordinator	16
TR/9	Parking Enforcement Supervisor	14
TR/10	Transit Specialist	14
TR/11	Fleet Maintenance Technician III	14
TR/12	Office Manager	14
TR/13	Correctional Officer – Transportation	12
TR/14	Bus Operator Dial-A-Ride	10 ²⁷
TR/15	Bus Operator (with CDL)	12
TR/16	Administrative Secretary	10
TR/17	Fleet Maintenance Technician II	12
TR/18	Fleet Maintenance Technician I	10
TR/19	Maintenance Worker III	9
TR/20	Parking Enforcement Officer	10
TR/21	Customer Service Representative	9 ¹³

DEPT	POSITION	GRADE
WD/1	Waste Disposal Manager	21
WD/2	Assistant Waste Disposal Manager	19
WD/3	Landfill Supervisor	16
WD/4	Senior Landfill Operator	14
WD/5	Landfill Maintenance Technician	14
WD/6	Heavy Equipment Operator	13
WD/7	Landfill Operator	12
WIA/1	Workforce Investment Act Director	24
WIA/2	Finance Manager – WIA	17
WIA/3	Program Specialist II	17
WIA/4	Data Control Supervisor	17
WIA/5	Program Specialist I	16
WIA/6	Program Monitor/Job Developer	16
WIA/7	Accounting Technician	12
WIA/8	Accounting Clerk	10
WIA/9	Administrative Technician	12
WIA/10	Support Clerk	7

¹ May be designated “Senior” and placed at grade 17.

² May be designated “Senior” and placed at grade 13.

³ May be designated “II” and placed at grade 8; “III” and placed at grade 9.

⁴ May be designated “II” and placed at grade 12, “III” and placed at grade 13.

⁵ May be designated “II” and placed at grade 12.

⁶ May be designated “II” and placed at grade 9.

⁷ May be designated “II” and placed at grade 22; “III” and placed at grade 23.

⁸ Place at grade 26 if Professional Engineer in the State of Georgia.

⁹ Place at grade 23 if Professional Engineer in the State of Georgia.

¹⁰ Place at grade 24 if Professional Engineer in the State of Georgia.

¹¹ May be designated “II” and placed at grade 13.

¹² May be designated “Senior” and placed at grade 16.

¹³ May be designated “Senior” and placed at grade 10.

¹⁴ May be designated “II” and placed at grade 14.

¹⁵ Place at grade 14 if Certified Arborist in the State of Georgia and/or equivalent experience.

¹⁶ May be designated “Senior” and placed at grade 19.

¹⁷ May be designated “II” and placed at grade 16.

¹⁸ May be designated “Senior” and placed at grade 10.

¹⁹ May be designated “II” and placed at grade 17; “III” and advanced 5% within range.

²⁰ May be designated “II” and placed at grade 16; “III” and advanced 5% within range.

²¹ May be designated “Senior” and placed at grade 18; “Principal” and placed at grade 20.

²² May be designated “II” and placed at grade 8.

²³ Place at grade 20 if admitted to Georgia Bar.

²⁴ Advance 5% in grade for Jail Commander.

²⁵ Until incumbent attains 5 years of practice experience as an attorney and qualifies for state-mandated salaries.

²⁶ May be designated “II” and placed at grade 15; “III” and placed at grade 17.

²⁷ May be placed at grade 12 after acquisition of Commercial Driver’s License issued by the State of Georgia.

* Place at grade 19 if ISA certified.

** May add supplemental pay for current Paramedic certification.

CITY OF COLUMBUS – ACKNOWLEDGEMENTS

Department Heads

Executive – Jim Wetherington
Legislative - Tiny Washington
Legal – Clifton Fay
Chief Administrator/ City Manager – Isaiah Hugley
Deputy City Manager – Lisa Goodwin
Deputy City Manager – David Arrington
Finance – Pamela Hodge
Information Technology - Charles Tate
Human Resources - Thomas Barron
Community and Economic Development – Joe Riddle
Engineering – Donna Newman
Public Services – Gary Stickles
Parks & Recreation - Tony Adams
Cooperative Extension Service - Joann Cavis
Board of Tax Assessors – Betty Middleton
Board of Elections & Registrations - Nancy Boren
Police Services – Ricky Boren
Fire & Emergency Medical Services – Jeff Myers
Muscogee County Prison - William Adamson
Superior Courts of Muscogee County - Kenneth Followill
District Attorney - John Gray Conger
Clerk of Superior Courts of Muscogee County - Linda Pierce
State Courts of Muscogee County - Andy Prather, Maureene Gottfried
State Court Solicitor - Ben Richardson
Public Defender – Bob Wadkins
Magistrate and Municipal Court - Haywood Turner
Clerk of Municipal Court - Vivian Creighton
Municipal Court Marshal – Greg Countryman
Judge of Probate Court - Julia Lumpkin
Sheriff's Office - Ralph Johnson
Tax Commissioner - Lula Huff
Coroner – William Thrower
Columbus Transit System (METRA) – Saundra Hunter
Bull Creek Golf Course - John Milam
Oxbow Creek Golf Course - John Milam
Columbus Convention & Trade Center - Larry Campbell
Columbus Civic Center – Dale Hester
Workforce Investment Act - Howard Pendleton

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